



Shaker  
Heights  
Schools



#SHAKERRISING

# MEASURING WHAT MATTERS

A QUALITY PROFILE FOR SHAKER HEIGHTS SCHOOLS 2021-2022



# hello,

**WE ARE PROUD** to present the 2021-2022 edition of Measuring What Matters, the District's annual report to the Shaker Heights community.

Our theme this year is "Shaker Rising: Creating Our Future," and this year's Measuring What Matters tells the story of a school district that continues to be on the rise — even in spite of the challenges faced by the COVID-19 pandemic. This report documents our continued academic success, and our students' accomplishments in music, art, drama and on the athletic field. You will also learn about the District's commitment to providing excellent resources for our students and the great work of the Shaker Schools Foundation.

We are not resting on our laurels. Our work is guided by the goals and objectives of our 2020-2025 Strategic Plan, which provides us a roadmap to continued improvement. Our Strategic Plan is grounded in two pillars: the International Baccalaureate Programme framework and our commitment to educational equity—the belief that the District will attain true excellence when every student in every school meets or exceeds universally high goals.

We are grateful for our community and our caring and passionate faculty and staff. Thank you for your continued support.

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

## **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.

## **OUR VISION**

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

## **OUR CORE VALUES**

- 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.

# #SHA



**AKERRISING**

# our student

## **ELIANA BROWN**

*Grade 4, Fernway Elementary School*

Although Eliana Brown's years at Fernway were interrupted by the renovation, she looks at her time spent in the Woodbury building as a way to get to know her way around, making her more excited than nervous to transition there for fifth grade next year.

She enjoys that, as a fourth grader, she is able to take a leadership role in her school, guiding the younger students (kindly) if they need help. Eliana says the teachers at Fernway make sure that no students are left out and get support if they need it. "All of the teachers try to make (school) really fun," she said. "I love school."



## **DEVON JEFFERSON**

*Grade 12, Shaker Heights High School*

Senior Devon Jefferson will soon be ready to join the career force before he even turns 18. As a participant in the Career Technical Education (CTE) program, he will graduate from the High School as a certified firefighter and EMT, ready to start a full-time career this summer. Devon made the decision to join the CTE program after a sophomore-year field trip to a career fair highlighted the CTE options. "It's a good life decision," he said.

Devon attends one class each day at SHHS before heading to Parma for the CTE program. In addition to this program, he enjoys traditional high school experiences, like playing for the football team, an experience he says helped him to forge friendships.



# nts say ...

## **KINGSTON SEALS**

*Grade 8, Shaker Heights Middle School*

Kingston Seals is a three-sport athlete, participating in football, basketball and track and field, a MAC Scholar, Student Council member and more, all while earning a spot on the Honor Roll for three years running. But to him, these accomplishments are not the focus of his time at Shaker Heights Schools.

"I love the diversity, I love the different resources that we have and the different opportunities. I think that's really important and it's helped me become the person I am today," he said.

Kingston says he is looking forward to going to Shaker Heights High School, to experience the academics, the new teachers and the overall experience of being an SHHS student.



## **RACHEL KLEIN**

*Grade 6, Woodbury Elementary School*

A student ambassador, Rachel Klein likes to stay busy, participating in one or two clubs at a time when she can, such as art and cooking clubs. She also says she really enjoys the teachers, curriculum — particularly language acquisition — and swimming during PE.

"All the things they teach you at Shaker impact your life later on," she says. "So I think that's really cool and I like being a part of it."

She is looking forward to her promotion to Shaker Heights Middle School, and is already thinking about how she will fill her days. She is considering trying new sports like field hockey and lacrosse.

# international

Shaker Heights Schools was the first school district in Greater Cleveland, and one of only seven public districts across North America, to be recognized as a PreK-12 International Baccalaureate (IB) District.



**SHAKER IS RECOGNIZED AS A LEADER** and model for schools around the world in promoting equity and access to the International Baccalaureate Programme framework and philosophy. In the past decade we have more than tripled the number of students of color in our IB Diploma Programme. Delegations from around the country and around the world have visited our District to learn how to implement the IB programme in their own schools.

IB is an internationally recognized educational framework that features a rigorous curriculum, a global focus and emphasizes creative problem-solving, hands-on projects, inquiry-based learning and community service.

IB builds on the District's mission to nurture students who are civic-minded; who are confident, competent communicators, skillful in problem solving and capable of creative thinking; and who are knowledgeable of our global and multicultural society.

As IB learners, our students continue to study traditional subjects, meeting all state academic content standards. They are also encouraged to develop the ten attributes of an International Baccalaureate Learner: Inquirer, Knowledgeable, Thinker, Communicator, Principled, Open-minded, Caring, Risk-taker, Balanced and Reflective.

## HIGHLIGHT:

The District offers three International Baccalaureate Programmes:

- Primary Years Programme, for all students in PreK through Grade 4
- Middle Years Programme, for all students in Grades 5-10
- Diploma Programme, an elective course of studies offered for students in Grades 11 & 12

# baccalaureate



# educational

At Shaker Heights Schools, educational equity is a guiding principle behind the everyday operation of the District, as well as the big-picture strategic goals driving us forward.

**THE DISTRICT BELIEVES** true excellence can only be attained when all students are given the opportunity to achieve 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.

## Equity Initiatives

The Office of Diversity, Equity and Inclusion (DEI) is a driving force behind this work, seeking to ensure that everything we do Districtwide considers diversity, equity and inclusion, from learning and teaching, to hiring, to operations and communications. The Office of DEI facilitates the District's Equity Advisory and Action Team and the Black Teacher Task Force, both of which support efforts to eliminate racially segregated classrooms and promote inclusion across the District.

The Office of DEI includes the Family & Community Engagement (FACE)

Department, the Student Group on Race Relations (SGORR), the MAC Scholars program and the Shaker Heights High School Bridges Program.

## HIGHLIGHT:

Equity Unscripted is a new podcast that launched this year and showcases Shaker Heights Schools' journey in seeking educational equity. The conversations on this podcast — which feature the challenges, successes and goals of the District's efforts — are intended to push our community to reflect deeper and go further. Parents and students, staff and policymakers, alumni and community members, all are included in this important dialogue. Listen now on Apple, Spotify or wherever you enjoy your shows.

Throughout the 2021-22 school year, additional diversity-focused groups will be brought under the Office of DEI.

# equity



# outstanding



## 1 of 7

Shaker is one of seven school districts in North America to be recognized as a PreK-12 International Baccalaureate (IB) District.

## 92 percent

The four-year graduation rate for the Class of 2020, well above state and national averages for all subgroups of students.

## 86%

The percentage of IB Diploma Programme students who earned their IB Diploma in 2021, higher than the District's typical performance and well above the national average.



## 3

Number of students who exceeded 40 points on the IB Diploma Programme Assessment, placing them in the top 10 percent of IB students in the world.

## THREE PERCENT

*The Washington Post* ranked the High School in the top 3 percent of high schools in the nation, based on participation in honor-level courses.



## 17

The number of National Merit Semifinalists in the Class of 2022, the second-highest number in Northeast Ohio and fourth-highest in the state.

## 450

Approximate number of instructional staff in the District.

## 80%



Percentage of District instructional staff who hold a master's degree or higher.

## 14 percent

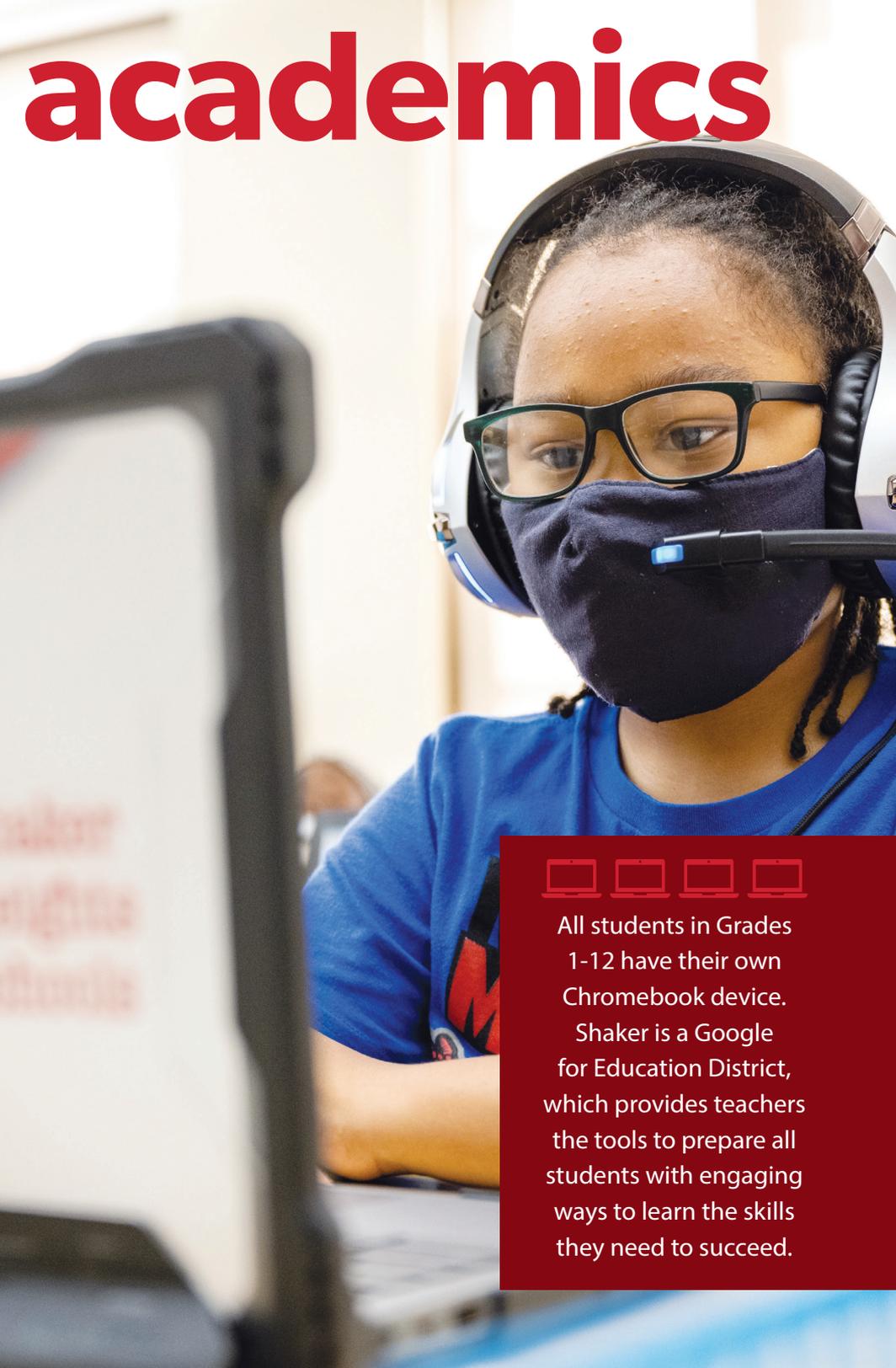
Percentage of District faculty who identify as Black/African American, well above the state average of 5 percent.



## WORLD LANGUAGE

Spanish is taught to all students in Grades 1-4. In Grade 5, students are exposed to a carousel of five language choices. In Grade 6, students choose a language to continue their studies.

# academics



All students in Grades 1-12 have their own Chromebook device.

Shaker is a Google for Education District, which provides teachers the tools to prepare all students with engaging ways to learn the skills they need to succeed.

# beyond the

## 1,900+

Number of students who participate in High School and Middle School athletics.

**16** Number of athletic options at Shaker Heights Middle School.

**20** Number of athletic options at Shaker Heights High School.



## READ BABY READ

A Boulevard Elementary School program that uses art, music, drama and writing to encourage students to read, dream, explore and celebrate diversity. A collaboration between Boulevard and 'A Cultural Exchange,' the program is funded by the Shaker Schools Foundation.

## 80

Number of students who participated in 'Lomond Cooks with Edwins,' a free six-week virtual cooking class sponsored by Edwins Leadership & Restaurant Institute with additional support from the Shaker Schools Foundation.



**160+** Number of students who participate in the Shaker Heights High School Theatre Arts program, including acting, theater management, stagecraft and playwriting.



## GLOBAL EXPERIENCES

In 2019 (the year prior to the pandemic), Shaker students participated in seven international trips that included Italy, Laos, Tanzania and England.

## </> CODING CLUB </>

Students in this Woodbury club take part in coding activities and hear from experts each month about how coding is used daily.

## FIFTEEN

Number of unique course offerings in visual arts at Shaker Heights High School.



# books



# 500

Approximate  
number of students  
participating in a  
music class at Shaker  
Heights High School.



# technology

The Information Technology and Business & Operations departments support the District's commitment to ensure that every student in every school meets or exceeds universally high goals. The work of both departments is embedded in every aspect of our Five-Year Strategic Plan.

## Information Technology

We live in a global and digital world. Technology has changed the way we communicate, think and learn. It is essential that students develop the knowledge and skills that will enable them to be successful and safe. To that end, the focus of the Shaker Schools Information Technology Department has shifted its focus from the traditional areas of infrastructure and hardware to a new era of working with frontline educators to improve and enhance the educational experiences of our students. The department will be utilizing the research-based Future Ready Framework, robust structure for digital learning visioning, planning and implementation focused on student-centered learning. Through the framework, the department's work will be divided into seven "gears" designed to drive positive change:

- Curriculum, Instruction and Assessment
- Personalized Professional Learning
- Budget and Resources
- Community Partnerships
- Data and Privacy
- Robust Infrastructure
- Use of Time and Space

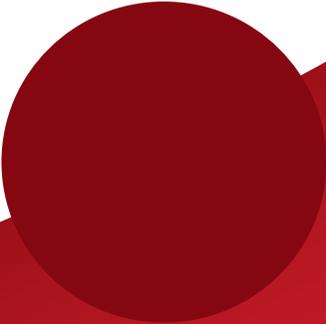




## **Business & Operations**

Going to school is more than classroom instruction. The first adult many children see each day is a school bus driver. The first meal they receive may be breakfast or lunch prepared by the food service staff. The hallways and classrooms are clean and safe for students and staff because of the work of our custodians and security officers. The mission of the Department of Business & Operations is to provide our students, families and staff with quality customer service in an efficient and cost-effective manner. The Department of Business & Operations helps support the overall functioning of the District through “behind the scenes” work that ensures the smooth management of resources and logistics. These auxiliary services include:

- Buildings and Grounds Maintenance
- Bus Transportation and Garage Services
- Custodial Maintenance and Services
- Facilities Educational Visioning and Master Planning
- Food and Nutrition Services
- Business Services
- Human Resources, Talent Management and Classified Staff Training
- School Safety and Security
- Workplace and Classroom Health, Safety and Environment Procedures



# **business & operations**

# finance

The Treasurer's Office works with District staff and the Board of Education to provide strong financial stewardship for the Shaker Heights Schools.

**THE TREASURER'S OFFICE** oversees all fiscal operations of the district, including investments, budget forecasting, accounts payable/receivable, payroll, tax receipts, bond issues, financial reporting, financial policy development and Board minutes.

The District ended FY 2021 approximately \$8.3 million below budgeted expenditures. That kind of financial vigilance has enabled the District to extend the number of years between operating levies. The next projected operating levy has been delayed from 2022 to 2024. If so, that would make it an unprecedented 10-year span since the last operating levy in 2014.

The Treasurer's Office consistently receives the Auditor of State Award of Distinction — an honor earned by only 5 percent of school districts and local governments — for its sound fiscal stewardship of tax dollars and compliance with laws and regulations. The District enjoys top-level credit ratings, which ensure favorable borrowing rates.

The District enjoyed operating surpluses in both FY 2020 and FY 2021, continuing to add to the fund balance, which stood at \$61.3 million as of June 30, 2021. Total expenditures have decreased \$676,767 annually during the past three years. The current five-year financial forecast calls for annual savings of \$500,000 per year beginning FY 2023, totaling \$5.1 million during the forecast period.

The District successfully expended proceeds from the \$30 million bond issue to help keep our buildings warm, safe and dry without draining money from the District's general fund — dollars that can instead be spent on instruction.

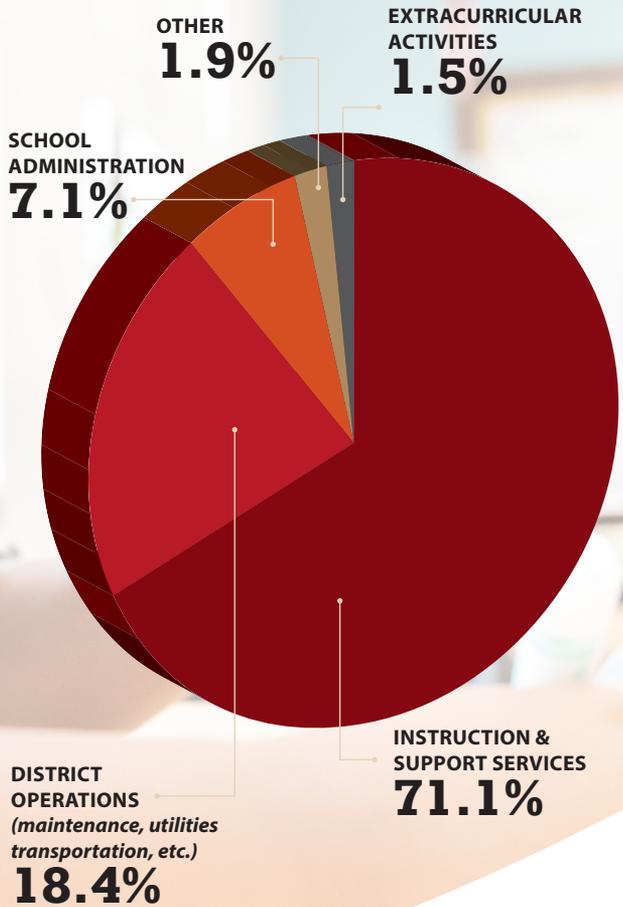
**The District ended FY 2021 approximately \$8.3 million below budgeted expenditures. That kind of financial vigilance has enabled the District to extend the number of years between operating levies.**

## WHERE THE MONEY GOES

### GENERAL FUND EXPENDITURES

FISCAL YEAR 2020-2021

TOTAL = \$94.9 MILLION





**#SHAKERRISING**

# your support

**THE SHAKER SCHOOLS FOUNDATION'S MISSION** is to support all students in the Shaker Heights City Schools by cultivating community resources to advance equitable access and enhance opportunities in and out of the classroom.

Now celebrating its 40th year, the Foundation is firmly committed to supporting the District's efforts to expand opportunities for students who have been historically marginalized, in an effort to enrich the overall development of all students. Some of the initiatives the Foundation has supported include:

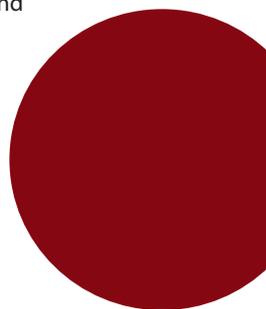
- All Kids Bike, a traveling physical education program for all Shaker kindergarten and first grade students to learn to ride a bicycle
- Expanding the Kids Cook at Home program with Edwins Leadership & Restaurant Institute
- Outfitting the Design Labs at Boulevard, Lomond and Woodbury schools
- Opportunity Assistance Scholarships to expand student participation in extracurricular activities and athletics
- A woodshop design course at Shaker Heights Middle School
- Continued support for clubs to attract and retain girls in STEM
- Supporting pathway classes at Shaker Heights High School in engineering, robotics and manufacturing and machining
- Partnerships to provide mentoring, entrepreneurship and leadership opportunities
- Supporting additional programming for the Student Group on Race Relations (SGORR) and Minority Achievement Committee (MAC) Scholars
- Additional programming support for the Innovative Center
- Securing funding from the Jennings Foundation for professional development for our staff

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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