



Strategic Goals

*Student
Achievement*

*Positive
Culture*

*Community
Engagement*

*Employee
Retention*

CLEVELAND SCHOOL DISTRICT
Learning is Essential for All



Strategic Plan
2020-2026

Revised June 2021



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Mrs. Toninette Kennedy, *Business Manager*

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Mrs. Patsy Clerk, *Family & Community Engagement Coordinator*

Mrs. Markeita Brinkley, *Special Services Director*

Mr. Author Johnson, *Student Services Director*

Ms. Denise Mallette, *Interim Technology Director*

Mr. Henry Alexander, *Transportation Director*



DISTRICT & COMMUNITY PROFILE

The Cleveland School District is a public school district in Cleveland, Bolivar County, Mississippi. In addition to servicing students in Cleveland, the district serves the towns of Boyle, Renova, and Merigold.

Cleveland School District Campuses

Secondary

Cleveland Central High School (CCHS) | 9th - 12th
Mr. Leroy Cotton, Interim Principal

Cleveland Central Middle School (CCMS) | 7th - 8th
Mr. Rufus Hill, Principal

Elementary

Bell Academy | PreK4 - 6th
Mrs. Tiffanie Russell, Principal

Hayes Cooper Center | PreK4 - 6th
Mrs. Renee LaMastus, Principal

H.M. Nailor Elementary School | K - 2nd
Ms. LeDonnis Norwood, Principal

Parks Elementary School | K - 6th
Mrs. Anna Bennett, Principal

Pearman Elementary School | 1st - 6th
Mrs. Precious Redmond, Principal

D.M. Smith Elementary School | 3rd - 6th
Mrs. Rasheda Barksdale, Principal

Special Programs

Cleveland Career Development & Technology Center (CCD&TC)
Mrs. Equonda Jackson, Interim Director

Walter Robinson Achievement Center (WRAC)
Mr. Arthur Johnson, Director

About Cleveland, Mississippi

Cleveland is a city in Bolivar County, Mississippi, United States. The population was 12,334 as of the 2010 United States Census. The city Cleveland was named one of Southern Livings "Best Small Towns" in 2019. Cleveland is a vibrant community that keeps in step with the pace of modern life. Cleveland also has a rich history and easy nature, with delicious and plentiful dining options, specialty shopping, festivals, museums and other entertainment throughout the city. It is the home of Delta State University, a public institution providing a comprehensive undergraduate and graduate curriculum to over 4,000 students representing all states and more than 20 counties. Cleveland, Mississippi: Small Town, Big Vibes

OUR VISION

To develop a community of lifelong learners who are productive citizens that engage in studies that will enable them to creatively and effectively learn and apply information.

OUR MISSION

Learning is Essential for all

OUR VALUES

Growth Mindset | Equity | Positive Culture | Accountability

7 FUNDAMENTALS OF A SUCCESSFUL WOLFPACK

Data

Planning

Questioning

Feedback

Relationships

Management

Content Knowledge

CUSTOMER SERVICE EXPECTATIONS

1. We will maintain a professional image by dressing appropriately and wearing our identification badge in the workplace.
2. We will maintain a professional image by keeping the workplace clean and organized.
3. We will maintain a professional image by ensuring noise levels and language are appropriate for the workplace.
4. We will greet and interact with our customers and each other in a polite and professional manner.
5. We will listen attentively and promptly take the necessary actions to assist others.
6. We will respond to emails and calls within 24-hours.
7. We will provide information regarding normal task completion times and provide updates if any delays arise in the process.
8. We will keep open lines of communication with essential colleagues and stakeholders when completing tasks.
9. We will be considerate, cooperative, and collaborative to assure quality services.
10. We will keep confidential information confidential.
11. We will respectfully work to resolve issues by discussing problems directly and working toward agreed-upon solutions.
12. We will hold ourselves and each other accountable for maintaining the highest levels of customer service.




BUILDING A WORLD-CLASS EDUCATION SYSTEM: THE 9 BUILDING BLOCKS

The 9 Building Blocks for a World-Class Education System is a distillation of more than 25 years of research conducted on the world's best education systems by the National Center on Education and the Economy. The inability to develop highly effective systems is, in part, a result of the highly fractured education system. One cannot take a significant component of a well-functioning system, install it in a dysfunctional system, and expect it to produce the same results.


Implementing the design represented by the 9 Building Blocks will assist with establishing a high-performing system. Throughout the strategic plan, there are several building blocks, but not all of them. It is going to take time and patience for the 9 Building Blocks to take effect. Over the next six years, we will instill all 9 Building Blocks into our district.

THE 9 BUILDING BLOCKS

1. Provide strong supports for children and their families before students arrive at school.
2. Provide more resources for at-risk students than for others.
3. Develop world-class, highly coherent instructional systems.
4. Create clear gateways for students through the system, set to global standards, with no dead ends.
5. Assure an abundant supply of highly qualified teachers.
6. Redesign schools to be places in which teachers will be treated as professionals, with incentives and support to continuously improve their professional practice and the performance of their students.
7. Create an effective system of career and technical education and training.
8. Create a leadership development system that develops leaders at all levels to manage such systems effectively.
9. Institute a governance system that has the authority and legitimacy to develop coherent, powerful policies and is capable of implementing them at scale.



*"It always seems impossible
until it's done."
~ Nelson Mandela*



GOAL 1: STUDENT ACHIEVEMENT

To focus organizational efforts and align resources to close achievement gaps and ensure all students are college or work ready.

OBJECTIVE 1A

Complete a curriculum audit to determine the effectiveness and usage of resources that support student achievement.

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Review of related policies	School Board Deputy Superintendent Curriculum & Instruction Director	Yearly
Review and revise Instructional Management System	Curriculum & Instruction Director	Yearly
Review and align curriculum documents and pacing guides	Curriculum & Instruction Director	Yearly
Ensure all computer based programs are aligned with current academic focuses.	Curriculum & Instruction Director RTI Coordinator Federal Programs Coordinator Special Services Director	Yearly
Create a systematic process for selecting and retiring textbooks and instructional resources, while ensuring all textbooks are related to current subject area standards	Curriculum & Instruction Director Instructional Coaches RTI Coordinator Special Services Director School Leaders	2021-2022
Create a systematic process for collecting data from computer based programs, formative assessments, and benchmark assessments	Curriculum & Instruction Director Instructional Coaches RTI Coordinator Special Services Director School Leaders	August 2021



GOAL 1: STUDENT ACHIEVEMENT

To focus organizational efforts and align resources to close achievement gaps and ensure all students are college or work ready.

OBJECTIVE 1B

Aligned professional development that promotes teacher effectiveness and student learning.

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Review of related policies	School Board Deputy Superintendent Curriculum & Instruction Director	Yearly
Review Teacher Growth Rubric scores	Curriculum & Instruction Director	Yearly
Review Student Assessment Data	Curriculum & Instruction Director Instructional Coaches	Yearly
Develop and disseminate professional development needs assessment to teachers	Curriculum & Instruction Director Instructional Coaches	Yearly
Review and revise professional development budget	Curriculum & Instruction Director Business Manager	Yearly
Review and revise Professional Development Plan	Curriculum & Instruction Director	Yearly
Develop a system for planning, implementing, and evaluating professional development	Curriculum & Instruction Director	2021-2022
Implement a system for planning, implementing, and evaluating professional development	Curriculum & Instruction Director	2022-2026



GOAL 1: STUDENT ACHIEVEMENT

To focus organizational efforts and align resources to close achievement gaps and ensure all students are college or work ready.

OBJECTIVE 1C

Create a system for students that promotes college and career readiness.

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Expand ACT focus for high school and middle school	Curriculum & Instruction Director Instructional Coaches School Leaders	2021-2026
Complete applications for District and Schools of Innovation	Deputy Superintendent CTE Administration & Staff High School Administration & Staff	2021-2022
Collaborate with DSU, Mississippi Delta, and MSVU to offer more opportunities for Dual Credit and Dual Enrollment Classes	Superintendent Deputy Superintendent Curriculum & Instruction Director High School Principal	Yearly
Collaborate with Business and Industry to enhance CTE program	CTE Director CTE Staff	On-going
Collaborate with MDE, Business and Industry to implement Career Academies	Superintendent Deputy Superintendent Curriculum & Instruction Director CTE Director High School Principal	2021-2026



GOAL 2: POSITIVE CULTURE

To create a respectful, positive, district culture that is focused on teaching and learning with high expectations.

OBJECTIVE 2A

Create an atmosphere of known expectations.

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Review of related policies	School Board Deputy Superintendent School Leaders Department Leaders	Yearly
Review minor discipline policy/ procedures and update major discipline policy/procedures.	School Leaders RTI Coordinator District Hearing Officer	Yearly
Utilize multiple communication outlets for parent contact (SchoolStatus, Social Media, Notes).	School Leaders	On-going
Conduct customer service training for all employees (3 per year)	Human Resource Coordinator School Leaders Department Leaders	Yearly



GOAL 2: POSITIVE CULTURE

To create a respectful, positive, district culture that is focused on teaching and learning with high expectations.

OBJECTIVE 2B

Create a system celebrating positive behavior and personal achievement.

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Host quarterly celebrations for students and staff.	School Leaders	Yearly
Year-end awards assembly for students and teachers.	School Leaders	Yearly
Host biannual celebrations for district employees	Superintendent Deputy Superintendent Department Leaders	Yearly



GOAL 3: COMMUNITY ENGAGEMENT

To establish trust with all stakeholders (community, parents, students, and educators) by maintaining open, honest communication and building positive relationships.

OBJECTIVE 3A

Ensure stakeholders are informed with current information.

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Open House for parents. (2 per year)	School Leaders	Yearly
School Community Meetings. (2 per year)	School Leaders Family & Community Engagement Coordinator	Yearly
District Community Meetings. (3 per year)	Superintendent Family & Community Engagement Coordinator	Yearly



GOAL 3: COMMUNITY ENGAGEMENT

To establish trust with all stakeholders (community, parents, students, and educators) by maintaining open, honest communication and building positive relationships.

OBJECTIVE 3B

Promote and create business and community partnerships

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Implement adopt-a-school program/school and district sponsorship level program	School Leaders Family & Community Engagement Coordinator	2021-2026
Communicate with no less than one (1) school adopter	School Leaders	Yearly



GOAL 3: COMMUNITY ENGAGEMENT

To establish trust with all stakeholders (community, parents, students, and educators) by maintaining open, honest communication and building positive relationships.

OBJECTIVE 3C

Utilize public relations to promote transparency and build relationships

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Frequent Updates to Website, Social Media, and Media Outlets	Deputy Superintendent Technology Coordinator School Leaders District Leaders	On-going
Monthly District Newsletter for stakeholders	Deputy Superintendent Superintendent School Leaders Department Leaders	Yearly



GOAL 4: EMPLOYEE RETENTION

Recruit and retain highly qualified teachers and administrators that will lead schools that are safe, orderly, and high achieving.

OBJECTIVE 4A

Provide a high-quality mentorship program to promote teachers and administrators

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Execute teacher academy	Curriculum & Instruction Director Instructional Coaches	2021-2026
Execute Teacher mentor program	Curriculum & Instruction Director School Leaders	2021-2026
Execute Administrator mentor program	Superintendent Deputy Superintendent	2021-2026
Execute Employee Starter Kit	Human Resource Coordinator School Leaders Department Leaders Public Relations Coordinator	2021-2026



GOAL 4: EMPLOYEE RETENTION

Recruit and retain highly qualified teachers and administrators that will lead schools that are safe, orderly, and high achieving.

OBJECTIVE 4B

Develop and implement a program to career advancement

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Build relationships with universities to assist with certifications and test prep	Curriculum & Instruction Director	2021-2022
Develop professional development series aligned to career advancement opportunities	Curriculum & Instruction Director	2021-2022
Execute professional development series aligned to career advancement opportunities	Curriculum & Instruction Director	2022-2026



GOAL 4: EMPLOYEE RETENTION

Recruit and retain highly qualified teachers and administrators that will lead schools that are safe, orderly, and high achieving.

OBJECTIVE 4C

Develop an ongoing systematic process for recruitment

Tasks & Timelines

Tasks	Person(s) Responsible	Timeline
Attend job fairs hosted by other organizations	Human Resource Coordinator	On-going
Host District-wide Career Fair	Human Resource Coordinator	Yearly
Execute district intern program	Curriculum & Instruction Director	2021-2026



CRITICAL SUCCESS FACTORS

A School Board and Administration that leads by example

Ample financial resources

High quality facilities

Community support

Effective programs and partnerships

Aligned curriculum throughout the system

Long-range planning and implementation process

Motivated and highly qualified staff

Ongoing quality professional learning

Parent and community engagement

Equity and access for all students

Build leadership capacity throughout the organization

REFERENCES

Tucker, M. (2016). *9 building blocks for a world-class education system*. Washington: National Center on Education and the Economy.

Tucker, M. (2019). *Leading high-performance school systems: lessons from the worlds best*. Alexandria: ASCD.





Strategic Planning Committee

Henry Alexander, Transportation Director

Heidi Barbian, RTI Coordinator

Dr. Otha Belcher, Superintendent of Schools

Richard Boggs, Board of Trustees Secretary

Markeita Brinkley, Special Services Director

Patsy Clerk, Parent Center Public Relations Coordinator

Cindy Cocilova, Business Manager

George Evans, Board of Trustees President

Brian Foster, Cleveland Central High School Principal

Todd Fuller, Board of Trustees Vice President

Michelle Fuquay, Human Resource Coordinator

Neil Gong, Technology Director

Lucille Holmes, Board of Trustees Chaplin

Beverly Hardy, Grants Coordinator

Michael Harrington, Maintenance Director



Strategic Planning Committee

Dr. Angela Harris, Federal Programs Director

Rufus Hill, Pearman Elementary Principal

Authur Johnson, Alternative School Director

Amelia Jones, Administrative Assistant

Renee LaMastus, Hayes Cooper Center Principal

Dawn Latiker, D. M. Smith Elementary Interim Principal

Arnold Luciano, Board Attorney

Dr. Teresa Fulgham McCarty, Deputy Superintendent

Shenika Newson, Child Nutrition Director

Monica Mitchell, CTE Director

LeDonnis Norwood, Nailor Elementary Principal

Tiffanie Russell, Bell Academy Principal

Tonya Short, Board of Trustees Parliamentarian

Shannon Thompson, Curriculum & Instruction Director

L'Kenna Whitehead, Cleveland Central Middle School Principal



