

Work Session with Vote on Consent
Agenda
Tuesday, April 4, 2023 6:00 PM

Dr. Matthew Prophet Education Center -
Windows Cafeteria / Conference Room (Floor
2)
501 N. Dixon St.
Portland, OR 97227

Agenda

1. 6:00 pm - Consent Agenda Vote - Public Comment Accepted
 - 1.(a) Resolution 6684: Authorization of Off-campus Activities
 - 1.(b) Resolution 6685: Adoption of the Index to the Minutes
 - 1.(c) Resolution 6686: Expenditure Contracts
 - 1.(d) Resolution 6687: Revenue Contracts
2. 6:10 pm - State of the Arts
3. 6:30 pm - Winter MAP Data
4. 8:00 pm - Adjourn

RESOLUTION No. 6684

Authorization for Off-Campus Activities

RECITAL

Portland Public Schools (“District”) Policy 6.50.010-P (“Off-Campus Activities”) requires the Board of Education (“Board”) consent to student out-of-state travel.

RESOLUTION

The Board has reviewed the request for out-of-state travel. All required documents have been submitted to the Risk Management Department. The Superintendent recommends that the Board consent to the student out-of-state travel for the below request:

AUTHORIZATION FOR OFF-CAMPUS ACTIVITIES

Date(s)	School, Course, and Number of Students	Purpose of Travel	Travel Destination	Estimated Cost	Equitable Field Trip Fund; %
4/15-4/21/23	All high schools, College & Career Readiness, 40	Increase post-secondary exposure & access amongst our historically underserved student population	WA DC & VA	\$2,267	N/A
4/19-4/21/23	Beaumont Jazz, 24	Attend & perform at an adjudicated festival, demonstrate various jazz styles, attend educational clinic	University of Idaho	\$500	N/A
4/20-4/25/23	Lincoln HS Constitution Team, 30	Compete in national “We The People” competition against teams from across the country	Washington DC	\$3,000	N/A
4/20-4/25/23	Grant HS Constitution Team, 29	Compete in national “We The People” competition against teams from across the country	Washington DC	\$2,679	N/A
4/21-4/23/23	Roosevelt HS Band, 23	Compete, perform in jazz festival	Idaho	\$521	N/A
4/22-4/24/23	McDaniel HS Music, 61	Performance, meet w/ skilled adjudicator	Seattle, WA	\$500	Unknown
4/24-4/29/23	All high schools, College & Career Readiness, 32	Increase post-secondary exposure & access amongst our historically underserved student population	New Mexico	\$2,399	N/A
6/18-6/24/23	Wells HS Theater, 20	Attend educational theater workshops with professionals, compete	University of Indiana	\$1,800	N/A

RESOLUTION No. 6685

The Following Index to the Minutes are offered for Adoption

- 2/13/2023 – Special Meeting
- 2/21/2023 – Special Meeting
- 2/28/2023 – Work Session with Consent Agenda
- 3/07/2023 – Regular Meeting
- 3/07/2023 – Special Meeting
- 3/14/2023 – Work Session with Consent Agenda
- 3/21/2023 – Special Meeting



Index to the Minutes

(Draft for Approval)

Special Meeting February 13, 2023

This document is a record of the actions taken by the Board of Education at the Special Meeting held on January 13, 2023. In accordance with ORS 192.650, the District's official School Board Meeting Minutes are maintained via video recording and may be viewed at https://www.youtube.com/watch?v=l8T4As_gN3I&list=PL8CC942A46270A16E&index=5

Board Member Attendance

Present: Chair Scott; Vice-Chair Hollands; Directors Brim-Edwards, DePass, Kohnstamm, and Lowery;

Absent: Director Greene

INDEX

Actions Taken 02

RESOLUTIONS

None

ACTIONS TAKEN

Complaint 2021-04

- The board voted in favor of affirming the Superintendent's decision on Issue #1, that the complaint is unsubstantiated that Vernon failed to protect Black students against sexual misconduct. (6 yes, 0 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Herman Greene: Absent; Director Gary Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes

- The board voted in favor of affirming the Superintendent's decision on Issue #2 that the complaint is unsubstantiated that Black student test scores at Vernon have been in a consistent decline since 2017. (6 yes, 0 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Herman Greene: Absent; Director Gary Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes

- The board voted in favor of affirming the Superintendent's decision on Issue #3 that the complaint is unsubstantiated that Vernon School, under Principal Ben Keefer's leadership, fails to educate Black students. (6 yes, 0 no)..

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Herman Greene: Absent; Director Gary Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes



Index to the Minutes

(Draft for Approval)

Special Meeting February 21, 2023

This document is a record of the actions taken by the Board of Education at the Special Meeting held on January 21, 2023. In accordance with ORS 192.650, the District's official School Board Meeting Minutes are maintained via video recording and may be viewed at: https://youtu.be/pjVgo6VW_fw

Board Member Attendance

Present: Chair Scott; Vice-Chair Hollands; Directors Brim-Edwards, Greene, DePass, Kohnstamm, and Lowery

INDEX

Actions Taken

02

ACTIONS TAKEN

Complaint 2023-01

- Affirming the Superintendent's decision on Issue #1, that the complaint is unsubstantiated and that Tubman has developed, submitted, and begun implementation of a Comprehensive School Counseling Plan.

Passed (5 yes – 1 no – 1 abstention)

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Herman Green: abstain; Director Gary Hollands: No, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes

- Affirming the Superintendent's decision on Issue #2, that the complaint is unsubstantiated as of December 8, 2022, acknowledging that the Education Plan and Profile middle-school implementation is in process and is not required to be completed before the end of the school year.

Passed (5 yes – 2 no)

Director Julia Brim-Edwards: No, Director Michelle DePass: Yes, Director Herman Greene: Yes
Director Gary Hollands: No, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes



Index to the Minutes

(Draft for Approval)

Work Session with a Consent Agenda

February 28, 2023

This document is a record of the actions taken by the Board of Education at the Work Session with a Consent Agenda held on February 28, 2023. In accordance with ORS 192.650, the District’s official School Board Meeting Minutes are maintained via video recording and may be viewed at <https://youtu.be/LZ4QczumzIQ>

Board Member Attendance

Present: Chair Scott; Vice-Chair Hollands; Directors Brim-Edwards, DePass, Kohnstamm, and Lowery; Student Representative McMahan

Absent: Director Greene

INDEX

Actions Taken.....	02
Statements for the Record	NA

RESOLUTIONS

<u>No.</u>	<u>Resolution Title</u>	<u>Page</u>
6648	Settlement Agreement	03
6649	Adoption of the Index to the Minutes	04
6650	Authorizing Off-Campus Travel.....	05
6651	Expenditure Contracts.....	06
6652	Revenue Contracts	08
6653	Resolution to Re-Appoint Three Members to the Climate Crisis Response Committee	09
6654	Revision to the Board Leadership Elections Process	10

ACTIONS TAKEN

- **Consent Agenda – Resolutions 6648 through 6654**

Director Lowery moved and Director Hollands seconded the motion to approve the Consent Agenda, including Resolutions 6648 through 6654. The motion was put to a voice vote and passed (6 yes – 0 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Greene: Absent, Director Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)

RESOLUTION No. 6648

Settlement Agreement

The authority is granted to resolve a disputed grievance with PAT regarding the payment of DLI stipend for the 2021-22 and 2022-23 school year to 42 educators. The settlement agreement will be in a form approved by the General Counsel.

RESOLUTION No. 6649

The Following Index to the Minutes are offered for Adoption

- 12/06/2022 – Special Meeting
- 01/24/2023 – Regular Meeting
- 02/07/2023 – Regular Meeting

RESOLUTION No. 6650

Authorization for Off-Campus Activities

RECITAL

Portland Public Schools (“District”) Policy 6.50.010-P (“Off-Campus Activities”) requires the Board of Education (“Board”) consent to student out-of-state travel.

RESOLUTION

The Board has reviewed the request for out-of-state travel. All required documents have been submitted to the Risk Management Department. The Superintendent recommends that the Board consent to the student out-of-state travel for the below request:

AUTHORIZATION FOR OFF-CAMPUS ACTIVITIES

Date(s)	School, Course, and Number of Students	Purpose of Travel	Travel Destination	Estimated Cost	Equitable Field Trip Fund; %
3/7-3/9/23	Mt Tabor Deaf & Hard of Hearing, 8	Biztown Junior Achievement of WA	Auburn, WA	\$917.27	N/A
3/2-3/4/23	Grant HS Track & Field, 48	Track meet	Spokane, WA	\$130	N/A
3/13-3/17/23	MHS Journalism, 15	Gain insight to & experience the field of journalism from journalism professionals	Columbia University in New York, NY	\$1,290	Yes, \$1500

RESOLUTION No. 6651

Expenditure Contracts that Exceed \$150,000 for Delegation of Authority

RECITAL

Portland Public Schools (“District”) Public Contracting Rules PPS-45-0200 (“Authority to Approve District Contracts; Delegation of Authority to Superintendent”) requires the Board of Education (“Board”) enter into contracts and approve payment for products, materials, supplies, capital outlay, equipment, and services whenever the total amount exceeds \$150,000 per contract, excepting settlement or real property agreements. Contracts meeting this criterion are listed below.

RESOLUTION

The Superintendent recommends that the Board approve these contracts. The Board accepts this recommendation and by this resolution authorizes the Deputy Clerk to enter into the following agreements.

NEW CONTRACTS

Contractor	Contract Term	Contract Type	Description of Services	Contract Amount	Responsible Admin, Funding Source	Certified Business
Pacific Coast Fruit	3/7/23 through 3/6/24 Option to renew for up to four additional one-year terms through 3/6/28	Materials Requirement MR 92728	Provide fresh produce to the District on a requirements basis. Request for Proposals 2022-041	Original Term: \$1,800,000 Total through renewals: \$9,000,000	D. Jung Fund 202 Dept. 5570	No
Oregon Museum of Science and Industry (OMSI)	3/1/23 through 12/31/23	Master Contract MSTR 92741	Allows schools to request and obtain services from OMSI with funding identified at time of service request. Direct Negotiation – Unique Knowledge and/or Expertise PPS-46-0525(4)	Not to Exceed \$300,000	C. Proctor Funding Source Varies	No
Alpha Environmental Services	3/8/23 through 3/8/26	Flexible Services Contractor Pool FSCP 92758	Flexible Services Contractor Pool – Abatement Provide abatement services to District on an as-needed basis. Request for Proposals 2022-019	Not to Exceed \$3,000,000	D. Jung Funding Source Varies	No
Pacific Northwest Environmental	3/8/23 through 3/8/26	Flexible Services Contractor Pool FSCP 92766	Flexible Services Contractor Pool – Abatement Provide abatement services to District on an as-needed basis. Request for Proposals 2022-019	Not to Exceed \$3,000,000	D. Jung Funding Source Varies	WBE
InLine Commercial Construction	3/1/23 through 9/24/24	Construction C 92772	Re-roof at West Sylvan. Invitation to Bid – Construction 2022-045	\$8,508,182	D. Jung Fund 458 Dept. 5511 Project DS017	No
Greenpower Motor Company	3/1/23	Purchase Order PO 163165	Purchase of one NanoBEAST electric school bus. Request for Proposals 2022-3061	\$281,089	D. Jung Fund 101 Dept. 5560	No

*A Certified Business is a for-profit business certified as a Minority-Owned Businesses (MBE), Women-Owned Businesses (WBE), Emerging Small Businesses (ESB), and/or Service-Disabled Veteran Businesses (SDV) by the State of Oregon Certification Office for Business Inclusion and Diversity.

NEW COOPERATIVE PURCHASING AGREEMENTS

No NEW COOPERATIVES

NEW INTERGOVERNMENTAL AGREEMENTS (“IGAs”)

NO NEW IGAs

AMENDMENTS TO EXISTING CONTRACTS

Contractor	Amendment Term	Contract Type	Description of Services	Amendment Amount, Total Amount	Responsible Administrator, Funding Source	Certified Business
Geotechnical Resources, Inc.	3/1/23 through 9/30/23	Engineering ENG 69567 Amendment 2	Geotechnical services for Lincoln HS Modernization. This amendment adds site work scope to the project. Request for Proposals 2020-2768	\$77,530 \$216,300	D. Jung Fund 457 Dept. 3120 Project DA006	No

RESOLUTION No. 6652

Revenue Contracts that Exceed \$150,000 Limit for Delegation of Authority

RECITAL

Portland Public Schools (“District”) Public Contracting Rules PPS-45-0200 (“Authority to Approve District Contracts; Delegation of Authority to Superintendent”) requires the Board of Education (“Board”) to enter into and approve all contracts, except as otherwise expressly authorized. Contracts exceeding \$150,000 per contractor are listed below.

RESOLUTION

The Superintendent recommends that the Board approve these contracts. The Board accepts this recommendation and by this resolution authorizes the Deputy Clerk to enter into the following agreements.

NEW REVENUE CONTRACTS

No New Revenue Contracts

NEW INTERGOVERNMENTAL AGREEMENTS / REVENUE (“IGA/Rs”)

No New Intergovernmental Agreements/Revenue Contracts

AMENDMENTS TO EXISTING REVENUE CONTRACTS

Contractor	Contract Term	Contract Type	Description of Services	Contract Amount	Responsible Administrator, Funding Source
Oregon Department of Education	3/1/23 through 6/30/24	Intergovernmental Agreement / Revenue IGA/R 91814 Amendment 1	CTE Pathways grant. This amendment adds an additional year of funding.	\$324,829 \$673,023	C. Proctor Fund 205 Dept. 5438 Grant G2257

RESOLUTION No. 6653

Resolution to Re-Appoint Three Members to the Climate Crisis Response Committee

RECITALS

- A. On March 1, 2022, the Portland Public Schools Board of Education adopted the Climate Crisis Response, Climate Justice and Sustainable Practices Policy–3.30.080-P .
- B. The Climate Crisis Response, Climate Justice and Sustainable Practices Policy requires the establishment of a committee to monitor effective implementation, transparency, and tracking of progress.
- C. The Charter for the CCRC committee indicates that members will initially be appointed to staggered terms of one and two years with all subsequent terms being two years. Each member may serve up to four years total on the Committee.
- D. The three Committee members who were appointed to one year terms at initiation of the CCRC are: Charity Fain, Erik Opsahl, Isaac Barrow.
- E. On February 2, 2023 the CCRC met and as part of their agenda voted to recommend to the PPS Board of Education that the members of the CCRC who were appointed to one-year terms, be re-appointed to the Committee for a new two year term at the end of their one year term.

RESOLUTION

The Board re-appoints Charity Fain, Erik Opsahl, and Isaac Barrow to a new two year term at the end of their initial one year term, August 31, 2023.

RESOLUTION No. 6654

Revision to the Board Leadership Elections Process

RESOLUTION

The Board of Directors of Portland Public Schools approves and adopts the *Board Leadership Elections Process* as attached in Exhibit "A".

Board Leadership Elections

1. In order to be considered for a leadership position, board members (and members elect) must notify the current Board Manager in writing by June 1st (for the July election) or December 1st (for the January election). The chair will reach out to members elect in May to inform them of this process. All notifications to the Board Manager will remain confidential until after the deadline for submission passes.
2. At the first board meeting in June/December, the board chair will publicly confirm board members who are interested in serving in leadership. Members elect will be invited to speak at the June meeting if they have declared as leadership candidates
3. The board views the vice-chair role as a leadership development position. In order to give more board members an opportunity to get exposure to a leadership position, the Board encourages the vice-chair rotate every six months.
4. Co-chairs and co-vice chairs will be allowed.
5. Board leadership elections will continue to take place at the first board meetings in July and January.
6. The transition to a new board chair will happen after the board meeting when elections take place is adjourned--there will be no mid-meeting passing of the gavel.



Index to the Minutes

(Draft for Approval)

Regular Meeting

March 07, 2023

This document is a record of the actions taken by the Board of Education at the Regular Meeting held on March 07, 2023. In accordance with ORS 192.650, the District’s official School Board Meeting Minutes are maintained via video recording and may be viewed at <https://www.youtube.com/live/VyKyWHhIEDU?feature=share&t=805>

Board Member Attendance

Present: Chair Scott; Vice-Chair Hollands; Directors Brim-Edwards, DePass, Greene, Kohnstamm, and Lowery; Student Representative McMahan

Absent: None

INDEX

Actions Taken.....	02
Statements for the Record	NA

RESOLUTIONS

<u>No.</u>	<u>Resolution Title</u>	<u>Page</u>
6655	Acknowledging National School Social Work Week March 5 -11, 2023.....	04
6656	Resolution to Recognize Classified and Non-Represented Employee Appreciation Week March 6-10, 2023.....	05
6657	Resolution Approving Renewal of the Charter Agreement with Le Monde French Immersion Public Charter School.....	06
6658	Resolution to Adopt Revised Anti-Racist and Anti-Oppression Learning Communities Policy 2.10.015-P	08
6659	Resolution to Rescind Board Policy	09
6660	Board Operating Protocols - Postponed	10
6661	Expenditure Contracts that Exceed \$150,000 for Delegation of Authority	11
6662	Approval of Head Start Policy Council Recommendation.....	12
6663	Approval of Head Start Policy Council Recommendation.....	13
6664	Approval of Head Start Policy Council Recommendation.....	14
6665	Approval of Head Start Policy Council Recommendation.....	15
6666	Approval of Head Start Policy Council Recommendation.....	16
6667	Election of Second Year Probationary Teachers	17
6668	Election of Third Year Probationary Teachers	21
6669	Election of Contract Teachers.....	25
6670	Contract Extension for Teachers.....	28
6671	Election of Second Year Probationary Administrators	52
6672	Election of Third Year Probationary Administrators	53
6673	Election of Contract Administrators.....	54
6674	Contract Extension for Administrators	55

ACTIONS TAKEN

- **Resolution 6655: Acknowledging National School Social Work Week March 5 -11, 2023**

Director Kohnstamm moved and Director Brim-Edwards seconded the motion to approve Resolution 6655. The motion was put to a voice vote and passed (7 yes – 0 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Herman Greene: Yes, Director Gary Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)

- **Resolution 6656: Resolution to Recognize Classified and Non-Represented Employee Appreciation Week March 6-10, 2023**

Director Brim-Edwards moved and Director DePass seconded the motion to approve Resolution 6656. The motion was put to a voice vote and passed (7 yes – 0 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Herman Greene: Yes, Director Gary Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)

- **Resolution 6657: Resolution Approving Renewal of the Charter Agreement with Le Monde French Immersion Public Charter School**

Director Greene moved and Director Hollands seconded the motion to approve Resolution 6657. The motion was put to a voice vote and passed (7 yes – 0 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Herman Greene: Yes, Director Gary Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)

- **Resolution 6658: Resolution to Adopt Revised Anti-Racist and Anti-Oppression Learning Communities Policy 2.10.015-P**

Director DePass moved and Director Kohnstamm seconded the motion to approve Resolution 6658. The motion was put to a voice vote and passed (6 yes – 0 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Herman Greene: Absent, Director Gary Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)

- **Resolution 6659: Resolution to Rescind Board Policy**

Director Hollands moved and Director Kohnstamm seconded the motion to approve Resolution 6659. The motion was put to a voice vote and passed (6 yes – 0 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Herman Greene: Absent, Director Gary Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)

- **Resolution 6660: Board Operating Protocols**

Postponed

- **Consent Agenda – Resolutions 6661 through 6674**

Director Greene moved and Director Hollands seconded the motion to approve the Consent Agenda, including Resolutions 6661 through 6674. The motion was put to a voice vote and passed (7 yes – 0 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Herman Greene: Yes, Director Gary Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)

RESOLUTION No. 6655

Acknowledging National School Social Work Week March 5 -11, 2023

RECITALS

- A. School Social Workers in Portland Public School serve as vital members of the school team, playing a central role in creating a positive environment at schools.
- B. School Social Workers in Portland Schools work alongside students and families to uplift and celebrate all intersectional identities.
- C. School Social Workers are especially skilled in collaborating with families, school teams, and community partners to support students who face serious challenges to school success, including structural racism, poverty, disability, discrimination, abuse, addiction, bullying, loss of a loved one, and other barriers to learning.
- D. School districts and local educational agencies must continue to work with School Social Workers to address students' social, emotional, physical, mental health, and environmental needs so that students may achieve their full potential.

RESOLVED

The Portland Public Schools Board of Education recognizes March 5 through March 11, 2023, is School Social Work Week in Portland Public Schools and thanks all of our School Social Workers for the continued work to support the needs of our students.

Resolution 6656

Resolution to Recognize Classified and Non-Represented Employee Appreciation Week March 6-10, 2023

RECITALS

- A. Portland Public Schools' Classified and Non-Represented employees are essential members of our educational team. From the moment a student steps on a school bus each weekday morning, their learning experience is shaped by members of our Classified and Non-Represented staff. On the front lines and behind the scenes, our Classified and Non-Represented staff are in a unique position to influence our school communities. They create a positive learning environment for our students by assisting them in the classroom; preparing and serving meals; caring for their physical needs; transporting them; keeping them safe, and aiding their families. Classified and Non-Represented staff keep our administrative and school offices humming; attend to our buildings and grounds; help us communicate with each other and our community; shepherd supplies and equipment, to name a few. Because of this vital and integral role, we are grateful for their work and support.
- B. Classified employees include members of our valued labor partners, including the Portland Federation of School Professionals (including administrative assistants, call center reps, certified drug and alcohol counselors, educational assistants, school administrative assistants, paraeducators, finance clerks, site technology specialists, bookkeepers, campus safety associates, SPED records clerks, community agents, library assistants, transportation route schedulers, and others), Service Employees International Union (nutrition services and custodians), Amalgamated Transit Union (bus drivers), and the District Council of Unions (skilled maintenance (for example: painters, electricians, carpenters, and others) warehouse workers, and television services).
- C. For their efforts on behalf of the more than 43,000 students in the Portland Public Schools community, the Classified and Non-Represented employees deserve our collective recognition and thanks.

RESOLUTION

The Board of Education declares this week, March 6-10, 2023, Classified and Non-Represented Employee Appreciation Week in recognition of the many daily services provided to enrich and support students in Portland Public Schools toward their highest achievement possible.

Be it further resolved, that the Board encourages the Portland Public Schools community to join in honoring Classified and Non-Represented Employees for their positive impact on our students and our community.

RESOLUTION No. 6657

Resolution Approving Renewal of the Charter Agreement with Le Monde French Immersion Public Charter School

RECITALS

- A. On January 27, 2012, the Portland Public Schools (“District”) Board of Education passed Resolution 4529 approving the application of Le Monde French Immersion Public Charter School (“Le Monde”) to operate a K-8 charter school.
- B. On April 28, 2015, the District Board of Education approved Resolution 5074 to renew its contract with Le Monde for a second three-year term.
- C. On March 20, 2018, the District Board of Education approved Resolution 5618 to renew its contract with Le Monde for a third term of five years, to expire on June 30, 2023.
- D. On January 2, 2023, Le Monde delivered its application for renewal of its charter agreement consistent with ORS 338.065
- E. The process and criteria for considering the renewal of a charter are described in ORS 338.065, including a requirement that the first renewal of a charter must be for the same term as the initial charter, and all future renewals must be for a term of no less than five and no more than ten years. Le Monde French Immersion Charter School will be entering its third renewal term and has requested a ten-year renewal term.
- F. The District Charter School Program Director reviewed Le Monde’s renewal request in good faith using criteria consistent with ORS 338.065(6), which require an evaluation of whether the public charter school is:
 - i. in compliance with ORS Chapter 338 and all other applicable state and federal laws;
 - ii. in compliance with the charter of the public charter school;
 - iii. meeting or working toward meeting the student performance goals and agreements specified in the charter or in any other written agreements between the District and Le Monde;
 - iv. fiscally stable and has used the sound financial management system described in the proposal and incorporated into the written charter; and
 - v. in compliance with any other renewal criteria specified in the charter.
- G. On February 15, 2023, the Board Charter Schools and Alternative Programs Committee held a public hearing to hear Le Monde’s charter renewal request.
- H. On March 07, 2023, after reviewing the information presented by Le Monde in support of its renewal request, including information from the public hearing and the staff report, Superintendent Guerrero recommended that the District renew the charter agreement with Le Monde. A copy of Superintendent Guerrero’s recommendation is on file at the District Board office.

RESOLUTIONS

1. The Board of Education for Portland Public Schools has determined that Le Monde’s request to renew its charter meets the criteria of ORS Chapter 338.
2. The Board of Education for Portland Public Schools directs staff to negotiate a ten-year charter agreement between the District and Le Monde that is consistent with ORS Chapter 338 and with District policies, is in a form approved by the District’s General Counsel, and that includes the following provisions:
 - a. The contract with Le Monde shall be for a maximum enrollment of 450 students in grades K-8. Per PPS Board Resolution 6499, Le Monde will receive pass-through State School Funds at 90% of the “Charter Schools Rate” for students in grades K-8, in accordance with ORS 338. PPS charter schools serving student populations of 50% or greater historically

underserved by race/ethnicity currently receive passthrough rate of 95% of the Charter School Rate for K-8 students.

- b. Le Monde will provide evidence satisfactory to the District that:
 - i. Sources of donations and grants are reasonably assured, and that there is a plan in place for supplementing funds received from the State School Fund (SSF) as necessary;
 - ii. Le Monde has a contingency plan in place if revenues are significantly less than or expenses are significantly more than projected, or if there is a significant cut in the SSF charter school rate; and
 - iii. Each school year's budget will be amended and resubmitted to the District when there are any significant changes to the SSF charter school rate.
 - c. Le Monde will provide a plan to attract a diverse population of students. Le Monde will report on the implementation of this plan and the ongoing results in its Annual Performance Framework and Report.
3. The Board of Education for Portland Public Schools directs the Superintendent to report to the Board each year on Le Monde's compliance with the terms of the charter agreement. This report may be part of an overall report for all District-sponsored charter schools.

RESOLUTION No. 6658

Resolution to Adopt Revised Anti-Racist and Anti-Oppression Learning
Communities Policy 2.10.015-P

RECITALS

- A. On December 1, 2022, the Board Policy Committee reviewed and considered the proposed revisions of the Anti-Racist and Anti-Oppression Learning Communities Policy 2.10.015-P.
- B. On January 24, 2023, the Board presented the first reading of the revised Anti-Racist and Anti-Oppression Learning Communities Policy 2.10.015-P.
- C. Pursuant to District policy, the public comment was open for at least 21 days, and there was no public comment received during the comment period.

RESOLUTION

The Board hereby adopts the revised Anti-Racist and Anti-Oppression Learning Communities Policy 2.10.015-P and instructs the Superintendent to amend any relevant administrative directives to conform to this adopted policy.

RESOLUTION No. 6659

Resolution to Rescind Board Policy

Rescission of:

- i. 1.70.012-P Presentations by Citizens and Employees

RECITALS

A. On December 1, 2022 the Board of Education's Policy Committee reviewed and considered the necessity and relevance of:

- i. 1.70.012-P Presentations by Citizens and Employees

B. On January 24, 2023, the Board presented the first reading of the policy for rescission.

C. The public comment period was open for at least 21 days for the policy, and no public comments were received.

RESOLUTION

The Board hereby rescinds the following policy:

- i. 1.70.012-P Presentations by Citizens and Employees

and instructs the Superintendent to rescind and/or revise any administrative directives that are no longer accurate or relevant as a result of rescinding this policy.

RESOLUTION No. 6660

Board Operating Protocols

Postponed

RESOLUTION No. 6661

Expenditure Contracts that Exceed \$150,000 for Delegation of Authority

RECITAL

Portland Public Schools (“District”) Public Contracting Rules PPS-45-0200 (“Authority to Approve District Contracts; Delegation of Authority to Superintendent”) requires the Board of Education (“Board”) enter into contracts and approve payment for products, materials, supplies, capital outlay, equipment, and services whenever the total amount exceeds \$150,000 per contract, excepting settlement or real property agreements. Contracts meeting this criterion are listed below.

RESOLUTION

The Superintendent recommends that the Board approve these contracts. The Board accepts this recommendation and by this resolution authorizes the Deputy Clerk to enter into the following agreements.

NEW CONTRACTS

Contractor	Contract Term	Contract Type	Description of Services	Contract Amount	Responsible Admin, Funding Source	Certified Business
Rose City Contracting, Inc.	3/8/23 through 3/8/26	Flexible Services Contractor Pool FSCP 92763	Flexible Services Contractor Pool – Abatement Contractor will provide abatement services to the District on an as-needed basis. Request for Proposals 2022-019	Not to Exceed \$3,000,000	D. Jung Funding Source Varies	No
Committee for Children	3/8/23 through 3/7/28	Digital Resource DR 92876	K-5 Health adoption – Violence Prevention Unit & Bully Unit. Special Class Procurement – Copyrighted Materials & Creative Works PPS-47-0288(4)	\$557,671	C. Proctor Fund 458 Dept. 5445 Project DC701	No

*A Certified Business is a for-profit business certified as a Minority-Owned Businesses (MBE), Women-Owned Businesses (WBE), Emerging Small Businesses (ESB), and/or Service-Disabled Veteran Businesses (SDV) by the State of Oregon Certification Office for Business Inclusion and Diversity.

NEW COOPERATIVE PURCHASING AGREEMENTS

No NEW COOPERATIVE PURCHASING AGREEMENTS

NEW INTERGOVERNMENTAL AGREEMENTS (“IGAs”)

Contractor	Contract Term	Contract Type	Description of Services	Contract Amount	Responsible Administrator, Funding Source	Certified Business
North Clackamas School District	7/1/22 through 6/30/23	Intergovernmental Agreement IGA 92837	Provide regional services to individuals with Autism Spectrum Disorder.	\$415,800	C. Proctor Fund 205 Dept. 5433 Grant G2070	N/A
Clackamas Education Service District	7/1/22 through 6/30/23	Intergovernmental Agreement IGA 92854	Special Education slots for PPS students whose IEPs require an out-of-District placement at Heron Creek Therapeutic Schools.	\$365,285	C. Proctor Fund 101 Dept. 5414	N/A

AMENDMENTS TO EXISTING CONTRACTS

No New Amendments

RESOLUTION No. 6662

Approval of Head Start Policy Council Recommendation

RECITALS

- A. Federal requirements call for the Governing Board of a Head Start program to approve recommendations for the program.
- B. The Board of Directors for Portland Public Schools serves as the Governing Board for the PPS Head Start Program.
- C. Portland Public Schools Policy Council recommends the approval of the program's revised Diapering and Toileting policy and procedures.

RESOLUTION

The Board of Directors for Portland Public Schools, School District No. 1J, Multnomah County, Oregon, approves the Head Start Policy Council recommendations as stated above.

RESOLUTION No. 6663

Approval of Head Start Policy Council Recommendation

RECITALS

- A. Federal requirements call for the Governing Board of a Head Start program to approve recommendations for the program.
- B. The Board of Directors for Portland Public Schools serves as the Governing Board for the PPS Head Start Program.
- C. Portland Public Schools Policy Council recommends the approval of the program's 2022-2023 OPK Site and Service Workbook, a required annual submission to the Oregon Early Learning Division as part of our grant agreement.

RESOLUTION

The Board of Directors for Portland Public Schools, School District No. 1J, Multnomah County, Oregon, approves the Head Start Policy Council recommendations as stated above.

RESOLUTION No. 6664

Approval of Head Start Policy Council Recommendation

RECITALS

- A. Federal requirements call for the Governing Board of a Head Start program to approve recommendations for the program.
- B. The Board of Directors for Portland Public Schools serves as the Governing Board for the PPS Head Start Program.
- C. Portland Public Schools Policy Council recommends the approval of the 2021-2022 PPS Head Start Program Annual Report. The Head Start Program Performance Standards provide requirements and procedures for the Annual Report. The Annual Report includes yearlong information regarding Head Start program data. It is used as a community resource and contains information from the PIR. Program budget information is also shared in the annual report.

RESOLUTION

The Board of Directors for Portland Public Schools, School District No. 1J, Multnomah County, Oregon, approves the Head Start Policy Council recommendations as stated above.

RESOLUTION No. 6665

Approval of Head Start Policy Council Recommendation

RECITALS

- A. Federal requirements call for the Governing Board of a Head Start program to approve recommendations for the program.
- B. The Board of Directors for Portland Public Schools serves as the Governing Board for the PPS Head Start Program.
- C. Portland Public Schools Policy Council recommends the approval of the 2022-2023 PPS Head Start Self-Assessment Timeline. The annual Self-Assessment is a central tenet of continuous quality improvement for Head Start programs. The goal of the Self -Assessment is to meet Performance Standards and move toward program excellence in serving children and families. The process provides programs the means to regularly assess their own management systems and program operations in order to continually strengthen the program and the service delivered to children and families.

RESOLUTION

The Board of Directors for Portland Public Schools, School District No. 1J, Multnomah County, Oregon, approves the Head Start Policy Council recommendations as stated above.

RESOLUTION No. 6666

Approval of Head Start Policy Council Recommendation

RECITALS

- A. Federal requirements call for the Governing Board of a Head Start program to approve recommendations for the program.
- B. The Board of Directors for Portland Public Schools serves as the Governing Board for the PPS Head Start Program.
- C. Portland Public Schools Policy Council recommends the approval of the program's new Parent Request for Altered Schedule policy and procedures. These new policy and procedures align with Head Start Program Performance Standard 1302.21(c), Center-based Option, and is designed to support families' access to Head Start services and supports.

RESOLUTION

The Board of Directors for Portland Public Schools, School District No. 1J, Multnomah County, Oregon, approves the Head Start Policy Council recommendations as stated above.

RESOLUTION No. 6667

Election of Second Year Probationary Teachers

RECITAL

On the advice of the Chief Human Resources Officer, the Superintendent recommends that the teachers listed below be elected as Second Year Probationary Teachers.

RESOLUTION

The Board of Education accepts the Superintendent's recommendation and by this resolution hereby elects as Second Year Probationary teachers for the 2023-2024 school year the following persons, subject to the employment terms and conditions contained in the standard form contract approved by the legal counsel for the District.

Last	First
Aaron	Alana
Aaron	Olufemi
Aceves	Anthony
Afenegus	Biniam
Albright	Rebecca
Allen	Quiana
Alvarez Ruberte	Jose
Anderson	Sarah
Arnold	Richard
Ash	Erika
Atkinson	Sarah
Austrie	Amanda
Ayala	Lauren
Aye	Stacie
Bae	SeungJin
Baghdadi	Jamal
Baik	Jessica
Bamer	Jennifer
Barbour	Delaney
Barnett	Henry
Barros	Natalie
Battison	Maximillian
Bayley	Matthew
Beck	Michelle
Bennett	Michael
Berman Beeck	Sydney
Best	Duane
Bibo	Cassidy
Bickford	Jessica
Blake	Michael
Blake	Joseph
Blocker	Bradley
Blue	Bobi
Bonetti	Gary
Bookman	Emily
Bowers	Julia
Brabham	Melissa

Last	First
Brant	Mary
Brazile	Michelle
Bridges	Keixa
Brown	Harry
Brown	Gabriel
Browning	Jacqueline
Brunson	Mary
Bui	Huy
Burnham	Blaine
Byers	Colton
Camacho	Rhianna
Cameron Miller	Bradleigh
CampBell	Pamela
Cano	Raul
Canseco-Gomez	Angelina
Capistran	Mayra
Cardwell	Colin
Cassell	Santha
Clark	Earl
Clarke-Ritter	Alexander
Cole	Lauren
Connors	Rachel
Cook	Edin
Cooper	Heather
Corenthal	Michael
Cowley	Maurice
Craft	Selma
Croney	Alyson
Cross	Shianne
Cunningham	Jaclyn
Daellenbach	Michael
Daniell	Zachary
Davis	Jessica
Davis	Mary
DeGraw	Dixie
Deming	Chandler
Dennis	Kathryn

Last	First
Dishman	Carolyn
Disney	McKenna
Donaldson	Mikaila
Dove	Kaitlyn
Downing	Emma
Dupper	Sarah
Dutter	Michael
Edwards	DeAngelo
Elliott	Susan
Emenina	Eka
Erksa	Brian
Esbensen	Heidi
Estrada	Brianna
Estrella-Diaz	Arturo
Eversole	Danielle
Fanning	Michael
Fantz-Sands	Kayla
Federici	Emily
Fisher	Samantha
Fitzgerald	Lara
Flanagan	Claire
Flechas Chaparro	Juliana
Fragar	Maureen
Freeman	Laura
Fritz	Sydney
Fuller	Mary
Gabriel	Alexandra
Garside	Courtney
Gellert	Sarah
Gemperle	Alison
Geoghegan	Patrick
Gettman	Juleeanna
Gibson	Kathryn
Gilmore	Melissa
Gonzales Aleksick	Caitlin
Gonzalez	Ana
Gould	Zoe
Gouveia	Paul
Grund	Emily
Gryn	Nicholas
Gustafson	Ian
Haffenreffer	Moriah
Halsey	Tiffany
Hargaden	Christina
Harrison	Benjamin
Harrop	Kelsey
Hartfelder	Miles
Hartley	William
Harvey	Kema
Hawkins	Rachel
Heller	Chelsea

Last	First
Herder	Sandra
Hernandez	Josuee
Hessney	Joseph
Hill	Olivia
Holladay	Sailor
Holland	Casey
Holt	John
Hougham	Abigail
Howard	Kaylee
Hui	Stefanie
Hummel	Addison
Hunter	Grace
Ingebritsen	Kimberly
James	William
Jensen	Mercadiez
Jewell	Remy
Johnson	Franchesca
Johnson	Kenneth
Jones	Chelsea
Kaba	Bridget
Kaman	Emily
Kane	Teresa
Kane	Ethan
Keener	John
Kilgour	Kevin
Kilmer	Mark
Kimball-Martinez	Brittney
Kirkelie	Maia
Knievel	Molly
Kreutz	Paul
Kugler	Shelby
Kutchinsky	Alon
LaPorte	David
LaValle	Jeanne
Law	Duncan
Lawrence	Tracy
Le	Van-Anh
Lendo	Nicole
Lepore	Melinda
Lepp	Adina
Lewis	Sarah
Linah	Sai
Locascio	Kevin
Longanecker	Kayla
Lum	Lisa
Lyle	Jamie
Lyons	Jane
Mahoney	Audra
Mahrt	Alexandra
Manson	Wesley
Margerum	Amanda

Last	First
Marques	Andrew
Marshall	Ty
Martin	Sara
Massey	David
Matthews	Holly
Medrano	Naomi
Melson	Tony
Mendoza	Hannah
Mickanen	Nicole
Miller	Bryan
Mitchell	Daniela
Morales-Suares	Caesar
Morgan	Sharon
Muralidharan	Sruthi
Murray	Rachel
Murray	Brittany
Narozniak	Joanie
Neal	Mary
Newman	Aimee
Newport	Elyse
Nguyen	Tyler
North	Jordana
Novick	Morgan
Ogletree	Derek
O'Halloran	Deanna
Olivares	Anna
Orellana	Jocelyn
Paden	Anne
Palmeri	Vanessa
Pan	Michelle
Pasion	Abigail
Patterson	Craig
Pederson	Ellen
Pence	Victoria
Perez-Gonzalez	Nelson
Phan	Anne
Phommachack	Crissy
Picton	Sophie
Pierce	Xavier
Pollock	Dustin
Pope	Jodi
Potasznik	Alyssa
Quinlan	Shea
Quinonez	Alexis
Ramos	Jason
Ramstead	Holly
Rappaport	Jennifer
Reed	Taylor
Reep	Olivia
Reigel	David
Reilly	Allison

Last	First
Reyes Simon	Greidys
Riccardi	Jerry
Richardson	Emily
Robertson	Courtney
Rochford	Melissa
Rooney	Shannon
Rosales	Krista
Rueck	William
Ryan	Samantha
Saffer	Daniel
Samples	Laurence
Schlahta	Kathryn
Schoening	Barbette
Schraer	Mona
Shearer	Thomas
Shelley	Adam
Shoukas	Anthony
Siddiqui	Aysha
Silkey	Ami
Simonoff	Malcolm
Slane	Kirsten
Soldevila	Lluis
Sommo	Elizabeth
Soriano	Lora
Soto Millan	Luis
Stauffer	Daniel
Stevens	James
Stoker	Keith
Stone	Alexandria
Straube	Heather
Straubinger	Tara
Sykes	Elia
Thompson	Heather
Toderick	Krystal
Tong	Bao Ngoc
Toops	Sydney
Trullench	Miranda
Truong	Anh Lam Benson
Tullah	Umu
Twining	Julie
Vane	Paige
Vidmar	Sarah
Vonada	Abigail
Vosler	Lizzie
Walker	Emily
Walsh	Stephen
Waltner	Kyoko
Warinner	Jamie
Wasdo	Laura
Wecker	Aneliess
Weir	Moses

Last	First
Wenner	Martha
Whitney	Nathan
Wilkins	Paul
Williams	Takiyah
Williams	Tabitha
Williams	Lilly
Williamson	Carlin
Willie	Janessa
Wilson	Kinsey
Winslow	Katherine
Wolff	Rylie
Wu	Yuxuan
Young	Chrystal
Zenger	Sharon
Zinik	Matthew

RESOLUTION No. 6668

Election of Third Year Probationary Teachers

RECITAL

On the advice of the Chief Human Resources Officer, the Superintendent recommends that the teachers listed below be elected as Third Year Probationary Teachers.

RESOLUTION

The Board of Education accepts the Superintendent's recommendation and by this resolution hereby elects as Third Year Probationary teachers for the 2023-2024 school year the following persons, subject to the employment terms and conditions contained in the standard form contract approved by the legal counsel for the District.

Last	First
Abusiewiez	Leah
Adams	Emiley
Aguilar	Fredy
Akin	Kayoko
Alex	Lindsay
AlSuhaimi	Miriam
Alvarado Perez	Ivan
Amato	Olga
Anishchenko	Natalia
Armstrong	Jami
Arroyo	Stachys
Atwood	Alexis
Avila	Chloe
Awo	Hafsa
Axtman	Lisa
Baez Hernandez	Selene
Baier	Brian
Ball	Grace
Barnhart	Lydia
Barron	Christian
Bartlett	Jacqueline
Batchelor	Laura
Baxter	Jarryd
Bedker	Samantha
Belknap	Rebecca
Benner	Gretchen
Berryman	Kendra
Betker	Sean
Bishop	Sylvie
Bizjak	Robert
Bjesse-Puffin	Amelia
Blechman	Nicholas
Boardman	Rosemary
Bordwell	Holly

Last	First
Bourdon	Madilyn
Braunstein	Andrew
Breaux	Laura
Brennan	Caitlin
Brent	Rachel
Brey	Taylor
Brown	Cole
Brown	Kayleigh
Bui	Van Anh
Burns	Amber
Burton	Mandy
Buted	Micaiah
Byrne	Michela
Cain	ShaShuna
Calderon	Adrian
Callis	Paul
Campbell	Kara
Caravia-DeGroot	Monica
Carlisle	Rebecca
Carpenter	Daniel
Casper	Hillary
Castro	Erica
Chalich	Lacey
Chamberlain	Rhiannon
Clair	Ashlee
Clark	Molly
Clark	Sarah
Clay	Adam
Cleary	Megan
Cohen	Dylan
Coleman	Crystal
Coleman	Kendra
Conley	Sarah
Connelly	Meghan

Last	First
Coombs	Jimmy
Corbett	Claire
Crabtree	Colleen
Crowther	Emily
Davis	Mary Gage
De Lara-Vargas	Melissa
DeLashmutt	Max
DePosit	Ann
Derheimer	Michael
Diemand-Yauman	Katelyn
Doiel	Zachary
Dorris	Brittany
Droge	Elyssa
Engstrom	Christopher
Espinoza	Sharon
Eustice	Ellen
Fanning	Ashley
Fellers	Heather
Fields	Jennifer
Figueroa	Denesyn
Finch	Benjamin
Fleegle	Bradley
Flores-Herrera	Ivonn
Foy	Tamara
Frederick	Kathryn
Freel	Megan
Fronk	Anthony
Furrer-Hatzikos	Patricia
Galen	Marcus
George	Lourdes
Golden	Whitney
Good	Andrea
Gordon-Koven	Samuel
Goslin	Jennifer
Graham	Holly
Grassmeyer	Chelsea
Greene	Geoffrey
Griffin	Abigail
Gyu	Daniel
Haas	Stephanie
Hall	Johnathan
Hansen	Kyrsten
Harmon	Lindsay
Hawkins	Lauren
Haycraft	Carolyne
Henderson	Alexis
Hendricks	Gabriela
Henrich	Carlisa
Henry	Marissa
Herd	Bella
Herrera-Very	Elisabeth

Last	First
Hidalgo	Elaine
Hoeflein	Andrew
Hoemmen	Caitlin
Holstein	Kirsten
Horton	LaTasha
Hughes	Jennifer
Hughes	Megan
Hunt	Kyle
Hutchinstein	Samuel
Hytowitz	Teresa
Jaeger	Haleigh
Jansen	Julie
Jaramillo Lizama	Britany
Jepson	Lucas
Jin	Anne
Joglekar	Surabhi
Johnsen	Holly
Jones	Joshua
Jones	Charles
Jones	Kelly
Kaller	Venus
Kaplan	Molly
Kaplan-Miner	Haven
Kauzer	Case
Kelley	Wade
Kellogg	Kelli
Kiernan	Emily
Kilkenny	Sarah
King	Emily
King	Torin
Kiriazis	Nicole
Knippert	Audryana
Kosher	Lisa
Kouchek-Hoseini	Anahita
Kumanchik	Jennifer
Kuntz	Erin
Kwintner	Jennifer
Kwong	Chelsea
Lake	Bea
LaValley	Chelsea
Law	Elayne
Leishman	Rosalie
Levin	Poppy
Liesinger	Madison
Liggio	Stephen
Lingley	Audrey
Livengood	Elysia
Livingood	Ashley
Loebs	Jennifer
Lopez	Eduardo
Lyons	Pamela

Last	First
Machado	Michele
Mackenzie	Lyndsey
Maletz	Abraham
Mansour	Michael
Mask	Mark
Massoni	Dara
Mattson	Garrett
Mauney	Amelia
Mayock	Steven
Maza	David
McAlexander	Stephanie
McClary	Alan
McCrary	Jennifer
McCurdy	Christopher
McDonald II	Robert
McGarvey	Zachary
McGlynn	Justin
McKay	Andrew
McMillan	Michelle
McVicar	Laura
Meditz	Cori
Mermelstein	Catherine
Metscher	Mary Clare
Meyden	Yukiko
Meyer	Elizabeth
Meyer	Catherine
Mikolitch	Jessica
Miller	Elena
Miller	Matthew
Miller	Hilary
Milton	Elizabeth
Moldovan	Doina
Moore	Rachel
Mora	Kayla
Morales	Paola
Morrow	Jasper
Morton	Rebecca
Mote	Ashley
Moye	Damian
Mura	Sarah
Nary	Megan
Navarrete	Rubendario
Nealon	Sarah
Neill	Shelby
Nelson	Courtney
Newton	Katie
Nguyen	Hoang
Noel	Anna
Nordstrom	Lisa
Nowak	Carri
Oskin	Jessica

Last	First
Oztan Schemel	Heather
Padilla	Chandra
Parada	Kelsey
Park	Nathaniel
Patterson	Jacob
Pazmino	Maria
Peck	Scott
Pena	Izabella
Pigford	Wayne
Pittock	Suzanne
Price	Margaret
Prohaska	Holli
Redmond	Jacob
Redrejo	Jean
Reyes Herrera	Jesus
Reynolds	Matthew
Roberts	Heather
Robinson	Sean
Rogers	Renee
Rosenfield	Leslie
Ruebenson	Kate
Rutherford	Jacqueline
Sanchez	Kathryn
Sanchez	Codi
Schoene	Gabriel
Seeley	Nicole
Selby	Shea
Senge	Amina
Shiels	Vanessa
Shipley	Julia
Shohet	Revital
Sinauskas	Cristine
Smith	Lauren
Smith	Trevor
Smith	Tanya
Smith	Angela
Smyth	Anne
Spindor	Eileen
Sprecher	Heidi
Sprints	Elijah
Stanion	Daniel
Stasi	Jodie
Steele	Kendall
Stein	Tania
Stolz	Amanda
Street	Michael
Stronach	Susan
Sullivan	Catherine
Surber	Norma
Swan	Amber
Swinford	Heather

Last	First
Symons	Jami
Szucs	Chase
Tagomori-Lai	Kali
Thomas	Cynthia
Thuch	Ryda
Tiet	Karen
Tobon Olguin	Maria
Toone	Juliann
Torres	Amanda
Torres Fajardo	Disney
Tran	Mindy
Trent	Candice
Tretter	Sara
Troutman	Melanie
Trujillo	Jose
Trujillo	Adrian
Tuan	Cynthia
Tucker	James
Tyner	Cezanne
Valenzuela	David
Van Zandt	Shannon
Velazquez	Carmen
Ventura	Ricardo
Verhoeff	Parker
Villanueva Villarreal	Jasmin
Vineyard Stahl	Renee
Walters	Sidney
Ward	Dana
Ward	Sarah
Watson	Michael
Weaver	Kevin
Weist	Kurt
Wellington	Heidi
Whitaker	Meghan
Whitman	Ezra
Wiers	Taiya
Wiley	Macy
Williams	Wendi
Williams	Evan
Wilson	Claire
Wonder	Annaleah
Wong	Emily
Wrobel	Francesca
Yates	Rochelle
Young	Kimberly

RESOLUTION No. 6669

Election of Contract Teachers

RECITAL

On the advice of the Chief Human Resources Officer, the Superintendent recommends that the teachers listed below who has been employed by the District as a regularly appointed teachers for three or more successive school years be elected as Contract Teachers.

RESOLUTION

The Board of Education accepts the Superintendent's recommendation and by this resolution hereby elects as Contract teachers for the 2023-2024 school year the following persons, subject to the employment terms and conditions contained in the standard form contract approved by the legal counsel for the District.

Last	First
Abney	Kandice
Adams	Lisa
Allen	Hanna
Alvstad	Rebecca
Amor	Jose
Anglada-Cordero	Pedro
Arce	Denley Michael
Ardila Vega	Maira Alejandra
Ashcraft	Chelsea
Aung	Myat
Baerg	Adrienne
Bakker-Gbordzoe	Zoe
Banks	William
Bartlett	Casey
Basques	Arick
Bearre	Benjamin
Bennett	Katherine
Bennett	Kenneth
Bestor	Sarah
Biehl	Gina
Blair	Chelsea
Blei	Jessica
Blume	Deborah
Boyd	Christine
Breaker	Jason
Brilman	Larissa
Brockbank	Brennan
Brosius	Melissa
Brown	Alec
Bryant-Capellas	Alexa
Buchanan	Kristin
Bund	Wayne
Camelio	Natalie
Carpenter	Brenda
Colard-Tyler	Isabelle

Last	First
Conner	Emily
Cortinas	Leticia
Costello	Nicole
Cox	Raheema
Cuda	Matthew
Dahl	Ingrid
Dai	Daniel
Daniels	Matthew
De La Cruz	Tina
DeGagne	Alivia
Dempsey	Patrick
DeRocher	Shelby
Dewey	Sada
Dicker	Ryan
Doersam	Karen
Dominguez Lopez	Gabriel
Duff	Ryan
Ehret	Karina
Elliott-MacFadden	Cameron
Erickson	Sarah
Fadel	Todd
Fealk	Rachel
Foreman	Jessica
Foxley	Shannon
Fraser	Eric
Fritz	Julia
Gallagher	Devin
Garcia	Francisco
Garcia	Lesly
Gekov	Nicole
Georgilas	Nicole
Goad	Spencer
Goldstein	David
Goldstein	Adam
Good	Kaitlin

Last	First
Gorman	Bronwynn
Griffin	Katelyn
Hacklander	Caitlyn
Hale	Phillip
Hamler	Adam
Hammond	Sydney
Hara	Sujata
Hardaway	Michelle
Harrison	Daniel
Hawk	Rebecca
Hehn	Andrea
Herbst	Sarah
Hills	Rhys
Hoang	Michael
Hoda	Stephan
Holland	Monnica
Holmes	Kiante
Hood	Angeline
Hooper	Jennifer
Hoxie	Ryan
Ibrahim	Bashar
Ingamells	Ellen
Johnson	Rebecca
Jones	Hang
Jordan	Erica
Kamm	Amanda
Kassouf	Suzanna
Kavehrad	Christina
Kennedy	Ana
Kuhn	Jennifer
Kuznetsov	Michael
Laws	Walker
Le Chevallier	Grace
Lefor	Bridget
Lenon	Alexander
Lewis	Jack
Liu	Ye
Locke	Britni
Loker	Troy
Loupe	Kristin
Mackanness	Kate
Madrid	Fernando
Magee	Mackenzie
Manansala	Audrienne
Marantz-Herzberg	Judith
March	Ayako
Markey	Maureen
Mason	Kelly
Mate	Reka
Mayo	Alexander
Melson	Alexander

Last	First
Misi	Madison
Mykkanen	Sarah
Nguyen	Kevin
Noble	Heather
O'Brien	Deirdre
Oates	Marie
Ordway	Catherine
Orozco	Ana
Osuna Mondragon	Hector
Oswald	Shoshana
Parker	Emily
Paul	Jessica
Phan Mende	Chau
Politte	Paula
Ramos	Brenda
Randazzo	Jack
Redhead	Clare
Reed	Brennon
Reid	Kathleen
Reid	Anne
Rey	Krista
Rissetto	Kristina
Rittman	Michael
Robinson	Unique
Robison	Lisa
Rodriguez Salinas	Romina
Roosevelt	Adam
Ross	Rivkah
Salem	Aml
Sanchez Marquez	Rosa
Scheirer	Andrew
Scher	Alexis
Scott	Stacey
Shemer	Noah
Shiryayev	David
Simmons	Emily
Slater	Molly
Slaughter	Charles
Smith	Kimberly
Smith	Raya
Smith	Sarah
Smith	Jhaizmine
Stanfield	Shirley
Stares	Arica
Starr	Leah
Stoudt	Patrick
Sutton	Jonathon
Tapio	Katharine
Toole	Joshua
Touney	Steven
Towne	Randall

Last	First
Tran	Lien
Valentine	Mark
Vega-Juarez	Natalie
Vrana	Maria
Wagner	Kimberly
Wallace	Candor
Waller	Michael
West	Kimberly
Whitt Smith	Wintry
Williams	Halla
Williams	Willie
Williams	Alexander
Wilson	Lefred
Wilson	Clementine
Wilson	Caleb
Winkler	Amanda

RESOLUTION No. 6670

Contract Extension for Teachers

RECITAL

On the advice of the Chief Human Resources Officer, the Superintendent recommends that the employment contracts of the contract teachers listed below be extended.

RESOLUTION

The Board of Education accepts the Superintendent's recommendation and by this resolution hereby extends the employment contracts of the following persons until June 2025, subject to the employment terms and conditions contained in the standard form contract approved by the legal counsel for the District.

Last	First
Aaker	Daniel
Aalto	Johanna
Abbott	Danielle
Abel	Tivon
Accuardi	Nicole
Acevedo	Jody
Aceves	Lisa
Ackerman-Harvie	Adrian
Ackron	Michelle
Acuna	Miguel
Acuna-Lujan	Richard
Adam-Howard	Edith
Adams	Melodie
Adams	Sadie
Adams	Ramey
Adams Gaudreau	Susan
Adams-Brown	Christina
Adamski	Debra
Adana	Camille
Adkisson	Daniel
Ady	Robert
Afryl	Marni
Agre	Ashley
Aguirre	Rodrigo
Ahern	Sean
Ajjarapu	Elijah
Aksay	Evin
Al Faiz	Miriam
Alabarca	Erika
Al-Aridh	Bradi
Alderman	Amy
Alekel	Carly
Aley	Robert
Allen	Noelle
Allen	Thomas
Allen	Maleka
Almazan-Lopez	Oscar
Almeida	Richard

Last	First
Alonso	Amanda
Alonso	Ricardo
Altman	Christopher
Alvarez	Francisca
Alvarez	Vanessa
Alvarez	Leticia
Amaya-Gonzalez	Berenice
Amundson	David
Andanen	Graham
Anderson	Kent
Anderson	Kathryn
Anderson	Katherine
Anderson	Kimberly
Anderson	Jeffrey
Anderson	Caryn
Anderson	Celina
Anderson	Caitlin
Anderson	Haley
Anderson-Rubin	Heidi
Andres	Jennifer
Anello	Heather
Anglada Bartley	Susan
Angulo	Caitlyn
Annen	Megan
Ansara-Henderson	Nicole
Ansell	Aram
Appel	Margaret
Aquino	Emmanuel
Archer	Megan
Arellano	Rosario
Arias	Erin
Arias	Bianca
Arias	Laura
Arias	Adora
Armendariz	Febe
Armgardt	Emily
Armitage	Kawaji
Arney	Jessica
Arras	Katrina

Last	First
Arthur	Laura
Arthurs	Erica
Arze Torres Goitia	Camila
Asay	Kiera
Askari-Tamu	Malaika
Atagabe	Beth
Aubrecht	William
Aubry	Dominique
Aucutt	Christina
Auda-Capel	Laurel
Audel	Steffanie
Augustine	David
Austin	Meghan
Avila	Obdulia
Avila-Bander	Yudy
Avison	James
Axon	Laura
Azzaro-Budak	Gina
Baber	Marla Ann
Baca	Carlos
Bach	Robert
Backer	Ella
Backner	William
Bacon	Annette
Bacon-Brenes	Matthew
Baier	Kellie
Bailey	Torrey
Bailey	Kathryn
Baker	Kimberly
Baker	Courtney
Baker	Katherine
Baldauf-Wilcox	Suzanna
Baley	Tatiana
Ball	Joseph
Ballman	Joseph
Balto	Samuel
Bander	Adam
Bangura	Carrie
Banning-Shaughnessy	Deirdre
Bannon	Kelly
Barajas	Monica
Barber	Ricardo
Bardeschewski	Andrew
Barnes	Dereck
Barnes	Julie
Barnes	Sharon
Barnes	Brian
Barnhardt	Alana
Barrar	Christine
Barrentine	Scott
Barrow Strange	Kealy
Barry	Patricia

Last	First
Barry	Sean
Barten	Sarah
Bartlo	Christopher
Bartos	Kari
Bass	Kori
Bassaloff	Kristin
Batsch	Jennifer
Batten	Sarah
Battle	Lynda
Bauer	Michael
Bayne	Kerry
Beals	Carmen
Bean	Andrea
Beck	Sara
Beck	Laresa
Beck	Nathan
Beck	Aisha
Beck	John
Beckler	David
Beeler	Natasha
Belcher	Rachel
Beltz	Lillian
BenAziz	Randa
Bengtson	Erik
Bennett	Jennifer
Bennett	Remy
Bennett	Neressa
Bennett	Emilie
Bennon	Brady
Benny Leo	Cara
Benoit	Hilary
Benson	Mikael
Berg	Marta
Bergren-Dizon	Greta
Beris	Cristina
Berkowitz	Marcy
Bernardo	Anna
Berning	Carolyn
Bernt	Michelle
Bertelsen	Kimberly
Berten	Anne
Bertolone-Logan	Carla
Berton	Ann
Bessas	Soumountha
Best	May
Bettinger	Cory
Betz	Melanie
Bevan	Ashley
Biagini	Beth
Bibb	Rumi
Bickett	Carla
Bidney	Jacqueline
Biello	Gena

Last	First
Bielman	Candice
Bigham	Brett
Bingham	Tracy
Biornstad	Kaoru
Bird	Jenifer
Birt	Laura
Bishop	George
Bishop	Bella
Bitzer	Mary
Blackford	Elicia
Blair	Jai
Blakemore	Amanda
Blanton	Kristina
Blattner	Julia
Blekhman	Irina
Blevins	Scott
Bliss	Robert
Bloch	Andrea
Block	Abby
Bloemink	Bastiaan
Bloom	Lisa
Blount	Melissa
Blum	Carolyn
Blumhardt-Braga	Tammy
Bobenrieth	Rafael
Bockelman	Samara
Boehm	Andrew
Bogdanoff	Rachel
Bohart	Karen
Bokenyi	Brenda
Bokoske	Mary
Bolden	Kawanna
Boldman	Emily
Bolgioni	Dawn
Bolich	Amanda
Bonhomme	Kendra
Bonilla	Angela
Booth	Margaret
Bordioug	Olessia
Borean	Jacqueline
Borosky	Alison
Bossard	Maureen
Bostick	Jessica
Bostwick	Lindsey
Bottman	Tereza
Bowe	Elizabeth
Bowen	Eric
Boyd	Heather
Boyea	Kathryn
Boyeas	Megan
Boyer	Matthew
Braaten	Leslie
Brachman	Srulle

Last	First
Bradach	Daniel
Bradley	Amber
Bradley	Elise
Braia	Anne
Brandt-Lazar	Matthew
Branham	Tara
Braun	Christina
Brennan	Julia
Brennan	Rhonda
Brenner	Conni
Brewer	Brittanie
Brinks-Detzer	Harmony
Brinton-Anderson	Kristina
Briones	Adrienne
Brislin	Jeffrey
Brislin	Alicia
Brockmann	Jennifer
Brockway	Shannon
Broderick	Sarah
Brooks	Nora
Brooks	Yulia
Brooks	Ashlee
Brown	Keith
Brown	Susan
Brown	Sahjo
Brown	ReShawn
Brown	Tracey
Brown	Christina
Brown	Amber
Brown	Julie
Brown	Leslie
Brown	Tara
Brown	Kristin
Brown	Carrie
Brown	Hillary
Brown	Claudia
Brucato	Kurt
Bruce	Tina
Bruer	Ilsa
Brunak	Eugene
Bryan	Martha
Bryson	Ronette
Bubl	Paul
Buchanan	Jennifer
Bucknam	Jessica
Buckowski	Kristie
Buckwald	Alex
Buehler	Christopher
Buell	Alexis
Buelow	Elizabeth
Buhler	Kristen
Bullard	Laura
Bullock	Treoth

Last	First
Bulow	Annelies
Bundy	Elizabeth
Burchell	Cain
Burgess	Jill
Burke	Rosario
Burke	Erin
Burke	Brandon
Burkhead	Gregory
Burmester	David
Burny	Alana
Bush	Kevin
Bush	Elsa
Bussey	Dana
Butcher	Bryan
Butenhoff	Trevor
Butler	Grace
Butterfield	Andrew
Button	Ann
Buvinger-Wild	Gabrielle
Byer	Aaron
Byrkit	Margaret
Cady Russell	Michael
Cahill	Kelly
Caldwell	Benjamin
Caldwell	Meredith
Caldwell	Nicholas
Caleal	Katherine
Calley	Katherine
Calvillo	Patricia
Cameron	Karry
Camp	Ian
Campanella	Christine
Campbell	Gwen
Campeau	Matthew
Canales	Cassandra
Canales Reyes	Andres
Cancro	Chad
Cannon	Elizabeth
Canterberry	Sarah
Capps	Kali
Carabajal	Melina
Caraboa	Brittney
Cardenas	Kali
Carlson	Matthew
Carmichael	Tara
Carolan	John
Caron	Ceyriss
Carr	Jonathan
Carranza	Duncan
Carranza	Samara
Carrera-Padilla	Maricruz
Carrigg	Amanda
Cartagena	Max

Last	First
Carter	Robert
Carter-Widyaratne	Lisabeth
Cary	Susan
Casciato	Heather
Casey	Allyson
Cash	Colleen
Casillas	Omar
Catabay	Monty
Cates	Kathryn
Caton	Christine
Causey	Jayne
Centerwall	Sarah
Cervantes-Campbell	Lucila
Cha	Richard
Cha	Mary
Chaikittirattana	Amy
Challender	Matthew
Chambers	Louise
Chaney	Heather
Chaplin	Nicole
Chapman	Gaye
Chapman	Katherine
Charlston	Katie
Chase	Richard
Chasse	Loren
Chavez	Alisha
Chedester	Shannon
Cheek	Thomas
Chen	Yishan
Chenot	Anne
Childress	Richard
Chimuku	Denetia
Chirimwami	Vincent
Chou	William
Christensen	Tracy
Christy	Ross
Chu	Bryan
Clark	Alfred
Clark	Kristen
Clark	Sarah
Clark	Lisa
Clark	Andrew
Cleary	Jennifer
Clegg	Lionel
Cleveland	Heather
Close	Amy
Clyde	Chelsea
Coffey	Daniel
Coffman	Lisa
Cohen	Suzanne
Cohen	Rebecca
Cohen Glebe	Rose
Coholan	Caroline

Last	First
Coia	Margaret
Colby	Trask
Coleman	JoAnna
Colon	Elizabeth
Combs	Seann
Commodore	Nathan
Conable	Victoria
Condron	Kimberly
Cone	Christina
Connelly	Elisabeth
Connelly	Kyle
Connolly	Kelly
Connolly	Wendy
Connors	Anna
Conroy	Kevin
Cook	Allison
Cook	Nancy
Cook	Leanne
Cooke	Kyle
Cooper	Suzanne
Copacino	Allyson
Corey	Brian
Cornet	Lindsay
Cornett	E
Coronado	Nadia
Corwin	Caryn
Costa	Susan
Coste	Aurel
Cottrell	Allison
Covington-Brehm	Jessica
Cowley	Leslie
Coyne	Jennifer
Craig	Sheila
Craig-McFarland	Amy
Cranley	Stephanie
Crawford	Debra
Crawford	Jacqueline
Crews	Deborah
Criswell	Erinn
Crock	Vanessa
Cronen	Susanna
Crosby	Valerie
Crosman	Nathaniel
Croteau	Shawn
Crouser	Martin
Crouser	Julie
Crow	Elizabeth
Cuatt	Susanne
Cudjoe	Jessica
Cunningham	Jennifer
Cunningham	Kevin
Cunningham	Molly

Last	First
Cunningham-	
Parmeter	Kendall
Curl	Tricia
Curley	Stephen
Curtis	Cami
Cvitanich	Michelle
Da Rosa	Gladis
Da Rosa	Jeremy
Dagostino	Joseph
Dahinden	Susan
Daigle	Paul
Daley	Cadie
Daley	Sara
Dalla Corte	Nancy
Dalton	Nicole
Damon	Alan
Dang	Tina
Daniel	Kristin
Daniels	Julie
Daniels	Darlene
Danielson	Andre
Danon	Eva
Danzer	Kellie
Darling	Jessica
Darling-Budner	Rebecca
Date	Brooke
D'Aurora	Shannon
Davidson	Lisa
Davidson	Elizabeth
Davidson	Amy
Davis	Anna
Davis	Stephanie
Dawson	Alexander
Day	Sean
D'Cruz	Stephanie
de Boer	Katrina
de Boer	Jennifer
De Lagrave	Nicole
Decker	Joshua
Deede	Sara
DeGroot	Cheryl
Dekker	Betsy
Del Buono	Mary Anne
dela Houssaye	Philip
Deland	Anthony
Delgado	Deanna
Dell	Jeremy
Delmatoff	Elizabeth
Delwisch	Meghan
Demma	Theresa
DeMonte	Scott
DeNiro	Meghan
Denison	Emily

Last	First
Deniston	Nicole
Denney	Alicia
Dennison	Thaddeus
Dennison	Franki
Denton	Charles
Derrickson	Sara
DesCamp	Margaret
Devicq	Devon
DeVille	Anna
Dewson	Nichole
Deych	Yulia
Diamond	Kathleen
Diaz	Jessica
Dickerson	Jeremy
Dickerson	Aaron
Dickinson	Heather
Dickstein	Galen
Dilg	Kevin
Dillavou	Leslie
Diller	Lynnette
Dillon	Melinda
Dilworth	Kate
Dinsmore	Christine
DiPasquale	Angela
Dixon	Jacqueline
Dixon	Maggie
Do	Janet
Docken	Elizabeth
Dodson	Kirk
Doern	Margie
Doht-Barron	Karlynn
Doler	Nicole
Donahoe	Patrick
Doni	Lilia
Donkers	Paul
Donoghue	Liam
Donohoe	Susan
Dorresteyn	Ian
Doughty	Marlene
Douglass	Martin
Downs	Hannah
Doyle	Jessica
Draper	Rachel
Drescher	Michael
Drew	Amy
Drexler	Judith
Drummond	Natalie
Duckwell	James
Dudareva	Elena
Dugan	Christine
Duggan	Andrew
Dugo	David
Dulcich	Sarah

Last	First
Dulin	Heather
Duncan	Nicole
Duncan	Hannelore
Dunn	Marie
Duong	Don
Duran-Martinez	Josefina
Durant	Erika
Durham	Amy
Durocher	Anna
Dwan	Elizabeth
Dwight	Kelly
Dwyer Young	Henry
Dyer	Casey
Dyer	Brian
Dykman	Bryan
Dyste	Sarah
Eames	Carlyn
Early	Elisabeth
Eaton	Gerald
Echenique Arduz	Lily
Edelson	Jennifer
Edgar	Mehera-Rosa
Edington	Linda
Edler	Jennifer
Edwards	Mila
Egan	Theresa
Eichman	Katharine
Eickmeyer	Christina
Eigo	Meghan
Einarsson	Samantha
Eisemann	John
Eisenberg	Rebecca
Ekberg	Calley
Ekelof	Ingela
Eldredge-Burns	Ann
Ellenwood	Benjamin
Eller-Isaacs	Jessica
Elliott	Amanda Jane
Ellsworth	Alison
Eltagonde	Peaches
Elwell	Donald
Elwer	Aarika
Engler	Amanda
English	Kelly
Engstrom	Kristina
Enyeart	Jason
Epifano	Lauren
Epp	Mackenzie
Ereckson	Ezra
Erickson	Kristian
Esbensen	Thor-Aage
Escalada	Helena
Escovedo	LaPrincea

Last	First
Espinoza	Renee
Esteve	Ann
Evans	Linda
Evans	Nancy
Evers	Joseph
Everton	Adrienne
Evola	Samantha
Ewers	Cindy
Extine	Melissa
Fagan	Alexandra
Fain	Brian
Fale	Kelly
Fantz	Travis
Farrell	Miki
Farrell	Nathaniel
Fass	Eric
Fast	Jennifer
Fedorenko	Anna
Feitelberg	Matthew
Feldman	Felissa
Fell	Erin
Fenger	Nicholas
Fennema	Brian
Ferguson	Leesa
Ferguson	Joseph
Ferguson	Joseph
Ferguson	Allison
Fernandez	Rebecca
Ferrer Tamayo	Margarita
Fessant	John
Feutrier	Meggie
Feuz	Lisa
Fields	Frank
Fig	Nicole
Files	Lauryn
Finamori	Melody
Finch	Thomas
Finke	Jennifer
Finley	Aaron
Finnigan	Ruth
Firestone	Jessica
Fischer	Jonathon
Fisher	Carolyn
Fisher	Laura
Fisher	Samuel
Fisher	Hannah
Fitzhenry Juarez	AnnMarie
Fitzwater	Bryan
Flagel	Eric
Fleischman	Katia
Fleming	Julie
Flenniken	Gregory
Flores	Samantha

Last	First
Flores	Moises
Flores	Sarah
Flores	Melody
Flores	Andrea
Flores-Sanchez	Nancy
Flowerday	Chadrick
Floyd	Jessica
Floyd	Sherman
Flye	Travis
Fogg	Julia
Foley-Weintraub	Maia
Foltz	Emily
Ford	Jaclyn
Ford	Windy
Ford	Joel
Foreman Tidrick	Leesa
Forrest	Sharon
Forsberg	LeAnne
Forstag	Michael
Forsythe	Joshua
Fosik	Kristina
Fossen	Garth
Foster	Emily
Foster	David
Fournier	Ann
Fox	Ami
Fragar	Ariel
Francis	Brad
Francis	Katie
Franklin	Krista
Franks	Chase
Fransen	Jacqueline
Fraser	Eva
Fraser	Denholm
Frazee	Ayn
Fredericks	Sarah
Fredgant	Daniel
Freeman	Sierra
Freeman	Allanah
Freeman	Cheyenne
Fretel	Pamela
Fricke	Jamie
Friedman	Levia
Friend	Adrienne
Frisby	Susan
Frisby	Barry
Frisch	Molly
Frisina	Salvatore
Fuentes	Lauren
Fujiwara	Ritsuko
Fujiwara	Adelyn
Fuller	James
Fulton	Richard

Last	First
Furtado	Nicolas
Gadbow	Kenneth
Gaede	Adam
Gaiero	Meghan
Gallusser	Megan
Ganey	Gretchen
Gao	Ruiyuan
Gapp	Jenny
Garcia	Merri
Garcia	Greg
Garcia Arriola	Alfonso
Gardiner	Stephen
Gardner	Sara
Gardner	Elizabeth
Gardner	Alyssa
Gardner	Natalie
Gardner	Jesse
Garrett	Pamela
Garvey	Molly
Garza-Cano	Adolfo
Gassner	Sarah
Gavitte	Donald
Gawronski	Peter
Gay	Christina
Gayler	Holly
Gaynor	Sarah
Gebbie	Lindsay
Geiger-Baker	Alicia
Geiszler	Steve
Geller	Kasey
Gelrod	Lia
Gentile	Jeff
Georgetta	Emma
Gerber	Brian
Germaneri-Clarkson	Suzanne
Gerolami	Mark
Gershuny	Jason
Gervais	Amy
Gervais	Breanna
Gervich	Asa
Gevurtz	Tom
Ghan	Ryan
Giackino-Baisch	Tiffany
Giarelli	Kimberley
Gibson	Neil
Gilbertson	Amelia
Gilbertz	Nancy
Giles	Jason
Gilkey	Nancy
Gill	Darshanpreet
Gilley	Kerry
Gilman	Cadie
Gilson	Kirey

Last	First
Gilson	Maria
Ginger	Jennifer
Gintz	Makenzie
Glasgow	Samuel
Glinert	Alden
Godoy	Justin
Godoy	Robin
Goertzen	Heide
Goetz	Susan
Goff	Diane
Goldbloom	Stefanie
Golden	John
Golden	Kathryn
Goldhammer	Timothy
Goldstein	Meagan
Goldstone	Jeremy
Gomes	Kelly
Gomez	Virginia
Gonzales	John
Gonzales	Steve
Gonzalez	Sarah
Gonzalez	Mario
Goode	Matthew
Goodman	Kala
Goodman	Bich
Goodrich	Saima
Goodwin	Ria
Gooselaw	Ann
Gordon	Brenda
Gordon	Dawn
Gothard	Margarita
Goudiaby	Adama
Gove	Rachel
Graham	Timothy
Graham	Amanda
Graiziger	Mary
Grant	Sally
Gray	Gina
Gray	Rhonda
Green	Amber
Green	Alisha
Greenberg	Liliana
Greenfield	Katherine
Gregerson	Elena
Gregoire	Susan
Gretencort	Amy
Gretzinger	Jessica
Griffin	Antoinia
Griffin	Luke
Griffith	Jessica
Griffith	Margaret
Griffon	Cora
Grigg	Christopher

Last	First
Grigori	Cassandra
Grillo	Megan
Grillo	Carolyn
Grimm	Gillian
Grivel	Julien
Grobey	Tod
Grohn	Michela
Gromko	Emily
Groom	Roger
Groom	Grace
Grosscup	Benjamin
Guin	Margaret
Guitron	Edith
Gunderson	Mark
Gunn	Sean
Gunther	Natalia
Gunvalson	Stephen
Gustafson	Maalaea
Gustin	Mitchell
Guth	Jacob
Guthrie	Laura
Guthrie	Andrea
Guthrie	Melanie
Gutierrez	Kathleen
Gutierrez	Brenda
Gutierrez Valiente	Mario
Gutlerner	Jordan
Guzman	Arlene
Haber	Rachel
Hackman	Marion
Haddon	Blair
Haddox	Maria
Hagen	Alexandra
Haight	Allison
Hakam	David
Halberg	Brian
Halbig	Rebecca
Hale	Erin
Hale	Erica
Hales	Charlotte
Hall	Brandi
Hall	Ronda
Hall	David
Hall	Rachael
Hall Rockne	Portia
Hallinan	Sheila
Hallman	Craig
Halpern	Mark
Halvorson	Betsy
Hambelton	Kaley
Hammel	Marcelle
Hammericksen	Melanie
Hammett	LeeAnn

Last	First
Hampton	Madelyn
Hanashian	Sophie
Hanawa	Emi
Hanawalt	Joel
Hanawalt	Oona
Hanes	Rachel
Hanlon	Kathryn
Hanna	Skye
Hannah	Amanda
Hansen	Mark
Hansen	Amy
Hansen	Audrey
Hanson	Ann
Harbolt	Mary
Harding	Karen
Harding	Tara
Hardy	Sarah
Hardy	Ashley
Hargrave	Amy
Harkness	Devin
Harkness	Edward
Harold-Golden	Stacey
Harper Nimmers	Norelle
Harpster	Clinton
Harrah	Lindsey
Harrelson	Evan
Harris	Phyllis
Harris	Gaelle
Harris	Jason
Harris-Wastradowski	Donna
Harrold	Elysia
Hartel	Nicholas
Hartle	Jennifer
Hartmann	Eric
Hascall	Norman
Hashimoto	James
Haskell	April
Hatzipavlou	Athanasia
Havermann	Kristin
Havner	Keira
Havran	Joanne
Hawking	Christopher
Hawkins	Colin
Hawksford	Anjanette
Hay	Susan
Hayes	Jessica
Hazard	Paige
Hazen	Alicia
Hazzard	Laurel
Headley	Alice
Heard	Martha
Heath	James
Heath	Derek

Last	First
Heaton	Jennifer
Hedlund	Karin
Heeney	Kevin
Heggem	Deborah
Heisler	Mike
Held	Laureen
Heller	Martha
Hellis	Jacqueline
Henderson	Kathryn
Hennessy	Blair
Henning	Amy
Hennrich	Shannon
Henry	Amy
Hensley	Emily
Herbage	Jennifer
Herman	Matthew
Hermansen	Rachel
Hermes	Leah
Hernandez	Cesar
Hernandez-Solis	Janeth
Herron	Alison
Heuberger	Leeanne
Hewett	Jered
Heyerly	Logan
Heywood	Molly
Hickey	Jessica
Hidle	Caley
Hieggelke	Jason
Higbee	Keith
Hilbers	Mikalene
Hilbourne	Amber
Hildebrant	Alison
Hildner	Benjamin
Hill	Mary
Hill	Susan
Hill	Zachary
Hill	Robert
Hillenberg	Jamie
Hilliard	Christopher
Hilsen	Rachel
Hilton	Kimberly
Hilyard	Kevin
Himmelstein	Julia
Hinatsu	Melia
Hirahara	Michiko
Hirata	Marisa
Hjorth	Mercedes
Hobby	Holly
Hockett	Jacob
Hoerauf	Jason
Hoffelt	Andrea
Holben	Melinda
Holden	Nicole

Last	First
Holden-Williams	Demetria
Holdren	Caitlin
Holgate	Zachery
Holloway	Danielle
Hollyfield-Melz	Jessica
Holsclaw	Dina
Holstine	Janice
Holt-Seavy	Grady
Hom	Ming
Homberg	Jamie
Honeyman-Colvin	Katherine
Hook	Ryan
Hooper	Henry
Hopkins	Jennifer
Hopson	Anyika
Hopson-Willis	Chanell
Horner	Martha
Horrigan	Michael
Horton	Elizabeth
Horton	Kyle
Hoshi	Keiko
Hotchkiss	Luke
Houghton	Mary
Howard	Kimberly
Howard	Ruth
Howard	Branic
Howard	Adrienne
Howdyshell	Jill
Huang	Nuan
Huber	Erica
Huckaba	Dave
Hudson	Christopher
Huerta	Javier
Huerta Murphy	Cassandra
Huff	Ronald
Hugel	Liduan
Hughes	Keri
Hughes	Veronica
Hughes	Elise
Hughes-Bond	Kasey
Huizar	Ginger
Hull	Megan
Huls	Jessica
Humphrey	Laura
Humphreys	Megan
Hunt	Kathryn
Hunter	Jesse
Hunter	Benjamin
Hunter	Kyle
Huntington	Gregory
Huntley	Ian
Hunt-Warren	Nicole
Hurner	Rose

Last	First
Hutchinson	Janelle
Hutchinson	Carrie
Hutchison	Jess
Hutsell	Kennedy
Hyde	Lisa
Ihrig	Alexandra
Immesoete	Melissa
Incorvia	Jamie
Ingerson	Ilantha
Ingraham	Jessica
Inman-Balanzar	Paula
Interian	Michele
Interian Ucan	Mario
Irikawa	Michael
Irons	Michelle
Irwin	Kristin
Irwin Acosta	Alicia
Ivester	Elizabeth
Ivosevic	Chrisinna
Iwamoto	Keli
Iwersen	Deidre
Jablon	Joel
Jablonski	Anna
Jacobs	Tina
Jacobs	Kelly
Jahangir	Theresa
Jahn	Candace
Jamesbarry	Anthony
Jamesbarry	Sarah
Jangula-Borders	Jennifer
Jansa	Michael
Jaquiss	Andrew
Jarad	Ruqayya
Jardine	Dawn
Jarvis	Kimberly
Jaynes	David
Jean	Laura
Jeffery	Julie
Jeffrey-West	James
Jendrzek	Jessica
Jenkins	Jennifer
Jenkins	Brittney
Jenness	Laura
Jensen	Rachell
Jensen	Eleanor
Jensen	Sonya
Jeppesen	Paula
Jett	Wilma
Jeudy	Melanie
Jewel	Sharese
Johansson	Eric
Johnson	Katharine
Johnson	Kara

Last	First
Johnson	Justin
Johnson	Melissa
Johnson	Gina
Johnson	Nicholas
Johnson	Daniel
Johnson	Sean
Johnson	Bradley
Johnson	Emily
Johnson	Melissa
Johnson	Erika
Johnson	Thomas
Johnson	Alexis
Johnson-Greenough	Noah
Johnson-Smith	Carole
Johnston	Colleen
Johnstone	Ian
Jonas-Closs	Jacob
Jones	Kelli
Jones	Keith
Jones	Kira
Jones	Jessica
Jones	Khadija
Jones Bohara	Carrie
Jordan	Amanda
Joseph	Teri
Joshi	Gillian
Joy	Kelli
Juarez	Katarina
Jue	Meredith
Jugel	Lynn
Kabza	Matthew
Kahn	Meghan
Kaiser	Jeramie
Kaleshnik	Kelly
Kaller	Susan
Kallfelz	Karen
Kamata	Yoshiko
Kangas	Molly
Kanof	Kimberly
Kanz	Holly
Kaplan	David
Kaplan	Alexandra
Kaplin	Gwendolyn
Kapranos	Nicholas
Kapranos	Jaina
Kaufman	Michael
Kauth	Cecelia
Kawasaki	Osamu
Kays	David
Keefer	Debbie
Keeler	Tara
Keene	Carson
Keil	Virginia

Last	First
Keith	Althea
Keith	Lesley
Kellar	Michele
Keller	Damon
Kellermann	Sonia
Kelley	Stephanie
Kelley	Robert
Kelly	Heather
Kelso	Shelah
Kemp	James
Kemper	Keska
Kempster	Karen
Kendall	Sheila
Kendall	Megan
Kennedy	David
Kennedy	Christopher
Kenny	Maureen
Kennybrew	Adam
Kennybrew	Melissa
Kenyon	Kimberly
Keo	Kelly
Kerr	Shawn
Kertesz	Matthew
Kessler	Addy
Ketah	Dave
Ketel	Faith
Keymolen	Monica
Khalsa	Nam Kirn
Khrustalyov	Andriy
Kidder	Maria
Kiernan	Elizabeth
Kilpatrick-White	David
Kim	ReCher
Kimlinger	Lauren
Kincaid	Diana
Kincaid	Matt
Kincl	Caitlin
Kindred	Megan
King	Andrew
Kinigopoulos	Maria
Kinney	Emily
Kino Harris	Mariko
Kirk	Karey
Kirk	Alexa
Kirkpatrick	Julia
Kirsch	Elizabeth
Kirsch-McMaster	Megan
Kittrick	Shannon
Kjome	Kristin
Klein	Shara
Klein-Wolf	Lisa
Klosterman	Tracy
Kluss	Susan

Last	First
Knauss	Ian
Kniser	Timothy
Knoblich	Jeffrey
Knochel	Kate
Knoerzer	Catrina
Knowlton	Aubin
Knutsen	Kristin
Kobak	Jared
Kobs	Lisbeth
Koelbel	Jennifer
Koenig	Misty
Kohn	Sarah
Kohn	Erika
Kolb	Melissa
Kondylis	Katherine
Kong	Lisa
Koning	Jill
Koping	Danielle
Kordahl	Elin
Korn Becerra	Karin
Koshy	Elizabeth
Kosmas	Pantelis
Kowalski	Amy
Koyama Lane	Tiffany
Kozil	Andrea
Krakow	David
Kray	Shelby
Kreuz	Cameron
Kreuzer	Sara
Krill	Robin
Krom	Julie
Kroswek	Paul
Kuhlman	Lih
Kuhlman	Joseph
Kulak	Andrew
Kunda	Natalya
Kurzer	Micah
Kuzmickas	Daina
Kyler-Yano	Amy
Kyriss	Rachel
Lageson	Tina
Lam	Carol
Lamanna	Tina
Lambert	Stephen
Lammert	Lisa
Lamoreaux	Michelle
Lampus	John
Lancaster	Steven
Lancaster	Valoree
Lanctot	Michele
Lane	Jo
Lane	Chris
Lane	Jeffrey

Last	First
Laney	Renee
Laney	Joel
Lang	Melody
Langton	Bradley
Lanigan	Alison
Lanners	Eric
Lannigan	Elizabeth
Lannom	Samantha
Lanzas	Cassandre
Largo	Abby
Larkin Miller	Jennifer
Larriva	Amanda
Larsen	Anne
Larsen	Penelope
Larson	Carl
Larson	Jamie
Lathrop	Fei
Laurence	Drew
Laurent	Stephen
Lauretti	Leslie
Law	Iris
Lawhon	Kevin
Lawler	Beth
Layman	Mildred
Le	Thuy-Linh
Leahy	Dianne
LeDoux-Leos	Sheree
Lee	Min
Lee	Jamie
Lee	Sitti
Lee	Sarah
Lee	Aaron
Lee	Jennifer
Leech	Andrea
Leeman	Dylan
LeeWehage	Elizabeth
Lefere	Karen
Lefevre	Michelle
Leitch	Sarabeth
Leivant	Natalie
LeMay	Adrienne
Lemen	Elizabeth
LeMeune	Kieran
Lemma	Laura
Leon Moreno	Karen
Leong	Verna
Lepley	Jodene
Leshner	Deborah
Leslie	Natalie
Lesniak	Melissa
Levine	Eric
Levine	Nina
Levine	Joshua

Last	First
Lewis	Kari
Lewis	Matthew
Lewis	Alexandra
Liao	Karen
Lichtinger	Robert
Licurse	Anne
Lieberman	Lori
Lightbourne-Maynard	Susannah-Jean
Lile	Amy
Limb	Daniel
Lin	Yuzhen
Lind	Patrick
Lindstrom	Kari
Lingenfelter	Jessica
Lingo	Rosalie
Lipson	Andrew
Lipson	Dana
Lisensky	Laura
Littledyke	Richard
Livesay	Kimberly
Lloyd-Knox	
McDonald	Kendra
Locarno	Jenny
Lockett	Christina
Lodore	Christopher
Loewen	Katherine
Lofquist	Eric
Logan	Cheri
Loiacono	Patrick
Lommen	Hannah
London Tinsel	Jamin
Longfellow	Jay
Longstreet	Cori
Longstreth	Katharine
Looney	Liberty
Lopez	Alodie
Lorenzo Vento	Arien
Loret de Mola	Ursula
Losoya	Jose
Lossner	Christi
Loveland	Jennifer
Loveless	Timothy
Lowe	Chrysann
Lowery	Marianne
Lowery	Anthony
Lowes	Thomas
Lozano	Mehira
Luboff	Alexander
Lugg	Mary
Lundgren	Nicole
Lurch	Jacqueline
Luria	Alexandra
Luther	Erika

Last	First
Lyerla	Jessica
Mabry	Mellissa
Mac	Frank
MacDicken	Derek
Macdonald	Stephanie
MacDonald	Rachel
Maceo	Jorge
Machuca	Eliana
Mack	Catherine
MacKinnon	Amy
Macklin	William
MacNeill	Marla
Macy-Gustafson	Ericka
Madden	Peter
Maddy	Courtney
Maestas	Marlena
Mafara	Kathleen
Mafchir	Anna
Magee-Jenks	Patrick
Mahaney	Kelsey
Maher	Daniel
Mahony	Erin
Mahurin	Michael
Maier	Christine
Maier	Elizabeth
Mak	Korey
Malbin	Benjamin
Mandell	Doug
Manian	Mark
Mankowski	Heather
Mann	Robyn
Mann	Kathrine
Marchello	Rustin
Marchyok	Matthew
Margolis	Jason
Mariano	Krystal
Marienburg	Nicole
Markewitz	Emily
Markovich	Elizabeth
Marquardt	Christopher
Marquardt	Kevin
Marquardt	Serena
Marquis	Carissa
Marrinan	Jennifer
Marron	Deanna
Marsh	David
Marshall	Arlene
Martin	Joshua
Martin	Joseph
Martin	Kara
Martin	Sara
Martinez	Matilde
Martinez Bustos	Juan

Last	First
Martins	Sara
Marx	Kara
Mashia	Jeanetta
Massey	George
Masters	Nicole
Mathews	Frank
Matsen	Jeremy
Matteri	Dominic
Mauldin	Robin
Maurer	Hannah
Maurer	Ian
Maves	Randall
May	Kellie
Mayer	Elizabeth
Mayer	Keelin
Mayik	James
Maynard	Allyson
Mayo	Jennifer
McAdams	Amy
McAleer	Brittney
McArthur	Martha
McBride	Amy
McBride	Haylee
McCann	Luke
McCants	Ryan
McCarter	Andrea
McCarthy	Ellen
McCarthy	Elizabeth
McCartney	Kathryn
McCarty	Scott
McCarty	Christine
McClain	Brandan
McClain	Stephanie
McClanen	Meredith
McCleane	Jedidiah
McCleave	Bruce
McCollister	Wakana
McCormack	Marieta
McCormick	Mary
McCormick	Glenn
McCoy	Caroline
McCoy	Stephanie
McCracken Ferro	Erin
McCulloch	Caroline
McDaid	Heather
McDermott	Ryan
McDowell	Elizabeth
McFadden	Morgan
McFaul-Amadoro	Sunshine
McGee	John
McGhee	Shalonda
McGlothlin	Ellen
McGlotten	James

Last	First
McGowan	Maya
McGowan	John
McGrath	Hanna
McHaley Foley	Saneun
McInnis	Clair
McIntyre	Brian
McKay	Diana
McKay	Michelle
McKee	Sarah
McKelvey	Da'Anyel
McKenzie	Sharitha
McKibben	Darci
McKie	Donald
McKie	Jessica
McKinney-Heiney	Hilary
McKinstry	Samuel
McLaughlin	Shannon
McLaughlin	John
McLawhorn	Susan
McLean	Oksana
McMahon	Jill
McMaster	Matthew
McMillan	Julie
McNairy	Michaela
McNeal	Jeffrey
McNeely	James
McNeff	Raquel
McNulty	Erin
McNulty	Teri
McNutt	Nicole
McQueen	Adam
McShane	Joyce
Mead	Christopher
Meade	Christopher
Mease	Sara
Medley	Ethan
Mehretab	Temerza
Mejia	Paul
Mejias Dominguez	Letisia
Mella	Douglas
Mellgren	Erik
Mello	Brittney
Melton	Julia
Mendels	Sharon
Mendez-Rodriguez	Demetrio
Mendiola	Madeline
Mendola	Adam
Mendro	Jacqueline
Menke-Thielman	Forest
Merrill	Gracia
Merrill	Kelly
Meskimen	John
Meskin	Brielle

Last	First
Metcalf	Megan
Metz	John
Mew	Natalie
Meyer	Jennifer
Meyer	Kendra
Meyer	Brian
Meyers	Craig
Micheletti	Kesia
Michel-Midelfort	Siri
Michels	Rose
Mico	Kristen
Middleton	Elizabeth
Miles-Gonzales	Jenny
Milford	Kelly
Millar	Alain
Miller	Dana
Miller	Jamie
Miller	Brandi
Miller	John
Miller	Julie
Miller	Jason
Miller	Seth
Miller	Julie
Miller	Nedra
Millerman	Brandy
Millis	Stephanie
Millon	Claire
Miner	Amy
Minkus	Jamie
Miranda	Tracy
Mirsepassi	Eric
Misumi	Angela
Mitchell	Timothy
Mitchell	Kelli
Mitchell	Jill
Mitchell McVay	Angela
Mogi	Eriko
Mohamed	Mohamed
Mohler	Kevin
Moist	Dennis
Molina	Lisa
Molina	Carlos
Moller	Erika
Molony	Kathleen
Monroy Benitez	Laurel
Montalbano	Marie
Montalbin	Cheyenne
Montanaro	Scott
Montejo	Julia
Montfort	Alex
Moog	Leah
Moore	Kathryn
Moore	Darrell

Last	First
Moore	Michael
Moore	Christopher
Morales-Galicia	Brenda
Moran	Margaret
Morano	Jenna
Morden	Donna
Morehouse	Brandon
Morell-Hart	Daniel
Moren	Michael
Morgan	Debra
Morgan	Jennifer
Morgan	Robert
Morgan	Ronald
Morioka	Hannah
Morley	David
Morlock	Leigh
Morrell	Lisa
Morris	Melanie
Morris	Jacy
Morrison	Tracy
Morse-Rao	Cynthia
Moser	Victor
Mosqueda	Martha
Motto	Amy
Moule	Matthew
Mowe	Jackson
Moyer	Megan
Moyers	Sahnzi
Muhs	Chelsea
Mulkey	Sydney
Mulvihill	Michele
Munana	Anabel
Muncie-Jarvis	Ashley
Munoz	Deborah
Munoz	Angelina
Munteanu	Crina
Muraoka	Kenneth
Murchison	Jessica
Murdock	Melinda
Murer	Margaret
Murphy	Brooke
Murphy-Cairns	Daniel
Murray	Jessica
Murray-Balto	Kayci
Musashino	Keisuke
Musgnung	Noel
Mussio	Sarah
Myers	Carolyn
Myers	Thomas
Nagarajan	Surya
Nagle	David
Nahurski	Andrea
Nam	Hyung

Last	First
Napoli	Michael
Nations	Katherine
Navarro	Neomi
Naze	Craig
Naze	Christopher
Nearing	Patrick
Neff	Suzanne
Nelson	Heather
Nelson	Susan
Nelson	Janelle
Nelson	Kasey
Nemesi	Emily
Ness	Diane
Ness	Sharon
Neufeld-Griffin	Teri
Newhouse	Elise
Ngai	Lillian
Nguyen	Nguyen
Nguyen	Thuy
Nguyen	Catherine
Nguyen	Alyssa
Nguyen	Rich
Nicholas	Timothy
Nicholl	Alicia
Nichols	Kelly
Nichols	Katherine
Nicola	Jill
Nicola	Michelle
Nicolas	Shannon
Niebergall-Eltagonde	Christopher
Niebergall-Eltagonde	Keala
Nielsen	Nancy
Nims	Stephen
Nogueira	Julia
Nohner	Nicholas
Noonan	Kristen
Nordstrom	Elizabeth
Nordwall Keller	Genevieve
Norgaard	Kasandra
Norman	Rebecca
Norquist	Melissa
Nossaman	Cali
Nove	Robert
Nowland	Sean
Nunn	Amy
Nutter	Jennifer
O'Barrow	Salaad
O'Brien	Jeanne
O'Connor	Jessica
O'Doherty	Megan
Oeding	Emory
Oesterle	Carla
O'Hara	Mary

Last	First
Olavarrieta	Jose
O'Leary	Megan
O'Leary	Alicia
O'Leary	Elizabeth
Oleson	Matthew
O'Loughlin	Emily
Olsen	Aaron
Olsen	Martin
Olson	William
Olson-Mosby	Holly
O'Malley	Tamara
Omey	Denise
O'Neill	Steven
O'Neill	Juliana
O'Neill	Michael
Onnis	Nicola
Oppedisano	John
Orchard	Janell
Ordaz	Maggie
Ordway	Kirk
Oriard	Colin
Orr	Sofia
Ortega	Fanny
Ortiz	Esteban
Ortiz	Melissa
Ortiz	Gloria
Ortiz	David
Oser	Kayla
O'Shanecy	Emelia
Oster	Cameron
Otero	Mijail
O'Toole	Carrie
Otten	Michal
Oviatt	Rose
Owens	Jason
Owens	Jennifer
Pack	Daniel
Padua	Irynne
Pagenstecher	Aubrey
Palici	Sirena
Palmer	Megan
Palmer	Courtney
Palmer	Ryan
Pan	Andrew
Parada	Renato
Parish	Graham
Parker	Catherine
Parker	Sarah
Parker	Trevor
Parker	Shoko
Parker	Kira
Parker	Matthew
Parks	Laura

Last	First
Parks	Kylene
Patterson	Daniel
Patterson	Audrey
Patterson	Miles
Patterson de Tarr	Gavriel
Paulson	Alex
Paxton-Williams	Katherine
Payne	James
Peacock	Valerie
Peake	Mary
Peake	Michelle
Pearl	Stephanie
Pearson	Melissa
Pearson	Marie
Pedersen	Julie
Peerenboom	James
Pellegrin	Amy
Peloquin	Sara
Pennington	Phillip
Penoncello	Nicole
Peoples	Margarett
Pepperwood	Paige
Perez	Nahir
Perez Vargas	Celene
Perez-Rodriguez	Francisco
Perry	Ronald
Pesicek	Mindy
Peterka	Sky
Peters	Diana
Peters	Paul
Petersen	Ingrid
Petersen	Irene
Petersen	Maya
Peterson	Russell
Peterson	Lucinda
Peterson	Stacy
Peterson	Gabrielle
Petraglia	Anthony
Pettit	Cara
Phan	Cristal
Phillips	Maurice
Phillips	Christopher
Pier	Nathan
Pierce	David
Pierre	Patrice
Pierson	Benjamin
Pila Beltran	Wesme
Pill-Kahan	Lili
Pinder	Gabriela
Pine	Michael
Pineo	Angie
Pinkston	Scott
Pinney	Suzanne

Last	First
Piper	Shyla
Pires	Wendy
Pixley	Emily
Plank	Cynthia
Plaza	Linda
Plein	Michael
Pluymers	Rochelle
Pollock	Sean
Polychronis	Thomas
Polzin	Amy
Ponz	Ana
Porter	Kristina
Porter	Patrisha
Porter	Kelsey
Porter	Peter
Post	Brian
Potestio	Michele
Powell	Charity
Powell	Iris
Prahl	Isaac
Prahl	Alexandria
Prakken	Jennifer
Pratt	Emily
Preble	Lynn
Prelosky	Madeline
Preslar	Elizabeth
Price	Robert
Price	Evan
Priddy	Sarah
Pride	Lorelle
Proctor	Michelle
Puhvel	Peter
Putnam-Almaguer	Saaron
Qian	Kun
Qualey	Greg
Quigley	Julieanne
Quintana	Gabrielle
Quiros	Yailine
Rabe	Rheta
Raczek	Margaret
Rader	Jessica
Radler-Okby	Cynthia
Raffaele	Michael
Raisman	Elizabeth
Ramirez	Daniel
Ramirez Velazquez	Stefania
Ramos	Brigette
Ramsey	Melanie
Rangel	Gregorio
Rangel	Natalie
Ranjani	Krishnan
Ransom	Christopher
Rasmussen	Maijah Ellisiv

Last	First
Raspone	Sara
Rau	Coren
Rau	Elsbeth
Rawls	Brandon
Ray	Rachel
Ray	Dawn
Reardon	Michael
Rebholz	Jill
Rebischke	Tammy
Rechner	Mary
Recht	Isabel
Recker	Laura
Redd	Bonnie
Reddekopp	Julianne
Redmond	Cynthia
Redmond-Davenport	Kathleen
Reed	Nicole
Reed	Matthew
Reese	William
Reeser	Ellen
Reeves	Jennifer
Refvem	Emilee
Rege	Stephanie
Rehm	Thomas
Reich	Rachel
Reid	Anne-Marie
Reinholt	Jeremy
Relaford	Rosemary
Remington	Erewyn
Renauer	Molly
Rentz	Gina
Revay	Akiko
Reynolds	Ordella
Reynolds	Mark
Reynolds	Koll
Reynolds	Alix
Rhoades	Trisha
Richards	Laurel
Richardson	Kevin
Richman	Melissa
Richman	Christian
Riedel	Gavin
Riffel	Lisa
Riggs	Tyler
Riler	Gary
Rinehart	Paul
Rintoul	Richard
Rischiotto	Jean
Riscol	Nichole
Rishel	Jay
Ritzinger	Karen
Rivera	Toshiko
Rivera Coca	Evelyn

Last	First
Robayo Trujillo	Gloria
Robb	Bonnie
Robbins	Amy
Roberts	Dawn
Roberts	Ryan
Roberts	Kenneth
Robertson	Heather
Robertson	Elisabeth
Robins	Emily
Robinson	Miles
Rocha	Michael
Rockness	Tor
Rockness	Karen
Rockwell	Melody
Roddis	Aaron
Roddis	JoAnna
Rodeback	Mary
Rodecap	Zachary
Rodgers	Victoria
Rodhe	Casey
Rodriguez	Marisol
Rodriguez	James
Rodriguez	David
Rodriguez	Kate
Rodriguez	Ana
Rodriguez Marin	Cecilia
Rodriguez-Adair	Ermila
Roix	Clair
Rolfe	Robin
Rolfe-Redding	Ian
Romero-Corral	Juan
Rood	Jeffrey
Rooklyn	Miles
Roosevelt	Kristen
Root	Joy
Rosales	Laura
Rosario	Eduardo
Rose	Donald
Rosemus	Miranda
Roser	Jennifer
Roska	Jane
Rosoff	Stacy
Ross	Carmel
Rossington	Donald
Rosteck	Darlene
Roth	Alexandra
Rothery	Rebecca
Rothwell	Kristina
Rouse	Karen
Routtenberg	Yael
Rowan	Christine
Rowe	Joseph
Rowey	Diana

Last	First
Roy	Rosalyn
Rozell	Scott
Rozewski	Joseph
Rozman	Linda
Ruberte	Karina
Rudnick	Darcy
Rudolph	Benjamin
Rueppell	David
Ruhoff	Kathryn
Ruiz Riehl	June
Rundle	Kelly
Russell	Marie-Louise
Russell	Susan
Russell	Shannon
Ryan	Lori
Ryczek	John
Rydberg	Rebecca
Ryland	Justin
Rymer	Brandon
Sabga	Melissa
Safranek	Nicole
Sahler	Brian
Sakai	Yuki
Salmon	Michael
Salvador	Joseph
Salvatore	Holly
Sammons	Kimberly
Sams	Marci
Sams	Markelle
Sanborn	Emily
Sanders	Gretchen
Sandri	Shannon
Sanford	Quinn
Sansom	Merritt
Sapienza	Anna
Sass	Anna
Satoorian	Stephanie
Satter	Rachel
Sauer	Charles
Saunders	Melanie
Savage	Magdalene
Sawyer	Jessica
Saxe	Katharine
Sayler	Laura
Scantling	Jeanette
Schacker	Sarah
Schaedig	Liesl
Schalk	Bryan
Schar Becker	Angela
Schardt	E
Scheiman	Anne
Scheller Fronk	Mackinsey
Scherzinger	Jennifer

Last	First
Schiavo	Stephanie
Schlegel	Elizabeth
Schlosser	Jessica
Schlottmann	Kelly
Schmidt	Gillian
Schmidt	Andrea
Schmidt	Jeremy
Schmidtke	Elizabeth
Schmuck	Kate
Schneider	Erika
Scholten	David
Schopmeyer	Eric
Schreib	Zachary
Schroth	Andrew
Schulte	Tessalie
Schultz	Kristine
Schulze	Timothy
Schwartz	Alisha
Schweizer	Christopher
Schwing	Emilia
Scott	Josephine
Scott	Sylvia
Scott	Randy
Scoville	Steven
Scrutchions	Gerald
Seekamp	Sarai
Se Graves	Jessica
Seguro la	Sofia
Seifert	David
Selivanova	Anna
Selter	Sherron
Semeria	Monica
Sexton	Merry
Shalman	Seamus
Shanley	Kaeli
Sharp	Gwendolyn
Shaw	Sandra
Shaw	Clifford
Shaw	Cameron
Shay	Karen
Shea	Susan
Shea	Cheri
Sheean	Molly
Shelton	Wendy
Shelton	Sarah
Shepard	Joanne
Sherden	David
Sheridan	Katherine
Sheridan	Brenna
Sherman	Martha
Sherman	Courtney
Sherwood	Patrick
Shetler	Jeremy

Last	First
Shipe	Ryan
Shippy	Lori
Shoemaker	Kathryn
Shore	Alla
Short	Richard
Short	Andrea
Shue	Robin
Shull	Danielle
Sichel	Kumar
Sides	Caprial
Siegel	Jennifer
Siegel	Douglas
Siegfried	Heather
Sievers	Allyson
Signorelli	Anthony
Silenzi	Vicki
Sill-Turner	Brittany
Silvernail	Daniel
Simonetti	Leslie
Simonsen	Shelley
Simpson	Crystal
Sipes	Emily
Siprian	Daniel
Siri	Wendy
Sisk	Brian
Siu	Caroline
Skorohodov	Elizabeth
Sky	Anna
Skybak	Leslie
Skye	Lauren
Sletmoe	Gary
Sloan	Shawn
Slusher	Charles
Smetana	Shannon
Smith	Bridget
Smith	Bryan
Smith	Bryan
Smith	Amy
Smith	Suzanne
Smith	Julie
Smith	Jason
Smith	Allison
Smith	Steven
Smith	Christopher
Smith	Jennifer
Smith	Melissa
Smith Sisbach	Heather
Smyth	Colleen
Sneed	Joseph
Snowadski	Andrea
Snyderbrown	Christopher
Soderquist	Dawn
Sogo	Wakako

Last	First
Solitaria	Michael
Sollman	Jennifer
Soooper	Justin
Sorcinielli	Jennifer
Sorensen	Dena
Sorensen	Andrew
Sorg	Kelly
Sossel	Richard
Soto	Jacob
Soto-Dairy	Angelina
Soulas	Kara
South	Marie
Souther	Lisa
Souza	Adam
Spain	Madelyn
Spann	Bobby
Spector	Lesley
Speer	Natalie
Speer	Matthew
Spieler Compton	Connie
Sponsler-Overby	Lurissa
Spring	Tanya
Springfield	Suella
Springgate	Liza
St Amant	Anne
St John	William
Staab	Matthew
Stafford	Dylan
Stahlecker	Michele
Standish	Cortney
Standley	Melissa
Staples	Ashley
Stark	Anita
Startin-Hall	Randee
Stearns	Heather
Steel	Amy
Steeves	Amy
Stegner	Alexander
Steinbach	Sonja
Stellpflug	Heather
Stelter	Amanda
Sten	Matthew
Stenger	Patrick
Steranko	James
Stevens	Heather
Stevens	Christopher
Stevens	Julianne
Stevens	Julia
Stevens-Krogh	Mary
Stinson	Christine
Stockstad	Kimberly
Stoffan	Jade
Stohl	Joshua

Last	First
Stolte	Kayla
Stone	Carolyn
Stone	Lindell
Stone	Jillian
Stone	Stephen
Stone	Zachary
Stonecipher	Geoff
Storm van Leeuwen	Janine
Stovall	Gloria
Straub	Mary
Streano	Anna
Street	Treasa
Stremming	Norman
Strobel	Michelle
Stroman	Kara
Stroup	David
Strube	Matthew
Studt	Ryan
Stuhlmuller	Paige
Sturges	Jeffrey
Sturges	Maren
Stutzman	Thomas
Su	Jianying
Suckow	RaeAnn
Sudermann	Richard
Suehiro	Jamie
Sullivan	Nancy
Sullivan	Kathleen
Sullivan	Gwendolyn
Sullivan	Christine
Sullivan	Lindsey
Sumiya	Naomi
Sundberg	Kylea
Surits	Zoya
Sussman	Gabrielle
Sutter	Jeremy
Sutton	Jacqueline
Sutton	Hannah
Swagerty	Julia
Swanson	Shawn
Swapp	Claudia
Sweeney	Michelle
Swehla	Eric
Swerdlik	Anthony
Swinehart	Timothy
Switalla	Craig
Sykes	Carolyn
Sylvester	Tara
Szabo	Heather
Szok	Ann Marie
Tabshy	Joshua
Talerico	Tracie
Talerico	Frank

Last	First
Tamez	Noel
Tanner	Gabrielle
Taramasso	Amy
Tarnowski	Ivan
Tate	Raymond
Tatone	Jennifer
Taya	Minori
Taylor	Pamela
Taylor	Alison
Taylor	Ginger
Taylor	Kari
Taylor	Adam
Tegethoff	Lisa
Tellez-Gomez	Elsa
Tello	Gabriela
Tetrick	Allison
Tew	Stacie
Tews	Nicole
Tharp	Jonathan
Thayer	Marla
Thiel	Elizabeth
Thomas	Jeremy
Thomas	Jennifer
Thomas	Erin
Thomas	Paige
Thomas	Christina
Thomas	Brenda
Thompson	Jeffrey
Thompson	Raeann
Thompson	Christina
Thompson	Nicholas
Thompson Ponti	Haley
Thomsen	Dardn
Tillery	Mary
Tilt	Amy
Timmerman	Christian
Timmons	Kirsten
Tischleder	Bree
Tobler	Kalin
Todd	Trisha
Todd	Rachel
Todd	Trevor
Tofanelli-Dougherty	Moira
Tofel	Anna
Tolentino	Heidi
Toohey	Caitlin
Torain	Heather
Toren Hrin	Melissa
Torres	Samantha
Tosh	Cynthia
Tovar Valdes	Nayibe
Tovey	Griffith
Tracy	Elizabeth

Last	First
Tran	Ailien
Tran	LeDung
Tran	Connie
Trapido	Sarah
Trask	Samantha
Travers	Carolyn
Trezise	Maxwell
Trincherro	Nadine
Trinh	Hung
Trinidad	Allan
Triplett	Tearale
Triplett	Tara
Trotter	David
Trovillion	Noelle
True	Jason
True	Michael
Truhlar	April
Truman	Kirsten
Truong	Yen
Truong	Veronique-Thu
Tucker	Catherine
Tuggle	Brooke
Turley	Danielle
Turley	Janine
Turner	Theresa
Turner	Valerie
Twiss	Daniel
Twiss	Ian
Tyler	Sid
Uchida	Sumiko
Uhlemeyer	Paige
Underwood	Barbara
Urban	Anne
Urbina	Lonzo
Usselman	Nathan
Ustach	Thomas
Valdes	Adriana
Valent	Laura
Valenti	Michael
Van Clock	Lisa
Van Dam	Jane
Van de Water	Allen
Van Egeren	Sara
Van Kopp	Jennifer
Van Lehman	Gayle
Van Patten	Kelda
Van Witzenburg	Melanie
Vance	Breana
Vancleve	Madonna
Vandeventer	Simeon
Vang	Pao
Vann	Jonquil
Vasey	Vicky

Last	First
Vaterlaus	Meredith
Vaughan	Amy
Vausberg	Joanna
Vavrusa	Alyssa
Veatch	Lisa
Velasquez	Erik
Velez	Ana
Verbon	Nicholas
Vercher	Jonalee
Verissimo	Britney
Vieira	Esther
Vinger	Dana
Virlouvet	Ellie
Vogel	Monica
Vogel	Jonathan
Vogl	Clifton
Volponi	Catherine
Volsky	Lyubov
Von Ahn	Rochelle
Vorasai	Kim
Vu	Rose
Vuong	Alisa
Wacker	Eric
Wadnizak	Mark
Wager	Wendy
Wages	David
Wagner	Rebecca
Wagner	Sarah
Wagner	Jessica
Wahl-Stephens	Lauren
Wahl-Stephens	Jeremy
Waiwaiole	Poeko
Walden	Sarah
Walker	Phillip
Walker	Lisa
Walker	Joseph
Walker	Molly
Walker	Derrell
Walker	Susanna
Walker	John
Walker	Coral
Walker	Emilie
Walker-Byrne	Margaret
Wall	Helen
Wall	Sarah
Wallace	Kristin
Wallace Sosa	Jacquelyn
Walrod	John
Walrod	Julianne
Walsh	Bridget
Walsh	John
Walterbach	Sandra
Walters	Rhonda

Last	First
Walter-Young	Rayne
Wang	Mo
Ward	James
Warfield	Virginia
Warner	Mark
Washington	Kenneth
Washington	Andre
Wasiak	Meghan
Wasinger	Nettajane
Wasserstrom	Pesha
Wasson	Shannon
Waters	Bradley
Waters	Harold
Waterworth	Tammy
Watkins	Mary
Watson	Nathan
Watson	Christopher
Waugh	Ronald
Waymire	Kerrie
Weatherill	Megan
Webb	Abigail
Weber	Chris
Weber-Welch	Amanda
Webster	Randall
Weesner	Lurena
Weidner	Paula
Weigandt	Elise
Weinberg	Kenneth
Weiner	Joshua
Weir-Mayorga	Willow
Welle	Alexa
Weller	Stephen
Wellington	Cory
Wendel	Kara
Wenger	Melissa
Werbel	Jessica
Werschkul	Kelly
West	Tara
West	S
Whatmore	Ellen
Wheeler	Christen
Wheeler	Shawna
Wheeler	Rhonda
Whisler	Casey
Whisnand	Megan
Whitaker	Jennifer
Whitaker	Julie
White	Linda
White	Laura
White	Benjamin
Whitewolff	Steven
Whitney	Morgan
Wich	Katherine

Last	First
Wickstrom	Elin
Wierth	Dorothy
Wiesner	William
Wilde	Rose
Wilebski	Katy
Wilkins	Jayme
Wilkinson	Jack
Wilkinson	Marrla
Williams	Michael
Williams	Lori
Williams	Kianne
Williams	Jamie
Williams	Nathaniel
Williams	Erin
Williams	Todd
Williams	Ciara
Williamson	Anne
Willis	Kernan
Willis	Emily
Wilson	William
Wilson	John
Wilson	Kimberlee
Wilson	Daniel
Wilson	Courtney
Wilson	Holly
Wilson	Gina
Wilson	Samuel
Wilson	Reuben
Windle	Lilly F
Winicki	Frank
Winkler	James
Winn	Elaine
Winokur	Emily
Winterbower	Ryan
Wirtheim	Taylor
Wisher	Tracy
Wixon	Benjamin
Wolfe	Joshua
Wolfe	Catherine
Wolfer	MaLynda
Wolfer	Stephanie
Wolff-Myren	Desiree
Wolfstone	Anne
Wong	Elisa
Wood	James
Woodhouse	Leslie
Woods	Tanan
Woods	Cari
Wray	Jessica
Wright	Julie
Wulferdingen	Christine
Wutzke	Karen
Yago	Ernest

Last	First
Yagolnikov	Reyanna
Yang	Xiaonan
Yarne	Lynn
Yeager	Jesse
Yenni	Christine
Yin	Aiyun
Yocum	Katherine
Yoder	Nicholas
Yoder	Nathan
York	Anna-Sophia
Yoshida	Lainie
Yoshida	Reiko
Young	Megan
Young	Gerald
Younie	Gail
Yovu	Christine
Yu	Chiung-Chen
Yu	Beyoung
Zadoff	Dina
Zambrano	Kerry
Zapeta	Kedin
Zelazek	Daniel
Zeller-Williams	Lavonna
Zena	Dr
Zepeda Martinez	Heidi
Zerba	Jeffrey
Zhang	Xiaolan
Zhu	Yuan
Ziady	Joshua
Zibelman	Michael
Ziehl	Loan
Zimmer	Sarah
Zimmerman	Alexander
Zimtbaum	Mark
Zipp	Kathleen
Zivkovic	Marcela
Zizzo	Charles
Zook	Daren
Zuniga	Adriana

RESOLUTION No. 6671

Election of Second Year Probationary Administrators

RECITAL

On the advice of the Chief Human Resources Officer, the Superintendent recommends the following persons serving in administrative positions are elected as Second Year Probationary Administrators.

RESOLUTION

The Board of Education accepts the Superintendent’s recommendation and by this resolution hereby elects as Second Year Probationary Administrators for the 2023-2024 school year the following persons, according to the employment terms and conditions set out in the standard District contract.

Last	First
Angell	Amy
Armstrong	Kimberlee
Bowers	Kelsey
Castillo	Martin
Clark	Mathew
Collazo-Santiago	Pilar
Crum	Spencer
Dao	Phu
Ellis	Elizabeth
Franco	Jon
Gillis	Dawn
Glenn	Kayla
Gorbett	Noelle
Greer	Trevor
Hallabrin	Morgan
Hollingshed	Odie
Hudson	Karla
Kelleher	Tyler

Last	First
McCloskey	Christyn
McKinney	Yolanda
Melcher	Katie
Nolan	Michael
Pape	Steven
Pearson	Mary
Rafferty	Philip
Rodgers	Grace
Russell	Jessica
Sauer	Kellie
Sauers	Michael
Shelton	Drake
Soto	Darcy
Thompson	Heather
Tiffany	Ethan
Tobin	Joanna
York	Matthew
York	Michelle

RESOLUTION No. 6672

Election of Third Year Probationary Administrators

RECITAL

On the advice of the Chief Human Resources Officer, the Superintendent recommends the following persons serving in administrative positions are elected as Third Year Probationary Administrators.

RESOLUTION

The Board of Education accepts the Superintendent's recommendation and by this resolution hereby elects as Third Year Probationary Administrators for the 2022-2023 school year the following persons, according to the employment terms and conditions set out in the standard District contract.

Last	First
Ahmann	Tiana
Altiero	Holly
Alvarado	Sarah
Ayala	Nicole
Bancroft	Cinnamon
Barron	Emily
Benson	Steven
Bromberg	Anthony
Brown-Warrens	Traniece
Buno	Jerry
Collins	Diana
Cota	Danielle
Dillingham	Angela
Diltz	Michael
Ditto	Lisa
Earle	Heidi
Edwards	Katrina
Freeman	Maria Roma
Freudenthal	Shannon
Gordon	Heather

Last	First
Gregory	Garin
Guzman	Marquita
Hunt	Jill
Interian Ucan	Isidro
Jefferson	Camedra
Kidd	Karina
Langdahl	Alaina
Makara	Jamie
Martine	Emily
Meline	McKenzie
Meyer	Kristen
Olivas	Ambar
Pierce	Nancy
Salinas	Jose
Silvas	Christopher
Strickler	Michelle
Tucker	Ruth
Wardrop	Shannon
West	Kerri

RESOLUTION No. 6673

Election of Contract Administrators

RECITAL

On the advice of the Chief Human Resources Officer, the Superintendent recommends the following probationary administrators who have been employed as regularly appointed administrators for three successive school years are elected as Contract Administrators.

RESOLUTION

The Board of Education accepts the Superintendent's recommendation and by this resolution hereby elects the following persons as Contract Administrators and extends the employment contracts of the following persons until June 2024, subject, according to the employment terms and conditions set out in the standard District contract.

Last	First
Allen	Madeleine
Callies	Sara
Coleman	Sherree
Gale	Melinda
Garcia-Yurchenco	Amparo
Gowdy	Tamra
Griffiths	Robyn
Krauel	Evening
Malone	Sheryl
Martini	Aaron
Mitacek	Joseph
Moon	Kristin
Murray	Sean
Staley	Kendra
Velasquez	Cynthia

RESOLUTION No. 6674

Contract Extension for Administrators

RECITAL

On the advice of the Chief Human Resources Officer, the Superintendent recommends that the employment contracts of the contract administrators listed below be extended.

RESOLUTION

The Board of Education accepts the Superintendent's recommendation and by this resolution hereby extends the employment contracts of the following persons until June 2024, subject to the employment terms and conditions contained in the standard form contract approved by the legal counsel for the District.

Last	First
Allen	Lauraine
Berthoin-Hernandez	Diane
Bertram	Serene
Blount	Lisa
Brayson	Kristen
Brown	Jeffrey
Bryant	Anjene
Burns	Scott
Bustamante-Jenkins	Angela
Chapman	Peyton
Cogan	Daniel
Coning	Ayesha
Cruz	Angelica
Curley	Patricia
Dauch	Andrew
Dickey	Leah
Erdman	Jeffrey
Ferraro	John
Fish	Sarah
Frazier	Christopher
Galindo	Carlos
Gandarilla	Maria
Hendershott	Bradley
Howard	Kristina
Johnson	William
Kramer	Ethan
Kuether	Britt
Lamont	Maude
Lo	Jeremy
Longo	Tonya
Mateja	Alayna

Last	First
McGee	James
Melvin	John
Mize	Kristeen
Moore-Coon	Emily
Murray	Catherine
Nguyen-Johnson	Anh
Orem	Naomi
Patterson	Mary
Phillips	Barry
Pickett	Alix
Polizos	Katherine
Porter-Lopez	Andrea
Quintero	Alfredo
Rierson	Julie
Sage	Jill
Santiago Rodriguez	Keyla
Sasaki	Katherine
Smith	Richard
Stavis	Erica
Velazquez	Alma
Wadkins	JoAnn
Waltrip	Sarah
Whitney	Amy
Williams	Jonathan
Wilson	Curtis
Withycombe	Jenny
Yoder-Corvi	Stephanie



Index to the Minutes

(Draft for Approval)

Special Meeting

March 7, 2023

This document is a record of the actions taken by the Board of Education at the Special Meeting held on March 7, 2023. In accordance with ORS 192.650, the District's official School Board Meeting Minutes are maintained via video recording and may be viewed at <https://youtu.be/WYmWm7c9r1c>

Board Member Attendance

Present: Chair Scott; Vice-Chair Hollands; Directors Brim-Edwards, Kohnstamm, and Lowery.
Absent: Directors DePass and Greene.

INDEX

Actions Taken

02

ACTIONS TAKEN

- The Board voted on whether to affirm the Superintendent's Step 1 Decision that Portland Public Schools meets the requirements of the law under ORS 329.494 (Holocaust and Genocide instruction). The vote was put to a voice vote and failed (2 Yes – 3 No).

Director Julia Brim-Edwards: No, Director Michelle DePass: Absent, Director Greene: Absent, Director Hollands: No, Director Amy Kohnstamm: No, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes

- The meeting was held in abeyance until the full board is available to vote either to uphold or not uphold the Superintendent's Step 1 Decision.



Index to the Minutes

(Draft for Approval)

Board Work Session with Consent Agenda

March 14, 2023

This document is a record of the actions taken by the Board of Education at the Board Work Session with a vote on a Consent Agenda. In accordance with ORS 192.650, the District's official School Board Meeting Minutes are maintained via video recording and may be viewed at: <https://youtu.be/neJV0lmFn9M>

Board Member Attendance

Present: Chair Scott; Vice-Chair Hollands; Directors Brim-Edwards, DePass, Greene, Kohnstamm, and Lowery; Student Representative McMahon

Absent: None

INDEX

Actions Taken.....	02
Statements for the Record	NA

RESOLUTIONS

<u>No.</u>	<u>Resolution Title</u>	<u>Page</u>
6682	Authorizing Off-Campus Travel.....	03

ACTIONS TAKEN

- **Consent Agenda – Resolution 6682**

Director Kohnstamm moved and Director Lowery seconded the motion to approve the Consent Agenda, including Resolution 6682. The motion was put to a voice vote and passed (7 yes – 0 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Greene: Yes, Director Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)



Index to the Minutes

(Draft for Approval)

Special Meeting

March 21, 2022

This document is a record of the actions taken by the Board of Education at the Special Meeting held on March 21, 2022. In accordance with ORS 192.650, the District's official School Board Meeting Minutes are maintained via video recording and may be viewed at <https://youtu.be/S9vEfSPXaZE>

Board Member Attendance

Present: Chair Scott; Vice-Chair Hollands; Directors Brim-Edwards, DePass, Greene, Kohnstamm, and Lowery; Student Representative McMahon

Absent: None

INDEX

Actions Taken.....	02
Statements for the Record	03

RESOLUTIONS

<u>No.</u>	<u>Resolution Title</u>	<u>Page</u>
6675	Resolution Authorizing the Sale of General Obligation Bonds and Related Matters.....	03
6676	Authorization for Off-Campus Activities	05
6677	Expenditure Contracts that Exceed \$150,000 for Delegation of Authority	07
6678	Settlement Agreement	09
6679	Students Requesting Exemption from PE State Requirement	10
6680	Oregon Department of Education Integrated Grant Application 2023-25 for School District No. 1J, Multnomah County, Oregon	11
6683	Resolution to Recognize March 2023 as Developmental Disabilities Awareness Month.....	12

ACTIONS TAKEN

- **Consent Agenda – Resolutions 6675 through 6679**

Director Kohnstamm moved and Director Greene seconded the motion to approve the Consent Agenda, including Resolutions 6675-6679. The motion was put to a voice vote and passed (6 yes-0 no-1 abstain).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Greene: Yes, Director Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Abstain, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)

- **Resolution 6680 – Oregon Department of Education Integrated Grant Application 2023-25 for School District No. 1J, Multnomah County, Oregon**

Director Lowery moved and Director Kohnstamm seconded the motion to approve Resolution 6680. The motion was put to a voice vote and passed (6 yes – 1 no).

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Greene: Yes, Director Hollands: No, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)

- **Resolution 6683 – Resolution to Recognize March 2023 as Developmental Disabilities Awareness Month**

Director Greene moved and Director DePass seconded the motion to approve Resolution 6683. The motion was put to a voice vote and pass (7 Yes – 0 No)

Director Julia Brim-Edwards: Yes, Director Michelle DePass: Yes, Director Greene: Yes, Director Hollands: Yes, Director Amy Kohnstamm: Yes, Director Eilidh Lowery: Yes, Director Andrew Scott: Yes; Student Representative McMahon: Yes (Unofficial)

RESOLUTION No. 6675

Resolution Authorizing the Sale of General Obligation Bonds and Related Matters

RECITALS

- A. On August 3, 2020, the Board of Portland Public Schools, Multnomah County, Oregon also known as Multnomah County School District 1J (“PPS” or the “District”) adopted a resolution, as amended, authorizing submission to the voters of PPS on November 3, 2020, of a ballot measure authorizing PPS to issue general obligation bonds not exceeding \$1,208,000,000 to finance capital costs to improve health, safety, learning by modernizing, repairing schools, as described in the 2020 ballot measure. This resolution refers to costs that are eligible to be financed with bonds authorized by the 2020 ballot measure as “2020 Capital Costs.”
- B. The election was duly and legally held on November 3, 2020 (the “2020 Bond Election”) and the general obligation bonds were approved by a majority of the qualified voters of PPS voting at the election.
- C. The PPS Board adopted Resolution No. 6209 on November 19, 2020 (the “2020 Sale Resolution”) to authorize the sale of general obligation bonds under the authority of the 2020 Bond Election.
- D. The District issued \$365,465,000 in general obligation bonds under the authority of the 2020 Bond Election and the 2020 Sale Resolution in connection with its General Obligation Bonds, Series 2020B (Tax-Exempt).
- E. The District now finds its desirable to authorize the sale of additional general obligation bonds authorized by the 2020 Bond Election.

RESOLUTION

- 1. The Board hereby authorizes the issuance general obligation bonds to pay for 2020 Capital Costs under the remaining authority of the 2020 Bond Election (the “2023 Bonds”). The District expects to issue the 2023 Bonds in April 2023 in an aggregate principal amount not to exceed \$450,000,000 and the 2023 Bonds are expected to be captioned “General Obligation Bonds, Series 2023”.
- 2. The District’s Superintendent, Deputy Superintendent of Business & Operations, Chief Financial Officer, or the person designated by any of those individuals to act under this resolution (each of whom is referred to in this resolution as a “District Official”) may, on behalf of the District and without further action by the Board:
 - a. Sell and issue the 2023 Bonds in one or more series, which may be sold at different times.
 - b. Participate in the preparation of, authorize the distribution of, and deem final any official statement or other disclosure documents relating to each series of the 2023 Bonds.
 - c. Establish the form, final principal amount, maturity schedule, interest rates, and other terms of each series of the 2023 Bonds.
 - d. Execute and deliver a bond declaration for each series of the 2023 Bonds. The declaration for each series may specify the terms under which the series is issued and may contain covenants for the benefit of owners and any providers of credit enhancement for the 2023 Bonds.
 - e. Publish a notice of sale, receive bids and award the sale of each series of 2023 Bonds to the bidder complying with the notice and offering the most favorable terms to the District; or select one or more underwriters, commercial banks or other investors, and negotiate the sale of any series of the 2023 Bonds with those underwriters, commercial banks or investors.

- f. Undertake to provide continuing disclosure for each series of the 2023 Bonds in accordance with Rule 15c2-12 of the United States Securities and Exchange Commission.
- g. Apply for ratings for each series of the 2023 Bonds, determine whether to purchase municipal bond insurance or obtain other forms of credit enhancement (such as the Oregon School Bond Guaranty Program) for each series of the 2023 Bonds, enter into agreements with the providers of credit enhancement, and execute and deliver related documents.
- h. Appoint paying agents and other service providers for the 2023 Bonds, and negotiate the terms of and execute agreements with those service providers.
- i. Determine whether each series of the 2023 Bonds will bear interest that is excludable from gross income under the Internal Revenue Code of 1986, as amended, or is includable in gross income under that code. If a series bears interest that is excludable from gross income under that code, the District Official may enter into covenants to maintain the excludability of interest on that series of the 2023 Bonds from gross income.
- j. If permitted by federal law, issue any series of 2023 Bonds as taxable bonds that are eligible for federal interest subsidies or tax credits, and enter into related covenants.
- k. Sell and issue one or more series of the 2023 Bonds to provide interim financing, enter into lines of credit or similar documents which permit the District to draw 2023 Bond proceeds over time, and issue 2023 Bonds to refund the 2023 Bonds that provide interim financing for those capital costs. 2023 Bonds that are issued to refund any interim financing 2023 Bonds are not subject to the limit in Section 1 on the principal amount of 2023 Bonds that may be issued.
- l. Execute any documents and take any other action in connection with the 2023 Bonds which the District Official finds will be advantageous to the District.

ADOPTED by the Board of Portland Public Schools this 21st day of March, 2023.

PORTLAND PUBLIC SCHOOLS

By: 
Chair, Board of Directors

ATTEST:

By: 
Superintendent

RESOLUTION No. 6676

Authorization for Off-Campus Activities

RECITAL

Portland Public Schools (“District”) Policy 6.50.010-P (“Off-Campus Activities”) requires the Board of Education (“Board”) consent to student out-of-state travel.

RESOLUTION

The Board has reviewed the request for out-of-state travel. All required documents have been submitted to the Risk Management Department. The Superintendent recommends that the Board consent to the student out-of-state travel for the below request:

AUTHORIZATION FOR OFF-CAMPUS ACTIVITIES

Date(s)	School, Course, and Number of Students	Purpose of Travel	Travel Destination	Estimated Cost	Equitable Field Trip Fund amount
3/22-3/27/23	Jackson MS Choir, 32	Group was invited to participate in a national choral festival	Nashville, TN	\$2,100	N/A
3/23-3/26/23	Cleveland HS Band, 55	Perform, clinic, attend concert	San Francisco, CA	\$1,099	N/A
3/25-4/1/23	College & Career various high schools, 40	Visit HBCUs, social studies credit, increase post secondary exposure	Washington DC, VA	\$5,047	N/A
3/26-3/30/23	Roosevelt HS Baseball, 14	Team building	Phoenix, AZ	\$1,250	N/A
4/5-4/9/23	Grant HS Robotics, 40	Robotics competition	Cheney, WA	\$290	N/A
4/7-4/9/23	Roosevelt HS Track & Field, 3	Track & field invitational meet	Arcadia, CA	\$742	50% EFT funds
4/10-4/16/23	College & Career various high schools, 40	Visit HBCUs, social studies credit, increase post secondary exposure	Los Angeles & San Diego, CA	\$2,073	N/A
4/13-4/16/23	Grant HS Music, 31	Choir tour, clinics, workshops, concerts	Seattle, WA	\$952	N/A
4/18-4/23/23	Grant HS Robotics, 35	STEM/Robotics Competition	Houston, TX	\$1,625	N/A
4/19/23	CHS IB Social & Cultural Anthropology , 89	Visit Burke Museum of Natural History & Culture	Seattle, WA	\$57	N/A

4/20-4/22/23	Lincoln HS Mass Communicati ons, 14	Journalism conference	San Francisco, CA	\$1,461	N/A
4/21-4/26/23	Wells HS DECA, 3	International Career Development Conference	Orlando, FL	\$2150	N/A
4/23-4/30/23	McDaniel HS Indigenous Alliance Club, 12	Explore tribal colleges & traditional landscapes to expose students to tribal specific higher education	New Mexico & Colorado	\$1,612	\$10k
5/27/23	RHS Choir, 24	Choir festival	Federal Way, WA	\$74	N/A
3/30-4/2/23	McDaniel HS Speech, 4	Compete in National Urban Debate League tournament	Dallas, TX	\$0; National Debate League is paying all costs	N/A

RESOLUTION No. 6677

Expenditure Contracts that Exceed \$150,000 for Delegation of Authority

RECITAL

Portland Public Schools (“District”) Public Contracting Rules PPS-45-0200 (“Authority to Approve District Contracts; Delegation of Authority to Superintendent”) requires the Board of Education (“Board”) enter into contracts and approve payment for products, materials, supplies, capital outlay, equipment, and services whenever the total amount exceeds \$150,000 per contract, excepting settlement or real property agreements. Contracts meeting this criterion are listed below.

RESOLUTION

The Superintendent recommends that the Board approve these contracts. The Board accepts this recommendation and by this resolution authorizes the Deputy Clerk to enter into the following agreements.

NEW CONTRACTS

Contractor	Contract Term	Contract Type	Description of Services	Contract Amount	Responsible Admin, Funding Source	Certified Business
Performance Abatement Services, Inc.	3/22/23 through 3/8/26	Flexible Services Contractor Pool FSCP 92764	Flexible Services Contractor Pool – Abatement services on an as-needed basis. Request for Proposals 2022-019	Not to Exceed \$3,000,000	Funding Source Varies	No
3 Kings Environmental, Inc.	3/22/23 through 3/8/26	Flexible Services Contractor Pool FSCP 92755	Flexible Services Contractor Pool – Abatement services on an as-needed basis. Request for Proposals 2022-019	Not to Exceed \$3,000,000	Funding Source Varies	No
Professional Minority Group	3/22/23 through 3/8/26	Flexible Services Contractor Pool FSCP 92759	Flexible Services Contractor Pool – Abatement services on an as-needed basis. Request for Proposals 2022-019	Not to Exceed \$3,000,000	Funding Source Varies	MBE, WBE
Northstar CG, LP	3/22/23 through 3/8/26	Flexible Services Contractor Pool FSCP 92762	Flexible Services Contractor Pool – Abatement services on an as-needed basis. Request for Proposals 2022-019	Not to Exceed \$3,000,000	Funding Source Varies	No
Stoner Electric Group	3/22/23 through 11/16/23 Option to renew for up to four additional one-year terms through 11/16/25	Indefinite Deliverable/Indefinite Quantity IDIQ 92885	Indefinite Quantity/Indefinite Delivery -- Classroom Backbone Infrastructure Modernization Request for Proposals 2021-3014	Not to Exceed \$16,000,000	Funding Source Varies	No

*A Certified Business is a for-profit business certified as a Minority-Owned Businesses (MBE), Women-Owned Businesses (WBE), Emerging Small Businesses (ESB), and/or Service-Disabled Veteran Businesses (SDV) by the State of Oregon Certification Office for Business Inclusion and Diversity.

NEW COOPERATIVE PURCHASING AGREEMENTS

Contractor	Contract Term, Renewal Options	Administering Contracting Agency	Description of Goods or Services	Estimated Spend During Contract Term	Responsible Administrator, Funding Source	Certified Business
Peterson Power Systems, Inc.	3/22/23 through 11/22/26	Sourcewell COA 92908	Furnish and install new emergency generator at Youngson Pioneer School.	\$174,159	D. Jung Fund 445 Dept. 5597 Project 5830	No

Snap-on Incorporated	3/22/23 through 6/30/23	State of Washington COA 92917	Purchase of materials for CTE	\$177,000	C. Proctor Fund 205 Dept. 5438 Grant G2254	No
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NEW INTERGOVERNMENTAL AGREEMENTS (“IGAs”)

No new IGAs

AMENDMENTS TO EXISTING CONTRACTS

Contractor	Amendment Term	Contract Type	Description of Services	Amendment Amount, Contract Amount	Responsible Admin, Funding Source	Certified Business
School Specialty	5/1/23 through 4/30/24	Cooperative Contract COA 69637 Amendment 1	Purchase of furniture, fixtures, and equipment. This amendment extends the contract and adds funds.	\$15,000,000 \$25,000,000	D. Jung Funding Source Varies	No

RESOLUTION No. 6678

Settlement Agreement

The Board authorizes the General Counsel to enter into a settlement agreement of certain tort and other claims brought by the District in a form approved by the General Counsel.

RESOLUTION No. 6679

Students Requesting Exemption from PE State Requirement

RECITALS

- A. In accordance with OAR 581-022-1910, Portland Public Schools may excuse students from a state required program or learning activity, where necessary, to accommodate students' disabilities or religious beliefs:
- B. Approval of the exemption shall be based upon and shall include:
 - 1) A written request from the student's parent or guardian or the student, if that student is 18 years of age or older or a legally emancipated minor, listing the reasons for the request and a proposed alternative for an individualized learning activity which substitutes for the period of time exempt from the program and meets the goals of the learning activity or course being exempt;
 - 2) An evaluation of the request and approval by appropriate school personnel (the alternative should be consistent with the student's educational progress and career goals as described in OARs 581-022-1670 and 581-022-1510).
- C. Following approval by Portland Public Schools Board of Education, and upon completion of the alternative, credit shall be granted to the student.

RESOLUTION

- 1. Be it resolved that the Board of Education approves ten Portland Public Schools high school students to be granted exemption from the state PE requirement.
- 2. In accordance with OAR 581-022-1910, all students have a physician statement that documents their specific physical limitation as it relates to this requirement, as well as a written state of agreement from their parent/guardian. All students will replace the PE credit requirement with alternative coursework as required .

RESOLUTION NO. 6680

Oregon Department of Education Integrated Grant Application 2023-25 for School District No. 1J,
Multnomah County, Oregon

RECITALS

- A. Through *Aligning for Student Success: Integrated Grant Guidance*, the Oregon Department of Education has integrated six initiatives: High School Success, Student Investment Account, Continuous Improvement Planning, Career and Technical Education, Every Day Matters and Early Indicator and Intervention Systems.
- B. For PPS, these six programs have common goals and elements that are strongly aligned with *Forward Together*.
- C. Through a comprehensive and collaborative process, PPS has developed a plan that directly aligns to the stated purposes for the Integrated Grant funds.
- D. For School Year 2023-24, Integrated Grant funds collectively represent \$51.9M in state and federal funding for PPS (based on the preliminary allocation and including charter school and community-based organization allocations).

Program	PPS Preliminary Allocation	
	2023-24	2024-25
High School Success (HSS)	\$13,397,923	\$13,944,777
Student Investment Account (SIA)	\$36,431,620	\$36,847,254
Continuous Improvement Planning (CIP)	\$1,507,230	TBD
Career Technical Education - Perkins V (CTE)	\$435,071	\$435,071
Every Day Matters (EDM)	\$0*	\$0*
Early Indicators & Intervention Systems (EIS)	\$130,764	\$130,764
Total Allocation	\$51,902,608	\$52M (Estimate)

* EDM is an unfunded program. Requirements are embedded in the five other programs.

- E. The PPS Integrated Grant budget plan allocates Student Investment Account funds to charter schools and community-based organizations (CBOs). This plan allocates \$1.69M to charter schools and CBOs for School Year 2023-24. The allocation includes:
 - Funding based on a weighted Average Daily Membership (ADMw) to ensure the schools and organizations receive the SIA funds our district was allocated for our shared students.
 - An additional equity allocation based on the district’s equity formula. The equity funding is designed to bolster support for historically underserved students.
- F. The district will provide targeted, periodic updates specific to this plan as required by the Oregon Department of Education’s Integrated Grant Guidance.
- G. The Oregon Department of Education requires Board approval of the Integrated Grant Application.

RESOLUTION

- 1. BE IT RESOLVED that the Board of Directors approve the 2023-25 Integrated Grant Application that will be submitted to the Oregon Department of Education.

RESOLUTION No. 6683

Resolution to Recognize March 2023 as Developmental Disabilities Awareness Month

RECITALS

- A. The disability experience is a natural part of life and is valued as a part of our rich human diversity.
- B. Disability is a social construct. The 'problem' is not the medical condition that resides within the student, but the 'problem' is that society does not create welcoming, supporting environments/policies/systems for all. Therefore, we choose here to use "dis/ability" in order to recognize differing abilities *NOT* as an individual trait, but rather as an artifact of our cultural, political, and economic practices (Davis, 1995). We can change the impact of dis/ability.
- C. The most effective way to change the impact of disability is by increasing our own awareness and being open to learning and acknowledging that there are systemic barriers that reduce the likelihood of those with dis/abilities enjoying equitable experiences and having independent, productive lives within their school and broader communities.
- D. Equitable experiences and meaningful acceptance within Portland Public Schools educational environments is a matter of social justice. Consequently, creating equitable inclusive environments is a shared responsibility of everyone because community means all.
- E. Policies must be developed, attitudes shaped, and equitable experiences be offered to all students; including those with developmental disabilities and no matter their race or heritage language.
- F. Portland Public Schools should do all in their power to:
 - 1. Recognize the value and intersectionality of the disability experience in our students and their families, and the valued role it has in the rich diversity of our community.
 - 2. Recognize the barriers presented to students with dis/abilities.
 - 3. Create ways to include everyone; especially students with developmental dis/abilities, to be fully included in all aspects of our Portland Public Schools.

RESOLUTION

Portland Public School's Board of Education proclaims March 2023 as Developmental Disabilities Awareness Month.

RESOLUTION No. 6686**Expenditure Contracts that Exceed \$150,000 for Delegation of Authority****RECITAL**

Portland Public Schools (“District”) Public Contracting Rules PPS-45-0200 (“Authority to Approve District Contracts; Delegation of Authority to Superintendent”) requires the Board of Education (“Board”) enter into contracts and approve payment for products, materials, supplies, capital outlay, equipment, and services whenever the total amount exceeds \$150,000 per contract, excepting settlement or real property agreements. Contracts meeting this criterion are listed below.

RESOLUTION

The Superintendent recommends that the Board approve these contracts. The Board accepts this recommendation and by this resolution authorizes the Deputy Clerk to enter into the following agreements.

NEW CONTRACTS

Contractor	Contract Term	Contract Type	Description of Services	Contract Amount	Responsible Admin, Funding Source	Certified Business
Yared Medical Transport LLC	4/5/23 through 3/31/28	Services S 92939	Provide specialized transportation services to District students as required by their IEPs. Approved Special Class Procurement – Secure, Specialized Transportation PPS-47-0288 (19)	\$1,500,000	D. Jung Fund 101 Dept. 5560	No
Vickers Plass LLC	4/5/23 through 6/30/25	Legal Services LS 92958	Ongoing and new legal services on an as-needed basis. Direct Negotiation – Legal Services PPS-46-0525 (13)	\$300,000	L. Large Fund 101 Dept. 5460	WBE, ESB
Skyward Construction	4/5/23 through 9/30/23	Construction C 92991	Partial re-roof at Vernon School. Invitation to Bid – Construction 2022-048	\$3,765,190	D. Jung Fund 458 Dept. 5511 Project DS017	No
Skyward Construction	4/5/23 through 11/15/23	Construction C 93011	Partial re-roof at Skyline School. Invitation to Bid – Construction 2022-053	\$2,733,963	D. Jung Fund 458 Dept. 5511 Project DS017	No
Skyward Construction	4/5/23 through 12/31/23	Construction C 93029	Partial re-roof at Duniway School. Invitation to Bid – Construction 2023-006	\$6,920,392	D. Jung Fund 458 Dept. 5511 Project DS017	No
Fulcrum Construction	4/5/23 through 11/15/23	Construction C 93017	Partial re-roof at Markham School. Invitation to Bid – Construction 2022-052	\$3,320,507	D. Jung Fund 458 Dept. 5511 Project DS017	WBE, ESB
Fulcrum Construction	4/5/23 through 12/31/23	Construction C XXXXX**	Partial re-roof at Winterhaven School. Invitation to Bid – Construction 2023-007	\$4,823,882	D. Jung Fund 458 Dept. 5511 Project DS017	WBE, ESB

*A Certified Business is a for-profit business certified as a Minority-Owned Businesses (MBE), Women-Owned Businesses (WBE), Emerging Small Businesses (ESB), and/or Service-Disabled Veteran Businesses (SDV) by the State of Oregon Certification Office for Business Inclusion and Diversity.

** The District is seeking advanced authorization for this contract pursuant to PPS 45-0200(4)(b) and AD 8.50.105-AD.

NEW COOPERATIVE PURCHASING AGREEMENTS

Contractor	Contract Term, Renewal Options	Administering Contracting Agency	Description of Goods or Services	Estimated Spend During Contract Term	Responsible Administrator, Funding Source
Organization for Educational Technology & Curriculum (OETC)	4/5/23 through 6/24/23 Option to renew up to three additional years through 6/24/26	OETC COA 92998	Purchase of Learn Platform Inc.'s products and services for District-wide use.	\$750,000	D. Wolff Funding Source Varies
Rentokil North America, Inc. DBA Western Exterminator	4/5/23 through 7/1/24 Option to renew for up to four additional two-year periods through 7/31/32	State of Oregon COA 93019	District-wide Integrated Pest Management Services	\$1,500,000	D. Jung Fund 101 Dept 5593

NEW INTERGOVERNMENTAL AGREEMENTS ("IGAs")

AMENDMENTS TO EXISTING CONTRACTS

Contractor	Amendment Term	Contract Type	Description of Services	Amendment Amount, Contract Amount	Responsible Administrator, Funding Source	Certified Business
Office of General Counsel Network LLC	4/5/23 through 12/31/23	Legal Services LS 92160 Amendment 1	General Counsel services. This amendment extends the contract for five additional months and funds. Direct Negotiation – Legal Services PPS 46-0525(13)	\$180,000 \$360,000	J. Garcia Fund 101 Dept. 5440	WBE
MCI Foods, Inc.	4/5/23 through 06/30/23	Materials Requirement MR 65952 Amendment 5	Prepared foods on a requirements basis. This amendment adds funds to the contract. Request for Proposals 2018-2364	\$50,000 \$193,900	D. Jung Fund 202 Dept. 5570	No



PORTLAND PUBLIC SCHOOLS
OFFICE OF PURCHASING & CONTRACTING

501 North Dixon Street / Portland, OR 97227
Telephone: (503) 916-3421 / Fax: (503) 916-3109
Mailing Address: P. O. Box 3107 / 97208-3107

Date: March 24, 2023
To: Board of Education
From: Marina Cresswell, Senior Director, Office of School Modernization
Subject: Advanced Authorization for Winterhaven Roof Project

The Purchasing and Contracting Delegation of Authority Administrative Directive, 8.50.105-AD, provides:

- All District Contracts exceeding \$150,000 shall be presented to the Board of Education on their consent agenda for approval.
- The District may seek “advanced authorization” from the PPS Board of Education for any contract, upon the approval of the Director of Purchasing & Contracting. The cost of the contract shall be a “Not to Exceed” amount. Once the Board has approved it, no further authorization for the contract is required, providing the contract value remains at or below the “Not to Exceed” amount.

When the Board provides advance authorization for a contract, it means that the contract can be signed by the Purchasing & Contracting Director as soon as it is fully negotiated and vetted by the Purchasing & Contracting department, without waiting for a subsequent Board meeting. Upon receipt of the fully negotiated contract, Purchasing & Contracting staff will undertake all steps of the standard contract review process. Contract work may begin only after the fully vetted contract is signed by authorized signers for both parties.

Staff seek advanced authorization for the following contract:

Contractor Name: Fulcrum Construction

Contract Amount: \$4,823,882.04

Contract Term: Substantial Completion 8/18/23; Final Completion 9/30/23

Short Contract Description: Full roof replacement at Winterhaven school, including roof level seismic, fall protection, and roof drains, gutters and downspout.

Solicitation Method: Invitation to Bid

Solicitation Issue Date: 2/21/23

Contract Manager Name & Title: Marina Cresswell, Senior Director, Office of School Modernization

Reason for advance authorization request:

The Winterhaven Roof project is one of several projects that the Office of School Modernization will be working to complete this summer before the start of school in August 2023. Timing is always tight to complete large roof replacement projects over the traditional summer break period and ensure that roofs are fully enclosed before staff and students return. If materials are delayed, it can cause work to extend into the school year or get partially delayed to the following summer. This can create risk of roof leaks, degradation of buildings, and disruption to learning environments. Over the last couple years, material orders have needed to be placed months in advance in order to ensure materials arrive in time for construction. In early fall 2022, staff had coordinated summer project procurement schedules with Board agenda deadlines to ensure timely contract approvals, however agenda deadlines changed in early 2023 to reflect new Board processes. Staff are working diligently to get construction contracts executed as soon as possible so contractors can begin ordering their project materials. Public bids have been received for the Winterhaven Roof project and a responsive and responsible bidder has been determined, but contract materials will not be ready in time for a standard Board approval at the April 4, 2023 BOE meeting. Granting advance authorization for the Winterhaven Roof project contract will help avert potential project delays due to material supply lead times.

I understand that I am seeking the Board’s advance approval only and that no work may begin until the proposed contract (with all attachments) is reviewed by Purchasing & Contracting and signed by authorized signers for both parties.

Contract Manager’s signature:

Marina Cresswell

Digitally signed by Marina Cresswell
DN: C=US, E=mcresswell@pps.net, O=Portland
Public Schools, OU=Office of School Modernization,
CN=Marina Cresswell
Date: 2023.03.23 16:40:59-07'00'

RESOLUTION No. 6687

Revenue Contracts that Exceed \$150,000 Limit for Delegation of Authority

RECITAL

Portland Public Schools (“District”) Public Contracting Rules PPS-45-0200 (“Authority to Approve District Contracts; Delegation of Authority to Superintendent”) requires the Board of Education (“Board”) to enter into and approve all contracts, except as otherwise expressly authorized. Contracts exceeding \$150,000 per contractor are listed below.

RESOLUTION

The Superintendent recommends that the Board approve these contracts. The Board accepts this recommendation and by this resolution authorizes the Deputy Clerk to enter into the following agreements.

NEW REVENUE CONTRACTS

No New Revenue Contracts

NEW INTERGOVERNMENTAL AGREEMENTS / REVENUE (“IGA/Rs”)

Contractor	Contract Term	Contract Type	Description of Services	Contract Amount	Responsible Administrator, Funding Source
State of Oregon – Dept. of Education	3/24/21 through 9/30/24	Intergovernmental Agreement / Revenue IGA/R 92846	Grant for Columbia Regional Inclusive Services to support ongoing student learning during COVID-19.	\$2,793,421	C. Proctor Fund 205 Grant G2259
State of Oregon – Dept. of Education	3/24/21 through 9/30/24	Intergovernmental Agreement / Revenue IGA/R 92975	Grant to Portland DART Schools to support ongoing student learning during COVID-19.	\$450,000	C. Proctor Fund 205 Grant G2318
State of Oregon – Dept. of Education	4/15/22 through 6/30/23	Intergovernmental Agreement / Revenue IGA/R 92984	Grant to provide reimbursements to substitute teachers and instructional assistants for costs incurred for required trainings.	\$956,250	S. Reese Fund 205 Grant G2558
State of Oregon – Dept. of Education	7/1/21 through 6/30/23	Intergovernmental Agreement / Revenue IGA/R 93031	Grant to provide feminine hygiene products at no cost to students, per the state’s Menstrual Dignity Program. Funding for year one.	\$205,397	C. Proctor Fund 205 Grant TBD

AMENDMENTS TO EXISTING REVENUE CONTRACTS

Contractor	Amendment Term	Contract Type	Description of Services	Amendment Amount, Total Contract Amount	Responsible Administrator, Funding Source
State of Oregon – Dept. of Human Services	2/28/23 through 2/29/24	Intergovernmental Agreement / Revenue IGA/R 85613 Amendment 4	Provides funding for students to work as interns. This amendment extends the term an additional year and adds funding for additional students.	\$116,647 \$343,601	C. Proctor Fund 205 Grant G1789
State of Oregon – Dept. of Education	7/1/22 through 6/30/23	Intergovernmental Agreement / Revenue IGA/R 93031 Amendment 1	Grant to provide feminine hygiene products at no cost to students, per the state’s Menstrual Dignity Program. Funding for year two.	\$334,954 \$540,351	C. Proctor Fund 205 Grant TBD



PORTLAND PUBLIC SCHOOLS
OFFICE OF TEACHING & LEARNING

501 North Dixon Street / Portland, OR 97227

MEMO

Date: April 4, 2023
To: School Board
From: Dr. Kimberlee Armstrong, Chief Academic Officer
Dana Nerenberg, Senior Director of Academic Programs
Kristen Brayson, Assistant Director for Visual & Performing Arts
Subject: PPS State of the Arts & the Master Arts Education Plan

BACKGROUND

This memorandum contains both an executive summary of the Master Arts Education Plan and an overview of our current state of arts education. Arts education is nested into the board goals through the Eighth Grade Graduate Portrait that states students need “access to a more well-rounded education and exploration of elective pathways...” As well as Post-Secondary Readiness/ Ready for College & Career board goals indicating a priority for “successful completion or achievement of... Visual & Performing Arts pathways...”

Of contextual note, Superintendent Guerrero created a central office VAPA team in 2018 to begin this strategic planning process. The VAPA team has worked diligently to meaningfully align a future-facing, five-year plan aligned to the PPS vision. Three years of internal and external stakeholder involvement and thought partnership have created this framework to help guide district and school staff when making decisions about current and future arts education in PPS. The MAEP will create a path for implementing change while creating equitable access to arts education in our system.

MASTER ARTS EDUCATION PLAN EXECUTIVE SUMMARY

- **Equitable, Comprehensive, High-Quality Arts Education for Every Student in Portland Public Schools:** The Master Arts Education Plan (MAEP) is a roadmap for the future of arts education at Portland Public Schools. It outlines a vision for arts education as an essential part of learning for all students across the K-12 spectrum, explicitly centering racial equity and social justice as a guiding priority.
- **Leveraging Our Shared Principles & Vision:** Developed in tandem with PPS reImagined, and referencing the Instructional Framework, Core Values, Graduate Portrait, Educator Essentials, and Educational System Shifts, the MAEP exists as an essential companion to the broader strategic plan that will transform our district and the lives of our students.

Alignment with the PPS ReImagined Core Values was intentional and is expressed throughout the plan; however, five specific values have extra resonance in the MAEP:

- Students at the Center
- Racial Equity and Social Justice
- Excellence
- Partnerships & Collaboration
- Creativity & Innovation

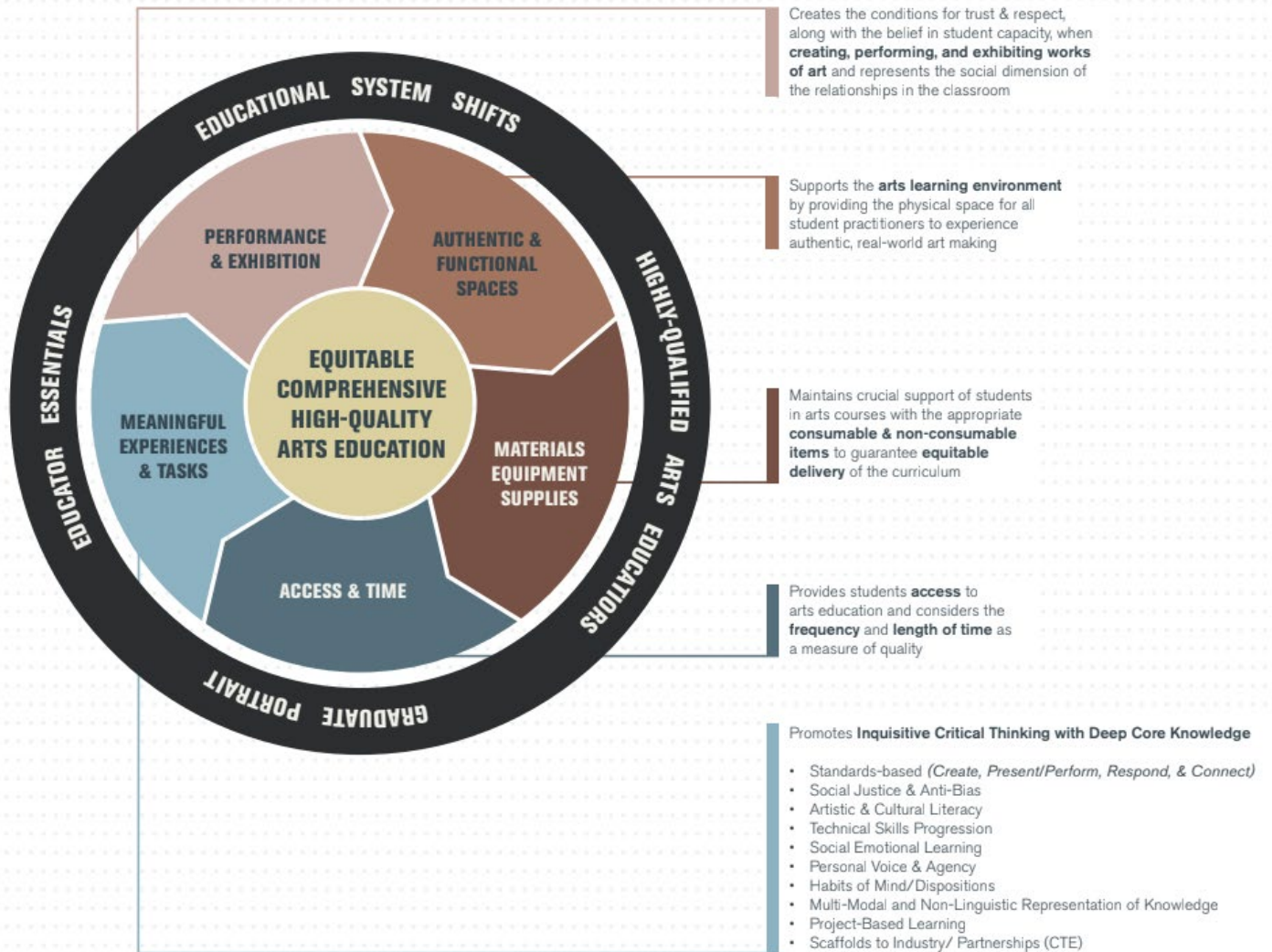
Our value for collaboration is further underscored by our process: each step of the MAEP strategic planning has been done with careful consideration of the connecting points to existing stakeholder groups and developing initiatives in PPS. It is heartening to see the convergence between the values and priorities identified

- **Building on a Citywide Investment in the Arts:** Achieving the goals of the MAEP will require braiding together resources across schools and programs and over time – and central to the effectiveness of that approach is the foundational support of the Arts Education & Access Fund (AEAF), commonly referred to as the Arts Tax. Passed in 2012, the Arts Tax reflects an understanding of the value of the arts as an essential part of the City of Portland’s identity – and the MAEP, by its very existence, makes good on the promise that PPS match the investment of the Arts Tax with increased resources and opportunities for students across the K -12 spectrum.
- **A Community-Based, Student-Centered Planning & Engagement Process:** Our confidence in the goals and scope of the Master Arts Education Plan comes from the knowledge that the plan represents the voices of our community. Our extensive stakeholder engagement process convened teachers, administrators, arts organizations, culturally-specific organizations, cross -departmental teams, leaders in arts education from across the nation, and, most importantly, our students and families. Over a three-year period, we met in person, remotely, and in large and small committees to articulate this shared vision for arts education.
- **Informed by Foundational Research:** Also essential to the development of the MAEP, Harvard’s *Project Zero’s Qualities of Quality: Understand Excellence in Art Education* provided a common language and conceptual framework leading to the development of our ambitious, student-centered goals. Through cross-walking this meta-analysis of arts education with guiding district documents, we developed the Equitable, Comprehensive, High-Quality Arts Education Wheel as an essential tool for articulating the interconnectedness of the unique aspects of arts education.
- **Recommendations to Sustain & Expand Arts Education throughout PPS:** Our six goal areas outline strategies, some of which are already in implementation, to achieve the desired outcomes in a sustainable manner:
 - GOAL 1: District Visual & Performing Arts Policies & Practices
 - GOAL 2: Curriculum, Instruction, & Assessment
 - GOAL 3: Professional Learning & Capacity Building

- GOAL 4: Stakeholders & Partnerships
- GOAL 5: Data-Informed Decisions & Practices
- GOAL 6: Financial Sustainability

Each goal area begins with a dedicated subgoal for Racial Equity & Social Justice to ensure it is centered as a cross-cutting theme.

- **The Equitable, Comprehensive, High-Quality Arts Education Wheel:** The framework below, a product of the MAEP strategic planning process, is essential in communicating the necessary and interlocking components that are required to ensure the experiences students have are authentic and equitable. As an infographic, it helps us better collaborate with internal PPS departments and identify action items, priorities, and areas of possible alignment.



- **Looking Ahead: An Arts Ecosystem To Be Proud Of:** At the level of the individual student and the level of entire cohorts of graduates, successful implementation of the MAEP will have a profound impact on the broader arts ecosystem in Portland and the Pacific Northwest. The MAEP has the power to galvanize future stakeholders in a shared effort to bring about lasting change and a healthier, richer, and more diverse artistic community for our city.

CURRENT STATE OF THE ARTS 20223 & 2023-24

As a first step toward MAEP implementation, the 2019-2020 school year marked a preview of the MAEP goals, and central departments began positioning resources through pre-investments and by integrating actions across internal systems, structures, and processes to align to key areas. The table below outlines meaningful wins and emerging system shifts that move primary goals to fruition.

Meaningful Wins & Emerging System Shifts (2019 - Current)	
<p>Complete K-12 Arts Pathways MAEP Goal 1.3: Ensure that all students in PPS have continuous access to high-quality arts learning by maintaining and expanding the number of arts disciplines offered at each school.</p>	<p>Since the 2020-2021 school year, FTE has been added via Student Investment Account (SIA) funds to 37 schools to implement new arts programming for K-12 pathways in music and visual arts (plus dance and theatre in 2 schools). Additionally, SIA funds have also ensured that 11 schools with existing arts FTE are able to maintain their programming. This equals a total of 48 schools adding or maintaining K-21 arts pathways over the past three years. In percentages, this is nearly 60% of our schools that currently benefit from pre-investments in service of the MAEP. Most of these investments are in K-5 schools. As of 2022-2023, 75% of K-5 schools now offer both music and visual arts. Refer to MAEP/SIA Pathway Adds Outline 2020-2023 to view all pathway schools.</p>
<p>Baseline Instructional Resources MAEP Goal 2.6: Provide each arts program within a school the necessary resources to deliver the full scope & sequence, including consumable supplies, technology, equipment, and other instructional materials.</p>	<p>The VAPA team has embarked on the first phase of providing the necessary instructional resources for arts instruction. This effort establishes and maintains crucial support of students in arts courses with the appropriate consumable & non-consumable items to guarantee equitable delivery of the curriculum. Since 2020, we have:</p> <ul style="list-style-type: none"> ○ Engaged in a pre-adoption process for non-consumable supplies, ○ Ensured all newly added K-12 arts pathway schools had start-up funds to outfit a music and/or visual arts program via SIA funds, ○ Deployed a Starter Kit of baseline visual arts supplies out to schools that house K-5 grades, ○ Utilized Title I funds to provide \$400K of additional music and visual arts supplies to all Title 1 schools that house K-8 grades, ○ Maintained the distribution of visual arts sketchbooks (K-12) and band method books (6-8), ○ Maintained digital software resources for visual arts and music K-12.

<p>K-5 Baseline Minutes and Frequency of Arts Instruction MAEP Goal 1.4: Provide every student with appropriate and equitable time for comprehensive arts learning during the school day.</p>	<p>Internal cross-department collaboration and systems alignment has resulted in the standardization of minutes and frequency of instruction students receive in arts education throughout the year. All K-5 students now have access to 45 minutes of arts instruction per content area one time per week. These requirements are outlined in the PPS Staffing Guidelines and Core Program Requirements and an internal audit revealed a high level of implementation success with only six schools out of compliance. Before 2022 -23, K-5 minutes and frequency of arts instruction varied wildly from school to school.</p>
<p>Professional Development (PD) Supporting Arts Educators MAEP Goal 3.2: Provide all PPS arts teachers with high leverage, content area-specific professional development.</p>	<p>In partnership with Teacher Professional Learning, VAPA educators experienced 38 hours of professional development focused on the Instructional framework and culturally sustaining practices in arts education.</p>
<p>Racial Equity & Social Justice Priorities MAEP Goal 1.1: Prioritize RESJ when making decisions that impact visual & performing arts students, teachers, and stakeholders.</p>	<p>In striving to meet the racial equity & social justice goals in the MAEP, the VAPA team has provided opportunities throughout the year for BIPOC VAPA educators to meet in affinity groupings. Additionally, the VAPA team supported student voice and sense of belonging by creating PPS's first-ever Latinx Affinity Choir. Their first performance will debut at the HeART of Portland district-wide showcase.</p>
<p>Yearly Data Collection To Monitor Access And Programming MAEP Goal 5.2: Regularly share findings from data collection and analysis as part of the continuous implementation of the MAEP.</p>	<p>Two areas illuminate current efforts to progress monitor equity and access to arts education. One is our partnership with the Kennedy Center which utilizes artlook to track access to arts education city-wide. The second is via our Arts Tax reporting obligations to the city of Portland as a part of the PPS intergovernmental agreement with the city. The Arts Tax Citizens Oversight Committee (AOC), a body approved by the city of Portland, also requests that each of the six districts present a yearly State of the Arts report to respective school boards via written memorandum or in-person presentations. Those reports are also shared with the AOC.</p>
<p>Summer Enrichment via the PPS Summer Arts Academy MAEP Goal 2.7: Design transdisciplinary arts integration and project-based learning experiences within the school day as well as expand extra-curricular offerings for underserved communities.</p>	<p>Since 2019, PPS has offered a Summer Arts Academy to provide engaging, in depth instruction in dance, music, theatre, and visual arts. The academy strives to nurture the creative spark in PPS rising middle school students and foster connections within a peer artist community. Students take ownership of their learning in preparation for a public, culminating performance & exhibition. Additionally, the academy meets the express goals of the Summer Enrichment & Engagement initiatives through PPS's RESJ department.</p>

TIMELINE FOR IMPLEMENTATION/EVALUATION

Pre-implementation began in the fall of 2020 and to the current day aligns with the emerging goals of the MAEP and the framework of the [Equitable, Comprehensive, HighQuality Arts Education Wheel](#). Highlighted below are five areas of the wheel with evaluation and implementation information.

- **ACCESS & TIME:**
 - Evaluation: Monitor yearly reports for increasing & maintaining arts pathways
 - What's next: Implement FTE at the remaining 25% of K-5s, expanding dance, theatre, and choir at the middle school level, and expanding dance at the high school level.
 - Evaluation: Yearly audit of K-5 school schedules to ensure compliance for minutes of instruction
 - What's next: Maintain requirements in the PPS Staffing Guidelines and Core Program Requirements for arts education minutes of instruction

- **MATERIALS, EQUIPMENT, SUPPLIES:**
 - Evaluation: Deployment of resources to each school is 100% complete, arts educators complete end-of-year survey regarding usage and adequacy
 - What's next: Maintain current investments into the future and engage cross-departmentally in specifying fiscal year budget requests to scale up to the next set of needs for consumable supplies, utilize the instructional resources adoption process for non-consumables

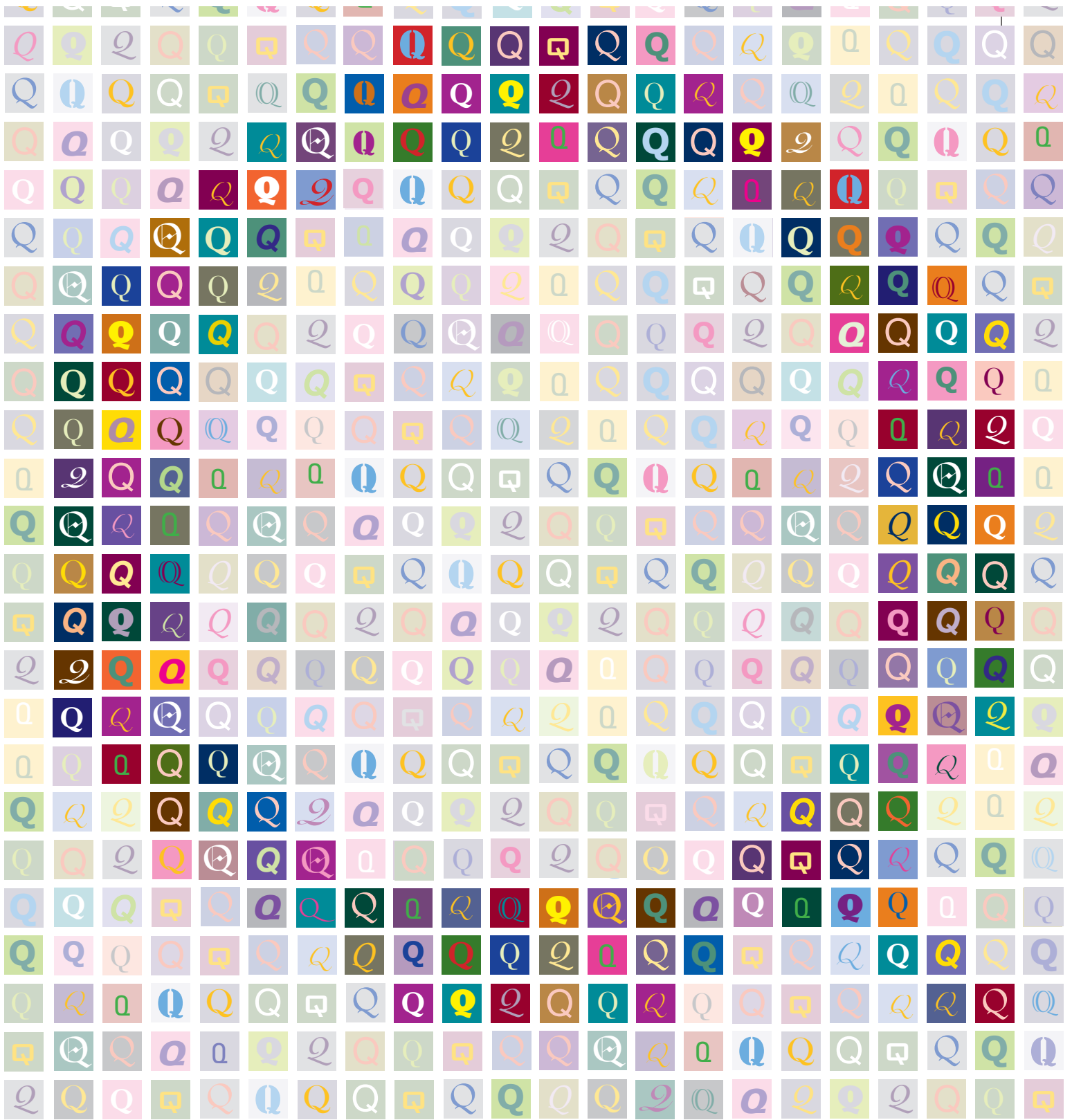
- **AUTHENTIC & FUNCTIONAL LEARNING SPACES:**
 - Evaluation: Functionality of updated or new arts education classrooms and feedback to OSP project managers
 - What's next: Ensure Ed Specs are communicated throughout modernization processes and engage OSM to create a plan for arts education classrooms that are not identified for modernization or new construction

- **MEANINGFUL STUDENT EXPERIENCES & TASKS:**
 - Evaluation: Completion of PD hours, survey arts educators to examine knowledge of best practices and gauge use
 - What's next: Move into the final approval and purchasing stage of the instructional resource adoption and utilize the endorsed scope and sequence to embed in PD for the 2023-24 school year

- **PERFORMANCES & EXHIBITIONS:**
 - Evaluation: Successful execution of district-wide VAPA events and neighborhood school VAPA events
 - What's next: Maintain fiscal year funding to support district-wide VAPA events

A final area of implementation and evaluation is geared toward progress on MAEP Goal 5 (Data-Informed Decisions & Practices). The VAPA team has engaged in the initial stages of connecting specific metrics to the implementation of the MAEP. By the end of fiscal year 2023, the VAPA team will have solidified initial plans for research and evaluation connected to the MAEP and begin a data collection project tied to specific success indicators in the MAEP for fiscal year 2024.

[LINK TO PPS MASTER ARTS EDUCATION PLAN](#)



The Qualities of Quality

Understanding Excellence in Arts Education

Steve Seidel | Shari Tishman | Ellen Winner | Lois Hetland | Patricia Palmer

The Qualities of Quality

Understanding Excellence in Arts Education



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Commissioned by The Wallace Foundation and with additional support from the Arts Education Partnership

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A CLARION CALL SHOULD GO OUT TO ALL who care about teaching the arts to read this remarkable report. It is a stunning and groundbreaking exploration into the complex factors, actors, and settings that must be aligned to achieve quality in arts education.

I read with awe and gratitude the researchers' extraordinarily comprehensive, generous, and balanced embrace of the array of theories, debates, and opinions about quality that abound in the field of arts education, giving each the honor of respect and asking that their proponents join a common quest that makes quality experiences of learners the central goal and ultimate, though surely not the lone, criterion of success.

Steve Seidel, who led this Harvard Project Zero research effort, used routine examples with audiences in the early phases of the study to indicate the distinction between encounters with a work of art that is itself of the highest quality and a quality experience of that work. For instance, a master chef has prepared an exquisite meal and invited a group of friends to share it at her restaurant on a lovely summer evening. Unfortunately the air conditioning isn't working at the restaurant, the waiters are surly, and two of the friends have had a nasty argument on the way to the restaurant that dominates the dinner conversation. The meal itself is of the highest quality but the experiences of the diners are not.

Seidel and his team focused their energies on exploring this second dimension of quality: that of the learners experiencing the arts in an educational setting.

They give priority to the understandings of quality expressed by those educators "in the room" where the learning experience occurs. What do the teachers and artists believe constitute the qualities of arts learning? Why do they believe it important that students experience those qualities? What outcomes of the experiences do they deem most important?

No single answer emerges from these questions, but the researchers found central features of the visions, values, and purposes expressed by those directly engaged in teaching and learning that they consider the touchstones of quality. Those visions, values, and purposes were shaped by the personal experiences of the artists and teachers in learning and practicing an art. They have a passion and

commitment to shape comparable quality experiences for students. And from their personal experiences they know that quality is a constant and persistent quest and not an end game, a quest for ever richer personal experiences, for higher perfection in the art works they make, and for a deeper understanding of the qualities in their own art and that of others.

How do those "outside the room" – administrators, policy makers, theorists, researchers – contribute to creating the opportunities for such learning to occur? This report urges them to derive their views, decisions, and actions from frequent and active discussions with those working "in the room" so that all parties determine how the quality of the conditions for learning time, materials, personnel and resources, are consonant with the aim of quality experiences of learning.

Reading the report is being in the presence of a community of learners who have labored with openness and generosity of spirit to find in their research data – gathered by literature reviews, expert interviews, and site visits – the fundamental questions, concepts, themes, and conditions that define and make quality possible. They distill their conversations into beautiful and clear prose in the central chapters of Parts I and II and into the set of "tools" in Part III to help others gather similar data and have the same conversations.

Indeed they frequently and modestly invite readers to consider this report a conversation starter that they hope will engage and assist others in the quest for the thoughts and actions that will create more and deeper arts learning experiences for those "in and out of the room."

This report itself is of the highest quality and it is a quality experience to read it.

Richard J. Deasy
Former Director, Arts Education Partnership

The Richard J. Deasy Award for Arts and Education was recently established to honor Mr. Deasy's career for its contributions to the arts in education. The award will be given annually to an outstanding arts educator by the National Endowment for the Arts, the U.S. Department of Education, the Council of Chief State School Officers, and the National Assembly of State Arts Agencies.

Executive Summary

MANY CHILDREN IN THE UNITED STATES have little or no opportunity for formal arts instruction, and access to arts learning experiences remains a critical national challenge. In addition, the *quality* of arts learning opportunities that are available to young people is a serious concern. Understanding this second challenge – the challenge of creating and sustaining high quality formal arts learning experiences for K-12 youth, inside and outside of school – is the focus of our recent research initiative, *The Qualities of Quality: Understanding Excellence in Arts Education*, commissioned by The Wallace Foundation and conducted by Project Zero at the Harvard Graduate School of Education.

The study focuses on the character of excellence itself and asks three core questions:

- (1) How do arts educators in the United States – including leading practitioners, theorists, and administrators – conceive of and define high quality arts learning and teaching?
- (2) What markers of excellence do educators and administrators look for in the actual activities of arts learning and teaching as they unfold in the classroom?
- (3) How do a program’s foundational decisions, as well as its ongoing day-to-day decisions, affect the pursuit and achievement of quality?

These questions were investigated through three strands of research: Interviews with leading arts practitioners, theorists and administrators; site visits to exemplary arts programs across a range of settings; and a review of published literature. Sources in each of these areas were selected through an extensive nomination process in which several hundred arts educators and administrators across the country, working in a wide

variety of contexts and art forms, nominated candidates in each area. This report presents our findings and offers a set of tools to help arts educators and their associates reflect on and discuss the character of high quality arts learning and teaching in their own settings.

Some of the major themes and findings of the study include the following:

The drive for quality is personal, passionate, and persistent. For most of the people surveyed in this study, ideas about what constitutes quality in arts education are inextricably tied to their values and to fundamental issues of identity and meaning. Though people differ in their specific visions and concerns, a commonality among almost all with whom we spoke is that the drive for quality is persistent and far-reaching. This drive is ever-present in all aspects of their educational work and shapes their goals for young people. For example, most educators we interviewed wanted young people to have experience *with* quality – with excellent materials, outstanding works of art, passionate and accomplished artist-teachers modeling their artistic processes – and experiences *of* quality – powerful group interactions and ensemble work, performances that make them feel proud, rewarding practice sessions, technical excellence, and successful expressivity.

Quality arts education serves multiple purposes simultaneously. The question of what constitutes high quality arts education is deeply linked to the question of why we should be teaching the arts. It is not surprising that when arts educators talk about excellence they also express ideas about the fundamental purposes of arts education – ideas about what students ought to learn through the arts and why these outcomes are important. Our informants mentioned many purposes, and most of them cluster into a handful of broad areas. For example,

many arts educators believe that one of the important purposes of arts education is to foster broad dispositions and habits of mind, especially the capacity to think creatively, and the capacity to make connections. Many also believe that arts education should help students develop aesthetic awareness and visual observation skills and provide venues for self-expression and self-exploration. It is notable that most of the people with whom we spoke believe that good arts programs tend to serve several purposes simultaneously. Though arts programs differ widely in their contexts, goals, art forms, and constituencies, a hallmark sign of high quality arts learning in any program is that the learning experiences are rich and complex for all learners, engaging them on many levels and helping them learn and grow in a variety of ways.

Quality reveals itself “in the room” through four different lenses. When you ask arts educators what they take to be the signs of high quality arts education, they are as likely to point to features of the experience in the setting itself as they are to broad purposes and outcomes. These experiential elements are what you would expect to observe or infer if you opened the door onto a classroom, studio, or rehearsal hall and looked for markers of quality.

There are multiple kinds of markers, and one way to look for them is to examine the experience through four different but overlapping lenses: *learning*, *pedagogy*, *community dynamics*, and *environment*. These lenses all focus on the same experience, but each one brings a different dimension into view. The *learning* lens focuses on what students are actually doing in the classroom – the kinds of projects and tasks in which they are involved and the character of their engagement. The *pedagogy* lens focuses on how teachers conceive of and practice their craft – how they conceptualize the teacher-student relationship, and how they design and implement instruction. The *community dynamics* lens reveals the nature of the social relationships in the classroom, including relationships among the students themselves, between students and teachers, and among the teachers and other adults who are present. The *environment* lens focuses on concrete

elements such as the physical space of the classroom, the materials and physical resources available, and the kind of time students are given – hours as well as years – to engage in arts learning.

Foundational decisions matter. Foundational, program-defining decisions that give a program its identity and provide the parameters within which quality is pursued. These decisions include (1) *Who teaches the arts?* (2) *Where are the arts taught?* (3) *What is taught and how?* and (4) *How is arts learning assessed?* Scholars have written extensively about these decisions, and they often take sharply opposing positions. In practice, however, the ways in which high quality programs answer these questions tend to be nuanced and contextualized, often embodying high principles and pragmatic concerns at the same time.

Decisions and decision makers at all levels affect quality. Many decision makers play a critical role in the quality of arts learning experiences. These include people quite distant from the classroom (e.g., administrators, funders, policy makers), those just outside the room – notably program staff and parents, and those who are “in the room” (students, teachers, artists). Decisions made by those “in the room” have tremendous power to support as well as undermine the quality of the learning experience. This is especially true of students, and it is important for students to be as aware as possible of the potential impact of their choices on their own and others’ learning experiences. This may seem obvious, but the role of student choice is often overlooked in discussions of quality, and it invites greater attention.

Reflection and dialogue is important at all levels. An overarching theme across many of the findings of this study is that continuous reflection and discussion about what constitutes quality and how to achieve it is not only a catalyst *for* quality but also a sign *of* quality. In other words, thinking deeply about quality – talking about it, worrying about it, continually revisiting ideas about its characteristics and its indicators – is essential both to the pursuit of excellence in arts education and

to its achievement. Another overarching theme is that a misalignment of ideas among decision-makers about what constitutes quality often complicates a program's pursuit of quality. Alignment is easy to ignore, and achieving alignment among decision-makers at all levels often requires far more basic investigation, dialogue, and negotiation than is given.

In what follows, we offer several tools to help decision makers address the twin challenges of reflection and alignment. The tools are designed to be used by individuals or by groups in workshops or other collegial settings. Their purpose is to help arts educators and their associates build and clarify their visions of high quality arts education, identify elements of quality in their own programs, reflect on the relationship between quality and a program's foundational decisions, seek alignment between a program's beliefs about quality and its practices, and seek alignment across decision makers at all levels who help to shape a program's pursuit of quality.



Acknowledgements

We thank The Wallace Foundation for commissioning this study and for their recognition of the importance of the issue of quality in arts education.

This has been a complex study and many people have provided insight, support, critique, expertise, and perspective. Hundreds of people were interviewed and observed in the course of this study. We are tremendously grateful to all of them. Their honesty, integrity, wisdom, and generosity were inspiring. A list of all of the sites we visited and the people we interviewed in our interview strand appears in the appendix of the report. We are unable to list the names of everyone we interviewed at the sites – students, parents, teachers, administrators, and many more – but we are indebted to all who took the time to sit and talk with us about quality in arts education.

In addition, many people responded to our call for nominations of programs, experts, and literature, and over 120 sites applied to be part of the study. We thank all those who took our call for nominations and applications so seriously.

Amy Baione and Jen Ryan were invaluable research assistants on the project and dedicated members of the core research team. Our team also included wonderful students in or associated with the Arts in Education program at the Harvard Graduate School of Education: Megan Brown, Edward Clapp, Marit Dewhurst, Regan Doody, Martina Hinojosa, Shira Katz, Dorothea Lasky, Marguerite Nicoll, Barbara Palley, Ashley Rybowskiak, Rachel Schiller, and Anna Tirovalas.

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We have had the opportunity to present reports on this work at a number of conferences and symposia. We thank the organizers of all of those events and the many people who spoke with us during and after those sessions, sharing their perspectives on the design and progress of our study and directly on the question of quality in arts education.

We thank Andrea Tishman for her design of this report.

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Contents

Executive Summary	III
Acknowledgements	VII
Introduction	5
Part I: Envisioning and Experiencing Quality	11
Chapter 1: Visions of Quality	13
A Compass for Decision Making	13
A Healthy Obsession with Quality	13
“Healthy” Obsessions?	14
Internal Monologues and Collective Dialogue	14
Continuous Examination of What Constitutes Quality	15
Subjectivity and Consensus	15
Quality-Driven and Mission-Driven	16
Chapter 2: The Multiple Purposes of Arts Education	17
A Focus on Learning Purposes	17
Who and What these Seven Categories Represent	18
Seven Broad Purposes of Arts Education	18
1. Arts education should foster broad dispositions and skills, especially the capacity to think creatively and the capacity to make connections.	18
2. Arts education should teach artistic skills and techniques without making these primary.	20
3. Arts education should develop aesthetic awareness.	21
4. Arts practices should provide ways of pursuing understanding of the world.	23
5. Arts education should provide a way for students to engage with community, civic, and social issues.	24
6. Arts education should provide a venue for students to express themselves.	25
7. Arts education should help students develop as individuals.	26
Multiple Purposes of Arts Education: Revisiting the Relationship Between Purposes and Quality	27
Chapter 3: The Elements of Quality Arts Learning as Seen Through Four Lenses	29
The Lens of Student Learning	30
The Lens of Pedagogy	34
The Lens of Community Dynamics	38
The Lens of Environment	42
The Elements as Evidence of Quality	45

PART II: Achieving and Sustaining Quality	47
Chapter 4: Foundational Questions	49
No Guarantees of Quality	49
Foundational Issues in the Literature	50
Who Should Teach the Arts?	50
Where Should the Arts be Taught?	53
What Should be Taught and How?	55
How Should Arts Learning be Assessed?	56
The Foundational Questions: Implications for Quality	59
Chapter 5: Decision Makers, Decisions, and Decision Making	61
Decision Makers	61
Decisions	64
Organizational/Programmatic Sets of Decisions	65
Teaching and Learning – In the “Room/Space” and in the Moment	66
Decision Making	67
PART III: Quality in Practice	71
Chapter 6: Tools for Achieving and Sustaining Quality in Arts Education	73
The Learning Purposes of Arts Education:	
A Tool for Reflecting on Visions and Actions	73
Four Lenses on Quality: A tool for identifying specific elements of quality in an arts learning setting	77
Examining the Base: A tool for identifying and reflecting on program-defining decisions	80
Three Circles: A tool for analyzing alignment and misalignment among decision makers	83
Chapter 7: Implications of This Study	85
Toward and Experience Perspective	85
Implications for Particular Audiences	85
Promising Areas for Further Research	87
Concluding Thoughts	88

Appendices	89
Appendix A: Methodology	89
The Broad Scope of the Study	90
Research Questions	90
The Three Research Strands	91
Activities of the Three Research Strands	92
Cross-Strand Integration	95
Appendix B: Interview Strand Interviewees	97
Appendix C: Case Study Selected Sites	99
Appendix D: Research Protocols	105
Appendix E: References	109

Introduction

- Quality:** 1. *An inherent feature; a characteristic.*
2. *A judgment of excellence; a feature of value.*

FOR THOSE WHO CARE deeply about excellence in education, the pursuit of quality is as enigmatic as it is essential. At their best, educational programs are complex: They involve dynamic relationships among people, among communities, and among bodies of knowledge. Quality is often a moving target – what counts as high quality in one context or at a particular moment in time may seem quite inadequate at another time or place – and identifying the signs of quality can be challenging, especially in an enterprise as complex and context-specific as teaching and learning. At what – and where – should we look? Do test scores reflect the quality of an education? An arts education? Is the measure of quality in arts education in the works of art produced by students? In the processes by which those works were produced? In an amalgam of process and product? Conceptualizing excellence in arts education, let alone achieving and sustaining it, is full

of profound challenges. Yet the very nature of the arts – in particular, the way that striving for quality is at the core of artistry – may actually suggest that arts education is a fertile place to explore the meaning of quality in education more generally.

The title of this study is “The Qualities of Quality: Understanding Excellence in Arts Education.” As the title suggests, the word “quality” has a double meaning. On the one hand, a quality is a characteristic or feature of something. On the other, quality suggests excellence. This double meaning provides the contours of the research described in this report: Through interviews, case studies, and literature reviews, the Project Zero research team tried to discern how many U.S. arts educators in 2006-2007 were thinking about and trying to achieve the characteristics of excellence – the “qualities of quality” – in arts teaching and learning. The following chart identifies our major research questions and summarizes what we did to pursue them. A detailed description of our research activities is provided in Appendix A.

The Qualities of Quality: Understanding Excellence in Arts Education	
3 Broad Research Questions	<ol style="list-style-type: none"> 1. How do arts educators in the United States – including leading practitioners, theorists, and administrators – conceive of and define high quality arts learning and teaching? 2. What markers of excellence do educators and administrators look for in the actual activities of art learning and teaching as they unfold in the classroom? 3. How does a program’s foundational decisions, as well as its ongoing day-to-day decisions, affect the pursuit and achievement of quality?
Scope of Research	<p><i>Ages:</i> Grades K-12. <i>Locations:</i> In school and out of school; urban, suburban, and rural sites. <i>Art Forms:</i> Dance, music, theater, visual arts, and some emerging forms, such as spoken word.</p>
Three Research Strands	<p>Literature review. Interviews with 16 recognized theorists and practitioners in the field. Site visits to 12 notable programs yielding interviews with over 250 people.</p>
Nomination Process for Each Research Strand	<p>Nominations solicited by email from several hundred arts education professionals in a wide range of roles across the United States.</p>

Why study quality in arts education now?

Access and excellence

The infrastructure for in-school arts learning opportunities in the U.S. has been seriously weakened over the past century. This trend toward devaluing the arts as a core element in the curriculum appeared to reverse with the *Goals 2000: Educate America Act* (One Hundred Third Congress of the United States, 1994). Goals 2000 forged a beachhead for the arts by establishing arts as required subjects. As a result, the National Standards for Arts Education (Consortium of National Arts Education Associations, 1994) were developed, laying out what every student should know in the visual arts, music, theater, and dance. Largely because of this achievement, the arts were included as a core subject in the ensuing No Child Left Behind Act (US Department of Education, 2001). However, despite inclusion of arts in this law as part of the core curriculum, the No Child Left Behind Act has not strengthened arts education. With its focus on the “basics” of literacy and numeracy and the pressure for students to demonstrate competency through standardized tests in mathematics and English, many districts have continued the trend toward reduction or even elimination of arts offerings.

For children in economically affluent communities, opportunities to study the arts throughout their K-12 years generally remain available both in- and out-of-school and are often of high quality. These students see art in museums, theaters, and concert halls and often have the chance to study with serious and accomplished art teachers and artists. But for students living in or near poverty, access to formal arts learning experiences is nearly absent.

Our research has revealed that the field of arts education has great vitality. Many arts educators and their collaborators care deeply about the lives of our young citizens, with special concern for those most often denied access to excellent arts education. They work with intense commitment to provide access to quality arts learning for all. A close look at the field reveals exciting activity, some of it familiar and some quite innovative. As resources for in-school arts education diminish, enterprising arts educators have sought alternative ways

of providing arts learning opportunities. Increasingly, this activity occurs outside of school walls and beyond the limits of the school day.

Of course, both in and out of schools, most arts educators and their collaborators struggle for funding to survive, let alone thrive. Nevertheless, a close look at the field reveals that important ideas about what constitutes excellence in arts education are embedded in efforts to secure existence and provide access. In this study, we sought to uncover these tacit views.

25 Years of Work on the Challenge of Quality

The challenges of access and excellence in arts education are hardly new; neither is the field’s awareness of them. Significant efforts have been made for decades through research, theoretical debates, and, most importantly, through innovations in practice (see, for example, *Performing Arts Workshop*, 2006). Since the crippling legacy of Sputnik on arts education became clear in the 1960s, there have been waves of innovation, including the artist-in-residence movement, arts integrated curricula, and the creation of countless organizations outside the schools devoted to providing arts learning experiences to young people.

Throughout the many other developments of the past fifty years, efforts to address the challenges of achieving both access and quality in arts education have been on-going. The past 25 years, coinciding with the era of broad school reform efforts initiated by the publication of *A Nation at Risk* in 1983, have been especially rich in wide-reaching efforts to address the question of how to achieve and sustain quality arts education, even as creating access has become seriously challenging.

The school reform movement heralded unprecedented efforts to address the issue of quality across all academic areas. National, state, and local initiatives to establish high standards in the core academic areas, as well as curriculum frameworks that clarify what should be taught at each grade level, were significant efforts to insure that all children receive serious instruction across the curriculum and at every level. While the arts were only sometimes included in these initiatives, arts educators have lobbied for the arts as core curriculum and have established standards and frameworks for arts education.

At the same time, during these past 25 years, arts educators have been active in initiating reforms and innovations in the assessment of student learning, program evaluation, and professional development. Each of these areas was seen as a locus for leverage on the issue of quality. Assessment of student learning has remained quite authentic in relation to long-standing practices in the arts, with the use of portfolios, critiques, and performance assessments (Council of Arts Accrediting Organizations, 2007). Similarly, there have been extensive efforts to reconsider the terms and mechanisms through which to judge the quality and effectiveness of a particular arts education program. As with the assessment of student learning, program evaluation poses profound questions about how and when the results or outcomes of a particular learning experience can be perceived, let alone measured. Few in the field have not grappled with this challenge in the last 25 years; virtually every program has struggled to find appropriate, authentic, and responsive ways of capturing what is actually happening with their students and the effects of these learning experiences in their lives.

The past quarter-century has also been a rich period in the literature on arts education. Considerable writing has been published reporting on research studies, but there have also been lively debates over critical, even foundational, questions related to what constitutes quality in arts education – what we aspire to offer our students. As is so often the nature of the literature in many fields, writing on arts education has been framed in terms of arguments and debates. Many of these debates have been carried out, as well, in the efforts to create standards, frameworks, and assessments. Four critical questions thread through the arts education literature of the past 25 years:

- *Who* should teach the arts?
- *Where* should the arts be taught?
- *What* should be taught and *how*?
- *How* should the arts be assessed?

Foundational questions such as these always provoke strong opinions in education, broadly construed, and these questions continue to generate debate in the

literature on arts education. We discuss some of this literature throughout the forthcoming chapters, and focus specifically on these foundational questions in Chapter 4. As we reveal, the conceptual, even philosophical, nature of these questions points to both the variety of answers offered and the passion with which they have been debated. And they will almost certainly continue to be debated. These questions confront not only scholars and researchers, but are actively engaged by policy makers and practitioners at every level, and across a wide variety of settings and contexts.

Yet the Challenge of Quality Persists

What actually takes place in arts programs – in or out of school – despite the presence of countless excellent teachers and programs, is all too often uninspired. Woefully inadequate materials, inauthentic tasks (coloring book-style worksheets; cut-out pumpkins, and other “seasonal” activities for the windows of the classroom or the halls of the school), and inadequate time (now not only squeezed, but often entirely replaced, by test preparation sessions) still characterize arts education in many of our schools (Efland, 1976, 1983).

And yet, as we have hinted, there are many ways in which arts education is vital and thriving. New ideas and practices, new art forms and practitioners, innovative programs, and creative partnerships are emerging in response to the threats to arts education in our public schools. Serious thinking is ongoing – though we feel it is too little noted or documented – on the issue of what constitutes quality in arts learning and teaching and how it can be achieved and sustained. Our effort in this study has been to examine these efforts and report on what we learned.

How this report is organized

The report is divided into three sections. Here we provide a brief preview of each of the chapters that follows this introduction.

Part 1: Envisioning and Experiencing Quality

Chapter 1: Visions of Quality. For most arts educators, ideas about what constitutes quality in arts education are deeply tied to fundamental issues of identity and meaning,

and embodied in their values as artists, educators, and citizens in the world. Chapter 1 examines the role of these influences on educators' visions of quality and how they provide a compass for navigating the many decisions they make.

Chapter 2: The Multiple Purposes of Arts Education. The question of what constitutes high quality arts education is inextricably linked to the question of *why* the arts are taught. So it is no surprise that when arts educators talk about excellence they also express ideas about the fundamental purposes of arts education – ideas about what students ought to learn through the arts and why these outcomes are important. Though many purposes were mentioned by our informants, the great majority of them cluster into seven broad categories. Chapter 2 characterizes the central ideas we heard in each of the seven categories and offers them as a backdrop for readers' own reflections about the purposes of arts education.

Chapter 3: The Elements of Quality Arts Learning As Seen Through Four Lenses. Visions and purposes come to life in the actual moments of teaching and learning. When you ask arts educators what they take to be the signs of high quality arts education, they are as likely to point to features of the experience in the setting itself as they are to broad purposes and outcomes. These experiential elements are what you'd expect to observe if you opened the door onto a classroom, studio, or rehearsal hall, and looked for markers of quality. One way to bring these markers into focus is to examine the arts-learning experience through four different but overlapping lenses: *Student learning, pedagogy, community dynamics, and environment.* Chapter 3 discusses the various elements of quality that come into view through each of these lenses.

Part II: Achieving and Sustaining Quality

Chapter 4: Foundational Questions. Arts education programs make foundational, program-defining decisions that give a program its identity and provide the parameters within which quality is pursued. Four critical questions programs must confront are: *Who teaches the arts? Where are the arts taught? What is taught and how? and How is arts learning assessed?* Scholars have written extensively about these questions, and the literature often takes the

form of debate, with arguments made for one side or another. Chapter 4 examines the major debates concerning each of these questions and reveals how foundational programmatic decisions that influence quality tend to be nuanced and contextualized, often embodying high principles and pragmatic concerns at the same time.

Chapter 5: Decision Makers, Decisions, and Decision Making. Beyond programs' foundational decisions there are myriad decisions made in the life of a program, and people at all levels make decisions that have critical influence on the quality of arts learning experiences. These include people quite far away from the classroom (e.g., administrators, funders, policy makers), those just outside the room – notably program staff and parents, and those who are “in the room” (students, teachers, artists). Chapter 5 examines the kinds of decisions made at each of these levels, and discusses the twin issues of alignment among decisions, and communication among decision makers.

Part III: Quality in Practice

Chapter 6: Tools for Achieving and Sustaining Quality in Arts Education. Chapter 6 provides tools to analyze ideas about what constitutes quality in arts education. These thought and dialogue tools encourage decision makers to consider the main themes of each of the chapters of this report within their own settings. The tools are designed for individuals or groups in schools and arts education organizations and programs.

Chapter 7: Implications of This Study. In our final chapter, we consider what the field of arts education may gain from this study, and what its implications are for various audiences. We consider how thinking about quality can have implications for practice that affect students, teachers, teaching artists, and classroom teachers. This chapter also considers implications for people “outside the room,” including administrators, funders, and board members. We conclude by considering next steps for investigating the issue of quality in arts education.

Who We Are and What We Hope for

A word about the Project Zero perspective. The research reported here was conducted by a team of researchers at Project Zero at the Harvard Graduate School of Education. Project Zero has a 40-year history of conducting research into the nature of learning in the arts (Gardner, 1982; Gardner & Perkins, 1989; Goodman, 1976; Grotzer, Howick, Tishman, & Wise, 2002; Hetland, Winner, Veenema, & Sheridan, 2007; Perkins, 1994; Project MUSE, 1995; Project Zero and Reggio Children, 2001; Seidel, Eppel, & Mariniello, 2001; Tishman & Palmer, 2007; Winner, 1993; Winner & Hetland, 2000). At Project Zero, we believe that an education without the arts is an incomplete education that fails to develop the full potential of individuals, communities, and societies. We also believe that the arts have a powerful cognitive dimension and are an important way of understanding the world, different from, but just as valuable as, the sciences. While the research team conducting this study agrees on these major points, our own perspectives also sometimes differ. Our goal in this report is to represent the views we discovered in the field rather than our own views. At the same time, we recognize that our deep beliefs and assumptions influence how we have understood and interpreted what we saw and heard. We hope the differences in perspective represented on

the team, including both seasoned and new researchers, and the range of sources captured by the three strands of the study have provided adequate checks on the bias we brought to our process.

Our hopes for this report. Not unexpectedly, over the course of this research we raised more questions than we answered, and we offer this report with the acknowledgment that it marks the beginning of an inquiry rather than its conclusion. If there is one overarching theme to our findings, it is that continuous reflection and discussion about what constitutes quality and how to achieve it is both a catalyst *for* and a sign *of* quality. In other words, thinking deeply about quality – talking about it, worrying about it, continually revisiting ideas about its characteristics and its indicators – is essential both to the pursuit and achievement of excellence in arts education. Our fondest hope for this report is that it sparks discussion. We most definitely do *not* offer here a recipe for arts education. Rather, we hope that this report will energize and inform a national conversation and encourage policy makers and practitioners to engage in open and critical dialogue about what counts as quality in arts education and about how they can make decisions at all levels of policy, administration, and teaching to support such quality.

PART I:



Envisioning and
Experiencing Quality

CHAPTER 1: VISIONS OF QUALITY

OUR INTERVIEWEES HAD powerful visions about what constitutes quality arts education – about what its large purposes are, and about what it looks like “in the room” in the moments of learning and teaching as they unfold. While there was much alignment in their visions, there were also significant differences in emphases, priorities, and details. And, as our interviews and site visits repeatedly made clear, these powerful visions provide arts educators with a compass for decision making across all aspects of their work.

In Part II of this report we will take a close look at the kinds of decisions that affect quality. But first, in this chapter, we ask: Where do arts educators’ ideas about quality come from? What influences these visions of quality and how do these influences provide a frame for the way people see and approach their work?

A Compass for Decision Making

Consider the response of Morgan Cousins, a program coordinator at Urban Word, an in- and out-of-school program for high school students in New York City focusing on spoken word, combining both the literary and performing arts. We asked Morgan, as we often asked on our site visits, to introduce herself, share a bit about her background, and offer any initial thoughts about what constitutes quality in arts learning experiences. She explained that as a high school and college student, she had worked with Youth Speaks, a program that evolved into Urban Word in New York City. She did other work for a while and had just recently come back as a program coordinator.

As an artist, what has helped my growing has been that I was a part of a collective, Sister to Sister, out of Bushwick. We would do arts work with youth to get them involved in shifting their communities. For me, using art is central to a person’s development, especially for young people. Art is a tangible way to see where you are and to envision what you want to create in this world, what sort of energy you want to put out there.

So just as I feel everyone is a living person, we’re all educators. And I believe “each one, teach one.” So, [for] me, being an artist and being an educator, those are being human – it’s very much being one thing. Quality work is working from that place. I feel like it’s working from a

healthy place, how we communicate with people, how... at the core, believing that you should live these things that you believe. The work is not just from the hours of workshops here, but how you’re living your life, how you’re impacting these young people’s lives on a daily basis, with the principles that you walk with daily. For me, it’s like you are always working. The work is 24 hours and, you know, it’s like your personal growth. You have to keep growing in order to keep that work progressing. That’s where I feel like quality is always remembering that it’s necessary to keep growing, it’s completely necessary – whether it’s paid or unpaid.

Over the course of our interviews, especially as we probed the sources of an individual’s ideas about what constitutes quality, we were struck by the deeply personal nature of the responses. Ideas about what constitutes quality in arts education were, for most of these people, inextricably tied to fundamental issues of identity, purpose, and values as an artist, an educator, a citizen in the world. This deep subjectivity was the source of strength at the core of these visions of quality. This was the compass that guided the many aspects of the countless decisions these educators make, defining in so many ways why they do what they do in the way they do it.

In some cases, we heard personal stories of early experiences with remarkable teachers (arts and other kinds of teachers, including parents or other family members) as well as horrible teachers, whose example, even many years later, still had a profound influence on visions of quality. We heard other stories as well – stories both from in and outside of arts experiences – where a sense of and taste for high quality was first experienced, the memory of which was so powerful and so attractive that the hunger for that taste has essentially never been fully satisfied.

A Healthy Obsession with Quality

In his study of craft and crafts people, Richard Sennett considers the “obsessional energy” that is at the core of the drive to achieve quality.

In a way signaled by the second word in the phrase “quality-driven,” *driven* means the obsessional energy invested in making a concrete object or forming a skill. Obsessional energy marks the characters of great workmen like Christopher Wren but is also and more elementally a trait of actions small as well as large. Rewriting a sentence again and again

to get its imagery or rhythm just right requires a certain obsessional energy. In love, obsession risks deforming the character; in action, obsession risks fixation and rigidity. These dangers the individual craftsman also has to address, as so does the well-crafted organization. The pursuit of quality entails learning how to use obsessional energy well. (Sennett, 2008, italics in the original)

We met many people during this study for whom this taste for quality in arts learning experiences – a rather specialized area of connoisseurship – appears to be a profound need. Indeed, for these people, creating high quality experiences for others has become a value that informs virtually all of the decisions they make in relation to what will happen “in the room.” Perhaps because it could seem tautological, this rather obvious connection between valuing quality (excellence) as a part of a quality (excellent) arts learning experience was not explicitly named as often as it might have been in our interviews. In a sense, it seems too obvious to state. But it is a value that informs people’s notions of what constitutes quality.

To that end, the educators we interviewed wanted young people to have experiences *with* quality – for example, excellent materials, outstanding works of art, passionate and accomplished artist-teachers modeling their artistic processes – and experiences *of* quality – powerful group interactions and ensemble work, performances that make them feel proud, rewarding practice sessions, and so on. In addition, they wanted them to have experiences with the work of striving for and achieving high quality – technical excellence and successful expressivity – in making art.

“Healthy” Obsessions?

Many of the programs and people we spoke to seemed to be, in Sennett’s terms, “quality-driven.” Indeed, they seemed obsessed with quality. This obsession not only guided their thoughts, but their actions, decisions, and conversations with their colleagues and students. Whatever term they used – quality, excellence, continual improvement – the drive was essentially the same. This hunger seems rarely satisfied with an internal monologue; it must become a dialogue with others. Like so many obsessions, it pulls others into its pursuit.

If you push this image further, it is easy to see why “obsession” has a bad reputation; it becomes associated with a kind of unhealthiness. But, in this context, given the respon-

sibility of arts educators for such a potentially important aspect of young people’s life experience, this obsession begins to feel quite justified, necessary, and, in the end, rewarded in profound ways – seeing young people build deep and long-lasting relationships with the arts and seeing all that the arts can do to enrich their intellectual, aesthetic, social, political, and moral lives.

Yet the line between a healthy and unhealthy obsession with quality in arts education can be thin. Sennett warns of an obsession’s capacity to “deform” and the risk of “rigidity and fixation.” We were told that working in a “quality-driven” organization was both thrilling and exhausting. The drive to achieve ever-higher levels of quality in an arts program must be continual *and* must accommodate the energy and developmental levels of the teachers and staff. While some people in an organization may well see important room for improvement of practices “in the room,” all teachers and artists may not be able to achieve those visions as quickly as the visions themselves can be articulated. The need for support and encouragement that children feel as they strive to get better is also a need of artists and teachers as they work to improve their practice. Calibrating the “drive” for quality with the capacities of those involved in the effort to achieve it seems to be critical to keeping the obsession “healthy.” At the same time, a commitment to increasing those capacities links professional development to the pursuit of quality.

Internal Monologues and Collective Dialogues

Almost by definition, though, thoughtful, reflective arts educators ask themselves daily why they are doing what they do in the way that they do it. Why do I choose to work with these young people in this program? Do these choices help me achieve my larger work and personal goals? Am I doing my work as well as I possibly can and with the greatest possible impact?

If that is the nature of a constant internal monologue, these same people are also engaged in an ongoing actual dialogue of a similar nature with their colleagues. Why do *we* go about our work in the *ways* we do? How could we better achieve our goals? Should our goals be reconsidered? Are our practices aligned with our purposes and our values? These discussions often take place within established structures like staff meetings, supervision sessions, and planning processes,

some of which we were invited to observe during our site visits.

But few groups have enough time for these conversations in formal settings. Most continue these conversations in the spaces between teaching, meetings, cleaning up a studio, or dealing with art supplies and materials. Often these conversations occur while driving from one school to another, getting from a community center to a program's office, or walking from one end of a building to another. Sometimes these conversations are congratulatory; often they are self-critical; in some cases, real disagreements surface about what constitutes quality and whether it was achieved in today's dance class or trip to the museum.

Continuous Examination of What Constitutes Quality

This examination of quality – as we witnessed it and had it described to us by our interviewees – was most often carried out over time and through continuous dialogues about specific instances (a particular class session, a course that has just ended, a performance or a new exhibit of visual art, and so on). While the grounding of these dialogues was in specifics, the conversations seem actually to be extended examinations of core beliefs and values, purposes, and best understandings of basic issues like the nature of learning, teaching, community, and art. This close analysis of what, in a specific context, constitutes quality seems to be one way that people do, implicitly and explicitly, develop a philosophy of practice. That philosophy then functions as a compass for all subsequent dialogue about what constitutes quality and decision making done with quality in mind.

While our site visits were rarely more than two days, it was clear to us that in most places the exploration of basic questions about purposes and practices as well as inquiries into effectiveness and possible improvements is a way of life and work. Over and over, we heard, in response to our questions, that the staff had recently had a discussion of just this issue or that the program's evaluators, a funder's questions, or an incident in a classroom had provoked a dialogue on a similar question just a few weeks earlier.

At the same time, we were frequently told how much our interviewees appreciated the opportunity to stop, reflect, and consider questions that were often asked in a new way as an opportunity to re-engage with the challenges of quality. Indeed, even the use of particular language – like the term *quality* or the focus on 'experiences' – was often felt as a provocation to enter into this set of issues from a different angle. In a sense, we heard that, simultaneously, the people we were talking with were both deeply involved in deliberations about issues of quality in a variety of settings and under various banners, and also desirous of more and deeper explorations of this basic issue. The ability to think, discuss, and analyze on both philosophical and practical levels seemed to be a characteristic of the organizations we visited, as was the feeling that quality is both a process and a conversation that never ends.

Subjectivity and Consensus

As deeply personal and subjective as ideas about quality may be, there seemed to be broad areas of consensus about what does and does not constitute a quality arts learning experience "in the room." The typical low-quality arts activity for children most frequently cited was the activity of coloring cut-out turkey shapes at Thanksgiving using broken crayons. Activities that trivialize artistic processes such as filling in outlined shapes or working with materials of limited quality such as old and broken crayons or ripped and dirty costumes were seen as failing to respect children's capabilities and interests and not recognizing art's deep power and possibilities. Such activities were considered inadequate opportunities for significant arts learning.

Of course, an artist who works with iconic images (e.g., cut-out turkeys) and invents innovative and unusual approaches to old materials (like broken crayons!) may do provocative work and might also, working with teachers, design rich learning experiences for children on such topics as gratitude and what it means to give thanks, iconic images of Thanksgiving, and/or the animal we know as the turkey. (In short, the turkey is not the "turkey," it's what we do with it as an arts learning experience.) Perhaps a distinction between an *activity* and a *learning experi-*

ence is useful here. An *activity* is something we might do to keep us occupied, for the purpose of simply keeping busy, or to pass time; a *learning experience* is shaped and defined by intentionality, challenge, performance, and growth.

Similarly, there seemed to be consensus about some broad characteristics of quality in arts learning experiences. The most commonly cited is engagement – focused, total, all-encompassing. Other characteristics that were named frequently and around which there seemed to be some broad consensus, though not everyone addressed all of these explicitly or equally, included:

- An involvement with authentic artistic processes and materials.
- An exploration of “big ideas” about art and human experience.
- Direct experiences with works of art made or in the making.

While this kind of broad consensus does seem to exist, it does not mean that there is agreement on an absolute “objective” set of criteria for determining what counts as quality arts education. None of the people we spoke with wanted to escape the task of figuring out what constitutes quality and how to achieve it. Instead, they told us that they want to create and sustain a dialogue about quality that includes as many of the participants and stakeholders as possible. We return to this issue of dialogue and decision making later in this report in Chapter 5.

Quality-Driven and Mission-Driven

Perhaps the central element of this dialogue about what constitutes quality is an examination and clarification of the purposes of any particular arts education program and individuals’ experiences within them.

While many of the people we spoke with were explicitly quality-driven in their work as arts educators, regularly asking themselves and others how to improve the experiences their students were having, they were also deeply mission-driven. Ideas about quality did not seem to exist independently of articulations of purposes. Though driven to create the best arts programs possible at that moment with available resources, including the human resources of program design, administrative, and pedagogical knowledge, quality was not an abstraction,

a thing in itself, or an objective reality. Instead, quality seemed to be inextricably tied to the mission and goals of each individual program.

That quality and purposes are wedded seems, on the surface, to be an obviously true statement. It is hard to conceptualize how any learning experience could be considered high quality if it does not achieve its purposes. Beneath the surface of this statement about quality and mission, however, there is a complex relationship between highly interconnected moving parts.

As we will discuss in Chapter 2, our study revealed that arts educators hold multiple purposes for programs, courses, or projects. At any moment, the priority and relationship of those purposes may shift or evolve. With one group of students, there may well be a primary emphasis on developing certain technical skills. With others, creating a powerful experience of ensemble work might feel like the critical task at that moment. And with another, working on discipline and responsibility might be the essential starting point. None of these goals diminishes the importance of others, but an assessment of particular groups at particular moments may well suggest new and appropriate ways of prioritizing purposes.

In addition, as one’s understanding of how to achieve purposes deepens over time, ideas about sequence and emphasis will likely evolve as well. In other words, knowledge of how to achieve a complex set of goals should inform how one approaches achieving it. As one learns what is possible to teach and how to do that teaching well, the very framing of those goals evolves.

As we have noted, achieving quality and fulfilling a mission are processes rarely completed. As one level of achievement is accomplished, new goals, often both broader and deeper, are conceptualized. Ambitious arts educators constantly seek new understandings of both quality and mission and how to achieve them. The nature and multiplicity of the purposes discussed in Chapter 2 reminds us of the incredible complexity of the arts education enterprise and the challenges of coming to a vision of quality, let alone achieving that vision.

CHAPTER 2: THE MULTIPLE PURPOSES OF ARTS EDUCATION

AS DISCUSSED IN THE PREVIOUS CHAPTER, the question of what constitutes high quality arts education is inextricably linked to the question of why we should be teaching the arts in the first place. Over the course of our research, we conducted many interviews, from phone calls with experts in this field to the many formal and informal conversations at our site visits. Almost everyone we spoke with linked their quest for quality to the purposes they were striving to achieve in their programs or policies. What they perceived the arts to be and to do for individuals and groups strongly influenced their ideas about what they wanted students to learn through their education in the arts. Accordingly, achieving quality to a large extent means achieving these purposes. So it is no surprise that when arts educators talk about excellence they also express ideas about the fundamental purposes of arts education – ideas about what students ought to learn through the arts and why these outcomes are important.

We noted two distinct but interrelated beliefs held by the great majority of those we interviewed.

- **There are multiple legitimate purposes of arts education.** As a field, arts education seems to be in an expansive mood these days. Theorists and practitioners are aware of the multiplicity of purposes their colleagues pursue and regard this multiplicity as healthy. Though of course there are disagreements about specific theories and approaches, when people referred to points of view other than their own, they did so in a spirit of open-mindedness and respect, rather than debate or divisiveness.
- **High quality arts programs tend to serve several purposes simultaneously.** As a group, arts educators conceive of high quality arts education as complex in its outcomes, serving multiple purposes for each student. Though arts programs differ widely in their contexts, goals, art forms and constituencies, a hallmark sign of high quality arts learning in any program is that the experience is rich and complex for all learners, engaging them on many levels and helping them learn and grow in a variety of ways.

When our phone interviewees articulated what students ought to *learn* from high quality arts education, what we heard fell into seven broad goals. Most people referred to several of these learning outcomes as desirable, not just one or two. These seven goals were also ones mentioned by our site interviewees when they told us what they were striving to achieve, and they are echoed in the literature. We heard that arts education should:

- Foster broad dispositions and skills, especially the capacity to think creatively and the capacity to make connections.
- Teach artistic skills and techniques without making them primary.
- Develop aesthetic awareness.
- Provide ways of pursuing understanding of the world.
- Help students engage with community, civic, and social issues.
- Provide a venue for students to express themselves.
- Help students develop as individuals.

This chapter characterizes the central ideas discussed in each of these areas. We offer first a few words of clarification about what these seven categories are meant to represent and how they might be useful to readers of this report.

A Focus on Learning Purposes

Arts programs have a variety of purposes that are closely linked to the communities and contexts in which they operate. Not all of these purposes are directly related to learning, and a distinction can be drawn between an arts program's learning purposes and its programmatic purposes. A learning purpose has to do with the specific skills, dispositions, and understandings a program aims to teach. Programmatic purposes are often more general in nature and emerge in response to community and political needs and realities that include but can also extend beyond the arts *per se*. For example, programs have been developed in response to a community's need to keep young people off the streets after school hours and to provide them with positive adult mentors from the community. Many pro-

grams have been developed with youth and community development as their initial purposes. For example, the Manchester Craftsmen's Guild in Pittsburgh arose out of community activism and a passionate commitment of the founder, Bill Strickland, to provide access to arts education to all. Similarly, a fundamental purpose for founding the Seattle-based Arts Corps, for example, was to bring free arts classes to low-income youth. But these programmatic purposes do not specifically imply what arts educators believe students should learn as the result of these arts experiences. Arts programs can and often do serve many purposes and play many roles in a community.

Who and What these Seven Categories Represent

The seven clusters of purposes described in this chapter emerged as a way of organizing the learning purposes that were mentioned by the people we spoke with in phone and site interviews during this research. Many of these same purposes are mentioned in the literature we reviewed, and wherever relevant, we point out the alignment between what our interviewees said and the arguments in the published literature.

The seven purposes we write about here are by no means intended as an exhaustive typology of all the possible purposes of arts education, or all the purposes that arts education scholars have written about. Rather, it is an attempt to cluster the purposes that were most often articulated to us. Certainly, there are other ways to organize the countless articulations of purposes and outcomes we heard, and there are certainly legitimate purposes of arts education other than those we describe. We hope that those with whom we spoke, as well as the readers of this report, will find represented here at least some of the purposes of arts education that they hold as most essential.

Seven Broad Purposes of Arts Education

1. Arts education should foster broad dispositions and skills, especially the capacity to think creatively and the capacity to make connections.

When speaking about the important purposes of arts education, one of the outcomes people mentioned most often is the development of key habits of mind: the

capacity to think creatively and the capacity to make unusual connections. When people speak of these capacities, they often call them “dispositions,” or general “habits of mind,” consistent with a growing movement in the literature to refer to the habits of mind taught by the arts (Grotzer, Howick, Tishman, & Wise 2002; Hetland, Winner, Veenema, & Sheridan 2007; Perkins, 1994).

Acknowledging that nuances may be missed by attempting to group arts-related habits of mind into a few broad categories (and here we nod to Eric Booth, who speaks eloquently of 19 artistic habits of mind), we feel it is most useful to focus on the two themes most often mentioned – creative thinking and connection making.

The capacity to think creatively. An analysis of the nature of creativity in the arts and in general has been central to the work of many psychologists (e.g., Amabile, 1996; Csikszentmihalyi, 1996; Feldman, Csikszentmihalyi, & Gardner, 1994; Gardner, 1982, 1993; Getzels & Csikszentmihalyi, 1965; Greene, 2001; Perkins, 1981; Robinson, 2001; Sternberg, Grigorenko, & Singer, 2004). When arts educators talk about developing students' capacity to think creatively, they generally conceive of creativity as an extended process involving many steps, rather than a single “aha” moment of insight. Creativity is full of starts and stops and turns and improvisations and leaps and bounds. Janice Fournier, an evaluation consultant at Arts Corps, the largest nonprofit arts educator in the Seattle area, believes creativity “involves generating ideas, digging deeper into ideas, encouraging openness to exploring new ideas, and listening to your inner voice.” Creativity moves forward through a process of generating questions, exploring problems, and seeking multiple options, and as it unfolds it includes cycles of critique, revision, and reflection. The process is “very complex” and intense, notes Arts Corps founder/director Lisa Fitzhugh, but it is observable. Four indicators of creativity that she believes her students and teaching artists demonstrate across art forms, age groups, and contexts are persistence and discipline, tolerance for ambiguity, reflection, and metaphorical thinking.

To be sure, the creative process often includes flashes of insight and intuition – the famous “aha” moments – and these moments can be its most visible signs. But the

process of developing creative ideas and carrying them through to fruition also typically includes prolonged periods of purposeful ideation, exploration, and critical reflection (Perkins, 1981). It is this longer process, along with an understanding of its value, that our respondents seem to have in mind when they talk about developing students' capacity to think creatively. Adam Neal, a master's student in composition interning at *Sound Learning*, comments: "It's about getting kids to think about and go through the steps of the creative process – thinking and doing, focusing not just on the product, but the process, with the idea that maybe the kids will be able to do this later on, on their own."

Many people we spoke with echoed a view also found in the literature, that the capacity to think creatively is an outcome of arts education that is widely valued by society (Levy & Murnane, 2004; Pink, 2005). Eric Booth, founder of the *Teaching Artist* journal, believes that creativity [is seen] as a priority in the field, one thing the rest of the world wants from the arts. This thought was also reflected in our interviews with members of the Tucson Unified School District fine arts administrative staff (partners with the program, Opening Minds through the Arts, or OMA), "Businesses and the workforce look for creative problem-solvers that can think outside of the box. The arts teach you how to do that." This is an empirically testable claim, and evidence that creativity learned in the arts transfers to creativity in non-art business and workforce settings is exceedingly difficult to obtain, and the body of cumulative research has not yet demonstrated such transfer. (Winner & Hetland, 2000). Still, it is hardly surprising to find an assumed link between arts and creative thinking, and much has been written about the potential of arts education to cultivate a broad capacity for creativity.

The capacity to make connections. Many people we interviewed also believe that high quality arts education fosters the disposition to make connections across diverse themes, topics, and experiences. As Kristin Congdon puts it, the basic idea of connection-making is that "students form links beyond the time and space of the classroom." The kinds of connections people value are varied. Some arts educators emphasize making arts-re-

lated connections across disciplines and the curriculum; some emphasize making connections to everyday life and popular culture. Some emphasize making connections to history and culture writ large; some emphasize making connections to controversial issues within communities and across nations. But regardless of the connections people favor, there is general agreement that rich connection-making is more than just a nicety: it is a central outcome of high quality arts learning and teaching. For Elliot Eisner, quality means that art has to "function in [students'] lives, outside of the context of schooling, and [teachers make that happen] by creating bridges between what they are studying in school and the life that they're going to be leading outside of school." This point is also emphasized by educators at many of the sites we visited, where the importance of offering opportunities for connection-making is not only of cognitive value but allows students a "way in" so that their learning is accessible and relevant.

There is a controversy in the arts education literature about whether to *justify* arts education because of its potential to connect to and improve academic learning. We touch on this controversy in Chapter 4 when we discuss "foundational decisions," and caution against justifying arts education because of its instrumental, or "add-on" value in boosting achievement in other academic areas (an argument often made but as yet unproven). However, the capacity to make connections as discussed here is not viewed as an "add-on" to arts education, but rather a deep and essential part of what learning in the arts is about.

There are two strands of thinking that contribute to this view, and they have been written about in the literature as well as discussed by those we interviewed. The first has to do with the connection-rich nature of art's content. Because the arts take life and the world as their subject, they connect directly to many aspects of human culture and experience, and exploring these connections provides fertile ground for developing students' capacity for connection-making (Efland, 2004; Perkins, 1994).

A second reason people see connection-making as a key purpose of arts education has to do with the cultivation of imagination. Jerome Bruner (1979), John Dewey (1934), Nelson Goodman (1976), Susanne Langer

(1942, 1953), and Israel Scheffler (1991) are just five examples of scholars who see the arts as ways of knowing, understanding, thinking, and interpreting the world. The arts involve not only emotion, but also complex thinking and imagination (Eisner, 2004; Greene, 2000, 2001). Efland (2002) writes about the *unique* contributions of the arts in developing students' imaginations: Imagination develops when students interpret complex information. Complex information must be interpreted as students think about themselves, their dreams, aspirations and fears, in relation to the art works they create. The construction of one's own "lifeworld" in a work of art is a product of the imagination; the art works created must represent this undivided lifeworld.

Developing students' capacity for connection making may be a key purpose of arts education, but it is important to recognize that this does not always happen as a matter of course. Developing connection making requires encouragement, and many arts educators believe that high quality arts instruction should provide explicit opportunities for connection making. This view has also been articulated by Salomon and Perkins (1989). In the words of Jane Remer, author, teacher, and arts education consultant, teachers need to help students seek "authentic connection between art forms and with other disciplines" and help them "connect art to everyday life."

2. Arts education should teach artistic skills and techniques without making these primary.

The learning of artistic methods and techniques is often cited as a central purpose of quality in traditional arts education, and this is born out in what is assessed by the College Board's Advanced Placement program (The College Board, 2006 a, b). Though most people we talked with acknowledge the legitimacy of this purpose, we heard no arguments for the extreme ends of the continuum. No one claimed that the teaching of technique should dominate arts learning experiences. However, there are varying views about the importance of technique, both within and across art forms, including strong views – and often concerns – about the relationship between students' technical development and their artistic development and about the balance between technique and expression. There are also serious concerns about

privileging technical training over meaning-making, and about the relationship between technical proficiency and assessment.

We often heard that the teaching of technique is important because it allows students to gain entry into and participate in the practices of an art form in which sequential learning is required. Many said that students must be taught the "fundamentals" of each art form in order to move to higher levels of skill, and in order to express oneself in the art form. Acknowledging the sequential nature of skill development, several people we spoke with (e.g., Remer, Music, Cardona, and Weiss) mentioned the importance of "standards-based, sequential arts instruction in all four disciplines" as a part of quality teaching and learning in the arts. But all also insisted that technique should never be a goal in and of itself, without other goals to be achieved. Many arts educators – including those who believe in the importance of sequential arts instruction – voiced concern that the teaching of technique can limit as well as enable. Dance educator Sara Lee Gibb, wary that an overemphasis on teaching technique limits how students explore the movement of their body states, "Little ideas and techniques can be introduced but, again, that's where the gifted teacher comes in that can help them expand their range of possibilities without limiting what they're doing." Gibb calls for teaching dance in a way that does not ignore the cognitive and affective aspects of learning to move one's body. Without that, students are just like "trained puppies." Even among professional dancers, she says, one can find examples of dynamic performers who are not necessarily expert technicians.

Not surprisingly, many arts educators have raised questions about what counts as technique and whether teaching traditional skills and techniques serves contemporary forms of expression. This question has been discussed frequently in the literature (Diamond & Hamlin, 2003; Freedman, 2003; Hamlin, 2005; Hamlin & Donnan, 2007; Levine, 2001). Shifting global, economic, and cultural forces, the development of new digital media and new art forms, and the growth of new forms of communication are all factors contributing to a radical change in what counts as art and who participates in making and consuming it. While acknowledging and often cel-

celebrating these changes, the majority of our interviewees rejected the radical view that traditional techniques are wholly irrelevant to contemporary forms of expression. For example, Weiss believes that “to say categorically that teach[ing] the formal and modernist elements and principles of the arts is dead is to deny students the tools and techniques that will help them express their views in the contemporary world. It is to throw out a whole set of approaches, tools, and frameworks that could be used for so many purposes, including critiquing society, understanding the beauty of form and observing really closely our world.” But Doug Boughton sounds a cautionary note. He worries that too much attention to form and tradition can prevent students from paying attention to the content of a painting or work. In describing the visual culture approach to which he ascribes, he explains: “The visual culture approach holds that meaning is more important than form and this means that what a good art program could do is to help students understand why the art is made and what the meaning is, what type of meaning is attributed within the cultural context.” He emphatically foregrounds meaning-making over form, and argues that an approach to arts education should “start with meaning and move to elements rather than starting with elements and moving to the meaning.”

Regardless of the specific role of technique in an arts education program, issues of assessment are complex. This is because it is relatively easy to observe technical proficiency according to objectively established criteria. Unfortunately, the development of technical proficiency is often taken as a proxy for other forms of development, and, following the educational truism that what’s assessed usually ends up being what’s taught (Resnick & Wirt, 1996), many arts educators voice concern that programs and approaches that over emphasize technical assessment often end up impoverishing instruction. This does not mean that technical skills should not be assessed at all. Several people we spoke with recognize the importance of assessing students’ artistic skills nationally (as reviewed in Chapter 4) as a sort of pulse-taking exercise. But many argued for assessments that do a better job of evaluating outcomes besides technique – e.g., assessing the impact of an arts experience on students’ personal development.

This tension around assessment and the development of artistic skills and techniques underscores the complexity of assessing student learning in programs with multiple purposes, especially in partnership organizations where there are several different educators assessing from different perspectives. For example, LCI’s director of education development, Madeline Holzer told us of an instance in which her own assessment of a high school theater practice session focused on individual growth, collaboration, and student “ownership,” while the classroom teacher focused solely on technical theater skills.

In summary, most of our interviewees believe that technique may sometimes be an important goal but should never be the only one, and indeed might best be thought of as an instrumental goal – important only insofar as it serves a larger goal of helping students understand or express ideas and feelings. Perhaps not surprisingly, the view that technique can and sometimes should be assessed but should never be the sole criterion for assessment of student learning in the arts is strongly echoed in the literature as well (Boughton, 2004; Burnaford, 2007; Consortium of National Arts Education Associations, 1994; Council of Arts Accrediting Organizations, 2007; Eisner, 1996; International Baccalaureate Organization, 1999, 2000a, 2000b, 2005; Kimbell & Stables, 2007; Marshall, 2006; McCarthy, Ondaatje, Zakaras, & Brooks, 2004; Myford & Sims-Gunzenhauser, 2004; National Center for Educational Statistics, 1998; Persky, Sandene, & Askew, 1998; Persky, 2004; Reimer, 1992, 2002).

3. Arts education should develop aesthetic awareness.

Many believe that an important purpose of arts education is to develop students’ capacity to see things from an aesthetic perspective. This includes learning to recognize the aesthetic dimensions of the world around them, learning to make qualitative discernments and judgments, and learning to actively shape their own aesthetic environments. This theme is consistent with those of prominent arts education theorists (e.g., Dobbs, 1998, 2004; Eisner, 2004; Greene, 2000; Reimer, 2003; Smith, 2004, 2006; Smith & Simpson, 1991).

It might be argued that aesthetic awareness is simply a special kind of artistic skill and should thus be included in the foregoing “artistic skills and techniques” category.

But the people we spoke with emphasized its special importance, as do many theorists, and we thus consider it as a distinct category. There is a pleasant symmetry to reporting our findings in this section, because arts educators' rationale for the importance of developing students' aesthetic awareness is closely linked to the reason that we chose the phrase "the qualities of quality" as the banner for this research project. As noted elsewhere in this report, there are two meanings to "quality" – a characteristic or feature of something, and a judgment of excellence. This double discernment – seeing features, and seeing excellence – is how many of the educators we spoke with characterized aesthetic awareness. Developing students' aesthetic awareness helps them "see" the world more fully and in more detail, and thus be able to make more nuanced judgments about value.

Linking the two meanings of quality, Elliot Eisner recalls his experiences as a very young man working in a shoe store where he learned to discern varying levels of quality. "I began to notice differences between the shoes and how the heels were stacked, what the quality of the leather was like, the construction, whether it had a steel shank in it, etcetera, etcetera. And what I found was the closer I paid attention to the qualities of the shoes or the shirts or the pants, the more I saw, the more I noticed, and the more satisfaction I received from those that were of very high quality. So this was a learning process that I was in charge of. I learned that you could look in order to see and that was a real revelation to me and something that made it possible for me to do that anytime I wanted to." In his writings, Eisner (2002) also argues that arts education teaches us to frame the world from an aesthetic perspective.

Developing discerning aesthetic awareness can lead to the understanding of relationships. Karen Fields at Opening Minds through the Arts (OMA) refers to it as "activating discernment" and sees aesthetic discrimination as an important outcome of participation and observation in the arts. During our site visit to OMA we sat in on a class that embodies this purpose. In a class that integrated language arts and opera, students were learning about different values associated with words (for example the difference between "happy" and "elated") and two

professional opera singers were using facial expression, body language, and opera to demonstrate these differences, challenging the students to decide which word better described the character's feeling in a particular passage from Schumann's *Death and the Maiden*.

Lissa Soep of Youth Radio aims for high production values in the work she does with youth, and she emphasizes the link between the pursuit of aesthetic excellence and intrinsic motivation. Working alongside professionals on projects that involve a high level of aesthetic and professional standards sustains student engagement. It "creates a lot of energy behind the work and elevates the standards of the work that is generated." At the Lincoln Center Institute (LCI) in New York, executive director Scott Noppe-Brandon discussed the importance of using high quality material as a departure point for an aesthetic experience: "The reason to start with high quality of works of art is that there are multiple layers of complexity that are built in so that study repays itself." Engaging with quality art work, students at LCI can then build multiple "capacities" such as noticing deeply, asking questions, making connection, seeing patterns, creating meaning, reflecting, and assessing.

Like Eisner, independent scholar Laura Chapman recognizes that aesthetic awareness extends beyond formal arts learning experiences. "In the traditional venues for encountering 'high quality,' such as museums or galleries, concert halls, theaters, it is easy to forget how experiences in these sanctuaries are enriched or inhibited by impressions from a larger surround of mass-produced cultural fare, mass-circulated imagery, so many aesthetically designed environments. I think it is a mistake to think that 'high quality' is only and inevitably at a distance from everyday experiences." Chapman would like arts education to help students discern the aesthetic qualities of the informal environments that surround them, understand their messages and cultural influence, and feel empowered to judge and shape them. "If you walk by the cosmetic counter, you have the opportunity to see someone's 'lessons' about the aesthetics of self-presentation for women. There are different lessons in other 'departments' whether it is children's clothing or home goods."

Kristin Congdon warns against a monolithic con-

ception of aesthetic excellence that is dominated by one cultural perspective, a perspective echoed throughout the literature on the importance of bringing folk arts into arts education (Bowman, 1993-2003, 2006; Bowman & Zeitlin, 1993; Cleveland, 2000; Green, 2001; Hamer, 2000; Kirshenblatt-Gimblett, 1983; Mesa-Baines, 1990; Museum of American Folk Art, 1998), and the importance of considering learning in “outsider art” (Rubin, 2004; Sellen & Johanson, 1999).

Recalling her early efforts to study folklore, Congdon recounts that several universities “thought it was lower, it wasn’t really aesthetic, and people were saying we have to bring the students up to us and what we know. But it was really important to me to start looking at the aesthetics of different cultural groups and the functions of arts in different cultural groups and how people within these different communities see what art is supposed to do and how it communicates their own values instead of only trying to say these are the great works that you need to understand in order to become a cultured individual.”

Just as cultivating aesthetic appreciation needn’t be rooted in an objective definition of aesthetic value that privileges the values of certain cultures over others, excellence in arts education need not be “one recipe for all.” Rather, in both cases, making discerning judgments about excellence depends on a fine-grained understanding of the relationship between the purposes of something, its varied features, and the context in which it is used and valued.

4. Arts practices should provide ways of pursuing understanding of the world.

Many of our interviewees told us that an important purpose of arts education is to help students understand that the arts are themselves a mode of understanding. Echoing the philosopher Nelson Goodman (1976), Eric Booth explains: “Art makes worlds; it is a way that human beings most understand things. The arts help us ask questions, explore ideas, and make meaning in ways that other disciplines do not. They also provide ways for us to share our understandings with others – share our worlds – in potent and productive ways.”

The development of understandings that are specifically cultural in nature is especially important to many

people we spoke with. As Susan Sollins, executive producer of Art:21, put it, one purpose of arts education is to help students understand that the “arts provide us with opportunities to have much broader discussions about our lives, our culture, and our politics.” Louise Music wants students “to understand the arts as they represent cultures... [to understand] how we see, understand, express and connect through the arts.”

Not surprisingly, arts educators see the pursuit of cultural understanding through art as an active rather than passive process. For example, City Lore’s in-school residency program partners with grades K-8 in New York City to pair local fine arts and folk arts teaching artists with social studies classes. Students are encouraged to explore and come to appreciate their own culture and community in rich ways by using local, primary resources such as community members, folk artists, authentic local documents, and community sites. By engaging with their community through the arts, students participate in the process of exploring, documenting, and preserving their city’s cultural heritage. Similarly, at Expanding the Walls: Studio Museum of Harlem, students use the museum collection as a lens through which to explore Harlem’s culture and history. Students are activated through the museum experience to investigate local social issues and take their experience to the street, engaging in intergenerational dialogue and interviews about African-American culture.

There is much in the literature that is resonant with arts educators’ belief that a purpose of arts education is to provide a lens onto human culture. For example, Suzanne Lacy describes powerful contributions to society by art in non-traditional, public sites, a new genre in the early 1990s that united the political and aesthetic (1995). These big understandings about art and culture sound benign and hard to argue with – who wouldn’t want students to gain such understandings? But there is a difference between students holding these understandings intellectually and *living* these understandings by personally engaging with historical and contemporary cultural issues via the arts. It is these active understandings that were most prized by the arts educators with whom we spoke.

The view that the arts provide a way of understand-

ing the world connects to a relatively new movement in contemporary art and art theory called “art practice as research” (McLeod & Holdridge, 2006; Serig, 2007; Sullivan, 2005). In this movement, the purpose of art-making is to think through problems to achieve understanding. Such a purpose foregrounds discovery, learning, and the integration of disciplines, with art as a tool for inquiry, synthesis, and representation. In the literature, inquiry as a purpose for arts education is seen as growing from two sources: the practices of design, in which the discovery process is a route to adaptive innovation (Gray & Malins, 2004; Kimbell & Stables, 2007), and the practices of contemporary arts, in which meaning-making predominates over artistic technique. Some theorists argue that viewing arts practice as inquiry suggests a “radical rethinking of the premises for making art” such that “knowledge construction replaces personal expression, object-making, and aesthetic pleasure as the primary goal of art practice” (Marshall, 2006). This in turn suggests a qualitatively different set of criteria for judging excellence in arts learning experiences. When art works are valued for the ways that they advance and reveal thought more than as aesthetic objects, the art-making process is esteemed over product, and process becomes evidence of learning.

5. Arts education should provide a way for students to engage with community, civic, and social issues.

Many people we spoke with told us that one important purpose of arts education is to empower students to understand and affect their role in community and society. This theme is also well-represented in recent literature on arts education. (e.g., Adams & Goldard, 2001, 2002; Birch, 1990; Boal, 1995, 2000; Boal & Jackson, 2006; Bowman & Zeitlin, 1993; Feldman, Csikszentmihalyi, & Gardner, 1994; Goldbard, 2006; Gude, 1999, 2000; Gullotta, 2000; Mesa-Baines, 1990; Stokes Brown, Ayers, & Quinn, 2002).

There are milder and stronger conceptions of what it means to achieve this outcome. On the milder side – and connected with the idea of personal development – some see achieving this outcome as a matter of helping students recognize the interconnectedness of their lives. For example, Booth and Eisner highlighted how arts learning experiences enable students to recognize

how they enrich the lives of others. The arts are a way to “empathetically... engage in the worlds of others” which Booth sees as so important in a democratic society.

A stronger conception of civic engagement as an important outcome of arts education emphasizes helping students understand that they each have the power and responsibility to affect the community and society at large through the arts. For example, Chapman, Music, and Soep stressed that the arts can be used by students as “powerful agents of change.” Chapman asserts that schools must recognize that “the arts are consequential, not always benign, cute, pretty, take it or leave it activities.” Arts in schools should address the civic dimensions of the arts – and show students that they can make a difference in their own communities.

In Lissa Soep’s view, arts learning experiences become more powerful when they aim to “frame a debate or to help people to see the world differently.” In her own work at Youth Radio, this takes the form of students creating radio broadcasts that explore issues of social justice. She described a Youth Radio project in which teenagers from Oakland, California created a piece on the community’s rising homicide rates. Soep attributes the popularity of the piece, listened to by over 27 million people, to the power of the slam poetry interspersed between interviews the students had conducted in the community, written by I-Slice, a 19-year-old poet, based on *Romeo and Juliet*, but set in present-day Oakland. Although Soep’s example demonstrates how students can take on social justice issues through innovative art-making, she also believes that more traditional art forms and topics can be used by students to help reframe their world views.

Many of the sites we visited identified community and civic engagement as an explicit purpose of arts education, and provided opportunities for students to exercise their voice and engage with their communities. For example, Teens Rock the Mic, Urban Word, Will Power to Youth, East Bay Center for the Performing Arts, and Appalachian Media Institute all work to provide students with opportunities to use the arts to initiate community dialogue about socially and culturally relevant local issues. By using the arts as a tool to examine and challenge unjust social dynamics, these student activists build a

sense of individual and community identity while working to effect change.

Often, arts organizations that emphasize community and civic engagement are born from communities in which social unrest and injustice has been a reality for participating students and teachers. These realities are often the inspiration for identifying programmatic arts learning purposes. At East Bay, for example, artistic director Jordan Simmons notes that “the conditions that allowed us to come together and cook our program and our thoughts belong to the historical period and the geography of the Bay Area.” This context gave rise to East Bay’s conviction that the arts can be used “as a vehicle for reconciliation and social change” in efforts to heal the bitterness and conflict that emerged across many sections of their community following Martin Luther King’s assassination. They continue to hold to this goal of reconciliation, though the idea has evolved from the 1960s fight for civil rights into a broader and contemporary struggle for social justice and human rights.

Louise Music, Elliot Eisner, Eric Booth, and Johnny Saldaña all spoke to us at length about how arts experiences change individuals as interdependent members of the world – how they can help students make connections between themselves and others, and how they can engender compassion for others. Being exposed to multiple perspectives allows students to broaden their understanding of themselves in relation to others and provides them the opportunity to empathize with others.

Interviewees also stressed the potential of arts experiences to develop students’ sense of personal empowerment. “I am interested in provoking each person with experiences in the arts to really think independently and to be able to feel that they can in turn create something themselves that has value or validity or is recognized” (Sollins). This empowerment extends into the development of youth agency. Encouraging students to find and value their voice and their contributions is emphasized at many civic/community engagement organizations.

Our interviewees also cited the capacity of the arts to develop leadership skills. In many site visits we heard people talk about how students learn to become leaders through arts-related engagement with their immedi-

ate and broad community. In fact, it is often by taking a leadership role that students are able to forge strong and meaningful relationships with their community: They become more comfortable provoking or engaging in public dialogue and develop a confidence that allows them to communicate and collaborate with people across roles and contexts.

Louise Music connects learning in the arts to what she sees as the broad purpose of all education, which is “to create a healthy and equitable society.” She believes “that the practice and participation in the arts is essential for students to develop skills necessary to be able to participate in that.” Quoting Deborah Meier, Music emphasizes that many youth often don’t realize that “in a democracy, we are all rulers.”

6. Arts education should provide a venue for students to express themselves.

We encountered wide agreement that one of the central purposes of arts education is to provide all learners with tools and opportunities to engage in and appreciate expressive experiences across the arts disciplines. Many people we spoke with stressed that the arts provide a unique opportunity for students to express themselves beyond verbal language. Elliot Eisner told us that it “has to do with the symbolic character of art, to be able to convey to others meanings that will not take the impress of literal language.” Speaking of the nature of musical experiences, writer and arts educator David Myers says, “What drives musicians as musicians? What we believe is that it’s that intrinsic, expressive phenomenon... We can’t get to it in words and kids need that kind of experience.”

Expression is also important because it makes personal development possible by providing individual students with multiple ways to “be themselves” that they may not be able to access otherwise. In our interview, Bennett Reimer described how the expressive nature of the arts enables self-discovery: “You could say that in the arts you express yourself. Heck no. You’re finding yourself out! What you’re creating is yourself. You can create in one way and realize it’s not right and then do it differently.” Similarly, interviewees Sara Lee Gibb and Cynthia Weiss emphasize that the expressive nature of the arts enables students to fulfill the purpose of connecting

with others, to “cultivate” and “express humanity.” Numerous scholars have noted in their writings how expression helps students to find a personal voice, something that is seen as particularly critical to develop in populations of under-served and disenfranchised youth (Adams & Goldbard, 2001,2002; Birch, 1990; Boal, 1995, 2000; Boal & Jackson, 2006; Chávez & Soep, 2005; Lacy, 1995; Mesa-Baines, 1990).

In her interview, Lissa Soep called attention to the importance of casting a wide net when thinking about the purposes and forms of the expressive arts. It’s not simply about celebrating the release of emotion, but about “maximizing opportunities for young people to contribute and participate in their own expressive vernaculars and to link them to larger histories that they feel included in that perhaps have been excluded in the past.” Engaging in the arts allows students to represent and mold their own lives. Soep continues, “Nurturing expressive culture in its various forms is, should be, a crucial purpose within arts education... whether that’s spoken word poetry, painting on an easel, telling stories or posting blogs.” “The more that [the scope of expressive culture] shrinks and gets shut out of learning experiences... the fewer recourses [students] have to intervene in their own lives, impact on their communities, and feel like they are contributing in an active way as citizens in the world.”

7. Arts education should help students develop as individuals.

Our interviewees frequently placed special emphasis on the role that engaging in the arts plays in students’ developing sense of themselves as individuals and the role the arts play in students’ relation to others. Several of the outcomes we’ve discussed thus far could be considered forms of personal development. The significant role the arts can play in helping students see that they have something to offer – that they have voice and the ability and credibility to contribute to society – has already been discussed in the purpose of artistic expression. In many sites that emphasize youth development, a space is provided for students to find and exercise their voice and effect change. This connection between developing youth agency and encouraging students to act upon their agency is also related to the civic/community engage-

ment purpose.

But in addition to the particular need for youth to develop an expressive voice, an important outcome of arts education is to help all children grow as individuals. From developing students’ imagination and self-esteem to encouraging their self-awareness, engaging with the arts can affect how youth see themselves. Many interviewees, including Cardona, Music, Congdon, and others, believe that when arts experiences connect to learners’ own experiences, culture, and heritage, they gain the power to change individuals’ views of themselves. Yet another aspect of personal development has to do with the arts’ capacity to shape and sometimes transform students’ outlooks on life. Museum educator Rika Burnham explains, “I think that although I feel it’s an unrealistic goal, it’s an always hoped for goal, that the work of art will somehow alter your life. The work of art will, that incredibly complicated word, *transform* one’s life.” She continues: “James Cuno has this wonderful phrase. He says that, ‘when you leave a work of art you should walk away at a different angle on the world.’”

Many interviewees also noted that arts education helps build students’ intrinsic motivation, that engaging in arts experiences develops students’ capacity for reflection and self-assessment and increases their intrinsic motivation to learn and to pursue excellence – both in and outside of the arts. This belief was evident at many sites we visited. Teaching artist Ladzekpo at East Bay Center for the Performing Arts, for example, talks about instilling in his students a desire to be excellent, which he hopes will transfer to all areas of their lives. “I want them to develop a culture of excellence as a habit. I just don’t want them to be excellent in dancing, or when they’re in front of me, and when they go to another teacher they’re not doing that. There is a habit of doing that.”

An important outcome of arts education is to help students grow as individuals by teaching in ways that are sensitive to each student’s needs and interests. As dance educator Sara Lee Gibb puts it, students “are so different in their personalities and their desires and the things that make them happy, and the arts allow you to [serve] that. It does not homogenize, everybody has to look the same, do the same, be the same...” As an arts educator, “you

can be working on good and valuable things and things that are positive in [people's] lives but they are different [for each person]... That's why I think the arts are so valuable in an educational setting. They honor the individual child, or the individual person."

In the world of education, official outcomes are often officially assessed, and many people stress the importance of keeping personal development in mind when it comes to assessment. Honoring the individual child and being sensitive to each child's needs reinforces the idea that assessments should be based on individual growth and not a set standard or benchmark, which is the position of the Council of Arts Accrediting Organizations (2007). Saldaña, for example, argues that more of assessment should be "about the students and what they say drama has done for them as artists, as individuals, as part of a community." Weiss explains: "I'm really interested in how we create, how we define *quality as a continuum* within an individual student's progress, not as a universal bar that everyone's trying to reach – [not as] an external definition of quality. How do we make room and create room for a continuum of learning [for individuals]?"

For Bill Strickland, personal development and betterment is the hallmark purpose of arts education. "To improve the quality of life of human beings... to people who are disadvantaged economically or socially – who are educationally challenged... the arts experience in an educational setting is a portal through which a lot of kids have learned to walk to open up life possibilities that might not have existed prior to that experience." Bill Strickland documents the ways in which his students seize more opportunities after leaving the Guild, from obtaining jobs and attending college, to founding community arts centers. "I'm looking for what happens to the kid that is fundamentally different from what happens with the peer group that they hang out around that's not involved with our program. And the evidence is pretty dramatic." For Strickland, arts learning experiences open doors for all learners.

In the literature on arts education, we found the goal of personal development stressed particularly often, though certainly not exclusively, by those who write about out-of-school arts programs. (Adams & Goldbard,

2001; Burnham & Durland, 1998; Burnham & Kai-Kee, 2005; Chavez & Soep, 2005; Cleveland, 2000; Davis, Soep, Maira, Remba, & Putnoi, 1993; Goldbard, 2006; Gullotta, 2000; Heath, 1999; Michaelson & Nakamura, 2001; President's Committee on the Arts and the Humanities, 1996). Out-of-school arts programs are not regulated by any state or district educational system and seem to emerge in response to the needs to particular communities. These programs often stress the goal of "youth development" and the creation of healthy, well-rounded citizens. Typically this means developing leadership skills, positive dispositions, and self image, social and life skills, and communication skills (Heath, 1999; Heath, Soep, & Roach, 1998).

Multiple Purposes of Arts Education: Revisiting the Relationship Between Purposes and Quality

A central argument of this report is that achieving high quality arts education is not simply a matter of adopting a research-proven set of "best practices" and leaving it at that. Rather, quality lives in the ongoing dynamic between the multiple and sometimes shifting purposes of arts education and the choices educators and administrators are constantly making to achieve them. If there is a core message to our findings about purposes, it is that successfully striving for, and achieving, multiple purposes is not only a hallmark of quality but also one of its most difficult challenges.

A quick look at the purposes discussed in this chapter easily reveals the complexity of simultaneously achieving several of them consistently and reliably. Fulfilling any one of them is a major accomplishment; achieving three or more of them over and over and with limited resources and in challenging and changing contexts is nearly miraculous. Interviewees at East Bay Center for the Performing Arts in Richmond, California, for example, told us that they strive to teach rigorous and sequential arts technique, to promote youth development and leadership, and to help students examine social issues through the arts and thereby effect change. Their staff is constantly considering how to select the right repertoire and arts teachers, how to elicit a desire to be excellent from all

participating students, and how to engage with the community to promote civic dialogue and inspire action. While one purpose may take priority at any given moment, it is important that other purposes are not jeopardized in the decision making process. Recognizing the complexities involved in working with simultaneous purposes can affect programmatic as well as in-the-moment teaching decisions.

Is there a secret to managing the complexity of multiple purposes? We can't answer that question definitively, but we can report that throughout our conversations and site visits, it seemed quite clear to us that successfully achieving multiple purposes is an ongoing responsibility shared by many, rather than a static outcome achieved by a few. It is a process that requires decision makers at all levels – from those in the classroom to those in the board-

room – to reflect together continually about the learning purposes they wish their programs to serve and how these purposes come to life in students' learning experiences. Our hope is that this chapter can foster such reflections. In Chapter 6, we offer a tool designed to help guide reflection and discussions around issues of quality.

A clear message of our research is that people who think deeply about the quality of arts learning experiences also think deeply about the multiple purposes they are trying to achieve. They reflect on these purposes frequently, and their passion for achieving them is coupled with a clear-eyed sense of how the underlying purposes of a program or approach connect to all the decisions that are made, from administrative decisions to in-the-moment teaching decisions.

CHAPTER 3: THE ELEMENTS OF QUALITY ARTS LEARNING AS SEEN THROUGH FOUR LENSES

What constitutes quality in arts education? So far in this report we've mainly talked about backdrop. We began by describing how anyone's frame of reference for this question is inextricably linked to their fundamental ideas about identity, meaning, and value – as artists and as educators. We've also talked about the rich array of purposes that give meaning and direction to the pursuit of quality arts education, noting that the specific constellation of a program's purposes and goals are deeply linked to local contexts, communities, conditions, interests, and needs. But visions and purposes come to life in the actual moments of teaching and learning. We turn now to these experiential elements that can be seen when visiting a classroom, studio, rehearsal hall or other setting for arts learning.

What are these elements? Drawing on our extensive interviews, particularly responses to our questions about what quality looks like when one is “in the room,” we compiled hundreds of comments about elements of quality that are observable. As we pored over the list looking for patterns and themes, it gradually became clear that one helpful way to make sense of these various elements was to look at the list in its entirety through different lenses, with each lens capturing a specific facet, or dimension, of the list as a whole. Four lenses emerged as most useful: *student learning*, *pedagogy*, *community dynamics*, and *environment*. Imagine, then, opening the door onto a room where students and teachers are engaged in a powerful arts learning experience. What might each of these lenses bring into focus?

Looking through the lens of **student learning**, you'll see what students are actually doing in the classroom – the kinds of projects and tasks they're involved in, the focus and character of their engagement, the attitudes and mindsets they bring to the learning experience.

Looking through the lens of **pedagogy**, you'll see how teachers conceive of and practice their craft – how they conceptualize their role in the classroom and how they design and implement instruction.

The lens of **community dynamics** affords a view of the social dimension of the relationships in the classroom or other arts learning setting – relationships among the students themselves, between students and teachers, and among the teachers and other adults who interact with students in the classroom.

Finally, the lens of **the environment** focuses on tangible and concrete elements, including the physical space of the classroom, the material resources available, as well as the time students are given – hours as well as years – to engage in arts learning.

Each lens provides a way to help us focus on a number of particular, observable elements that indicate quality arts learning experiences. The elements discussed here are only a fraction of those named by our interviewees, but they do represent many of the elements most commonly noted. Our discussion of these elements is necessarily brief, but it suggests the richness of an arts learning experience. In the classroom, the quality of any of these elements does not stand alone; on the contrary, an inviting rehearsal space inspires and prepares students to work seriously, just as does an experienced artist-teacher who is passionate about the play to be rehearsed. The social dimension of the ensemble that has been nurtured further encourages everyone not only to work hard but to exceed their previous accomplishments. In short, all of the elements contribute to the quality of the learning experience. Yet, as noted, these elements are not a checklist. They might better be thought of as a provocation to think both broadly and deeply about the elements that might matter most in a particular arts education setting early in the process of creating that learning experience.

Quality as Seen Through the Lens of Student Learning

The following elements emerged as important indicators of a quality arts learning experience as seen through the lens of student learning. Not all of these, of course, must be present at any one time. But when a number are evident, it suggests that students are more likely to be having a high quality arts learning experience. Many of the elements made visible by the other three lenses contribute to the likelihood that student learning has the positive attributes of the following elements:

- Engagement
- Purposeful experiences creating or engaging with works of art
- Emotional openness and honesty
- Experimentation, exploration, and inquiry
- Ownership

1. Engagement

Examining the quality of a classroom experience through the lens of student learning, the first thing arts educators look for is whether students are *engaged* in their learning. At our sites and in most of our interviews, arts educators described engagement as both a necessary condition for and a strong indicator of a high quality arts learning experience.

As Bill Strickland, president and CEO of Manchester Craftsmen's Guild, put it, when you walk into a high quality arts learning setting, "you see a good environment that's engaging and stimulating. You feel excitement "in the room" and you see engagement on the part of the faculty and the kids." Many others spoke of feeling a hum or a buzz of energy and focused engagement, an immediate sense that everyone is genuinely absorbed in, and focused on, the work at hand. A number of people we spoke with referred to Csikszentmihalyi's notion of *flow* (1990). To experience flow, to become absorbed in the task at hand, to lose oneself in a creative experience, is for these arts educators an irreducible part of what constitutes quality arts learning.

The roots of engagement are varied, though focus and absorption are its abiding characteristics. When works of art and the materials are intentionally compelling and

aesthetically attractive, they draw students toward them and their possibilities. They invite learners to pay attention and wonder about them. For many students, once engaged, the intrinsic pleasure of making or experiencing art becomes truly joyful. Students described such experience as 'serious fun' – both incredibly demanding and truly exhilarating.

Artistic processes themselves, such as improvising, interpreting, and composing, are also deeply engaging. Grappling with a challenging problem, painstakingly revising a work, giving and receiving critique, exploring difficult issues, reaching deeply to express what one really feels, searching widely for ideas, developing a rhythm of working collaboratively within a classroom community of learners all can create engagement when learners' whole focus and soul is invested in the work.

Often engagement has a visible intensity and immediacy to it. Students might be intently involved in their work, raptly attentive to a performance or demonstration, eagerly asking questions, or actively collaborating. But engagement can be quiet and prolonged as well. For example, as museum educator Rika Burnham explains, in a museum setting, "it's about a sort of sustained engagement with a work of art, a deep focus." Burnham sees this as central to the mission of museum education. "I believe that if we could propose or posit that the engagement between the person and the real work of art is at the center of museum education, then museum teaching would move into the center of museum education where it should be."

2. Purposeful Experiences Creating or Engaging with Works of Art

In our discussion of foundational questions in Chapter 4, we take note of a long-standing dichotomy between *making* (creating art objects, performing works by others, or creating original performances) and *looking* (engaging with works of visual or performed art) in arts education. The debate associated with this dichotomizing is discussed in Chapter 4. While the settings we visited did not all place the same relative emphasis on making and looking, most embraced both activities as essential to broad and deep learning in the arts and to artistic development in the young. Some of our sites (e.g., the Find Yourself at the Met program for teens at New York's Metropolitan Mu-

seum of Art) focus exclusively on engaging with works of art and providing powerful arts learning experiences through close observation and rich interpretive explorations of those artworks. Walking into most high quality arts education settings reveals students deeply engaged in looking, making or – as is often the case, given the organic relationship between the two activities – engaged in both at once.

Making art involves a complex set of processes. As described by senior staff at Studio in a School in New York City, these involve experimenting, drawing on many experiences from a multiplicity of angles, demonstrating, discussing, reflecting, exploring, discovering, and, finally, exhibiting or performing. A full discussion of these phases and micro-processes of making art is beyond the scope of this report. It is important to note, however, that many of those we interviewed were able to discern quickly the processes and phases of a given art-making experience; they could readily see how the immediate moment of work fit into the longer arc of making a work of art.

In this way, the experience of making art in a formal arts learning setting has many of the characteristics of project-based learning. Project-based learning has had a long history in American educational practice with its roots in John Dewey's educational ideas and the theory and practice of William Heard Kilpatrick. Beattie (2006) refers to authentic open-ended project-based tasks as "rich" complex problems with historical, contemporary, and personal relevance, ones that typically require integrating understanding from several perspectives. These projects result in a wide range of outcomes, rather than in a template product. Such projects address problems that are messy and ambiguous and that often call for exploration and just plain "mucking around." Projects build over time, involving many drafts and revisions (these are not one-shot activities), and they usually culminate in a significant presentation, performance, or exhibition.

Thomas Cahill, President of Studio in the School, told us that the best art-making projects make students act and feel like artists. He suggested that this is made possible when students "have such a high quality problem, question, or prompt that they don't even know that they're working on something that you gave them." It is

this caliber of assignment that draws students into full engagement with their work. Project-based learning at Studio in a School, as at so many of the other sites we visited, provides the opportunity for students to spend time with a problem, to work directly with materials in an attempt to explore the problem, and to value their own sense of discovery and pursuit of answers in the process. The element of time is noted as a quality in our discussion of the environment lens, but it is highly relevant here as well. Projects take time for sustained and in-depth exploration – time that is difficult to protect in most school settings.

3. Emotional Openness and Honesty

A frequent characteristic noted for a high quality setting was that it is a "safe space." Safety, as we will further explore in discussing respect and trust in the lens of community dynamics, is considered basic to arts learning. But why? Is there danger implicit in arts learning experiences?

Obviously, when working with power tools, toxic chemicals, or extreme physical movements, physical safety is a *sine qua non* of a high quality arts setting. But most of these educators were also clearly talking more about the emotional demands and opportunities of arts learning. They want their students to feel "safe" with their feelings of embarrassment, frustration, vulnerability, or joy in the work, as well as to have their own powerful emotional responses to the works of others.

Both activities – looking and making – engage students in the emotional and intellectual dimensions of artistic experience. Indeed, there was little attention given to dichotomizing thought and feeling during our site visits. Rather, our interviewees seemed simply to acknowledge and embrace as a given that serious, intentional engagement in making or experiencing works of art would likely have both strong emotional *and* intellectual dimensions. Indeed, when discussing what quality looks like "in the room," many people talked about the centrality of 'big' ideas, ideas that felt important to students and teachers alike, that everyone came to care about and to see as highly relevant to them and to the world, at the same time that they acknowledged the emotional intensity of much of the work in which students were engaged.

To enter the room and immediately sense the emo-

tional intensity of the work going on was considered by many as an indicator of the quality of the experience. This emotional dimension had at least two sources. First, the challenges of developing an adequate level of technique for performance that is demanded by any art form generates strong feelings, whether in the visual arts studio or the rehearsal room. The second source of powerful emotional experiences is the subject matter of so many works of art. The intention of so much art is to provoke strong feelings. A class engaged with works of art in which nobody had significant emotional reactions would not be high in quality. Given the likelihood and centrality of strong emotions in a high quality arts experience, it is no surprise that so many of those we interviewed spoke about the importance of emotional safety in these settings.

4. Experimentation, Exploration, and Inquiry

Many of our interviewees spoke of the intensity of arts learning as inquiry and exploration and of how many arts settings have almost a laboratory atmosphere, and we observed these qualities in a number of sites. An evening dance rehearsal in St. Louis provided a provocative look at this element of arts learning. A group of teen dancers at COCA, a multi-arts organization that works both in schools and in its own facility, was rehearsing a new dance choreographed by Antonio Douthit, an alumnus of that program. Since leaving St. Louis just after high school, Antonio became a member of the Alvin Ailey Dance Company in 2004. When he decided to try choreographing his own works, he chose to come back to COCA to create his first piece.

The intensity of the work of these 15 dancers was electric. In each corner, dancers were practicing steps and sequences of movement; some worked with Antonio's assistant, another dancer from the Ailey company, and others were being taught new moves by Antonio. The dancers were trying to master the moves, but also to understand the feeling Antonio was hoping for, looking for the meaning of the piece. It was an intense individual and collective exploration of the possibilities of movement for expressing and communicating feeling and meaning – among the dancers, between the dancers and choreographer, and between the dancers and an audience. But there was a constant shifting back and forth, from work-

ing toward mastery to exploring new possibilities and experimenting with different approaches. Antonio was constantly trying out new moves, both to find what these dancers could do and to discover what would satisfy his artistic intentions.

This rehearsal was like a giant laboratory of artistic investigators. The nature of the inquiry was complex and multi-dimensional, and included physical, emotional, intellectual, personal, social, and aesthetic aspects. The dancers were all working beyond their previous realms of experience and had ventured into new dimensions as dancers and as people. They were deeply engaged, thoroughly committed, and more than a little off-balance due to the novelty of this work and the learning demands being made on them.

These young dancers were having a thoroughly authentic and high quality arts learning experience; they were engaged in the making of a dance as part of their arts education. We saw scenes of similar intensity in each of the sites we visited. Our observations revealed students engaged in real work (authentic problems and assignments) and real learning (ventures into new realms of experience and the development of capacities to engage with ever-broader aspects of the world).

5. Ownership

Part of the character of deep engagement in learning is a personal investment in the work at hand. But especially in schools or other settings of mandatory learning, it can be difficult (especially as children get older and/or learning becomes more challenging) to get young people to “own” their learning – to invest in it with energy and commitment and to take responsibility for the relative success of their efforts. This is what educators refer to as student-driven or student-centered learning. Working on a project of one's own or as part of an ensemble or team provides a basic situation which has the promise of rewarding a sense of ownership, commitment, and responsibility. But how do students come to make that commitment? What encourages them to decide to invest themselves in the challenging work of arts learning?

“I always look for a quality of invitation over instruction, not dragging someone to do it,” Aline Hill-Reiss, director of programs for Studio in a School, told us about

observing teaching-artists in their programs. “Inviting students to come along because it’s going to be a wonderful journey. You see the kids going at it enthusiastically, making their own discoveries... the artist circulating, being a coach. Not telling them what to do, not making suggestions, but helping them to see possibilities and guiding them in the making of decisions.” This kind of guidance, like many forms of mentorship, encourages students to move beyond just “doing the assignment” and toward taking full responsibility for – owning – their work.

Elizabeth Barrett, Tom Hansell, and Herb E. Smith, all veteran documentary filmmakers, members of the Appalshop collective, in Whitesburg, Kentucky, and mentors to young artists at the Appalachian Media Institute, Appalshop’s youth program, have given extensive thought to their roles and responsibilities as mentors. Like the Studio in a School teaching-artists, these artist-mentors are very clear about their belief that their students are artists working on their own projects. As mentors, they may share technical experience and try to be available to discuss the issues and challenges that the younger filmmakers are encountering, but they do not interfere in their artistic decisions. They treat these young people as they do any fellow artist – with complete respect for their artistic process and the critical importance of owning one’s work. Rebecca O’Doherty, AMI program director, underscores the importance of mentoring the interns through difficult moments in the creative process – as an alternative

to adults intervening to create a more “finished” product. According to O’Doherty, focusing on more finished products would interfere with real rigor and the authentic development of the intern’s ownership of his or her own understanding, technique, skills, and agency.

Rhonda Thacker, former intern and now a trainer at AMI, spoke movingly of the significance of meeting the senior artists at Appalshop when she began as an intern almost ten years ago. She was amazed by the seriousness with which she was treated by them. “They were all just instant role models, life changing. They were all just bigger than life to all of us. So many of the kids came out of the program wanting to be filmmakers... Just having the filmmakers come down and give critiques on the work and show interest and take time from their day and all of that just added to this whole positive experience, I think. And just feeling welcomed at Appalshop, not feeling like a token program or something.”

When engaged in this way, students develop a great deal of authority over their work and bring much more of their own thought and experience to it. As a result they make many personal connections, have to make decisions, and accept responsibility for their artistic choices. Since their work will likely be shared publicly, the burden of this responsibility is very real, exacting a kind of rigor that is extremely demanding. When students are experiencing a strong sense of ownership of their work, the risks may be significant, but the rewards make them worth it.

Quality as Seen Through the Lens of Pedagogy

For many people who walk into a classroom, studio, or rehearsal hall, it is the teacher who captures their immediate attention. This may not be surprising, since teachers are often trying to capture students' attention. But just as often, a teacher's deep work is neither flashy and attention-grabbing or even very visible at all. Of course, much of what teachers do is in the design of a lesson, the preparation of the room, or the gathering of materials – all activities that take place before students ever come through the door. Yet all aspects of teaching – planning, the moments of classroom interaction, and assessment – are part of what the lens of pedagogy reveals, whether these aspects are immediately visible in the classroom or are felt more than seen in the fluid activity, ongoing actions and comments, and rich engagement of students.

Each of these four lenses reveals enormous variations in what the elements actually look like, given different ages of the students and different art forms. Making learning relevant for first graders is different from relevancy for high school students. The list we propose here includes the characteristics of quality most often named by our interviewees. Again, none of these lists are meant to be taken as complete or absolute. It is certainly possible to imagine high quality arts teaching that has few of these qualities but that demonstrates other great strengths not captured here at all. That said, the following five elements represent a sample of the qualities of teaching we heard discussed most frequently:

- Authenticity
- Modeling artistic processes, inquiry, and habits
- Participation in the learning experience
- Making learning relevant and connected to prior knowledge
- Intentionality, flexibility, and transparency

1. Authenticity

Across virtually all of the comments we collected about the nature of high quality teaching in the arts were statements about the authenticity of excellent arts teach-

ing. When asked to describe what this actually looks like – how you know it when you see it – we were told that it was teaching that involved the learners in actual artistic processes (rehearsal, improvisation, and critique, for example) or the kind of serious study of works of art that historians, critics, and curators do. In a program for high school students at the Museum of Modern Art in New York City, for example, students in the Museum Studies class not only meet with and learn from professionals in virtually every department of the museum, but are given responsibility for curating and mounting an exhibition of student art work. In other words, authentic arts learning looks like artists and arts professionals doing what they do in their work (as opposed to students doing “school art”).

Our interviewees also felt that students are more likely to engage in arts learning experiences when there are real reasons for doing so, including real payoffs and real risks. Lissa Soep, education director of Youth Radio, sees authenticity of purpose as fundamental. She collaborates with young people to make radio shows about issues that are meaningful for them – shows that are aired publicly and often nationally. “Students are more able to fully invest themselves in arts experiences when the work has an authentic purpose,” she explains, “and when they themselves have been involved in shaping the patterns or purposes of their work. Having a purpose for making art gives it a sense of urgency that drives the work, making learning more intense and engaged, more real.”

Authentic arts education for kindergarten students would differ in many ways, but some of the basic characteristics are similar – e.g., the importance of showing one's work through performances and exhibits, the importance of expressing personal meanings, and the need for responses to one's work in order to keep growing and developing as an artist.

Finally, some of the discussion we heard about authenticity embraced not only the authenticity of the artistic processes and purposes, but also the honesty of the myriad ways in which the teacher is a person in the classroom. Michael Cirelli, executive director of Urban Word NYC, told us of one of the messages he tries to communicate to the program's teaching-artists, “I tell teachers, ‘Do

you first.’ In other words, teachers must be authentic in how and what they teach.” Considering the importance of the authenticity of a teacher as a person, that what they do is consistent with their values and their integrity, with ‘who they are’ as a person, Cirelli noted the ability of young people to detect inauthenticity. “Kids can sniff it out.”

2. Modeling Artistic Processes, Inquiry, and Habits

How important is it to expose students to models of artistic inquiry? To what degree is artistic inquiry an authentic dimension of artistic work? Some, like Susan Sollins, executive producer of Art:21, think it is vitally important.

...one of the astounding things is how the artists in the [Art:21 television] series are invested and involved and knowledgeable and are investigating so many different fields... They are reading, and using the computer, [and] bringing [together] all this information... I don’t think by and large what artists really do is recognized or transmitted by our teachers... The whole issue of artists being information eaters and experimenters is brought forward [in our series] and that’s really very important.

In this sense, artists and arts educators serve as model artists, social role models, and model learners. Laura Chapman states that quality teachers also model a passionate and inquiry-based approach to art making, “Good teachers leave students with a desire to learn more and some skills to continue that learning. They model and instill a certain passion for asking questions and exploring ideas in the absence of rewards for doing so.”

According to Cynthia Weiss, visual artist and school partnerships manager at Columbia College Chicago, the work of other artists can also serve as models for students. “A really strong work of art can scaffold children’s learning and move them really far along... ‘Look at what other artists have done.’ Aim high. There *are* standards that you can name and put out there and show models of and have students try to reach.”

At Arts Corps in Seattle, a break dance class is taught to middle school students by a local professional, Jerome Aparis. As a teacher, Jerome is patient and generous, yet demanding. As an artist, he pushes himself hard and, at 23, his discipline has been rewarded with impressive successes. He travels extensively for his work as a member of the Massive Monkees crew, performing and competing in

break dancing events around the world. While he tries to schedule his teaching around his professional responsibilities, this isn’t always possible. But he and the Arts Corps staff feel that his professional work – and the seriousness with which he treats his commitments and his own training and preparation – is an important aspect of what Aparis ‘teaches’ his middle school students, who are at an age at which models of discipline, rigor, and success for young men in the arts is especially important.

3. Participation in the Learning Experience

When we asked about student learning, we heard about the importance of students being engaged in inquiry – active investigation of ideas, issues, feelings, aesthetics, and aspects of human experience. We heard also about the importance of teachers actively participating in inquiry as a characteristic of high quality.

When both students and teachers are engaged in inquiry, their experiences become aligned and they learn side-by-side. For example, as a museum educator in the Find Yourself at the Met program, Rika Burnham believes that educators can and should “engage in the practice of contemplating art both as a teacher and as a student. I think that when you teach in the galleries with a work of art you’re being taught by the work of art and by the students at the same time that you’re making possible their experience.”

It can also mean making art along with students. Lissa Soep uses the term *collegial pedagogy* to describe students and arts professionals collaboratively creating works of art: “It’s interdependent where neither party could finish the work independently; it adds a different kind of ingredient than an apprenticeship model.” In this sense, Soep sees the educator/arts professional facilitating learning through instruction, but also “entering the creative space with kids, putting their own creativity on the line alongside the young person’s.”

Todd Snead, a site coordinator for the Sound Learning program in Atlanta, addressed the deep interconnections between teachers’ and students’ ways of participating in authentic arts practices. “Someone once told me that when teaching, your job is not to be a band director, but to love music and to show your kids how much you love it and how you love it. And I think when kids are

engaged in a great musical experience... when the artist is basically baring her soul and giving all her energy to the performance, kids see it, and I think kids feel it. And that's why they come to it."

Amanda Dargan, education director at City Lore in New York City, suggested that she can recognize a high quality residency when she spends time in the room and "everyone is learning." Dargan adds that "everyone" included not only students, but their teachers, too, including the classroom teacher and the teaching artist, as well as parents and herself.

4. Making Learning Relevant and Connected to Prior Knowledge

Many arts educators believe that a mark of excellence in arts teaching is the ability to create links between arts learning and students' own lives – their social and cultural contexts, their needs, their expressive languages, their background knowledge, their interests and activities. Our interviewees stated that students are more likely to be engaged when the arts experience is relevant to their lives and when it connects to things they care about. In part this is simply common sense: people tend to engage with things that they find personally meaningful. But engagement isn't only created by tapping into students' existing interests and contexts, though this can be crucially important. As Kristin Congdon points out, "good teachers know how to draw students in – to make content relevant to students' lives." Making work relevant to students' lives can take many forms, from designing projects that respect students varied approaches to learning and cultural experiences, to choosing culturally relevant problems and tasks, to helping students make connections to their own background knowledge.

Our conversations with interviewees led us to believe that there are a couple of points to keep in mind when thinking about relevancy. The first is to avoid a narrow conception of relevance – the idea that making something relevant to students is simply a matter of finding out what students are interested in, like, soccer or basketball or hip-hop, and then matching it to a topic or activity. Though this can be a good thing to do, the arts can play a significant role in helping students *expand* their interests and see beyond their own contexts. Indeed, this

is one of the key purposes of arts education mentioned in the previous chapter. One way to do this is to provide high quality tasks that invite sustained engagement.

Another way is to look for links or to think creatively and metaphorically about links between things students know about and things they don't. Often new ideas challenge students' prior understandings; while sometimes they build on them neatly. But connecting something new to an existing thread of knowledge isn't always easy or straightforward for students, and a teachers' role in helping students make these links can be crucial. For example, elementary classroom teacher Kristin Poteet describes how she helps students make connections with visiting musicians from the Sound Learning program in Atlanta: "I want to be there. I want to be the scaffolding between what students are hearing and experiencing and what I know they know, because I think that's where you truly can take things to the next level – where you can say, 'Remember when we talked about this? That's how it connects with this.' Because sometimes children can't make those connections on their own. When you spend so much time... with a child, you really understand their background knowledge."

5. Intentionality, Flexibility, and Transparency

In Chapter 5 we discuss the many decisions teachers make before entering 'the room' to teach – notably issues of goals, design, materials, and works of art to feature – and then the many decisions made once in 'the room' and facing the reality of a particular group of young people on a particular day. Once a class has started, lightning-speed choices are made, often overturning much of the plan that had been so well worked out in advance. This dynamic is hardly unique to arts education, but the richness and complexity of art works and artistic processes present so many possibilities for exploration that it can often be impossible to predict the best path for a particular group in advance.

When discussing what high quality arts teaching looks like "in the room," this combination of intentionality and flexibility was frequently noted. Being well prepared with clear goals and intentions for a class was considered critical, but being able to know when to let go of one's plan and follow the interests and needs of the mo-

ment was equally important. Several people noted that this balance of preparedness and spontaneity is natural to many arts teachers, since it so clearly echoes what artists must do in their work. Indeed, we heard that you could actually see teachers “listening” to their students, both in how they took time to stop and pay attention to what students were saying and doing, but also in how they would sometimes then shift their next ‘moves’ as the teacher/facilitator of the work.

Being prepared was not only an issue of planning a specific session, but extended to include the full design of the course, workshop, or project. It even broadened out further. Johnny Saldaña, professor of theater at Arizona State University, spoke of excellent teachers “having a mental rolodex of diverse pedagogical/artistic philosophies at one’s disposal.” This requires a deep background in both the arts and education and is not easily or quickly developed. Sometimes co-teaching is so valuable because a team can bring together expertise from more domains, when each partner does not have deep experience in all of them. With Saldaña’s ‘mental rolodex,’ teachers can at once be orderly and structured, yet responsive, spontaneous, and flexible to what students bring to the work.

In addition to paying close attention to students in order to read them as clearly as possible, the transparency

of the teacher’s intentions, actions, and responses was also noted as a sign of high quality teaching. Clear expectations, plans, goals, and standards were discussed as being especially helpful to learners. In order to give themselves over to a learning experience – to prepare for engagement – students need to know in a broad sense why they are doing what they are doing and what’s expected of them. As dance educator Sara Lee Gibb points out, this is especially important for younger learners. “So often students don’t perform as well because they think, ‘well what does she want me to do, or what am I supposed to do?’ An excellent teacher will provide [transparent purposes] and it will be so clear that the students will just go for it and really become engaged with the problem or the material or whatever is the context that day.”

We heard this from students as well as adults. At COCA in St. Louis, one student we spoke with explained her deep commitment to her classes and her own ideas about what constitutes high quality arts teaching:

The teachers have high expectations. They don’t set it so high that you can’t do it, but the teachers... if they know you can do it, they’re not going to settle for less. They’re taking an interest in your art so you can think about how to better yourself. You don’t want to go lower; you want to go higher. You give because you get so much. I am getting so much from the teachers, and now I can give it to the next generation. I feel that’s a good teacher.

Quality as Seen Through the Lens of Community Dynamics

When asked to describe salient characteristics one might observe in a quality arts learning experience, many interviewees shared thoughts about the dynamics of the community in the learning setting – the ways in which people treat each other, learn with and from each other, and feel about being together. Most often, these ideas featured strongly in conversations about creating a safe learning space built on trust and respect and in which students are enabled to be creative and to experiment, both as artists and as people, and in which students are enabled to be creative and to experiment, both as artists and as people. The centrality of relationships in high quality arts learning was a theme resonant across many interviews on our site visits; the development of healthy relationships among all participants in the experience was also seen as critical to the quality of the learning experience. We heard, too, repeated references to arts learning communities as “a family” or as “a home away from home,” both in relation to school programs, like the art department at New Trier High School, and in out-of-school programs, like Will Power to Youth, AMI, Marwen, and others.

From these discussions of relationships, safety, and community, we identified three elements that emerged with frequency and intensity:

- Respect and trust among all participants, along with a belief in student capacities
- Open communication
- Collaboration

While these elements by no means comprise a complete map for designing a positive social climate in a classroom or workshop, those we spoke to deemed these most critical – even foundational – to a quality arts learning experience. Certainly we can begin to appreciate the significant role that social interaction – and the awareness of the impact of the relational element in education – has on the quality of an arts learning experience.

At this point, though, the intersections of the various elements across lenses become more obvious. For example, discussions of mentorship are as visible through the lens of community dynamics as they are through the

lenses of learning and teaching. It is also important to note that in naming this lens, we use *community* to refer to all of the various settings in which arts learning may occur – rehearsal halls, performance settings, art studios, museum galleries, community sites, and more.

1. Respect and Trust Among All Participants, Along With a Belief in Student Capacities.

Reading Shakespeare’s plays is a challenge for just about everyone. Learning them well enough to perform them without a script is exponentially more challenging. For the teen actors participating in Will Power to Youth in Los Angeles, this is their job. They are employed by the program and get their paycheck for being actors. It doesn’t seem to take them very long to realize that this may not be the easiest way to make a buck. What we saw, however, when we observed a rehearsal, was a group of teens who were exhibiting many of the signs of a highly functional team working under serious deadline pressures – their performance before 1,000 people at an education conference was only two rehearsals away. They were patient with each other, supportive, responsive to their director, disciplined, frustrated at moments, but committed to their work.

It seems the high stakes of this authentic learning experience were the catalyst of that all-too-rare phenomenon – the creation of a community. Many of the people we spoke with identified a palpable sense of community in the learning space as an important and observable element of a quality arts learning experience. But high functioning teams and supportive communities do not simply form; they have to be born in the heat of some shared commitment, challenge, and/or identity. The authenticity found in much high quality arts teaching and learning provides a powerful environment for forming communities. But respect for and trust in the capacities of young people is the bedrock of these experiences. If the directors of Will Power to Youth did not deeply and profoundly respect the capabilities of young people, they could never have made the commitment to perform at a conference many months prior to actually meeting the students with whom they would be working on the performance. They had to have confidence that these young people could handle the artistic challenges and the intense psychologi-

cal and social dynamics of performing in public.

The students, too, had to have confidence in their teacher-directors and in each other. When a young person new to artistic work loses confidence in him or herself (which happens with great regularity), they have to have some faith to fall back on. For many, this faith seems to be found in the group's support, kindness, high expectations, and confidence in them.

To engage fully in artistic work and learning – to express ideas freely, to innovate, to explore unreservedly, to receive and give honest critique – it is essential to believe that one's work and perspective will be respected and that the group is committed to one's success. As Kristin Congdon puts it, "Good teachers are people who really know how to respect students and to see them as knowledge-bearers and not as people who are empty vessels." Respectful teaching allows for mistakes and shows genuine interest in students' ideas, interests, and background knowledge. Many people we spoke with talked passionately about how the quality of students' arts learning experiences depends upon their being a member of a classroom community in which they are valued as artists, as students, and as human beings.

Many also noted respectful student-to-student interaction as being a hallmark of quality. Its signs, they say, include students working at being mindful and cooperative with one another, collaborating and supporting each other, and learning to appreciate each other in new ways. Further, trust and respect among adults in the classroom is also considered important. Many educators, particularly those involved in partnerships and collaborations, place great emphasis on the presence of mutually respectful adult-to-adult relationships. One such relationship, for example, is between a teaching artist and a classroom teacher. When visibly demonstrating respect for and interest in each others' work, they convey to students the sense that the artist, the artwork, and the teacher are all important, increasing the likelihood that students will value the experience.

In Minneapolis, as in Los Angeles and so many other sites, our observations revealed the beautiful dynamics of artistic communities of young people and adults. Teens Rock the Mic (TRTM), a small, community-based

spoken word program that has closed since we conducted this study, provided opportunities for youth to work with peer and adult poets and space for them to perform their work. While poetic and performing arts skills and techniques were honed through TRTM, equally essential was the emphasis placed on empowering youth to develop and engage their self-awareness, their confidence, and their voice. This process began with a fundamental respect for a young person's contributions. "There has to be a trust in place and a belief in the assets in the room," explains former TRTM director Melissa Borgmann, "that there is intelligence, that there is promise, that there is magic."

Administrators, artists, and educators at TRTM placed a high premium on youth voice and contribution to the learning experience. Stacey, a teaching artist at TRTM, noted that "It's not 'I'll show you how to do this, here's how you write fiction, here's how you write poetry,' it's valuing what each student is bringing to the table, respecting the student as expert." When educators model this genuine trust, it is infectious. Students who feel respected by their adult mentors begin to trust and believe in each other – the foundation of a community of shared, open learning.

At Marwen in Chicago, former student Paulina Camacho recalls being inspired by the technical ability of her classmates and building relationships while sharing tips about technique and how to achieve certain effects. As those relationships developed and trust was built, students solicited each other's feedback on other qualities of their work, more often or as frequently as they asked for teacher feedback. Just as teachers serve as models in engaging arts learning experiences, so do students' classmates. Johnny Saldaña describes the relationships he envisions: "I'm seeing from the learners a collective – a community – that has been built."

2. Open Communication

In many ways, all work in the arts is, ultimately, about perception (seeing, hearing, sensing), recognition, and response. Arts education enjoys a beautiful alignment in this regard – creating/perceiving works of art and learning with and from other people are both activities utterly dependent on open communication. Engagement with art works provides a powerful focus for sharing im-

portant thoughts and feelings. Listening in this context is obviously as critical as speaking or sharing one's work. And the communication in high quality arts learning settings goes in all directions – among students, between teachers and students, among teachers, and between everyone and works of art. The themes of communication and dialogue emerged frequently in our interviews and the practice of careful listening was evident in our observations. In some cases communication was discussed as an integral part of behind-the-scenes work prior to or outside of a class or workshop – for instance, teachers collaborating on lessons in advance, coordinators staying in touch with logistical information. But dialogue in the classroom – often verbal, but sometimes communicated more visually, as in many dance classes – was considered a cornerstone of quality.

Ongoing and respectful dialogue – including raising questions, offering ideas, considering others' ideas, expressing feelings, sharing work, engaging in constructive critique, and reflection on processes and products – were all noted as visible in quality arts classrooms and indicators of the health of the classroom as a learning community. Sandra Jackson-Dumont, former director of the Expanding the Walls program at Studio Museum of Harlem and current education director at the Seattle Art Museum, discussed the cultivation of meaningful dialogue by and with the teens as critically important in the creation of a safe space where young men and women are treated as adults and learn to engage in conversation about art and life from their own perspective and personal history. Teachers in this program do not “teach down” to the teens, says Dumont. Rather they “embrace the challenging questions or problems that arise from the work and lives of the teens. Teachers move through and beyond challenges through dialogue.”

At Will Power to Youth and Urban Word, as well as several other programs, we heard conversations about the responsibility of each member of the community to accept responsibility for his or her words and actions and to notice the effects she or he is having on others. At Will Power to Youth, we were told about specific moments in which the pressures of upcoming performances led to frustrations and words that hurt feelings, creating oppor-

tunities for both individuals and the group to address the issue of responsibility for one's actions. In those moments, the question of quality becomes particularly complex and delicate. What to do? Stop, potentially losing critical rehearsal time, and deal directly and openly with what was said and how it was heard? Or press on with rehearsal and hope that the fabric of the community won't be irreparably torn? While either choice may be legitimate and could work out perfectly well, the very fact of the choice poses a challenge to the group.

In any specific setting, the best choice in a situation like this depends on the core purposes, values, and principles of the program. Whatever the decision, creating and sustaining a community with open communication among all members and with explicit acknowledgement of the core values of honesty and respect was emphasized by most of our interviewees as essential to quality art education experiences.

3. Collaboration

Each art form has its own possibilities and requirements for both solo and group work. Whether in performing or visual arts, there are approaches that emphasize each in different ways. Musicians, dancers, and actors can perform solo or in ensembles. Visual artists can produce work alone or in collaboration. Murals, installations, and animations, for example, are often the work of a collective. But virtually all artistic enterprises, even the most solo, like most poetry writing, for example, involve the participation of others at some point. In arts learning experiences, the work always involves others.

Students spoke to us about the challenges and pleasures of collaboration. To be part of a group that is functioning well is exciting and satisfying, providing an opportunity to make or engage with works of art in ways that are, quite simply, beyond the capacities of any individual. The feeling of being part of something bigger than oneself offers an identity and sense of purpose to one's efforts that helps many young people sustain commitment to their own learning through their commitment to being a full contributor to the work of the group.

Teachers we spoke with emphasized the multiple values of collaboration. Louise Music, director of the Alliance for Arts Learning Leadership in Alameda County,

California, spoke about these values, citing “making connections between themselves and others, understanding about interdependence [and] the fostering of compassion. Those are life skills that we think all children, all of us, need to develop, need to cultivate.” Others spoke of the authenticity of collaboration in doing artistic work and still others discussed the interesting dynamics around ownership in collaborative efforts. There was general agreement that in walking into an arts classroom, studio, or rehearsal hall, one of the most powerful indicators that a high quality arts learning experience was occurring was the nature of interaction among the students and the degree to which their work together was productive collaboration.

Others spoke about how collaboration must take place “outside the room,” as well as “in the room.” Steve

Tennen, Executive Director of Arts Connection in New York City, reflecting on his early work directing arts education programs, noted the deep ways in which the nature of the collaboration between adults creating arts programs influences students’ learning.

It was really about how you create this conversation between the artists and the teachers and all of those who were in the program to make this thing work better... It was getting them to trust and getting them to talk openly about what their own concerns were in their classrooms, what their concerns were in the arts classroom, and what their goals were – what they wanted to get out of this... And so it was conversation and team building between the artist and the teachers, between the teaching artists and the other teaching artists, between myself and the principals, because if the principal didn’t buy originally, it wasn’t going to happen... The quality of the arts experience really depends on the quality of the relationship between the classroom teacher and the artist.

Quality as Seen Through the Lens of Environment

The environments in which arts learning experiences take place have both physical and cultural aspects. Many elements of the social dimension of an arts learning experience are addressed in the sections above on student learning, pedagogy, and community dynamics. This environmental lens reveals elements of the physical environment, including the actual space in which the learning takes place, the materials that are available, and the visible display of artworks and art-making materials. In addition, we also include the temporal dimension as part of the environment for this work and learning – the time available for the learning experience, including the length of individual sessions and the full term of a course or workshop.

By and large, people in the interview strand did not speak extensively about the physical environment. This was not unexpected, as there were no interview questions that specifically asked about it, and people tended to talk about art education generally, not about a specific setting. However, there were some exceptions. Ana Cardona, arts education consultant to the Michigan State Department of Education, stated that quality arts learning experiences require a permanent art education space, rather than the proverbial “art on a cart.” And Bill Strickland stressed the need for a first-rate facility for high quality arts education and his conviction that students should have access to materials, equipment, facilities, and instructors that would satisfy professional artists in their own work.

The physical environment and materials were much more prominent aspects of our site visits. While detailed descriptions of the often multiple settings for teaching at each of these sites is well beyond our capacity in this report, it is important to note that we saw classes in beautiful state of the art facilities, regular elementary school classrooms, gymnasiums in community centers, museums, and other wonderful and less-than-wonderful spaces. Everyone agreed that the physical environment is tremendously important, but the degree to which it is a central or featured aspect of the quality of the experience varies significantly.

At an elementary school in St. Louis that worked in partnership with COCA, we observed a lesson on African dance. The class took place on the stage at one end

of an old auditorium which had been converted to the lunch room. The lunch room was being cleaned during this class; the larger room was essentially a hallway with students and adults going back and forth; and there was no curtain separating the stage (classroom) from the rest of the space. This was simply the only available space in the building open enough for dancing. While it could hardly qualify as a high quality physical environment, the lesson was highly engaging to these young students, taught by a highly skilled, deeply committed teaching artist who seemed absolutely unbothered by the various distractions of the lunch room.

The environment lens affords views of three primary elements of quality identified through our interviews and observations:

- Functional and aesthetic space and materials
- The arts occupy a central place in the physical environment
- Sufficient time for authentic artistic work

1. Functional and Aesthetic Space and Materials

As already mentioned, the quality of an arts learning experience was seen as strongly linked to the authenticity of the artistic processes in which students were engaged. Quality was also seen as linked to the authenticity of the spaces and materials of those experiences. Again, though the physical spaces we visited were quite varied, the concern for authenticity was common to all the sites we visited. Everyone wanted to create at least some of the aspects of an authentic work space for their young artists. This may be accomplished with various means, sometimes comprehensive (fully professional dance studios with mirrors, sprung floors, and ballet barres, for example, or high-tech photo studios with up-to-date software on high-end hardware and professional-level printers) and sometimes more minimalist (authentic and beautiful African drums, for example), but always with something that linked it closely to professional practice.

As noted earlier, physical safety is an issue in the arts and a basic dimension of quality – safe surfaces for dancing, adequate ventilation for working with paints and other materials with chemical bases, and so forth. Beyond safety, other dimensions of functionality were similarly considered essential, including issues of lighting, sound, space for

free movement, running water for cleaning brushes, and so on. Ric Waimer, a teaching artist with Opening Minds through the Arts (OMA) in Tucson, spoke about teaching in less than ideal spaces. While acknowledging the joy of excellent spaces, he suggested that, as a professional mime artist, he had learned to “creatively adapt” to challenging spaces. This, he said, had taught him and other artists how to “still rise to high quality within their work regardless of those physical constraints.”

As noted, beyond functionality, a number of sites had their own buildings and considered space to be one of the most powerful pedagogical elements. In the preschools in Reggio Emilia, Italy, known all over the world for the striking quality of their children’s art work and the aesthetic quality of their classrooms, teachers talk about space as “the third teacher.” The architect of Marwen’s new studio building, Dan Wheeler, said, “I want young people [to have] their first experience at Marwen, when they open the door, to be with good design.” As with all of the museum-based education programs we observed, the aesthetic of the physical spaces (buildings, studios, performance spaces) were part of the invitation to and inspiration of students and their parents.

All of this was true, too, of materials. Considerable thought, effort, and money was dedicated to gathering excellent, high quality art supplies made available in safe, functional, and attractive ways. Indeed, as with so many of these elements, extensive study of the role of materials – brushes, paints, paper, recycled materials, as well as musical instruments, books, costumes, technology, and more – is warranted. Certainly, art is made from a wide range of various materials and with many different tools and instruments. The dynamics of the relationship between the learners and these materials, tools, and instruments is at the core of artistic work and learning; the aesthetic dimension of that relationship is like a powerful magnet in that core.

2. The Arts Occupy a Central Place in the Physical Environment

Cindy Jaskowiak, assistant superintendent for curriculum and instruction at New Trier High School in Winnetka, Illinois, explained that art is everywhere in their building:

Art needs to be visible in the school. It’s exciting for me to know that the artwork in our halls came from our students. To me that’s something our students need to see as they go from year to year... When I became principal five years ago, I worked with the art department to catalog everything hanging around this building. Then we looked at how to phase in and get rid of poster art and things that didn’t have a connection with us as an institution. Every year we add pieces... We put it up and have some signage with their names and graduation dates. Over the years we see more art around the building... It really has come out of having the vision through the art department about what kind of feeling you are creating around the building... We had a retreat and we decided to have a day without art. They covered all the art and we realized how much was in the building.

While we discussed the functionality and aesthetics of these spaces in the last element, the presence of art in these settings was both easy to see and explicitly important to most of the people with whom we spoke. In some settings, like New Trier High School and Marwen, both visual arts programs, it was a central element of the learning experience. As Cindy Jaskowiak made clear, the centrality of art in the space served multiple functions for the students’ learning experience.

The presence of student work displayed on the walls was a way of making the space welcoming and of sending a message that the arts and student work are valued in this place. At Marwen in Chicago, explicit attention is given to the first moments of contact students have with this after-school program when they walk in the building. Teens choose to come to Marwen; many travel considerable distances to get there. The space has to be inviting and compelling to make it a place these young people want to spend their out-of-school time. From the outside, Marwen looks like the old warehouse building that it is. But with the first step in the front doors, one is drawn into a large, open gallery space with student work that is well lit and beautifully displayed on the walls. The space has a wide, open staircase in the middle, and one feels visually pulled in. The feet follow the eyes. It is a world that draws you in.

At many of these programs, the first things you see and hear announce the identity of the program. This is not limited to the visual arts. David Myers, founder of Sound Learning in Atlanta, which focuses on music learning in elementary schools, noted that music “is just a part of the environment of the school.” The same is true

of OMA schools. While acknowledging the difficulty of doing this in many public school settings, the presence of musicians coming and going as they perform and teach in the school, and the sights and sounds of students practicing in classrooms, hallways, the lunch room, and stairways provides parents and children with a compelling sense of what counts and what's cool to do at these schools. In these ways, the space – what you see and hear and the feeling you get from it as architecture and as a place of activity – is meant to inspire students with the pleasures and provocations of art. It also inspires parents to want their children to be learning in this exciting world and to think of their children as capable of serious work and significant accomplishment in the arts. Indeed, in Tucson, many parents have identified schools with the OMA program as the school of choice for their children.

The display of student work or pictures of children studying and practicing the arts is also a way many of these educators demonstrate their belief in the value and quality of what students do as young artists. It is, of course, affirming to display student work. But these displays also provide the opportunity for an open dialogue about what young artists can achieve, what the standards of excellence are in this setting, and, of course, about the subject matter of the works themselves and what they provoke us to think about. So, in entering these arts learning spaces, the arts suffuse the environment music may be playing or, alternately, there might be the intriguing silence of a group in focused, almost meditative work on a project. The walls may have student art works or the works of more experienced artists. There may also be quotations from artists, sheets of chart paper with notes from previous classes to remind the group of its earlier work, and bulletin boards with the posters and fliers for local performances, auditions, and other classes or workshops. Whatever the presence of the arts may be, the degree to which it is intentional, aesthetically presented, and representative of what happens in that setting will have a significant impact on the character and quality of the learning experience students have there.

3. Sufficient Time for Authentic Artistic Work

Arts learning experiences lasting more than one class have both “macro” and “micro” temporal dimen-

sions. The “macro” level captures the extent, length, and sequencing of classes. Documents like the New York City Blueprint for the Arts are powerful reminders of the potential scope and sequence of formal arts learning in schools and provide a wonderful macro view of what arts learning could be over 12 years.

In discussing the length and frequency of particular courses, interviewees across sites indicated multiple advantages of extended study in the arts, to afford opportunities both to study broadly across the arts and deeply within one art form. They noted that working over time allows for important dimensions of artistic development and learning, including the growth that comes from practice and repeated efforts and the richness of cycles of making work, sharing it, and reflecting on those experiences. In this way, time also allows teachers and students to consider the effectiveness of particular artistic choices and to make revisions. Adequate time also allows students' artistic ambitions to expand; extended time for projects means an opportunity to ‘think big.’

In Dallas, an ambitious effort to address the artistic needs of the young people of the entire city is underway through the auspices of Big Thought, an organization dedicated to promoting creative learning in the lives of children. Recognizing that parents and children have diverse interests and needs related to learning in the arts, both in and out of school, Big Thought grapples with the breadth of these purposes and opportunities. In a sense, their work addresses the question of what real access to both broad and deep arts learning might look like if systematically undertaken across a city throughout childhood and adolescence. This very “macro” view of the time of arts learning for young people is, indeed, something big to think about. Given its ambitious purposes, Big Thought's perspective on quality arts learning experiences may only be fully achieved when children in the city of Dallas can have meaningful arts learning experiences throughout all of their young years.

Virtually all of the elements of student learning and teaching that we have discussed in this chapter (artistic exploration, emotional openness, the development of a sense of ownership, and reflective practices, for example) are dependent on adequate time. This is true, too, at the

micro level – the time available within a particular class session. The length of the session and the plan for how much to do within that time influence the speed and depth of the work, as well as the nature of the interactions. A number of our interviewees talked about the importance of slowing down and ‘taking time.’ The speed of so much regular classroom work in schools was noted as leading to superficial engagement with subject matter and consequent student boredom. On both the micro and macro levels, one of the lessons of participation in the arts as maker-perceivers may well be that the arts often don’t yield up their greatest gifts to speed. Unlike some other enterprises in our contemporary lives, in the context of artistic experience, the fastest are not always the richest.

Time also allows deeper social experiences and stronger bonds to form among participants. Several interviewees spoke of the advantage time gave them in getting to know their students through watching them work and studying the work they produced and, thus, being able to better gauge their progress. Indeed, figuring out how to help a student takes considerable artistic and pedagogical experience, but it can also take time to figure out, though interactions and experiences together, how to approach and talk with young artists and what their interests, standards, and ambitions might be. Time is an essential ingredient in the soil in which artistic identity, sophistication, and accomplishment grow.

The Elements as Evidence of Quality

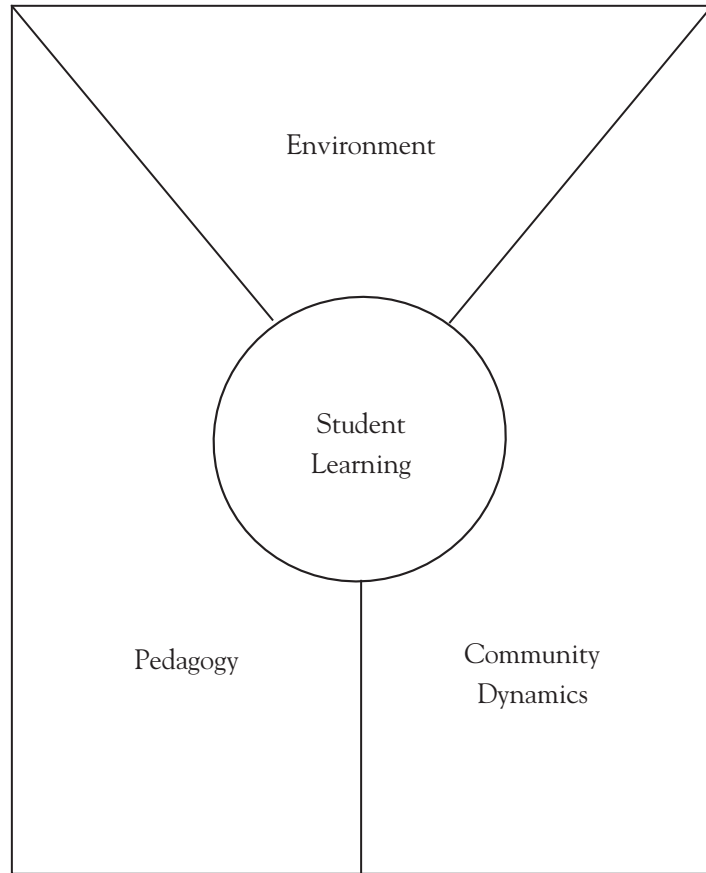
The elements of quality discussed in this chapter are meant to provide a useful reference point for arts educators to provoke investigations into the nature of high quality arts learning experiences in their own settings. Undertaking that task will quickly reveal the myriad limitations of the elements described here. Once more, we reiterate that we offer this articulation of these elements of quality both to report

on what we heard in the course of this study and to suggest the richness and multi-dimensionality of the characteristics of excellence as described to us during this research.

As noted at the start of this chapter, to take these elements as a check-list on quality in arts education would be missing our point. Ideas about what constitutes quality can and should vary across settings, depending on the purposes and values of the program and its community. Further, these ideas about the nature of quality, as we heard reported in many of our site visits, are likely to change and evolve over time; this is probably a sign of the health of the program. Certainly, it is desirable for standards and expectations to be raised over time as a program’s capacity to provide excellent arts learning opportunities increases. Evidence of the strengthening of that capacity is the development of a more nuanced conception of quality, a clearer articulation of the program’s ideas about what constitutes quality in that setting, and a broader conversation among all members of the program’s community about the question of quality.

We remind our readers that our lenses are intended as tools, like glasses, to help us see and focus on specific aspects of a very complex phenomenon – groups of young people and their teachers actively engaged in arts learning experiences. We offer the diagram below as one way to hold the idea of these lenses in mind when walking into an arts classroom or when opening dialogue with colleagues about the nature of quality arts learning; detailed suggestions on how to use this tool are provided in Chapter 6. The lenses help focus on elements of quality. To see and name observable elements of quality is to take an important step toward articulating what counts as evidence of powerful arts education. That is critical both in improving what is offered and in evaluating those offerings. In time, just as with new glasses, we hope these lenses prove more helpful than disorienting.

Diagram 1: Four Lenses on Quality



PART II:



Achieving and
Sustaining Quality

CHAPTER 4: FOUNDATIONAL QUESTIONS

No Guarantees of Quality

EVERY TIME A CHILD WALKS into an arts workshop or classroom, there is the possibility that she will have a powerful learning experience. Certainly, this is what all arts educators hope for, yet it is a possibility only sometimes realized. The quality of any experience – educational or otherwise – depends on so many factors that excellence is impossible to guarantee. Yet tremendous effort goes into exactly that: attempts to guarantee a high quality learning experience. Attempts are made to identify the conditions that will set the mood or heighten the focus of the experience (the physical environment, social relations, a compelling focus, and so on). But the conditions can often be more challenging than ideal.

That's why decisions about how to create a high quality learning experience can be so difficult, revolving around a dizzying series of questions. Which conditions are most important? What resources can be put into preparing for this experience? Which elements can be controlled and which must we simply work with? Who can help? What should be the first thing that happens? What next? And on and on. Whether for a class, a workshop, or a rehearsal, countless decisions are made in preparing for the experiences students have.

As noted in Chapter 1, arts educators develop their visions of quality over time and from diverse experiences. As the capacities of an educator and the program in which he or she works become more sophisticated, so do the possibilities of “upping the ante” and increasing the ambition of the goals and mission adopted for a program. Simultaneously, then, the meaning of a high quality arts learning experience evolves and achieving quality becomes more demanding. As ideas about what constitutes quality in arts learning evolve, the decisions made about how to achieve that quality become increasingly important, complex, and nuanced.

We have explored what informs and influences people's ideas about what constitutes quality and examined two broad aspects of how people think about what constitutes quality in arts education: the purposes and the elements of an arts learning experience. The chapters in this

section continue that examination and then explore how arts educators seek to achieve and sustain quality in their classes and programs through the decisions they make, addressing our second and third research questions:

- How do practitioners and policy makers achieve and sustain quality arts learning experiences for young people?
- Which decision makers and decision points may be critical to ensuring quality in arts education?

There are countless steps arts educators take to achieve their visions of quality arts learning. Given the natural limits of any study, we felt we had to choose one critical aspect of these many approaches that we thought could both reveal some of the real mechanisms of the process of pursuing quality and provide an entry point for those wishing to become more analytic in their efforts to improve the quality of their own programs. These research questions reveal our explicit choice to examine the role of decisions in the complex web of actors and actions that undergird quality arts learning experiences.

All too often, decision points are invisible – for example, administrators may perceive their response to a funding shortage as a necessity rather than a decision; students may not perceive engagement as a matter of choice. The power of a focus on decision making is at least two-fold: It brings into relief choice points that otherwise may be missed, and it underscores the power of decision makers at all levels to enhance the likelihood of a high quality learning experience for all students.

A complex set of conditions, influences, ideas, and dispositions, as well as decisions, decision makers, and decision making processes interact in the creation of quality arts education. In these chapters, we examine some persistent questions and challenges in efforts to achieve quality in arts education, as well as some of the key decisions influencing quality of arts learning experiences and who makes those decisions. Chapter 4 focuses on four questions that are addressed extensively in the arts education literature. These questions are so basic that, explicitly or implicitly, every program answers them early on in the life of the program. In some settings, these questions

are regularly revisited; in others, they may well be considered firmly established “givens” once answered early on. Chapter 5 explores the kinds of decisions that have an impact on quality, who makes these critical decisions, and some aspects of effective decision making.

Foundational Issues in the Literature

Our review of the published literature in the field of arts education revealed a series of issues that have been debated in recent decades by theorists and researchers, advocates, and practitioners. We came to think of these issues as foundational to the work of arts educators – issues that have to be addressed when providing arts learning experiences to young people. True to the nature of the literature of a field, much of what we read was framed in terms of debates and arguments with one writer challenging the assumptions and positions of earlier writers or defending those of others.

As noted in Chapter 2, we were surprised to encounter a far less argumentative tone in our interviews and site visits. The people we talked with also spoke with strong feelings and care about these same foundational questions, but they did so more in the context of their current thinking about the specific circumstances (the site visits) and/or in a generally expansive tone that embraced diverse perspectives on these complex issues (the theorist interviews). What was clear in all strands of the study is that everyone grapples with these four questions:

- *Who* should teach the arts?
- *Where* should the arts be taught?
- *What* should be taught and *how*?
- How should arts learning be *assessed*?

In the context of particular arts programs, answers to these questions and the establishment of basic purposes are essential elements of the identity of that program. As discussed in the previous section, visions of quality evolve in relation to the purposes and values adopted by a program. But “who we are” as a program – and, therefore, our purposes – is deeply informed by how these questions are answered. In other words, who we teach, where we teach, what we teach, and what we take as evidence of learning are, again, foundations of the identity of a program.

Other elements inform that identity – the “genesis story” of the program, for example – but answers to these questions are basic to the life of the program and the nature of the arts learning experiences that they provide.

In this chapter, we focus on the broad dimensions of these questions as discussed in the literature we reviewed. Obviously, this cannot be comprehensive. Our goal is to provide a short guide to the kinds of basic issues that arts educators have been grappling with in relation to each of these questions and the cases that are made for different answers to these questions. Later in this section, as we examine the kinds of decisions that influence the likelihood of quality in arts learning experiences, these four foundational questions become critical and defining decisions in the life of a program and to the process of deciding what constitutes quality in that setting.

Who Should Teach the Arts?

Some argue that the arts must be taught by arts specialists who deliver sequential, standards-based curricula. Others argue for teaching artists because of their greater domain expertise. Still others argue for generalist teachers because they can integrate the arts regularly into classroom instruction. Museums generally rely on volunteer docents, and many schools routinely place parents from their communities into instructional roles. Variations in the quality of these choices circle around priority, training, and emphasis, not exclusivity. For example, we know of no theorist or educator who argues that school children should *only* be taught by arts specialists and never by teaching artists, that the arts should *only* be taught in stand-alone classes and never integrated into other subjects, or that the arts should only be taught as integrated into the curriculum. From an international perspective, Bamford asserts in a UNESCO report (2006) that “quality arts education tends to be characterized by a strong partnership between the schools and outside arts and community organizations” (86). But in the US, there are real tensions in the field about which of these approaches should be foregrounded.

The Case for Arts Specialists

The Mandate

Many people believe that, like any subject taught in public schools, the arts should be taught by qualified teachers who have had appropriate training. The No Child Left Behind Act reflects this belief and mandates “highly qualified” teachers for all core subjects including the arts. The term *highly qualified* means that teachers must have a bachelor’s degree, state certification, and subject matter competency for subjects they teach (Title IX, Part A, Section 9101). Some states (e.g., California, Massachusetts, Michigan) also require a year of instruction at the high school level by a certified specialist for graduation, advanced status, or admission to state colleges and universities (California Department of Education, 2007; Massachusetts Department of Education, 2008; MCL 380.1278a, 2006).

The Training of Arts Specialists

Preparation for arts teaching requires a foundation of general knowledge and expertise in both the art form to be taught and in pedagogy. Typically, state departments of education specify licensure requirements that establish course content and distributions for teacher certification, and national accrediting bodies for higher education in the arts also exert influence on criteria for arts education specialists (e.g., National Council for Accreditation of Teacher Education; Council of Arts Accrediting Associations). Typical requirements for the distribution of arts and pedagogical courses are fairly similar across institutions and states. A pre-service program for visual arts specialist teachers in Massachusetts, for example, requires around 130 hours of coursework, distributed among pedagogy courses (about 40 to 50 hours), including a two or three-term practicum sequence of observations and supervised internships; work in the art form itself (20 to 30 hours); history of the art form (20 to 30 hours); and “critical studies” (a liberal arts-like course distribution – about 20 hours).

Some states reach further. For example, New York City’s 2004 *Blueprint for Teaching and Learning in the Arts* (<http://schools.nyc.gov/offices/teachlearn/arts/blueprint.html>) specifies that excellence requires arts specialists

who understand how to work in conjunction with school and community resources: “An excellent arts program [is one] in which arts specialists are key players, the school community is actively involved, and the resources of the city’s cultural community are maximized” (p. 1). For another example, some credentialing programs add a serious scholarly or research component, particularly at the master’s level, which is required for permanent, professional certification by many states (e.g., New England Conservatory, <http://mieatnec.org/blog/category/artist-teacher-scholar/>; Massachusetts College of Art and Design, http://kate.massart.edu/at_massart/academic_prgms/graduate/art_ed/mse.html).

The Space and Material Needs of Arts Specialists

Highly qualified teaching is supported by appropriate physical conditions. All arts can be taught well in inadequate spaces, but many believe that a commitment to training arts specialists implies a commitment to providing teaching spaces that support the needs of the art form. For example, from sources such as New York City’s 2004 *Blueprint for Teaching and Learning in the Arts* (<http://schools.nyc.gov/offices/teachlearn/arts/blueprint.html>) and the Los Angeles County regional blueprint for arts education (Los Angeles County Arts Commission, 2002, http://www.lacountyarts.org/artsted/docs/artsedu_artsforall09-02.pdf) we can draw the following recommendations for ideal conditions:

- All arts classes should have networked computers loaded with appropriate software and projection capabilities. Dance should be taught on sprung floors and the studio should have mirrors and barres on at least one wall. The space should not be a gym facility, since athletes who wear shoes do not need the floor cushioning that barefoot dancers require.
- Theater needs a space with lighting and sound equipment, storage for properties, costumes, lights, and flats, shop facilities for building and displaying backdrops; dressing rooms with mirrors for actors, and modifiable stages.
- Music needs soundproof individual and ensemble practice spaces; storage for instruments, risers, music stands, and scores; and computer labs with

keyboard capability and composing software.

- Visual arts needs rooms with sinks and natural and adjustable lighting, storage for tools and materials, student portfolios of works in progress including both 2D and 3D works, and a gallery space for displaying work.

A Mandate Unfulfilled

Despite the No Child Left Behind Act, most schools do not have full-time arts teachers in all arts disciplines, and many do not have even one specialist arts teacher. On July 25, 2007, the Center on Education Policy released a survey of 349 school districts showing that 16% had cut elementary class time for art and music in the past five years. Arts specialists are less likely to be found in poorer districts and at elementary and middle school levels, and many existing arts specialists are under-qualified; in addition, parental volunteerism and supplementary funding is more likely (though not exclusively) found in wealthier districts (Carey et al., 2002; Woodworth et al., 2007). Moreover, the amount of time that specialists teach is at the most 90 minutes a week, and at the least, nonexistent.

The lack of qualified arts educators in the US can be traced back to the devaluing of arts in schools alluded to in the introduction of this report. For example, many districts in California eliminated arts specialists and their classes in the 1980s when tax relief legislation cut funds to schools. In response, arts advocates in the 1980s and 1990s promoted arts integration by classroom teachers and arts experiences both in and outside of schools taught by community artists and museum educators. As a result, schools could say that they did not need arts specialists because they had arts integration, or because they had brought in visiting specialists. And since it is only at the high school level that there is, in some states, an arts requirement for graduation, schools try to have art at the elementary school level taught by the classroom teacher. But, as Eisner states, “we are expecting teachers to teach what they do not know and often do not love” (1999, p. 17). Many arts educators agree that there is no substitute for qualified specialist arts teachers if the goal is high quality arts learning.

The Case for Teaching Artists

Another way students can get exposure to the arts in school is through teaching artists, individuals who are practicing artists and who come into the school and work with the students and/or with both students and teachers, to provide “authentic” arts experiences. Eric Booth, one of our interviewees and one of the leading teaching artists in the U.S. today, defines a teaching artist as “a practicing professional artist with the complementary skills and sensibilities of an educator, who engages people in learning experiences in, through, and about the arts” (<http://www.greenvillearts.com/education/artists.aspx>). In the *Teaching Artist Journal*, a journal dedicated to the practice of teaching artists, Booth defines the features of teaching artists and speaks for the value of teaching artists in high quality arts learning experiences, arguing that they can be “the solutions to many of the problems we describe” (2003).

Many of the people we spoke to believe that teaching artists provide the most authentic kind of arts experience possible for children, since they are working practitioners in contemporary art. But others are skeptical of artists who do not have a background in teaching (Lazarus, 2004; McKean, 2006). They note that in addition to their deep subject matter knowledge, teaching artists need a combination of pedagogical knowledge, local knowledge, and/or support that assists them with understanding and operating within school contexts. Most arts education theorists agree that partnerships with arts organizations and teaching artists can be beneficial. But many believe that visiting artists cannot and must not replace certified arts teachers. Sending in artists for various periods of residence is never enough to bring about fundamental educational change (Erikson, 2004; Smith, 1992). All too often, partnerships degenerate into one-time visits by artists, one-time master classes, or one-time trips to off-site performances.

This argument is summed up well by Ana Cardona: “[When] the emphasis... is more on out-of-school arts learning than in-school learning, it can be very dangerous, because it can give a message to educator/administrator types that we don’t need to make an investment in sequential art education... That whole range is way

too hit and miss, not sequential, and it can't replace what art teachers do in the schools, or should be doing in the schools." Laura Chapman warned that "a local booking agency for artists and arts organizations has become a way for schools to have an ad hoc and token representation of the arts at school through occasional short-term programs." Ideally, teaching artists should not be a substitute for certified art teachers, but rather an additional unique resource to what schools can currently provide as instruction in the arts.

The Case for the Generalist Classroom Teacher Integrating the Arts into the Curriculum

Arts integration – integrating one or more of the arts into the academic curriculum – is a growing movement in U.S. schools, and the *Journal for Learning through the Arts* is a journal devoted to this practice. Arts integration is typically carried out by the classroom teacher at the elementary level and occurs within all of the arts disciplines (Burnaford, 2007; Burnaford, Aprill, & Weiss, 2001; Efland, 2002; Marshall, 2006; Rabkin & Redmond, 2004). The best of these programs bring classroom teachers together with teaching artists with the goal of developing the generalist teachers' arts education skills and attitudes, and developing the artists' pedagogical skills and attitudes.

Having classroom teachers integrate arts into classroom teaching has the potential of offering more regular arts experiences to students. But unfortunately arts integration rarely happens in a way that leads to more authentic arts experiences for children. Strict pacing guides for subjects evaluated on high-stakes tests often reduce the time that classroom teachers are willing to dedicate to arts integration. Furthermore, when classroom arts integration is substituted for sequential arts programs in systems strapped for funds, lower quality arts experiences result. Classroom teachers are not trained to be arts teachers, and elementary certification requirements have not included arts education expectations in many states since the 1980s.

Despite the existence of high quality arts integration programs such as OMA, the A+ schools in North Carolina, Sound Learning, CAPE, AIM, Lincoln Center, CityLore

and others, we found not one arts educator (either in our interviews or in the literature) who believes that quality arts education can come *solely* from an arts integrated curriculum. Most believe that a strong scenario in the schools is to have both an arts integrated curriculum at least at the elementary level along with dedicated classes in discrete art forms taught by arts specialists (Greene, 2001; Weiss & Lichtenstein, 2008).

A Note About Volunteers

Volunteerism, especially in museum contexts but also in schools, is a widely-accepted way to supplement arts education in the U.S., particularly in museums' uses of volunteer docents (Bleick, 1980). Volunteers can be a tremendously rich resource in any educational setting, not just in arts education. Quality concerns, however, arise when volunteers are depended on to have the pedagogical skills and disciplinary understandings characteristic of trained professionals in the field but aren't given the opportunity to receive the requisite training. In response to this concern, art museums in recent years have become more aware of the need to provide volunteer docents with extensive training programs and with ongoing opportunities for professional development. Many museum professionals argue for putting rigor into such programs, and emphasize the importance of providing docents with training that focuses not just on content knowledge about a museum's collections and exhibits, but also on knowledge about teaching and learning (see for example, Sweeney, 2007).

There is no more – or less – of a case to be made for volunteers to teach the arts than for volunteers to teach science or history or any other discipline. But when any discipline relies on volunteers as mainstay professional educators, professional training is required. And indeed, when it is provided, volunteers become professionals and should be treated as such.

Where Should the Arts be Taught?

Many arts programs exist independently of schools – in after-school organizations, community arts organizations, Boys and Girls Clubs, YMCAs, artists' studios, art museums, symphonies, theater and dance companies, and

other neighborhood or cultural organizations. Many of the sites we studied were in such non-school sites. Highly successful community-based programs were studied by Heath, Soep, & Roach (1998). These programs involve a wide age range of youth working together as a team, with members playing multiple roles, including the role of fund raising.

We know of no arts educators who believe that the arts should *not* be taught in schools, and none who believe that the arts should also not be taught outside of school. In what follows we present the case for teaching the arts outside of schools (as an addition to teaching them in schools), and we discuss the potential drawbacks of depending too heavily on out-of-school programs.

The Case for Teaching the Arts Outside of Schools

We identify four main justifications for teaching the arts outside of schools rather than relying solely on schools to supply arts education. All of these arguments help to broaden arts educational opportunities for students in terms of time and access, contexts for working in the arts, opportunity to work with artists, and content of learning.

Access and time. Schools' arts programs are limited in two critical ways: access to works and time dedicated to art experiences. Museums and performing arts organizations are repositories of works, and their educational programs benefit from the access they can provide students. The limited time that schools dedicate to the arts severely limits the quality of arts experiences for many students. Out-of-school arts programs, even those without collections, are less constricted by school schedules. Experiences out-of-school can last for hours, and projects can therefore stretch out over long periods of time, which both requires and develops planning and persistence. For example, in a number of the sites we visited, students may take classes or work on projects several afternoons a week. In addition, after-school, weekend, and vacation programs offer learning experiences at times when many students would otherwise not be productively engaged.

Alternative, informal learning spaces. Many out-of-school arts experiences are taught in artists' studios, converted warehouses, outdoor sites, all more informal learn-

ing spaces than those found in schools. When students work in these non-school spaces, many school rules do not apply: there are no dress codes, students call teaching artists by first names, arrival and departure may be more flexible. Students tend to be treated more as younger colleagues than as students to be managed. Although such environments are possible and do exist in some schools, they are more the norm in out-of-school contexts.

Artists teaching. When the arts are taught outside of school walls, the teacher is often a practicing artist. While teachers in schools also (and ideally) may be practicing artists, again, that is more the norm in out-of-school sites. Many of the out-of-school sites are ones in which adult artists practice, and students can thus more easily see links between what they do and what professional artists do. Arts learning experiences are strengthened in quality when students see a connection between their own art activities and those of professional artists (Art:21 Advisory Council, 2001). Efland (1976, 1983) makes a distinction between school art and authentic art; clearly school art is far less likely to transpire in authentic cultural organizations where adults are making their own works.

Possibilities for expanded content. When the arts are taught outside of school, the content of what is taught is not constrained by the school system. Out-of-school sites routinely offer genuine connections to contemporary and personalized content that are unrestricted by school and state mandates. To be sure, many out-of-school programs align their offerings with state standards, some school programs emphasize student choice (e.g., Teaching for Artistic Behavior, <http://www.princetonol.com/groups/iad/lessons/middle/TAB-CHOICE.htm>), and more resources are becoming available to support connections to contemporary practices that are useful to arts educators who work in schools (Art:21 videos and resources; visiting artists). But it is more the norm for out-of-school content to be responsive to student and teacher interests, including the contemporary art world. As a result, some projects are often more feasible in out-of-school contexts – e.g., murals and other site-specific installations or the opportunity to work regularly with artists in their studios.

What Should be Taught and How?

We identified two debates related to what should be taught in a quality arts education. First, many arts educators today argue that the curriculum must be diversified to include forms of art beyond the western canon, and that the curriculum must expose students to contemporary arts, non-western art, and folk and indigenous art forms (Bowman, 2006, Hamer, 2000). Here there is more consensus than disagreement. Second, we identified a heated debate about whether arts education should focus on the making of works of art, or whether as much or even more weight should be given to developing students' capacities to perceive, react to, and understand works of art. This debate is seen primarily in the literature. We did not hear arts educators on the ground debating this question: none seemed to feel that one particular approach should be privileged. Instead, the view was that both kinds of arts teaching are valuable when done well.

The Case for Diversifying the Curriculum

The role of the canon is debated across all art forms, but this debate is particularly prominent in the visual arts. Some argue for an approach that has come to be called the "visual culture" movement, which rejects the traditional canon of established works in visual art education as the prescribed content to be learned and learned from. Instead, the visual culture movement argues that the content should include visual imagery in all its forms in contemporary culture, especially imagery that is relevant to students' own lives. As an approach to arts education, it emphasizes meaning-making and an understanding of cultural context (Bowman, 2006; Freedman, 2003; Gude, 2004; Hamer, 2000). Making and learning about contemporary art is often important in a visual culture approach, both because contemporary art is culturally relevant to students' lives, and because engagement with contemporary art forms often promotes multiculturalism (Cahan and Kocur, 1996).

Many arts education programs, both in- and out-of-schools, fail to address the contemporary in any sense: they do not examine the practices and work of living artists. In this sense, they fall short of being high quality.

Music education theorist Bennett Reimer (2003) argues for diversifying the music curriculum and sees this as an indicator of quality. Why, he asks, should we teach only the music preferred by a tiny percentage of people – classical western music, songs from folk traditions, and jazz? Why not look at the list of the top 365 songs of the twentieth century and embrace the music of popular culture?

Music education theorist David Elliott (1995) agrees with the importance of teaching a wide range of music (see also Jorgensen, 1992). He argues that students should learn the music of several musical cultures very different from their own. This leads to musical risk taking. We need the shock of contact with alien musical traditions, which helps us to recognize and free ourselves from our musical assumptions. Because we cannot teach all of the world's music, Elliott votes for depth over breadth: students should first go deeply into one kind of music and then be exposed to music only distantly related to the music they know.

Drama and dance educators are also concerned with diversifying the curriculum (Gonzalez, 2006; Minton, 2000; Seitz, 2002). Taylor (1996) argues that a curriculum rooted in the Anglo-European tradition is narrow and "leads to a blindness of contemporary issues."

In short, an arts education program that focuses solely on classical forms of art is seen by some as problematic today.

Should Art Making Be Central?

Any reading of the theoretical literature on arts education will quickly reveal a debate about whether students should be taught primarily to create, or whether they should be taught primarily to be informed audience members. This debate is particularly heated in music and visual arts.

The music educators who determined the contents of the standards for music in the 1990s agreed unanimously that music education should be broadened beyond performance to include also listening, analyzing, evaluating, and understanding. Yet Reimer (2003) notes that most music classes still focus on singing or instrumental playing, and very few schools offer courses in music listening

or music appreciation. Reimer argues that listening is an essential part of all musical learning, and listening electives should be offered in a wide variety of music (e.g., early jazz, specific folk, madrigals, romantic opera, rap, computer music, minimalist music, Japanese music, and so forth – the list could go on and on). Such broadening has the potential, he suggests, to “hook” more students with a love of and an understanding of music.

Reimer’s thinking is influenced by the philosopher Suzanne Langer (1953), who argued that music represents the structure of human feeling and thus provides us with an understanding of our emotional lives. The underlying purpose of music education for Reimer is to heighten students’ emotional lives by helping students become engaged in the emotional dimension of music. We do this by gaining an understanding of the inherent meaning of music, by *knowing within*, a central concept in Reimer’s philosophy of quality music education.

Whenever *knowing about* or *knowing why* start to lose contact with musical experience itself, music education becomes divorced from musical experience, students become bored, and music education has lost its way. Thus, when a music appreciation class focuses on learning of facts about music (dates, names, definitions of styles), the heart of music education has been forsaken and the quality of the experience is reduced. For Reimer, programs that support students’ experiences of *knowing within* are high quality programs. Reimer believes that his concept of *knowing within*, and inherent meaning, applies to all art forms, and thus to all forms of arts education.

David Elliott (1995) argues against Reimer’s call for more music appreciation courses, believing that performance must be the heart of all music education (developing the *knowing how*, in Reimer’s terms). Elliott believes that we cannot listen well without *knowing how* to perform music. For Elliott, then, a quality program of music instruction must center on making in order to achieve the development of *knowing within*.

We see the same debate about the centrality of making versus perceiving in the visual arts. Proponents of Discipline-Based Art Education (DBAE), an arts education movement supported by the Getty Trust in the 1980s and ’90s (Dobbs, 2004; Smith, 2004), recommends

that in addition to the creating of art, students should be exposed to three other professional roles in the arts: art history, art criticism, and aesthetics. Because students in DBAE classrooms receive equal time with all four of these roles, they spend less time on making than in traditional art classrooms. Directly counter to the DBAE approach is the Arts PROPEL approach developed by Project Zero, the Educational Testing Service, and the Pittsburgh public schools. In PROPEL classrooms, making art is the core activity. Perception and reflection are also important activities, but these are never taught separately, and they always grow out of and feed back into the making (Gardner & Perkins, 1989; Winner, 1993; Zessoules, Wolf, & Gardner, 1988). Thus, when a PROPEL student is working on an expressive self-portrait, the teacher may introduce self-portraits by expressionist artists, but the student in a PROPEL classroom would never study art history disconnected from projects in which they themselves were engaged.

How Should Arts Learning be Assessed?

Assessment and the arts might seem to be two things that don’t mix. The push for assessing the arts comes primarily from arts advocates and arts policy makers who want the arts to be placed alongside core academic subject matters in their level of importance. Those on the ground teaching the arts think more about the quality of their programs than about the need to assess levels of student learning in some formal and accountable way.

But when pushed, many of the people we spoke to believed that assessment, when done well, does in fact put the arts on a par with academic disciplines as subjects where serious learning takes place and can be measured. In addition, they agreed that assessment helps teachers adjust their teaching for better learning outcomes.

As Jane Remer, Doug Boughton, and others have argued, because assessments prioritize what we value in arts education and exert force on curriculum design, it is essential that the arts be formally assessed (Boughton, 2004; Remer, 1990, 1996). High quality arts assessments can shape the arts curriculum beneficially, by ensuring that what matters in the arts is central to the curriculum, and by providing valuable insight into student learning.

Poor quality assessments distort the curriculum to focus on success on the test rather than high quality work in the arts domain. High quality assessments are authentic, formative, public, and carried out not only by the teachers but also by the students, who engage in self-assessment.

The presence of standards of learning in the arts, and the insistence on assessing whether these standards are met, are considered by policy makers to be the routes to quality and accountability in arts education (Consortium of National Arts Education Associations, 1994). However, most discussions of assessment in the arts acknowledge ambivalence toward standards and assessment. The arts are seen as personalized, process-oriented, complex, and holistic; standards and assessment are seen as uniform, product-oriented, reductive, and analytic. Eisner (1996) describes this ambivalence: “Testing aspires for all a set of common correct responses; in the arts, idiosyncratic responses are prized. Testing typically focuses on pieces or segments of information; artistic work emphasizes wholes and configurations. Testing emphasizes the acquisition of products produced by others; the arts emphasize content growing out of one’s personal experiences, especially those having to do with matters of feeling. Such matters of emphasis are so fundamental that it seems as though testing and the arts reside in different worlds” (p.2). Eisner (1999) also argues that we should not talk about assessment in the arts without also attempting to improve the culture of arts education in our schools.

The experiential perspective we have adopted here is not well represented in most of the scholarship on arts assessment, which focuses more on intentions (goals, standards), and products/culminating performances. In what follows, we review the four best-known and most broad-based arts assessment movements to indicate how they appraise quality arts learning. It appears that a focus on assessing quality arts learning experiences remains to be developed.

National Arts Standards

In 1994, with the passing of the Goals 2000: Educate America Act, the arts were included as required learning (thanks to the insistence of the Music Educators National Conference and other national arts networks after

the arts were initially were left out). Educators in music, visual arts, theater, and dance then developed national standards outlining what every student needs to know (Mahlmann and others, 1994). These national standards focus on *cumulative, sequential learning* in the arts. They recommend that 15% of the total instruction time in elementary and middle school should be spent on the arts and that the arts be a requirement rather than an elective in high school.

The National Arts Standards are also intended to serve as a foundation for the assessment of student learning. They specify the content areas to be evaluated and establish achievement standards for proficient and advanced performances within each content area at each level. They outline, in both general and specific terms, what students *should* know and be able to do in the arts at each grade level. According to these standards, at the end of high school, each student should be able to communicate at a basic level in each art form. That is, students should know the basic vocabularies, techniques, knowledge, skills, and methods of each art form. They should also be proficient in at least one art form, which the standards characterize as the ability to pose and solve artistic problems insightfully within that art form. Students should be able to interpret, analyze, and evaluate examples in each art form, and they should have an informed acquaintance with exemplary works from different cultures and historical periods. They should also be able to make connections and integrate understandings across the different art forms.

The Consortium claims that standards are essential and foundational to any discussion of quality and accountability in the arts (Consortium of National Arts Education Associations, 1994). The standards are not binding for U.S. public schools, but they have informed many state standards in the arts. However, while the arts standards are meant to guide what should be assessed, only a handful of states currently include arts among their “high-stakes” assessments.

National Assessment of Educational Progress (NAEP) Arts Assessment

While the National Standards are prescriptive for a K-12 curriculum in the arts, the National Assessment of Educational Progress (NAEP) Arts assessment was developed for a different purpose – to provide a sense of what is actually being learned in the U.S. public schools in the arts. In 1997, NAEP completed the first national assessment of arts education in 20 years, based on 6480 students in 268 schools (Persky, Sandene, & Askew, 1998). Although field-tested for fourth-, eighth-, and twelfth-graders in all four arts disciplines, only eighth-grade music, theater, and visual arts were included in the full-scale assessment (an assessment of dance was field-tested but was not administered due to failure to get an adequately sized national sample). The assessment included paper-and-pencil tasks, as well as performance tasks, to determine students' ability to create original art, perform or recreate existing art, and respond to the arts (Woodworth et al., 2007). Results of the second arts assessment (in the spring of 2008, in grade eight) will be released in 2009.

Persky (2004, p. 628) articulates the key tensions involved in the design and scoring of the NAEP arts assessments: "Making tasks feasible for administration yet authentic in the terms presented in the NAEP arts framework; encouraging thoughtful student responding without burdening students with too many directions and constraints; enabling students from a wide range of arts backgrounds to perform on the assessment, again without undue reading burden or constraints; and enabling student responses to be scoreable without making tasks too limiting."

International Baccalaureate Diploma Program and Advanced Placement Arts

The International Baccalaureate Diploma Program (IBDP) and the Advanced Placement (AP) program of the College Board are two large-scale programs that are considered to be markers of rigor in a high school education. The IB program includes arts courses in visual arts, film/new media, theater, and music. The AP program includes two courses in the visual arts (Studio Art and Art History) and one in music (Music Theory). These two

programs give insight into what is viewed as high quality work in the arts at the high school level, again, as viewed through outcomes rather than experiences, and they demonstrate strategies for conducting large scale formal assessments of learning in the arts.

International Baccalaureate (IB)

The IB Diploma Program places a strong emphasis on assessing students' processes along with their products (Boughton, 2004), and is thus the assessment model most consistent with the arts learning experience focus of this report. Students keep research logbooks documenting their process and self-assessment. They also seek connections between learning in the arts and in other disciplines. In addition to the Diploma program (which is a two year program for students ages 16-19), there is a Primary Years Program (for ages 3-12) and a Middle Years Program (ages 11-16) in which the arts are an integrated component. At all levels of the IB program in all disciplines, the focus is on integrating knowledge and skills across the curriculum, developing the abilities to communicate in multiple modalities, and gaining multi-cultural understanding (International Baccalaureate organization, 1999, 2000a,b, 2005; <http://www.ibo.org>).

Speaking about the IB program, Doug Boughton explained to us that the key to quality of IB arts instruction is in its assessment structure. "The assessment typically in the IB program is portfolio, where the criteria for assessment drives the program and those criteria are the things that express what's really important to [teachers] about education – for example, imagination and creative behavior, the capacity to pursue an idea or to develop a theme, the capacity to express ideas but in so doing, improve technical skills in multiple media, which is somewhat less important, really, than to pursue ideas."

Assessment in the IB diploma program is conducted by external examiners who are typically part of the international arts community. It focuses on the learning done over the course of the program, looking at products such as a portfolio created over time or a research journal documenting artistic processes. There is extensive work done in training IB examiners: inter-rater reliability among scorers is assessed, a multitude of diverse benchmarks il-

lustrate the different scores, and both the benchmarks and the criteria for evaluation are open to public debate and evolve over time (Boughton, 2004).

Advanced Placement (AP)

The AP program consists of a college level introductory course in Art, Art History, and Music Theory. Guidelines in each art form are developed annually by college-level and AP teachers; there are no standard curricula for an AP arts course.

While individual teachers assign grades for student work in AP courses, external assessment of students is carried out by exam. The Studio Art AP exam is comprised entirely of a portfolio of work within a chosen concentration (e.g., drawing, 2-D design, 3-D), which is assessed by multiple trained judges (The College Board, 2006a). The Music Theory exam comprises multiple choice and written free-response questions, some of which are based on an aural stimulus and some of which are not (The College Board, 2006b). There is also an assessment of sight-singing, worth 10% of the exam grade, in which students record their singing and submit it with their exam. The Art History exam combines multiple choice questions with short and longer essay questions, some of which are based on images presented in the test. The essay component comprises 60% of the exam grade (The College Board, 2005). AP exam scores range between 1 and 5, and colleges set their own standards on what scores will be acceptable to gain credit at their institution. Like the IB external examination, arts assessments in the Advanced Placement program strive to provide authentic assessments of arts learning but within a standardized assessment scheme, with inter-rater reliability among scorers (Myford & Sims-Gunzenhauser, 2004).

Clearly, while high quality approaches to assessment have been developed, there is no single “best” approach, and indeed many of the people we talked with argue for multiple methods of assessment, both qualitative and quantitative. Nonetheless, the question remains: should the arts be assessed at all? Ultimately, the strongest argument we heard from our interviewees was pragmatic. Speaking mainly of formal K-12 arts education, Jane Reimer sums it up this way: “...the arts are no more or less sa-

cred than any other subject of study, and if we want them to count in classrooms, we must figure out a way to count them – *in context* – in terms of process, achievement, and product.” She goes on to warn that “if arts people do not get behind this notion, one of two things will happen; [the arts] will continue to be ignored as essential studies, or someone that knows nothing about the arts will design tests for us that violate our artistic principles and do not honor processes or products. We will get what we deserve.”

The Foundational Questions: Implications for Quality

As we noted at the start of the chapter, perspectives on these four questions often take the form of debate in the scholarly literature, with arguments made for the pros and cons of particular choices. In practice, answers to these questions are often far more nuanced and may well be simultaneously principled and pragmatic. Indeed, in our site visits, we saw the fine art of what might be called “principled pragmatism” developed to a very high level. As practitioners who work endlessly on the challenges of defining, achieving, and sustaining quality in arts learning experiences, the people we met with are deeply experienced in holding very high standards while developing innovative solutions to stubborn challenges (such as severely limited resources).

Jordan Simmons, executive director of East Bay Performing Arts Center, talks of the decision on what to teach – what he calls the “repertory” question – as a defining moment in the life of that organization. In essence, instead of deciding an absolute focus on a particular performing art, style, or genre to offer their students, they decided to create a blended repertory of offerings that evolves over time in response to the changes in the interests of their community. Recognizing Richmond, California, their home, as a dynamic and evolving community in which many rich and evolving cultures exist and influence each other, they wanted the Center to be a place which could be responsive to the needs, interests, and desires of that community. This means that the question of what will be taught is continually changing. In fact, the Center has a policy of holding a percentage of

their budget aside each year so they can quickly add new courses to respond to new interests in studying particular art forms and styles. In this way, the principle of responsiveness to the interests of the community defines the approach to the question of what to teach, although, as the Center's name suggests, they also made an early and defining choice to focus on the performing arts.

In each area addressed by these four questions, the reality of how they are answered is closer to a blend of principle and pragmatics than purely one or the other. Some principles, such as authenticity and transparency in assessment, may well be challenged by district or funder requirements. These challenges don't always force compromises that undermine quality, but they do force serious consideration by the educators in each setting of what is or isn't acceptable practice in their context. In the hands of arts educators who constantly struggle to clarify and articulate their principles, these challenges often spark innovative answers to foundational questions.

District requirements may similarly force innovative approaches to achieving the best possible solutions to the challenge of who will teach the arts. Available personnel may both bring and lack critical elements of expertise. Excellent artists committed to teaching may not have adequate pedagogical knowledge, just as excellent classroom teachers committed to bringing the arts into their curric-

ulum may not have sufficient subject matter knowledge. What we saw over and over during the site visits were educators who refused to be defeated by these challenges and who also rejected the constraints and traditions that forced dichotomous choices (making or looking; artists or specialists; old or new art; and so on) or standard operating procedures. Instead we encountered people who are, in effect, creating not only new practices, but also, in many cases, reconsidering the very assumptions behind the debates in the literature.

In the next decade, the written record of the field's thinking on these foundational questions will certainly come to represent the innovations in practice and the evolution in conceptualizing the nature of the issues themselves that are taking place now. Indeed, in the coming years there are likely to be new publications and forums (certainly exploiting the explosive possibilities of the Internet) reflecting these changes, just as the past decade saw the emergence of the *Teaching Artists Journal* and a host of Web-based dialogues.

As is so often the case, changes in thought and practice precede the written record. In the next chapter, we try to capture what we saw and heard about the nature of the decisions with a significant impact on quality, who is involved in making those decisions, and how they approach making them.

CHAPTER 5: DECISION MAKERS, DECISIONS, AND DECISION MAKING

WHILE VIRTUALLY ALL PROGRAMS address the foundational decisions discussed in the previous chapter, there are many other decisions that arts educators must grapple with, as well. While each situation has its own demands, many choices are predictable. In this chapter, we examine three aspects of the complex realm of decisions – who is making the decisions, the demands of effective decision making processes, and the nature and challenges of the decisions being made.

Decision Makers

Decisions about quality arts learning experiences are often seen as the province of administrators, program directors, and those who set policies regarding resources and regulations. Policy makers on the federal, state, and local levels have extraordinary power in this regard, most critically in relation to whether there will even be any arts learning opportunities and, if so, the nature and extent of those activities and who has access to them. The challenges of access and equity are dramatic and extreme in arts education. Teachers, students, and parents generally have little or no fundamental control in those decisions, though, if they are active and effective advocates, they may well have influence.

The challenges of achieving quality, however, while still exceedingly difficult, have different dynamics from the challenges of access, at least from a decision making perspective. We began this study with the idea of the key decision makers being situated hierarchically – we assumed that more power was wielded in decisions that affect the quality of arts education by those with the broadest reach, such as district, state, and national policy makers. To a considerable degree, this is supported by our data. But in taking an “experience perspective” – placing a primary focus on the nature of the experiences that students have in their arts classes, rather than on more decontextualized measures of outcomes, for example – we had to reconsider the question of who, ultimately, makes the critical decisions and the nature of those decisions that most affect the quality of an arts education.

In this reconsideration, we found it useful to catego-

rize all of these decision makers in relation to their proximity to “the rooms” in which arts learning and teaching take place. Of course, learning in the arts takes place in many kinds of “rooms” – studios, rehearsal halls, theaters, and other traditional settings for an arts education, but also in classrooms, church basements, public parks, school hallways, and the many other places teachers find to share their love and knowledge of the arts with their students. In brief, we identified three sets of decision makers, each set sharing a similar proximity to the learning experience, but each also representing multiple different roles.

In some cases, people cross the artificial lines of this categorization, but, with occasional exceptions, we’ve found these categories to hold up reasonably well. We have tried in this conceptualization to represent only those roles we actually encountered in our study. Certainly, there are people in other roles who make important decisions influencing the quality of arts education programs, but we think it is important to acknowledge the limits of our study and note again the importance of further work in this area that tests and extends the particular limitations of our analysis.

The three groups of decision makers we identified who influence the quality of arts learning experiences are defined and diagrammed below:

- those “in the room” (students and teachers and, occasionally, others, including parents, classroom aides, and presenting artists)
- those just outside the room, who may interact with those in the outer-most circle and who may visit the room in which arts learning experiences occur (supervisors, program administrators, art department coordinators, principals, parents, other teachers, mentors, evaluators, and site liaisons)
- those furthest from the room who may rarely, if ever, enter the room (funders, district arts coordinators, superintendents, school committee members, civic leaders, representatives from the town or city government, board members and founders)

Those just outside the room and those even further away who may never, or only rarely, enter the room, have powerful influences on the likelihood that those “in the

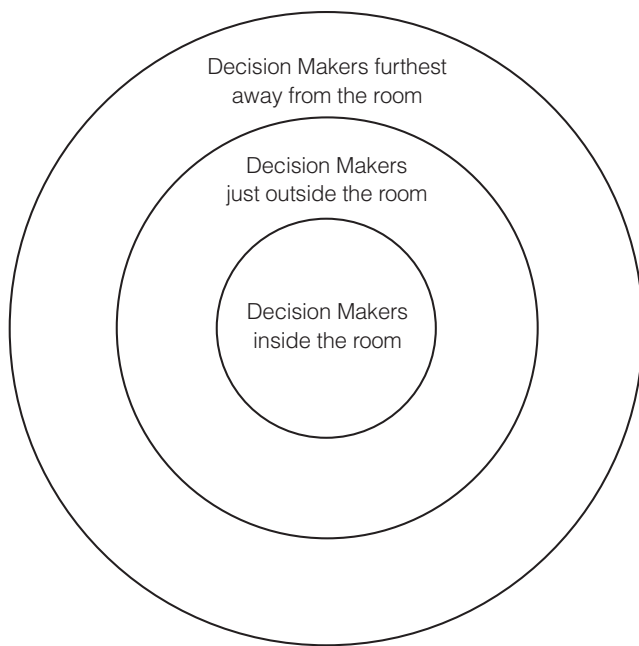


Diagram 2: Three Groups of Decision Makers
(by proximity to “the room” or arts learning experience)

room” will have a high quality arts learning experience. Their decisions are also critical to whether that quality can be achieved and sustained consistently over time and across classrooms. In our interviews and observations, though, we came to see the critical nature of the decisions made by students and teachers in the moment of the learning experience.

While it is certainly foolish to try to determine whether any of these decision makers is more important than any others, it is important to acknowledge that, as researchers, we did not enter this study with an assumption that students would emerge as significant in the list of decision makers in the quest for quality. It was during the site visits and interviews with both young people and adults that we began to recognize that, indeed, students are making decisions all the time that have a critical impact on the likelihood of quality learning experiences. Their decisions are often the last made and most frequently revisited and revised, even in the moments of

the learning experiences, but, as such, they have, like the individual players in teamwork in the final seconds of a basketball game, a profoundly determining significance on the outcome of all prior decisions and efforts.

The Interconnectedness of Decision Makers

Decisions made by those in the outer circle are often characterized by the breadth of their reach. They influence the experiences of many people. In many cases, these decision makers, who generally don’t know the names of the people in the actual classrooms that they influence, are more concerned with issues of access and, sometimes, equity than of quality. They expect those in the inner circles to deal with the challenges of quality and feel that they’ve done their job in relation to quality by establishing hiring criteria, curriculum frameworks, and access to resources. If, however, there isn’t genuine dialogue of some sort across the circles about what the real needs are and what the priorities should be in a specific setting, there is a good chance that the efforts to create quality by those in the outer circle are just so much wishful thinking.

There is a temporal dimension to these decisions as well. Those closest to “the room” of the learning experience make their decisions just before and also “in the moment” of the experience. These decisions affect those who make them and those within and closest to “the room.” Those further away from “the room” most often make their decisions long before anyone walks into a learning space, and those decisions often affect the experiences of many learners and teachers in multiple settings over significant periods of times, often over years. A funder’s decision to make a grant often creates the opportunity for access to quality arts learning experiences for multiple years. A school committee’s approval of a new curriculum framework (and a budget to support its implementation!) will likely affect what is taught, who teaches it, and how it is taught for many years. When a state legislature enacts a law requiring provision of out-of-school time for learning opportunities for all children in the state (and a budget to support its implementation!), the impact may well be felt by many children and families for as long as the budget remains intact.

Generally speaking, the dimensions of proximity and time correlate with a financial dimension: those farthest away from the room most often make decisions determining the allocation and use of the largest amounts of money. For example, in very general terms, the state allocates money to schools for a variety of purposes and funders give grants with line items for art supplies. Administrators determine how to distribute those funds among all of the offerings of the program or school. Teachers decide how to use the funds they've been allocated – which materials, equipment, and so forth. It is common knowledge that teachers often supplement these allocated resources, drawing on personal funds, in order to increase the inadequate funds with which they've been provided. They do so in order to create the highest possible quality learning experiences for their students. In these cases, their determination of what constitutes a quality arts learning opportunity is not aligned with those decision makers in the outer circles.

This is potentially problematic. Money – both amounts and how it is specified to be used – is crucial to any formal, sustained educational enterprise. When those making decisions about the allocations of funds are also most removed from the immediate lives and experiences of those to be served by the funds, there is room for false assumptions, misunderstandings, and, potentially, wasteful or even harmful decisions. Of course, “outer circle” decision makers are well aware of these possibilities and work hard to evaluate their decisions. For example, when asking for evaluations of programs, the evaluations should be a prologue to a far wider dialogue among participants from all of the circles.

Obviously, in such an integrated system, decisions in each circle affect decisions in the others and, ultimately, the quality of the experiences “in the room.” Given this reality, successful systems of decision making recognize the delicacy and likelihood of mistakes made in the outer circle and provide frequent, open, and dynamic channels of communication with the explicit purpose of informing the outer circle decision makers.

Quality, Context, and Available Resources

The most commonly cited challenge to any arts

program's ability to provide high quality learning experiences on a consistent and reliable basis is the availability of resources, notably money, but also time, space, and professional expertise. This challenge is intensified when there is a desire to expand the reach of the program to serve more young people. In this regard, the challenge of access is tied to quality via the availability of adequate resources to do the work right and well.

While most of those we interviewed during our site visits did address the issue of resources as critical, persistent, and frustrating, there was also a strong sense that the lack of resources did not fundamentally cripple them in their quest for quality. Indeed, a number of people we talked to were very clear that, as artists, they were quite used to working in less than ideal conditions and being resourceful. In essence, what we heard from these artists and educators was that, while the effort to increase and improve resources is constant for them, they also recognize that excellent arts teaching and learning (and arts practice!) can be – and is – done all the time with less than adequate resources.

So what might distinguish those who are defeated by inadequate resources and those who find ways to thrive despite the frustrations? Our sense, based on our interviews, is that educators who succeed are those who focus their paramount attention on how best to use what they've got. This requires the constant work of deep examination of one's purposes and all available experience and knowledge of how to achieve those aims. It is important to note at this point, as we examine the sets of decisions that have critical impact on the likelihood of high quality arts learning experiences, that, somewhat counter intuitively, we found that the deepest challenge to achieving quality is actually knowing what you think constitutes quality, not the degree to which you have time, space, or money. In other words, as critical as resources are – and everyone agrees on their critical importance – it is more profoundly challenging to achieve quality if you don't know what it is you are actually trying to achieve – what it looks like, what its essential elements are in your context, and what is required to achieve it.

Even with resources, it can be extremely difficult to make most of the kinds of decisions discussed in the next

section. Why? Because these decisions require knowing what you truly think is most important – the most important for students to learn, the most powerful ideas on which to focus, and the most critical skills, capacities, and dispositions to foster. It also requires knowing what you think is both optimal and acceptable in terms of time, space, and money – length of time for rehearsals, optimal conditions for performance, and so on. The resources of time, space, and money are never infinite, nor should they be. Learning and creativity depend on some constraints. So, while arts educators are certainly justified in longing for and fighting for additional resources in most public school and out-of-school settings, they must be able to identify both what is optimal as a goal and what is acceptable as a bar below which it will be impossible to provide a reasonably high quality learning experience. Given the seemingly endless nature of the effort to clarify these understandings in the settings we visited, it appears that there are no shortcuts on this path to achieving quality.

Decisions

There are countless decisions that influence the likelihood that students will have a high quality experience in an arts class, and there are many decision makers, as well. Some of these decisions are most likely made by people nearer or farther away from “the room” in which the learning takes place, and many of those decisions are made by people with very different relationships to the actual learning experience working together.

In the interviews during our site visits, we frequently asked about difficult decisions the program has faced and which decisions seem to have had a particular impact on the quality of learning experiences for young people. From those responses and our observations, we have identified 10 sets of decisions and have placed them in two basic categories, again drawing on the idea of proximity to the “spaces” of arts learning experiences.

We begin with *organizational* or *programmatic decisions* that are generally made by those just outside the room and people who rarely, if ever, enter the room itself. We then move to an analysis of teachers’ decisions before they enter the room. These *instructional design decisions* are most often made with – or in alignment with deci-

sions made by – at least some of the people just outside the room. We also consider the critical *teaching decisions* made in the moments of interaction with students. We then shift to examine the nature of the *learning decisions* that students make both before and during the learning experience. In each case, we have tried to name the kinds of decisions identified as especially critical to the quality of an arts education by participants in the study and through our own analysis.

These basic decisions are encountered by virtually all programs, teachers, and students. In some situations, however, the basic decisions are essentially givens – the age of the students, for example, in a middle school program, or the community from which students are drawn. But even these “givens” were, at some point, decisions. The superintendent, the curriculum coordinator, the principal of the middle school, for example, alone or together, must have determined, at some point, that it was a high priority to offer visual arts or music or theater to the seventh graders. Of course, this could have been a decision made in the center circle by a classroom teacher, based on her own passion for the arts or out of responsiveness to her students’ expressions of interest and their desire to engage in some artistic enterprise. In any case, what now may seem like a given – the seventh graders will do a play in their history class every year – was once a decision made by someone. It wasn’t always the case, though now it is taken as a given.

Working from the outside and moving toward “the room” in which the arts learning experiences take place, these kinds of decisions are, in broad categories, either organizational/programmatic or directly related to teaching/learning. The organizational/programmatic decisions fall into eight groups. Note that four of these sets of decisions are essentially the “foundational questions” discussed in Chapter 4 (who teaches, what to teach and how, where teaching and learning occur, and how to assess learning), questions about which there has been considerable writing. When questions, like “what to teach and how,” occur in both the organizational/programmatic and teaching/learning sets, we answer them on greater levels of specificity as one gets closer to ‘the room.’

Note, too, that some sets of decisions, like “who

teaches,” have different levels of specificity as they come closer to ‘the room.’ For example, in larger systems (like public schools), decision makers in the outer circle may determine the certification criteria for art teachers, but they rarely hire specific teachers for a school. In smaller scale non profit arts education programs, the administrator(s) may set the hiring criteria and priorities *and* do the actual hiring.

Other sets of decisions, such as those about partnerships and the culture of a program, have also been discussed in the literature, while still others, such as those addressing the staffing and growth of programs, have been

less explored by theorists, researchers, and others.

Organizational and Programmatic Sets of Decisions

Teachers make a wide variety of decisions, listed below. While these kinds of decisions are familiar to those who work in the field, each one is important to think about in order to keep the outcome of quality in mind. Too often, these decisions are made for purely pragmatic reasons. Some of the most important kinds of decisions teachers must make are the following:

Sets of decisions about:	
Students	Which students should be targeted for particular courses, programs, or workshops (particular ages, degrees of prior access to arts learning opportunities, socio-economic demographics, and so forth), eligibility for participation in the program or class, size of classes.
Programming/offerings	What to teach, including which art forms to focus on, specific course titles, repertoire of art works and artistic traditions to highlight.
Allocation of resources	Time (length of offerings per session, length over days/weeks), physical spaces, and money (amounts and purposes).
Staffing	Both teachers and program staff (administrators, supervisors, coordinators, liaisons, development, custodial, and so forth); criteria for teachers (certification criteria, hiring criteria and priorities).
Program evaluation	Internal and external, formal and informal, formative and summative approaches to determining the quality of all program offerings and decisions.
Program culture	Expectations, norms, and rules for everyone (youth and adults) on “how to be” when in the program, including the values (trust, respect, recognition and appreciation of differences, and so on) guiding relations, interactions, and work processes.
Growth and development	How and when to expand offerings, number of students served, geographic locations (communities served), including the delicate problem of increasing access while sustaining and improving quality.
Partnerships	With whom to join (individuals, organizations, municipal departments, community groups, funders, and so forth) in collaboration to provide the highest possible quality experiences to the greatest number of students.

Teaching and Learning Decisions – In the “Room/Space” and in the Moment

Teaching/learning decisions take place “in the room” or just outside it. Most are made shortly before a particular class/rehearsal or during the session itself. Some decisions are made earlier, but then many of those earlier decisions are reconsidered as the moment of teaching and learning approaches. In short, these are highly fluid and dynamic decision making processes with countless changes and adjustments both prior to and in the moments of the experience. Further intensifying these processes are the ways in which various decisions affect each other. Students change their minds in response to a teacher’s choices; teachers make last-minute ‘course corrections’ based on levels of engagement they perceive in their students on a particular day.

For teachers, these decisions begin with their planning and preparation processes as they design a course or a lesson and gather materials. For students, if participation is voluntary, these decisions start with their choice to attend a particular course, workshop, or program. If participation is mandatory, as with many in-school arts experiences, students make decisions, conscious or unconscious, about the intensity of their involvement in the activities of the class, both before and during a lesson. Whether voluntary or required, students make many choices “in the moment” about what stance they will take toward what is going on, how involved they will become with the artworks and artistic processes, and how open and available they will be to their fellow students and their teachers. As all teachers know, the choices students make about their openness and level of engagement have enormous impact on the quality of the learning experiences for those individuals, the rest of the group, and the teacher.

In this context, it seems helpful to sort the sets of decisions in relation to these two groups of decision makers.

The decisions teachers make concern the following:

- Curriculum (what to teach at the course or unit level) – the basic focus and outline of a course or workshop; the arts repertoire to study (including choices about genres, forms, and specific works

of art); “big ideas” to focus on; major skill sets (physical, cognitive, social, and so forth.) to work on; culminating events, performances, or projects.

- Lesson design (plan for teaching at the session level) – class plans; choice and preparation physical materials and tools for art-making; preparation of the physical space.
- How to teach – tone of classroom; persona as teacher; attention to ideas and contributions of students; classroom management; basic rules and expectations; balance of activities, reflection, and dialogue.
- How to assess student learning – incorporation and balance of reflection and self-assessment, performance assessments, portfolios, critique, rubrics, and/or other forms of assessment.
- “In the moment” facilitation choices – real-time adjustments to the lesson plan; spontaneous responses to events and developments in the classroom, workshop, or rehearsal.

The decisions students make concern the following:

- Engagement – to attend or not (including whether to sign up for a course – if elective – as well as whether to go to any single session, especially if the student is in high school); level of active interest and willingness to show that interest in class; choice to practice and/or actively prepare for class through reading, doing homework assignments, and/or reflection.
- Focus – what to work on (intentional identification of particular skills, capacities, or problems). These are sometimes directly related to the intentions of the lesson/course and sometimes are identified more individually.
- Social presence – how to be with others in the learning experience; level and nature of attention and commitment to the learning experiences of others (active listening/watching, offering support, encouragement, critique, as appropriate, and so on); willingness to adjust one’s own focus in order to support the learning of others; seeking a productive balance between accepting respon-

sibility for one's own learning and the learning of others.

Decision Making

While the scope of our study precluded an in-depth analysis of the decision making processes at each of the sites we visited, we did hear consistent reports of what seems to matter when decisions are truly supporting efforts to achieve quality. We also heard some common frustrations and analyses in reports of situations in which there seemed to be great difficulty achieving and/or sustaining quality programs. In brief, the idea of alignment and misalignment, though not always articulated in those exact words, emerged as key to understanding both the best and worst of our interviewees' experiences in striving to achieve quality in arts learning and teaching. Language used to describe alignment and misalignment included phrases such as, "we were all on the same page" or "we didn't see eye-to-eye on everything."

Two dimensions of alignment that emerged as especially powerful in the context of achieving and sustaining quality:

- Personal/organization – alignment between the individual and the particular organization in which she or he is working.
- Organization/wider system – alignment between the organization and the wider network of institutions, governmental entities, agencies, partners, and communities in which it exists.

Personal and Organizational Alignment

As Morgan Cousins, educator at Urban Word, and many others made clear in our interviews, ideas about what constitutes quality in these arts education contexts are deeply subjective and personal. Insofar as the quality of one's work is an indicator of how satisfying and rewarding that work is, most educators and artists have a strong need for an alignment of their personal purposes and values with those of the organizations in which they work. Given the considerable challenges and minimal financial rewards of arts education, the significance of personal satisfaction is profound. If the work isn't personally meaningful, why would anyone stay at it? A tolerance for

compromise and mediocrity is oxymoronic for serious arts educators. Yet, paradoxically, compromise and mediocrity are so often the coin of the realm. Finding situations in which one's vision of excellence is reasonably closely aligned with that of the group with whom you work can mean the difference between deep satisfaction and deep frustration.

One source of the significant entrepreneurial activity in arts education today, beyond need and opportunity, may well be the desire to create an organization, large or small, that actually expresses one's personal focus, mission, and values in very specific terms. Teens Rock the Mic (TRTM), a project of a small organization called The Juno Collective that closed in May 2007, due to a lack of financial resources, was guided by the energy and vision of co-founder Melissa Borgmann, a long-standing member of the arts and education communities in Minneapolis. As declared on their website, "The Juno Collective was born in the wake of 'No Child Left Behind' legislation and the invitation to respond collaboratively, in a more complex manner to honor the intelligence and measure the literacy of our youth, beyond standardized testing." The history of the short life of TRTM reveals the critical urgency of alignment between an organization and its wider network of partners, stakeholders, and supports.

Organizational and Wider Systems Alignment

The extreme expression of misalignment between a program and the wider system within which it lives is a disruption of a flow of financial support. There are many potential reasons for this life-threatening disconnect between programs and funders or policy makers with control of financial resources, but, in a sense, it always represents a change in the alignment of purposes and priorities. As noted earlier, program staff and funders, representing people in the middle and outer circles of the diagram in the previous chapter, certainly don't make most of their decisions together, but both make decisions that have a powerful influence on what happens 'in the room.' The challenge for everyone is the degree to which they are in communication, working together to assure not only the quality of the "inner circle" experience, but also the future of those experiences.

In this regard, initiatives underway in both Dallas and New York City have sought to bring myriad partners across these large cities together in cohesive and coordinated efforts. While the strategies are different in each city, the desire seems similar, notably the goal of access to high quality arts education over many years for all children. The New York City Department of Education's Blueprint was an effort to bring a broad range of players from across the three circles together to build a common and comprehensive vision of arts education in the city's schools. In Dallas, Big Thought is working with many partners to provide both consistent access and consistent high quality to offerings all across the city, both in and out-of-schools. The ambition of these efforts is impressive, the challenges major, and the outcomes will be significant. Insofar as these efforts have already suggested, and will continue to suggest, ways of building increased communication and collaboration among the decision makers close and far away from 'the room,' they will provide much needed guidance to the field. Of course, somewhat smaller efforts exist all over the country, including the Seattle Arts Education Consortium, a collaboration of six major arts education programs.

When people in the "outer circle" make decisions that affect the future – even the very possibility – of actual arts learning opportunities without direct communication and collaboration toward finding alternative resources, a bond of alignment is broken. Indeed, the work of finding partners and building partnerships across the concentric circles is both delicate and profound in the life of an arts program, whether all of those relationships exist within a school system or extend across multiple systems (school districts, municipal departments and programs, the private sector, individuals with resources, boards of directors, arts organizations, and so on). Most programs have complex webs of partnerships and these partnerships almost always take considerable time and effort to build and sustain. Over time and especially as programs grow, the density of partners and players in the concentric circles thickens.

This thickening most often represents a larger community dedicated to the perpetuation of the program, which is important and good. It also represents greater

challenges to creating and sustaining alignment of basic purposes and ideas about quality among the many players. In some settings, particular people, often those who have been champions of the program, may become too central to the life of the program and, in the event of their departure, the program can quickly become vulnerable. Many partnerships between schools and arts programs rely heavily on the active support of the school principal to facilitate critical aspects of the program. A change in principals can reveal that the strength of the whole enterprise may be more like a house of cards than a brick house built on a strong foundation. But what is the basis of the strength of this kind of foundation?

Communication Among Decision Makers

Whatever the degree to which decision makers are out of alignment in their approaches, perspectives, purposes and values, good lines of communication are essential to reaching decisions that support the achievement of quality. This, too, seems common-sense and, in many ways, may barely need exploration. Clearly, when decision makers are engaged in genuine dialogue, not only within the circles, but across roles, responsibilities, and proximity to "the room," they increase the likelihood that they will work in harmony, not discord. But in some of the sites we visited, there were perspectives on decision making that seemed particularly relevant to an understanding of how quality may be achieved in arts education.

Antonia Contro, executive director of Marwen, rejected our suggestion that the only or even the most important learning goes on in the center circle of our diagram of concentric circles. She argued that her responsibility is to make sure that every decision maker who influenced the quality of their program was also having an educational experience. This was, from her perspective, especially important for the members of her board, given the governance structure of Marwen. But she also emphasized that she was equally committed to the growth, development, and learning experiences of her staff, students' parents and families, and, of course, the students themselves. Her method was to make sure that virtually every encounter with board members, for example, included some direct experience with students,

their art work, the Marwen faculty and staff, or even art-making. Contro wants these experiences to be surprising, to change people's understandings, to deepen their appreciation of children, art, and artists, broadly, and Marwen's mission and accomplishments specifically. In other words, "communication" in this context is not simply talk, but thoughtfully conceived opportunities for learning about learning and art and young people that can inform commitment, participation, and, most critically, decision making.

The challenge of creating a dialogue among partners that both seriously educates all participants and develops collective knowledge about what constitutes quality and how to achieve it is profound. From our observations during the site visits, it seems clear that it doesn't happen without intentionality and serious effort. Helping to create some entry points into these kinds of conversations

is the point of the Three Circles tool we introduce in Chapter 6.

The goal of this ongoing dialogue is an alignment across all parties on what quality arts learning experiences look like and how best to create those experiences in a specific setting. In this regard, everyone across the three circles of decision makers becomes engaged in a learning experience, negotiating with each other, examining practice and products together, considering both process and effects, and developing both individual and collective principles that can guide decision making. Dialogue and experiences together are, in this way, the path toward alignment, the creation of a compass shared by as many as possible and guiding both individual and collective decisions.

PART III:



Quality
in Practice

CHAPTER 6: TOOLS FOR ACHIEVING AND SUSTAINING QUALITY IN ARTS EDUCATION

SINCE QUALITY SEEMS TO BE, at least in part, a product of dialogue and debate that is probing, frequent, collaborative, and explicit, this chapter offers several tools to help a wide array of decision makers address the twin challenges of reflection and alignment in pursuit of quality. The tools are designed to be used solo or in workshops, meetings, or other collegial settings. Their purpose is to help arts educators and their associates build and clarify their ideas about high quality arts education and help create alignment between a program's aspirations and its practices.

We present four tools:

- **The Learning Purposes of Arts Education:** A tool for reflecting on visions and actions.
- **Four Lenses on Quality:** A tool for identifying specific elements of quality in an arts learning experience.
- **Examining the Base: Foundational Issues.** A tool for reflecting on foundational programmatic decisions.
- **Three Circles of Decision Makers:** A tool for exploring who makes decisions that influence quality, and how these decision makers work together.

Who Should Use These Tools, and in What Settings?

In using these tools, we encourage the participation of as many members of a program's community as possible. One dimension of a program's strength may well be the degree to which the entire community is concerned about issues of quality. The dialogues these tools aim to encourage may be good ways to bring people from across the community together in conversation.

How Should the Tools Be Used?

The tools are designed to guide small and large group reflection and discussion. It's useful to have a designated facilitator who helps the group follow the protocols accompanying each tool and keeps track of timing.

A Note on Timing and Facilitation:

Because the contexts and needs of different arts programs vary so greatly, the protocols don't indicate the length of time for each step. Given the great variety in sizes of groups, the level of familiarity among participants, and the complexity of the issues being addressed through the use of each of the tools, we felt it better for the facilitators in each setting to make their own best guesses about the right amount of time to spend in each phase of these dialogues. That said, we don't imagine any of these conversations to be quick and easy. Given the potential complexity of these sessions, we encourage viewing these as ongoing conversations. While much can be accomplished in one session, it is unlikely that a single session will be adequate to consider the implications of the ideas, concerns, and questions raised by the use of the tool.

The Learning Purposes of Arts Education: A Tool for Reflecting on Visions and Actions

The nature of quality in any specific arts education setting is closely linked to the purposes held by the educators and community that have come together to create that learning opportunity. No arts educators or arts programs that were part of this study view their work as having a single purpose; most believe that students learn many kinds of valuable things through the arts and that in high quality arts settings, multiple purposes can, and should, be pursued. Of course, most view some outcomes as more central and essential than others.

The purpose of this tool is to help a wide range of participants, including students, parents, teachers, administrators and various other partners, reflect on what they believe students learn through the arts, why these outcomes are important, and what their program is doing to pursue these outcomes. While there may not be full agreement about these purposes, one critical aspect of the conversations this tool stimulates is a better understanding of people's basic beliefs concerning purposes, and of

the ways in which these beliefs are aligned and misaligned across the community. Another important dimension of the conversations stimulated by this tool is a better understanding of the match between a program's key purposes and its various practices and activities.

Steps in the Use of the Learning Purposes Tool

Facilitator's introduction: Welcome participants and frame the session.

- Welcome the participants and ask everyone to introduce themselves.
- Introduce the purposes of the session and the rationale for using it at this time.
- Introduce the basic steps of the protocol for using the tool. Explain the time frame for the session.
- Ask for any questions or concerns before beginning.

Step 1: Identify the learning purposes you value.

- Alone, with a colleague, or in a group: Brainstorm several learning purposes you hold dear. For now, don't worry about prioritizing or evaluating your ideas, just get all your ideas down. (Feel free to use the purposes listed on the tool to stimulate your thinking, but don't feel bound by them.)
- Review your list and circle the handful of purposes that seem most important. Make a note of any questions or concerns that arise as you identify key purposes.

Step 2: Create a "master list" of purposes.

- As a whole group: Share your lists and explore the similarities and differences. Identify major themes across all the lists.
- Create a master list of possible learning purposes for your program or approach, marking the purposes that each group has identified as most important. Don't worry if the list is a little long. You will revisit and refine it after the next step.

Step 3: Seek alignment around key purposes.

- As a whole group, review the list and try to identify a set of 4-7 purposes that you all believe

are central to the mission of your program. These purposes should express the key things you want students to learn, understand or develop as a result of their participation in the program. As you seek to identify this set of key purposes, feel free to revise or combine purposes from the master list to reflect people's ideas and values.

This process may reveal some disagreement or tensions in people's beliefs. That's good, because one of the goals of the process is to surface misalignments among people's beliefs so that they can be acknowledged and discussed. But the discussion can be sensitive. Remind the group of the importance of being respectful of everyone's views and allowing all voices to be heard.

Step 4: Connect purposes and practices.

- In pairs or small groups with different partners: Assign each group 2-3 purposes from the handful of key purposes that have emerged as central. For each purpose, list the main things your program or approach currently does to try to achieve this.
- Reflect on the match between each learning purpose and the list of things your program does to achieve this. What works and what doesn't (and how do you know)? What needs attention? What would you like to do better or differently? Are there new ideas about achieving this purpose that you would like to explore?

Step 5: Consolidate ideas.

- As a whole group: Share and discuss your reflections. In doing this, you may find that you want to revise or add to your list of key purposes.

Step 6: Think ahead.

- As a whole group: Decide what action plans or follow-up conversations should be pursued, if any, as a result of this experience.

The Learning Purposes of Arts Education:

A tool for reflecting on visions and actions

What do you believe are, or should be, the big learning purposes of your arts education program or approach?



What are the main things you do, or would like to do, to achieve each purpose?

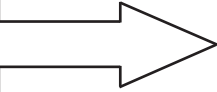
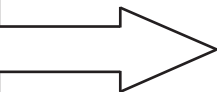



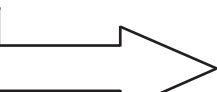
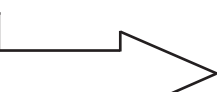
Why teach the arts? Some common beliefs among arts educators

Arts Education....

- ▶ Fosters broad dispositions and skills
- ▶ Teaches artistic skills and techniques
 - ▶ Develops aesthetic awareness
- ▶ Provides ways of pursuing understanding in the world
- ▶ Helps students engage with community, civic, and social issues
 - ▶ Provides a venue for self-expression
 - ▶ Helps students develop as individuals

The Learning Purposes of Arts Education:

A tool for reflecting on visions and actions

What do you believe are, or should be, the big learning purposes of your arts education program or approach?		What are the main things you do, or would like to do, to achieve each purpose?
		
		
		
		
		
		

Four Lenses on Quality: A Tool for Identifying Specific Elements of Quality in an Arts Learning Setting

While conducting this study, it became abundantly clear that articulating what constitutes quality in arts learning experiences is challenging for most arts educators. The problem isn't that they lack ideas about the nature of quality in their work, but rather that they have more ideas than can be captured in a few statements. Indeed, the depth of their experience and involvement in this work has led them to consider the great variety and complexity of the dimensions of quality in arts learning and teaching. These multiple dimensions of quality are both an indication of the richness of the learning experiences available to young people and an indication of the challenge arts educators have in capturing the dimensionality of arts learning and teaching in assessments and evaluations. Establishing and protecting the quality of these programs can be compromised when the various decision makers are not explicitly aware of or aligned around their beliefs about what aspects of the program are most important to protect or improve.

The purpose of this tool is to provide a structure for the many people involved in developing and participating in an arts education program to talk together about what constitutes quality. The tool, like several of the questions we asked people during our research, focuses on the question of 'what quality looks like' when one walks into an arts classroom or other setting for serious arts learning. The subjective nature of this question is a key to the productive use of the tool; that is, the goal of these conversations is to surface each participant's beliefs about the nature of quality in arts teaching and learning. Differences in opinion and perspective are especially important to note and probe. They may not be easy to resolve, nor should one aim for easy resolution. Significant differences could be the source of significant misalignment in decision making processes; significant differences could also lead to fruitful evolution in thinking as differences are discussed. The depth of dialogue and the clarity that emerges from a close examination of these differences are the signs of usefulness of the tool.

Steps in the Use of the Four Lenses Tool:

Facilitator's introduction: Welcome participants and frame the session.

- Welcome the participants and ask everyone to introduce themselves.
- Introduce the purposes of the session and the rationale for using it at this time.
- Introduce the basic steps of the protocol for using the tool. Explain the time frame for the session.
- Ask for any questions or concerns before beginning.

Step 1. Identify elements of quality as seen through each of the four lenses.

- Alone, with a colleague or in a group: Imagine looking at the arts learning experiences in your setting through each of the four lenses. For each lens, brainstorm a list of elements of high quality you would see (Elements = practices or visible characteristics).
- Ask yourselves: Is anything important missing from this list of elements?
- Use a colored pen or crayon to circle those elements that feel especially important in your setting.

Step 2: Explore others' ideas.

- Share your lists with 4 or 5 other individuals or groups. Discuss one lens at a time, exploring similarities and differences across the lists.

Step 3: Work towards a common analysis.

- As a whole group: Report from small groups to the larger group, if the size of whole group makes this relevant. Identify areas of agreement and disagreement and explore the reasons why people see the situation in the ways they do (e.g., Different roles? Different assumptions? Different goals?).
- Draw a large version of the diagram and fill it in with everything related to each lens.

Step 4: Share beliefs about what quality should look like in your setting.

Noting all items described in each lens, discuss as a group why and how the various elements in each lens are important in your organization. Consider how your organization is taking steps to improve and/or insure their quality

Step 5: Think ahead.

- As a group, decide what action plans or follow-up conversations should be pursued, if any, as a result of this experience.

Four Lenses of Quality in Arts Education Experiences

“In the Room” A Mapping Exercise

What are the elements of high quality in each of these four dimensions in your setting?

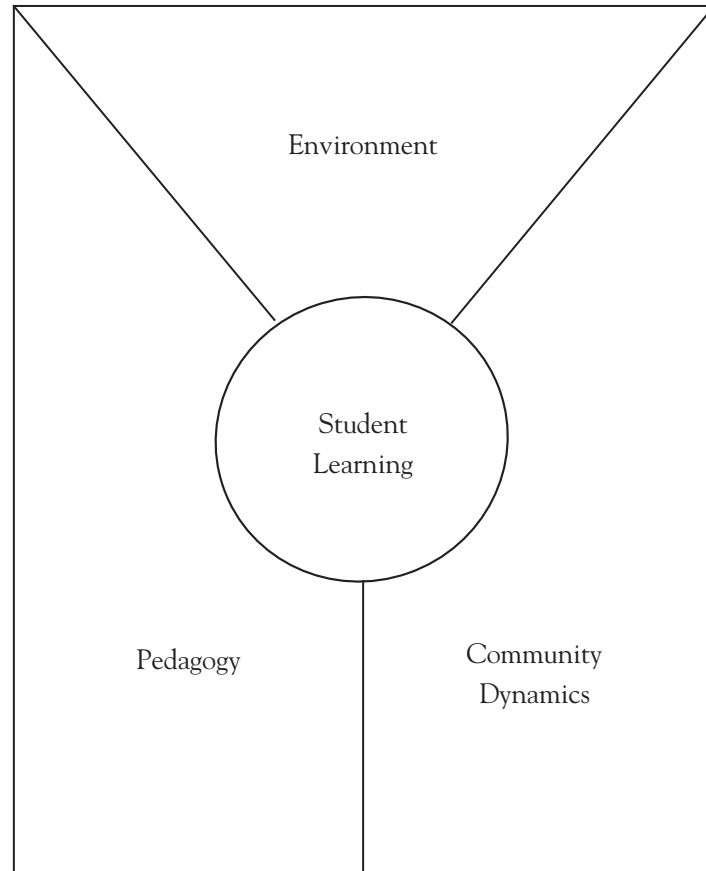


Diagram 3: Four Lenses of Quality in Arts Education Experiences

Quality as Seen Through the Lens of Student Learning

- Engagement
- Purposeful experiences creating or engaging with works of art
- Emotional openness and honesty
- Experimentation, exploration, and inquiry
- Ownership

Quality as Seen Through the Lens of Pedagogy

- Authenticity
- Modeling artistic processes, inquiry, and habits
- Participation in the learning experience
- Making learning relevant and connected to prior knowledge
- Intentionality, flexibility, and transparency

Quality as Seen Through the Lens of Community Dynamics

- Respect and trust among all participants, along with a belief in student capacities
- Openness of communication
- Collaboration

Quality as Seen Through the Lens of Environment

- Functional and aesthetic space and materials
- The arts occupy a central place in the physical environment
- Sufficient time for authentic artistic work

Examining the Base: A Tool for Identifying and Reflecting on Program-Defining Decisions

The purpose of this tool is to help practitioners, administrators, and other members of the community connected to a particular arts education program to determine or reconsider their answers to the set of foundational questions identified in Chapter 4. We consider these questions as ‘foundational’ because they are questions all programs must answer and because they establish a ‘base’ upon which virtually all other programmatic decisions are made. A program’s answers to these questions are not set in stone. As a program is being created, as it is considering expansion, or as other changes unfold, these decisions are explicitly and implicitly revisited and even challenged. The four foundational questions are:

WHO: *Who* teaches the arts? And who are the students?

What background, contexts, roles, and perspectives will teachers bring to this program?

Who will be served by this program – and why focus on that population?

WHERE: *Where* are the arts taught?

Where does this learning and teaching take place?

WHAT & HOW: *What* is taught and *how*?

What will be the content of instruction and how will it be taught?

ASSESSMENT: *How* is arts learning assessed?

How, for whom, and for what purposes, is evidence of learning gathered?

The questions in this tool lead participants through a process of considering pragmatics first, purposes and ideals second, and quality third. Of course, in practice, pragmatics and ideals are intertwined, and in considering quality from the perspective of a program’s foundation, many questions are likely to arise, including the following kinds of concerns:

- Can we provide for as many – and as diverse – a student body as we have chosen to serve and maintain high quality for all involved?
- Do we have enough highly qualified teachers to provide the learning opportunities that we

intend?

- Our student body has changed in significant ways in recent years. Are our decisions about what to teach and how to teach still as appropriate and relevant as they were when we began?

Ultimately, a foundation can only hold so much weight. If a program is struggling or growing, the base must be revisited, reconsidered, and, if appropriate, redesigned. The purpose of this tool is to help in that process.

Steps in the Use of the Examining the Base Tool:

Facilitator’s introduction: Welcome participants and frame the session.

- Welcome the participants and ask everyone to introduce themselves.
- Introduce the purposes of the session and the rationale for using it at this time.
- Introduce the basic steps of the protocol for using the tool. Explain the time frame for the session.
- Ask for any questions or concerns before beginning.

Step 1. Examine your program’s current answers to the foundational questions.

- Divide the group into four groups, assuming there are enough people present to have at least a pair work on each question.
- Each group considers three questions about the question they’ve been assigned:

What does the program currently do that embodies the answer to the question?

What pragmatic considerations does this answer reflect?

How does the answer align with your program’s basic purposes? (If you have already used the “Purposes” tool, use the list you created to help you think about this question.)

Step 2. Collect ideas from all groups.

- Reconvene into the whole group and ask each group to report on their answers.
- After each report, ask for questions of clarification.

tion and then for topics or issues that anyone would like to raise about any of those answers. Compile a list of these topics on chart paper, so you can return to them.

Step 3: Dig into the issues.

- As a whole group: Revisit the chart paper and identify which topics are of greatest shared concern. (One way to do this is to read through the list and ask everyone to vote only three times for the issues s/he would most want to discuss.)
- Depending on the size of the group and the number of issues selected for discussion, there could be subdivisions into smaller groups to discuss particular issues from the chart. The goal here is to explore as many concerns as have been raised about the “foundational decisions” upon which the program is operating.
- Review what has been learned so far in considering these foundational decisions. Identify topics or issues that must receive more consideration.

Step 4: Consider the foundational decisions from the standpoint of quality.

In small groups comprised of different people from the earlier groups:

- Each small group considers one of the foundational decisions through the lens of the question: *From the standpoint of creating high quality arts learning experiences for students, how do you feel about these decisions?*

NOTE: These discussions can be quite sensitive.

In a sense, this tool is intended to surface concerns and discontent. Given that, participants should be encouraged to frame their comments as concerns and questions rather than provocations.

The small group should be given adequate time (and fair warning) to prepare a report with key points from their conversation. The report should note where consensus was achieved and where there were disagreements in answers to the framing question. The major points should be noted on chart paper.

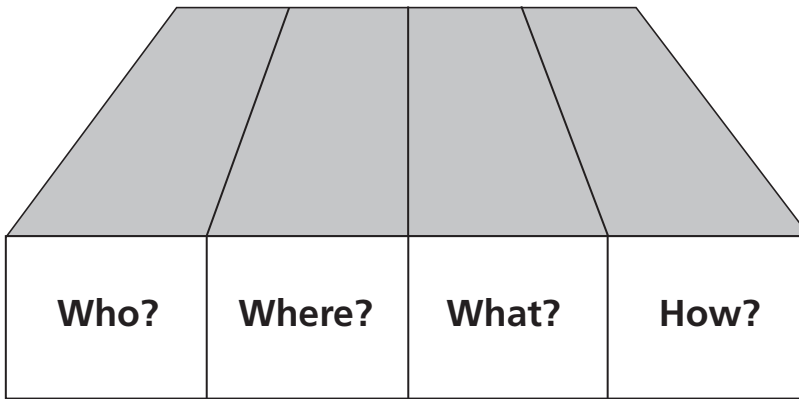
As a whole group:

- The whole group listens to the reports of the four groups. The facilitator leaves time for clarifying questions following each report.
- The group must consider which of the foundational decisions should be given further consideration, especially in light of the questions raised from the standpoint of perceptions of the quality of the arts learning experiences students are having in the class or program.

Step 5: Think ahead.

- As a group, decide what action plans or follow-up conversations should be pursued, if any, as a result of this experience.

Examining the base



A Tool for Identifying and Reflecting on Program-defining Decisions

<p style="text-align: center;"><i>Identify your programmatic decisions and realities in each area:</i></p> <p>Who teaches the arts? What background, contexts, roles, and What perspectives do teachers bring? Who will be served by this program – and why focus on that population?</p> <p>Where are the arts taught? Where does this learning and teaching take place?</p> <p>What is taught and how? What is the content of instruction and how is it taught?</p> <p>How is arts learning assessed? How, for whom, and for what purposes, is evidence of learning gathered?</p>	<p style="text-align: center;"><i>Reflect:</i></p> <ul style="list-style-type: none"> • What pragmatic considerations do your decisions in each of these areas reflect? • How do these decisions align with the basic purposes for arts education in your setting? • From the standpoint of creating high quality arts learning experiences for students, how do you feel about these decisions?
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Three Circles of Decision Makers: A Tool for Analyzing Alignment and Misalignment Across Levels of Decision Makers

The purpose of the tool is to help groups identify where there is good communication among relevant decision makers and where those decision makers are aligned – or misaligned – in terms of what constitutes quality in arts learning experiences. It is meant to provoke thought and dialogue, and it can be used by multiple constituencies within a particular setting, including any of the stakeholders in the work of the program. It may make sense to start with relatively small groups within a setting that share both significant knowledge of the workings of the program and a deep concern for its vitality and strength. This tool can be used as a relatively quick part of a meeting or conversation or as the focus of a much longer, dedicated examination of decision making processes and outcomes. Like the other tools accompanying this report, it is intended to be used as a step in a process that could easily take a series of conversations. In some settings, considering issues of communication and alignment in this way could well become a long-term and regular process.

In the process of using this tool, participants are asked to consider:

Who: Who are the relevant decision makers and where do they fit in the diagram?

Communication: Among these many decision makers, what are the patterns and formats for communication about substantive aspects of those decisions and their impact? Where might the communication be inadequate?

Critical Decisions: Which decisions are having most impact – positive or negative – on the quality of students' arts learning experiences?

Ideas about Quality: Are there significant differences in ideas about what constitutes a high quality arts learning experience among any of these decision makers? How do you know? Have these been discussed explicitly?

Steps in the Use of the Three Circles of Decision Makers Tool:

Facilitator's introduction: Welcome participants and frame the session.

- Welcome the participants and ask everyone to introduce themselves.
- Introduce the purposes of the session and the rationale for using it at this time.
- Introduce the basic steps of the protocol for using the tool. Explain the time frame for the session.
- Ask for any questions or concerns before beginning.

Step 1. Toward identifying 'who,' 'lines of communication,' and 'alignment/ misalignment.'

- Alone or with a colleague: Mark on your diagram who you think are key decision makers in each circle in your setting?
- Draw lines between those people who you believe are in regular or adequate communication within and across these circles when making decisions that affect the quality of students' learning experiences. Strong, thick lines might indicate good lines of communication, while broken lines may suggest weaker lines of communication.
- Consider which of these decision makers are aligned on beliefs about what constitutes quality learning experiences in your setting. Use one color (green, for example) to indicate significant alignment and another color (red) to indicate significant misalignment. A third color (yellow) could represent inadequate information for determining degrees of alignment. Any red lines should be keyed to a note in the margins about what the differences are.

Step 2: Working toward a common analysis.

- In small groups: Share your diagrams with one or two others. Consider where you see potentially significant differences in your assessments of *who*, *communication*, and *alignment*. There aren't absolute answers to these questions. It is most important to see where there is consensus or significant differences in the diagrams and then to listen as each person explains what informs her determinations.

- As a whole group: Report from small groups to the larger group. Identify areas of agreement and disagreement. Again, explore the reasons why people see the situation in the ways they do. Encourage specificity in responses. (“I was thinking about the monthly coordinators meetings, where I think the area coordinators discuss issues of professional development.”)
- Leave room for different and contradictory perspectives, but always ground opinions in some specific evidence. It should not be adequate to simply declare that someone or some groups never listen or don’t respect the opinions of others. (e.g., a claim that principals never listen to teachers or vice versa.) The purpose here is to raise questions about communication and ideas about what constitutes quality and to surface specific areas for further inquiry.
- Draw one large version of the diagram on chart paper and fill it in with everything related to *who*, *communication*, and *alignment*.

Step 3: Identifying puzzles of communication and beliefs about quality.

- Noting all items and areas with a lack of consensus, try to articulate the nature of the differences in perspective expressed and note them as a puzzle in need of further consideration.

Step 4: Steps toward solving the puzzles.

- Identify ways of exploring the puzzles just named. This could involve conversations with people who are not present about their perspectives on any aspect of this analysis, including the premise that there may be cause for concern about the decisions that impact quality in this setting. Name specific tasks and people responsible for them.
- Plan the next conversation in which the group will reconvene to share findings from these efforts to get more information toward understanding the puzzles.

Step 5: Think ahead

- As a group, decide what action plans or follow-up conversations should be pursued, if any, as a result of this experience.

Identifying Decision Makers Who Impact The Quality of Arts Learning Experiences

Who are decision makers? Who works together to make decisions?

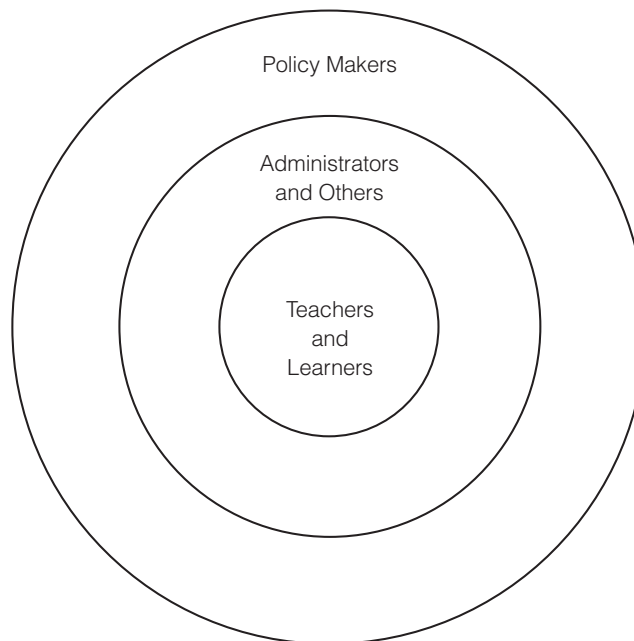


Diagram 4: Identifying Decision Makers Who Impact the Quality of Arts Learning Experiences

CHAPTER 7: IMPLICATIONS OF THIS STUDY

WHEN PROJECT ZERO BEGAN this research, our goal was to gain insights that could help educators and administrators across all areas of the field of arts education explore issues of quality in their own settings and contexts. To this end, we undertook a study of wide scope, encompassing all major art forms, multiple ages and contexts, and in-school and out-of-school settings. Wide scope and in-depth focus aren't usually equally compatible, and our findings are admittedly broad. They provide an early, rudimentary map of the "qualities of quality" in arts education that can guide, but not prescribe, practice and which we hope will lead to more in-depth explorations in the future. There remains much to be determined. Is quality the same across art forms or different age groups? Are there important differences in experiences when the focus is perception or production, or when learning is conducted in or out of school, or when arts are integrated or taught on their own? Until these specific contexts and approaches are studied separately and comparatively, these questions cannot be answered systematically.

Toward an Experience Perspective

Our hope is that this report encourages a shift in the focus of conversations about the nature of quality in arts education and how it might be achieved and sustained. *We believe it is time to expand beyond the legislative perspective on quality, in which the primary focus is on policies that create the conditions for high quality arts programs, and instead embrace an experience perspective, in which the primary focus is on the nature of the learning experiences for students.* This shift of focus prioritizes students' learning as the heart of the matter – the compass and measure of every arts learning experience.

Implications for Particular Audiences

Creating quality arts learning experiences requires the involvement of people at all levels in the arts learning experience, and there are particular challenges and ramifications for individuals in different roles. Here are some implications of the findings of this study for different participants in arts education.

Students

Student learning is at the heart of quality, and it is crucial to recognize that **students themselves are decision makers** who significantly influence the quality of their arts learning experiences as well as the experiences of others. This is an important finding of our study, with implications for practice and further research. One implication is that adults should seek to engage students in explicit conversations about the decisions they are making – notably about whether or not to engage in a particular class, what they want to work on in that context, and their responsibility to other learners. An appreciation of the importance of students as decision makers suggests that teachers and artists hone their ability to listen to, observe, and talk with students, often in new ways. Teacher/artists, parents and mentors need to take time to examine decisions that students make and help them consider their choices and the impact of those choices on the quality of their learning experiences.

Teachers (Including Arts Teachers, Teaching Artists, Teachers of Non-Art Subjects, and Volunteers)

The most important indication of excellence in arts education is the quality of students' learning experiences, not the quality of the artworks they produce. In a very real sense, *students' experiences are the primary product*, not the artworks they produce, and teachers need to remember to see students' artworks as evidence of student learning. This points to the importance of creating ways to gather evidence of student learning over time (e.g., through portfolios and/or reflections, photographs, videos, audio recordings), and to review the evidence regularly with students, both individually and in groups, and with other teachers and wider groups of educators, as well as with parents. It also suggests the value of documentation of *learning in action* – recording in various ways what actually happens in classes, and discussing those experiences in reflective, analytic ways that include consideration of how to improve the experience for everyone involved.

Professional Development Leaders (Including Leaders Who Shape and Provide Pre-Service and In-Service Education)

While important strides in professional development for arts educators have been made in recent years, explicit focus on helping arts educators explore quality in arts learning is an area in which considerable work still needs to be done. Learning can be hard to see. Arts educators need pre-service and in-service professional development opportunities to help them develop tools and strategies for observing student learning and identifying signs of quality. In addition, *teachers need professional development experiences that allow them to reflect on their philosophy of practice through the lens of quality, considering their purposes, approaches, and effectiveness.* Doing this in conversation with other arts educators is especially important because it helps develop a learning community among adults, encouraging teachers to stay in contact with each other and with broader conversations in the field.

Administrators (Including Those at the Organizational, Community, and District Levels):

Because the locus of quality is students' learning experiences, it is important that people who make decisions that affect the parameters of those experiences know what is actually going on in classrooms. This suggests the need to create ways for administrators to have regular encounters with classroom practices. It also suggests *the critical importance of creating opportunities for educators close to the classroom and administrators farther away from it to reflect together regularly on the quality of their programs and how best to continue – and improve – their efforts to achieve it.*

Funders and Boards of Directors

Funders and boards of directors are essential collaborators in the quest for quality; they are as deeply concerned with achieving quality as anyone else involved in an arts program, including students and parents. In a broad sense, the implications of this study for funders and boards is straightforward: *Take care to provide arts programs with funds, requirements, and structures that explicitly support the ongoing pursuit of quality.* There are several ways to do this. For example, one is to support the documentation of quality. The field needs more pictures of excellent prac-

tice that make quality visible in different contexts and arts forms. Educators are hungry to engage in that kind of looking and analysis. Funding of projects that document quality can provide provocations for conversations among faculties and staffs of schools and arts organizations that could increase quality and provide an immense contribution to the field.

Another way funders and boards can support the pursuit of quality is to *emphasize assessments that capture the “qualities and quality” of student learning experiences.* In any educational setting, the question of how success is determined or measured is critical. As many have noted, assessments established to determine success in meeting goals and purposes will drive the design and facilitation of learning experiences. Indeed, we have seen time and again how “assessments drive curriculum.” Among the implications then is the imperative that evaluation of arts programs include direct encounter with the “live” learning experience. Certainly many criteria for quality – length of learning time, quality of materials, experience of teachers, and so on – are critically important, but serious assessment must also consider what is actually happening “in the room.”

The important general point for funders and boards is that the pursuit of quality takes time and requires financial resources. Observational and reflective processes take serious time and involve such supports as professional development, the involvement of outside observers and facilitators, and materials for documenting classroom life. All of these require significant financial support. Currently, most programs struggle to find the time and the financial and human resources to reflect upon, analyze, and document the quality of their students' learning experiences. *Funders might consider establishing a “10 % for quality” policy,* which would assume that 10% be added to any budget simply to support these kinds of activities and expenses.

Advocates

As noted in the beginning of this report, access and excellence are both major challenges for arts educators. The challenges of access to arts education for many young Americans is so stark and so significant that arguments for creating many more arts learning opportunities are

relatively easy to make. The challenges of quality are as significant, but nuanced discussion of what constitutes quality is often more difficult. Arts education advocates are often in the position of articulating the values and benefits of arts learning opportunities. It is critical that arts education advocates become more skilled in articulating compellingly the need for access and excellence in quality. *Sensitivity to the complexity of defining, achieving and sustaining quality, as well as to the contextual meaning of quality in different settings, could become one of the key characteristics of effective advocates.*

Researchers

There are several possible areas for further research suggested by this study, and in the next section we mention a few of them. Some of these investigations may well be pursued by professional researchers. We want to stress, however, that one implication of this study has to do with who we think of as researchers. *Insofar as the quest for quality is fundamentally tied to what happens “in the room” where arts learning takes place, the whole conceptualization of research must expand to include teachers, administrators, and students – those most deeply and directly involved in the living experience of arts learning – as researchers, capable of contributing essential questions, data, and analysis to the study of what constitutes quality.*

Promising Areas for Further Research

Close-up pictures of “in the room” learning experiences. This study was intentionally broad in scope, with the hope that it could provide a foundation for further research. Clearly, we need many more close-up pictures of excellent practice across arts education contexts to understand the nuances and details of achieving quality in particular situations. This research might well pay particular attention to the lenses suggested by this study: learning, pedagogy, community dynamics, and environment, and to the ways purposes and foundational decisions come to life in student learning. We hope the tools we offer in this report can aid such observations and descriptions of practice.

Refining and developing tools for studying quality. Further research is needed to refine the tools presented in this report. Local efforts to work with, test, and refine

these and other tools must be undertaken and made public. Documentation of the ways in which these tools (and any others that may be developed or already exist) aid in the quest for quality should be published. Establishment of websites dedicated to practices that support that quality of arts education could be a way for researchers, administrators, and practitioners to collaborate on the development of new and better tools and protocols across diverse settings.

Linking quality experiences to established standards. We were unable to explore fully the relationship between standards and outcomes established by national, state, and district entities or professional associations on the one hand, and the specific dimensions of actual arts learning experiences on the other hand. This is an important area of investigation and one on which researchers, policy makers, and practitioners should collaborate.

Foundational questions and essential decisions. The literature review conducted for this study identified four foundational questions that constitute a major set of decisions that arts educators must make in creating and sustaining virtually all programs. More work needs to be done to understand the nature and timing of the kinds of decisions that are most critical to the quality of arts programs. This work could well help all decision makers become substantively more aware of the ultimate impact of their choices and decisions.

The arts and other disciplines. Investigating and pursuing excellence in arts education and continuing to investigate its character does not depend on drawing distinctions between art and other disciplines: It is likely that excellence in arts education overlaps in significant ways with excellence in other educational areas. For instance, until more research is done, we cannot know the degree to which the elements of quality described here for arts education apply to other academic disciplines. Are there differences in the qualities themselves? Are there differences in emphasis and significance? This research should include both critical analysis across the art forms as well as across academic disciplines. With the model established by this study, comparative research on quality learning and teaching across disciplines may be achieved more readily, research that looks for similarities across contexts, not just

differences. This realm of research is a natural setting for productive collaborations among educational researchers who may typically focus on a single discipline (the case for many researchers in arts education). Researchers from other fields (such as public health, business, and sports – domains in which learning, performance, and quality are linked) may also provide important insights.

Concluding Thoughts

This study revealed that, in the actual practice of arts education, there are multiple versions of excellence. High quality arts programs can exist in or out of schools; they can be taught by teaching artists, art teachers, non-arts teachers, or volunteers; they can focus on production or perception; and they can be integrated with academics or taught as separate subjects; and there is no single recipe for achieving quality. There do seem to be some necessary ingredients, though. On a programmatic level these include:

- Striving for multiple big purposes simultaneously.
- Shaping and examining the quality of student

learning experiences to make sure that they align with core program goals and beliefs.

- Taking care that foundational decisions about who, what, where, and how the arts are taught are well aligned with a program's big purposes.
- Continually seeking alignment between a program's purposes, its vision of quality, and the programmatic decisions that are made at all levels by all constituencies.

There are no shortcuts. Achieving quality involves an ongoing examination of programmatic as well as personal purposes and values, along with a continual examination of what is actually happening "in the room." This quest does not end. Arts educators deeply committed to quality know that this search is an essential element of what constitutes quality. It is perhaps one of the greatest lessons we can offer our students – that the pursuit of quality is both central to the achievement of excellence and a wonderful, challenging, and compelling learning experience in itself.

APPENDIX A: METHODOLOGY

THE GOAL OF THE QUALITIES OF THE QUALITY project was to conduct a multi-faceted study of how arts educators define and strive to create high quality arts-learning experiences for children and youth. The follow-

ing chart, also included in the Introduction, identifies the defining methodological decisions and major research questions that gave shape to the study.

<p>Three Broad Research Questions</p>	<ol style="list-style-type: none"> 1. How do arts educators in the United States – including leading practitioners, theorists, and administrators – conceive of and define high quality arts learning and teaching? 2. What markers of excellence do educators and administrators look for in the actual activities of art learning and teaching as they unfold in the classroom? 3. How do a program’s foundational decisions, as well as its ongoing day-to-day decisions, impact the pursuit and achievement of quality?
<p>Scope of Research</p>	<p>AGES: Grades K-12.</p> <p>LOCATIONS: In school and out of school; urban, suburban, and rural sites.</p> <p>ART FORMS: Dance, theater, music, visual arts, and some emerging forms, such as spoken word.</p>
<p>Three Research Strands</p>	<p>Literature review.</p> <p>Interviews with 16 recognized theorists and practitioners in the field.</p> <p>Site visits to 12 notable programs yielding interviews with over 250 people.</p>
<p>Nomination Process for Each Research Strand</p>	<p>Nominations solicited by email from several hundred arts education professionals in a wide range of roles across the United States.</p>

The Broad Scope of the Study

Teaching and learning in the arts for children and adolescents between kindergarten and high school graduation takes place in many and diverse settings, including home and family. We focused on formal, intentional arts learning experiences – in classes, workshops, studios, and projects. We tried to capture the full breadth of these settings in the study, including arts education opportunities in and out of school and in rural, urban, and suburban settings. We also included all of the major art forms – dance, theater, music, and visual arts, alone, in combination, and extending to such contemporary and emerging forms as documentary film or radio and spoken word. We sought a wide range of settings, including schools, museums, folk art, and community arts contexts.

In addition, we aimed for a broad representation of ideas, experiences, and perspectives in gathering our data. During the two year study, we interviewed over 250 people, visited 12 sites, and reviewed over 500 sources, including articles, chapters, newspaper articles, and books. Our interviewees included students (K-12), parents, teachers, administrators, theorists, researchers, arts program board members, members of the business community, municipal leaders, founders of organizations, community activists, and a mayor of a major city.

We are well aware that the limitations of the study – a dozen site visits and only 16 “expert” interviews – are severe, especially given the breadth of the field as we defined it. At the same time, we felt there was great potential significance in findings that represented this breadth of perspectives on questions of quality in arts education. Since no prior study has undertaken this task with such scope, we felt it was legitimate and important to see what a broad view could yield before undertaking much needed further study into more specialized areas. We sought to identify convergence of ideas, practices, and patterns of decision making regarding quality. We recognize that there are differences that make a difference – across art forms, and across settings and contexts, and it is our hope that this study will provoke further study of quality, in each of the art forms and for specific ages groups and settings.

Research Questions

The three research questions that defined the study (see chart) were formulated with two goals in mind. The first was to orient our investigation toward the experiential dimension of quality. In several places throughout this report, we argue for the importance of trying to understand how, at this moment in time, arts educators conceive of quality “on the ground” – in the flow of teaching and learning in the classroom or other authentic setting – rather than what they take as proxies for quality, such as assessment scores, or attendance rates, or other measures that capture certain outcomes of an experience rather than the qualities of the experience itself. This explains why our first research question asks what *constitutes* quality in arts education, rather than asking how excellence is measured or what its outcomes are.

A second reason the top-level research questions are broad is that they reflect an effort to resist imposing our own ideas about the major field-defining issues at this moment in time on the views of others in the field. Almost any research initiative begins with preconceptions about findings. Researchers must acknowledge these preconceptions but take care not to let them shape the actual findings. As one example, we anticipated that our findings might cluster around issues concerning standards and assessment since these issues are now on the minds of many educators. Similarly, given the heated debates about how to justify the arts in the school curriculum, we expected people to be strongly interested in talking about justification. Neither of these expectations was fulfilled.

We formulated a set of mid-level questions to guide the development of our interview protocols, and later, to inform our data analysis. The questions were designed to be broad enough to allow the themes we anticipated to emerge, but also to challenge their emergence or allow them *not* to emerge. The list of mid-level questions was revised many times during the early stages of the project; here we include only the final version.

Mid-level research questions

Beliefs about the nature of quality:

- What do arts education practitioners, administrators, and theorists believe are the essential purposes of high quality arts education? What do they believe arts education should be striving to achieve?
- What do arts education practitioners, administrators, and theorists believe are essential features of high quality *teaching* in the arts?
- What do arts education practitioners, administrators, and theorists believe are essential features of high quality *learning* in the arts?

Sources of beliefs about quality:

- How do arts education practitioners, administrators, and theorists come to their understandings of what constitutes quality and how to achieve it?
- What kinds of background experiences and beliefs inform people's ideas about quality?

Evidence/markers of quality:

- What do practitioners report looking for and/or seeing in an arts learning experience that, for them, serves as evidence of quality arts learning and teaching?

Challenges to quality:

- What questions, debates, and dichotomies do arts education practitioners, administrators, and theorists report they currently struggle with regarding the nature of quality arts learning and teaching and how to achieve it?
- How do arts education practitioners, administrators, and theorists identify the major obstacles to achieving high quality arts learning and teaching?

Decisions affecting quality

- What is the relationship between quality arts learning and teaching, and decision making related to the design and support of arts programs?
- When and where are decisions about quality located? Who makes them? How are they made?

The Three Research Strands

We pursued three strands of inquiry – a literature review, a series of one-on-one interviews with experts in the field, and a series of site visit-interviews to programs in diverse settings across the U.S. Our goal was to explore theoretical, research, and practical perspectives on quality and then to triangulate from these perspectives to identify significant convergences and divergences. Lois Hetland and Ellen Winner led the literature review strand; Shari Tishman led the interview strand; Steve Seidel led the site visit strand. Within each strand, small teams of research assistants were involved in data collection and analysis and most research assistants participated on more than one strand team.

Nomination Process

We sought to cast a wide net encompassing leaders in arts education, the academic fields, policy makers, funders, administrators, practitioners, and public officials. We wanted diversity in terms of school and non-school settings, art forms, and local, regional, and national representation. To this end, we devised a nomination process to help us decide whom to interview, which programs to visit, and which literature to review. An online nomination and selection process was developed for all three strands, and nomination requests were sent to 403 people or organizations across the United States. Nominators included people in four categories: Administrator/artist/practitioner; researcher/theorist/professor; funder/philanthropist; public official (often people in state departments of education and/or state arts agencies). All were invited via email to contribute their nominations through a specially designed project website. (See Appendix D for the nomination request letter).

The nomination form asked for suggestions of literature, people, and programs that addressed issues of quality in arts education in explicit and/or important ways. The form did not ask nominators to identify the “best” programs, but rather programs where quality was taken seriously and where participants might be especially thoughtful and articulate about the question of what constitutes quality in arts learning and teaching. This same qualification was sought in relation to nominations for interview-

ees and literature – thoughtful articulations of the nature of quality in arts education.

Of the 403 possible nominators, 378 successfully received the nomination invitation. Forty-seven percent (177 people) responded by nominations in at least one strand. Some offered suggestions in all three areas – literature, interviewees, and sites – while others only made suggestions in one or two areas. All nominated literature was sought and, when found, reviewed. All nominated interviewees were investigated and considered for selection. All nominated sites were sent an online explanation of the study and an invitation to apply for selection.

Activities of the Three Research Strands

The Literature Review Research Strand

The goal of the literature review was to gain insight into what leading scholars in arts education have written about what constitutes quality teaching and learning in the various arts.

We conducted an extensive search for articles and books addressing issues of excellence in arts learning and teaching. Surprisingly, we found scant literature that explicitly took up the question of quality. Instead we found writings and sometimes debates about how best to teach an art form. By determining the kind of arts education these authors advocated, we inferred what they held as standards and markers of both excellence and weakness in arts education.

We adopted the following five-pronged approach.

- We reviewed the works of major theorists in each art form through the contributions in the most current major handbooks of arts education: Eisner and Day's *Handbook of Research and Policy in Arts Education* (Erlbaum, 2004). Colwell's *Handbook of Research on Music Teaching and Learning* (Wadsworth, 2002), Taylor's *Researching Drama and Arts Education* (Routledge, 1996), and Preston-Dunlop's *Handbook for Dance in Education* (Princeton Book Company, 1988).
- We reviewed all available references suggested through the nomination process.
- We reviewed all appropriate references found

through hand searches of arts education journals conducted in libraries at Boston University, Harvard University, and Luna Kids Dance in Oakland, California.

- We reviewed all the applications for the case studies. One hundred twenty-one organizations, including community arts centers, schools, cultural institutions, and partnerships, completed applications for selection as sites to be studied. The applications included questions about quality (See Site Visit Strand, below).
- We reviewed standards for assessing learning in the arts to determine the categories of learning that the major assessment systems believe should be attained by high quality arts programs. The four assessment approaches reviewed were:
 - International Baccalaureate Program
 - Advanced Placement Program
 - National Standards for Arts Education
 - NAEP (National Arts Assessment of Educational Progress) Arts Assessment

Our searches and nominations yielded almost 1,000 articles and books, and about half of these proved relevant to the question of quality.

Literature data analysis. The literature analysis was iterative and periodically shared with the cross-strand research team for critique and suggestions. Initial review occurred before the interview and site data were collected. Through it we identified “hot spots” – issues where there was debate and analysis in the literature. These hot spots aligned in many ways with the preconceptions we described earlier – our advance ideas about what sorts of themes would emerge in the data. For example, there was a great deal written about assessment, about integration versus stand-alone approaches to arts education, and about how to justify the presence of the arts in schools. The fact that our preconceptions in part reflected the literature in the field is no surprise. As scholars, we were reasonably familiar with much of this literature, and it naturally influenced the way we conceived of field-defining issues. Through an iterative process of comparing results with the other research strands, it became clear that while there were many connections between the

emergent themes in the literature review and the emergent themes in the interviews and site visit strands, there were also differences. For example, although the people we interviewed had plenty of ideas about assessment, by and large it was not the burning issue on people's minds that the literature suggested it might be. Nor was the issue of how to justify the arts weighing heavily on people's minds. But though the themes that emerged in the literature review had a different profile than those that emerged in the other two strands – which *were* similar to each other – the differences had less to do with disagreement in substance than in tone and emphasis. Part of the role of the literature in any field – and arts education is no exception – is to provide a forum for debate. Sometimes this leads to polarization, with people publicly identifying themselves as aligning with certain perspectives and against others. Other times, people seem less worried about choosing sides and more interested in synthesizing what is best from a range of perspectives and practices. As we describe in the previous chapters, the findings from the interview and site visit strands suggest that the field of arts education is currently in such an expansive mood.

The Interview Research Strand

We conducted 16 structured interviews of experts, some of whom were theorists and some practitioners. A list of the interviewees can be found in Appendix B.

Interview selection process. The web-based interview nomination process yielded 465 possible interview candidates, numerically distributed as follows:

Number of nominations	
Nominated once	400
Nominated twice	42
Nominated three times	15
Nominated four times	4
Nominated more than four times	4
TOTAL	465

It is striking that out of 465 total nominations, 65 candidates received more than one nomination, but only

8 people received 4 or more nominations (and no one received more than 10 nominations). Self-nominations were permitted, and in several cases the increase from one numerical category to another was due to self-nomination. The large number of single and double nominations, combined with the quite small number of four-and-over nominations, is itself an interesting finding that suggests that the field, as defined by this study, has widely varying views about who its leading figures are.

Several considerations influenced our ultimate selection of interviewees. All potential interviewees were nominated at least once, and most, more than once. However, the nomination process did not yield 15 clear “winners,” so selection was not a matter of choosing candidates with the most votes. We made an initial cut at the two-nomination mark, yielding 65 people. (We did not make a cut at the three-nomination mark because of the frequency with which the difference between two and three nominations was due to self-nomination.) We then applied additional selection criteria to the list to identify a set of candidates who reflected the breadth and complexity of the field. The criteria included the following: representation across art forms (dance, music, visual arts, theater, integrated arts), representation across roles (administrator, theorist, practitioner), and representation across contexts and sites (university/academic, school-based, out of school, museums, consultant, artist-practitioner). As we applied these criteria, we found gaps not addressed by our list of 65 nominees. To fill out the list for missing criteria, we revisited the total pool of nominees.

The interview selection process also took into consideration whether nominees were also nominated in the literature and/or case study strands. When cross-strand nominations occurred, the three strands discussed which strand was most likely to capture the nominee's input best. This process helped us achieve maximum representation across the entire study – another reason why a simple vote count was, by itself, too crude a method of selection.

The interview selection process was complex and difficult; as such, it reflects certain unavoidable biases. For example, to receive multiple nominations a nominee had to be well-known, either through published writings or other high-visibility activities. Thus, many nominees

were likely to be older, which may under-represent emerging trends in the field. We attempted to balance the set of interviewees, but we acknowledge that the selection process could not yield a list of people who definitively represent all the important trends in art education. Rather, it yielded a list of figures whom many people in the field perceive as influential about quality concerns, modified by our efforts to achieve representation across art forms and roles and to maximize representation across the three strands of our research.

Interview protocol development. Our interview protocol consisted of ten questions (which can be found in Appendix D), which were designed with a twofold purpose: (1) to reflect the top- and mid-level questions that guide the study as a whole, and (2) to be open-ended and responsive to the interests and concerns of the interviewees. After an extended process of development, the protocol was pilot-tested with Fernando Hernandez, an internationally-known arts educator and scholar at the University of Barcelona and advisor to The Qualities of Quality Project. We learned that the interview could be conducted within 75 minutes, that the questions appeared to be clear, and that the answers we obtained were informative.

Interview procedure. Everyone we invited to be interviewed accepted our request. The interview questions were sent to interviewees several weeks in advance and again immediately prior to the interview. All interviews were conducted via phone by Shari Tishman, with a research assistant as a silent listener (introduced in advance to the interviewee), who later transcribed the interview and assisted in the analysis of the transcripts. The interviews lasted approximately an hour and fifteen minutes. Immediately following each interview, the interviewer and listener reflected on the interview together and captured immediate impressions through a “debrief protocol,” (Appendix D) which was written up and included in the data set for the interviews.

Interview data analysis. Interview transcripts were coded and analyzed through an iterative process. First, we developed provisional top-level coding categories by analyzing data from the debriefing protocols. We compared these very preliminary findings with a similar first-pass

analysis from the case study and literature strands, which suggested cross-strand connections to explore more explicitly. Simultaneously, we analyzed all the transcripts and extracted each interviewee’s main ideas in three categories: (1) characteristics of high quality teaching in the arts; (2) characteristics of high quality learning in the arts; and (3) beliefs about the purposes of arts education. Based on these two initial analyses and in conversation across the other project strands, we developed a more extensive list of coding categories. This iterative process continued throughout the preparation of the final report, with refinements and changes all along the way as the three research strands continued to identify, interpret, and weave together their findings.

The Site Visit Research Strand

Site visit selection process. We sent applications to all nominated sites. Site applications included a total of seven major questions and requested basic information about the program. The questions probed how people in the site thought about and addressed issues of quality, what influences were especially important developing their ideas about quality in arts education, and what specific challenges to quality the program had encountered. (See Appendix D for the application questions.)

Of the 246 programs nominated, we received 120 complete applications. Given our focus on quality in student-learning experiences, applications received from programs focused exclusively on the professional development of arts educators or teachers were excluded from the final selections. Nevertheless, we analyzed those applications to gain insight into the critical and challenging arena of professional development in the arts.

We selected 12 sites distributed across the major dimensions that characterize the breadth of this study – art forms, K-12, in- and out-of-school programs, and rural/suburban/urban settings (Appendix C lists these sites). Multiple readers on our research team independently reviewed each application and assessed areas of strength and weakness in each. Our first cut selected those applications replete with detail and specificity about issues of quality. These characteristics suggested an ability to articulate ideas about what constitutes quality and how to achieve it. After this initial selection, we re-read the selected ap-

plications to identify more nuanced dimensions. Final selection was based on evidence in the applications that the program addressed issues and challenges of quality in their context in direct, straightforward ways. We also reviewed various possible combinations of sites to achieve distribution across the dimensions noted above. We then notified the selected sites and advised them about the requirements for participation. All selected sites agreed to participate.

These programs were not chosen as “exemplars” of quality arts education. Such selection would have been impossible. After all, the very purpose of our study was to determine the qualities by which such a judgment could responsibly be made. The selection indicates our perception that the applicants were thorough, specific, and articulate in their discussion of what constitutes quality, how they strive to achieve it, and how they contributed to a whole that we felt represented the diversity of the entire pool of applicants.

Site visit procedure. Each site was visited for two days and at each visit, we interviewed a wide range of stakeholders including K-12 students, parents, teachers, administrators, arts program board members, members of the business community, municipal leaders, founders of organizations, community activists and leaders. In addition we observed classes, workshops, or rehearsals. At the request of The Wallace Foundation, we included in our list of sites both Dallas and New York City, where recent initiatives and developments, along with the long histories at these sites of active arts education communities, made the opportunity to talk with practitioners in both cities highly relevant.

The site visits allowed us an opportunity to combine observations and interviews and to ground our conversations in specific physical spaces, neighborhoods, and populations – all aspects of the setting likely to influence the goals, design, and practical details of the programs. In almost every case, we were given tours of the communities the programs served and were introduced to people who could provide details on program history. In all cases, the programs were generous and open in planning and hosting our visits, in whom we met, in what we observed, and in the candor of the conversations.

Protocols for the site visits were not as formal as those used in the interviews. All sites were notified in advance about the kinds of issues we hoped to explore while visiting, but, out of necessity, the on-site interviews were open-ended and responsive to the particular events of the visits: Questions emerged, for example, from observations, earlier interviews, and accrued impressions during the visits.

Among the strands, the site visits provided the richest setting for direct investigation of the nature of the decisions and decision making processes that influence the character of quality “on the ground” in arts education. Site visits offered multiple perspectives on common experiences. For example, a conversation about a particular dance rehearsal or session of a digital photography workshop with students, teachers, and supervisors or administrators provided insight into the responsibilities that each participant has for the ultimate quality of the experience.

Site visit data analysis. Analysis of case study data began upon returning from our first site visit. Data was initially coded according to categories suggested by our top-level questions with particular focus on capturing (1) interviewee’s ideas about the nature or characteristics of a quality arts learning experience, as well as (2) ideas about how quality arts learning experiences are achieved and sustained. As a result of continued site visit research, post-visit debrief meetings and cross-strand comparisons of findings, our analytic frame and coding scheme evolved and expanded over time, which precipitated additional exploration of the site visit data. This iterative process continued to shape site visit analysis, throughout the remainder of the study and into the final stages of the development of this report.

Cross-Strand Integration

Data analysis was conducted on two levels: intra-strand and inter-strand. Initial processing (e.g., debriefing, memos, transcribing) was conducted within strands. Strand-specific coding schemes were developed and applied to the data. At the same time, through progress memos reviewed and discussed at cross-strand data analysis meetings, the entire research team engaged in close

examination of the convergences and divergences of their emergent findings.

Early stages of the analysis illuminated some strong areas of convergence across the strands and over dimensions of breadth in the field (e.g., art forms, K-12, urban/suburban/rural). Given our interest in findings of practical import for decision makers, we attended more to convergence than to divergence at this stage. Cross-strand analysis was especially important for synthesizing the

diverse dimensions of quality. We remained intentionally alert and skeptical about the clarity of our language, coding schemes, and emerging conceptual frameworks, which was particularly challenging. Contributions of the research assistants who participated on more than one strand provided critical comparative eyes in the cross-strand analysis. The opportunity to present early findings from the study at conferences and meetings also provided critical perspective on the veracity of our analysis.

APPENDIX B: INTERVIEW STRAND INTERVIEWEES

Eric Booth

Currently a faculty member at the Kennedy Center, and director of the mentoring program at the Juilliard School, Eric Booth is an active advocate of the arts. He is founder and editor of the *Teaching Artist* journal and author of articles and books dedicated to arts education and arts educators. In his writing, research, and teaching, Booth strives to facilitate student engagement through and in the arts.

Doug Boughton

Doug Boughton is professor of art and education at Northern Illinois University. His research and writing interests include the assessment of student learning in art, portfolio assessment and art curriculum policy. He has worked in the United States and internationally with organizations committed to arts education research.

Rika Burnham

Recently appointed the head of education at the Frick Art Museum in New York, Rika Burnham has spent her career working in museum education as a lecture, educator and leader. She is committed to improving arts education for both students and teachers within the museum setting.

Ana Cardona

Ana Cardona currently works as a consultant for the Michigan Department of Education where she provides leadership for curriculum instruction and assessment in the areas of dance, media arts, theatre and the visual arts. She has a longstanding personal and professional commitment to the arts, with a particular focus on issues of diversity.

Laura Chapman

Based in Cincinnati, Laura Chapman is an independent consultant on arts education and has authored over 25 books on the topic. She believes that arts education is essential for all children and through her work critically examines the school cultures that create the current state of arts education programs. Her recent interests include the use of personal experience inquiry as a pathway to understand teaching and learning in pre-K-12 visual arts education.

Kristin Congdon

Kristin Congdon's work is largely based in the preservation of folk arts, feminist criticism and the role of arts education in the community. She has taught in a variety of settings, including public schools, correctional settings, treatment facilities, museums, and universities, and currently teaches at the University of Central Florida.

Elliot Eisner

Elliot Eisner is emeritus professor of Art and Education at Stanford University. His work has focused on art education, curriculum studies and qualitative research methodology. Originally trained as a painter, his teaching and research explore the ways in which schools can improve by using the processes of the arts in all their programs. Elliot Eisner's recent writings focus on how the arts prepare students to make complex decisions inside and outside of the classroom.

Sara Lee Gibb

Sara Lee Gibb is the current president of the National Dance Education Organization and the professor of modern dance and assistant dean at Brigham Young University. She has researched dance pedagogy and curriculum development for all levels of learners and is interested in exploring the science, biology and technologies that support the art of dance.

Louise Music

As Alameda County arts learning coordinator, Louise Music provides networking and information exchange to establish and promote the role of the arts in learning and to facilitate communication between the schools and their surrounding organizations. Through her work and her close involvement with many local and national arts organizations, Louise Music works to make the arts become an integral part of every child's development and education.

Bennett Reimer

Bennett Reimer is emeritus professor of music at Northwestern University. He has devoted his career to the philosophy of music education and curriculum design in music education. Bennett Reimer believes that musicality is inherent in each individual and that aesthetic experiences in music are both possible and critical for all students.

Jane Reimer

Jane Reimer has worked as an author, teacher and freelance consultant in the field of arts education. She believes that the arts belong in the education of all children and she has been involved in institutional development, program design and implementation, documentation, research, evaluation and professional training at the state, national and local levels. Her recent writings explore how and why the arts can be central to education in our public schools.

Johnny Saldaña

Johnny Saldaña has been centrally involved in the field of theater education as a teacher educator, drama specialist, director, and researcher. He is currently the professor of theater and assistant chair at Arizona State University. His work has focused on drama in the classroom, drama with multicultural materials, ethnotheater, theater for social change, and qualitative research in education.

Lissa Soep

Lissa Soep serves as the director of education and senior producer in the newsroom at Youth Radio working with other staff and youth to develop, document and evaluate learning experiences in youth radio. She has authored publications that explore youth media and community based education and has lectured widely about youth culture, language and learning.

Susan Sollins

Currently the executive producer and creator of the television series *Art:21 – Art in the Twenty-First Century*, Susan Sollins has worked as a museum educator, curator and creator of public programming with a particular focus on contemporary art. She is the co-founder and former executive director of Independent Curators International, a non-profit museum without walls that develops traveling exhibitions of contemporary art to viewers all over the world.

Bill Strickland

An arts educator and entrepreneur with a deep commitment to providing arts education to underserved communities, Bill Strickland is the founder and CEO of the Manchester Craftsmen Guild, a center for arts and learning that aims to inspire urban youth through the arts and mentored training in life skills.

Cynthia Weiss

A public artist and painter, Cynthia Weiss currently works as the school partnerships manager at the Columbia College Chicago Office of Community Arts Partnerships, directing art programs that invite community and school participation. Her dual identity as artist and art educator inspire her teaching, writing, and art.

APPENDIX C: CASE STUDY SELECTED SITES

Appalachian Media Institute (AMI) of Appalshop – Whitesburg, Kentucky

<http://www.appalshop.org>

Rebecca O’Doherty, Director

Appalshop is a multi-media arts and cultural organization that strives to develop effective ways to use media to address the complex issues facing central Appalachia. In 1988 Appalshop staff members founded the Appalachian Media Institute (AMI), a media training program for central Appalachian youth. Using the technological and artistic resources of Appalshop, AMI helps young people explore how media production skills can be used to ask, and begin to answer, critical questions of themselves and their communities. With opportunities to have input into community dialogues, and frame those dialogues themselves, young people develop the skills and critical thinking abilities necessary to become leaders in creating sustainable futures for their communities. Since its inception AMI has directly engaged over 600 young people in media production.

ArtsConnection – New York, New York

<http://www.artsconnection.org>

Steven Tennen, Executive Director

For twenty-eight years, ArtsConnection has provided programming in the performing, visual, literary, and media arts to the New York City public schools. Connecting professional artists with children, teachers, and families, ArtsConnection’s goal is to make the arts an essential part of education. Their programs and services have enriched the lives of over three million children who represent the breadth of cultural and economic diversity in the City’s five boroughs. ArtsConnection strives to provide comprehensive, flexible, and diverse programs that meet the educational needs of participating schools, to strengthen families and communities through public and after school programs, to build strong foundations for collaborative partnerships among teachers, artists, and school adminis-

trators through professional development, and to share its work with the broadest audience possible.

Arts Corps – Seattle, Washington

<http://www.artscorps.org>

Lisa Fitzhugh, founder and Executive Director

Arts Corps was founded in 2000 on the principle that all young people, not just those with resources, should have access to quality arts learning opportunities. In response to many schools scaling down or eliminating the arts in curriculum, Arts Corps has become a leader in addressing the arts gap, placing professional teaching artists at schools, community centers and other organizations in King County to facilitate a creative journey for young people, ages 5 to 19. Teaching in diverse art forms and in all disciplines, Arts Corps’s teaching artists reach several thousand students a year, providing them with powerful arts learning experiences. These teaching artists model creative habits of mind and have a profound impact on the youth with whom they work.

Big Thought – Dallas, Texas

<http://www.bigthought.org>

Giselle Antoni, Executive Director

Big Thought is a learning partnership inspiring, empowering, and uniting children and communities through education, arts and culture. The “big thought” is that a community, working together, can lift children up and better their lives using arts and culture as tools and catalysts. Big Thought supports community partnerships, cultural integration for academic achievement, youth development and family learning.

**Center of Creative Arts (COCA) –
St. Louis, Missouri**

<http://www.cocastl.org>

Stephanie Riven, founding Director

Rebecca Carson, Director of Performing Arts

Shawna Flanigan, Urban Arts Director

COCA (Center of Creative Arts) has been providing meaningful arts experiences to St. Louisans and their families for two decades. COCA has become the largest multidisciplinary arts institution and one of the most valuable community assets in the St. Louis metropolitan area. Housed in a 60,000 square foot building designed by world-renowned architect Eric Mendelsohn, COCA attracts 50,000 area residents each year.

COCA's multidisciplinary and multicultural arts programs include performances in the 400-seat theatre; educational classes, camps, and workshops serving individuals aged 6 months through adult; artists' residencies; exhibits of contemporary art in the Millstone Gallery at COCA; and an extensive outreach program offered to low-income youth through our nationally recognized Urban Arts Program. It is the organization's mission to make a COCA is a multidisciplinary community arts center that provides exceptional arts education through programs, performances and exhibitions.

City Lore – New York, New York

<http://www.citylore.org>

Steve Zeitlin, Executive Director

Amanda Dargan, Education Director

City Lore is a nonprofit membership organization founded in 1986 to produce programs and publications that convey the richness of New York City's cultural heritage. City Lore staff includes folklorists, historians, anthropologists, and ethnomusicologists, all of whom specialize in the creation of programs and materials for public education and enjoyment. In addition to staff projects, affiliated individuals and organizations work through City Lore to produce independent films, exhibits, and other media projects that are dynamic and diverse, reflecting the city surrounding them. City Lore's education pro-

grams engage youth, families, and educators in exploring the role of the arts and culture in their own lives and in the lives of others, encouraging youth to see the arts as a powerful means for expressing their ideas and for understanding the world around them.

**East Bay Center for Performing Arts –
Richmond, California**

<http://www.eastbaycenter.org>

Jordan Simmons, Artistic Director

At East Bay Center for the Performing Arts, in a neighborhood known as the Iron Triangle and distinguished primarily for its chronic poverty and violence, young artists have, since 1968, been discovering how training in the arts illuminates their fullest capacity as human beings. Through the creation of original music, film, theater, and dance, and self-determined community projects, East Bay Center for Performing Arts emphasizes the cause of social justice, the hard work needed to prepare, the skills to create, and the courage to perform. Over these past forty years, more than 50,000 student artists from diverse backgrounds and experiences participated in the Center's programs where they have found within themselves the means to develop skills that enable them to think, lead, and contribute to the world they see around them.

**Find Yourself at the Met, Metropolitan Museum of Art
– New York, New York**

<http://www.metmuseum.org/events/students>

Rika Burnham, former Associate Museum Educator

The Metropolitan Museum of Art welcomes students to a program of free classes held after school and on weekends during the school year and on weekdays during the summer. Both middle school and high school students have the opportunity to study original works of art in the Museum with instructors from the Education Department. All classes ask students to be active participants in understanding and appreciating works of art, and to look and respond through discussion in the galleries or through the creation of their own works of art in the studio.

Lincoln Center Institute – New York, New York

<http://www.lincolncenter.org>

Scott Noppe-Brandon, Executive Director

Lincoln Center Institute (LCI) is the educational cornerstone of Lincoln Center for the Performing Arts. Founded in 1975, the Institute brings dance, music, theater, film, visual arts, and architecture into classrooms in the New York City area, across the nation, and around the world. In more than three decades of outreach, LCI's approach has reached over 20 million students, teachers, administrators, parents, community members, and professors of education worldwide.

Marwen – Chicago, Illinois

<http://www.marwen.org>

Steven Berkowitz, Founder and Chairman of the Board

Antonia Contro, Executive Director

Scott Lundius, Director of Education

Marwen was founded in 1987 to educate and inspire Chicago's youth through the visual arts. Chicago is a city rich in history, architecture, art, and culture, and it is Marwen's intent to leverage these resources, providing students with an out-of-school program that provides access to opportunity, while remaining highly relevant to their individual and collective experiences. Marwen serves nearly 2,000 students annually in the 15,000 square foot facility located in downtown Chicago that houses studios, exhibition spaces for students and alumni and a career center.

Museum Studies, Museum of Modern Art (MoMA)

– New York, New York

<http://redstudio.moma.org/programs/>

Heather Maxson, Program Administrator

The high school Museum Studies program at the Museum of Modern Art offers New York City high school students a series of workshops addressing issues related to curatorial and museum work and the opportunity to organize an exhibition of student artwork. The program combines educational and practical experiences, introducing students to various careers in the arts while also address-

ing methods of presentation. Students meet with museum staff from the education, graphic design, and exhibition design and production departments as well as curatorial and other departments. The student curators select from student artwork submissions to create an exhibition.

New Trier High School Visual Arts Department – Winnetka, Illinois

<http://www.newtrier.k12.il.us/arts/default.asp>

Stephen Murphy, Art Department Chair

New Trier High School is a public school located in the suburbs 16 miles north of Chicago on Lake Michigan. New Trier Township is a suburban district well known regionally and nationally for its academic, arts, and athletic programs. At New Trier, art is essential to a student's total educational and personal development. Over 4,000 students attend the school on two campuses, and approximately 900 students of all abilities take visual art annually. The Art Department is dedicated to the achievement of visual literacy for all students. Art Classes offer opportunities for students to cultivate original thought, develop analytical and problem-solving skills (critical and creative thinking), evaluate, critique, and articulate ideas, and learn appreciation and tolerance of different individuals, ideas, and cultures.

Opening Minds through the Arts (OMA) – Tucson, Arizona

<http://www.omaproject.org>

Joan Ashcraft, Director of Fine and Performing Arts

Rick Wamer, Program Coordinator

Opening Minds through the Arts uses instrumental music, opera, dance, theater and visual arts to help teach reading, writing, math and science to children in kindergarten through 8th grade. Inspired by exciting, ongoing research into connections between brain development and music, OMA strives to integrate arts education with core curriculum. Each fully implemented OMA school has an Arts Integration Specialist and a team of seven artists who work alongside classroom teachers, adapting each lesson to support teaching of core skills and knowledge. In addition, children learn to play the recorder, violin, a

wind instrument and keyboard with the goals of fostering creative development, improving test scores, encouraging self-expression, igniting love and understanding of the arts, narrowing the gap between less privileged and more privilege students, building community, and supporting the arts. Currently, over 19,000 students and 700 teachers in 44 schools in the Tucson Unified School District are participating in the OMA program working with 53 Teaching Artists.

Sound Learning – Atlanta, Georgia

[http:// www.atlantasympphony.org/communityandeducation/educationalprograms/soundlearning.aspx](http://www.atlantasympphony.org/communityandeducation/educationalprograms/soundlearning.aspx)

David Myers, Director for the Georgia State University Center for Educational Partnerships in Music

The Atlanta Symphony Orchestra, Georgia State University's Center for Educational Partnerships in Music, Fulton County Schools, and Atlanta Public Schools implemented *Sound Learning*, an innovative, integrated arts education program. 2007-2008 marks the ninth year of the program. Sound Learning enhances core curriculum study and expands learning opportunities through the infusion of music into all subject areas. Sound Learning allows students, teachers, and musicians to explore the connection between music and the general curriculum, using the artist residencies and music curriculum materials developed by the ASO's Education Department. Sound Learning was founded with the belief that arts education has proven vital as a key to enhance intellectual development, physical wellness, and improved academic achievement.

Studio In a School – New York, New York

<http://www.studioinaschool.org>

Thomas Cahill, President and CEO

Studio in a School provides programs to more than 170 schools throughout the five boroughs. Every year, over 90 professional artists devote some 45,000 hours to more than 30,000 pre-k through high school students and around 2,500 teachers. Studio in a School provides children with the invaluable experience and guidance of a professional artist, high quality art materials, in-depth

creative experience, and the joy of making art. Their in-depth programs focus exclusively on teaching children how to express their experiences through visual art and the development of imagination, expression and careful observation.

Studio Museum of Harlem, New York, New York

<http://studiomuseum.org>

Sandra Jackson-Dumont, former Director of Education and Public Programs

The Studio Museum in Harlem is the nexus for black artists locally, nationally, and internationally, and for work that has been inspired by black culture. The Expanding the Walls (ETW) at the Studio Museum is designed to expose youth to the James VanDerZee photographic archive housed at the Museum as a way of generating dialogue and art making that explore ideas of community identity, history and culture. The program combines studio and museum visits with artists, curators and educators, offsite exposure visits with community organizations that deepen the students' understanding of the social and cultural history of Harlem, and a rigorous course in 35 mm photography. The program culminates with an exhibition of student and VanDerZee photographs curated by the students themselves.

Teens Rock the Mic (TRTM) of the Juno Collective – Minneapolis, Minnesota

Website no longer available

Melissa Borgmann, co-founder

Teens Rock the Mic began as ensemble of urban poets and youth leaders who traveled to San Francisco for the Youth Speaks Brave New Voices International Youth Poetry Slam Festival in April, 2005. The mission of this program was to impact society by giving voice to those without – through story, experience, and art of spoken word. These young activists and artist strove to raise awareness, promote social justice and uplift the community, the nation and the world. Due to a lack of financial resources to sustain the program, Teens Rock the Mic folded after its final collaborative performance with One Voice Mixed Chorus in June, 2007. However, a number

of its founding teen artists have continued on in their own organizational efforts, as young adult teaching and performing artists, inspiring audiences and classrooms of all ages.

Urban Word – New York, New York

<http://www.urbanwordnyc.org>

Michael Cirelli, Executive Director

Founded in 1999, Urban Word NYC™ (UW) exists to ensure that New York City youth have a safe, supportive, dynamic and challenging community in which to discover their powerful voices – through written and spoken word – and use them to express their views, strengthen self-esteem and engage them in opportunities that address the sociopolitical issues that affect them. UW provides free and uncensored writing and performance opportunities to over 15,000 youth in all five boroughs of New York City. The organization's workshops are designed to develop critical thinking skills, leadership, and to ignite a personal commitment to growth and learning which leads to heightened in-school performance, and a greater interest in pursuing higher education.

Will Power to Youth at Shakespeare Festival/LA – Los Angeles, California

http://www.shakespearefestivalla.org/education/will_power_to_youth.php

Ben Donenberg, Producing Artistic Director

Sara Adelman, Managing Director

Chris Anthony, Associate Artistic Director/Director of Youth and Education

Will Power to Youth (WPY) serves young people in the Los Angeles community who do not traditionally have access to theater programs, job training, academic enrichment, or other arts opportunities. 20-30 Los Angeles youth are hired into and get paid to participate in this arts-based educational enrichment program. During each session – 30 hours a week for seven weeks – youth work closely with professional artists and human relations facilitators. Together, they create an adaptation of a Shakespeare play inspired by their personal experiences. WPY is designed to help its participants make the transition into adulthood under their mission to enchant, enrich and build community through professional theatrical traditions accessible to all.

APPENDIX D: RESEARCH PROTOCOLS

Program/Organization Application

The Qualities of Quality: Understanding Excellence in Arts Education

GENERAL CONTACT INFORMATION

Organization or Program Name: _____

Contact Person First Name: _____ Contact Person Last Name: _____

Contact Email Address: _____

Contact Phone Number: _____

Mailing Address Line 1: _____

City: _____ State: _____

Country: _____ Zip/Postal Code: _____

Program or Organization Website/Web Address: _____

Please help us create a profile of your program or organization.Describe the context in which your program takes place or in which your organization is based. *(Check all that apply)* Out of school: Community Arts Organization School Program (includes programs affiliated with a school and occurring during school hours) Out of school: Museum Out of school: Other Setting Partnership (collaboration between multiple schools/organizations/museums/community art centers).

Who are the collaborators?

What is the age of students participating in your program(s) or organization? *(Check all that apply)*

5-11 years old (K-5th grade) 12-14 years old (6th-8th grade) 15-18 years old (9th-12th grade)

Which art form does your program or organization offer? *(Check all that apply)*

Dance Visual Art Music Theater New media (for example, video, sound or web-based technology) Other

Describe the scale of your program or organization. *(Check all that apply)*

Single school or site Multiple schools or sites Widespread across many schools or sites. How many?

Describe the setting of your program or organization. *(Check all that apply)*

National International Rural Urban Suburban

Describe the community your program or organization serves, including the socio-economic background of your participants.

What kind of funding does your program or organization receive? *(Check all that apply)*

Public funds (supported through city/state/federal funds) Grant funded (supported through foundation or government grants) Private donations (private donors or in-kind support) Family supported (fee or tuition based) Other

Who teaches in your program or organization? *(Check all that apply)*

Classroom teachers (of non-art subjects) Art specialists Teaching artists Other

What is the relationship of your program or organization to the school curriculum? *(Check all that apply)*

Non-integrated (no relationship to the school curriculum) Integrated with school curriculum

Goals and Purposes

What are the goals of your organization/program? How are they related to high quality learning and teaching?

What do you do to identify and achieve high quality arts learning and teaching in your program or organization?

What theories and practices shape your ideas about how to achieve quality?

Assessment

How do you assess the quality of arts learning and teaching in your program or organization?

Challenges

Describe some obstacles or challenges to achieving quality that your organization has faced and how you have addressed them.

If you are not a new program, how do you sustain quality over time and/or across changes (in leadership, funding, size, resources, etc.)?

Interview Protocol

1. What are your big ideas about what counts as high quality teaching in the arts? What are your big ideas about what counts as high quality learning in the arts?
2. Given your ideas about quality in arts teaching and learning, what do you think the focus, or purpose of arts education should be?
3. Given your ideas about quality in arts teaching and learning, What are some of the important controversies around what the focus of arts education should be?
4. How have your ideas about quality in arts teaching and learning evolved? Are there ideas, theories and/or experiences that have strongly influenced you?
5. Are there particular art forms and contexts you have in mind when you are responding to these questions? Do your ideas about quality in arts education differ across art forms and/or contexts?
6. With your ideas about quality arts learning and teaching as a backdrop, what do you think is especially important to keep in mind about assessing arts learning, and assessing arts teaching?
7. What are your thoughts or questions about the relationship between high quality learning and teaching in the arts and high quality learning and teaching in other disciplines?
8. What social, political or cultural factors, if any, do you think it is important to keep in mind when we think about quality in art education?
9. Think for a moment at the level of state or national policy. What kinds of national arts education policies are essential to insure your vision of quality arts education?
10. What do program or local level decision makers need to understand about quality in order to make good decisions about where to focus their attention and resources?

Interview Debriefing Protocol

Name of interviewee _____ Date _____

Interviewer _____ Listener/Transcriber _____

Headlines?

Highlights?

Themes, puzzles and questions worth returning to:

Striking connections & contrasts – with other interviews, literature, case studies:

Immediate action plans:

APPENDIX E: REFERENCES

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MASTER ARTS EDUCATION PLAN/STUDENT INVESTMENT ACT
Overview of Pathways Implementation
2020 - 2023



In alignment with the priorities of the Student Success Act and PPS's reimagined Graduate Portrait, the Visual & Performing Arts (VAPA) central office team has been tasked with developing a comprehensive strategic plan for visual and performing arts education in PPS - the *Master Arts Education Plan* (MAEP). A central goal of the MAEP is system alignment. By identifying and closing existing gaps in discipline-specific, K-12 arts programming, we can ensure equity and access for students across the system through complete K-12 arts pathways and continuous arts instruction. The PPS School Board has identified the completion of visual & performing arts pathways as a Board Resolution targeted goal. By the fall of 2022-23, 37 schools will have been allocated FTE to complete K-12 pathways within individual neighborhood high school feeder schools.

Overview of Pathways Implementation - 37 New Schools + 11 Maintained

Year 3: 2022-2023
 15 Schools New
 1 School Maintain

Chapman - Visual arts
 Rose City Park - Music
 Rosa Parks - Visual arts
 Atkinson - Music
 Irvington - Music
 Sunnyside - Music
 Creative Science - Music
 Hayhurst - Music
Markham - Music
 Odyssey - Visual Arts
 Winterhaven - Visual arts
 MLC (6-12) - Visual arts
 DART - Visual arts
 Pioneer - Visual arts
 George - Dance
 Tubman - Theatre

Year 2: 2021-2022
 10 Schools New
 8 Schools Maintain

Arleta - Visual arts
 Bridger - Music
 Creston - Visual Arts
 Grout - Music
Harrison Park*
 Kelly - Music
Lee*
Lent*
 Marysville - Music
Rigler*
Scott*
Vernon*
Vestal*
Whitman*
 Woodmere - Visual Arts

Year 1: 2020-2021
 12 Schools New
 2 Schools Maintain

Astor - Visual Arts
 Beach - Music
 Boise-Eliot Humboldt - Music
César Chávez*
 Chief Joe - Visual Arts
 Faubion - Music
 George - Music
 James John - Music
 Jefferson - Music (Band)
 Martin Luther King, Jr. - Music & Visual Arts
Peninsula*
 Roosevelt - Music (Choir)
 Sitton - Music
 Woodlawn - Music

*Bolded are pathways schools with pre-existing programs. They are allocated SIA funds in order to maintain the pathway.

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Ostley, Journey to Peace



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Schools

2022-23

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School Portal

Allows schools to report details of their current arts staffing and instruction as well as the areas they would like to strengthen.

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Partner Portal

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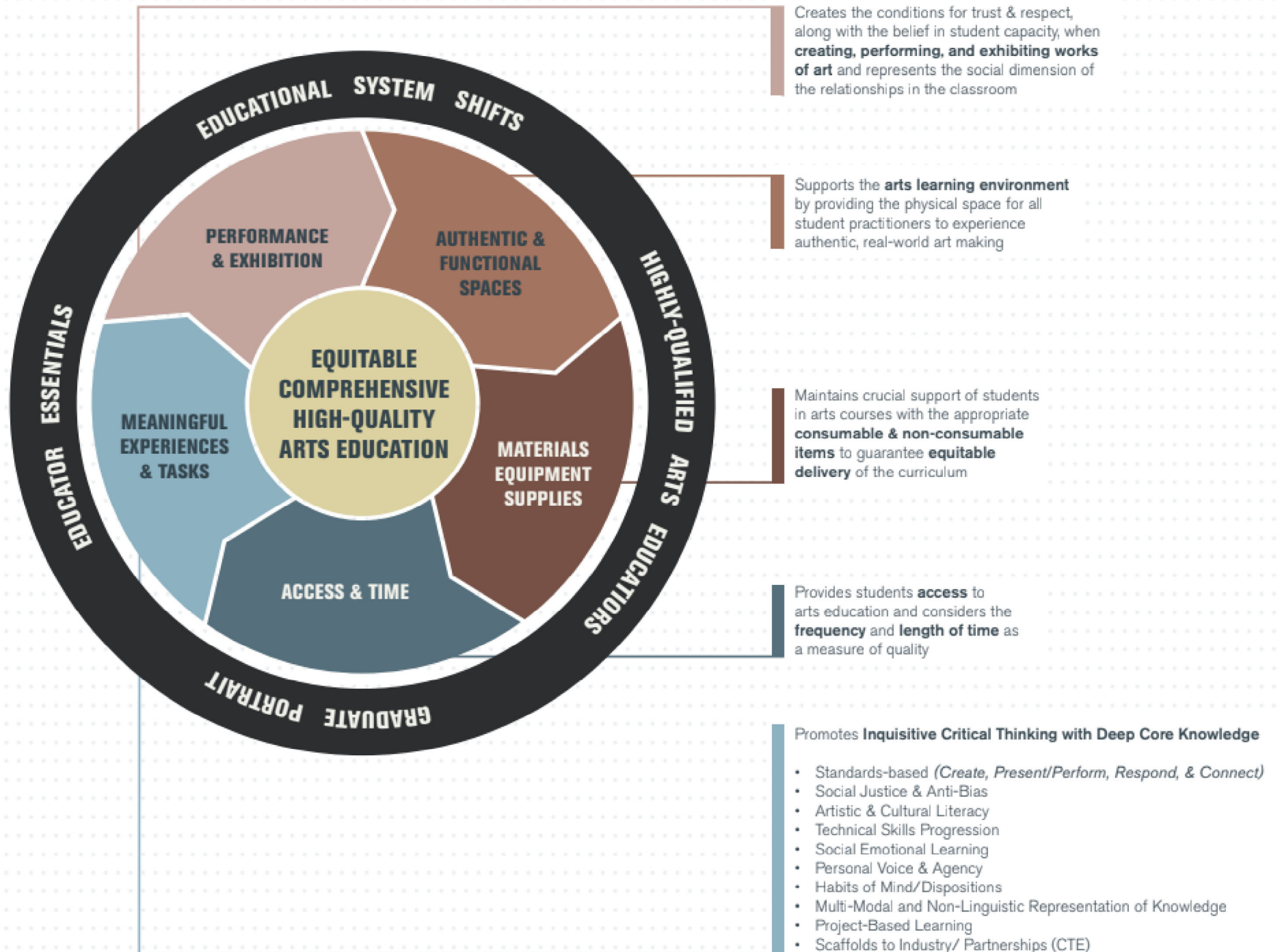
In 2020, we launched artlook[®] in our community, developed with initial collaborators Portland Public Schools, Parkrose School District, and 66 Original arts partners. We have grown our platform; and we continue to expand to include more districts and arts partners throughout our state, neighborhoods, and communities.

This platform makes visible the arts and culture education assets in schools; to which arts partners are in which schools, to the educational programming, course offerings, contact information, and minutes of instruction in schools.

As we continue to grow to include more school districts and arts partners, artlook[®] will be

a rich resource for strategic decision making about arts education in our K-12 schools. Schools must complete surveys and arts partners must recognize school partnerships. We understand that some partnerships may not be updated to reflect what is available at the time you look on artlook® and encourage you to return, since the platform is frequently updated.

Start exploring artlook® today, and help us expand arts and culture education access, equity, and inclusivity for every child in the state of Oregon.





Master Arts Education Plan

Portland Public Schools | Portland, OR





Fellow Portlanders,

Our goal as educators is to find multiple ways of positively engaging our students in their school experience. For many of our students, the opportunity to participate in the arts is a key reason why they love school.

That was the case with me. My elementary school experience in instrumental music classes inspired me to pursue a career in education. Arts helped me to recognize that hard work and practice lead to improved skills and competence. I enjoyed performing both as a soloist and as part of an orchestra. Playing music nourished my curiosity, promoted creative thinking, and boosted my overall academic achievement and positive school engagement.

It is my firm belief that no well-rounded school experience is complete without access to high-quality arts education. That means every student should have access to arts education at every step along their K-12 journey. The arts have the power and potential to help our students see the world in new ways and to embrace those multiple perspectives.

I am grateful that this belief is shared by our community. Over a decade ago, Portlanders voted to tax themselves to support arts education across the city, and Portland has a prolific, critically-acclimated arts scene. Our community has also charged us with graduating compassionate, critical thinkers who are able to collaborate to solve problems and prepared to lead a more socially-just world.

Achieving our community's vision means including, and investing in, robust Pre-K through 12th grade arts programming.

Over two years, and with the help of many stakeholders, we weighed how best to grow a sustainable, student-centered arts ecosystem. Our process brought together a wide array of internal and external stakeholders. Together, we identified five components which, when combined, guarantee authentic arts learning:

- Access and time
- Materials, equipment and supplies
- Authentic and functional spaces
- Meaningful experiences and tasks
- Opportunities to perform and exhibit work

The Master Arts Education Plan embodies our deeply-held commitments to racial equity and social justice. We believe that arts will play an important role in positively impacting Portland Public Schools' opportunities and outcomes for Black, Native American, Latinx, and other students of color. This plan describes how we will create dynamic and culturally-affirming curricula for each arts discipline and cultivate the conditions for teachers and students to engage in anti-racist teaching and learning.

Our objective is to build the strongest demonstration of Pre-K through 12th grade arts education in the country! This foundational outline will help us get there.

We are grateful for your support, and that you continue to champion arts education in the Portland Public Schools.

Guadalupe Guerrero
Superintendent, Portland Public Schools

CONTENTS

Executive Summary	4
Guiding Principles	7
Strategic Planning Process	15
Strategic Goals & Recommendations ..	22
Strategic Goal 1	24
Strategic Goal 2	34
Strategic Goal 3	44
Strategic Goal 4	53
Strategic Goal 5	60
Strategic Goal 6	67
Implementation.....	71
Glossary	79



WHAT'S IMPORTANT TO ME IS GETTING TO LIVE MY LIFE AS AN ARTIST, AND MAKING MY PASSION MY WORK. I HAVE NEVER WANTED TO BE ANYTHING OTHER THAN AN ACTOR AND PERFORMER, AND EACH DAY THAT I GET TO DO THAT IS A DAY WELL SPENT.

Jinkx Monsoon, PPS Graduate



EXECUTIVE SUMMARY

Equitable, Comprehensive, High-Quality Arts Education for Every Student in Portland Public Schools

The Master Arts Education Plan (MAEP) is a roadmap for the future of arts education at Portland Public Schools. It outlines a vision for arts education as an essential part of learning for all students across the K-12 spectrum, explicitly centering racial equity and social justice as a guiding priority.

Leveraging Our Shared Principles & Vision

Developed in tandem with PPS reimagined, and referencing the Instructional Framework, Core Values, Graduate Portrait, Educator Essentials, and Educational System Shifts, the MAEP exists as an essential companion to the broader strategic plan that will transform our district and the lives of our students.

Building on a Citywide Investment in the Arts

Achieving the goals of the MAEP will require braiding together resources across schools and programs and over time – and central to the effectiveness of that approach is the foundational support of the Arts Education & Access Fund (AEAF), commonly referred to as the arts tax. Passed in 2012, the arts tax reflects an understanding of the value of the arts as an essential part of the City of Portland’s identity – and the MAEP, by its very existence, makes good on the promise that PPS match the investment of the arts tax with increased resources and opportunities for students across the K-12 spectrum.

EXECUTIVE SUMMARY

A Community-Based, Student-Centered Planning & Engagement Process

Our confidence in the goals and scope of the MAEP comes from the knowledge that the plan represents the voices of our community. Our extensive stakeholder engagement process convened teachers, administrators, arts organizations, culturally-specific organizations, cross-departmental teams, leaders in arts education from across the nation, and, most importantly, our students and families. Over a three year period, we met in-person, remotely, and in large and small committees to articulate this shared vision for arts education.

Informed by Foundational Research

Also essential to the development of the MAEP, Harvard's *Project Zero's Qualities of Quality: Understanding Excellence in Arts Education* provided a common language and conceptual framework leading to the development of our ambitious, student-centered goals. Through crosswalking this meta analysis of arts education with guiding district documents, we developed the Equitable, Comprehensive, High-Quality Arts Education Wheel (see pg. 17), an essential tool for articulating the interconnectedness of the unique aspects of arts education.





EXECUTIVE SUMMARY

Recommendations to Sustain & Expand Arts Education throughout PPS

Our six goal areas outline strategies, some of which are already in implementation, to achieve the desired outcomes in a sustainable manner:

- District Visual & Performing Arts Policies & Practices
- Curriculum, Instruction, & Assessment
- Professional Learning & Capacity Building
- Stakeholders & Partnerships
- Data-Informed Decisions & Practices
- Financial Sustainability

Each goal area begins with a dedicated subgoal for Racial Equity & Social Justice to ensure it is centered as a cross-cutting theme.

Looking Ahead: An Arts Ecosystem To Be Proud Of

At the level of the individual student and the level of entire cohorts of graduates, successful implementation of the MAEP will have a profound impact on the broader arts ecosystem in Portland and the Pacific Northwest. The MAEP has the power to galvanize future stakeholders in a shared effort to bring about lasting change and a healthier, richer, and more diverse artistic community for our city.

Guiding Principles

PPS REIMAGINED CORE VALUES

RESPECT

STUDENTS AT THE CENTER*

RELATIONSHIPS

RACIAL EQUITY & SOCIAL JUSTICE*

HONESTY & INTEGRITY

EXCELLENCE*

GROUNDING IN THE SPIRIT OF PORTLAND

PARTNERSHIPS & COLLABORATION*

JOYFUL LEARNING & LEADERSHIP

CREATIVITY & INNOVATION*

*CORE VALUES IN PPS MAEP

OUR GUIDING PRINCIPLES

The guiding principles underlying the MAEP are aligned with the core values at the heart of the larger vision for PPS, as expressed in **PPS reimagined**. While each of the values holds deep significance, five focus values have extra resonance in the MAEP:

- Students at the Center
- Racial Equity & Social Justice (RESJ)
- Excellence
- Partnerships & Collaboration
- Creativity & Innovation

Our value of collaboration is further underscored by our process. Each step of the MAEP strategic planning has been done with careful consideration of the points to connecting to existing stakeholder groups and developing initiatives in PPS.

It is heartening to see the convergence between the values and priorities identified for arts education by the MAEP stakeholder groups and those that have been articulated in PPS reimagined; this synchronicity increases the likelihood of alignment in the implementation of the ambitious changes outlined by both documents.

STUDENTS AT THE CENTER

By their very nature, experiences in visual and performing arts classrooms de-center the instructor and shift power and agency to students. Direct experimentation, immediate and individualized feedback, trial and error, and students' ability to experience a flow state through creativity are defining characteristics of learning in the arts. As students develop technique, their opportunities for individual expression and choice in how their artmaking manifests only grows. Many student-centered practices in social-emotional learning embed naturally in the larger arc of learning, enriching students as individuals but also creating deep bonds through collaboration via ensemble. Finally, student learning in the arts culminates in performance and exhibition – affirming creative growth by making it visible to the larger school and family community.

RACIAL EQUITY AND SOCIAL JUSTICE

The arts and the humanities are rich with opportunities to study racial equity and social justice from multiple perspectives and across time. Through seeing and experiencing literature, history, music, images, and choreography, students encounter how artists, writers, and thinkers have reinforced or questioned cultural values. The National Core Arts Standards organizes student learning for all art forms according to four processes: create, present/perform, respond, and connect. While responding and connecting are processes shared across many content areas, it is the focus on create and present/perform that provides uniquely dynamic opportunities for students to explore and voice their own thoughts and experiences around race and social justice through the arts.

As a point of entry into challenging conversations, the arts allow for curiosity and a safe environment for students to express their own developing views. Studying contemporary art means engaging with deeply differing perspectives, and making art means participating in the ongoing conversation about who we are and who we want to be as a community, city, country, and global society.

EXCELLENCE

In Harvard Project Zero's extensive study, *Qualities of Quality: Understanding Excellence in Arts Education*, the role of excellence in the arts has far-reaching potential, "...the very nature of the arts – in particular, the way that striving for quality is at the core of artistry – may actually suggest that arts education is a fertile place to explore the meaning of quality in education more generally" (Seidel et al., 2009).

For students in the arts, there is a natural cycle that takes place between developing technique and artistry; learning is externalized through this iterative process. Because there is no hiding student learning in the arts classroom, creating a culture that is compassionate, warm, and generative is a top priority for arts educators from the start. Teachers provide frequent feedback, but students also evaluate themselves and each other with great criticality. The visibility of learning helps students see a fuller range of skills and attune themselves to where they fall in that spectrum, leading to greater potential growth. This is all the more reason why the MAEP centers equitable access to sequential arts learning through complete K-12 pathways as a key priority.

CREATIVITY & INNOVATION

Just as the scientific method can lead to discovery, the creative process leads to innovation and a new understanding of self and the world. In the arts, students learn more than just how to make objects or perform songs or choreography – they learn habits of mind and intrapersonal and interpersonal practices that can bear creative fruit in all aspects of their lives, across careers and industries. Artmaking is pageantry and ornament; it is also, crucially, a record of how we understand the culture of a given time, including where and when major shifts in thought take place.

It should be no surprise that many of our visual and performing arts educators continue to be active practitioners of their craft: they know firsthand that being an artist or a performer is a commitment to a lifelong journey. That arts educators remain close to the learning edge in their own art forms deepens their connection to and empathy for students on their own unique learning trajectory.

PARTNERSHIPS & COLLABORATION

A healthy arts ecosystem enriches the lives of community members in diverse and multi-faceted ways. There are already many powerful places of intersection between local arts organizations and community groups and K-12 arts education that contribute positively to Portland's identity as a creative city. Complex legacies of inequity still exist, however, and it is only through centering RESJ priorities that we will ensure all future graduates of PPS can see themselves reflected in the arts ecosystem – whether as arts practitioners, patrons, audience members, or cultural leaders.

Through the 2012 passage of the Arts Education and Access Fund (AEAF), the people of Portland made it clear all students deserve a full arts education. The ensuing investment in funding K-5 arts specialists for all PPS schools is now beginning to bear dividends in the form of increasing numbers of students involved in the arts at the middle and high school levels, and an expanded central office team with the capacity to cultivate deeper relationships with partners in the service of more dynamic opportunities for students and schools.

HISTORICAL CONTEXT

The successful 2012 adoption of City of Portland Ballot Measure 26-146 created the Arts Education and Access Fund (AEAF or arts tax) to restore visual and performing arts education in six districts, including Portland Public Schools (PPS). The measure states that the District shall provide arts and/or music education through certified arts and/or music teachers to all K-5 students in each of its elementary schools. Additionally, the Intergovernmental Agreement (IGA) with the City of Portland stipulates that PPS will, “align a course of study for students Kindergarten through 12th grade.”

The AEAF was purpose-built to offset the dramatic cuts to arts education that were unintended consequences of 1992’s Measure 5 and 2001’s No Child Left Behind. The implications of this legislation left an entire generation of students with anemic or intermittent arts offerings as part of their public

education. In 2012, before the implementation of the AEAF, there were only 15 arts educators serving students across all K-5 schools in PPS.



Since the commencement of the tax in 2013-14, PPS has hired 77 teachers, created and maintained over 70 teaching positions through the fund, and begun slowly expanding arts pathways and aligning courses to ensure we deliver on our commitment to the city with fidelity. To further accomplish these goals, Superintendent Guerrero created a central office Visual & Performing Arts (VAPA) team in 2018 to begin a strategic planning process for arts education. The VAPA team has worked diligently to meaningfully align this future-facing MAEP to the PPS vision. Three years of stakeholder involvement and thought partnership, both internally and externally, have led to the creation of this plan.

Strategic Planning Process



THE ARTS ARE AN ESSENTIAL ELEMENT OF EDUCATION, JUST LIKE READING, WRITING, AND ARITHMETIC... MUSIC, DANCE, PAINTING, AND THEATER ARE ALL KEYS THAT UNLOCK PROFOUND HUMAN UNDERSTANDING AND ACCOMPLISHMENT.

William Bennett, former Secretary of Education

STRATEGIC PLANNING PROCESS

- 1. CONVENE STAKEHOLDER GROUPS**
- 2. IDENTIFY COLLECTIVE BELIEFS: WHAT ARE THE PURPOSES OF ARTS EDUCATION?**
- 3. ENACT RESEARCH IN THE FIELD**
- 4. DEVELOP VISION & MISSION STATEMENTS**
- 5. IDENTIFY CURRENT ASSETS AND LIMITATIONS WITHIN PPS**
- 6. ALIGN EMERGING STRATEGIC PLAN TO PPS REIMAGINED**
- 7. DEVELOP STRATEGIC GOALS, SUBGOALS, STRATEGIES, AND ACTION ITEMS**
- 8. INCORPORATE FEEDBACK DATA POINTS & RECONVENE STAKEHOLDERS**

The strategic planning process was made possible through the generous support of the Oregon Community Foundation (OCF).

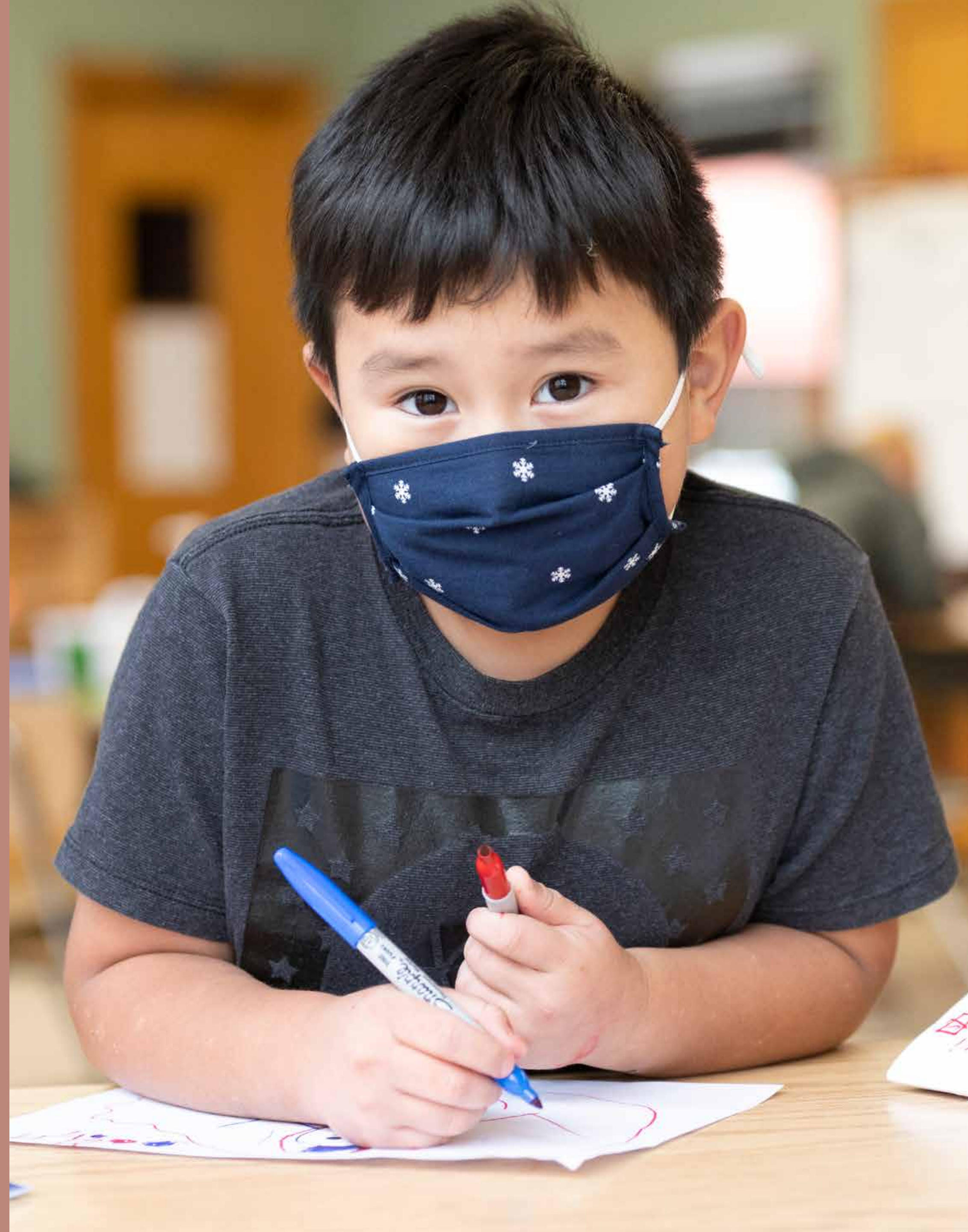
FOUNDATIONAL RESEARCH

Several key texts and resources have guided the development of the MAEP. PPS reImagined has likely been the most influential, as we look to align our goals and priorities for arts education with this broader vision expressed for the Graduate Portrait, Educator Essentials, and Educational System Shifts.

Two resources have been essential to the onboarding of our stakeholder groups: Harvard's Project Zero *Qualities of Quality: Understanding Excellence in Arts Education* and the National Core Arts Standards Framework.

Additionally, we reviewed research about the impact of arts education on overall academic achievement in Rice University's *Investigating Causal Effects of Arts Education Experiences: Experimental Evidence* from Houston's Arts Access Initiative.

The arts tax (City Code Chapter 5.73 Arts Education and Access Income Tax) forms the foundational support for the K-5 arts education specialists at PPS and also provides the mandate for continued arts learning opportunities in grades 6-12.



MAEP COMMUNITY ENGAGEMENT 2018-2021

Through an Oregon Community Foundation (OCF) grant, engagement with stakeholders began in 2018-19 with a group of PPS educators who worked for several months to learn, research, and provide initial input regarding best practices in arts education, develop a vision and mission, and build an asset map of arts education within Portland Public Schools.

By mid 2019-20, we had provided several sessions for stakeholders to look through goals and subgoals and provide feedback throughout the draft MAEP plan. COVID put a delay on our plan but provided the central VAPA team the opportunity to spend several months unpacking hundreds of data feedback points to improve upon the direction and clarity of the draft plan.

Our community engagement has also included facilitating regional neighborhood meetings to connect with and hear from parents and the community at large. Additionally, we have met with culturally specific organizations and city of Portland artists of color **during summer 2021**. Our final leg of engagement has included thought partnership with a small cadre of arts education leaders from across the nation.

2018

2019

2020

2021

2022

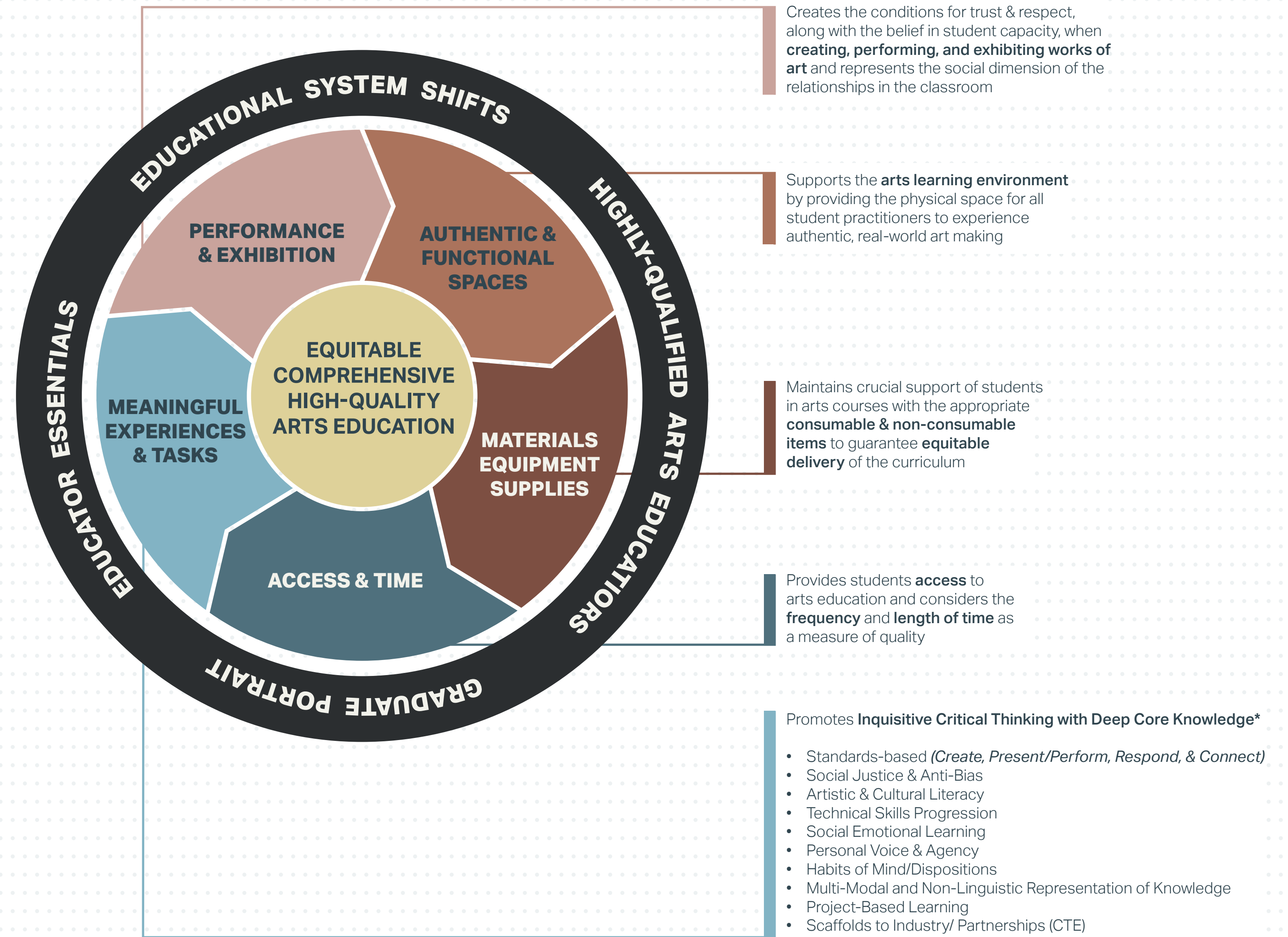
Shortly after, we invited an additional set of educators to the table and added in multiple Portland arts organizations. The initial stages of this expanded group worked to perform a SWOT analysis. This allowed us to group and categorize these items into large buckets that now exist as our MAEP goals. Student stakeholders were engaged in this process as well to bring in a school-level experience and perspective.

The OCF grant also ensured that we were able to complete learning journeys **in early 2020** to Chicago and Albuquerque Public Schools to observe differentiated perspectives on arts education in diverse communities.

Looking ahead, **in 2022-23** we will be forming leadership and governance committees to support implementation of the MAEP.

THE EQUITABLE, COMPREHENSIVE, HIGH-QUALITY ARTS EDUCATION WHEEL

This framework, a product of the MAEP strategic planning process, is essential in communicating the necessary and interlocking components that are required to ensure students have authentic and equitable experiences. As an infographic, it helps us better collaborate with internal PPS departments and identify action items, priorities, and areas of possible alignment.



*Referenced from the attributes of a PPS graduate (PPS reimagined)

STUDENT-CENTERED INDICATORS

In alignment with PPS reimagined, these high-level indicators identify initial metrics, as well as describe elements of success for our strategic plan from the student experience and perspective. What does success look like after full implementation of the plan?

METRICS ALL STUDENTS WILL:	MAEP GOAL ALIGNMENT
100% of K-12 students have access to complete pathways for music and visual arts	1
100% of 6-12 students have access to robust and sequential programs of study for dance, music, theatre, and visual arts	1
100% of students have access to systems-aligned minutes and frequency of instruction for consistent and equitable access to learning	1
100% of students will experience teaching and learning that is grade-level, standards-aligned, engaging, and culturally affirming	2
ELEMENTS EACH STUDENT WILL:	MAEP GOAL ALIGNMENT
Express rich, dynamic learning through performances and exhibitions that activate schools as community hubs	2
Access a culturally sustaining scope and sequence supported through systems-aligned, foundational instructional materials, equipment, and specialized spaces	2
Experience dedicated arts instruction by educators who are deeply skilled in their content, adept in culturally sustaining practices, and caring and collaborative practitioners	3
Perform and exhibit work in spaces that are aligned with career learning goals and that reflect the broader professional arts ecosystem	2
Engage in unique arts learning experiences with culturally specific arts organizations that reflect the differentiated needs of school communities	4
Develop leadership skills and communicate their experiences in the arts through cycles of inquiry (e.g., an Arts Ed Student Voice Committee)	5



ARTS EDUCATION HAS OFTEN BEEN PLACED AT THE PERIPHERY OF THE EDUCATION WORLD. BUT AS OUR UNDERSTANDING ABOUT THE PROCESS OF LEARNING IMPROVES, AND AS EVIDENCE MOUNTS THAT LEARNING IS A DEEPLY, FUNDAMENTALLY SOCIAL AND EMOTIONAL AS WELL AS CULTURAL PROCESS, IT BECOMES CLEARER HOW AND WHY ARTS EDUCATION HAS MUCH TO CONTRIBUTE TO CHILDREN'S EDUCATION AND HOW, IN THE END, IT CAN HELP SCHOOLS AND OTHER INSTITUTIONS BETTER SUPPORT YOUNG PEOPLE IN BECOMING EMOTIONALLY HEALTHY, ENGAGED, AND PRODUCTIVE ADULTS.

Arts-SEL Theory of Action Report by Ingenuity (39-40)

Strategic Goals & Recommendations

STRATEGIC GOAL 1: District Visual & Performing Arts Policies & Practices

STRATEGIC GOAL 2: Curriculum, Instruction, & Assessment

STRATEGIC GOAL 3: Professional Learning & Capacity Building

STRATEGIC GOAL 4: Stakeholders & Partnerships

STRATEGIC GOAL 5: Data-Informed Decisions & Practices

STRATEGIC GOAL 6: Financial Sustainability

A young boy with short dark hair, wearing a red shirt, is shown in profile, playing a silver flute. He is looking intently to the right. The background is dark and out of focus, with some blue and white light patterns. The text is overlaid on the left side of the image.

Strategic Goal 1

**DISTRICT VISUAL & PERFORMING
ARTS POLICIES & PRACTICES**

STRATEGIC GOAL 1

DISTRICT VISUAL & PERFORMING ARTS POLICIES & PRACTICES

ESTABLISH DISTRICT-LEVEL POLICIES AND PRACTICES THAT ENSURE EQUITABLE, COMPREHENSIVE, AND HIGH-QUALITY ARTS LEARNING THROUGHOUT EVERY STUDENT'S PRE-K THROUGH 12TH GRADE EXPERIENCE, AND CREATE CONDITIONS THAT UTILIZE DANCE, MUSIC, THEATRE, AND VISUAL ARTS TO SUPPORT STUDENT SUCCESS IN ALIGNMENT WITH THE PPS GRADUATE PORTRAIT

STRATEGIC GOAL 1

DISTRICT VISUAL & PERFORMING ARTS POLICIES & PRACTICES

Subgoal 1.1

Racial Equity & Social Justice:

Prioritize RESJ when making decisions that impact visual & performing arts students, teachers, and stakeholders

STRATEGIES

a. Engage with various stakeholder groups, including students, parents, and community members, to gather and communicate diverse perspectives

b. Establish a Visual & Performing Arts (VAPA) RESJ committee to ensure that racial equity and social justice are prioritized when making district decisions

c. Provide transparency and increase the use of an equity lens to evaluate engagement with internal and external stakeholders to expand access and close the opportunity gap for PPS students

STRATEGIC GOAL 1

DISTRICT VISUAL & PERFORMING ARTS POLICIES & PRACTICES

Subgoal 1.2

VAPA Program Leadership & Responsibilities: Expand and define the responsibilities of the VAPA department to offer specialized support to better serve students, educators, and district stakeholders

STRATEGIES

a. Establish a standing presence in district-level decision-making groups and committees across key departments

b. Expand the role and scope of the central office VAPA team to provide support and coordination for VAPA educators and programs across PPS

c. Collaborate with PPS central office stakeholders and building administrators around hiring and staffing of certified arts educators

d. Support building administrators in professional evaluations of certified arts educators

e. Advocate for proactive changes to arts education policy at the statewide and national level to position PPS as a leader in prioritizing equity and access in K-12 arts education

f. Evaluate progress on realizing the goals, subgoals, and action items set by the MAEP

STRATEGIC GOAL 1

DISTRICT VISUAL & PERFORMING ARTS POLICIES & PRACTICES

Subgoal 1.3

Equitable Access:

Ensure that all students in PPS have continuous access to high-quality arts learning by maintaining and expanding the number of arts disciplines offered at each school

STRATEGIES

a. Engage continuous pathways for K-12 student learning in dance, music, theatre, and visual arts, taught by certified arts educators

b. Set minimum district staffing requirements to create equitable access for all students district-wide

c. Ensure that all arts programs, once established, are maintained consistently from year to year, in relation to school enrollment levels, to guarantee pathways remain complete, with specific attention to the K-5 level

d. Provide targeted educator support for transitional levels (e.g., 5th/6th, 8th/9th) to ensure programs of study are maintained and expanded across grade bands

STRATEGIC GOAL 1

DISTRICT VISUAL & PERFORMING ARTS POLICIES & PRACTICES

Subgoal 1.4

Equitable Time:

Provide every student with appropriate and equitable time for comprehensive arts learning during the school day

STRATEGIES

a. Engage with internal PPS stakeholders who can help prioritize the Educational System Shifts needed to improve student access to sufficient and consistent time for arts learning

c. Explore schedule options using research-based best practices, Program Standards, and Opportunity-to-Learn Standards as guidance

b. Ensure that students receiving support services (e.g., SPED, ELD, CB) are provided equitable opportunities to participate in arts-specific courses at all levels

d. Require consistent, reliable, and predictable minimums for continuous minutes of instruction for each grade band

STRATEGIC GOAL 1

DISTRICT VISUAL & PERFORMING ARTS POLICIES & PRACTICES

Subgoal 1.5

Graduate Portrait Alignment:
Highlight the arts as an essential and necessary component for students to achieve the attributes of the PPS Graduate Portrait

STRATEGIES

a. Craft an Arts Graduate Portrait to align with the PPS reImagined Graduate Portrait

b. Explore the impact & feasibility of establishing an arts-specific credit requirement for high school graduation

STRATEGIC GOAL 1

DISTRICT VISUAL & PERFORMING ARTS POLICIES & PRACTICES

Subgoal 1.6

Authentic and Functional Spaces:

Ensure that all visual & performing arts instruction, performances, and exhibitions take place in dedicated, discipline-specific spaces that prioritize the specialized needs of the curriculum and the safety of students and educators

STRATEGIES

a. Ensure that all Visual & Performing Arts instructional spaces support authentic arts learning experiences and are free of safety hazards for both students and educators

b. Align PPS facility's requirements and guidelines with state- and national-level Program/Opportunity-to-Learn Standards

c. Define responsibilities of stewardship, maintenance, and improvement of highly-specialized and shared arts spaces

STRATEGIC GOAL 1

DISTRICT VISUAL & PERFORMING ARTS POLICIES & PRACTICES

Subgoal 1.7

Highly Qualified Educators:

Ensure that arts courses are taught by arts educators who are properly licensed, endorsed in their subject area, and embody the components of the PPS reimagined Educator Essentials

STRATEGIES

a. Ensure all PPS arts educators are knowledgeable and skilled in their content area

b. Expand recruitment outreach locally and nationally to engage candidates from underrepresented communities as well as candidates who center diverse cultures and perspectives

c. Collaborate with the Teacher Standards & Practices Commission (TSPC) to evaluate and revise current and future licensing practices for arts educators

d. Cultivate strong substitute teachers in each arts content area through sustaining relationships with current and former staff as well as providing targeted curricular and instructional resources

MODERNIZATION & AUTHENTIC ARTS LEARNING ENVIRONMENTS

OVERVIEW

The overwhelming public support for comprehensive modernization of schools through bond funds has led to the transformation of theatre educational spaces into modern performing arts venues. These crucial improvements provide schools the opportunity to offer the latest in theatre education, including meeting career and technical education standards through the use of state-of-the-art technology. Digital lighting boards and complex digital networks allow students to enhance the audience's experience. As actors, musicians, and dancers take the stage, they are learning how to present their craft alongside intricate backstage operating systems to create a more dynamic representation of their work. As communities gather to bear witness to this newly improved version of student work, audiences will certainly experience the standards of professionalism in these modernized spaces. At the time of this publication, Roosevelt, Franklin, Grant, McDaniel, and Lincoln had completed modernization and/or rebuilds. Still to come: Benson, Cleveland, Jefferson, and Ida B. Wells are scheduled over the next several years.

DILEMMA

As PPS high schools successfully experience modernization, a factor that still needs consideration is how performance spaces at other schools and school levels will be supported. Specifically, the MAEP states that students' access to comprehensive theatre education starts in sixth grade. Full implementation, meaning all middle schools will have theatre courses, is projected to be complete by the fall of 2026. In a recent assessment of middle school performance spaces, it was determined that a plan would be needed to address the modernization needs of those spaces to adequately provide an authentic arts learning environment for students to build their real-world application. As of 2022, the scope of PPS school modernization has included one K-8 and one middle school, in addition to the district's high schools.

CHANGE IDEA

More stakeholder engagement is essential to understand how the timeline of modernization will impact the MAEP implementation. It will be important to build in short-term solutions as a bridge to support new middle school theatre programs. A more comprehensive long-term solution will need to be generated.

If a facilities and modernization committee is formed in year one of MAEP implementation, we can begin collecting data, developing criteria, and crafting actionable plans to meet the short and long-term needs of middle school performance spaces. As a body, the committee would spend a full fiscal year, updating middle school specifications and providing recommendations to internal stakeholders. This approach will help align any modernization needs and considerations to the timing of full implementation of middle school theatre programs.

Subgoal 1.6

Authentic and Functional Spaces:

Ensure that all visual & performing arts instruction, performances, and exhibitions take place in dedicated, discipline-specific spaces that prioritize the specialized needs of the curriculum and the safety of students and educators

Subgoal 2.6

Instructional Materials, Equipment, and Supplies:

Provide each arts program within a school the necessary resources to deliver the full scope & sequence, including consumable supplies, technology, equipment, and other instructional materials





Strategic Goal 2

CURRICULUM, INSTRUCTION, & ASSESSMENT

STRATEGIC GOAL 2
CURRICULUM, INSTRUCTION, & ASSESSMENT

ESTABLISH A STANDARDS-BASED, CULTURALLY SUSTAINING SCOPE AND SEQUENCE FOR VISUAL AND PERFORMING ARTS COURSES DELIVERED BY CERTIFIED ARTS EDUCATORS THROUGH SEQUENTIAL K-12 PROGRAMS OF STUDY ALIGNED TO THE PPS INSTRUCTIONAL FRAMEWORK

STRATEGIC GOAL 2

CURRICULUM, INSTRUCTION, & ASSESSMENT

Subgoal 2.1

Racial Equity & Social Justice:

Ensure that instructional materials, resources, and pedagogy are grounded in culturally relevant, responsive, & sustaining practices in all arts content areas

STRATEGIES

a. Leverage scope & sequence development to analyze and create dynamic and culturally affirming instructional resources for each content area

b. Cultivate students and teachers as transformative racial equity leaders through actively pursuing anti-racist resources as part of curriculum evaluation cycles

STRATEGIC GOAL 2

CURRICULUM, INSTRUCTION, & ASSESSMENT

Subgoal 2.2

Program of Study: Establish a guaranteed minimum program of study at the secondary level for each content area to ensure access to equitable breadth and depth of programming

STRATEGIES

a. Implement programs of study aligned to the PPS Graduate Portrait and regularly review to establish ongoing calibration with evolving district goals

b. Collaborate across departments and schools to ensure programs of study are commonly understood and achievable

STRATEGIC GOAL 2

CURRICULUM, INSTRUCTION, & ASSESSMENT

Subgoal 2.3

Guaranteed & Viable Curriculum and Experiences Scope & Sequence:

Develop, implement, and maintain a district-wide scope & sequence, with learning experiences, including student performances and exhibitions, for each arts content area and grade band, organized to align with the goals of the PPS Graduate Portrait and the district instructional framework

STRATEGIES

a. Align with the National Core Arts Standards (NCAS) as the foundation for district-wide curriculum development and implementation

b. Actively engage arts teachers in creating a foundational scope & sequence, including vertical alignment across grade levels, and designate learning experiences such as student performances and exhibitions

c. Align all materials adoption cycles to revisions and iterations of each arts content area's scope and sequence

STRATEGIC GOAL 2

CURRICULUM, INSTRUCTION, & ASSESSMENT

Subgoal 2.4

Flexible, Adaptive, & Responsive Instructional Practices:

Empower educators by providing choice in design and delivery of instruction, high-caliber professional development, and opportunities for creativity and innovation in the classroom

STRATEGIES

a. Support differentiation for the strategies and models used in classroom instruction based on the individual needs of a given school or community

b. Identify and celebrate exemplary models of innovative teaching practices and highlight creative engagement with students, families, and school communities

STRATEGIC GOAL 2

CURRICULUM, INSTRUCTION, & ASSESSMENT

Subgoal 2.5

Assessment: Establish a guiding philosophy and set of authentic assessment practices to ensure the greatest range of opportunities for students to demonstrate growth

STRATEGIES

a. Develop a formative and summative assessment system aligned to each arts content area's scope & sequence that builds sequential student learning in the arts

b. Support vertical alignment through convening K-12 content area-alike teams as a part of recurring regional cluster meetings

STRATEGIC GOAL 2

CURRICULUM, INSTRUCTION, & ASSESSMENT

Subgoal 2.6

Instructional Materials, Equipment, and Supplies:

Provide each arts program within a school the necessary resources to deliver the full scope & sequence, including consumable supplies, technology, equipment, and other instructional materials

STRATEGIES

a. Provide centralized funding for consumable supplies to meet the requirements of the scope & sequence

b. Maintain current equipment assets, invest in new equipment where needed, and budget for end-of-life turnover of equipment and non-consumable supplies

c. Provide funding for the necessary materials, equipment, and supplies to support newly established arts pathways and programs

STRATEGIC GOAL 2

CURRICULUM, INSTRUCTION, & ASSESSMENT

Subgoal 2.7

Expanded & Extended Learning Opportunities:

Design transdisciplinary arts integration and project-based learning experiences within the school day as well as expand extra-curricular offerings for underserved communities

STRATEGIES

a. Leverage arts integration strategies and project-based learning to develop dynamic and differentiated transdisciplinary learning experiences in coordination with Office of Teaching & Learning (OTL) academies, Career and Technical Education (CTE), Multiple Pathways to Graduation (MPG), and Special Education (SPED)

b. Support historically underserved populations through offering a dynamic range of district-provided extra-curricular learning opportunities

ART SUPPLIES AS ESSENTIAL INSTRUCTIONAL CORNERSTONE

OVERVIEW

Consumable supplies – in the form of paper, markers, watercolors, brushes, clay, etc. – are a foundational instructional resource for visual arts education. Students learn and grow creatively and technically through experimentation and practice with a range of media. Historically, however, funding for art supplies has been based on a patchwork of PTA funds, class fees, building-based budgets and crowd-funding campaigns.

DILEMMA

The passage of the Arts Education and Access Fund in 2012 led to an immediate and significant increase in visual arts and music programs at K-5 schools across PPS. Those dedicated funds ensured students system-wide would have access to a licensed arts teacher but did not provide for any materials costs. At the secondary level, class fees were the primary source for materials and supplies; however, this was identified as a burden on families and communities and an inequitable practice, and was eliminated without a replacement source for funding. These two factors led to critical underfunding of visual arts programs and prevented a baseline of quality programming for all students.

CHANGE IDEA

In 2018, the central office VAPA team began researching potential funding models, including a per-student allocation with differentiation for Title I schools. Through collaboration with the Instructional Resource Center, a small but key step forward was also made in providing quality sketchbooks to all PPS students in visual arts classes. In 2020, as part of the development of the MAEP, the VAPA team developed the **Equitable, Comprehensive, High-Quality Arts Education Wheel**. This tool was invaluable in illuminating the impact of a lack of supplies to a larger number of internal stakeholders.

The onset of the pandemic delayed further progress on the project with one essential exception: the OTL launched the Home Classroom Kit project to distribute materials for all subject areas for student learning at home. This project pressure tested the systems necessary to distribute materials at a mass scale.

In 2021-22, OTL approved a multi-phase project to fund a visual arts starter set, beginning with students in K-5, K-8, and 6-8 programs. The three year rollout will create multiple opportunities for teacher engagement, feedback loops, and fine-tuning timing and distribution processes. Ultimately, the goal is to provide necessary differentiation and ensure predictability for ALL students over time.

Subgoal 1.3

Equitable Access:

Ensure that all students in PPS have continuous access to high-quality arts learning by maintaining and expanding the number of arts disciplines offered at each school

Subgoal 2.6

Instructional Materials, Equipment, and Supplies:

Provide each arts program within a school the necessary resources to deliver the full scope & sequence, including consumable supplies, technology, equipment, and other instructional materials



A woman with grey hair, wearing a red cardigan and a floral patterned face mask, is leaning over a table. She is looking down at a document or book. A young child with brown hair, wearing a black face mask and blue-rimmed glasses, is sitting at the table looking at the same document. The background is a blurred classroom setting with shelves and other people.

Strategic Goal 3

**PROFESSIONAL LEARNING &
CAPACITY BUILDING**

STRATEGIC GOAL 3

PROFESSIONAL LEARNING & CAPACITY BUILDING

IMPLEMENT EFFECTIVE AND RELEVANT PROFESSIONAL DEVELOPMENT TO SUPPORT NEW AND ESTABLISHED TEACHERS, ADMINISTRATORS, AND COMMUNITY ARTS ORGANIZATIONS IN THE SERVICE OF MEANINGFUL AND EQUITABLE STUDENT LEARNING IN AND THROUGH THE ARTS

STRATEGIC GOAL 3

PROFESSIONAL LEARNING & CAPACITY BUILDING

Subgoal 3.1

Racial Equity & Social Justice:

Prioritize continued professional learning that engages teachers and administrators in addressing systemic inequities that impact students in arts education

STRATEGIES

a. Identify existing and new arts partners who are able to provide culturally-specific professional learning for VAPA teachers, with an emphasis on organizations that center BIPOC and other marginalized voices

b. Cultivate leadership among VAPA educators with a focus on BIPOC voices and district RESJ priorities

c. Engage administrators across PPS to examine and improve systems and structures for equitable and impactful arts education

d. Collaborate with the PPS RESJ department to ensure district-wide alignment and implementation of the goals around RESJ Professional Learning Plan and arts education

e. Utilize continuous cycles of learning to identify and adopt research-based best practices in arts education and RESJ

STRATEGIC GOAL 3

PROFESSIONAL LEARNING & CAPACITY BUILDING

Subgoal 3.2

Differentiated Professional Development:

Provide all PPS arts teachers with high-leverage, content area-specific professional development

STRATEGIES

a. Expand teacher capacity for growth through regular and embedded professional development and cadre opportunities

b. Leverage the PPS reimagined Educator Essentials when making decisions around VAPA-specific professional development

c. Encourage VAPA educators to engage with current best practices through professional development opportunities beyond PPS

d. Communicate regularly with VAPA educators and building administrators around emerging, continuing, and innovative instructional practices

e. Provide training around district-wide initiatives (e.g., PPS Instructional Framework) with content area-specific considerations

STRATEGIC GOAL 3

PROFESSIONAL LEARNING & CAPACITY BUILDING

Subgoal 3.3

Cycles of Professional Learning:

Design and facilitate discipline-specific professional learning on a consistent basis in alignment with key district initiatives

STRATEGIES

a. Cultivate cycles of professional learning (e.g., VAPA professional cadres) that allow arts teachers to effectively collaborate and implement best practices across PPS in alignment with the reimagined Educator Essentials and the district instructional framework

b. Advocate for necessary and continued arts-specific differentiation in partnership with PPS Teacher Professional Learning and district-level decision makers

STRATEGIC GOAL 3

PROFESSIONAL LEARNING & CAPACITY BUILDING

Subgoal 3.4

Onboarding & Mentorship:

Provide specific and differentiated onboarding & mentorship opportunities for new and established PPS VAPA educators in partnership with Teacher Professional Learning

STRATEGIES

a. Provide onboarding guidance for all VAPA teachers who are new to PPS or the profession

b. Establish VAPA-specific and content area-specific mentorship and coaching opportunities to support and retain high-quality arts educators

c. Offer BIPOC VAPA educators specific opportunities for collaboration, connection, and mentorship

STRATEGIC GOAL 3

PROFESSIONAL LEARNING & CAPACITY BUILDING

Subgoal 3.5

Internal Leadership Development:
Create district leadership roles for arts educators

STRATEGIES

a. Engage VAPA educators to be stakeholders on Instructional Leadership Teams

b. Build capacity for leadership among arts educators across the district through the role of school-level PPS arts liaison

c. Foster lead teachers in each respective content area to support professional development among peers.

STRATEGIC GOAL 3

PROFESSIONAL LEARNING & CAPACITY BUILDING

Subgoal 3.6

Building Administrators:

Provide targeted professional development for building administrators (e.g., principals and vice principals)

STRATEGIES

a. Increase administrator capacity to identify when a systems-level action will impact arts education

b. Identify opportunities across PPS to provide administrator professional development pertaining to arts education

c. Leverage the PPS reImagined Educational System Shifts when advising around school-level decisions that impact arts education

d. Guide building administrators with strategies that effectively and authentically evaluate instructional practice in the arts classroom

ESTABLISHING FEEDER PATTERNS AND CONNECTING TO COLLEGE & CAREER READINESS

OVERVIEW

The Jefferson Dancers is a pre-professional dance program located at Jefferson High School (JHS) in the heart of Portland's Albina community. The program was established in the early 1980s and has since developed a major footprint in the world of professional dance. Hundreds of students from this program have gone on to be gainfully employed in a myriad of ways related to performing arts. Many have seasoned careers as dancers with world-famous dance companies across the world. Some have moved into performance production working behind the scenes and others have become executive directors of dance companies or arts nonprofits. The impact of this program has helped to support arts economies across the globe.

At the time it was established, the JHS dance program offered access to not only high school students but a strong feeder pattern program that provided complete pathways to Jefferson – every PPS middle school across the city offered dance education programming. Additionally, Jefferson was a magnet program so any PPS students who wanted to pursue more in-depth dance beyond middle school could enroll at Jefferson.

DILEMMA

The Jefferson High School dance program was subsidized through federal desegregation dollars, but the sunset of those dollars in the mid-1990s dried up the middle school feeder dance programs across the district. The Jefferson Dance program began to shrink and the dance staff experienced significant reductions. Fortunately, today there still exists a small and mighty dance staff that continues to maintain the high school program. However, students enrolled in Jefferson neighborhood middle schools have had no dance pathway to gain access to the pre-professional program.

The impact has also been felt through a lens of racial inequity. Students of color have had a difficult time accessing advanced and pre-professional level dance courses. If a JHS student in the 9th grade begins the dance program in level 1, their chances of attaining access to the Jefferson Dancers pre-professional course is small.

CHANGE IDEA

If we invest in FTE for middle school dance programming, we can build a progressive pipeline to the JHS pre-professional dance program. By starting a robust dance education in the 6th grade, students will gain the knowledge, skills, and experiences that will bolster their ability to attain high-level, comprehensive course work.

Furthermore, if we provide additional enrichments such as after school programming and apprenticeships, then a larger portion of students will gain access and a community culture of dance will flourish.

Subgoal 1.3

Equitable Access:

Ensure that all students in PPS have continuous access to high-quality arts learning by maintaining and expanding the number of arts content areas offered at each school

Subgoal 2.7

Expanded & Extended Learning Opportunities:

Design transdisciplinary arts integration and project-based learning experiences within the school day as well as expand extra-curricular offerings for underserved communities



Strategic Goal 4

STAKEHOLDERS & PARTNERSHIPS



STRATEGIC GOAL 4

STAKEHOLDERS & PARTNERSHIPS

CURATE RELATIONSHIPS WITH AND BETWEEN INTERNAL STAKEHOLDERS (INCLUDING TEACHERS, ADMINISTRATORS, AND SCHOOL COMMUNITIES) AND EXTERNAL ARTS PARTNERS TO CREATE DEEP LEARNING EXPERIENCES FOR STUDENTS WHILE SERVING DISTRICT INITIATIVES WITH A FOCUS ON RACIAL EQUITY AND SOCIAL JUSTICE

STRATEGIC GOAL 4

STAKEHOLDERS & PARTNERSHIPS

Subgoal 4.1

Racial Equity & Social Justice:

Ensure that racial equity and social justice practices are centered when cultivating relationships with external arts partners

STRATEGIES

a. Collaborate with PPS Community Engagement & Strategic Partnerships to establish practices for vetting external stakeholders and partners

b. Utilize a decision-making process for both systems-level and building-level selection of partners that meets the needs of individual school communities

STRATEGIC GOAL 4

STAKEHOLDERS & PARTNERSHIPS

Subgoal 4.2

Internal Stakeholders:

Leverage the collaboration of PPS arts liaisons and a VAPA Student Voice Committee to encourage active participation in district initiatives and partnership

STRATEGIES

a. Institute an annual process to select arts liaisons and members of the Student Voice Committee

b. Collaborate with internal stakeholders to ensure district-wide equity and access to arts partner programming at each school site

c. Provide opportunities for the VAPA Student Voice Committee and arts liaisons to be active participants in the creation and maintenance of district arts education initiatives

d. Engage arts liaisons at each school site to coordinate data collection, track partnerships, and report changes

STRATEGIC GOAL 4

STAKEHOLDERS & PARTNERSHIPS

Subgoal 4.3

Arts Partners:

Establish common practices and scope of work with arts partners to ensure district-wide equity and access to high-quality, vision-aligned, and data-driven programming at each school site

STRATEGIES

a. Establish common practices and scope of work with arts partners with particular attention to meeting the needs of diverse student populations and school communities

b. Create opportunities for culturally-specific arts organizations to evaluate barriers and inform desired outcomes for partnership with PPS

STRATEGIC GOAL 4

STAKEHOLDERS & PARTNERSHIPS

Subgoal 4.4

Arts Integration:

Establish systems and strategies for current and future arts integration partnerships and practices

STRATEGIES

a. Apply current best practices to develop a set of district-wide arts integration strategies that include explicit differentiation and engagement for specific subgroups (e.g., ELD, SPED)

STRATEGIC GOAL 4

STAKEHOLDERS & PARTNERSHIPS

Subgoal 4.5

Career and Technical Education

Collaboration:

Establish systems and strategies for current and future CTE partnerships in alignment with the PPS CTE strategic plan

STRATEGIES

a. Collaborate with central office CTE staff to identify opportunities and examine alignment in practices and programs

A young boy with brown hair, wearing a blue and yellow plaid shirt, is shown in profile, focused on playing a xylophone. He is holding two mallets with green heads. The xylophone has dark wooden bars with white and black checkered patterns. In the background, other children and adults are visible, some also playing xylophones, suggesting a music classroom or rehearsal space. The lighting is warm and indoor.

Strategic Goal 5

DATA-INFORMED DECISIONS & PRACTICES

STRATEGIC GOAL 5
DATA-INFORMED DECISIONS & PRACTICES

ENGAGE IN CONTINUOUS CYCLES OF INQUIRY AND DATA ANALYSIS TO IMPROVE PRACTICE AND ADVOCATE FOR DISTRICT-LEVEL AND SCHOOL-SPECIFIC POLICIES AND PRACTICES THAT SUPPORT ARTS EDUCATION

STRATEGIC GOAL 5

DATA-INFORMED DECISIONS & PRACTICES

Subgoal 5.1

Racial Equity & Social Justice:

Actively gather, disaggregate, and analyze data in service of establishing and maintaining equitable access to high-quality arts programs as well as identifying and removing barriers

STRATEGIES

a. Identify year-to-year trends in FTE, arts offerings, and arts partners by school and cluster to target areas where inequities may exist

b. Coordinate across key PPS departments to ensure access to instruction for historically underserved populations

c. Engage in cycles of data analysis to identify student indicators of success in tandem with access to arts pathways and programs

d. Leverage the VAPA Student Voice Committee to provide input and collect and synthesize data to ensure students have access to arts coursework and are at the center of decisions

STRATEGIC GOAL 5

DATA-INFORMED DECISIONS & PRACTICES

Subgoal 5.2

Collect, Analyze, and Report Data:

Regularly share findings from data collection and analysis as part of the continuous implementation of the MAEP

STRATEGIES

a. Ensure teacher stakeholder input on progress and priorities through regular feedback cycles

b. Evaluate progress towards the strategic goals of the MAEP on an annual basis

c. Report progress annually in a State of the Arts Report to the PPS School Board, Superintendent, schools, and community stakeholders

STRATEGIC GOAL 5

DATA-INFORMED DECISIONS & PRACTICES

Subgoal 5.3

Arts Education and Access Fund:

Track and ensure fidelity of implementation of AEAF-funded FTE for the arts

STRATEGIES

a. Collaborate with the AEAF Coordinator and the City of Portland to collect, analyze, and report data to fulfill the provisions of the intergovernmental agreement

STRATEGIC GOAL 5

DATA-INFORMED DECISIONS & PRACTICES

Subgoal 5.4

Student Voice:

Collect and synthesize data around experiences in the arts to ensure students are at the center of decisions

STRATEGIES

a. Identify year-to-year trends in school climate as compared with students' arts experiences

b. Center student voice in the annual representation of data

EQUITABLE ACCESS THROUGH DATA ANALYSIS & NEW PROGRAMS

OVERVIEW

In 2011, the City of Portland recognized Portland was falling behind both regionally and nationally in its support of arts education and also acknowledged the arts as essential to a high-quality, well-rounded education. As a result of this analysis, the City championed a new initiative, the Arts Education and Access Fund (AEAF), commonly referred to as the “arts tax.” In November of 2012, 62% of Portland voters approved the AEAF, which provides funding for certified arts educators in all elementary schools in Portland’s six school districts, including Portland Public Schools.

At the end of the 21-22 school year, the first kindergarteners benefitting from the arts tax finished 8th grade and entering high schools across the city.

DILEMMA

In the 2012-13 school year, PPS had only 13 music programs (with 9.39 FTE) for its 60 K-5 and K-8 schools. With the initial investment of the arts tax, new programs were established at each K-5 and K-8 school, but it was at the discretion of the school site to decide which art form they would offer. Most schools chose music or visual arts but rarely both, limiting student access to these distinct and valuable content areas.

CHANGE IDEA

The earliest goal that emerged in the development of the MAEP was the commitment to creating K-12 pathways for every student, in every school, to access specialized arts learning in music and visual arts (and 6-12 for dance and theatre). Concurrent with setting this goal, Oregon passed the Student Success Act (SSA), a new business-supported corporate tax to increase funding for schools. PPS elected to dedicate a significant amount of these funds to fill gaps in programming and to complete K-12 pathways in music.

As a result of the arts tax dollars, and in tandem with the Oregon SSA, PPS will now have 49 music programs (34.16 FTE) in the fall of 2022, close to a fourfold increase in programming. This incredible expansion of access corresponds to a dramatic increase in the quality of our middle and high school music programs, including a record number of high school ensembles invited to perform at state-wide music competitions for solo performances, small ensembles, band, choir, orchestra, and jazz.

Subgoal 1.3

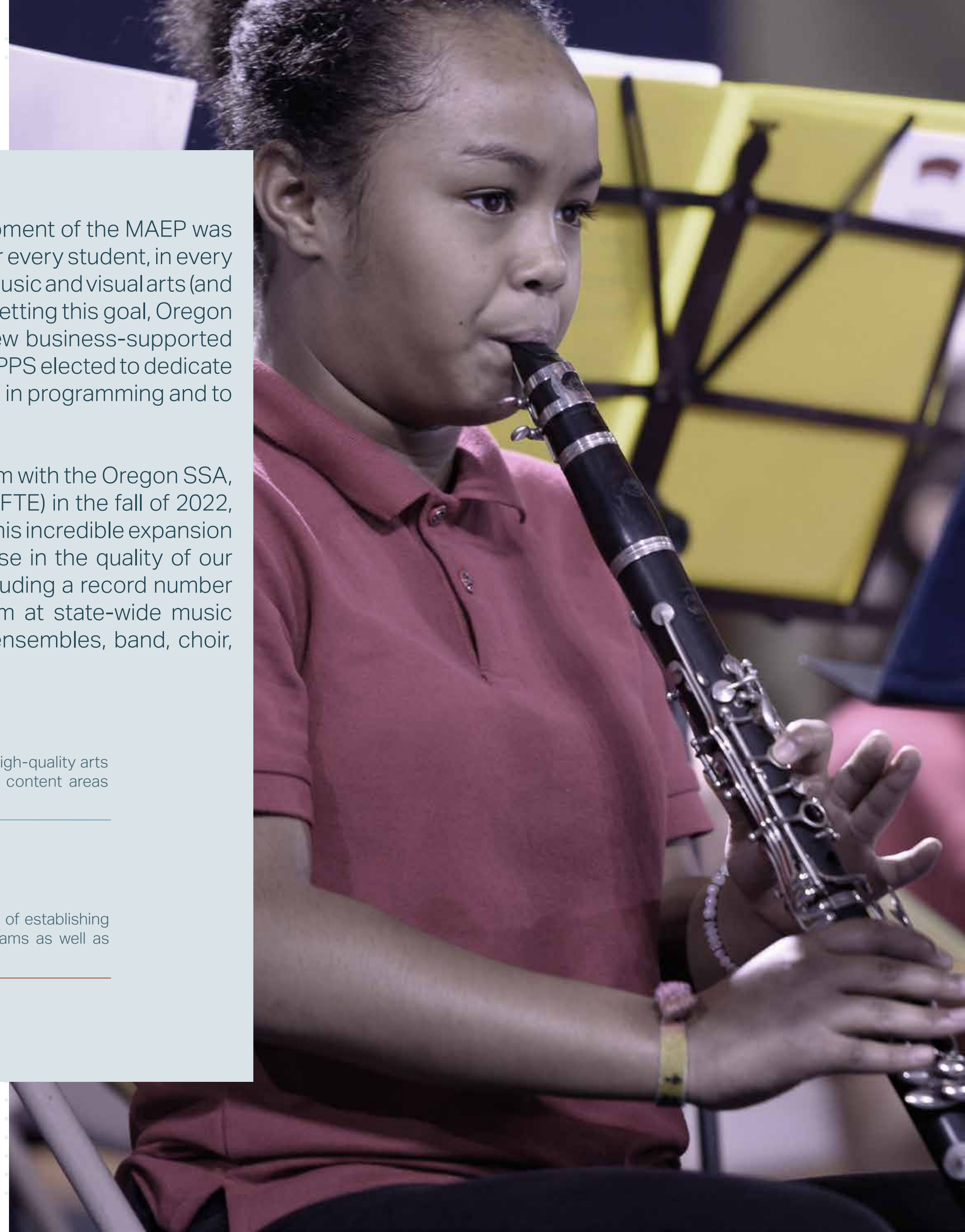
Equitable Access:

Ensure that all students in PPS have continuous access to high-quality arts learning by maintaining and expanding the number of arts content areas offered at each school

Subgoal 5.1

Racial Equity & Social Justice:

Actively gather, disaggregate, and analyze data in the service of establishing and maintaining equitable access to high-quality arts programs as well as identifying and removing barriers





Strategic Goal 6

FINANCIAL SUSTAINABILITY

STRATEGIC GOAL 6
FINANCIAL SUSTAINABILITY

ENSURE THAT THE FUNDING FOR ARTS EDUCATION IS ADEQUATE, SUSTAINABLE, AND EQUITABLY DISTRIBUTED TO SUPPORT SCHOOLS.

STRATEGIC GOAL 6

FINANCIAL SUSTAINABILITY

Subgoal 6.1

Racial Equity & Social Justice:

Apply the PPS RESJ Framework to all financial decisions in order to prioritize the needs of historically underserved communities

Subgoal 6.2

Sustained Funding of Central VAPA Department and Initiatives:

Ensure fidelity in implementation of the MAEP by maintaining stable funding for central office VAPA staff and initiatives in order to eliminate disparities and maintain consistency in support of VAPA students, educators, and programs

Subgoal 6.3

Multiple Funding Sources for Maintaining Arts Programs:

Identify a mix of funding sources (e.g., AEAF, Student Investment Account [SIA], Elementary and Secondary School Emergency Relief Fund [ESSER]) to support consistency in baseline levels of arts staffing to sustain and/or grow programs

STRATEGIC GOAL 6

FINANCIAL SUSTAINABILITY

Subgoal 6.4

Instructional Materials, Equipment, & Supplies:

Maintain annual allocation for funding materials, equipment, and supplies to support the delivery of a comprehensive K-12 arts education

Subgoal 6.5

Authentic and Functional Learning Spaces:

Collaborate with internal and external stakeholders to ensure that all visual & performing arts instruction takes place in dedicated content area-specific classroom spaces that prioritize the specialized needs of the scope & sequence and the physical and emotional well-being of students

Subgoal 6.6

Site-specific Program Delivery:

Collaborate with district departments and programs to establish and maintain funding for program expenses associated with the content area-specific and grade-level requirements of the scope & sequence for dance, music, theatre, and visual arts

Implementation

IMPLEMENTATION PHASE I

FIRST PRIORITIES FOR IMPLEMENTATION PLAN	MAEP GOAL ALIGNMENT
Sustain all existing FTE levels to keep completed pathways intact	1, 2, 6
Invest in additional FTE to continue completing remaining fragmented pathways	1, 2, 6
Diversify VAPA teaching force through collaboration with graduate teacher programs	1, 2, 3, 4
Actively foreground anti-racist arts education by funding completion for all four content areas in tandem with the 3-year curriculum adoption process	1, 2, 3
Address inequities in lack of access to the arts for students in alternative/special programs through collaboration and aligning practices with MPG	1, 2, 4
Secure consistent, sustainable funding for annual consumable and non-consumable materials to ensure equity in student experience and fidelity of implementation across all schools	1, 2, 6
Invest in additional central office staff to support increased VAPA footprint	1, 2, 3, 6
Collaborate with Office of School Modernization on Long-Range Facility Plans	1, 2, 5, 6

LOOKING AHEAD: A CALL TO ACTION

As we look ahead to implementation of the MAEP, there are so many things to be excited about. New challenges are inevitable in this transformational time in public education – but so, too, are wins and bright spots to be celebrated.

Alignment to Emerging Instructional Framework:

The four major components of the PPS Instructional Framework outline a path to educational equity: instruction that is grade-level and standards aligned, culturally affirming, deeply engaging, and data driven. Each of these components is meaningfully embedded in the goals, subgoals, and strategies of the MAEP, and synthesized in the Equitable, Comprehensive, High-Quality Arts Education Wheel. Considered together, these two documents illuminate the foundational level at which arts education is an essential part of eliminating systemic and predictive inequitable outcomes for all students.

School & Community Impact of Increased Access to the Arts:

Pre-COVID, we collected data showing that our VAPA teachers were creating an average of 40 school and/or community-based events to highlight student learning each month. As arts pathways are completed, new programs and teachers mean more events and opportunities for these connections to take place! Historically, when programs were cut, especially at the K-5 level, also reduced were the events and community fellowship that were a part of celebrating and externalizing student learning.

By coupling an increase in programs with a larger central office VAPA staff, we have the capacity to collaborate with Strategic Partnerships and PPS Communications to even better serve school communities with a wide range of engagement needs in service of community stakeholdership.

Impact on Statewide Policy for Arts Education:

Portland Public Schools now has the largest central office support for arts education in the state; it has the only central office staff representing all four arts content areas. As we have grown, we have been able to successfully attain grant dollars that have allowed us to connect with other large urban school districts around arts education policy. Through our collaboration with the Kennedy Center's Ingenuity partnership on the artlook™ data mapping project, we are in a position to use PPS as a model for how to track equity and access to arts education. As we invest in arts education, we see the potential for PPS to be a catalyst and frontrunner for shifting state policy around arts education, ensuring that arts education is available and equitable to all students in Oregon.

THERE ARE PLENTY OF CHILDREN THAT DON'T "FIT IN THE BOX." HAVING AN ARTS EDUCATION ALLOWS THEM TO FIGURE OUT WHAT THEY LOVE.

—————
Kiera Brinkley, PPS Graduate



PHASE I TEACHER STAKEHOLDERS

Gary Riler	Cleveland / 9-12 / Music (Band)
Kendra Yao	Grout / K-5 / Visual Art
Chris Meade	Lent / K-8 / Music
Kelly Merrill	Cesar Chavez / K-8 / Visual Art
Sarah Dyste	Tubman / 6-8 / Visual Art
Oluyinka Parsons-Akinjiola	Tubman / K-8/6-8 /Dance
Addy Kessler	Lincoln / 9-12 / Visual Art
Maya Gascoyne	Ainsworth / K-5 / Music
Amy Steel	Vestal / K-5 / Visual Art
Keelin Mayer	Scott / K-5 / Visual Art
Jo Strom Lane	Roosevelt / 9-12 / Theatre
Richard Littledyke	Ockley Green / 6-8 / Music
Jill Mitchell	Rieke / K-5 / Visual Art
Kristin Brown	Jackson / 6-8 / Music
Nicole Accuardi	da Vinci Arts / 6-8 / Theatre
Claire Olberding	da Vinci Arts / 6-8 / Dance

PHASE II TEACHER STAKEHOLDERS

Anthony Jamesbarry	Lewis / K-5 / Music
Brian McFadden	Grant / 9-12 / Music
Carlos Baca	Beach / K-5 / Visual Art
Clint Harpster	McDaniel / 9-12 / Visual Art
Coren Rau	Lincoln / 9-12 / Visual Art
Crystal Simpson	Woodlawn / K-5 / Visual Art
David Erickson	Markham / K-5 / Music
David Kays	Lincoln / 9-12 / Music
DJ Rayley	Scott / K-5 / Dance
Hanne Duncan	Laurelhurst / K-8 / Visual Art
Jamie Miller	Wells / 9-12 / Theatre
Jamin London Tinsel	Grant / 9-12 / Visual Art
Kellie May	Roosevelt / 9-12 / Visual Art
Melody Rockwell	Grant / 9-12 / Visual Art
Michael Payne	Cleveland / 9-12 / Theatre

PHASE II ARTS PARTNER STAKEHOLDERS

Alexis Hamilton	Portland Opera / Manager of Education & Outreach / Music
Carolyn Talarr	Portland Youth Philharmonic / Community Programs Coordinator / Music
Cary Clarke	Young Audiences of Oregon & SW Washington / Executive Director / Multidiscipline
Kristi Reidel	Young Audiences of Oregon & SW Washington / Executive Director / Multidiscipline
Dañel Malan	Milagro / Artistic Director / Theatre
Diana Scoggins	Metropolitan Youth Symphony / Executive Director / Music
Ellen Thomas	Northwest Film Center / Education Director / Media Arts
Erik Montague	Northwest Children's Theater and School / Outreach Manager / Theatre
Hana Layson	Portland Art Museum / Head of Youth and Educator Programs / Visual Arts
Karen Rathje	Artists Repertory Theatre / Education Director / Theatre
Karena Salmond	Caldera / Youth Program Director / Multidiscipline
Kelsey Tyler	The Armory / Education & Community Programs Director / Theatre
Leigh Mallonee	Northwest Children's Theater and School / Education Director / Theatre
Marcella Crowson	Oregon Children's Theatre / Associate Artistic Director / Theatre
Monica Hayes	Oregon Symphony / Education & Community Engagement Program Director / Music

PHASE II & III STUDENT STAKEHOLDERS

Liem Friel	Cleveland HS / Sophomore / Music / Gary Riler
Ian Simpson	Cleveland HS / Junior / Music / Gary Riler
Jennifer Chavez	Franklin HS / Senior / Dance / Sonia Kellerman
Brennan McConnell-Griner	Franklin HS / Senior / Dance / Sonia Kellerman
Maddie Hodson	Grant HS / Junior / Visual Art / Jamin London Tinsel
Ollie Spinks	Grant HS / Sophomore / Music, Theatre, Visual Art / Jamin London Tinsel
Edith Allen	Grant HS / Senior / Visual Art / Melody Rockwell
Zoe Ridgell	Jefferson HS / Junior / Dance / Rachel Slater
Tae Thomas	Jefferson HS / Sophomore / Music / Kristen Brayson
Bella Bravo	Lincoln HS / Junior / Music / David Kays
Adriana Moreno-Perez	Roosevelt HS / Junior / Visual Art / Kellie May
Edme Guetschow	Roosevelt HS / Junior / Theatre / Jo Lane
Nico Vilches	Wells HS / Sophomore / Music, Theatre / Jamie Miller

PHASE III ADMINISTRATOR STAKEHOLDERS

Amy Whitney	George Middle School
Leah Dickey	Harrison Park K-8
Michael Rowell	Lane Middle School
Suezann Kitchens	da Vinci Arts Middle School
Chris Frazier	Franklin High School
Lydia Poole-Smith	Markham K-5
Peyton Chapman	Lincoln High School
Teresa Seidel	Buckman K-5
Jill Sage	Martin Luther King, Jr K-5
Megan McCarter	Scott K-5
Robbie Davis	da Vinci Middle School
Harriet Vimegnon	Beaumont Middle School

SPECIAL CONTRIBUTORS

- Jennie Johnson** PPS Music Shop
- Shauna Adams** Consultant
- Marna Stalcup** Consultant
- Louise Music** Former Executive Director of the Department of Integrated Learning at the Alameda County Office Of Education
- Jeff Smith** Director of Arts, Metro Nashville Public Schools
- Jeffrey Waraksa** Arts Education Manager, Chicago Public Schools
- J. Celeste Kee** Director, New Orleans Arts Education Alliance
- Rae Takemoto** VP at Pōmaika'i Elementary School, Hawaii; Hawaii Turnaround Arts Program Director

Photo Credits: Beth Conyers, Leif Sjoquist, Karen Pride (courtesy of Oh! Creative Productions)

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ADDITIONAL THANKS

PPS School Board

Superintendent Guadalupe Guerrero

Oregon Community Foundation

PPS Visual & Performing Arts Department
(Current & Past Team Members 2018-2023)

Kristen Brayson, Assistant Director of Visual & Performing Arts

Li Ezzell, Program Administrator for Visual & Performing Arts

Carolyn Hazel Drake, Program Administrator for Visual & Performing Arts

Nicole Accuardi, Dance & Theatre Teacher on Special Assignment (TOSA)
& Arts Partnership Liaison

Laura Arthur, Music Teacher on Special Assignment (TOSA)

Elisabeth Herrera-Very, Visual Arts Teacher on Special Assignment (TOSA)

Eleanor LeClair, Visual & Performing Arts Coordinator

Francisco Garcia, Dance & Theatre Teacher on Special Assignment (TOSA)
& Arts Partnership Liaison

Glossary

GLOSSARY

AEAF

The successful 2012 adoption of City of Portland Ballot Measure 26-146 created the Arts Education and Access Fund (AEAF or arts tax) to restore visual and performing arts education in six districts, including Portland Public Schools (PPS).

Arts Integration

Arts integration is an approach to teaching in which students construct and demonstrate understanding through an art form. Students engage in a creative process which connects an art form and another subject area and meets evolving objectives in both.

Assessments: Formative

Formative assessments are informal, often ungraded, and focus on growth and feedback. These are conducted by teachers during the learning process in order to better scaffold and support teaching and learning activities, as well as give iterative feedback, to improve student understanding, performance, and growth.

Examples: Academic Discourse, spot-checks, self-assessment, finger to five, thumbs up/down, exit ticket, short quizzes, reflection, journaling, peer feedback

Assessments: Summative

Summative assessments evaluate student learning at the end of an instructional unit by comparing it against a standard, benchmark or rubric.

Examples: Midterm exam, a final project, a paper, showcase/exhibition, concert, solo performance, playing test, monologue, ensemble performance

Cluster

In PPS, a **cluster** refers to the group of K-12 schools that all lead to one of the eight comprehensive high schools. As an example, Alameda Elementary School students attend Beaumont Middle School and then attend Grant High School; all these schools are in the **Grant cluster**.

CTE

Career & Technical Education: PPS program of study that includes a wide variety of disciplines that allow students to experience hands-on learning and acquire skills that are transferable to a multitude of future career pathways.

Some 9-12 VAPA educators have CTE programs of study including courses such as Graphic Design, Product Design, Media Arts, and Audio/Sound Engineering.

To teach in an Oregon state approved CTE program, the instructor must have an appropriate CTE license and/or endorsement, specific to the program career area.

Culturally Relevant Pedagogy/ Teaching

Introduced over three decades ago, the term culturally relevant pedagogy describes a form of teaching that calls for engaging learners whose experiences and cultures are traditionally excluded from mainstream settings.

Culturally Responsive Teaching

An educational approach that emphasizes “using the cultural knowledge, prior experiences, frames of reference, and performance styles of ethnically diverse students to make learning encounters more relevant to and effective for them” (Gay, 2010).

Culturally Sustaining Practices

Culturally sustaining practices (CSP) allow, invite, and encourage students to not only use their cultural practices from home in school, but to maintain them. CSP supports students to exist not only in the culture of their school, but also in the culture of their home.

ELD

English Language Development (ELD) is an integral part of learning for Emergent Bilinguals/Multilingual Learners and is also the name of the department serving the needs of designated students. The program considers each student’s linguistic needs and can include services provided directly by an assigned language development teacher.

Endorsement

Educators must acquire a credential, called an **endorsement**, for the content area they teach. Teaching licenses issued by the Teacher Standards & Practices Commission (TSPC) may include multiple endorsements, and teachers may add endorsements to the license at any point during the life of the license.

ESSER

The Elementary and Secondary School Emergency Relief (ESSER) Fund was established as part of the Coronavirus Aid, Relief, and Economic Security (CARES) Act in March 2020. The CARES Act provided direct funding to state and local education agencies to address the impact COVID-19 has had, and in certain contexts continues to have, on elementary and secondary schools.

FTE

Full Time Equivalent (FTE): PPS calculates the number of FTE positions for schools using different types of data metrics (such as enrollment).

Instructional Framework

Developed in 2022, the [PPS Instructional Framework](#) provides a consistent, district-wide vision for teaching and learning that allows all district stakeholders to align actions and resources to ensure equity of access to high-quality instruction across all schools, classrooms, and students.

ILT

The Instructional Leadership Team (ILT) serves as the “guiding coalition” for each school building. Comprising representatives from each collaborative teacher team, administration, and classified and support staff, this team’s primary responsibility is to unite and coordinate the school’s collective efforts across grade levels, departments and subjects.

MPG

Multiple Pathways to Graduation: PPS programs that provide an appropriate learning environment for all students, including alternatives to comprehensive schools.

Examples of MPG programs include: Alliance (HS & MS), Metropolitan Learning Center (MLC), DART School, Charter Schools, Community Based Organizations (CBOs), and Portland Evening & Summer Scholars

MTSS

Multi-Tiered System of Support (MTSS) is a framework focused on prevention and problem solving for all students using decision making based on data. MTSS uses evidence-based instruction, intervention and assessment practices to ensure that every student receives the appropriate level of support based on their level of need.

National Core Arts Standards

The National Core Arts Standards guide educators in providing a unified quality arts education for students in pre-k through high school. NCAS is a conceptual framework that outlines the philosophy, primary goals, dynamic processes, structures, and outcomes that shape student learning and achievement in dance, media arts, music, theatre, and visual arts.

OCF

Oregon Community Foundation: A statewide community foundation that works alongside donors, stewarding their priorities into strategic giving to support diverse communities across Oregon, creating lasting, transformative change.

A generous grant from the OCF allowed PPS VAPA to deeply engage stakeholders in crafting this MAEP.

GLOSSARY CONT.

ODE

Oregon Department of Education: ODE oversees the education of over 560,000 students in Oregon's public K-12 education system. ODE encompasses early learning, public preschool programs, the state School for the Deaf, regional programs for children with disabilities, and education programs in Oregon youth corrections facilities.

Onboarding

Onboarding is an ongoing process that lasts through the entire first year and sometimes into the second year of teaching for new educators and experienced educators new to PPS. In this process, new VAPA educators are offered resources to instill the values, culture, and expectations as they join PPS.

Opportunity to Learn Standards

Opportunity to Learn Standards are resources that offer teachers, teacher-educators, administrators, and school boards information on what is needed to create and support effective visual and performing arts programs on a wide range of levels and in various teaching areas. These documents present guidance on Curriculum and Scheduling, Safety and Values, Staffing, Materials and Equipment, and Facilities that allow dance, music, theatre, and visual arts programs achieve the outcomes set in the National Core Arts Standards.

OTIS

Office of Technology & Information Services (OTIS): supports academic and operational excellence by empowering people and processes with transformative technology that ensures student success regardless of race, class, or identity. OTIS manages classroom technology, IT projects and networks, district software systems, purchasing, and technology requests and support.

OTL

Office of Teaching and Learning: VAPA Administrators and TOSAs (Teachers On Special Assignment) are classified under the PPS Office of Teaching and Learning, which is lead by the Chief Academic Officer.

Pathway

A given student progression from K-12 within either a neighborhood school cluster or magnet or alternative programs.

PD

Professional Development: VAPA-provided professional development offerings are as varied as the many disciplines and content areas found in arts education. VAPA offers differentiated full-day in person workshops, Professional Cadres of job-alike educators, PLC frameworks for arts educators, and opportunities for educators to engage in their own art form.

PLC

Professional Learning Community: A small group of same-subject teachers that meet regularly to discuss and collaborate around four guiding questions:

1. What do we want students to learn? What should each student know and be able to do as a result of each unit, grade level, and/or course?
2. How will we know if they have learned? Are we monitoring each student's learning on a timely basis?
3. What will we do if they don't learn? What systematic process is in place to provide additional time and support for students who are experiencing difficulty?
4. What will we do if they already know it?

PPS reimagined

Published in 2019, PPS reimagined is a comprehensive document that lays out the Vision for the future of PPS. It includes sections around Mission, Vision, Core Values, the Graduate Portrait, Educator Essentials, and Educational System Shifts.

PPS reimagined: Educational System Shifts

Educational System Shifts (part of PPS reimagined) refers to changes in the organization's priorities and how it operates to support and encourage adults to model the Educator Essentials and the students to achieve the Graduate Portrait.

PPS reimagined: Educator Essentials

Educator Essentials (part of PPS reimagined) refers the attributes - knowledge, skills, mindsets, and dispositions - needed from adults to support students to achieve the Graduate Portrait.

PPS reimagined: Graduate Portrait

The Graduate Portrait (part of PPS reimagined) is a clear and ambitious description of what the community wants its students to know, be, and be able to do, in order to prepare them to thrive in their lives and careers. The nine attributes of the Graduate Portrait are directly correlated to what happens every day in Visual & Performing Arts classrooms across PPS.

Program of Study

A recommended progression of learning within a content area that includes sequential courses as well as exploratory options.

Qualities of Quality

Qualities of Quality: Understanding Excellence in Arts Education is a research initiative commissioned by the Wallace Foundation and conducted by Project Zero at the Harvard Graduate School of Education.

RESJ

Racial Equity & Social Justice: Portland Public Schools has committed to significantly changing its practice in order to achieve and maintain racial equity in education. Educational equity means raising the achievement of

all students while (1) narrowing the gaps between the lowest and highest performing students and (2) eliminating the racial predictability and disproportionality of which student groups occupy the highest and lowest achievement categories.

SEL

Social Emotional Learning: SEL is the process through which all young people and adults acquire and apply the knowledge, skills, and attitudes to develop healthy identities, manage emotions and achieve personal and collective goals, feel and show empathy for others, establish and maintain supportive relationships, and make responsible and caring decisions.

SIA

The Student Success Act originated as House Bill 3427 and was signed into law by Oregon Gov. Kate Brown. It provides a historic \$2 billion investment in the state's preK-12 education system. The Student Success Act includes \$200 million to enhance the State School Fund, with the remaining funds primarily divided among three key accounts: a Student Investment Account (SIA), Early Learning Account, and Statewide Education Initiatives Account

SPED

SPED refers to Special Education. As a department, SPED is committed to reversing the trend of isolation and segregation of students with disabilities by ensuring all students have access to high quality instruction responsive to their needs and delivered by effective and culturally responsive educators within the least restrictive environment.

Supplies: Consumable/ Non-Consumable

Consumable supplies are those that are used throughout the year and need to be re-ordered or refreshed each school year. Painting and drawing supplies, beginning band method books, PPE, and reeds are example of consumable supplies. Non-Consumable supplies are those that remain in learning spaces long term. These include things like kilns, risers, music stands, marley dance floors, stage lighting equipment

SWOT Analysis

A strategic planning process identifying strengths, weaknesses, opportunities, and threats that apply to a department or organization.

TOSA

Teacher on Special Assignment: Part of the VAPA team, TOSAs support specific content areas at the district level through arts advocacy, creating and delivering professional development, curating curriculum, coordinating events, and assisting with direct instruction in classrooms.

TSPC

Teacher Standards and Practices Commission: Oregon's licensing agency for all educators.

VAPA

Visual & Performing Arts in Portland Public Schools encompasses four distinct arts content areas and specializations within each content area:

- **Dance:** General Dance, Contemporary, Modern, Ballet, Jazz, Tap, African, Hip Hop, Improv/Composition
- **Music:** General Music, Band, Choir, Orchestra, Music Theory, Jazz, CTE, Keyboarding, Modern Band, Sound Engineering
 - **Theatre:** General Theatre (beginning, intermediate, advanced), Technical Theatre (stagecraft & CTE), Musical Theatre, Theatre Production & Management, IB Theatre
- **Visual Arts:** General Art, 2D (Drawing, Painting, Printmaking, Photography), 3D (Ceramics, Sculpture, Textiles, Product Design), Media Arts (Graphic Design, Digital Photography)



EVERY LAST ONE OF US





ARTS | MAEP



FORWARD
TOGETHER

**PPS State of Arts Education &
The Master Arts Education Plan**

April 4, 2023

Agenda

PPS Arts Education Journey: 1990 - 2023

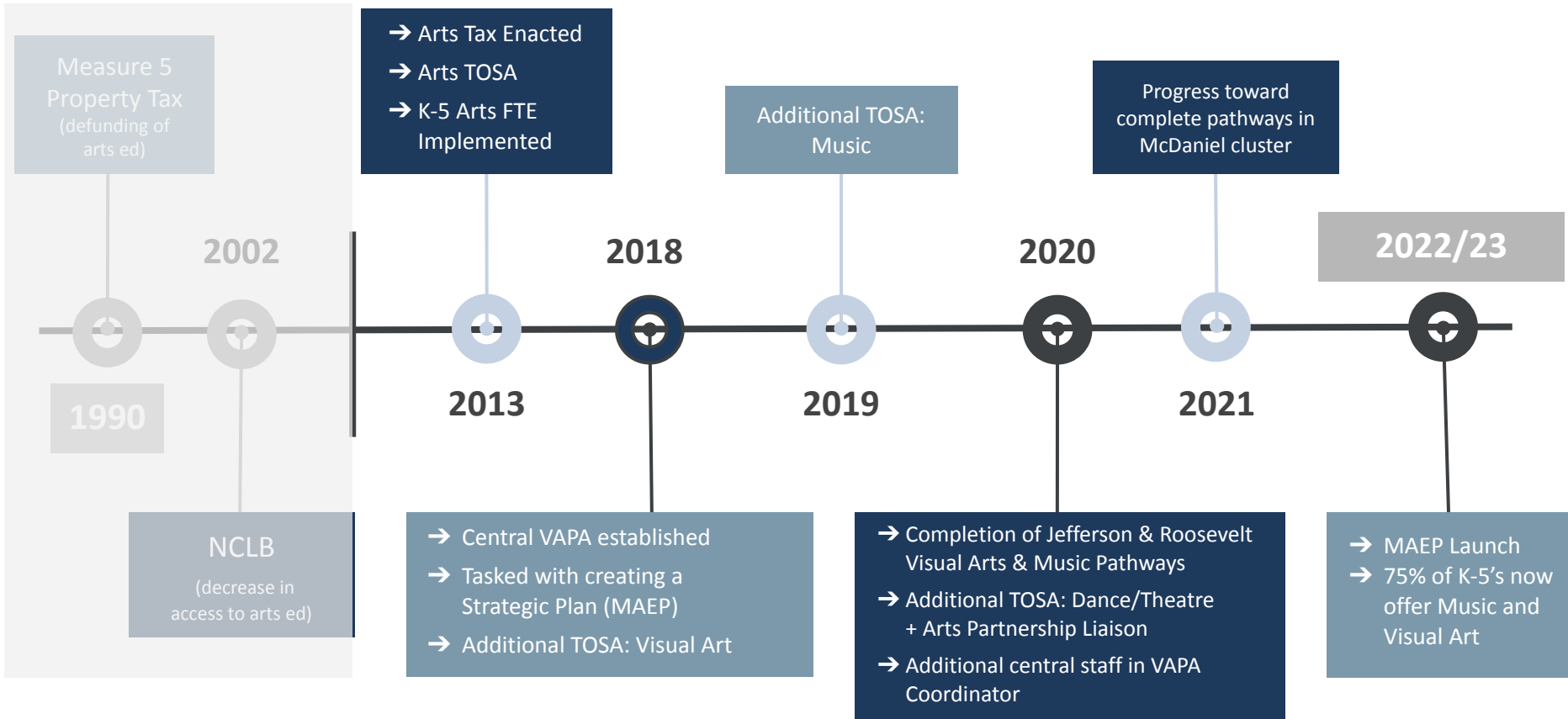
Our Arts Tax Responsibilities

The Master Arts Education Plan

PPS Arts Ed Framework: From the Students Experience

Questions & Comments

PPS Arts Education Journey: 1990 - 2022





City ballot measure (2012)
Funds: K-5 arts educators FTE

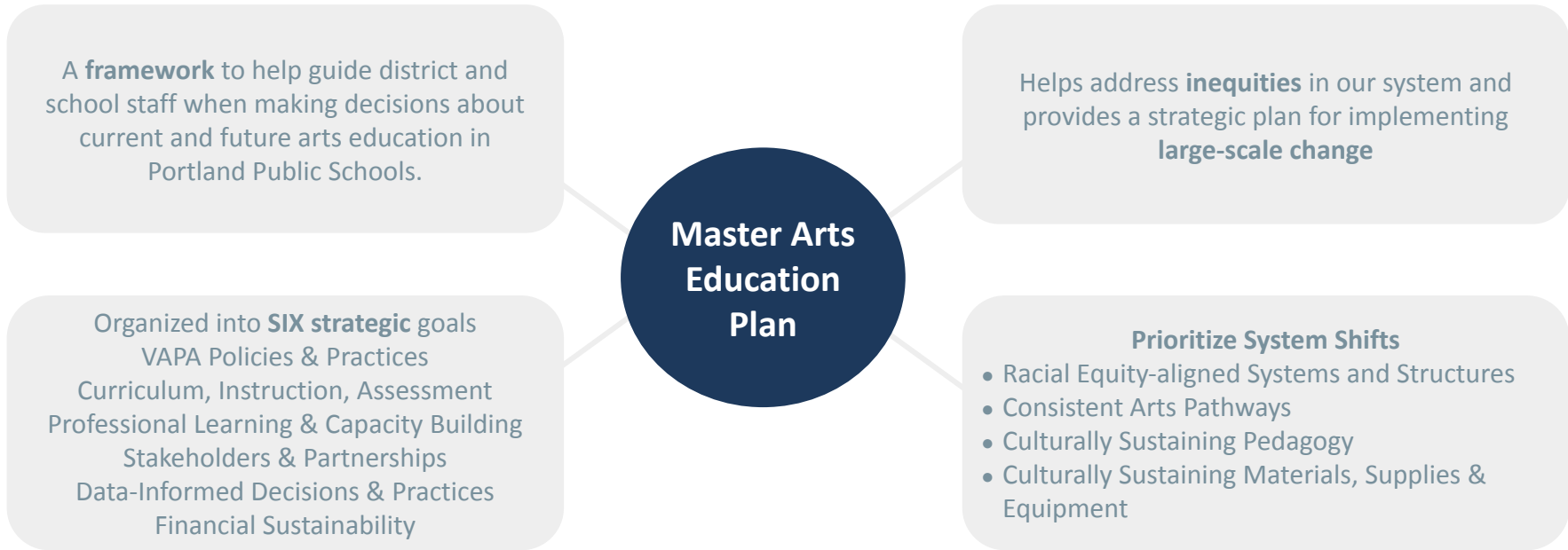
Does not fund:
supplies, field trips, etc.

2020-21: 77 teachers paid for by tax

PPS Intergovernmental Agreement Requirements

- **Perform** yearly audit / report FTE to Revenue Bureau (RB)
- **Provide** RB annual Comprehensive Annual Financial Report (CAFR)
- **Align** a course of study K-12
- **Maintain** articulated courses beyond K-5 to serve 6-12
- **Ensure** district is providing HQ arts education
- **Ensure** that hired teachers reflect the population
- **Comply** with data requests and/or reports requested by city or Arts Tax Oversight Committee (AOC)
- **Perform** yearly comprehensive report on progress toward arts education goals and **deliver** to district school board and AOC

PPS Master Arts Education Plan



In 2019, Portland Public Schools launched a major academic initiative called the Master Arts Education Plan (MAEP).

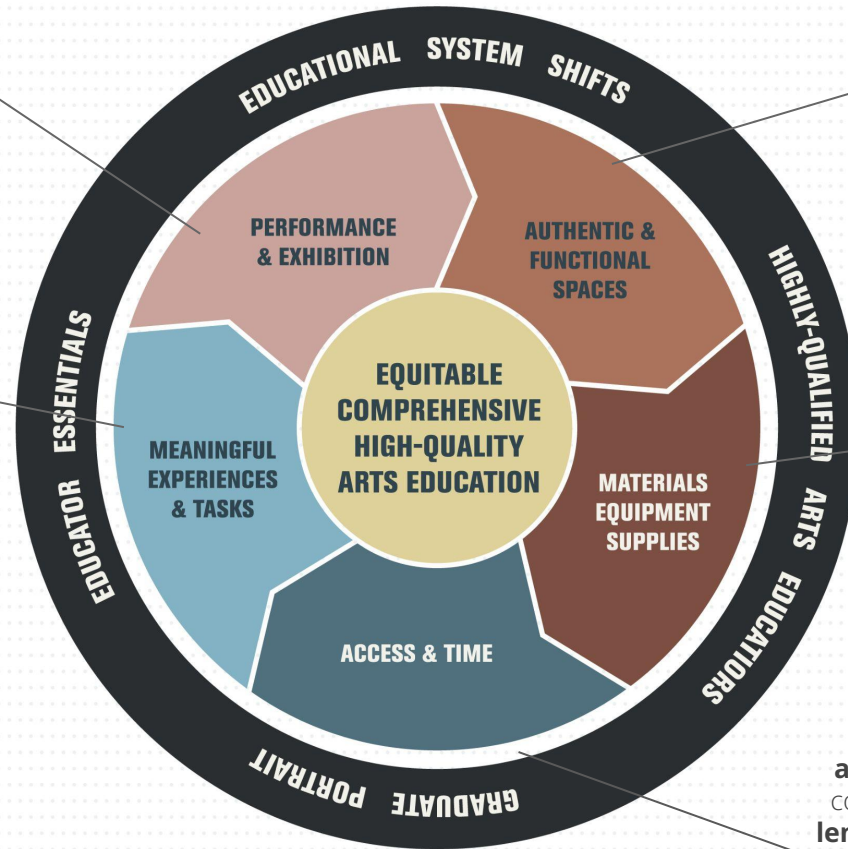
The central goal of the MAEP is to increase equitable access to high-quality arts education in dance, music, theatre, and visual arts for all students.

Creates the conditions for trust & respect, along with the belief in student capacity, when **creating, performing, and exhibiting works of art** and represents the social dimension of the relationships in the classroom

Supports the **arts learning environment** by providing the physical space for all student practitioners to experience authentic, real-world art making

Maintains crucial support of students in arts courses with the appropriate **consumable & non-consumable items** to guarantee **equitable delivery** of the curriculum

Provides students **access** to arts education and considers the **frequency** and **length of time** as a measure of quality



Promotes **Inquisitive Critical Thinking with Deep Core Knowledge**

- Standards-based (*Create, Present/Perform, Respond, & Connect*)
- Social Justice & Anti-Bias
- Artistic & Cultural Literacy
- Technical Skills Progression
- Social Emotional Learning
- Personal Voice & Agency
- Habits of Mind/Dispositions
- Multi-Modal and Non-Linguistic Representation of Knowledge
- Project-Based Learning
- Scaffolds to Industry/Partnerships (CTE)

Questions & Comments

Spring 2023 Data Dive: MAP Growth

Board of Education Work Session

April 4, 2023

Guiding Questions

How does student growth now compare to student growth last year?

What adjustments need to be made, if any?

What were the demographics and participation rates of students who are included in these data?

MAP Reading

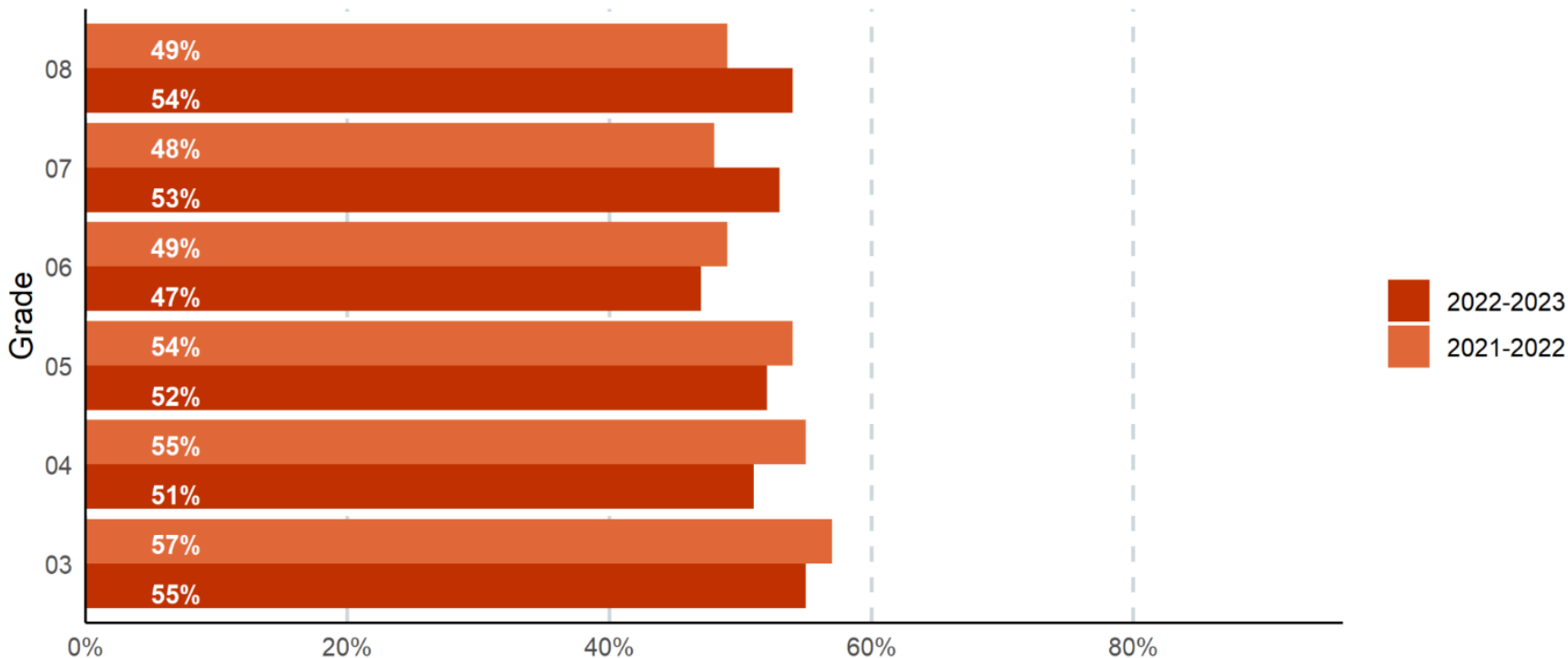
Grades 3-8



Reading Grades 3-8

Reading Growth

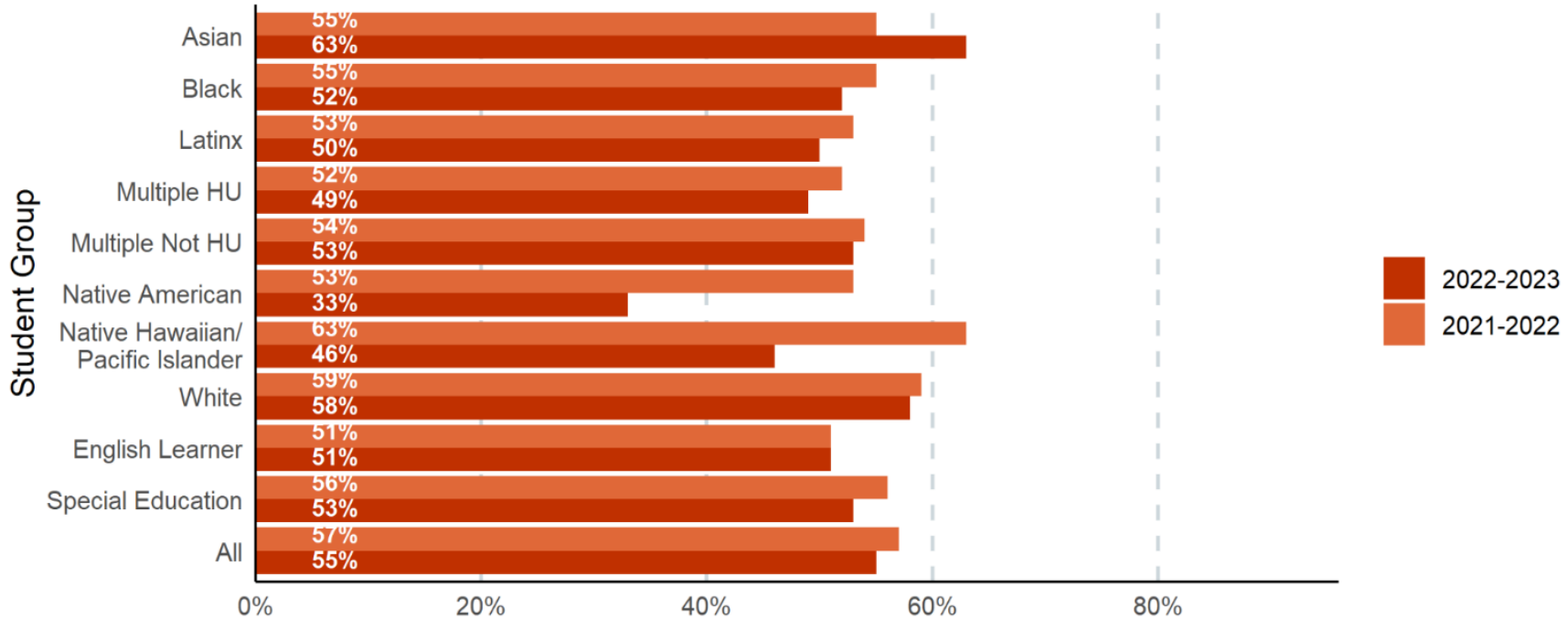
Winter



Reading Grade 3 by Student Group

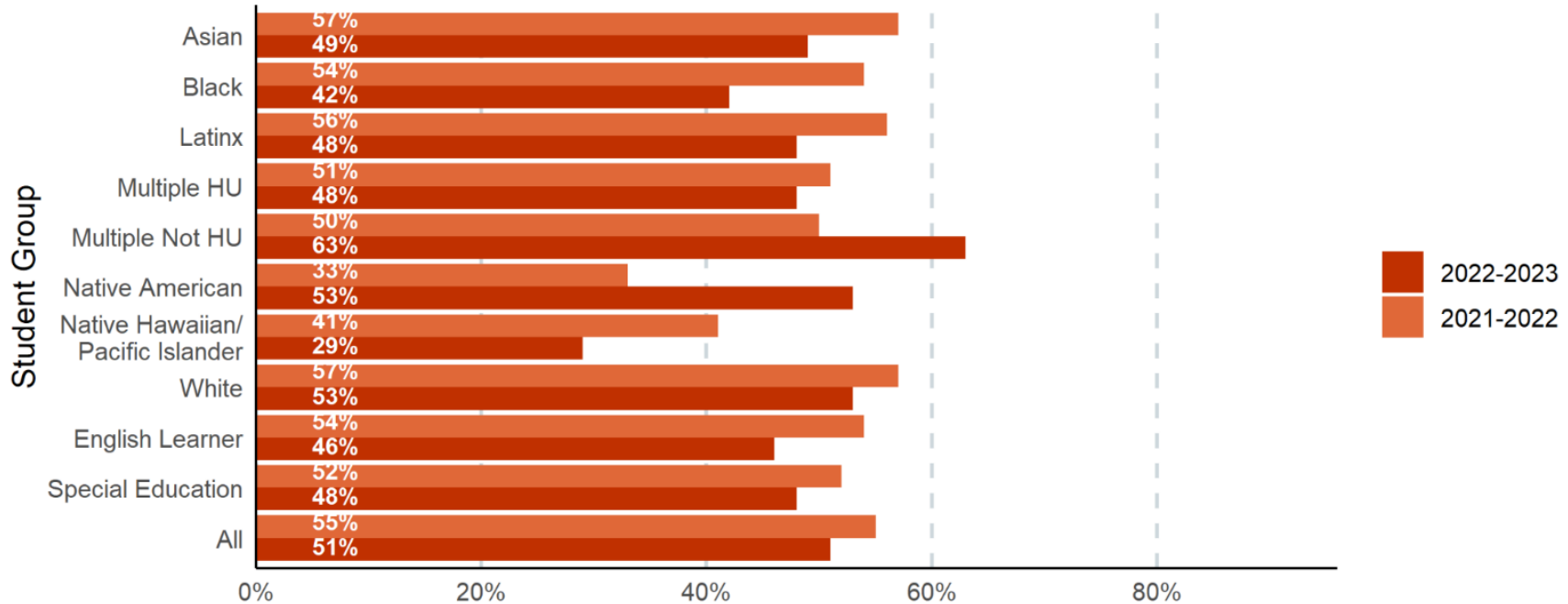
Reading Growth Grade 03

Winter



Reading Grade 4 by Student Group

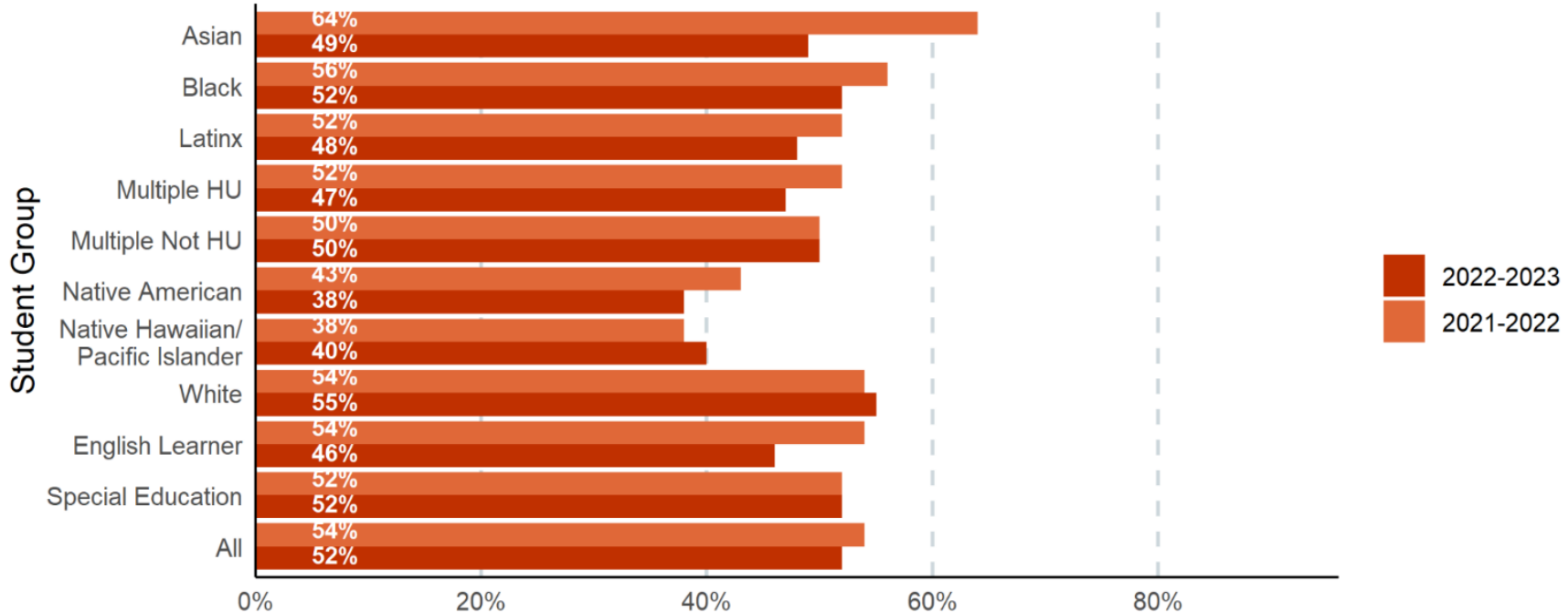
Reading Growth Grade 04 Winter



Reading Grade 5 by Student Group

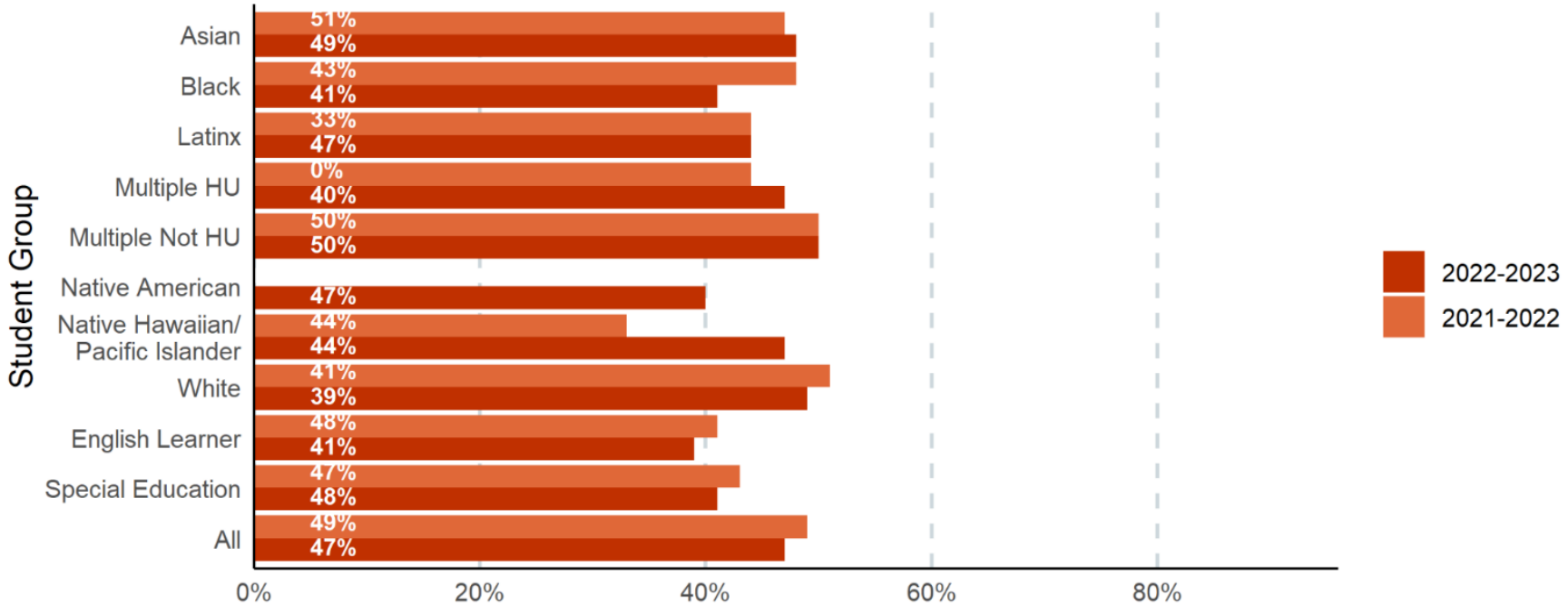
Reading Growth Grade 05

Winter



Reading Grade 6 by Student Group

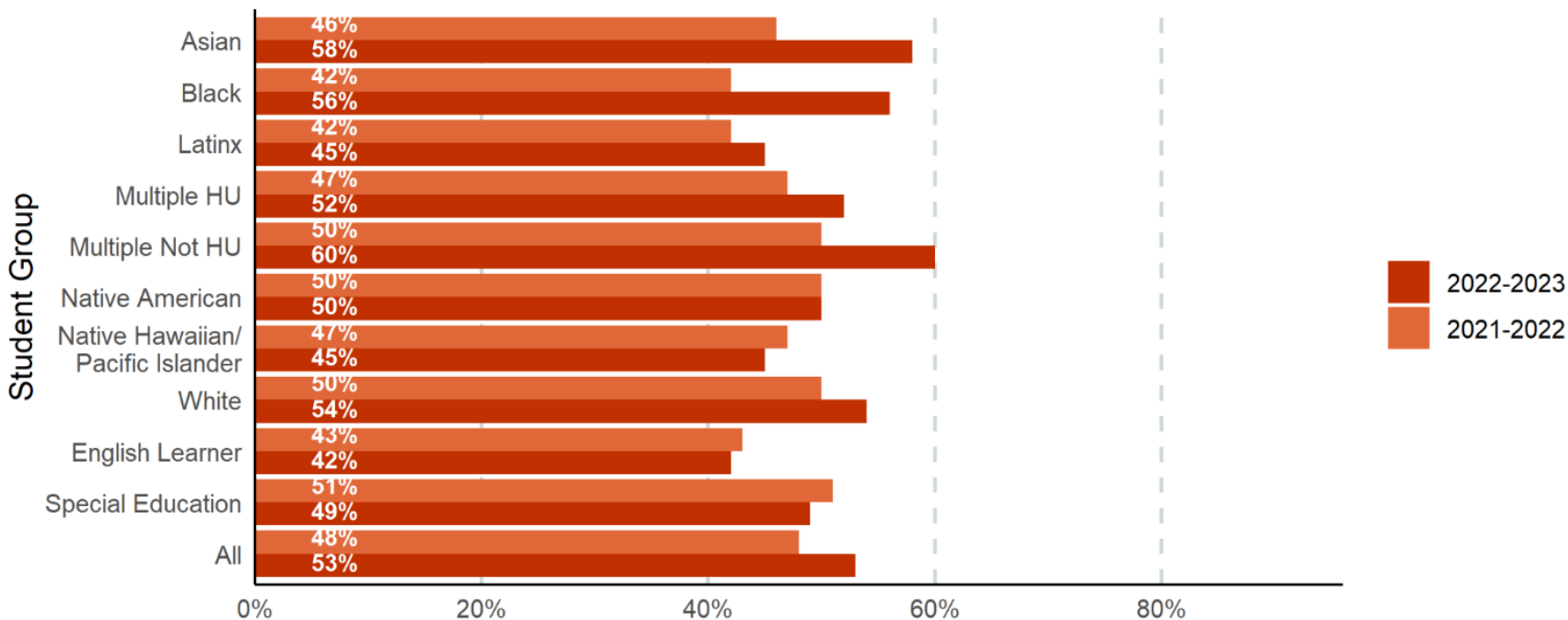
Reading Growth Grade 06 Winter



Reading Grade 7 by Student Group

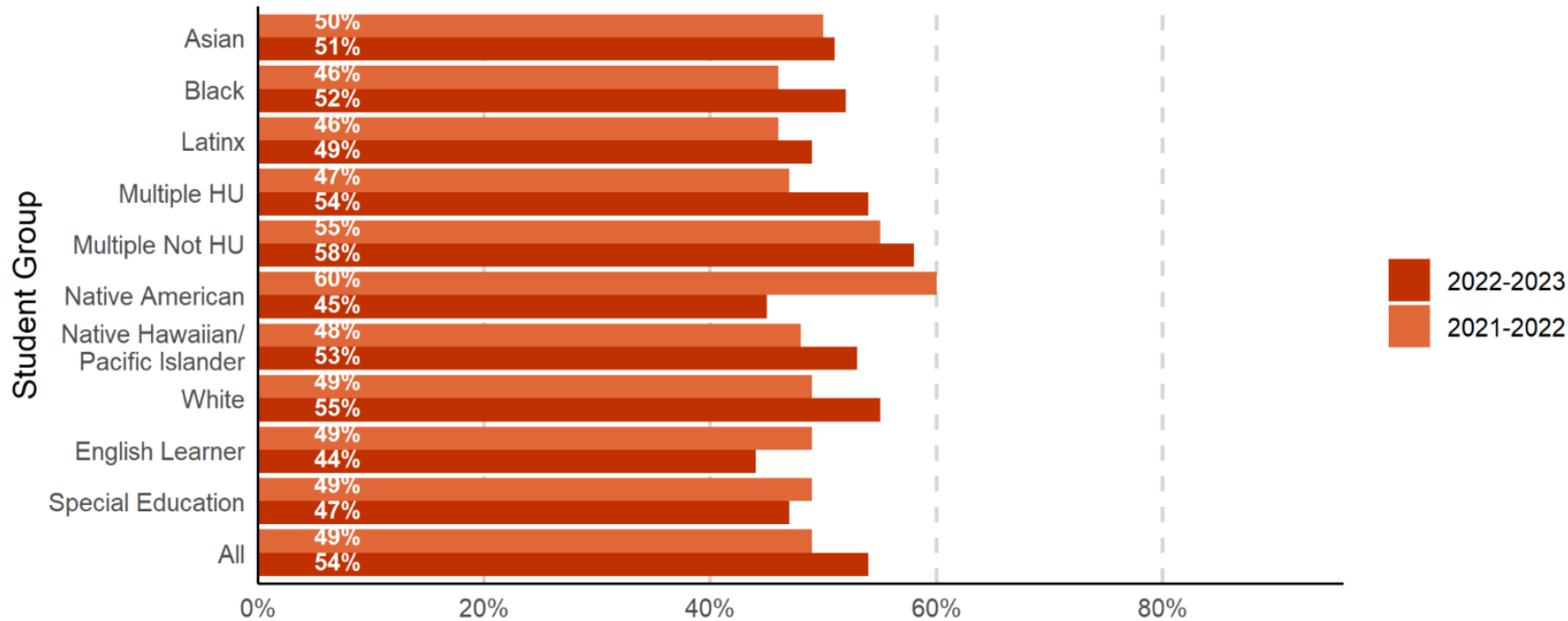
Reading Growth Grade 07

Winter



Reading Grade 8 by Student Group

Reading Growth
Grade 08
Winter



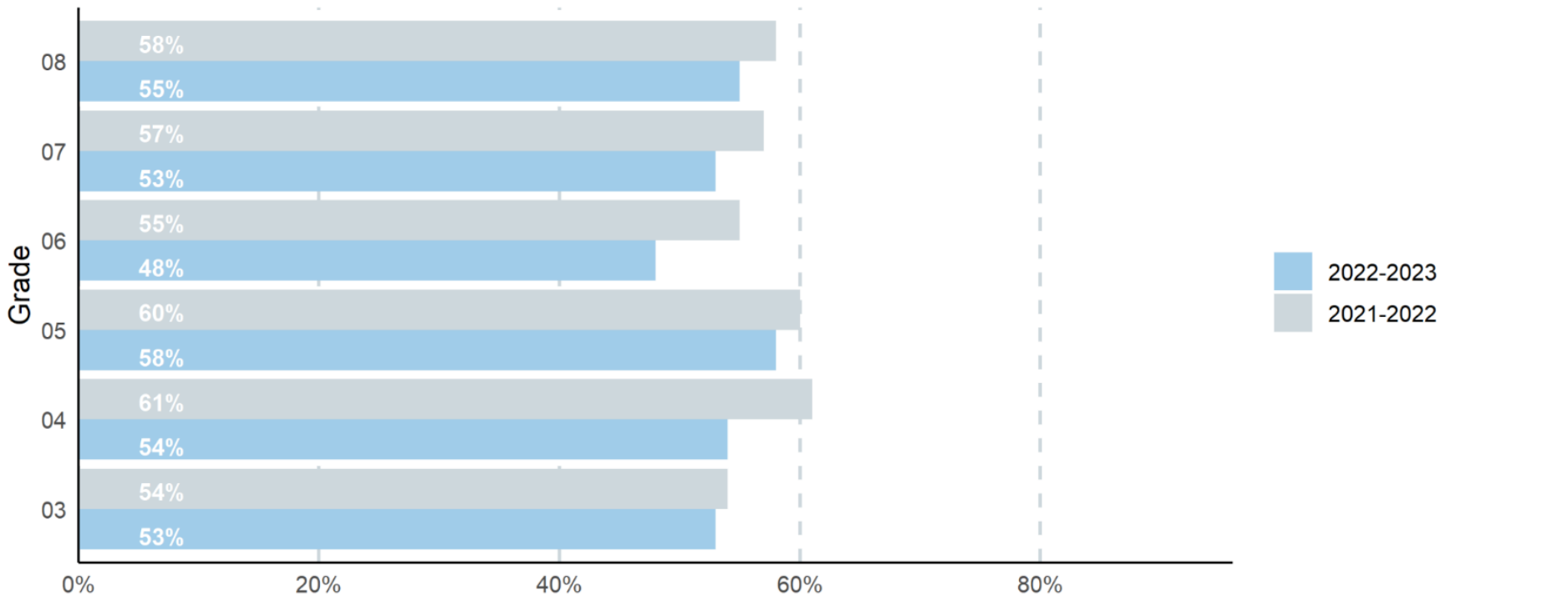
MAP Mathematics

Grades 3-8



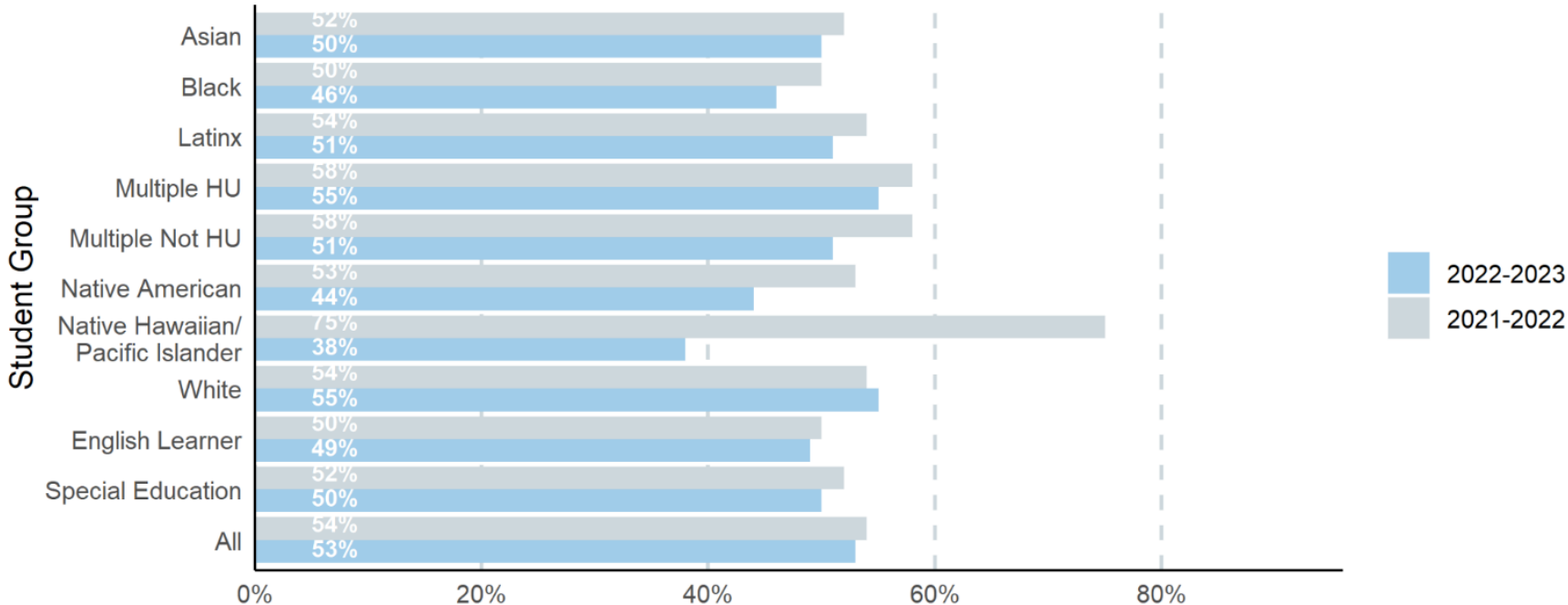
Mathematics Grades 3-8

Math Growth Winter



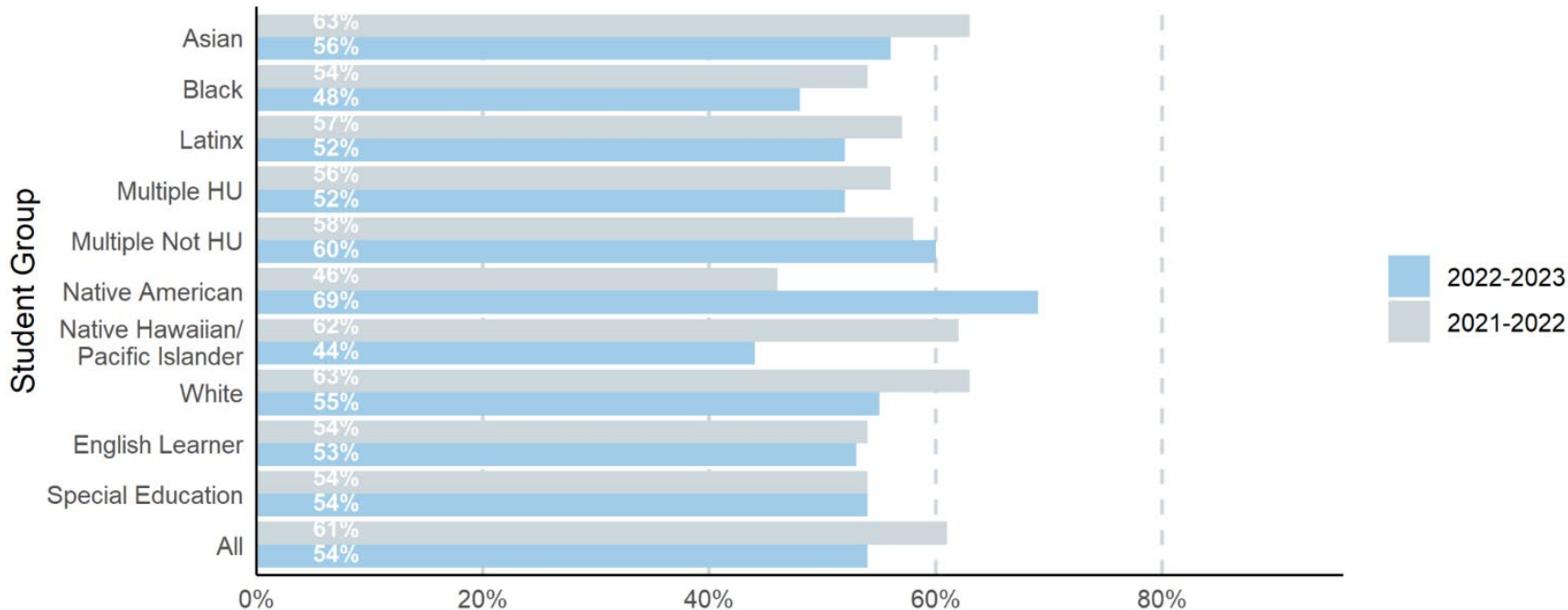
Math Grade 3 by Student Group

Math Growth Grade 03 Winter



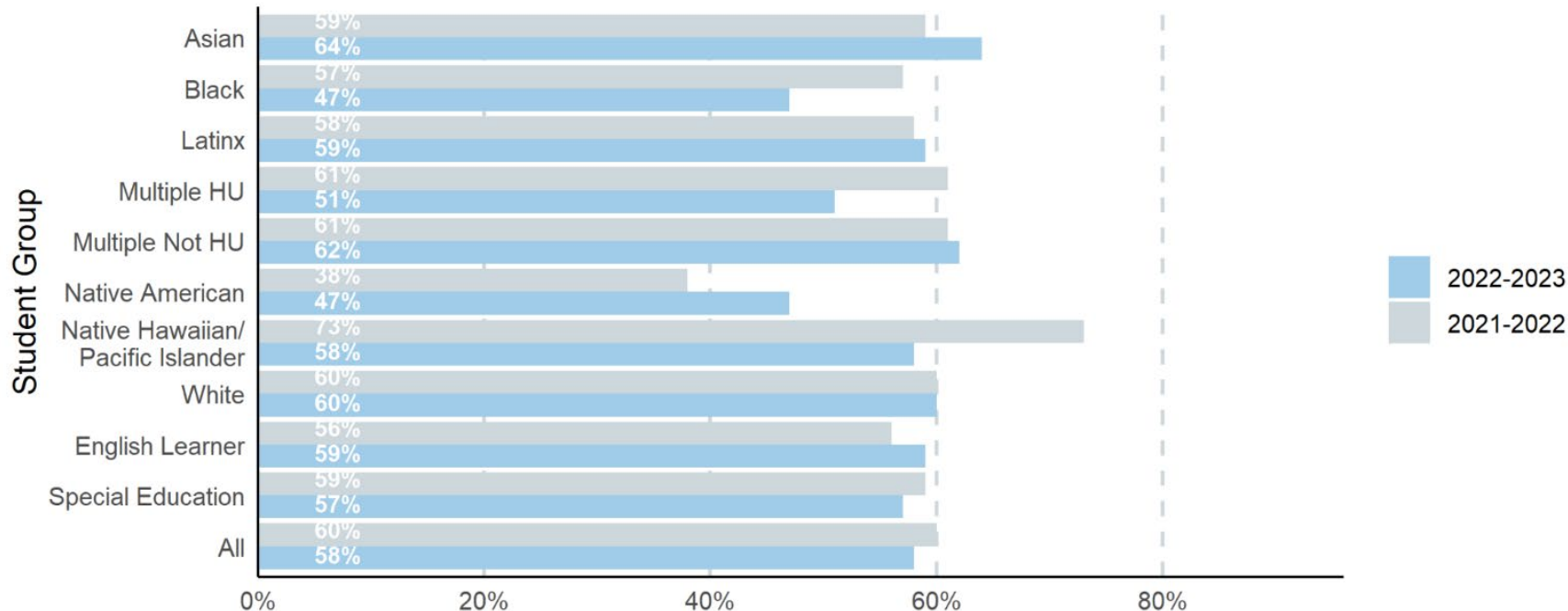
Math Grade 4 by Student Group

Math Growth
Grade 04
Winter



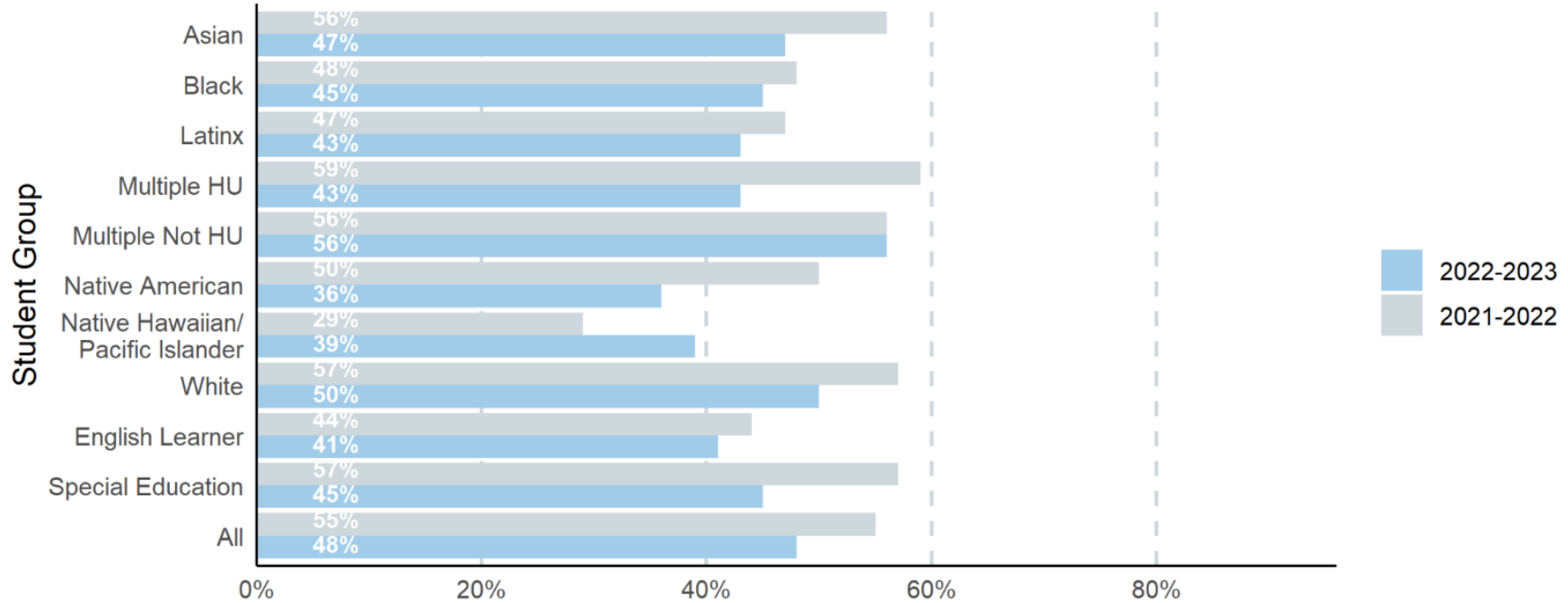
Math Grade 5 by Student Group

Math Growth
Grade 05
Winter



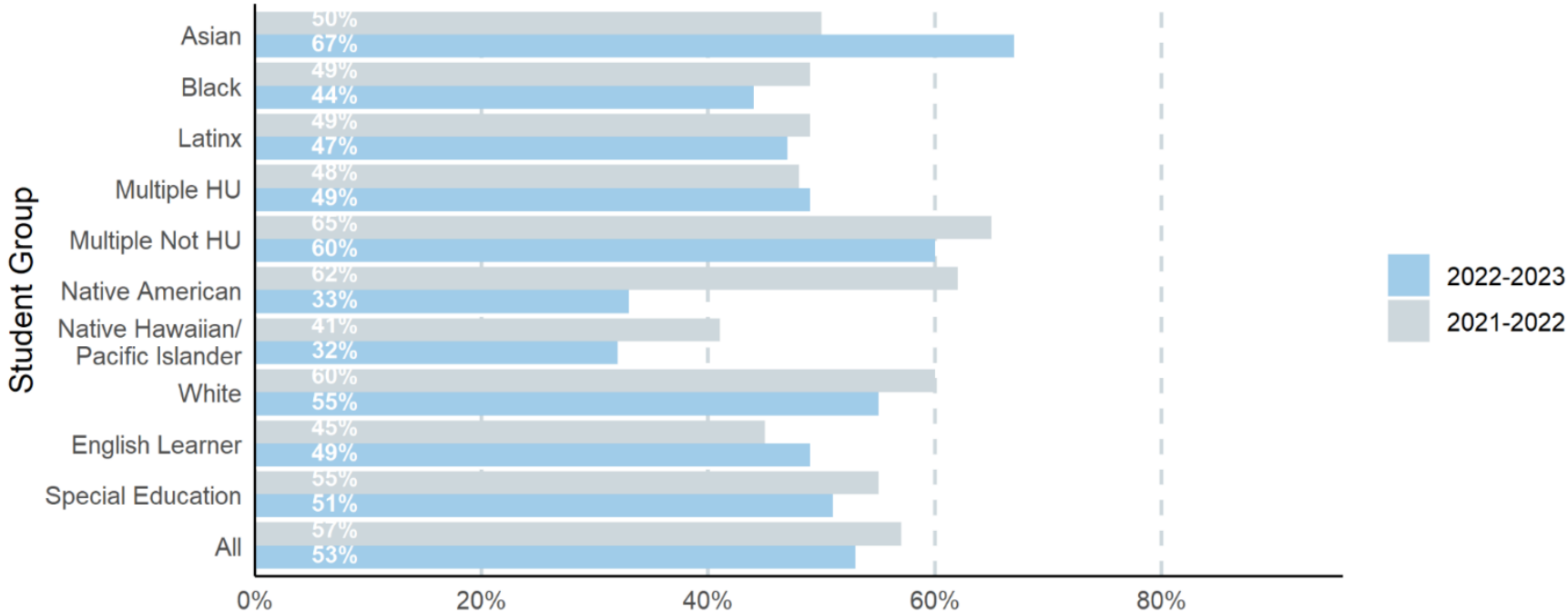
Math Grade 6 by Student Group

Math Growth Grade 06 Winter



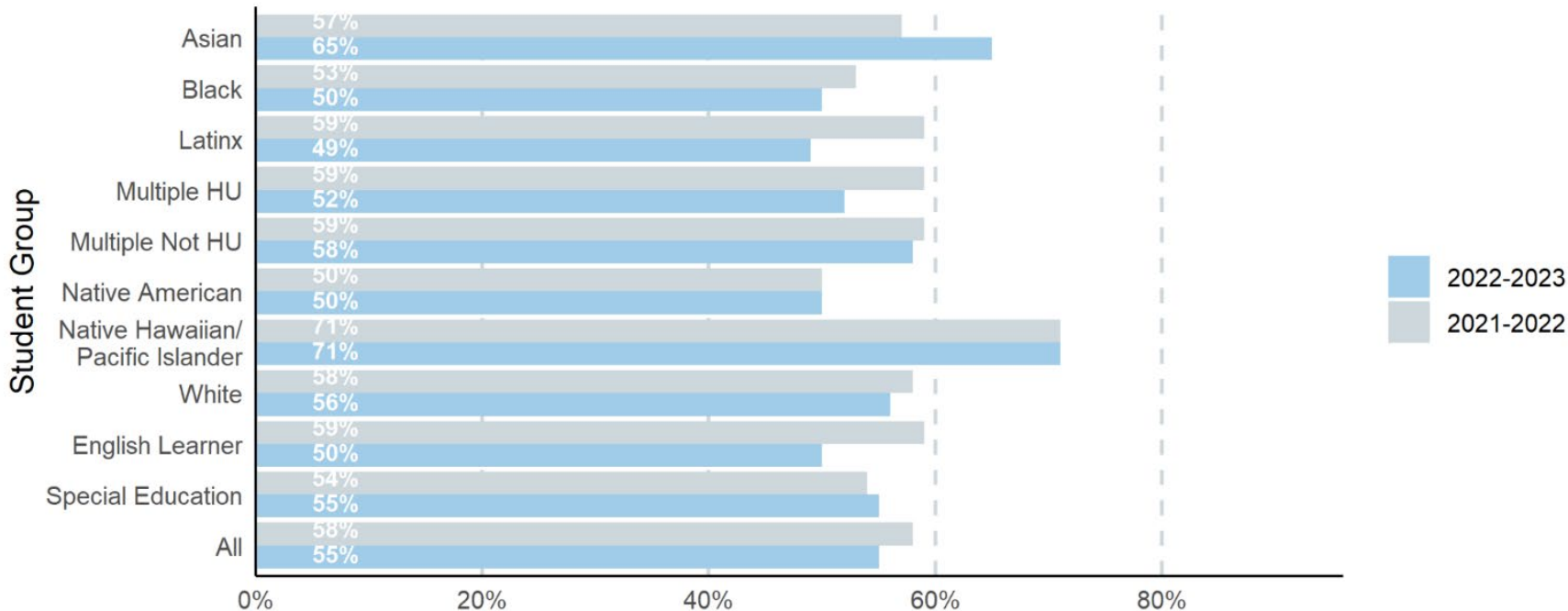
Math Grade 7 by Student Group

Math Growth Grade 07 Winter



Math Grade 8 by Student Group

Math Growth
Grade 08
Winter



PPS' Response to These MAP Growth Data

Roadmap to Educational Equity



Strategies to Improve Learning

Continue implementing interventions at the school level: Employ intensive tutoring and learning acceleration techniques tailored for our specific student groups.

Review curriculum usage and instructional framework implementation: Provide professional learning opportunities for teachers to enhance their instructional skills and address any gaps in the current approach.

Enhance student engagement : Offer learning aimed at enhancing strategies to increase student engagement, such as incorporating more interactive activities, project -based learning, and peer collaboration. Encourage a growth mindset and recognize student achievements to boost motivation.

Monitor progress and adjust as needed: Provide learning and coaching for teachers, as requested, to assess students' progress using formative assessments and support adjusting their teaching strategies. This will help identify and address any learning gaps before they significantly impact test scores.

Conclusions

1. Overall in reading and mathematics, growth remains at or above 50%, with the exception of Grade 6.
1. Patterns of differential growth by race remain across the grade levels.
1. PPS will continue to implement it's Roadmap to Educational Equity, which includes strategies to improve teaching and learning.

Questions and Conversation

Appendices

Math Participation Counts

<u>Student Group</u>	<u>Grade 03</u>	<u>Grade 04</u>	<u>Grade 05</u>	<u>Grade 06</u>	<u>Grade 07</u>	<u>Grade 08</u>
Asian	157	167	174	150	178	150
Black	225	240	215	215	210	233
English Learner	369	317	258	247	223	181
Latinx	500	493	441	516	478	394
Multiple HU	204	206	180	197	179	151
Multiple Not HU	175	184	160	189	163	115
Native American	9	16	15	11	12	10
Native Hawaiian/ Pacific Islander	24	16	19	18	25	21
Special Education	540	573	488	467	405	373
White	1735	1733	1611	1674	1662	1216

Math Participation Rates

<u>Student Group</u>	<u>Grade 03</u>	<u>Grade 04</u>	<u>Grade 05</u>	<u>Grade 06</u>	<u>Grade 07</u>	<u>Grade 08</u>
Asian	92%	86%	90%	94%	94%	79%
Black	80%	81%	77%	85%	78%	74%
English Learner	87%	87%	83%	85%	87%	75%
Latinx	86%	86%	80%	84%	84%	69%
Multiple HU	84%	87%	83%	84%	81%	71%
Multiple Not HU	90%	92%	89%	94%	94%	61%
Native American	60%	84%	79%	79%	86%	56%
Native Hawaiian/ Pacific Islander	83%	80%	70%	82%	96%	84%
Special Education	77%	78%	76%	76%	71%	64%
White	86%	87%	84%	87%	86%	62%

Reading Participation Counts

<u>Student Group</u>	<u>Grade 03</u>	<u>Grade 04</u>	<u>Grade 05</u>	<u>Grade 06</u>	<u>Grade 07</u>	<u>Grade 08</u>
Asian	146	162	171	148	174	168
Black	222	240	210	205	198	245
English Learner	357	311	249	243	206	180
Latinx	502	498	456	511	462	446
Multiple HU	205	200	178	191	181	165
Multiple Not HU	176	187	163	188	164	172
Native American	9	15	13	10	10	11
Native Hawaiian/ Pacific Islander	24	17	20	17	22	19
Special Education	536	580	468	465	378	393
White	1748	1742	1634	1664	1664	1658

Reading Participation Rates

<u>Student Group</u>	<u>Grade 03</u>	<u>Grade 04</u>	<u>Grade 05</u>	<u>Grade 06</u>	<u>Grade 07</u>	<u>Grade 08</u>
Asian	85%	84%	89%	93%	92%	88%
Black	78%	81%	75%	81%	74%	78%
English Learner	84%	85%	80%	83%	80%	75%
Latinx	86%	87%	83%	83%	81%	78%
Multiple HU	84%	84%	82%	81%	82%	78%
Multiple Not HU	91%	94%	91%	93%	94%	91%
Native American	60%	79%	68%	71%	71%	61%
Native Hawaiian/ Pacific Islander	83%	85%	74%	77%	85%	76%
Special Education	76%	79%	73%	75%	67%	67%
White	87%	87%	85%	86%	87%	84%