

2018-2023

5-Year Strategic Plan



IMPROVE
STUDENT
ACHIEVEMENT



MAXIMIZE
EMPLOYEE
CAPACITY



IMPROVE
ORGANIZATIONAL
EFFICIENCY &
EFFECTIVENESS



ENGAGE
COMMUNITY
SUPPORT

ARLINGTON COMMUNITY SCHOOLS

EMPOWERED & INSPIRED TODAY... LEADING OUR COMMUNITY TOMORROW

BOARD APPROVED MAY 2018



A message from our superintendent

The Arlington Community Schools' Strategic Plan comes from months of a planning process, which included input from the ACS Board of Education, administrators, parents, teachers, and other stakeholders in the Arlington Community. These partners helped build a blueprint to guide the district's work in meeting the goals developed by the Board of Education. I am confident that this five-year plan will continue to build upon the excellence in ACS.

- Superintendent Tammy Mason

The Board



Kay Williams
Chair



Hugh Lamar
Vice Chair



Dr. Dale Viox



Barbara Fletcher



Scott Benjamin

Our Mission

Empower and inspire all students toward lifetime learning, career success and good citizenship.

Our Vision

To fully engage and inspire our staff, parents and community to create an environment where students can achieve their highest potential and become productive citizens in an ever-changing, challenging world.

IMPROVE STUDENT ACHIEVEMENT

- Objective 1:

- *Ensure Rigorous Curriculum Offerings across the K-12 spectrum*

- Incorporate the eMINTS best practices teaching program into all schools (Spring 2021)
- Transition selected high school coursework/content to middle school to allow additional schedule openings for Early Post Secondary Opportunities (Spring 2023)
- Transition selected advanced placement coursework to earlier high school grades (Spring 2020)
- Increase percentage of graduating bilingual students (Spring 2023)
- Increase support for collaborative learning (Spring 2023)

- Objective 2:

- *Facilitate high quality tiered support for the whole student*

- Provide a collaborative support team at high school to support all social, emotional and academic needs of at-risk students (Spring 2019)
- Develop a support process/protocol to ensure all available resources are utilized (Spring 2019)
- Determine tiers of support related to social, emotional, and academic needs to promote a well-rounded student (Spring 2019)
- Increase support for the whole student at all schools (Spring 2023)
- Phase in community outreach support as applicable (Spring 2023)

IMPROVE STUDENT ACHIEVEMENT

- Objective 3:

- *Expand career exploration across all grade levels*

- Establish summer elementary career camps in partnership with local businesses in alignment with POS offerings at middle school and high school level (Spring 2020)
- Build CTE aligned programs at middle school (Spring 2022)
- Transition to the CollegeForTN.org platform for career interest for middle and high school (Spring 2019)
- Align work-based learning courses with student career interests and goals (Spring 2020)
- Examine options for incorporating WBL into our local school buildings (Spring 2022)

- Objective 4:

- *Increase community partnership opportunities to support students*

- Develop and align opportunities between the community and schools (Spring 2020)
- Redesign LEAD Arlington to focus on building student leadership in partnership with businesses (Spring 2021)
- Create a community/school district brochure highlighting summer opportunities for students (Spring 2019)

IMPROVE STUDENT ACHIEVEMENT

- Objective 5:

- *Create personalized learning options to meet all student needs*

- Establish across grade level crosswalks K-12 and shadow teachers in other grade bands (Spring 2021)
- Implement ACT Standards into pacing guides & annual ACT day district-wide with parent/information/financial tie-in (Spring 2021)
- Create summer bridge packets for K-8 students to jump-start academic success to the next grade (Spring 2019)
- Establish a district inventory of technology support broken down by content area to share with the community (Spring 2020)
- Provide professional development to all teachers yearly to support personalized learning for all students including SPED, APEX, EL, and all subgroups (Spring 2023)

- Improve Student Achievement Committee:

- Todd Goforth | Academics Director
- Andrea Cotner | Elementary Edu. Supervisor
- Carolyn Weirich | Secondary Edu. Supervisor
- Jason Winkler | Instructional Technology Coordinator
- Jamie Eldridge | Special Education Supervisor
- Allison Clark | AMS Principal
- Jason Reed | AMS Teacher
- Kizzy Barbee | AES Teacher
- Ashton Guard | DES Teacher
- Carla Parham | AHS Teacher
- Michael Todd | AHS Parent
- Dale Viox | ACS Board Member

MAXIMIZE EMPLOYEE CAPACITY

- Objective 1:

- *Provide opportunities to enhance personal growth and development*

- Employee benefits presentation: representatives from Insurance Provider(s) (Fall 2018)
- TCRS Presentation: representative from TCRS (Fall 2018)
- Self-Care Presentation: representatives from ACS and local trainers/medical professionals (Fall 2019)
- Wellness Clinic: presentation on available benefits provided at Care Here clinic (Fall 2018)
- Continue to provide training and support structures to position employees for a variety of leadership opportunities (Fall 2018)
- Annual ACS employee survey: feedback will help rate interest and generate ideas for future presentation topics (Spring 2019)

- Objective 2:

- *Increase community partnership opportunities to support students*

- Publish monthly communications listing staff recognition and Plus Awards throughout the district-Employee Spotlight/Employee of the Month via website/social media (Fall 2018)
- Designate a Recognition Liaison per site (Fall 2018)
- Develop recognition focus areas that align with district goals (Fall 2018)
- Host an annual awards ceremony/banquet for recognized employees (Spring 2019)
- ACS Connect Program: arrange for employee discounts to a variety of stores/restaurants (Fall 2019)
- Food trucks- scheduled per school site (individual responsible for purchase) (District teacher appreciation lunch still in place) (Fall 2018)
- Include an extra personal day per year for employees who have reached the top of their pay scale (Fall 2019)

MAXIMIZE EMPLOYEE CAPACITY

- Objective 3:

- *Provide professional growth experience for specialty areas across schools*

- Arrange collaboration opportunities inside and outside the district (Fall 2019).
- Provide PD aimed at addressing student needs that go beyond academics, such as SPED, ACE's, etc (Fall 2018)

- Objective 4:

- *Foster a shared vision of mission and goals across the district*

- Publish and distribute current ACS organizational chart outlining all departments and positions across the district (Fall 2018)
- Align job descriptors and expectations with district goals-specify how each role contributes to OUR overall goals (Fall 2021)
- Involve all employees in goal setting (Fall 2019)
- Conduct biannual Superintendent and District Teacher Leadership Team meetings (Spring 2019)

- Maximize Employee Capacity Committee:

- Jeremy Yow | Student Services & H.R. Supervisor
- Tonya Hawkins | Accountability Support Coordinator
- Stephanie Moore | Employee Benefits Specialist
- Anna Jones | AES Principal
- Jennifer Beasley | AMS Teacher
- Michael Tidwell | AES Parent
- Barbara Fletcher | ACS Board Member

IMPROVE ORGANIZATIONAL EFFICIENCY & EFFECTIVENESS

- Objective 1:

- *Define communication protocol for stakeholders*

- Establish small working groups to identify the most frequently asked questions by stakeholders (Fall 2018)
- Create a graphic organizer for each major stakeholder group (parents, employees, etc.) which details the contact for their concern (Spring 2019)
- Develop Teacher/Parent Communication Guidelines that include best practices for each communication method, frequency timeline, and technology tips (Fall 2019)
- Develop a 'new parent' informational document that will assist families who enroll mid-year (Spring 2021)

- Objective 2:

- *Improve safety and security*

- Conduct annual holistic review of each site's safety plan; implement changes based on findings (Every Fall)
- Provide detailed intruder training for all employees (Spring 2019)
- Add additional parking lot lights (LED) to all sites (Spring 2022)
- Continue to add security cameras to each location (Ongoing through Spring 2023)
- Install thumb locks to each classroom door (Spring 2019)
- Provide Safety Training for substitutes (Fall 2018)
- Educate parents on their role in school safety (Fall 2018)

IMPROVE ORGANIZATIONAL EFFICIENCY & EFFECTIVENESS

- Objective 3:

- *Implement financial software to improve efficiency for all stakeholders*
 - Explore the feasibility of using Remote Capture Deposit machines at each school site (Fall 2020)
 - Consolidate cafeteria and fee payments into one platform (Fall 2019)
 - Provide technology upgrades to facilitate credit card payments at the school sites (Fall 2019)

- Objective 4:

- *Systematically highlight district and school demographic information, accountability data, and academic offerings*
 - Create an easy-to-read data template that highlights current year data about the district and each school (Fall 2019)
 - Provide descriptions of academic and extra-curricular offerings at each site (Spring 2019)
 - Partner with the Chamber Office to distribute good news and district highlights (Fall 2019)

IMPROVE ORGANIZATIONAL EFFICIENCY & EFFECTIVENESS

- Objective 5:

- *Continue the implementation of energy efficiency initiatives*

- 1. Establish a procedure for employees to report wasteful practices (Fall 2019)
 - Install motion sensor switches in closets (Spring 2021)
 - Retrofit existing light fixtures to LED as they reach end of lifecycle (Spring 2023)
 - Pursue grant opportunities that focus on energy efficiency initiatives (Fall 2019)

- Improve Organizational Efficiency & Effectiveness Committee:

- Rochelle Douglas | Director of Accountability
 - Tim Ruff | Operations Director
 - Cherry Davidson | DES Principal
 - Jennifer Powers | DES Teacher
 - Debra Yates | Financial Secretary
 - Stephen Richardson | AMS Parent
 - Chris Martin | Community Member
 - Scott Benjamin | ACS Board Member

ENGAGE COMMUNITY SUPPORT

- Objective 1:

- *Create branding guidelines*

- Design a District-wide logo that represents ACS and all of the schools (Fall 2018)
- Change the AMS mascot to the Tigers (Spring 2019)
- Implement logo and formatting style guides to create consistency across the district (August 2020)

- Objective 2:

- *Streamline parent communications*

- Create and maintain a system-wide calendar that lists events across the District (Implement Fall 2018, Maintain by Spring 2019)
- Create a monthly digital newsletter/email blast that informs parents and the community of ACS happenings/Board updates (Implement Fall 2018, Maintain by Spring 2020)
- Develop an app that connects parents easily to news, calendar, PowerSchool and Schoology (Fall 2022)

ENGAGE COMMUNITY SUPPORT

- Objective 3:

- *Establish an alumni community*

- Develop an alumni directory that keeps up with alum information: graduation date, college, occupation (Spring 2020)
- Create an annual alumni publication that highlights alumni achievements (May 2021)
- Create alumni website that highlights alums and their achievements (Spring 2020)
- Implement alumni events (i.e. alumni tailgate tent) (Fall 2021)
- Work closely with the newly formed ACS Alumni Association (Spring 2023)

- Objective 4:

- *Connect teachers to the community*

- Spotlight new teachers in local businesses (where they went to school, where they're from, why they teach, etc.) (Begin August 2018, Complete August 2022)
- Implement teachers of the month and share them in local businesses, such as Kroger, banks, restaurants, etc. (Fall 2019)
- Spotlight teachers monthly on social media, digital newsletter, etc. (Fall 2019)

ENGAGE COMMUNITY SUPPORT

- Objective 5:

- *Establish a "Connect to ACS" program*

- Host a “Connect to ACS” luncheon annually during a Chamber Luncheon to explain the program to local entrepreneurs (Spring 2020)
 - Partner with the Arlington Chamber of Commerce to help search for relationships (Fall 2019)
 - Start a student ambassador program to connect students to local businesses and non-profits, allowing for volunteer and mentor hours. (Fall 2021)

- Engage Community Support Committee

- Tyler Hill | Communications Coordinator
 - Chris Duncan | AHS Principal
 - LeAn Inman | AHS Librarian
 - Tonia Howell | Community Member
 - Lisa Maxwell | DES Parent
 - Hugh Lamar | ACS Board Member