



Shaker  
Heights  
Schools



# MEASURING WHAT MATTERS

**STRATEGIC PLAN SUMMARY**

A REPORT FOR SHAKER HEIGHTS SCHOOLS 2020-2021

**#SHAKERRISING**



# introduction

## **DEAR SHAKER HEIGHTS SCHOOLS COMMUNITY,**

Welcome to the 2020-2021 *Measuring What Matters*, the District's annual report to the Shaker Heights community.

This year's *Measuring What Matters* is very different from previous editions. The global pandemic and subsequent shift to remote learning for extended periods of time has changed our ability to collect the student achievement metrics we typically share. However, the pandemic has not changed our commitment to provide outstanding educational opportunities for all Shaker students. That commitment is embodied in our 2020-2025 Strategic Plan, the goals of which are highlighted here.

Our Strategic Plan is built on the foundation of two bedrock principles: Educational Equity and the International Baccalaureate Programme. The first principle affirms that the District will attain true excellence when every student in every school meets or exceeds universally high goals. The second principle establishes a coherent framework for best pedagogical practices and for 21st-century skills in all classrooms. This Strategic Plan is in line with the school district's long history of serving a diverse, vibrant community and its tradition of academic excellence.

This plan, the successor to plans developed in 2011 and 2014, will guide our work going forward and the District will measure progress toward its intended outcomes. Like previous plans, this Strategic Plan is the product of the insight and ideas of many stakeholders, including faculty and staff, students, parents and additional community members. It is informed by a large volume of data such as student attendance, graduation rates, discipline data and standardized testing scores as well as financial and human resources data.

We invite our community stakeholders to join us in implementing this important work. Together, we will ensure that we provide all of our students a world-class Shaker experience.

Sincerely,  
Dr. David Glasner, Superintendent  
Shaker Heights City School District

# #SHAKERRISING

# on OUR MISSION

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.

## VISION

Shaker is the first-choice school district for all students.

## CORE VALUES

The Shaker Team believes:

Each student is valued;

Every student must succeed;

Diversity makes us stronger;

Breadth of experience is vital;

Fiscal responsibility is essential;

and


We are all accountable.




# goal one

Strengthen student learning by providing each student with a rigorous and enriching educational experience that aligns with the International Baccalaureate philosophy and framework and that prepares all graduates for post-secondary education and careers.


## HIGHLIGHTS:



Expand educational experiences based on the International Baccalaureate design-cycle framework, which includes investigating, planning, creating and evaluating



Increase number of Black students prepared for International Baccalaureate Diploma Programme (IB DP) and Advanced Placement (AP) high school courses




Expand early childhood, College Credit Plus and Career & Technical Education programming




# goal two

Advance educational equity by disrupting and removing institutional structures and practices which have historically been associated with racism, oppression and other forms of marginalization.


## **HIGHLIGHTS:**



Strengthen ties with historically marginalized families



Ensure that curricular materials reflect and include diverse populations



Explore and refine course offerings and student assignment practices

# STUDENT LITERACY!

Our topic is to help struggling readers with reading.

Our goals were to give struggling readers strategies on how to read better and to be motivated while learning to read.

**Planning**  
1. Breaked out in a local school with the same goal as us.  
2. Looked at how much it would cost to work with students in this district.  
3. Reached out to teachers from the district.  
4. Listed to needs of the letters to look for and we were reading them correctly.  
5. Picked games that would be fun and interesting. Games that would allow them to learn and acquire literacy.

**COMPLETING**  
A child's life is like a piece of paper on which every person leaves a mark.

**Reflecting**  
Reading was group and students had to read and write their own story. They had to bring in their own story and read it to the class. They had to write their own story and read it to the class. They had to write their own story and read it to the class.

**LEARNING**

**BLENDING**

**EXCITEMENT**

**MOTIVATION**

**Investigating**  
1. Looked at what was in the district.  
2. Reached out to teachers from the district.  
3. Reached out to teachers from the district.  
4. Reached out to teachers from the district.

**TRY TO LEARN TO READ, WITH THE HELP OF YOUR TEACHERS.**


**Taking Action**  
We had a meeting with the district and we had a meeting with the district and we had a meeting with the district.




# goal three

Utilize a Quality Assurance System model to review, assess and strengthen department-level support of student learning, including Business and Operations, Human Resources, Finance and Facilities, to ensure alignment with District goals and objectives.


## HIGHLIGHTS:



Examine and revise the structure and practices of the Human Resources Department

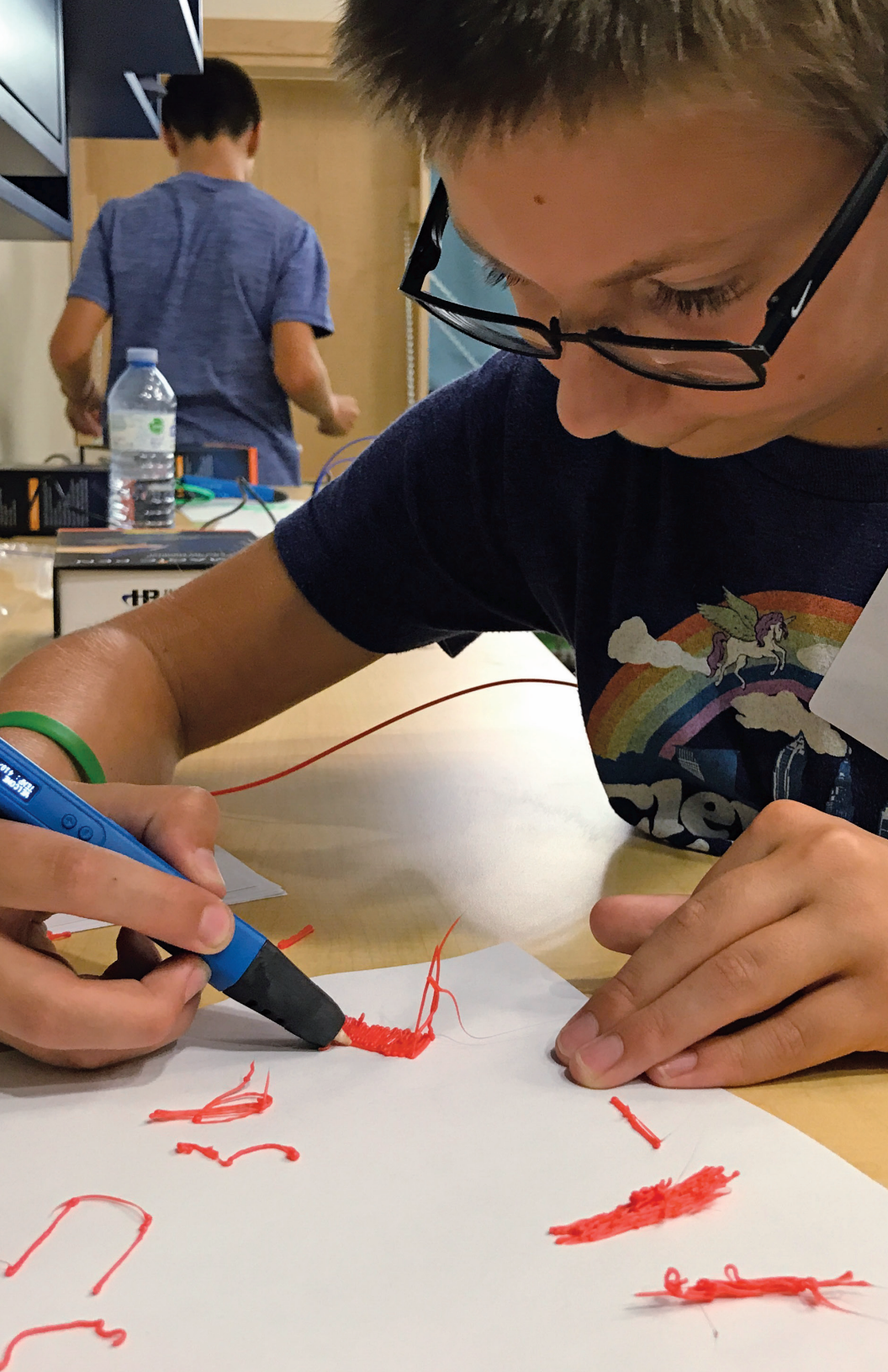


Audit District's allocation of financial resources to ensure alignment with District goals



Create a comprehensive, long-term facilities plan






# goal four

Implement high-quality professional learning practices to build the capacity of faculty and staff to improve student learning experiences and outcomes.

## HIGHLIGHTS:



Use data to identify trends and areas of needed improvement

Create, implement and maintain an ongoing Professional Learning program and online content catalog for all staff

Build capacity to support social-emotional learning strategies and positive school culture and climate



# our princip

The District's 2020-2025 Strategic Plan is guided by two core tenets:

## **EDUCATIONAL EQUITY POLICY**

The District believes true excellence can only be attained when all students are exceeding universally high goals. Every student deserves to be academically challenged in a safe and supportive learning environment in which they feel a sense of belonging.

## **INTERNATIONAL BACCALAUREATE PROGRAMME**

The International Baccalaureate Programme aims to develop inquiring, knowledgeable and caring young people who help to create a better and more peaceful world through intercultural understanding and respect.



bles





lean all over town to adorn me with scraps of paper,  
logs, bits of fabric, snippets of yarn, and the occa-  
sional gym sock. Each offering represents a dream, a  
desire, a longing.

Whether draped, bound, or tied with a bow,  
They're all hopes for something better.

Walters have a long and honorable history  
going back centuries. There are many in Ireland,  
where they are usually hawthorn or the occasional  
ash tree. But you can find walthers all over the world.

For the most part, people are kind when they  
see me. They seem to understand that a tree  
keep me from growing the way I need to.  
we growle with my new leaves, can't  
pined roots.

After people write their hopes on a log or paper,  
they tie it onto one of my branches. Usually  
they whittle the wish itself.

It's traditional to walk on the feet of May King  
you stop by throughout the year.  
My oh my, the things I have heard.

# your support

**THE SHAKER SCHOOLS FOUNDATION** and the Shaker Heights City School District are forging a bold path: to disrupt societal and historical inequities and eliminate disparities within our schools and our community. With the launch of the Educational Equity Fund, the Foundation will partner with the District on the following initiatives currently underway or planned:

- Enhance Diversity, Equity and Inclusion resources for Shaker teachers, administrators, families and students.
- Provide additional classroom resources and training to eliminate segregated classrooms in mathematics and other subject areas.
- Increase programming, such as “Girls Who Code,” to encourage young women to pursue interests in engineering and mathematics.
- Expand career pathway opportunities for students including entrepreneurship and certification programs.
- Grow a “Mirrors and Windows” K-4 literature initiative that provides students with a mirror to their own culture, or a window into someone else’s experience, through books that reflect diversity, equity and inclusion.
- Continue growing the MAC Scholars and MAC Sister Scholars programs in the middle and elementary grades.
- Increase in-depth programming around Black History Month, Women’s History Month, Pride Month, Asian-American Awareness, and Native American history.



The Shaker Schools Foundation invites philanthropic support from individuals, corporations and foundations to support these important programs and initiatives. To contribute to the Educational Equity Fund, or for more information, visit [shakerschoolsfoundation.org](http://shakerschoolsfoundation.org) or contact Holly Coughlin, Executive Director, at 216.295.4325.



**EDUCATIONAL  
EQUITY  
FUND**

*Shaker Schools Foundation*

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**[www.shaker.org](http://www.shaker.org)**

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