



Arkansas Leadership Academy



Impact Institute Strategic Plan

How do leaders improve a school district, community or state when faced with changing contexts of expectations and accountability? What are the skills and strategies needed to bring excellence to all students or community members?

The Leadership Impact Institute convened a diverse group of school, community and state leaders to explore these questions and engage in collaborative efforts to determine a goal informed by the shared vision of the group. To support reaching this goal, the group developed strategies and recommended actions.



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Vision

- Education is a valued profession and a career path that attracts quality individuals.
- Leadership is proactive in engaging the community in supporting actions that lead to all students being college and career ready.

Goal

- To positively impact student readiness for college, career and beyond through the support of leaders (teachers, administrators and school board members) by enhancing systems that encourage collaboration, student centered decision making and opportunities for maximizing all available resources.



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Current Reality

- Enrollment decline in teacher preparation programs.
- Negative perception of the field of education.
- Professional growth opportunities for leaders are not aligned among organizations.
- Lack of shared responsibility for outcomes related to preparation programs, professional development and mentoring.



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Strategies

- A. Collaborate with stakeholders to improve legislation related to leadership, professional development, and recruitment and retention.
- B. Foster collaboration to eliminate gaps and maximize resources among organizations focused on building leadership capacity.
- C. Implement innovative approaches to recruitment and retention of quality teachers, administrators and school board members.



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Recommended Actions

A. Policy

- Legislation introduced to allow districts the flexibility to use state funds (NSLA) for leadership recruitment and retention
- Legislation introduced to allow districts to offer multi-year contracts to principals and central office personnel in lieu of employee fair dismissal
- Introduce legislation to allow ADE the ability to waive Teacher Fair Dismissal in cases of school district takeover
- Establish an ethics board or roll under the PLSB board the authority to investigate complaints and impose sanctions concerning board members ethics or statutory issues
- Legislation introduced to hold higher education accountable for performance of graduates
- Amend Act 222 to add an education committee member as an ex-officio position on the Leadership Coordinating Council
- Introduce legislation to expand service of Arkansas Leadership Academy in order to serve a broader base of leaders



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Recommended Actions

B. Professional Development

- Continue cooperative efforts with ACE to promote CTE opportunities
- Continue the current collaboration between ADE & ACE
- Expand cooperative efforts to promote leadership training with associations: ALA, AAEA, ASBA, Educational Service Cooperatives
- Pursue opportunities for collaboration with ForwARd Arkansas related to building leadership capacity



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Recommended Actions

C. Recruitment and Retention

- Develop a white paper that outlines the proposal of the Impact Institute recruitment and retention group
- Meet with potential partners
- Identify potential teaching candidates (paraprofessionals, non-completers, legacies (family with educator background), people pursuing alternative certification)
- Create a one-stop resource with information regarding licensing pathways (degree programs, alternative licensure, etc.)
- Identify agencies/providers who can assist with support services for teaching candidates
- Expand existing career pathways in 2 year institutions
- Provide peer mentoring for teacher candidate support
- Create public relations campaign – “Why Teach?”
- Create added incentives (NSLA – less restrictive, more flexibility, scholarship opportunities, loan forgiveness) to recruit and retain teachers in high needs geographic and content areas



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The Impact Strategic Plan is a document created due to the experience and insightful collaboration of the following individuals:

- Bobby Acklin, Superintendent of Warren School District
- Sally Bennett, Superintendent of Armored School District
- Sherri Bennett, Vice President for Advancement, Arkansas Northeastern College
- Lamont Cornwell, Executive Director, Saline County Economic Development Corporation
- Joyce Cottoms, Superintendent of Marvell-Elaine School District
- Bruce Cozart, Chairman, Arkansas House Education Committee
- Charles Cudney, Director, NWA Education Cooperative
- Geania Dickey, Director of Human Capital, DHS
- Charlotte Douglas, State Representative Education Committee Member
- Susan Harriman, Executive Director, ForWARd Arkansas
- Clint Hull, School Board Member
- Tracey-Ann Nelson, Director, AEA
- Ivy Pfeffer, Assistant Commissioner of Human Resources, Educator Effectiveness and Licensure, ADE
- Tony Prothro, Director, ASBA
- David Rainey, Implementation Chair, ForWARd Arkansas
- Jim Rollins, Superintendent of Springdale School District
- Daryl Turner, Intake Officer, Mississippi County Juvenile Services
- Kathi Turner, Deputy Director, Arkansas Department of Career Education
- Mitch Walton, Director of Professional Development, AAEA
- Jerrod Williams, Superintendent of Sheridan School District

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