



June 1, 2021

Dear Principal Robin Pang-Maganaris and Superintendent Gina Sudaria,

Congratulations on **Costaño Elementary School's** continued involvement in the Turnaround Arts program! The John F. Kennedy Center for the Performing Arts and Turnaround Arts: California appreciates your contributions to our national network of districts, organizations, and schools working to utilize the arts as a catalyst for schoolwide transformation. We have been especially grateful for our school staff, teachers, and students during this unprecedented time, and we continue to be energized by what the Turnaround Arts network can achieve.

The purpose of the following Memorandum of Agreement is to outline the roles and responsibilities of the national Turnaround Arts program, the local Turnaround Arts program, and your school and district for the 2021-2022 school year. This Agreement confirms your participation as a Turnaround Arts school with **ACTIVE STATUS**. We ask that you review these responsibilities in depth with your staff and close partners to ensure all parties are familiar with the obligations and benefits of the program. We also acknowledge that the COVID-19 pandemic may continue to disrupt plans, and we welcome open communication as we navigate this upcoming year together. Once you have fully reviewed this agreement, please sign and return it to us via email **no later than July 30, 2021.**

If you have any questions, please contact our program team at Barbara@turnaroundartsca.org or Heather@turnaroundartsca.org.

Thank you again for your commitment to the program and all that you have achieved thus far. We very much look forward to continuing working with you in the years to come.

Warm Regards,

A handwritten signature in dark ink, appearing to read "B Palley".

Barbara Palley
Director of Programs
Interim Executive Director
Turnaround Arts: California

A handwritten signature in dark ink, appearing to read "Heslup".

Heather Heslup
Program Implementation Manager
Turnaround Arts: California

MEMORANDUM OF AGREEMENT

TO: Principal Robin Pang-Maganaris, Costaño Elementary School
Superintendent Gina Sudaria, Ravenswood City School District

FROM: Barbara Palley, Director of Programs/Interim Executive Director, Turnaround Arts: California
Heather Heslup, Program Implementation Manager, Turnaround Arts: California

RE: Roles and Responsibilities for Turnaround Arts: California and Costaño Elementary School

Turnaround Arts: California is a partner of Turnaround Arts: National, which is a program of the John F. Kennedy Center for the Performing Arts. The obligations of the program between each party begin on June 15, 2021, and end on June 14, 2022. All reports and program documentation must be submitted according to the annual deadlines calendar which local programs receive in June. The school's selected status level may be revisited at the end of the 2021-2022 school year for continued participation in the program in future years so long as both parties agree at the conclusion of each term.

Turnaround Arts: National will provide the following support and resources to the school via Turnaround Arts: California throughout the term of the program to schools in Year 4 and beyond that are considered **Active Status** schools.

- Parameters for program practice in using the arts to aid school improvement, program requirements, best practices, and accountability reporting and expectations.
- Invitation to an annual national Summer Leadership Retreat for school teams to plan, receive training, and build a professional learning community among participants, as space is available and at cost. The 2021 Summer Leadership Retreat will be held virtually. Turnaround Arts: National hopes to hold the Summer Leadership Retreat in person as of 2022, depending on then-current conditions.
- The coordination of engagement with select Turnaround Artists working with the local program and school, as available.
- Ongoing relationships with the John F. Kennedy Center for the Performing Arts and Turnaround Arts: National, managed by Turnaround Arts: California, to include:
 - Permission to use the Turnaround Arts and Kennedy Center brands as defined in the Turnaround Arts school handbook.
 - Press outreach and communications assistance, as requested.
 - Support for ongoing evaluation and tracking of student and school progress.
- Additional support and resources afforded to Turnaround Arts schools with **Active Status**, as noted below.
 - Ongoing access to the Turnaround Arts national network communications and the resource website.
 - Block funds, distributed at the local program's discretion and according to guidelines provided by Turnaround Arts: National, for the purpose of supporting community involvement in the school via the arts and supporting the school's attainment of their Strategic Arts Plan goals.
 - In-kind resources, such as licensing rights to a musical theater production, and training opportunities from national partners may be offered, as available.
 - Invitation to participate in national projects as opportunities arise.

Furthermore, Turnaround Arts: California will provide the following support and resources to the school throughout the term of the program.

- TA:CA virtual network convenings open to all Arts Leadership Team (ALT) members and Principals:
 - Principal Leadership Coaching sessions (6 hours total)
 - Fall Arts Leadership Team (ALT) training (5 hours total)
- TA:CA In-person network convenings open to Arts Leadership Team lead teachers and Principals:
 - Mid-year Principal Retreat (2 days)
 - Mid-year ALT Lead Retreat (2 days)
 - Spring Principal Leadership Meetings (1 day)
 - Spring 2022 National retreat at cost and as space is available (1-week)
- Various virtual arts integration professional development opportunities *limited spaces per school*
- Up to \$5,000 in funding to support Strategic Arts Plan projects - Pending successful grant application
- Strategic Arts Planning and Arts Integration PLC and implementation support from TA:CA program Staff through biannual support calls or site visits and up to two 1:1 principal coaching session

In return for these services, **Costaño Elementary School** will adhere to the program requirements listed below throughout the term of the program.

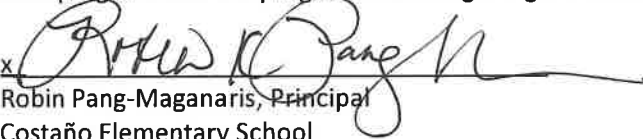
- **Adhere to Minimum Program Requirements, including:**
 - **Comprehensive Strategic Approach**
 - **Strategic Arts Plan:** Develop, utilize, and maintain a current strategic arts plan as a complement to the school improvement plan. Allocate time, capacity, space, and funding to support implementation of this plan, including staff meeting time, shared planning time, and use of instructional coaches.
 - **Arts Leadership Team:** Develop and maintain an arts leadership team, made up of grade-level classroom teacher representatives and arts specialists and led by an arts team leader to serve as point of contact, that meets at least a cumulative two hours each month to work with the principal to establish systems that support Turnaround Arts implementation and communications for the whole school, ultimately supporting whole school change through the arts and following the strategic arts plan.
 - **Arts Specialists:** Provide at least 1.0 FTE certified arts specialist(s) per every 300 students, or as much FTE arts specialist employment as is required to ensure all students, without pull outs or restrictions, receive standards-based arts instruction for at least 45 minutes weekly taught by the certified arts specialist(s).
- **Participate and Contribute to the National Turnaround Arts Program Model:** Build and effectively employ the Turnaround Arts capacity-building approach to school improvement in the following ways.
 - Make all necessary efforts to generate, collect and share school and student achievement, discipline, attendance, demographic and other data needed for Turnaround Arts researchers and public relations staff, including signing of guardian release forms for appropriate use of student photographs, statements and artwork.
 - Provide feedback and input as requested by Turnaround Arts: California and Turnaround Arts: National.
 - Share evidence and documentation of progress and milestones with Turnaround Arts: California and Turnaround Arts: National to aid ongoing assessment of the program and coalition building.
 - Adhere to all branding and other communications guidelines and restrictions, including cooperating with and obtaining approval from Turnaround Arts: California and Turnaround Arts: National on all press

outreach and use of the Turnaround Arts trademark and logo.

- **Implement Across the Turnaround Arts Pillars.** Provide the following resources and prioritization required of the program.
 - **Principal:** Maintain the arts as part of the school's identity by allocating funding and resources and outlining a vision for the arts.
 - **Arts Specialists:** Provide at least 1.0 FTE certified arts specialist(s) per every 300 students, or as much FTE arts specialist employment as is required to ensure all students, without pull outs or restrictions, receive standards-based arts instruction for at least 45 minutes weekly taught by the certified arts specialist(s).
 - **Classroom Teachers:** Encourage the development of the arts as an instructional strategy in classrooms by mobilizing professional development opportunities, meeting time, professional learning communities and in-class peer support.
 - **Teaching Artists:** Allocate time for artist residencies, including planning and debrief meetings to maximize their impact.
 - **Parents, Community Members, and School District Officials:** Foster and integrate the goals and support of the district and state into the implementation of Turnaround Arts work at the school, and facilitate shared ownership to support sustainability. Engage all families regularly and in a variety of ways using the arts.
 - **Comprehensive Strategic Approach:** Develop, utilize, and maintain a current strategic arts plan and Arts Leadership Team, as outlined above. Additionally, host in-person or virtual school visits for Turnaround Arts: California staff at least one day per year, a Turnaround Artist when agreed upon with Turnaround Arts: National, and other VIPs, professional development providers and guests as requested by Turnaround Arts: National or Turnaround Arts: California. Visits are expected to be prepared, organized, and strategic in order to achieve the highest possible impact for the school community.
 - **Professional Development:** Commit discretionary funding towards development as a Turnaround Arts school with Active status, including support for professional development trainers as well as substitutes to release teachers for training, co-teaching, and other forms of peer support and planning.
 - **School Environment:** Beautify the school and celebrate all students by featuring student creativity and expression via increased and impactful student art displays and performances. Work to develop a positive and respectful school culture where all entities have voice, ownership, and opportunities for creative expression.
- **Achieve Overall Progress in the Turnaround Arts Pillars:** Use the arts as a key method of school improvement, and develop capacity across the eight Turnaround Arts pillars.
 - Growth goals across the Turnaround Arts pillars will be set in accordance with the goals laid out in the school's strategic arts plan. Targeted pillars should improve over the course of each year.
 - Yearly growth will be determined by Turnaround Arts: California and Turnaround Arts: National.
 - In the event that the school replaces their principal in any given year, the school must notify their local program of this leadership change. The new principal will be required to participate in a phone interview with a member of the National team and submit a renewal of commitment within two months of starting their new position. Once a renewal of commitment has been received and approved by National, the principal must attend a new principals webinar as well as attend the next Summer Leadership Retreat.
- **Adhere to Additional Turnaround Arts: California Expectations, as follows:**
 - Provide 45 minutes of weekly arts education, in any arts discipline to all students by a certified arts specialist.
 - Convene an Arts Leadership Team (ALT) made up of the principal, and at least 3 teacher representatives

- from across the school once monthly
- Provide instructional leadership and support for the arts as a key strategy for improving classroom teaching and learning through site-based arts integration professional learning communities (PLCs)
- Full principal & ALT participation in TA California network initiatives, convenings, retreats, and professional development offerings
- Submission of school data through:
 - o Photo release forms for all students and staff
 - o School Profile - enrollment, staffing, and other school data
 - o Spring teacher survey
- Completion of Program planning and implementation tools/documents:
 - o Strategic Arts Plan
 - o Bi-Monthly Arts Program Logs
 - o Mid-year & Year-end school progress report
 - o School Pillars Assessment

Turnaround Arts: California will monitor implementation of the above obligations. In the event that a school is unable to fulfill the expectations of the program, Turnaround Arts and the local program will initiate an accountability process which may include conversations with school leadership to determine if additional supports are needed for the school to reach appropriate levels of readiness to implement the program. During the accountability assessment, certain benefits of the program may be temporarily suspended which may include but is not limited to block funds, Turnaround Artist engagement, and in-kind resources. If it is mutually determined by the school leadership and representatives of the local and national program that the program is no longer a good fit for the school, a dissolution process may take place.

x 
 Robin Pang-Maganaris, Principal
 Costaño Elementary School

Date 7/30/21

x _____
 Signature of Superintendent or Authorized
 District Representative

Date _____

 Printed name of Superintendent or Authorized
 District Representative

x 
 Barbara Palley, Interim Executive Director
 Turnaround Arts California

Date: 7/30/2021