

OSA Strategic Plan:

Fiscal Years
2027–2029



FROM THE EXECUTIVE DIRECTOR:

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Mike Oz
Executive Director



PILLAR 1: Culture Of Belonging, Purpose, and Community

OSA intentionally cultivates a culture of belonging, purpose, and authenticity where creativity thrives and all members of the community are supported to grow and prosper. We ground our school values in mutual respect, humility, and integrity to ensure that every voice is valued, uplifted, and honored.

As a community of artists and learners, we foster meaningful connections and shared responsibility. We create structures that ensure all students feel included, recognized, and supported—not only for achievement, but for growth, and effort. Through intentional culture-building, we promote healthy mindsets around recognition and collaboration, and work to reduce exclusion and inequities in access to opportunities.

We prioritize clear onboarding for students, families, and staff to establish clear expectations in the OSA way and a deep sense of purpose. We will continue to seek individuals who are aligned with OSA's mission and committed to contributing to a supportive and inclusive community. OSA will continue to implement initiatives in which under-served and lower socio-economic communities have access to OSA's artistic and academic offerings.

OSA will continue to cultivate an environment where students, families, and staff feel valued, respected, and connected through intentional community practices that reinforce belonging and inclusion. Professional development for all OSA employees will directly serve this cultivation. JEDI (Justice, Equity, Diversity, and Inclusion) principles will remain embedded in the daily work, responsibilities, and interactions of every role at OSA, ensuring these commitments are reflected consistently across all aspects of the school experience and contribute to a cohesive, supportive, and purpose-driven community.

KEY METRICS:

- Schoolwide agreements on professionalism, evidence of accountability
- Common instructional practices adopted at each grade-level
- Academic departments aligned on rigor of curriculum and assessment practices
 - Documented common grading practices (syllabi)
 - Common rubrics for summative assessments
- CTE-aligned course progression, supported by scope and sequence in all arts pathways
- Student ownership, as measured by our teaching rubric and student surveys
- Training on authentic project-based learning and Universal Design for Learning (UDL)
- Evidence of integration of project-based learning and Universal Design for Learning (UDL)
- Data on achievement and behavior patterns across student groups
 - CAASPP and MAP data
 - Suspension and referral data

PILLAR 2: Academic and Artistic Development

OSA provides a cohesive, rigorous, and inclusive learning experience where academics and the arts intentionally reinforce one another. Through shared community agreements and clear, consistent systems, we create classrooms grounded in high expectations for behavior and achievement, professionalism, and strong support for student learning. We define and uphold a clear vision of what it means to be an OSA student and educator, with shared accountability and a commitment to the “OSA Way.”

Students develop as both scholars and artists through sequenced, CTE-aligned pathways that deepen skills over time and prepare them for future opportunities in college and career. We cultivate self-determination and discipline, empowering students to take full advantage of the unique opportunities OSA offers. Instruction emphasizes student ownership, with engaging project-based learning and Universal Design for Learning (UDL) ensuring all learners can access, contribute to, and demonstrate their understanding.

Faculty professionalism is central to this work. Educators model the expectations we set for students by embodying the OSA Way, demonstrating collaboration, accountability, and a commitment to continuous growth. Consistent

systems and aligned practices ensure clarity and coherence across classrooms.

Cultural competency of our staff is another key component of academic and artistic development. Our goal is that all OSA educators build inclusive classrooms through responsive teaching practices, thoughtful engagement with student behavior, and ongoing reflection on the impact of their curriculum and instruction. Curriculum across subjects is continually reviewed to ensure diverse perspectives are represented and that complex topics, including those involving identity and oppression, are addressed with care, depth, and relevance.

Our approach is informed by student data, allowing us to identify and respond to patterns across student groups while maintaining a focus on equity and personal growth. We provide opportunities for collaborative, cross-disciplinary projects that connect academic and artistic learning.

Together, these efforts ensure that every student is appropriately challenged, supported, and prepared to thrive as a creative, disciplined, and critical thinker.

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PILLAR 3:

Sustainability for the Arts

At a time when arts institutions across the Bay Area face mounting economic pressures, OSA is positioned to play a critical civic role—advancing both institutional sustainability and the economic and cultural vitality of Oakland. Our vision aligns arts education with place-based investment, contributing to a more vibrant, connected, and economically resilient Uptown district.

Central to this strategy is the continued development of the Uptown Arts and Entertainment District (UAED) and OSA's evolution into an open, integrated campus along the Telegraph corridor. Building on our role as a downtown anchor institution, OSA is investing in facilities and public spaces that increase foot traffic, support local businesses, elevate alumni, and activate the neighborhood throughout the day and evening.

The \$9 million Catalyst Campaign represents a catalytic investment in this vision. Its completion will deliver the transformation of the 63,000-square-foot Dufwin Theater Building into a state-of-the-art arts education and community hub, alongside the full realization of Cloud Park as a safe, accessible community gathering space. Together, these projects will expand access to arts education, create new venues for community use, and generate ongoing economic activity through performances, partnerships, and mission-aligned rentals.

These investments will also enable OSA to grow its afterschool, summer, and adult arts programming—positioning the school as a workforce and talent development engine within Oakland's creative economy. By providing affordable space for youth-serving and arts organizations, OSA will strengthen the broader cultural sector while creating new pathways for participation and employment in the arts.

To sustain this impact, OSA will increase annual philanthropic support from \$1.2 million to \$2 million over the next five years, ensuring competitive compensation for educators and long-term financial stability. As the UAED continues to take shape, OSA will deepen partnerships with civic leaders, businesses, alumni, developers, and property owners—demonstrating the value of arts-driven investment in revitalizing urban corridors. The details for this increase are outlined in the OSA Advancement Specific Plan. From 20th Street and Telegraph Avenue to Latham Square, OSA is helping to shape a cohesive arts and entertainment corridor that honors Oakland's historic venues while positioning the district for future growth. This work reflects a shared commitment across our board, administration, faculty, alumni, families, and community partners to leverage the arts as a driver of economic opportunity, cultural identity, and inclusive, equitable urban development.

KEY METRICS:

- Catalyst Capital Campaign progress
- Number of youth serving/arts organizations in direct partnership with OSA
- Number of youth serving/arts organizations as tenants on OSA property
- Annual fundraising totals
- Completion of Cloud Park and Dufwin capital projects
- Participation and active role in city wide conversations and initiative involving civic arts