



Shaker
Heights
Schools

Measuring What Matters

A QUALITY PROFILE FOR
THE SHAKER SCHOOLS
AND FIVE-YEAR
STRATEGIC PLAN UPDATE
FALL 2015





From the Superintendent

The Shaker Heights City School District has always been a trailblazer in education excellence. Becoming the first school district in Greater Cleveland—and one of only eight districts across the nation—to provide the International Baccalaureate Programme to students in all grade levels underscores our vision to be the first choice school district for all students, both locally and around the globe.

The rigorous International Baccalaureate Programme gives Shaker students a competitive advantage in this increasingly global economy. Along with our robust offering of Advanced Placement courses, International Baccalaureate also helps Shaker to continue attracting families by offering a world-class education. It is a philosophy that epitomizes the Shaker Experience and our collective belief that true learning should go far beyond a state ranking or a test score.

Now in its third year, “Measuring What Matters” is a report to the community on the highlights of the 2014-15 school year. It also contains a summary of our progress on the goals outlined in our district’s Five-Year Strategic Plan, the road map that shows us where we are, where we are going, and how we will get there.

We remain deeply appreciative of the community’s support for our efforts. Working together, we will make sure that the Shaker Experience is the very best it can be for every student.

Dr. Gregory C. Hutchings Jr.
Superintendent of Schools

Highlights

OF THE 2014-15 ACADEMIC YEAR

- Shaker was authorized to become one of only eight districts in the country, and the first in Greater Cleveland, to provide the International Baccalaureate Programme to all students in every grade.
- We successfully completed the first year of our Five-Year Strategic Plan.
- Eight of our students were scholarship winners in the National Merit and National Achievement competition. We had a total of 15 National Merit Semifinalists, 14 National Merit Commended Students, one National Achievement Semifinalist, and two National Achievement Commended Students.
- Our innovative Center for Personalized Learning and Family Engagement graduated its first class of 14 students.
- We successfully negotiated three-year contracts with our collective bargaining units in a highly collaborative and professional manner.
- Our High School students again scored significantly above national averages on the SAT and ACT.
- Members of the Class of 2015 were admitted to more than 233 colleges and universities around the world, and received more than \$5 million in scholarships.
- Shaker Heights High School's four-year graduation rate increased from 89% in 2014 to 93% in 2015.
- Our students won numerous regional, state and national awards at National History Day, on world language exams, and in art, Science Olympiad, athletics, music, and more.
- Our staff successfully filled more than 60 teaching positions and seven leadership roles with top talent from all over the country.



Going Global All the Way

SHAKER ADOPTS INTERNATIONAL BACCALAUREATE PRE-K TO 12

Upon receiving authorization for the IB Middle Years Programme last June, Shaker became the eighth school district in the United States, and the first in the Greater Cleveland area, to adopt IB across all grade levels.

While Common Core standards will continue to form the basis of the Shaker curriculum, International Baccalaureate provides a consistent framework and philosophy for delivering those standards.

HOW IB BENEFITS THE DISTRICT

- Teachers collaborate within grade levels and across disciplines to apply the same high expectations for all students.
- Hands-on, project-based learning fosters creative problem-solving.
- Student-led inquiry encourages students to take charge of their own learning.
- Increased service-learning opportunities help students to become selfless learners, and to engage with the wider community, both locally and abroad.
- An international focus prepares students to become open-minded, global citizens.

THE PRIMARY YEARS PROGRAMME (PYP)

- Serves students in grades Pre-K through 4 at all five elementary buildings.
- Beginning in Pre-K, students are encouraged to adopt the IB Learner attributes.
- All students in first grade 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.

THE MIDDLE YEARS PROGRAMME (MYP)

- Serves all students at Woodbury, the Middle School and the High School.
- Students can choose from among five world languages: Mandarin, French, German, Latin, and Spanish.
- All middle school students take IB Design, a semester-long course that encourages students to use technology to create innovative solutions to global and local problems.
- Tenth grade students complete a Personal Project, exploring a personal passion and connecting it with service in a broader community.

THE DIPLOMA PROGRAMME (DP)

- An elective, unified course of study for students in grades 11 and 12.
- Features a broad, liberal-arts style education across all disciplines, with a global focus.
- Students complete an Extended Essay on a topic of their choosing.
- Involves extensive creativity, service and action (CAS) requirements.
- High School students not enrolled in the DP can continue to choose from among 22 Advanced Placement courses, in addition to 25 IB courses that may be taken a la carte.



Risk-taker

Principled

Communicator

Knowledgeable

Balanced

ABOUT THE INTERNATIONAL BACCALAUREATE PROGRAMME

- The International Baccalaureate (IB) Programme was founded in Geneva, Switzerland in 1968 to provide a rigorous and holistic education that could be recognized internationally.
- IB is now offered at more than 4,100 schools throughout the world and more than 1,600 schools throughout the U.S.
- 7 other school districts in the U.S. offer IB district-wide: Hilton Central School District in New York; McAllen Schools in Texas; Oberlin City Schools in Ohio; Oxford Community Schools in Michigan; South Saint Paul Schools in Minnesota; Summit County Schools in Colorado; and Washington Township Schools in Indiana.
- The hallmarks of the IB program are hands-on projects; student-led inquiry; putting community service into action; and a global focus.
- IB 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.



Reflective

Inquirer

Thinker

Caring

Open-minded

Strategic Plan

2014-19

YEAR ONE 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 one of implementing our Strategic Plan, we are on track to meet 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.

- Embedded International Baccalaureate philosophy in every school and classroom
- Fostered a culture that believes every student can achieve at or above grade level
- Developed partnerships with colleges and universities
- Established plans and actions to remove barriers to achievement and engagement for all students

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 Five Year Strategic Plan
- Began developing a Five-Year Technology Plan for the district
- Launched the Innovative Center for Personalized Learning
- Worked to ensure that assessments improve and inform instruction
- Improved individual teacher performance and cultural competency



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.

- Established Policy Committee to review district policies
- Began work to align district policies with state law
- Adopted timeline to review and revamp district policies

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.

- Implemented upgraded recruiting, hiring and retention practices
- Filled more than 60 teaching positions and seven leadership positions with top talent
- Collaborated with the Diversity Center to enhance cultural competency
- Began visioning process to meet the needs of students in the 21st century

5. COMMUNICATION

Engage school and community stakeholders as active partners.

- Completed communications audit to determine most effective way to reach stakeholders
- Conducted listening tours and community chats with the superintendent
- Fostered culture of transparency through Measuring What Matters and State of the Schools addresses

6. FINANCE

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

- Negotiated three-year contracts with our collective bargaining units through collaboration, professionalism, and the lens of our district's mission
- Collaborated with the Shaker Foundation and others to support district's mission
- Began developing multi-year cost-savings and avoidance strategy



PREPARATION FOR COLLEGE AND BEYOND

Among the goals of our Strategic Plan is to help students 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.

- Shaker Heights High School's on-time graduation rate increased from 89% in 2014 to 93% in 2015.
- Shaker graduates continue to be admitted to a wide range of colleges and universities each year, including some of the most selective in the nation.
- Shaker students again outperformed the state and national averages on SAT and ACT scores by considerable margins.
- The High School is among top Ohio schools for National Merit, National Achievement, and National Hispanic scholars, putting those students at greater advantage for competitive college admissions and scholarships.
- Students participate in a wide variety of internships for career exploration, including medical, scientific, business, and vocational. Community partners include the Cleveland Clinic, University Hospitals, and NASA Glenn Research Center, among many others.
- The class of 2015 had more than 10,000 hours of volunteer community service.

DISTINGUISHING AWARDS AND ACCOLADES

- Shaker students have maintained a strong presence in the National History Day competition since its inception. In 2015, 17 Shaker students competed at the national event, and several were top-10 winners.
- Shaker students consistently earn top honors at regional and national competitions such as Science Olympiad, VEX Robotics, Power of the Pen, Model UN, Mathcounts, chess competitions, and spelling bees.
- Each year, hundreds of Middle School and High School students win awards for their performances on national language exams in French, German, Greek, Latin, and Spanish.
- Shaker has been named a "Best Community for Music Education" by the NAMM Foundation seven years in a row.

A RIGOROUS CURRICULUM WITH A GLOBAL PERSPECTIVE

- Nearly all of last year's third-graders fulfilled the requirements of Ohio's Third Grade Reading Guarantee, reaching an important milestone that will lead to future academic success.
- The International Baccalaureate philosophy is embedded in the curriculum for all students in grades Pre-K to 12, providing enrichment for all students while meeting all state content standards.
- International Baccalaureate features a global focus and emphasizes creative problem-solving, hands-on projects, inquiry-based learning, and community service.
- World language exposure begins in grade 1 with Mandarin Chinese for all students; in grades 6 through 8, students can study one of five world languages (Chinese, French, German, Latin, or Spanish).
- Six world languages are offered at the High School: Chinese, French, German, Greek, Latin, and Spanish.
- The High School offers a unique Asian Studies course in conjunction with the Cleveland Museum of Art.
- Hundreds of students broaden their horizons through international travel opportunities offered at the High School level, including exchange programs with Germany, Latin America, England, France, Japan, and China. Many students also travel overseas with our bands, orchestras, and choirs.

ROBUST FINE AND PERFORMING ARTS OFFERINGS

- Music and art instruction is an essential for all students in grades K-8.
- All students in grades 5 and 6 receive instrumental instruction (band or orchestra).
- All students in grades 7 and 8 receive daily instruction in art, orchestra, band, or chorus.
- The High School offers five bands, three orchestras, and numerous choirs and vocal ensembles.
- Shaker students earn top honors annually in juried music competitions.
- The High School's theatre arts department offers acting, writing, and production classes, with fully mounted theatrical productions each year.
- Several Shaker students have won playwriting contests and had their works staged professionally.
- High School students can choose from a full range of fine arts courses: drawing, painting, ceramics, jewelry, graphic design, and photography.
- Students win top honors in annual Scholastic Art competition, and have had their work displayed at public venues such as the Cleveland Clinic and Cleveland Hopkins International Airport.
- A majority of High School students remain enrolled in fine or performing arts courses well beyond the credit requirement.

CO-CURRICULAR OPPORTUNITIES

- Students are encouraged to participate in co-curricular activities that appeal to a wide-range of interests, most of which carry no fee.
- The High School offers more than 20 athletic teams and clubs, and more than 50 co-curricular clubs such as Model U.N., chess, Latin, photography, Youth Ending Hunger, Student Group on Race Relations, MAC (Minority Achievement) Scholars and MAC Sisters, and many more.
- Middle School students are encouraged to participate in at least one of the 47 co-curricular clubs and 16 athletic teams offered.
- Woodbury offers 38 lunchtime and after-school activities serving a wide variety of student interests.
- K-4 schools offer a variety of after-school activities for academic enrichment and social interaction, some of which are driven by PTO involvement.

SERVING A DIVERSE POPULATION

- Enrollment of about 5,300 students.
- Approximately 47% are African-American, 40% European-American, 13% other (Asian/Pacific Islander, Hispanic, Native American, and multi-racial).
- About 33% of students are economically disadvantaged, as defined by eligibility for free/reduced lunch.
- Students with disabilities make up about 15% of the student body (the national average is 13%).
- Our international enrollment includes students from more than 30 countries. About 3% of Shaker students have limited English proficiency.



SUCCESS IN COLLEGE-LEVEL COURSES

- Shaker Heights High School offers 22 Advanced Placement course and 25 International Baccalaureate courses—in both cases, more than any other school in the area.
- In May 2015, 130 Shaker Heights High school students took 316 IB exams in one or more of 25 subject areas.
- The average grade obtained at Shaker Heights High School by candidates who passed the diploma in 2015 was 4.87. The worldwide average was 4.7 (2014 results).
- Twenty-three of 30 candidates in 2015 successfully earned the prestigious IB diploma, a 77% passage rate. Thirty-five students are IB diploma candidates in the Class of 2016, and 44 in the Class of 2017.
- In May 2015, 385 Shaker students took 884 AP examinations with 84% earning a score of 3 or higher (on a 5-point scale).
- In 2015, the district had 42 AP Scholars, 37 AP Scholars with Honors, 84 AP Scholars with Distinction and 19 AP National Scholars.

STRONG FISCAL STEWARDSHIP

A key element of the Strategic Plan is to ensure efficient and effective use of financial resources while maintaining high-quality educational experiences for all students.

- The District underspent the 2014-15 fiscal year budget by about \$2.2 million, without reducing the number of teachers.
- New cost savings were realized in 2014-15 through reorganization of bus routes for greater efficiency, reduction in maintenance and custodial costs, and lower-than-expected health insurance premiums.
- The office of Treasury receives commendations each year from the Auditor of State and from professional organizations for accuracy and integrity in financial reporting.
- Due to its strong financial management, the District has an AAA rating from Moody's and an AA+ bond rating from Standard and Poor's.

COMMUNITY SUPPORT AND INVOLVEMENT

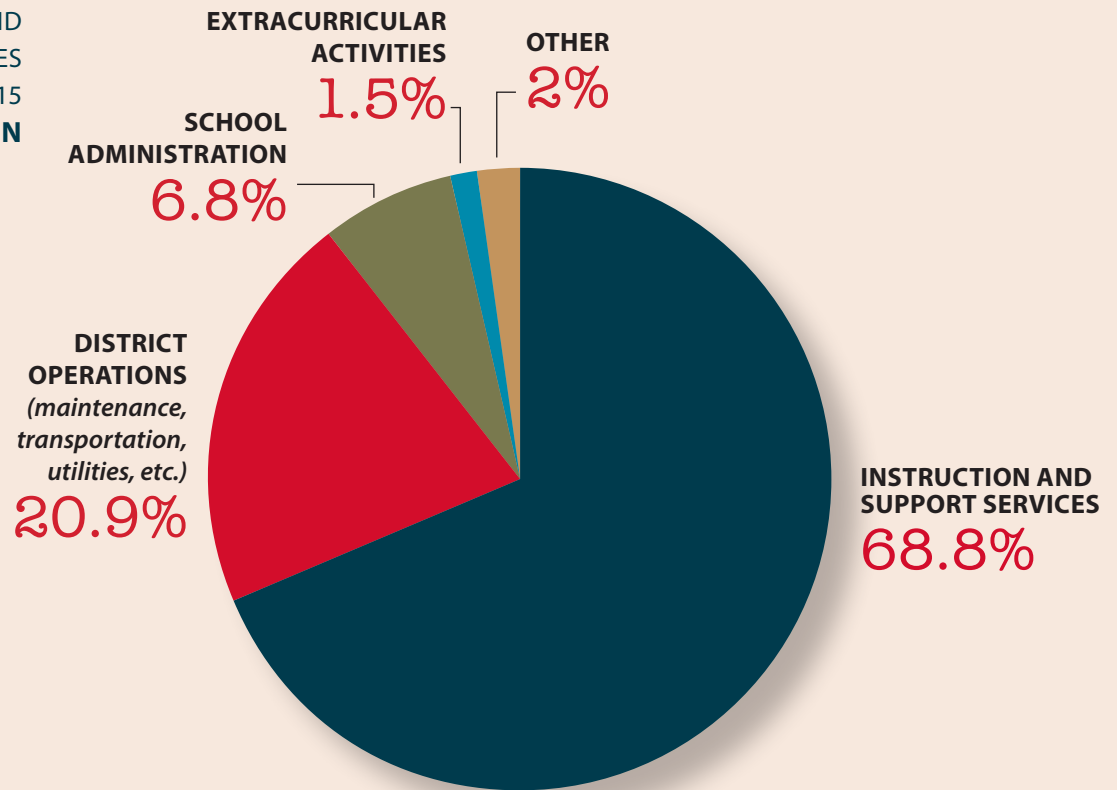
The support and involvement of our community are essential to the success of our Strategic Plan.

- A 44-member team of staff, administrators, students, parents, and community members guided the process of developing the District's five-year Strategic Plan.
- The Superintendent meets regularly with a Student Advisory Committee to gain student insights on the academic and social experience in the Shaker schools.
- The Superintendent collaborates with PTO leadership to provide family engagement programs.
- The Shaker Schools Foundation, one of the first of its kind in the nation, provides support for technology, the arts, health and fitness, and manages educator grants to encourage innovation in teaching. The Foundation now works with 25 corporate sponsors to help secure outside funding on major initiatives.
- Support from the PTO and Shaker Schools Foundation helps to enhance the Shaker Experience through artist and author visits, field trips, and special assemblies.
- Every year, several hundred parents, faculty, graduates, and community members gather together at A Night for the Red and White, a fundraiser that benefits the educational enrichment of all Shaker students.



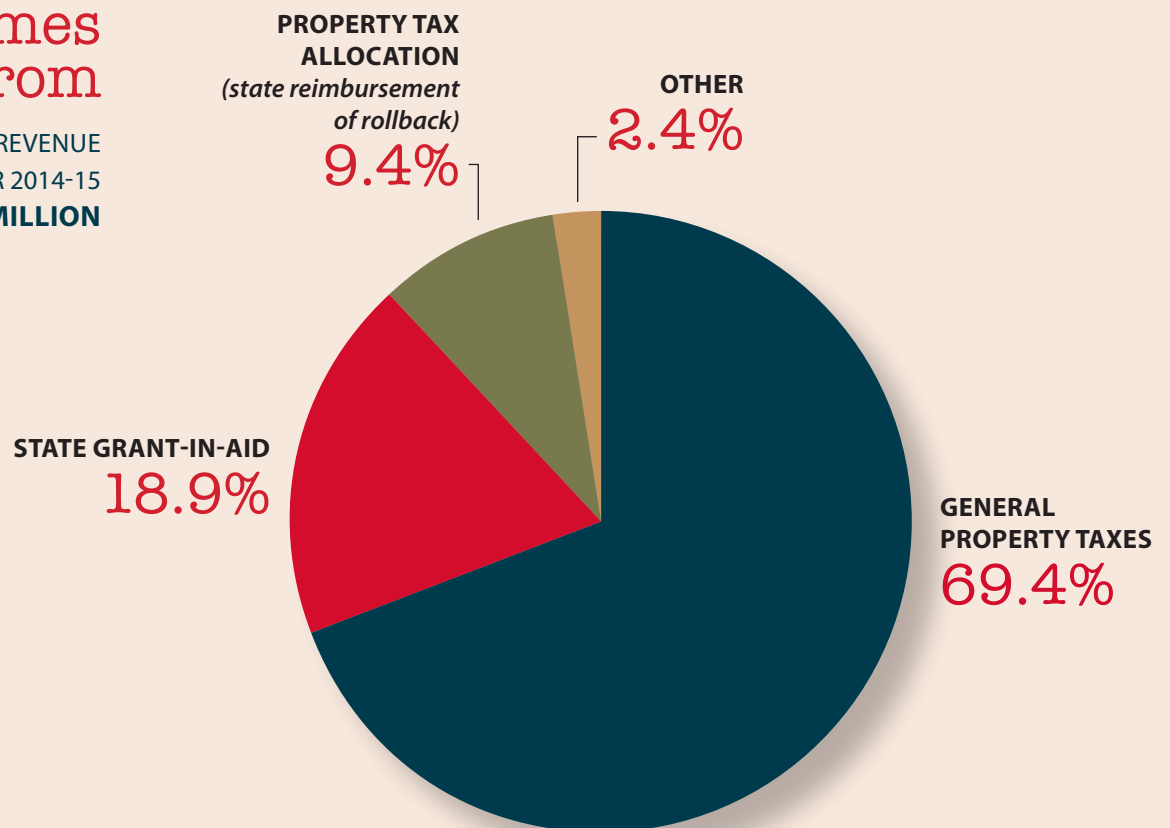
Where The Money Goes

GENERAL FUND
EXPENDITURES
FISCAL YEAR 2014-15
TOTAL = \$87.4 MILLION



Where The Money Comes From

GENERAL FUND REVENUE
FISCAL YEAR 2014-15
TOTAL = \$95.3 MILLION



THE SHAKER HEIGHTS CITY SCHOOL DISTRICT

15600 Parkland Drive
Shaker Heights, Ohio 44120
p: 216.295.1400

www.shaker.org

NON-PROFIT
U.S. POSTAGE
PAID
CLEVELAND, OH
PERMIT NO. 4175



The Shaker Heights Board of Education

William L. Clawson II, *President*
Reuben Harris, Jr., *Vice President*
Todd C. Davidson, Ed.D.
Alex Liston Dykema
Annette Tucker Sutherland

Superintendent of Schools

Gregory C. Hutchings, Jr., Ed.D.

Treasurer

Bryan C. Christman

*This listing reflects the leadership of the School District as
of the time of publication in October 2015.*