

An update on
CLEVELAND'S PLAN FOR
TRANSFORMING SCHOOLS

Presented to the
Cleveland Arts Education Consortium
May 7, 2018



CLEVELAND
METROPOLITAN
SCHOOL DISTRICT





Agenda

- Cleveland Plan Update
- The Arts and CMSD
- Say Yes Cleveland



Fast Facts about Cleveland and the Cleveland Metropolitan School District

Cleveland Metropolitan School District

- Enrollment: 38,949
 - 65 PreK-8 schools
 - 36 High School Schools
 - 1 PreK-5 School
 - 2 Specialized Learning Centers
- Demographics:
 - 64% Black or African-American
 - 16% White
 - 16% Hispanic/Latino
 - 4% Other
- Student Characteristics:
 - 21.8% Special Education
 - 9.2% Limited English proficient
 - 100% Poverty
 - 3.6% Homeless
 - 20.2% District Mobility Rate
- Per Pupil Expenditures: \$11,054

City of Cleveland

- School age children: 75,364
 - 63 Charter schools
 - 36 Private schools
 - 104 CMSD schools
- Demographics:
 - 50% Black or African-American
 - 34% White
 - 11% Hispanic/Latino
 - 5% Other
- In Cleveland, 54% of children, and 59% of children under the age of five, live below the poverty line
- Education:
 - 22% Less than high school
 - 56% High school grad, no degree
 - 6% Associate's degree
 - 16% Bachelor's degree or higher

Sources: American Community Survey 2016, Ohio Department of Education, CMSD Charter Schools Office, CMSD Transportation Department

The Cleveland Plan

Grow the number of high-performing District and charter schools in Cleveland and close and replace failing schools.

Focus District's central office on key support and governance roles and transfer authority and resources to schools.

**THE
CLEVELAND
PLAN**

Invest and phase in high-leverage system reforms across all schools from preschool to college and career.

Create the Cleveland Transformation Alliance to ensure accountability for all public schools in the city.

The “Portfolio” Strategy



**FAMILIES
CHOOSE**



**SCHOOLS
EDUCATE**



**DISTRICTS
SUPPORT**

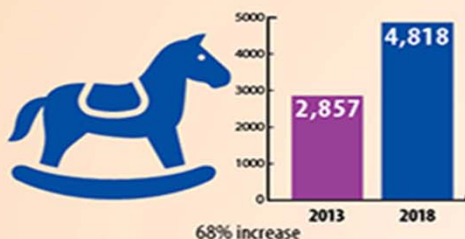
CLEVELAND SCHOOLS PROGRESS

The Cleveland Metropolitan School District is improving under *The Cleveland Plan*



ClevelandMetroSchools.org/TrackOurProgress

Increased Enrollment in High-Quality Preschool



K-3 Literacy Improvement



Third Grade Reading Guarantee

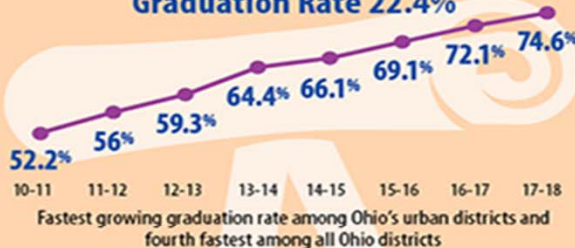


74.3%

graduation rate for Hispanic Students

CMSD Hispanic students outpace their peers statewide by 0.7%

Increased Graduation Rate 22.4%



75.2%

graduation rate for African-American Students

CMSD African-American students outpace their peers statewide by 6.8%



Reduction in Off-Track Attendance

22% fewer students missing more than 10 days in a school year over the last 3 years



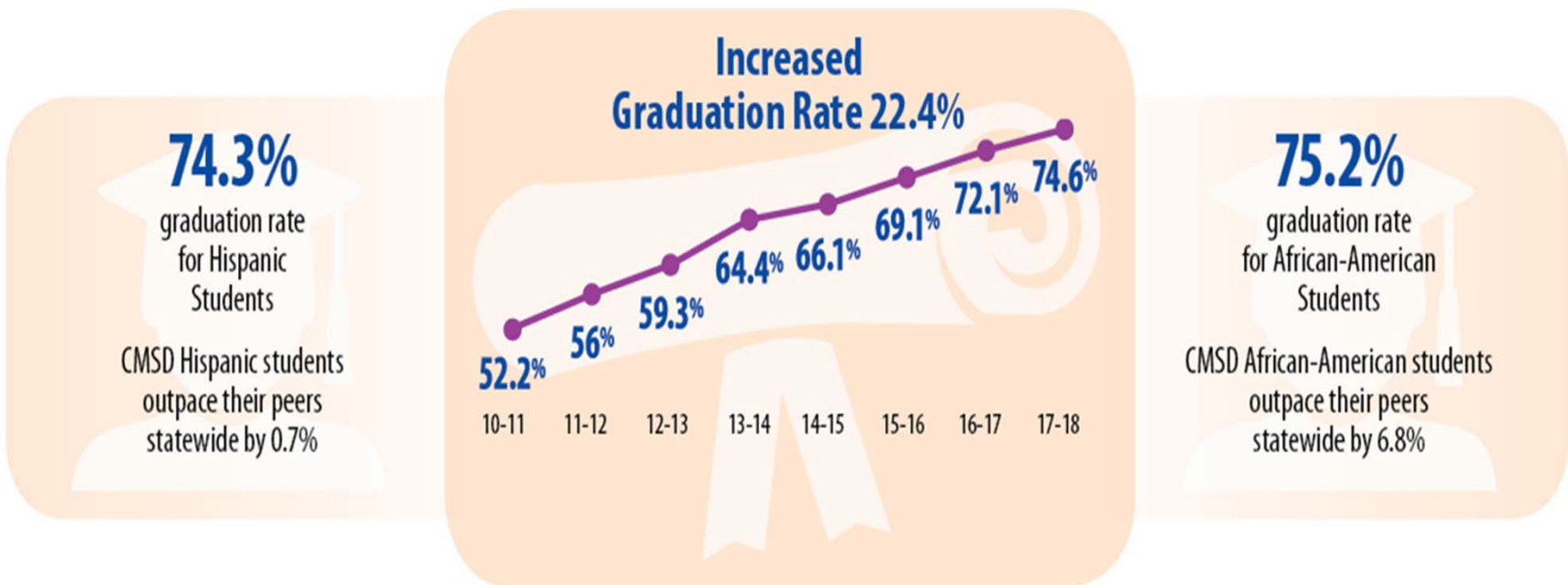
Active Parent Engagement

86.6% of CMSD parents met with their children's teachers last year



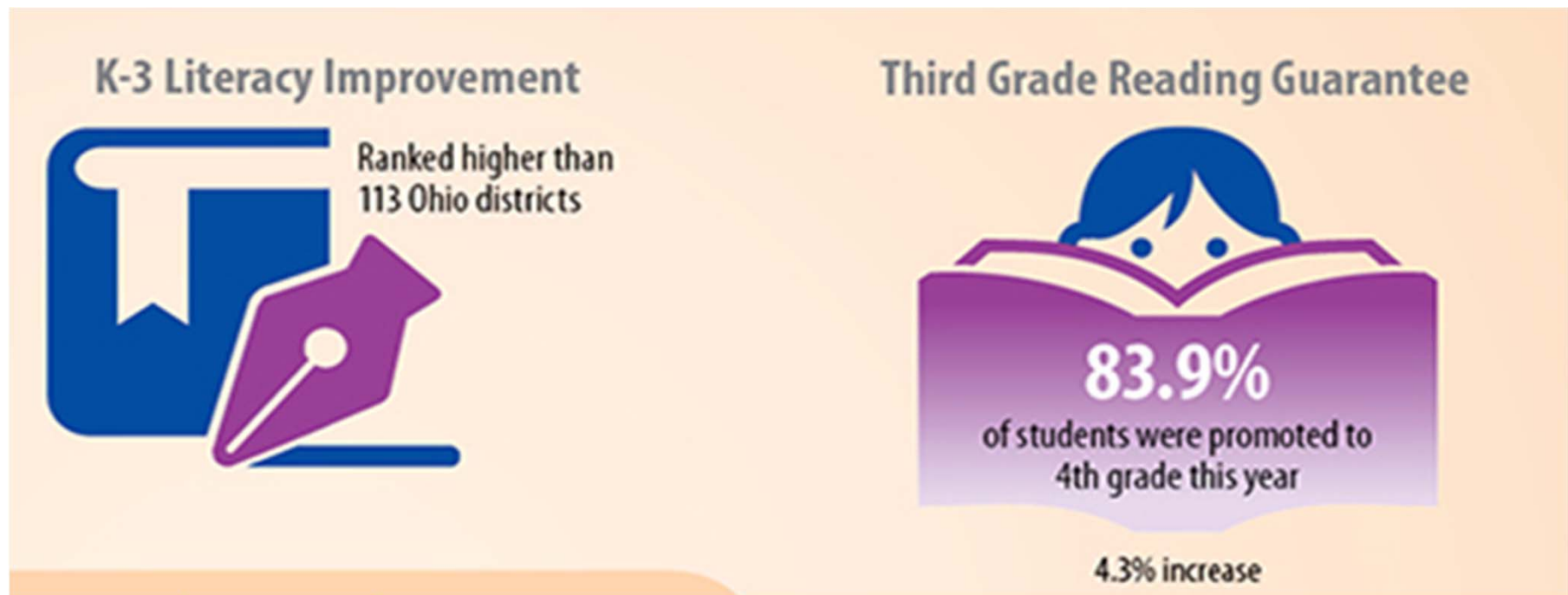
Comparisons against Other Districts: Graduation

- Fastest growing graduation rate among Ohio's 8 Urban Districts
- Fourth fastest growing graduation rate among all Ohio School Districts



Comparisons against Other Districts: K-3 Literacy

- Ranked higher than 113 other Ohio School Districts
- Ranked second among Ohio's 8 Urban Districts





Overall comparison against Ohio's 8 Urban Districts

In 2012, CMSD ranked

8th

out of Ohio's

8 urban districts!

Today, CMSD ranks

3rd

out of Ohio's

8 urban districts!

Akron (+0.39 points)

Cincinnati (+0.15 points)

* Based on Performance Index

* Based on Final Report Card Grade






Our Theory of Action in support of the Cleveland Plan

(Originally written August 2017)

Cleveland Metropolitan School District (CMSD) believes that principals and their leadership teams are best positioned to drive college and career ready learning and to fulfill the ambitious student achievement goals of *The Cleveland Plan*.

CMSD will systematically empower all school leadership teams to assume increasing responsibility for the instructional design and programming at their schools. By August 2019, all schools will be able to select instructional services and resources off of a menu of options that they also help to create and that will expand and improve over time.

Supporting flexible implementation of a strong instructional core will require central office to realign a number of its practices so that it can focus on holding schools accountable for outcomes and providing as-needed support to schools in utilizing these increased flexibilities.





How.....



1

We built upon the CMSD strategic plan and our Theory of Action which clearly identifies CMSD as a portfolio district.

2


We formed a steering committee, or core team, to guide the creation of the plan.

3

We gathered and analyzed research and data to ensure a range of best practices and perspectives of constituents informed the plan.

4

We established strategic touch points to get input from constituents throughout the planning process.





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Roles & Touchpoints

Senior Leadership Team	Steering Committee	Task Forces	Surveys	Town Halls and Targeted PD Sessions
<p>Comprised of the CEO and his Chiefs, this group advises and approves the vision of work and ensures its integration across the district.</p>	<p>This cross-functional team of Chiefs and their direct reports provides strategic direction and oversight of the work, with a particular focus on ensuring coherence across it.</p>	<p>One per strategic priority, these task forces enable central office and school leaders to work together to collectively help guide the production of deliverables for each strategic priority.</p>	<p>Anonymous surveys engaged school and central office leaders as thought partners and advisors throughout the process.</p>	<p>Town Halls and targeted professional development sessions have provided opportunities for all central office staff, principals and assistant principals to build understanding of the plan, get feedback on it, and work together to begin implementing it.</p>



We've begun implementing Strategic Priority 1


Strategic Priority 1: Clarify and build capacity around the core instructional framework of CMSD with all relevant stakeholders.

In CMSD learning and teaching:

- Is interdisciplinary, interactive, fun, hands-on and engaging.
- Happens through peer collaboration and conversation.
- Occurs when there is productive struggle and learners are able to monitor their own progress
- Is authentic, relevant and real-world
- Is personalized and culturally relevant
- Affords opportunities to explore others' perspectives and needs
- Is a continuous process requiring ownership, reflection and self-assessment
- Is challenging, builds agency and provides opportunities for choice
- Involves facilitation and collaboration
- Integrates social-emotional learning practices naturally and is maximized by strong relationships
- Incorporates restorative practices
- Provides opportunities for setting goals and monitoring progress towards those goals

Next Steps for The Cleveland Plan

- **Continue to deepen the implementation of the Six Strategic Priorities**
- **Clarify and build capacity around the core instructional framework of CMSD with all relevant stakeholders.**
 - ***What we want learners to learn?*** Learners should learn content knowledge along with competencies embedded in the core standards in collaborative and independent space that provides students freedom to express learning in unique ways.
 - ***How we want learners to learn?*** Learners will learn in a flexible, innovative real-world setting where students make connections through rich experiences across all content areas that support thinking and reasoning skills. Learners will use a wide-range of idea creation techniques (such as brainstorming, divergent and convergent thinking) that is both explicit and implicit.
 - ***How do we ensure learning takes place?*** We need multiple opportunities to demonstrate mastery within the community and school environment. We ensure learning takes place by establishing clear objectives/directions and by including performance-based assessments in our progress monitoring. We use exemplars to provide clarity of our expectations.



Taking Action for Arts Education

A Year In the Life






How do we measure a year in the life of arts in CMUSD?

<https://www.youtube.com/watch?v=ZLjFGwivFtU>





**The role of the artist
is to ask questions,
not answer them.**

ANTON CHEKOV







CMSD Arts Education Vision Statement

It is the Cleveland Municipal School District's vision to develop each student's full creative and intellectual potential through rich experiences in the arts. The arts offer powerful tools for expression, and forge connections between intellect and emotion, problem-solving, communicating ideas and bringing meaning and beauty into our lives.






Taking Action for Arts Education Goals

1. Ensure that every student enjoys a rigorous and sequential arts experience as part of a Pre K-12 education

2. Ensure every student with a passion for the arts has opportunities for deep exploration

3. Develop leadership and capacity at the district and building levels





Little Things grow

Visited every single school

Attended 100's of school presentations and community events

Developed targeted arts Professional development: resulted in start of professional learning communities (art on a cart with other art on a cart, for example) and opened informal lines to assist each other (esprit de corps) as well as practical “make and take” to our classrooms

Empowered building leadership teams to make the best choices for arts : John Marshall—3 schools, 3 principals—all wanted a marching band; brought the team together to solve the schedule challenge; which gave rise to drumline—this year it becomes pep band—scaling to full marching band in the future

All City “decentralized” from John Hay to John Marshall, Garrett Morgan, and Glenville—which allowed for a broader cross section of East/West scholars

CAEC worked with arts planning team to rapidly turn around a “Ready to Go” arts catalog of programs for principals and building leaders in January, when they make budget decisions

Scholars visual art work featured at Ingenuity Festival, ArtHouse, 78th Street Studios

English Language learners at Thomas Jefferson Newcomers Academy created original work with CPT teaching artists on their experiences and lives, performed at Cleveland Public Theatre







Little Things Grow....


All City returned to Severance Hall for the winter concert

Cleveland School of the Arts original play Right to Bear Arms remounted this winter due to demand, reaching an additional 1,000 scholars grappling with the epidemic of gun violence in our nation and community, inspiring direct political action to our senators

CMA Under Curation program led scholars to curate and install a powerful art show at local libraries on the era of the Great Depression

Annual Rock Your World with STEAM festival saw an increase in participating schools (nearly half of all schools participated—10 more than last year) and nearly 3,000 families attending/participating—an increase of 800 families from last year

All City Musical 42nd Street nominated for 7 Dazzle Awards, taking home Best Featured actress











Arts Planning Team


Team formally convened for first time in November 2018

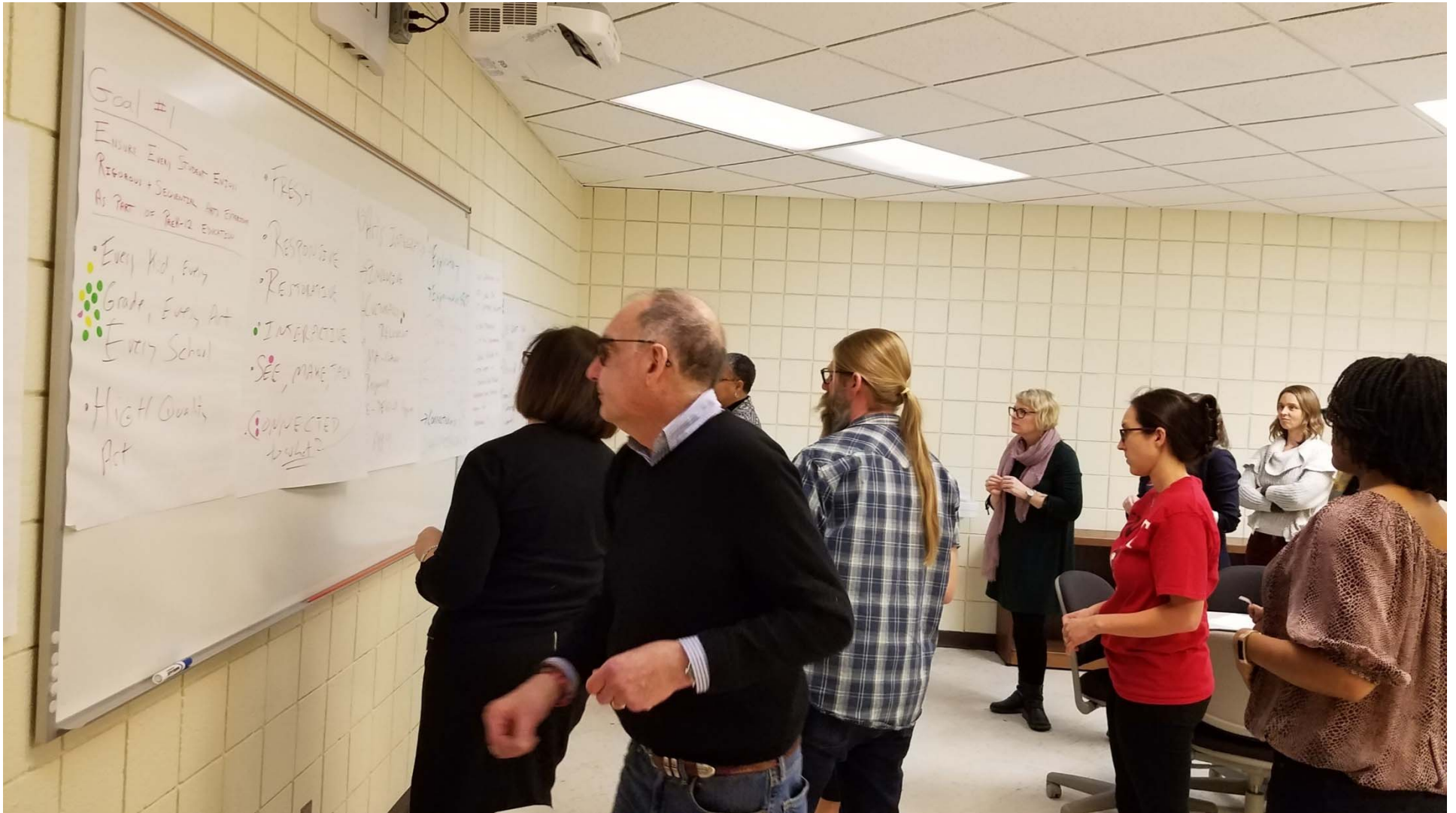
45 members from diverse backgrounds from all across sector
(share document with names and affiliations)

Smaller core team that dedicated even more time to “roll up sleeves” and take the work to the next level

Met a total of 17 times, including one full day retreat

On track to provide a draft plan in June, and a complete plan in December 2019.








More Questions!!

We continue to challenge ourselves with what we mean by “culturally relevant”—as in don’t just throw hip hop at it and say we are done; what “leadership means”;

We agree that in order for this to really work and be different, it not only has to be grassroots, but it also must have sustainable systems in place, shared values, and common understanding of what is needed to keep the arts vital and alive in CMSD—it is NOT the job of just one entity






Our North Star Benchmark

High Quality arts for every child, in every school,
every day

Our action steps will map exactly what that can look like, allowing for school and scholar choice, and will draw from the evidence of CAEC, Arts Cleveland, Cuyahoga Arts and Culture, OAC, and CMSD





Timeline

June

Draft Plan to Leadership Team

Planning Team refines work based on Leadership feedback

Begin to draft budget for plan

July

Feedback form target focus groups of parents, scholars, alumni, external stakeholders

Recommendations for data collection

August

Continue to refine plan





Timeline

September

Planning team agrees upon final plan elements

October

Refinement of final plan elements

Internal stakeholders review of plan

November

Final plan shared with Leadership team for approval

December

Plan approval, introduction and begin implementation






How *do* we measure a year in the life?

The deep love that this team and this community has shared with its time, talent , and treasure

The countless hours spent in careful work to build the future—it may seem maddeningly slow, but in order to build a sound house, we need that firm foundation

The Opportunities for scholars to engage in the arts—our next step is to scale this to ensure our big take way—high quality arts for every child, in every school, every day





Say Yes to Education Cleveland

CHECK IN TO DATE



Convening Partners



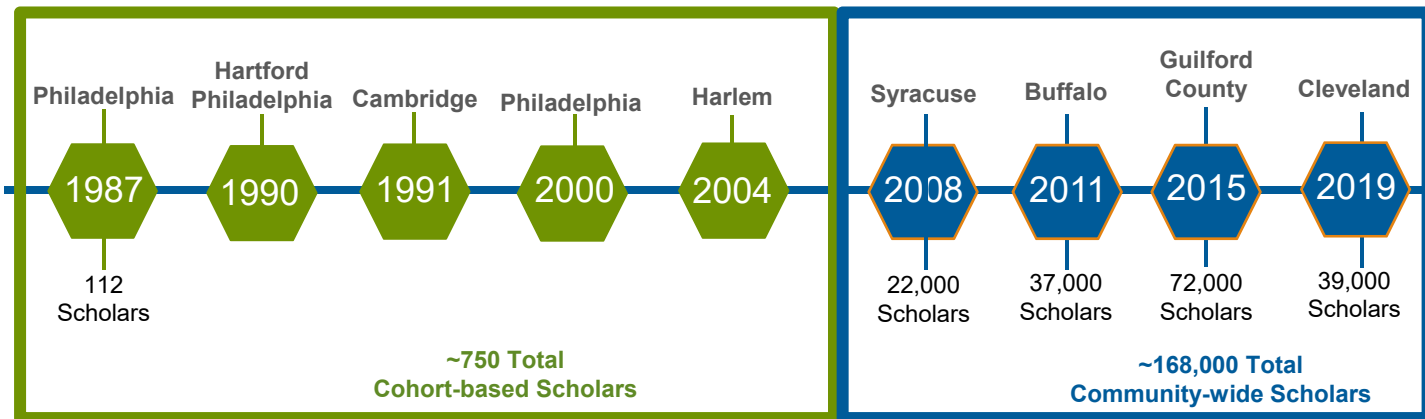
CITY OF CLEVELAND
Mayor Frank G. Jackson



George Weiss' Commitment



32 Years of Experience and Learning



Cohort Strategy:

Philadelphia, Hartford, Cambridge, and Harlem

Community-wide Strategy:

Syracuse, Buffalo, Guilford County, and Cleveland

National Strategy:

Weiss Institute



Differentiating the Say Yes Strategy

Traditional Approaches



“Silver Bullets”



“Super heroes”



Silos



Short-term Grants



Single Age-Level Intervention



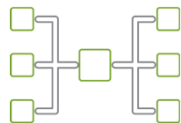
Say Yes Approach



Comprehensive Supports



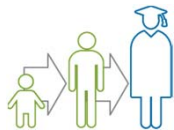
Community Owned



Collaborative Governance



Committed Investment



Full Pathway Support

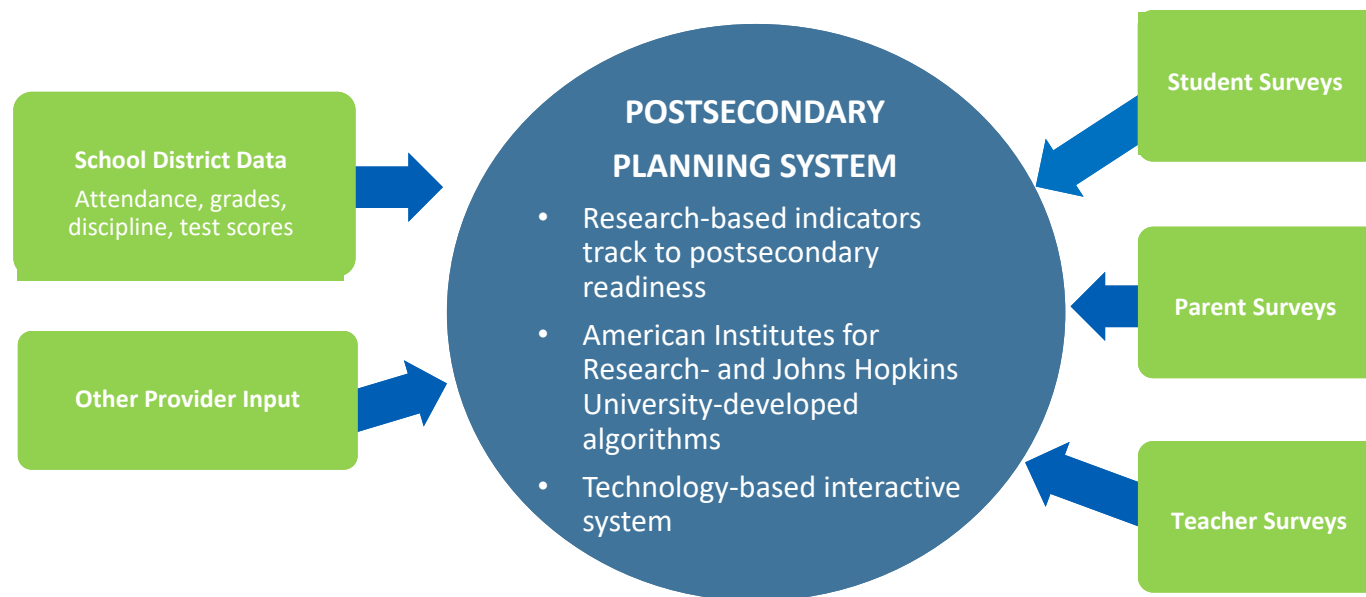


Comprehensive Supports



Say Yes to Education

Postsecondary Planning System Inputs



Imagine a Little Eric



On/Off Track

Eyesight ↓

Weight ↓

Math ↑

Reading ↓

Services/Connections

Eyesight: Child Sight

Weight: America SCORES

Math: nothing, because on track

Reading: America SCORES




Say Yes Cleveland – Core Services Rollout

Core Services include:

- Family support specialist (i.e., case manager)
- Access to after-school and summer learning programs
- Access to mental health services
- Access to pro-bono legal clinics

Rollout schedule for CMSD & eligible partnering charter schools

- 15% of schools for 2019-2020 (16 schools)
 - 25% more in 2020-21
 - 30% more in 2021-22
 - 100% of schools by 2022-23
- 

Incentives for Collaboration: Tuition Scholarships

Public Institution Scholarships

A Local and **Universal Scholarship** model

Includes **4-year, 2-year** and **accredited certificate programs**

Private Institution Scholarships

- An ongoing scholarship-bearing partnership—called the **Say Yes Higher Education Compact**—with over **100 private colleges and universities** nationally
- Need based scholarship opportunity

Long-term administration of the scholarship





State and National Higher Education Compact & Say Yes Cleveland

Eligibility

- Continuously residing in City of Cleveland* and attending CMSD or partnering charter high school since ninth grade
- Enrollment and residency requirements began Jan. 18, 2019, for students in classes of 2019, 2020, 2021 and 2022
- Admitted to school through regular admissions process

Scholarships

- **Students whose families' annual income is \$75,000 or less:** Each private college covers full tuition and fees
- **Students whose families' annual income is over \$75,000:** Receive \$5,000 Say Yes Cleveland Choice scholarship each year

*Eligible students who reside in Bratenahl, Linndale, Newburgh Heights, and parts of Brook Park and Garfield Heights assigned to the Cleveland Metropolitan School District are also eligible.





Say Yes Cleveland Scholarship Inc.


Sets scholarship criteria, oversee administration of scholarships and mentor program

- College Now Greater Cleveland is handling day-to-day administration of scholarships & mentors

Responsible for Say Yes Cleveland Scholarship Fund

- Need to raise \$125 million for 25-year scholarship fund
- \$92.0 million raised by May 2019
- Remaining \$33 million must be raised by 2024

As of Today the Class of 2019

- 1,980 seniors have completed a Say Yes application or 86% of all seniors.
 - 1,146 seniors or 50% have completed the FASFA process
 - 1,492 students (65%) have applied to a Say Yes school
 - 41% or 957 seniors who have completed all three (Application, FAFSA and SY college).
 - School counselors, College Now advisors and District support team members continue to work closely with seniors and their families.
- 

Through 2044

Scholarships last for the next 25 years.

This means every CMSD high school graduate for the next 25 years is guaranteed a last-dollar tuition scholarship.



Over 50,000 scholarships

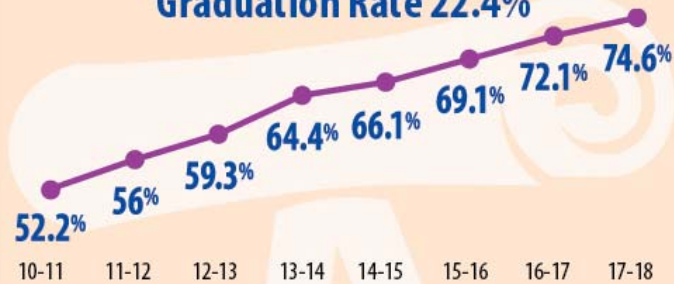
Why Say Yes to Education is Important to Cleveland

74.3%

graduation rate
for Hispanic
Students

CMSD Hispanic students
outpace their peers
statewide by 0.7%

**Increased
Graduation Rate 22.4%**

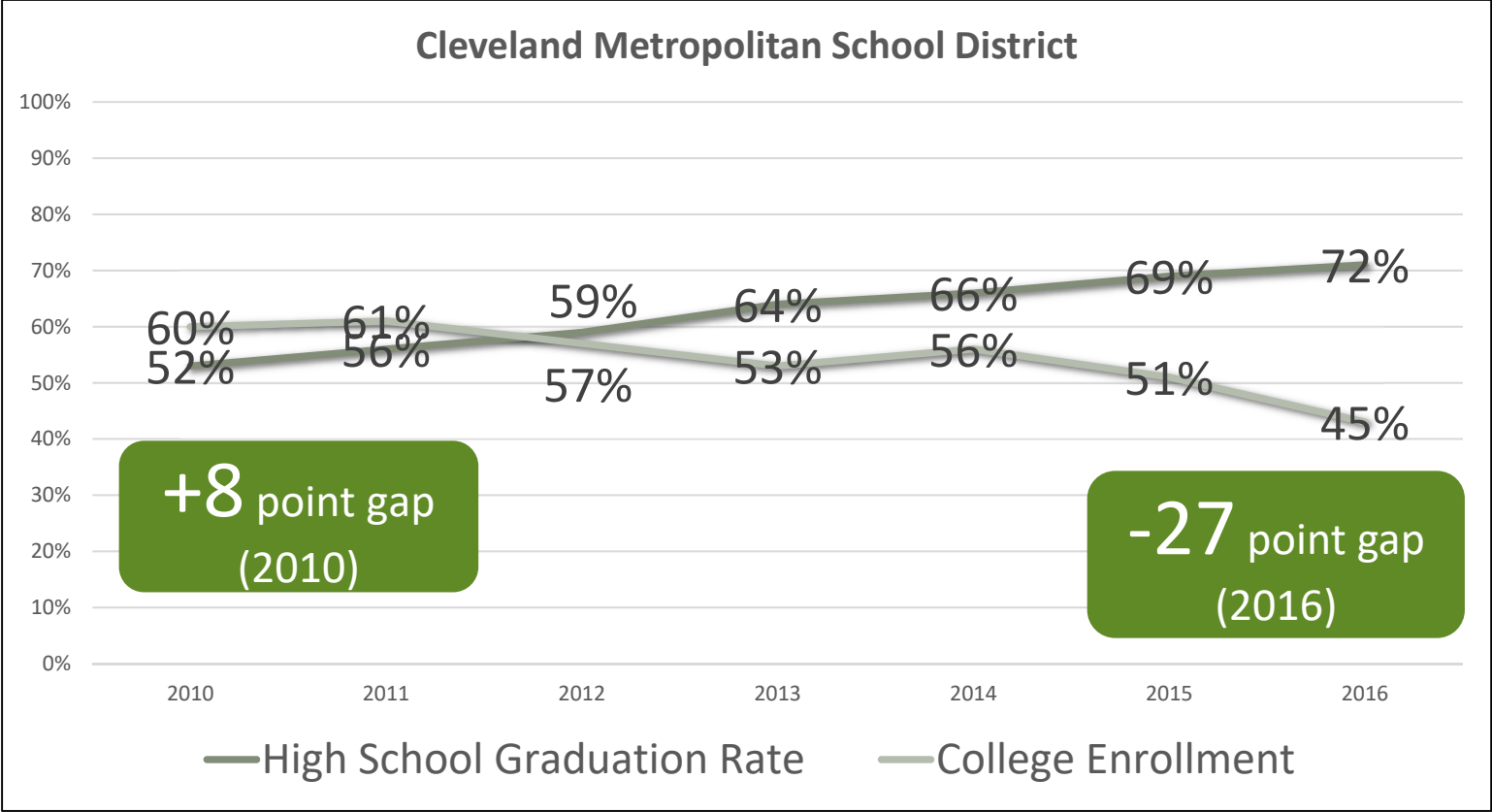


75.2%

graduation rate
for African-American
Students

CMSD African-American students
outpace their peers
statewide by 6.8%

Cleveland Progress and Opportunity



Say Yes Track Record in Buffalo



30%

- High school graduation has increased by **15 percentage points** (49% in 2012 to 64% in 2016)



14%

- Postsecondary matriculation has increased by **8 percentage points** (from 57% in 2012 to 65% in 2016)



>1500

Students
since 2012

- Public school enrollment has increased since the launch of Say Yes, following 12 years of decline

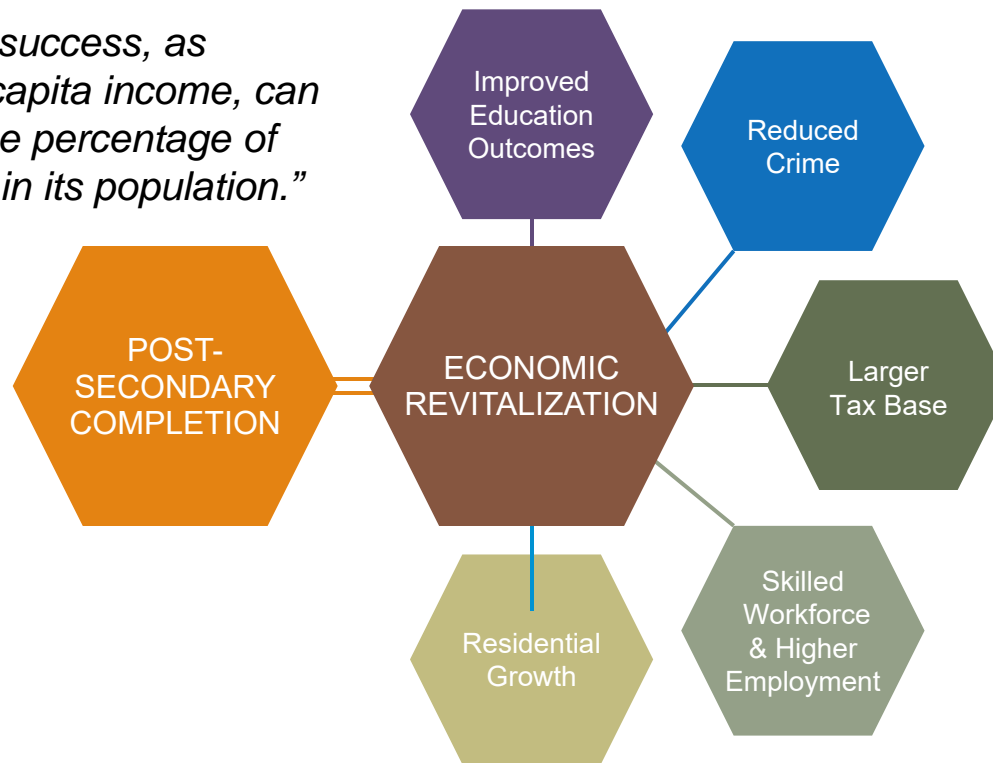


Say Yes Alignment with Strategy



Why Cleveland Has Invested in Say Yes

“58% of any city’s success, as measured by per capita income, can be explained by the percentage of college graduates in its population.”



Source: CEOs for Cities Talent Dividend, 2008



STAY INFORMED

<https://sayyescleveland.org/>

ABOUT

SCHOLARSHIPS

GET INVOLVED



PARTNERS

NEWS

DONATE

SEARCH

DONATE

Say Yes Cleveland scholarships – to be used for four-year or two-year public institutions or Pell-eligible certification programs – offer our young people the opportunity to achieve their dreams and our community to grow stronger through a better trained workforce and growing population.

SUPPORT OUR FUTURE. ALL DONATIONS ARE WELCOME.

[DONATE TODAY!](#)

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**CLEVELAND'S PLAN FOR
TRANSFORMING SCHOOLS**

Presented to the
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May 24, 2019

Thank you and Questions



CLEVELAND
METROPOLITAN
SCHOOL DISTRICT