



## GOAL 1: Academic Achievement

Cleveland City Schools will increase academic growth and achievement for all students through the implementation of high standards and accountability.

**GOAL: Cleveland City Schools will increase literacy growth and achievement for all students.**

ACTION STEPS	RESPONSIBLE PARTY	TARGET DATES	PROGRESS INDICATORS	STATUS
<p><b>Tier 1 Instruction</b></p> <ol style="list-style-type: none"> <li>1. Increase capacity to teach literacy standards in all subject areas with fidelity and appropriate rigor.</li> <li>2. Develop technology integration to enrich and enhance literacy instruction.</li> <li>3. Strengthen best practices in scaffolding and differentiating literacy instruction.</li> </ol>	<ul style="list-style-type: none"> <li>• District Instructional Team</li> <li>• School Administrators</li> <li>• Instructional Facilitators</li> <li>• Classroom Teachers</li> </ul>	<p>2021</p>	<ul style="list-style-type: none"> <li>• Increase percentages of students scoring on track and mastered on TCAP Assessment.</li> <li>• Maintain a Level 3 or higher district wide, including special populations, TVAAS score in literacy.</li> <li>• Decrease the percentages of students qualifying for Tier II and Tier III intervention.</li> <li>• Increase ACT Reading scores.</li> <li>• Increase teacher observation indicator scores.</li> </ul>	
<p><b>Intervention</b></p> <ol style="list-style-type: none"> <li>1. Increase the percentage of students classified as low risk in reading</li> <li>2. Provide systematic training to new Response to Intervention</li> </ol>	<ul style="list-style-type: none"> <li>• Capacity Trainer</li> <li>• Response to Intervention Facilitators</li> <li>• CHS, TDC principals</li> </ul>	<p>2021</p>	<ul style="list-style-type: none"> <li>• Increase percentage of students identified as low risk in reading on universal screener.</li> </ul>	

<p>Facilitators and Interventionists</p> <p>3. Expand high school RTI programming for at-risk students</p>	<ul style="list-style-type: none"> <li>• CHS Instructional Facilitator</li> </ul>		<ul style="list-style-type: none"> <li>• All new staff complete trainings.</li> <li>• Increase the capacity for services to high school students scoring at or below the 25<sup>th</sup> percentile in reading according to TVAAS scores.</li> </ul>	
<p><b>Students with Disabilities</b></p> <p>1. Train teachers to differentiate instruction for SWDs in general education classes.</p> <p>2. Increase access to core instruction (general education) to the maximum extent possible to SWDs.</p> <p>3. Provide specialized intervention in skill deficit areas for SWDs.</p>	<ul style="list-style-type: none"> <li>• Director of Special Populations</li> <li>• Service Specialists</li> <li>• Special Education Interventionists</li> <li>• School Administrators</li> <li>• Classroom Teachers</li> </ul>	<p>2021</p>	<ul style="list-style-type: none"> <li>• Increase the average score of Core Class general education teachers on the Teacher Knowledge of Students domain of the TEAM rubric.</li> <li>• Increase the percentage of SWDs scheduled in Core Classes.</li> <li>• Decrease the number of special education interventionists requiring follow-up after Fidelity Monitoring.</li> </ul>	
<p><b>ESL</b></p> <p>1. Develop and implement a district plan to provide training for administrators, IFs, ESL teachers and content area teachers in best practices for ELs.</p> <p>2. Create an ESL curriculum resource guide that supports WIDA performance indicators.</p>	<ul style="list-style-type: none"> <li>• ESL Specialist</li> <li>• Supervisor of Title III</li> <li>• Supervisor of Professional Development</li> <li>• ESL teachers</li> <li>• Administrators</li> <li>• Building Level Family Coordinators</li> </ul>	<p>Fall 2017 – 2021</p> <p>Regularly scheduled trainings during the school year.</p>	<ul style="list-style-type: none"> <li>• Increase the percentage of EL students that score on track and mastery on state level testing.</li> <li>• Increase the percentage of students meeting the growth standard on WIDA ACCESS.</li> <li>• Increase the percentage of students exiting EL Status.</li> <li>• Increase the percentage of participants in ESL family engagement activities.</li> </ul>	

3. Expand family engagement opportunities for the ESL community.				
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**GOAL: Cleveland City Schools will increase numeracy growth and achievement for all students.**

ACTION STEPS	RESPONSIBLE PARTY	TARGET DATES	PROGRESS INDICATORS	STATUS
<p><b>Tier 1 Instruction</b></p> <ol style="list-style-type: none"> <li>Increase capacity to teach numeracy standards with fidelity and appropriate rigor.</li> <li>Develop technology integration to enrich and enhance numeracy instruction.</li> <li>Strengthen best practices in scaffolding and differentiating numeracy instruction.</li> </ol>	<ul style="list-style-type: none"> <li>District Instructional Team</li> <li>School Administrators</li> <li>Instructional Facilitators</li> <li>Classroom Teachers</li> </ul>	2021	<ul style="list-style-type: none"> <li>Increase percentages of students scoring on track and mastered on TCAP Assessment.</li> <li>Maintain a Level 3 or higher district wide, including special populations, TVAAS score in numeracy.</li> <li>Decrease the percentages of students qualifying for Tier II and Tier III intervention.</li> <li>Increase ACT Math scores.</li> <li>Increase teacher observation indicator scores.</li> </ul>	
<p><b>Intervention</b></p> <ol style="list-style-type: none"> <li>Increase the percentage of students classified as low risk in numeracy.</li> <li>Provide systematic training to new Response to Intervention</li> </ol>	<ul style="list-style-type: none"> <li>Capacity Trainer</li> <li>Response to Intervention Facilitators</li> <li>CHS, TDC principals</li> <li>CHS Instructional Facilitator</li> </ul>	2021	<ul style="list-style-type: none"> <li>Increase percentage of students identified as low risk in numeracy on universal screener.</li> <li>All new staff complete trainings.</li> </ul>	

<p>Facilitators and Interventionists.</p> <p>3. Expand high school RTI programming for at-risk students</p>			<ul style="list-style-type: none"> <li>• Increase the number of high school students scoring at or below the 25<sup>th</sup> percentile in numeracy who receive Tier II or Tier III intervention.</li> </ul>	
<p><b>Students with Disabilities</b></p> <ol style="list-style-type: none"> <li>1. Train teachers to differentiate instruction for SWDs in general education classes.</li> <li>2. Increase access to core instruction (general education) to the maximum extent possible to SWDs.</li> <li>3. Provide specialized intervention in skill deficit areas for SWDs.</li> </ol>	<ul style="list-style-type: none"> <li>• Director of Special Populations</li> <li>• Service Specialists</li> <li>• Special Education Interventionists</li> <li>• School Administrators</li> <li>• Classroom Teachers</li> </ul>	<p>2021</p>	<ul style="list-style-type: none"> <li>• Increase the average score of Core Class general education teachers on the Teacher Knowledge of Students domain of the TEAM rubric.</li> <li>• Increase the percentage of SWDs scheduled in Core Classes.</li> <li>• Decrease the number of special education interventionists requiring follow-up after Fidelity Monitoring.</li> </ul>	
<p><b>ESL</b></p> <ol style="list-style-type: none"> <li>1. Develop and implement a district plan to provide training for administrators, IFs, ESL teachers and content area teachers in best practices for ELs.</li> <li>2. Create an ESL curriculum resource guide that supports WIDA performance indicators in the language of math.</li> </ol>	<ul style="list-style-type: none"> <li>• ESL Specialist</li> <li>• Supervisor of Title III</li> <li>• Supervisor of Professional Development</li> <li>• ESL teachers</li> <li>• Administrators</li> <li>• Building Level Family Coordinators</li> </ul>	<p>Fall 2017 – 2021</p> <p>Regularly scheduled trainings during the school year.</p>	<ul style="list-style-type: none"> <li>• Increase the percentage of EL students that score proficient and advanced on state level testing.</li> <li>• Increase the percentage of students meeting the growth standard on WIDA ACCESS.</li> <li>• Increase the percentage of students exiting EL Status.</li> <li>• Increase the percentage of participants in ESL family engagement activities.</li> </ul>	

3. Expand family engagement opportunities for the ESL community.				
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**GOAL: Cleveland City Schools will increase the percentage of students who are college and career ready.**

ACTION STEPS	RESPONSIBLE PARTY	TARGET DATES	PROGRESS INDICATORS	STATUS
<p><b>ACT</b></p> <ol style="list-style-type: none"> <li>1. Strengthen CLIMB program with continued focus on ACT and College/Career placement.</li> <li>2. Utilize Pre-ACT data to structure CLIMB groups based on areas of deficiency.</li> <li>3. Develop and implement a plan to align standards for intermediate, middle, and high school pacing guides.</li> <li>4. Explore intermediate and middle grades opportunities for ACT enrichment.</li> <li>5. Create informational videos for students and parents regarding ACT opportunities and achievements.</li> </ol>	<ul style="list-style-type: none"> <li>• District Instructional Team</li> <li>• School Administrators</li> <li>• Instructional Facilitators</li> <li>• Classroom Teachers</li> </ul>	2021	<ul style="list-style-type: none"> <li>• Increase ACT scores to the National Average (21) in all subject areas.</li> <li>• Increase percentage of students who meet the ACT college readiness benchmark in all areas.</li> </ul>	

<p><b>Early Post-Secondary</b></p> <ol style="list-style-type: none"> <li>1. Include EPSO core courses in course sequences for all grade levels.</li> <li>2. Increase variety of EPSO elective courses offered.</li> <li>3. Design clear pathways of study for all students to earn EPSO credits through their focus areas.</li> <li>4. Develop continued partnerships with post-secondary institutions for additional EPSO courses.</li> </ol>	<ul style="list-style-type: none"> <li>• District Instructional Team</li> <li>• CTE Supervisor</li> <li>• School Counselors</li> <li>• School Administrators</li> <li>• Instructional Facilitators</li> <li>• Classroom Teachers</li> </ul>	<p>2021</p>	<ul style="list-style-type: none"> <li>• Increase number of students earning EPSO credits.</li> <li>• Increase EPSO credits awarded overall.</li> </ul>	
<p><b>Career Technical Education</b></p> <ol style="list-style-type: none"> <li>1. Expand EPSO opportunities in CTE courses.</li> <li>2. Increase use of ACT standards in CTE courses.</li> <li>3. Explore and promote additional industry certifications.</li> </ol>	<ul style="list-style-type: none"> <li>• District Instructional Team</li> <li>• CTE Supervisor</li> <li>• School Counselors</li> <li>• School Administrators</li> <li>• Classroom Teachers</li> </ul>	<p>2021</p>	<ul style="list-style-type: none"> <li>• Increase the cumulative average of CTE Concentrators.</li> <li>• Increase the percentage of students meeting all CTE Dual Credit Requirements.</li> <li>• Increase the percentage of students enrolled and earning CTE Dual Enrollment credit.</li> <li>• Increase the percentage of students in post-high school placement.</li> </ul>	
<p><b>Advanced Placement</b></p> <ol style="list-style-type: none"> <li>1. Teacher re-certification at AP Institute every three years.</li> </ol>	<ul style="list-style-type: none"> <li>• District Instructional Team</li> <li>• CTE Supervisor</li> <li>• School Counselors</li> <li>• School Administrators</li> </ul>	<p>2021</p>	<ul style="list-style-type: none"> <li>• Increase AP score averages in all subject areas.</li> <li>• Increase percentage of students who score 3, 4, or 5 on all AP exams.</li> </ul>	

<ol style="list-style-type: none"> <li>2. Promote AP at Post-Secondary Night for parents.</li> <li>3. Promote offerings to freshmen and sophomores.</li> <li>4. Continue alignment and collaboration for AP courses through PLCs and professional development.</li> <li>5. Promote AP scores through Academic Wall of Honor, Awards Night, and AP Scholar Program.</li> </ol>	<ul style="list-style-type: none"> <li>• Instructional Facilitators</li> <li>• Classroom Teachers</li> </ul>		<ul style="list-style-type: none"> <li>• Increase the number of students taking AP exams.</li> <li>• Increase the number of AP Scholar Recipients.</li> </ul>	
<p><b>Graduation Rate</b></p> <ol style="list-style-type: none"> <li>1. Grade-level tracking through data analysis and collaboration with parents, teachers, counselors, and administrators.</li> <li>2. Identify at-risk (overage, underachieving) for implementation of graduation plan.</li> <li>3. Engage and empower district students and parents through non-traditional opportunities to further expand graduation efforts.</li> <li>4. Find areas for students to connect within their communities.</li> </ol>	<ul style="list-style-type: none"> <li>• District Instructional Team</li> <li>• School Counselors</li> <li>• School Administrators</li> <li>• Instructional Facilitators</li> <li>• Classroom Teachers</li> </ul>	<p>2021</p>	<ul style="list-style-type: none"> <li>• Increase graduation rate.</li> <li>• Increase percentage of students graduating with 4 EPSOs or 2 EPSOs and industry certification.</li> <li>• Increase percentage of students ACT eligible for Hope Scholarship.</li> <li>• Increase percentage of students applying for TNPromise.</li> </ul>	



## GOAL 2: LEARNING ENVIRONMENT & STUDENT LIFE

To foster a safe, healthy, learning environment and positive student experiences that will promote student success.

**GOAL: To insure a safe learning environment.**

ACTION STEPS	RESPONSIBLE PARTY	TARGET DATES	PROGRESS INDICATORS	ANNUAL STATUS
CCS will insure a safe learning environment through annual reviews of district policies and emergency plans.	<ul style="list-style-type: none"> <li>• Building Level Administrator</li> <li>• Director of Student Services</li> <li>• Director of Operations</li> <li>• Safety and Security Coordinator</li> </ul>	2017-2021	<ul style="list-style-type: none"> <li>• School, district and state reports</li> <li>• Minutes from faculty and administrative meetings</li> <li>• Professional development sign in sheets</li> </ul>	
CCS will continue to evaluate, update and enhance school safety technology.	<ul style="list-style-type: none"> <li>• Building Level Administrator</li> <li>• Director of Student Services</li> <li>• Director of Operations</li> <li>• Safety and Security Coordinator</li> <li>• Director of Technology</li> </ul>	2017-2021	<ul style="list-style-type: none"> <li>• District needs assessments</li> <li>• CCS Facility Improvement Plan</li> </ul>	



<p>CCS will continue to collaborate with community agencies to insure safe learning environment and emergency preparedness.</p>	<ul style="list-style-type: none"> <li>• Building Level Administrator</li> <li>• Director of Student Services</li> <li>• Director of Operations</li> <li>• Safety and Security Coordinator</li> <li>• Cleveland Police Department SRO Coordinator</li> <li>• Supervisor of Professional Development</li> </ul>	<p>2017-2021</p>	<ul style="list-style-type: none"> <li>• Required Routine Annual Inspections</li> <li>• Scheduled school drills</li> <li>• On-going Professional Development</li> </ul>	
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**GOAL: To provide a learning environment focused on the whole student.**

ACTION STEPS	RESPONSIBLE PARTY	TARGET DATES	PROGRESS INDICATORS	ANNUAL STATUS
<p>To provide social and emotional education and support for all students.</p>	<ul style="list-style-type: none"> <li>• Building Level Administrator</li> <li>• Classroom Teacher</li> <li>• School Counselor</li> <li>• Learning Support Specialist</li> <li>• Student Support Specialist</li> </ul>	<p>2017-2021</p>	<ul style="list-style-type: none"> <li>• Counseling Classroom Presentations</li> <li>• Anti-Bullying Programs</li> <li>• Life Skills Training</li> <li>• Individual and Group Counseling</li> <li>• Second Step</li> </ul>	
<p>To educate all students about the components of healthy choices.</p>	<ul style="list-style-type: none"> <li>• Building Level Administrator</li> <li>• Classroom Teacher</li> <li>• School Counselor</li> <li>• School Nurse</li> </ul>	<p>2017-2021</p>	<ul style="list-style-type: none"> <li>• Health Fairs</li> <li>• Coordinated School Health Program Reports</li> <li>• Food Service Reports</li> </ul>	

	<ul style="list-style-type: none"> <li>• Coordinated School Health</li> <li>• Learning Support Specialist</li> <li>• Supervisor of School Nutrition</li> </ul>		<ul style="list-style-type: none"> <li>• Health / Wellness Classes</li> <li>• Tele-med Services</li> <li>• Care Mobile</li> <li>• District Initiatives</li> </ul>	
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**GOAL: To promote active engagement of families and community members.**

<b>ACTION STEPS</b>	<b>RESPONSIBLE PARTY</b>	<b>TARGET DATES</b>	<b>PROGRESS INDICATORS</b>	<b>ANNUAL STATUS</b>
To engage family members in a variety of activities that maximize student success while strengthening school - family partnerships.	<ul style="list-style-type: none"> <li>• Building Level Family Coordinator</li> <li>• Building Level Administrator</li> <li>• Classroom Teacher</li> <li>• Director of Student Services</li> <li>• Coordinated school health</li> </ul>	2017- 2021	<ul style="list-style-type: none"> <li>• Event Sign-In Sheets</li> <li>• School Level Surveys</li> <li>• Communication Surveys</li> <li>• District and School Level Needs Assessments</li> </ul>	
To cultivate partnerships with business and community members that provide opportunities to enhance student life.	<ul style="list-style-type: none"> <li>• Building Level Family Coordinator</li> <li>• Building Level Administrator</li> <li>• Classroom Teacher</li> <li>• Director of Student Services</li> <li>• Cleveland-Bradley Chamber of</li> </ul>	2017-2021	<ul style="list-style-type: none"> <li>• Event Sign-In Sheets</li> <li>• School Level Surveys</li> <li>• Communication Surveys</li> <li>• District and School Level Needs Assessments</li> <li>• Cleveland-Bradley Chamber of</li> </ul>	

	<p>Commerce BEST Partners</p> <ul style="list-style-type: none"> <li>• Coordinated school health</li> </ul>		<p>Commerce BEST Partnership Awards</p>	
<p>To improve quality of communication between CCS Schools and families.</p> <ul style="list-style-type: none"> <li>• General Information</li> <li>• District / School Procedures</li> <li>• Individual Student Concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Building Level Administrator</li> <li>• School Counselor</li> <li>• Director of Student Services</li> <li>• Classroom Teachers</li> <li>• Building Level Family Engagement Coordinator</li> </ul>	2017-2021	<ul style="list-style-type: none"> <li>• District Communication Reports</li> <li>• District Reports</li> <li>• District / School Surveys</li> <li>• Parent Feedback</li> <li>• CCS Parent Advisory Committee</li> <li>• Individual School PTO Board Feedback</li> </ul>	



### GOAL 3: FINANCE AND FUNDING

**GOAL: To practice fiscal responsibility by utilizing all available resources in the most effective and efficient manner.**

ACTION STEPS	RESPONSIBLE PARTY	TARGET DATES	PROGRESS INDICATORS	STATUS/ANNUALLY
<p>Maintain levels of funding which will provide quality education for the system's students.</p>	<ul style="list-style-type: none"> <li>• School Board</li> <li>• Director of Schools</li> <li>• Business Department</li> </ul>	<ul style="list-style-type: none"> <li>• Annually during Budget Planning Sessions (January – March) and Facilities Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to maintain a balanced budget along with a strong fund balance to</li> </ul>	

		meeting in October	provide fiscal stability <ul style="list-style-type: none"> <li>• Review of Sales Tax Capital Projects Fund</li> <li>• Engage in advance planning, with staff and community involvement as needed</li> </ul>	
Promote fiscal responsibility by exploring cost effective ways to improve services and decrease expenditures	<ul style="list-style-type: none"> <li>• Director of Schools</li> <li>• Business Department</li> <li>• Administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate energy savings plan(s)</li> <li>• Evaluate educational programs to effectively allocate resources and support student learning</li> <li>• Continue competitive bidding procedures for materials used system-wide</li> <li>• Continue to provide efficient procedures for all business processes while exploring opportunities to modernize and combine systems</li> </ul>	

Promote fiscal responsibility among all staff	<ul style="list-style-type: none"> <li>• Director of Schools</li> <li>• Business Department</li> <li>• Administrators</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• *As Needed</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to honor an appropriate distribution of responsibilities</li> <li>• Provide timely and appropriate fiscal information to all staff with fiscal management responsibilities</li> <li>• Promote and provide financial education training system-wide; and, school level training for the TN Internal School Accounting Manual*</li> </ul>	
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### GOAL 4: Leadership, Communications, and Community Relations

**GOAL: To focus on leadership skills at district and school level, to effectively communicate the system’s vision and mission, and to promote closer relationships with our local community.**

ACTION STEPS	RESPONSIBLE PARTY	TARGET DATES	PROGRESS INDICATORS	ANNUAL STATUS
By 2021, leadership teams at the district and schools will focus on the following through Balanced Leadership training:	AOB Staff Principals Assistant Principals	2018	McREL training for district and school administrative staff	

<ul style="list-style-type: none"> <li>• Ensuring collaborative goal setting</li> <li>• Establishing non-negotiable goals for instruction and student achievement</li> <li>• Creating board alignment with, and support of, district goals</li> <li>• Allocating resources effectively to support goals</li> <li>• Providing school leaders with “defined autonomy”</li> <li>• Monitoring progress and evaluating results</li> <li>• Managing staff ’s transitions through change processes</li> </ul>	Instructional Facilitators Certified Staff Classified Staff McREL Consultants	2019          2020	District training staff redelivers McREL training to others in district. Progress monitoring begins.          Training continues as well as progress monitoring. Follow-up and expectations are set for the district and schools.	
<p>By 2021, a culture of leadership development in all departments within Cleveland City Schools will be developed and implemented through our focus on Balanced Leadership. This initiative will focus on our culture, our core values as a district, how our various roles impact student learning, and empowering employees to make critical decisions.</p>	AOB Staff Principals Assistant Principals Instructional Facilitators Certified Staff Classified Staff	2018          2019          2020	McREL training accomplished for year 1 and implemented in all schools and the AOB. Survey conducted across the district to check on fidelity to the process.          Changes and updates implemented from the survey results on areas needing improvement.	
<p>By 2021, educators will focus on professional learning communities to foster collaborative learning and classroom leadership to ensure practice-based education. Leadership through</p>	AOB Staff Principals Assistant Principals Instructional Facilitators	2018	AOB staff and school administrators attend PLC at Work	

<p>a PLC will focus on learning, collaboration and results</p>	<p>Certified Staff</p>	<p>2019</p> <p>2020</p>	<p>conference. Planning stage begins.</p> <p>AOB staff and school administrators work collaboratively with teachers to enhance the PLC process at each school.</p> <p>PLC process is fully implemented with quality controls in all schools.</p>	
<p>By 2021, Cleveland City Schools will conduct a communications audit and use the results to form a strategic communications plan that will map how and best practices for the district and schools' communication, both internally and externally.</p>	<p>Director of Schools PR Manager Marketing/Communications Manager Principals</p>	<p>2018</p> <p>2019</p> <p>2020</p>	<p>Communication Audit ordered for the district and planning initiated.</p> <p>Training on the Communication Plan for all district staff.</p> <p>Communication Plan is updated and ongoing progress monitoring implemented.</p>	
<p>By 2021, Cleveland City Schools will ingrain the district's brand in the public's mind through social media, printed communications, and other applicable means.</p>	<p>AOB Staff PR Manager Marketing/Communications Manager Principals Certified Staff Classified Staff</p>	<p>2018</p> <p>2019</p>	<p>Develop our brand through system analysis and feedback.</p> <p>Develop a style guide for use</p>	

		2020	throughout the district.  Ensure all publications sent by CCS conform to the style guide.	
By 2021, Cleveland City Schools will fully implement use of digital media and explore emerging platforms/channels for information dissemination. (app, web, social media, video, etc.)	PR Manager Marketing/Communications Manager Technology Director	2018  2019  2020	Gather information on all social media used by the district and schools.  Ensure proper use of social media and that it conforms to district policy and procedures, including the style guide and Acceptable Use Policy.  Continue to monitor social media and emerging avenues to share information.	
By 2021, a crisis communication plan will be established and employees will be trained on how to implement the plan. Emergency drills will be scheduled to evaluate the crisis plan.	Safety Committee Director of Schools PR Manager Principals	2018  2019	Safety Plan revised and crisis communication plan updated. Training for all employees.  Mock drill planned and implemented. Safety Committee updates plan based on feedback.	



		2020	Revised plan in place with additional training and support.	
By 2021, Cleveland City Schools will publicly recognize and encourage contributions to the district and honor achievements and celebrations on a regular basis.	AOB Staff PR Manager Marketing/Communications Manager Principals	2018  2019  2020	Form a committee to review current practices and employee morale.  Plan and implement employee/student celebrations. Gain feedback from stakeholders.  Committee reviews feedback and evaluates other ways to celebrate our employees/students.	
By 2021, Cleveland City Schools will answer the question, "Who is our community?"	AOB Staff Marketing/Communications Manager Principals Certified Staff Classified Staff	2018  2019  2020	Gather all available data showcasing our community. Report to the board and district staff on information.  Celebrate our diverse community through special events and continue to seek feedback on education provided.  Continue to study our diverse cultures	

			and involve them in district advisory boards, etc.	
By 2021, Cleveland City Schools will partner with stakeholders in a mutually beneficial way: gaining insight regarding educational issues from them and disseminating information to them. Stakeholders include our employees, students, families, alumni, businesses, media, the citizens of Cleveland.	Director of Schools PR Manager Marketing/Communications Manager Principals	2018  2019  2020	Survey stakeholders on education topics. Use results to inform decision-making process.  Form a community advisory board based on stakeholder feedback and diverse cultures and community.  Report to the school board from the community advisory board on how to better address issues in Cleveland.	
By 2021, Cleveland City Schools will expand partnerships with local and regional higher education providers, the Chamber of Commerce, the Bradley Cleveland Public Education Foundation, state and local political leaders, as well as other organizations which contribute to our school system.	Director of Schools PR Manager Marketing/Communications Manager Principals	2018  2019	Review all current partnerships and assess current formal and informal agreements of support.  Continue to invest time and available resources with our partners to benefit	

		2020	<p>our students and staff.</p> <p>Reassess partnerships and hold meetings with stakeholders regarding how we may continue to benefit each other moving forward.</p>	
By 2021, Cleveland City Schools will host community days in our schools to invite our local stakeholders to experience our schools in action.	<p>Director of Schools</p> <p>PR Manager</p> <p>Marketing/Communications Manager</p> <p>Principals</p>	<p>2018</p> <p>2019</p> <p>2020</p>	<p>Plan and implement our first community day event.</p> <p>Evaluate our first community day event and make plans for future event.</p> <p>Continue to implement and invite the community into our schools.</p>	



## GOAL 6: RECRUIT & RETAIN STAFF

**GOAL: To identify, attract, grow, and retain high quality, diverse educators in an organizational work environment that supports continuous learning for all educators and administrators, and to promote optimal student growth, currently and ongoing**

ACTION STEPS	RESPONSIBLE PARTY	TARGET DATES	PROGRESS INDICATORS	STATUS/ANNUALLY
Continue to attend annual teacher recruitment fairs in TN; explore and expand recruitment fairs to seek diversity	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Administrators</li> <li>Business Dept.</li> </ul>	<ul style="list-style-type: none"> <li>March – May</li> <li>2018</li> <li>2019</li> <li>2020</li> </ul>	<ul style="list-style-type: none"> <li>Disaggregated Data Indicating the Percentage of Hires by University</li> </ul>	
Maintain competitive salary and benefit package	<ul style="list-style-type: none"> <li>School Board</li> <li>Director of Schools</li> <li>Human Resources</li> <li>Business Dept.</li> </ul>	<ul style="list-style-type: none"> <li>Annual Reviews in January and During Budget Planning Sessions</li> <li>2018</li> <li>2019</li> <li>2020</li> </ul>	<ul style="list-style-type: none"> <li>Salary Comparisons Across the State</li> <li>Review Number of Teachers With National Board Certification</li> </ul>	
Continue to provide high quality differentiated professional learning opportunities for all educators	<ul style="list-style-type: none"> <li>PD Supervisor</li> <li>Curriculum &amp; Instruction Supervisor</li> <li>Principals</li> <li>Business Dept.</li> </ul>	<ul style="list-style-type: none"> <li>In-Service Dates</li> <li>Summer Training Dates / TBD</li> <li>After School PD/TBD</li> <li>2018</li> <li>2019</li> <li>2020</li> </ul>	<ul style="list-style-type: none"> <li>Educator Observations /Evaluations</li> <li>Faculty &amp; Staff Questionnaires</li> </ul>	
Promote teacher leader opportunities across the district	<ul style="list-style-type: none"> <li>Curriculum &amp; Instruction Supervisor</li> <li>Business Dept.</li> </ul>	<ul style="list-style-type: none"> <li>2018</li> <li>2019</li> <li>2020</li> </ul>	<ul style="list-style-type: none"> <li>Faculty &amp; Staff Questionnaires</li> </ul>	
Annually review educator overall effectiveness scores from the TEAM	<ul style="list-style-type: none"> <li>Director of Schools</li> </ul>	<ul style="list-style-type: none"> <li>Bi-Annually</li> <li>2018</li> <li>2019</li> </ul>	<ul style="list-style-type: none"> <li>Number of Intensive Employee</li> </ul>	

Evaluation Model to identify educators consistently scoring below a "3"	<ul style="list-style-type: none"> <li>District Level Administrators</li> <li>Building Level Administrators</li> </ul>	<ul style="list-style-type: none"> <li>2020</li> </ul>	Assistance Plans & Results <ul style="list-style-type: none"> <li>Human Capital Report</li> </ul>	
Provide opportunities to build relationships by school and across the district	<ul style="list-style-type: none"> <li>District Level Administrators</li> <li>Building Level Administrators</li> </ul>	<ul style="list-style-type: none"> <li>2018</li> <li>2019</li> <li>2020</li> </ul>	<ul style="list-style-type: none"> <li>Mentor Programs</li> <li>Team Building Activities</li> <li>Surveys</li> </ul>	
Conduct Exit Interviews	<ul style="list-style-type: none"> <li>Immediate Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>At Appropriate Times</li> <li>2018</li> <li>2019</li> <li>2020</li> </ul>	<ul style="list-style-type: none"> <li>Exit Interview Surveys</li> </ul>	



### GOAL 7: BLADE Project

**GOAL: Provide an instructional program for educators that empowers them to learn new technologies and gives them ample time to practice blended learning principles.**

ACTION STEPS	RESPONSIBLE PARTY	TARGET DATES	PROGRESS INDICATORS	ANNUAL STATUS
Observe student use of technology	School and district administration	2017-2018	<ul style="list-style-type: none"> <li>Set individual baseline for technology usage</li> <li>Each teacher will set a personal goal for increasing blended learning</li> </ul>	

			by end of 2017-2018 school year	
Assess effectiveness of program and PD through surveying	Supervisor of Professional Development, BLADE Facilitator	2017-2018	<ul style="list-style-type: none"> <li>Establish baseline for blended learning usage in classroom</li> </ul>	

**GOAL: Implement the practice of blended learning, with ample mentoring, collaboration, and feedback to ensure success in the learning environment.**

<b>ACTION STEPS</b>	<b>RESPONSIBLE PARTY</b>	<b>TARGET DATES</b>	<b>PROGRESS INDICATORS</b>	<b>ANNUAL STATUS</b>
Document, noting student choice, student driven learning and personalized learning	BLADE Facilitator	2017-2018	<ul style="list-style-type: none"> <li>Review documentation to ensure mentoring, collaboration, and feedback was given to all teachers</li> </ul>	
Document professional development provided	BLADE Facilitator	2017-2018	<ul style="list-style-type: none"> <li>Compare survey results to beginning of the year baseline</li> <li>Provide relevant, effective professional development</li> </ul>	

**GOAL: Monitor the impact of blended learning on student achievement based on educator feedback**

<b>ACTION STEPS</b>	<b>RESPONSIBLE PARTY</b>	<b>TARGET DATES</b>	<b>PROGRESS INDICATORS</b>	<b>ANNUAL STATUS</b>
Educators will assess longitudinal data (benchmarking and standardized tests) to determine the effectiveness of blended learning.	BLADE Facilitator, School Administration, Certified Staff	2017-2018	<ul style="list-style-type: none"> <li>• Student academic data should improve as a result of blended learning</li> <li>• The BLADE Facilitator will compare this teacher data to frequency of classroom integration.</li> </ul>	

**GOAL: Engage community employers and other stakeholders in support of a blended learning environment.**

<b>ACTION STEPS</b>	<b>RESPONSIBLE PARTY</b>	<b>TARGET DATES</b>	<b>PROGRESS INDICATORS</b>	<b>ANNUAL STATUS</b>
Parents will attend informational meetings regarding the BLADE Project for sixth, seventh and eighth grade.	BLADE Facilitator, School Administration, Student Data Team	2017-2018	<ul style="list-style-type: none"> <li>• Attendance will be kept for meetings and CCS will track parent use of PowerSchool and online course completion for digital citizenship.</li> </ul>	
Parents of ninth, tenth, eleventh, and twelfth grade students will attend informational meetings	BLADE Facilitator, School Administration, Student Data Team	2018-2019	<ul style="list-style-type: none"> <li>• Attendance will be kept for meetings and CCS will track parent</li> </ul>	

			use of PowerSchool and online course completion for digital citizenship.	
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**GOAL: Assess the technology infrastructure of our schools to ensure the growth of our program. Ensure adequate staff to maintain the network and devices.**

<b>ACTION STEPS</b>	<b>RESPONSIBLE PARTY</b>	<b>TARGET DATES</b>	<b>PROGRESS INDICATORS</b>	<b>ANNUAL STATUS</b>
Monitor support ticket counts throughout the school year	Technology Department	2017-2018	<ul style="list-style-type: none"> <li>• Ticket count should be within 10% of previous year's count</li> </ul>	
Monitor network utilization to ensure adequate bandwidth is available	Technology Department	2017-2018	<ul style="list-style-type: none"> <li>• Log peak bandwidth utilization weekly throughout the year</li> </ul>	

**GOAL: Provide each student with equitable access and basic computing skills. Provide support to students and families in regards to technological tools, resources, online assessments, and instruction.**

<b>ACTION STEPS</b>	<b>RESPONSIBLE PARTY</b>	<b>TARGET DATES</b>	<b>PROGRESS INDICATORS</b>	<b>ANNUAL STATUS</b>
Student engagement will be measured by the teacher survey, parent survey and LMS usage	BLADE Facilitator, School Administration, Technology Department	2017-2018	<ul style="list-style-type: none"> <li>• Decreased discipline referrals</li> <li>• Increased student attendance</li> <li>• Increased LMS usage</li> </ul>	



List of free public WIFI hotspots and discounted home internet service will be given to families of students in grades 6 - 8	Technology Department	2017-2018	<ul style="list-style-type: none"> <li>• Increase usage of device after school hours</li> </ul>	
Train parents on proper use of device and Internet usage at home	BLADE Facilitator, School Administration, Technology Department	2017-2018	<ul style="list-style-type: none"> <li>• Parent survey</li> </ul>	

**GOAL: Ensure the principles of digital citizenship are shared and promoted by employees, students, and families.**

<b>ACTION STEPS</b>	<b>RESPONSIBLE PARTY</b>	<b>TARGET DATES</b>	<b>PROGRESS INDICATORS</b>	<b>ANNUAL STATUS</b>
Discuss concepts of digital citizenship at parent meetings	BLADE Facilitator, School Administration, Technology Department	2017-2018	<ul style="list-style-type: none"> <li>• Document instances of digital citizenship in classroom instruction</li> </ul>	
Include digital citizenship concepts in homeroom/Climb classes	Classroom teachers, BLADE Facilitator, Technology Teacher Leaders, Technology Department	2017-2018	<ul style="list-style-type: none"> <li>• Decreased discipline referrals</li> </ul>	