



Cleveland Heights–University Heights

Academic Services



Dr. Michael Jenkins
Chief Academic
Officer

Organizational Chart

Academic Services



Mrs. Alexis Ramsey
Confidential
Administrative
Assistant



Curriculum & Instruction



Amanda Zapotechne
Coordinator of Curriculum
and Instruction

Data & Assessment



Allison Byrd
Director of Data &
Assessment

Student Services



Karen Liddell-Anderson
Director of Student
Services

**College
& Career Readiness**



Robert Swaggard
Director of College &
Career Readiness

Academic Services

The Academic Services Office supports high-quality teaching and learning across the district.



Data and Assessment

Provides actionable insights to inform instructional decisions.



Curriculum and Instruction

Ensures access to rigorous, standards-aligned materials and professional learning.



College and Career Readiness

Develops and supports pathways that prepare students for postsecondary opportunities.



Student Services

Oversees special education programming, ensures compliance, and leads efforts to close achievement gaps.



Together, these departments provide the structures, tools, and guidance necessary to ensure every student is equipped for success.

Academic Services

Vision

The Academic Services Office envisions a district where **every student** has equitable access to high-quality instruction, rigorous and engaging learning opportunities, and the supports necessary to achieve academic success. We strive to **empower educators** with the tools, data, and resources they need to make informed instructional decisions, foster college and career readiness, and **close achievement gaps** for all learners. Through collaboration, innovation, and a commitment to continuous improvement, we aim to ensure that every student is prepared to reach their full **potential and succeed in school, career, and life.**

District One Plan 2025-2028

Goal 1: Attendance

Goal 2: Behavior Supports

Goal 3: Instruction ←

Goal 4: Literacy ←

Goal 5: Shared Leadership

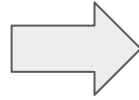
Goal 6: Operations and Human Resources

Goal 7: Communications, Family & Community Engagement

Academic Services One Plan - Goals of Focus



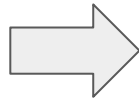
Goal 3: Instruction - Improve performance index percentage by 9% by 2028



3 Year Student Measure (Impact Outcome): 3 Year Student Measure: Annual PI percentage increase of 3% annually, approximately 4 PI points annually if Max district PI score increases 1 point or less each year.

2025 - 2026 Goal: 71%, 78.44 points
2026 - 2027 Goal: 74%, 82.50 points
2027 - 2028 Goal: 77%, 86.63 points
(Measured by MAP and Benchmarks)

Goal 4: Literacy - Gap Closing PI increase to 79.45 points by 2028



3 Year Student Measure #1: Every Semester, English Language Arts -Interim Writing Data of grades 3, 4, 5, 6,7, 8 and 10 will be monitored by Staff, with an annual improvement of increase of the average score of 1 point resulting in an overall improvement of increase 3 points by the end of the plan.



3 Year Student Measure #2: Every Semester, Reading/Literacy - Acadience of Grades K-3 will be monitored by Director of Data & Assessment, with an annual improvement of Decrease 3% well below benchmark ...decrease 9% well below benchmark by end of plan.

Focused Areas of Work

Instruction

Goal 3

Curriculum & Instruction

Supporting the implementation of high-quality instructional materials (**HQIM**) by providing comprehensive **professional learning** for teachers, principals, and instructional leaders; developing and maintaining **curriculum maps, pacing guides, and instructional publications** to guide consistent and effective instruction; offering voluntary, **student-centered coaching** cycles to deepen instructional practices and meet the needs of all learners; and facilitating **Clarity** training for teacher cohorts to strengthen the use of evidence-based teaching strategies and promote continuous improvement in classroom instruction.

Data & Assessment

Focusing on providing timely and accurate **information to guide instructional decisions and support student success**. Key priorities include developing and distributing a district-wide **testing calendar**, establishing standardized **protocols** for data analysis, and ensuring consistent use of **assessment results** across schools.

The team collaborates with educators to interpret data, **monitor student progress, and identify trends** to inform targeted interventions, instructional planning, and continuous improvement efforts.

Student Services

Ensures students with disabilities and gifted learners receive **high-quality, standards-based instruction** and support. Key focus areas include providing annual professional development for district representatives and special education staff on developing and implementing **standards-based IEPs; monitoring IEP implementation** and impact to meet the Proficiency **Gap Closing** Indicator; revising Pre-K LRE offerings; and implementing the **co-teaching/co-serving** model in all buildings.

The department develops IEP **prompts, rubrics, and agendas** to guide teams, provides ongoing feedback and professional learning in data analysis, monitors gifted instruction through walkthroughs and performance indicators, and **conducts cohort credit reviews**. These efforts ensure alignment with Ohio's Learning Standards and support **equitable academic outcomes** for all students.

College & Career Readiness

Focusing on **preparing students for postsecondary success** by embedding the PACE Framework in curricular pacing guides and supporting its implementation across 6-12 classrooms. **The department establishes new initiatives**, including a Pre-Apprenticeship program and RISE UP credential attainment to meet the **CCWMR** metric, and uses **FAFSA completion** and National Student Clearinghouse data to monitor and improve college enrollment and persistence. The Post-Secondary Committee guides and supports **district-wide graduation** and CCWMR activities for students in grades PK-12.

Curriculum & Instruction AND Data & Assessment (C.I.A.)

*The Curriculum & Instruction and Data & Assessment teams are collaborating to **strengthen K-12 literacy instruction across the district**. All ELA teachers and instructional leaders engage in ongoing **professional learning** focused on the components and delivery of **systematic literacy instruction**, including phonemic awareness and evidence-based strategies. ELA and literacy assessment data are utilized during **District Grade Level Team and Teacher-Based Team meetings to inform instructional planning**, ensure alignment to standards, and address the specific needs of students. Professional learning emphasizes a comprehensive literacy **framework that integrates reading, writing, speaking, listening, and language, aligned to grade-level standards**. District-developed **data protocols** guide review and analysis during District Data Days, with a **targeted focus on African American students, students with disabilities (IEP/504), and English learners**. This collaborative, data-informed approach ensures equitable, **high-quality literacy instruction for all learners**.*

Strengthen K-12 literacy instruction across the district ⇒ **Systematic Literacy instruction**

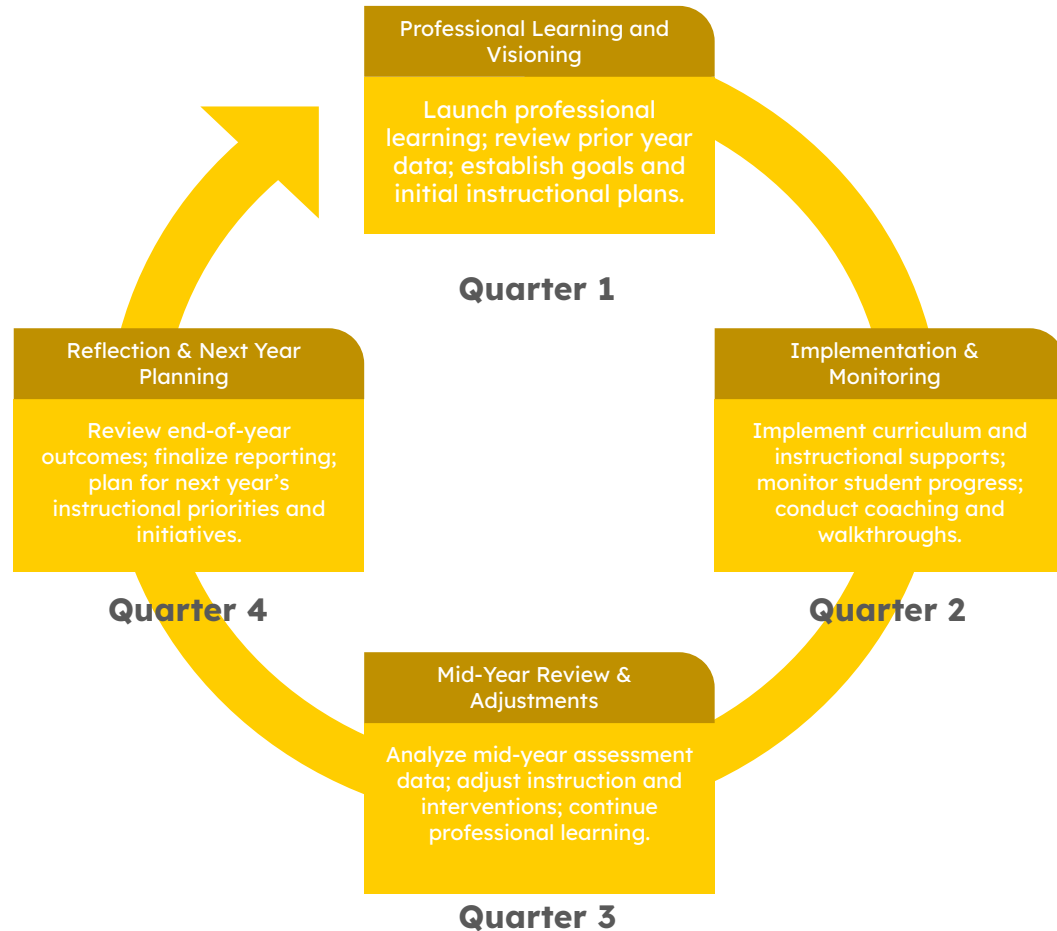
Our framework that integrates reading, writing, speaking, listening, and language, aligned to grade-level standards

How? Opportunities to work with teachers in multiple settings

Consistent Focus ⇒ **African American students, students with disabilities (IEP/504), and English learners.**

Academic Services

Cycle of Work



ACADEMIC SERVICES

CYCLE OF WORK

