

# Promoting Collaboration & Support Services



**Cintia Johnson**  
Assistant Superintendent,  
Administrative Services  
703-228-6007  
[cintia.johnson@apsva.us](mailto:cintia.johnson@apsva.us)

As the new Assistant Superintendent for Administrative Services, I founded this entry plan on my 30 years of experience as an educator in the Arlington Public Schools, and it builds on the strong and excellent past performance and collaboration among APS staff, County representatives and community members. In my role supervising and providing support to school principals and overseeing emergency management, discipline issues and safety, I will work collaboratively with county resources to maximize the talents and expertise of these vital partnerships to ensure that students receive the appropriate support and resources for success.

Every student deserves encouragement and opportunities to reach their potential and to be successful. This can occur through collaboration that allows everyone in the organization to provide the necessary information, support and responses for student success. Open, respectful and effective communication that allows for purposeful and meaningful decision-making will ultimately provide students with the developmental assets necessary in developing the whole child. This entry plan will focus on the following three categories:

- Collaboration Between APS, Arlington County and Community Resources
- Mentorship and Succession Planning for Administrators
- Emergency Response Planning

## **Collaboration Between APS, Arlington County and Community Resources**

The work of Administrative Services contributes to Goal Five of our Strategic Plan, “Meet the Needs of the Whole Child,” through the partnership work with county resources aimed at strengthening support services and resources for APS students; promoting developmental assets; and expanding partnerships to actively support the needs of students. This plan allows the new Assistant Superintendent to gain an understanding of County resources and operations, and to identify ways to enhance our collaboration through community partnerships. A focus of the plan will include the collection of information from annual reports, survey results and community input through data analysis and a review of documents, such as the most recent Partnership report on developmental asset, Second Chance surveys, and APS data including suspension reports, etc. The information garnered from this review will be discussed with appropriate partnerships, administrative staff and members of the Executive Leadership Team, and used to guide our future direction.

During the early months of this plan, the new Assistant Superintendent for Administrative Services will communicate with countywide and principal groups, and will work to establish relationships and increase knowledge. The partnership meetings will provide an avenue for building on existing strengths and determining our future needs and direction.

Additional opportunities for collaboration will occur with APS staff and community members on key issues such as boundaries and policies.

### **Mentorship and Succession Planning for Administrators**

This entry plan also will support Strategic Plan Goal Three, “Recruit, Retain and Develop High Quality Staff,” through the enhancement of learning opportunities for school leadership. I will align this work with the “Leadership Development Management Succession Plan” and will include professional development opportunities for experienced, new and future administrators. Groups will participate in readiness- or interest-oriented professional development, academic programs, and/or a succession planning process. These opportunities will be aligned to address future countywide needs while enhancing leadership development initiatives in a supportive work environment. A goal will be to explore a variety of avenues for leadership development and professional growth while providing flexibility in schedule design and developing leadership talent for transition and transference of knowledge in accordance with the APS succession plan for future leadership. Professional development opportunities will be provided, including professional cohorts to excel and maximize leadership potential. Initiatives will focus on developing the skills and knowledge needed to enhance effective leadership. An understanding of responsibilities and competencies will be developed and appropriate training provided. Leadership opportunities will be explored and aligned to the workplace culture, with a clear focus on retaining institutional knowledge and developing talent to address future needs.

Throughout the year I will provide feedback to principals as they respond to challenges and work to address staff, student, parent or community needs within the framework of APS policies and procedures.

### **Emergency Response Planning**

This entry plan will focus on APS’s efforts to maintain a strong partnership with all emergency response teams in Arlington County. A primary focus will occur with School Health and Public Safety, working to ensure that emergency preparedness integrates with APS appropriately. Our partnerships with the County will include the ongoing review and refinement of emergency response plans, procedures and preparedness activities, as well as participation in regular training exercises. Collaborative opportunities will be designed to coordinate and manage the logistical and operational needs related to public safety matters in school settings and appropriate responses in the event of emergency situations that impact the larger community.

### **Ongoing Collaboration & Support for Student Achievement**

As an end goal, this entry plan will serve as a blueprint for continued work and collaboration to create and maintain a positive environment, transparent support, openness and teamwork to support the needs of our students and all members of our learning community.

Our students need and deserve a strong framework of support, guidance and opportunities to be successful. In this new position, I look forward to being a visible and active participant in Arlington County to foster positive, professional and collaborative partnerships that support the needs and best interests of our students.



Cintia Johnson  
Assistant Superintendent  
Administrative Services

## Detailed Entry Plan Objectives by Constituency Group

Constituency	Objectives
<b>Students</b>	<ul style="list-style-type: none"> <li>• Establish partnerships with representatives from the Student Advisory Committee at all levels to gain perspective and understanding of the opportunities and contributions of students with the Arlington Public Schools.</li> <li>• Support individual needs of students and families in understanding and utilizing Arlington Public Schools and County resources to enhance and enable students to learn and develop their potential as specified in Goal 5 of the Strategic Plan.</li> <li>• Create positive opportunities for effective communication between students and adults.</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>• Establish supportive collaborative working relationships based on mutual respect and open communication for the purpose of providing support as related to instruction, discipline and other areas that support the development of the whole child.</li> <li>• Collaborate with County partnerships and school administrators in promoting developmental assets in students.</li> <li>• Develop strong professional and supportive relationship with the Superintendent and all members of the Executive Leadership Team to benefit the overall systems.</li> </ul>
<b>Parents/ Guardians</b>	<ul style="list-style-type: none"> <li>• Support strong relationships with students and parents to promote effective student decision making in preparing students to be responsible and productive global citizens.</li> <li>• Cultivate strong respectful and effective relationships with members of the community aimed at enhancing student emotional, social and academic development (the whole child).</li> </ul>
<b>Administrators</b>	<ul style="list-style-type: none"> <li>• Support succession planning for future leadership development.</li> <li>• Strengthen opportunities for administrative professional development.</li> <li>• Provide guidance and support in alignment with the “Leadership Development Management Succession Plan.”</li> </ul>

# Entry Plan Timeline

Timing	Phase	Goals	Activities	Document Review
June-August	Introductory Phase	<ul style="list-style-type: none"> <li>To create positive, collaborative relationships with all organizations and colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>Initial introductory emails and phone calls</li> <li>Individual and group meetings</li> <li>Visits to partnership sites</li> <li>Participation in meetings</li> </ul>	<ul style="list-style-type: none"> <li>Calendar schedule</li> <li>Email documentation</li> </ul>
September-March	Mid-Transition	<ul style="list-style-type: none"> <li>Gain an understanding of the duties and responsibilities of the Assistant Superintendent for Administrative Services</li> <li>Create positive relationships with members of the partnership organizations</li> <li>Establish positive relationships with members of the ELT</li> <li>Establish positive and working relationships as Education Center building manager with central office &amp; custodial staff</li> <li>Oversee safety-related issues, policies and procedures in collaboration with APS and County public safety staff</li> <li>Provide ongoing support, mentorship and professional development for administrators and future administrators in accordance with APS Strategic Plan</li> <li>Work collaboratively w/APS and County staff to address needs related to safety and security</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Executive Leadership Team (ELT)</li> <li>Principals</li> <li>Assistant Principals</li> <li>Head Custodian &amp; Staff</li> <li>Administrative Council</li> <li>Academic Learning Group</li> <li>Community-Based Meetings</li> <li>Arlington Partnership for Children, Youth &amp; Family</li> <li>Assets</li> <li>Second Chance</li> <li>Gang Task Force</li> <li>Student Advisory Committee</li> <li>School Health Bureau</li> <li>County/Schools Collaboration Team</li> <li>County Emergency Management Team</li> <li>APS Staff &amp; Police Department</li> </ul>	<ul style="list-style-type: none"> <li>ELT Agenda</li> <li>Community Agenda</li> <li>Communication Documentation</li> <li>Professional Development Calendar</li> <li>School Visits</li> <li>Monthly Meetings</li> <li>APS Emergency Management Handbook</li> </ul>
March-June	Final Transition	<ul style="list-style-type: none"> <li>Assess fulfillment of the duties and responsibilities of the Assistant Superintendent for Administrative Services</li> <li>Assess the establishment of positive relationships with members of the partnership organizations</li> <li>Assess the foundation of building positive relationships with the ELT</li> <li>Assess working relationships as Education Center building manager with central office &amp; custodial staff</li> <li>Evaluate safety-related work with APS and County public safety staff</li> <li>Evaluate work completed to support, mentorship and professional development for administrators and future administrators in accordance with APS Strategic Plan</li> <li>Evaluate collaborative work w/APS and County staff to address needs related to safety and security</li> </ul>		<ul style="list-style-type: none"> <li>ELT Agenda</li> <li>Community Agenda</li> <li>Communication Documentation</li> <li>Professional Development Calendar</li> <li>School Visits</li> <li>Monthly Meetings</li> <li>APS Emergency Management Handbook</li> </ul>