

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

WWW.ACSK-12.ORG



# 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*

- **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