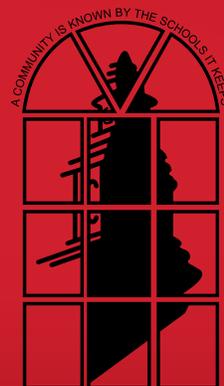


MEASURING WHAT MATTERS

A QUALITY PROFILE FOR SHAKER HEIGHTS SCHOOLS
AND A FIVE-YEAR STRATEGIC PLAN UPDATE **FALL 2016**



Shaker
Heights
Schools

FROM THE SUPERINTENDENT

Communities have a very special relationship with their schools. Nowhere is that more true than in Shaker Heights, where our District has been a beacon of educational excellence for more than a century.

We in Shaker are proud of the holistic, high-quality education our young people receive. All of our students at every grade level experience the rigorous International Baccalaureate philosophy that prepares them for college, career and life. A Shaker education produces Ivy League scholars and Broadway stars, Pulitzer Prize winners and trailblazing entrepreneurs. Most important, it produces caring citizens who are destined to make our community, and our world, a better place.

I have often said that a Shaker education cannot be reduced to a single test score, a one-time snap shot taken from the previous spring. Doing so does a great disservice to our young people, our teachers and our schools. That's why we produce "Measuring What Matters."

Now in its fourth year, "Measuring What Matters" is a report to the community on the accomplishments of our students and staff. It also contains a summary of our progress on the goals outlined in our District's Five-Year Strategic Plan, as well as a review of the strong fiscal stewardship that makes the world-class education we offer possible.

In Shaker, we truly believe that a community is known by the schools it keeps. The quality of our schools is a reflection of our wonderful students, staff, families, Board of Education and the community that supports them.

Dr. Gregory C. Hutchings, Jr.
Superintendent of Schools





2015-2016

HIGHLIGHTS

- ◆ Shaker Heights is one of only eight school districts in North America — and the first in Greater Cleveland — to provide the International Baccalaureate Programme to all students in every grade. It is the only district in Ohio to offer IB from PreK through 12th grade.
- ◆ The Shaker Schools received a grade of A+ from niche.com, a popular website for people researching where to live. The community also received top marks for diversity, family amenities and the education level of its residents. Another consumer advocacy website named Shaker Heights the 17th most educated community in the United States.
- ◆ The Treasurer's Office again received the Auditor of State Award with Distinction for strong fiscal stewardship, ending the 2015-16 fiscal year \$2.9 million below budgeted expenditures. Shaker has an Aaa rating from Moody's and an AA+ bond rating from Standard & Poors.
- ◆ Summer, Exploration, Learning and Fun (SELF) provides an expanded selection of summer program options for hundreds of Shaker students. SELF focuses on equity, excellence and exploration by providing differentiated services and enrichment opportunities for all Shaker students, with an emphasis on STEAM (science, technology, engineering, arts and math), world languages and personal development.

- ◆ Shaker Heights High School offers 42 International Baccalaureate courses and 24 Advanced Placement courses — more than any other school in the area.
- ◆ Shaker's First Class is the only preschool program in Ohio to incorporate the prestigious International Baccalaureate Primary Years Programme philosophy with continuation in K-12. The program includes family field trips to museums, nature centers and other attractions.
- ◆ Members of the class of 2016 were accepted at 333 colleges and universities, including all Ivy League colleges and prestigious schools such as Duke, Hampton, Howard, Julliard, MIT, the Naval Academy, Stanford and Vanderbilt. Shaker graduates received more than \$6 million in scholarships.
- ◆ The Shaker Heights Marching Band, the largest in Ohio, completed a successful five-city concert tour of Spain. The trip — the largest in District history — included 450 students, teachers, administrators, parents and community members.
- ◆ For the first time in Shaker history, the girls cross country team qualified for the state championship. The boys soccer team won a district championship and the hockey team won its 11th Baron Cup. Shaker students competed worldwide, including the International Children's Games in Innsbruck and the Junior Pan American Diving Championships in Cuba.
- ◆ The District established the Office of Family and Community Engagement (FACE) to coordinate the volunteer program, outreach and to serve as a liaison with families, community, businesses and stakeholders.

Shaker is transitioning to a 100% Google district, ensuring that students and educators have the safe and secure technology they need to compete in a global society.

Shaker students were awarded an array of prestigious scholarships and honors, including a Presidential Scholarship, a Gates Millennium Scholarship, a Coca-Cola Scholarship and the Princeton Prize for Race Relations. Two Shaker graduates won 2016 Pulitzer Prizes.

STRATEGIC PLAN

2014-2019: YEAR TWO UPDATE

OUR ASPIRATIONS

Excellence • Equity • Exploration

THE MISSION OF THE SCHOOLS

The District will nurture, educate, and graduate students who are civic-minded and prepared to make ethical decisions; who are confident, competent communicators, skillful in problem solving, capable of creative thinking; who have a career motivation and a knowledge of our global and multicultural society.

OUR VISION

Our vision is simple, yet bold: to be the first-choice school district for all students, both locally and around the globe.

CORE VALUES

- Each student is valued.
- Every student must succeed.
- Diversity makes us stronger.
- Breadth of experience is vital.
- Fiscal responsibility is essential.
- We are all accountable.

MAKING PROGRESS TOWARD OUR GOALS

In year two of implementing our Strategic Plan, we continue to make progress in meeting the milestones we have set for each of the six main goal areas, outlined below:

1. THE SHAKER EXPERIENCE

Engage all students in an enriching educational experience that enables them to achieve educational milestones and meet high school graduation requirements within four years as fully developed young adults with an entrepreneurial spirit, prepared for success in post-secondary education and careers.

- Incorporated the International Baccalaureate philosophy into every aspect of the District's culture
- Established the Office of Family and Community Engagement (FACE) to serve as a community liaison with families and other stakeholders
- Continued implementation of plans to remove barriers to opportunity, knowledge and achievement
- Developed implementation of consistent grading and homework practices and protocols in K-4 schools

2. CONTINUOUS IMPROVEMENT

Support the District's Aspirations, Mission, Vision and Core Values through strategic planning, systems and data analysis, technology infrastructure, and professional learning.

- Implemented and monitored year two of the Five-Year Strategic Plan
- Executed plan for migration to Google Apps for Education for K-12
- Analyzed baseline data to establish District metrics
- Improved the monitoring and evaluation of professional learning
- Expanded opportunities for teacher leaders to support the professional learning of colleagues

3. POLICY

Develop and implement policies that align with the District's Aspirations, Mission, Vision and Core Values and support the goals of the District's strategic plan.

- Developed a system to revise and update the District's policy manual on quarterly basis
- Developed a system to revise and update the District's administrative guidelines manual
- Implemented selected applications in the BoardDocs program

4. HUMAN RESOURCES AND FACILITIES

Recruit and retain high-quality staff with diverse cultural experiences and backgrounds, and provide facilities conducive to high-quality teaching and learning.

- Continued development and refinement of a comprehensive facilities plan that prioritizes projects based on the District's needs and financial resources
- Developed and executed an enhanced recruiting program in order to recruit a high-quality staff with diverse cultural representation
- Implemented a redesigned teacher orientation program to ensure retention and success

5. COMMUNICATION

Engage school and community stakeholders as active partners.

- Updated the District's communication tools through a revamped District website, emergency text messaging and mobile web efficiency
- Established Community Advisory Council and PTO Brown Bag lunches to foster collaboration and transparency with stakeholders
- Enhanced the District's marketing strategy by updating and redesigning promotional materials and education publications

6. FINANCE

Ensure efficient and effective use of financial resources while maintaining high-quality educational experiences for all students.

- Established a systematic approach to identify and seek non-tax revenue (e.g. foundations, state and federal grants, Shaker Schools Foundation)
- Implemented budget method recommendations
- Developed and implemented a system for professional learning on financial procedures



WHERE ASPIRATIONS

BECOME ACHIEVEMENTS



EXCELLENCE

- 2016 graduates included a Presidential Scholar in the Arts (one of 20 in the nation), a Gates Millennium Scholar, a Coca-Cola Scholar and a Princeton Prize for Race Relations recipient.
- The High School had three National Merit \$2,500 Scholarships (more than any other public school in Northeast Ohio) and 27 National Merit Semifinalists and Commended students.
- The High School's newspaper, *The Shakerite*, was awarded a National Gold Crown for excellence in scholastic journalism — one of two newspapers in the state to receive that honor.

**More than
82% of
Shaker's
teaching
staff have
master's
degrees
or higher.**

- Shaker students are prepared for college. Our students outperformed the state and national averages on SAT and ACT scores by considerable margins. New readiness data provided by the ACT shows Shaker students exceeded state benchmarks for predicted success in all categories: college-level English, algebra, social studies and biology.
- The High School had the highest number of AP Scholars in a decade. Of AP test-takers, 82% scored a grade of 3 or better. Since 2011-12, Shaker has seen a substantial increase in enrollment in AP courses, and the number of students taking at least one IB course has nearly doubled.



- 100% of Shaker third graders subject to the Third Grade Reading Guarantee made or surpassed the state threshold, an important milestone that will lead to future academic success.
- Shaker students excelled in the fine and performing arts, winning high marks in scholastic art competitions, juried competitions for band, choir and orchestra, playwriting competitions, the National Shakespeare Competition and the National Youth Orchestra.



EQUITY

- About 47% of Shaker's 5,300 students are African-American, 40% are European-American and 13% are other (Asian/Pacific-Islander, Hispanic, Native American, multi-racial). The District's international enrollment includes children from more than 30 countries.
- High School organizations include the Student Group on Race Relations (SGORR), MAC Scholars and MAC Sisters (minority achievement), Gay-Straight Alliance and Youth Ending Hunger Interact Club.
- The new Office of Family and Community Engagement (FACE) coordinates the District's volunteer program, outreach and to serve as a liaison with families, community, businesses and stakeholders.
- The District has strong ties with parents and other stakeholders through the PTO, the Communications Advisory Council, the Superintendent's Student Advisory Committee, the Calendar Committee and the Shaker Schools Foundation.
- The Innovative Center for Personalized Learning (IC) graduated its second class of students, providing students an opportunity to succeed in a blended-learning high school setting.
- Shaker's First Class is the only preschool program in Ohio to incorporate the prestigious International Baccalaureate Primary Years Programme philosophy designed to prepare all students for a successful K-12 experience, regardless of socio-economics.

EXPLORATION

- Hundreds of students broaden their horizons through international travel opportunities and exchange programs with Germany, Peru, England, France, Japan and China. The High School Marching Band had a successful five-city concert tour of Spain.
- The High School offers more than 20 athletic teams and clubs, and more than 50 co-curricular activities including Shaker Model United Nations, Science Olympiad, chess, Latin, photography, dance, creative writing, mock trial, speech and debate.
- Students participate in a variety of medical, scientific, business and career technical education internships with partners including the Case Western Reserve University, Cleveland Clinic, University Hospitals and the NASA Glenn Research Center.
- First- through fifth-grade students are taught Mandarin Chinese, and students in grades 6 through 8 may study Chinese, French, German, Latin or Spanish. In High School, Greek is also offered.
- Hundreds of Shaker students participated in Summer, Exploration, Learning and Fun (SELF), an expanded selection of summer program options with an emphasis on STEAM (science, technology, engineering, arts and math), world languages and personal development.

The Class of 2016 had nearly 18,000 hours of volunteer community service.



FINANCIAL HIGHLIGHTS

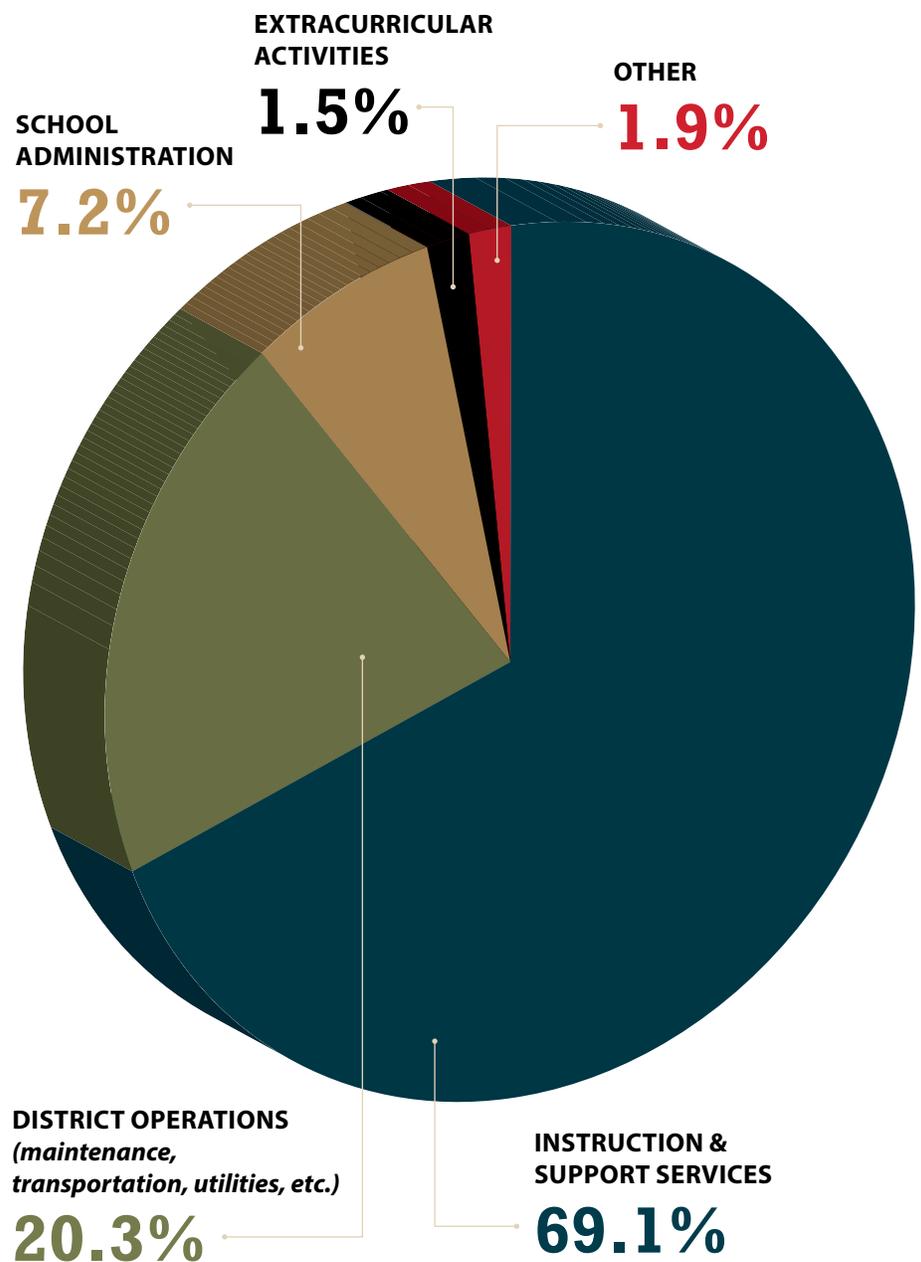
THE DISTRICT CONTINUES a long history of maintaining high levels of fiscal vigilance and fiscal stewardship. The District ended fiscal year 2015-2016 \$2.9 million below budgeted expenditures. Some of the ways this was accomplished include:

- Closely monitoring out-of-district tuition resulting in savings of \$450,000
- Actively managing staffing needs resulting in overtime savings of \$100,000
- Bidding improvement and repair work in combination with utilizing lower-cost alternatives resulting in \$120,000 savings
- Experiencing lower utility usage resulting in \$350,000 of savings
- Achieving better-than-expected savings for replacement of retirees approximated \$450,000
- Managing supplies and other expense categories budgets resulting in \$500,000 of savings

IN ADDITION to the favorable spending variance, we also experienced a favorable revenue variance of \$0.9 million for the fiscal year due to the following:

- Aggressive pursuit of reimbursement of Medicaid funds from the State for costs incurred to serve student needs including a \$437,000 final settlement payment
- Receipt in June of \$310,000 for the fiscal 2013 Medicaid settlement
- Active auditing of student attendance and enrollment at charter schools resulting in \$100,000 of savings

WHERE THE MONEY GOES GENERAL FUND EXPENDITURES FISCAL YEAR 2015-16 TOTAL = \$89.4 MILLION

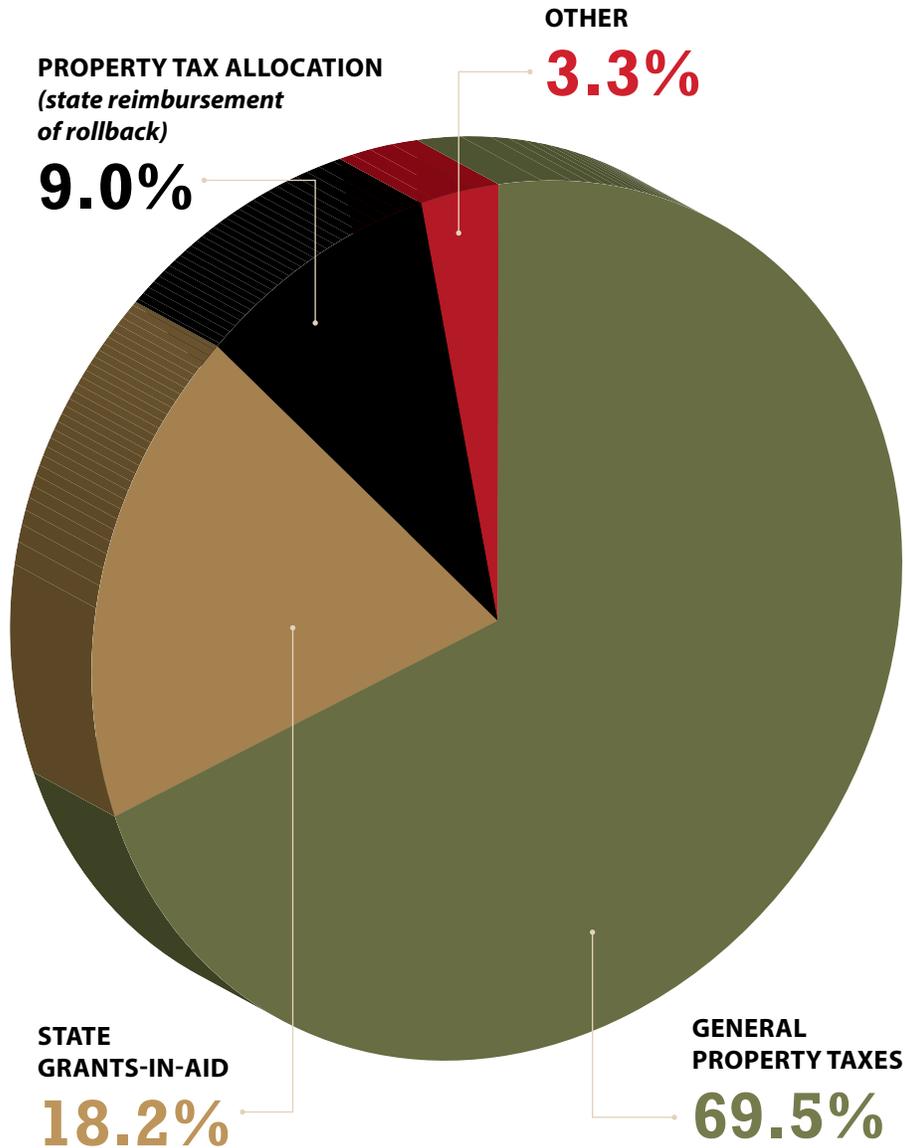


WHERE THE MONEY COMES FROM

GENERAL FUND REVENUE

FISCAL YEAR 2015-16

TOTAL = \$98.7 MILLION



WE HAVE ALSO MAINTAINED fiscal vigilance over the years providing significant revenue-generating or cost-saving measures without reducing services to students including:

- Raising \$400,000 in grant revenue from charitable organizations (e.g. Jennings Foundation, Cleveland Foundation, Huntington Bank, U.S. Tennis Association, Shaker Schools Foundation and others)
- Reorganizing through consolidation of bus routes to achieve greater efficiencies in Fiscal 2015 resulting in \$400,000 of annualized savings
- Experiencing budgeted cost savings from lower-than-expected health insurance premium increases
- Saving taxpayers \$403,000 over 10 years by refinancing the District's outstanding general obligation bonded indebtedness in 2015
- Instituting cost-saving measures including reducing staff, implementing salary freezes and undertaking energy conservation improvement projects
- Maintaining the District's top-level credit ratings from investor ratings agencies, which ensures the availability of favorable interest rates on District borrowings

STRONG FINANCIAL MANAGEMENT has twice allowed the District to extend the levy cycle by one additional year, from three years to four and is currently on track to go five years between operating levies. The District continues to demonstrate our strong fiscal stewardship through the receipt of numerous accolades and commendations each year from the Auditor of State and from professional organizations that acknowledge the accuracy and integrity of the District's financial reporting.



PREK-12 INTERNATIONAL BACCALAUREATE PROGRAMME: A GLOBAL APPROACH

- ▶ IB is now offered at more than 4,500 schools throughout the world and more than 1,700 schools throughout the U.S.
- ▶ Shaker is one of only eight school districts in North America to adopt IB across all grade levels, and the first in Greater Cleveland.
- ▶ Ohio's Learning Standards are what we teach. IB is how we teach.
- ▶ IB provides a consistent framework and philosophy for all students in grades PreK through 12.

DISTINGUISHING FEATURES

- Collaborative and cross-disciplinary teaching
- Hands-on, project-based learning
- Creative problem-solving
- Student-led inquiry
- Commitment to service learning
- International focus

HOW OUR STUDENTS BENEFIT

- All students are encouraged to become empathetic, globally minded citizens and creative problem-solvers.
- Beginning in PreK, all students are encouraged to adopt the 10 attributes of the IB Learner Profile: Inquirer, Knowledgeable, Thinker, Communicator, Principled, Open-minded, Caring, Risk-taker, Balanced and Reflective.
- All students in Grades 1 through 5 begin learning Mandarin Chinese.
- All fourth graders participate in a capstone project called IB Exhibition, which challenges students to think deeply on a global problem and present their solutions.
- All Middle School students take IB Design, using technology to create innovative solutions to global and local problems.
- Starting in grade 6, students can study Chinese, French, German, Latin or Spanish. In High School, Greek is also offered.
- All 10th-grade students complete a Personal Project, connecting a personal passion with service to a broader community.
- Students in grades 11 and 12 can enroll in the IB Diploma Programme, a rigorous, liberal arts-style education across all disciplines, with a global focus.
- High School students can also take a wide range of IB courses a la carte, in addition to 24 Advanced Placement courses, both of which are viewed favorably by college admissions officers.





Shaker Heights Schools

IT JUST ADDS UP

EXCELLENCE

Our courses establish a coherent framework for best pedagogical practices to produce global learners.

PreK-4TH GRADERS

participate in the IB Primary Years Programme.

5TH-10TH GRADERS

participate in the IB Middle Years Programme.

11TH-12TH GRADERS

may enroll in the IB Diploma Programme.

42

IB Programme courses offered in 2016-2017.

24

Advanced Placement courses offered in 2016-2017.

EQUITY

Open Enrollment: Shaker has an open enrollment policy so all students can pursue their interests.

EXPLORATION

41

After-school and lunchtime activities are offered at Woodbury.



All students in grades 5 and 6 receive instrumental instruction in **BAND OR ORCHESTRA.**

MIDDLE SCHOOL STUDENTS receive daily instruction in art, orchestra, band or chorus.



100% of last year's third graders subject to the Third Grade Reading Guarantee fulfilled the requirement.

World language exposure begins in

FIRST GRADE

with Mandarin Chinese.

TRAVEL

Opportunities at the High School level include exchange programs with Germany, Latin America, England, France, Japan and China.

The Innovative Center for Personalized Learning Offers

250

Online Learning Courses

24/7



The High School theatre program is nationally recognized and we consistently win top honors in band, orchestra, choir and fine arts.

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