MEASURING WHAT MATTERS



A QUALITY PROFILE FOR SHAKER HEIGHTS SCHOOLS **2024-2025**





Shaker Heights Schools

hello,

WE ARE PROUD TO PRESENT the 2024-2025 edition of Measuring What Matters, the District's annual report to the community. Our theme this year is "Shaker Rising: Shaping Our Future."

We are shaping our future by providing our students with a rigorous, holistic curriculum and multiple pathways for success. Our work continues to be guided by our Strategic Plan, grounded in two pillars: the International Baccalaureate framework and our commitment to educational equity through inclusive excellence.

This year, we are also shaping our future through the renovation of our school buildings. Thanks to our community's support, we have begun the initial steps to transform Woodbury into a Middle Years Building for Grades 6-8. Once completed, we will begin renovating our other elementary schools. Additionally, Ludlow will open next August as the Ludlow Early Learning Center, an expanded preschool program for our youngest scholars.

Our students continue to excel. For the second straight year, the District earned an overall rating of four stars on the State Report Card, meaning we exceed state standards. Our gifted students are thriving, and we continue to close learning gaps among subgroups. Every year, our students are sought by prestigious colleges and universities worldwide.

None of this happens by accident. It results from the hard work of our world-class faculty, building and grounds crew, custodians, security monitors, clerical staff, and bus drivers who transport our children.

Thank you for your continued support. We are privileged to serve this caring community.

Sincerely,

Dr. David Glasner, Superintendent Shaker Heights City School District



excellence for a

In Shaker Heights, excellence is inclusive. The District strives toward its mission of educational equity through student programming and supportive networks for students and their families, helping to foster an environment where every student belongs.

Student Group on Race Relations

The Student Group on Race Relations (SGORR) is an organization of diverse Shaker Heights High School students that promotes positive social relations across all boundaries of difference. SGORR students are trained to facilitate discussions of diversity with students in Grades 4 and 6, and they teach intervention activities that lead to investigations of stereotyping, discrimination, social polarization and bullying. In addition to visiting elementary classrooms, SGORR students also implement diversity workshops by request with adults and groups in the greater Cleveland community.

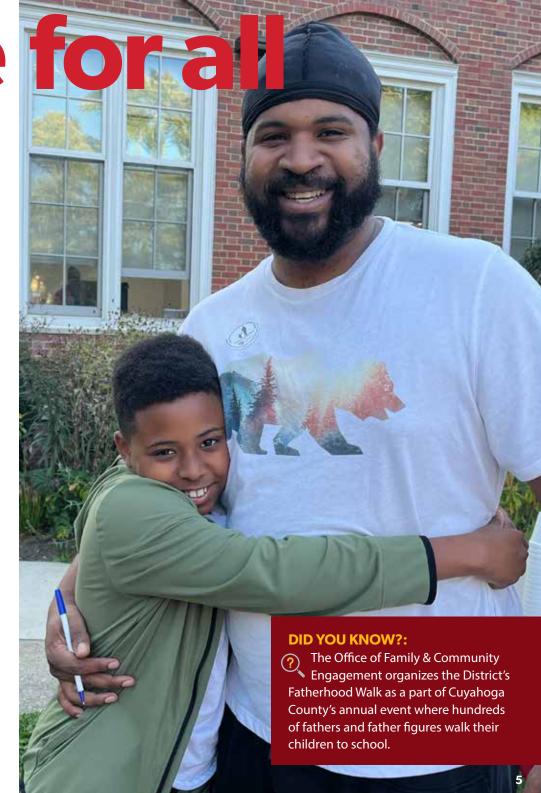
Over the course of three classroom visits, SGORR students teach interactive, hands-on activities and lead discussions with elementary students on various themes, including self-image, stereotyping, making healthy choices, and becoming an upstander. SGORR aims to create an awareness of prejudices, teaches young students to identify problems caused by peer pressure, and introduces a multi-stepped approach to creative problem solving. In recent years, SGORR has also placed a special emphasis on equipping elementary students with the skills to combat bullying.

Family and Community Engagement

To achieve inclusive excellence throughout the Shaker Heights Schools, we recognize the urgent need to understand, disrupt and dismantle systemic barriers that inform historic and persistent disparities in academic achievement.

These barriers also function to prevent all members of the District community from experiencing a sense of belonging. We stand together as staff, students and families in affirming that educational equity is not simply an idea, but a strategic and mission-driven goal.

The mission of Family and Community Engagement (FACE) is to collaborate with groups and organizations to develop outreach activities, programs, and partnerships designed to foster student achievement and engage parents in the educational process, promoting success for all students. FACE offers resources for students with disabilities, students who are part of the LGBTQ+ community, military families, families experiencing grief and more.



The International Baccalaureate Primary Years Programme (PYP) strives to develop internationally-minded Preschool through Grade 5 students.

ALL STUDENTS in Preschool through Grade 5 are part of the Primary Years Programme (PYP). The PYP strives to develop internationally-minded students who demonstrate the attributes of the IB Learner Profile by ensuring that learning is engaging, relevant, challenging and significant.

A crucial piece of PYP learning is the action cycle, which encourages students to take action to make a positive difference in the world around them at school, at home, in the community and beyond. The aim of all IB programmes is to develop internationally minded people who, recognizing their common humanity and shared guardianship of the planet, help to create a better and more peaceful world.

A PYP Coordinator in each elementary school building oversees the IB curriculum to ensure that students are developing the skills of an IB Learner. Teachers plan classroom learning in the PYP around these six transdisciplinary themes:

- · Who we are.
- Where we are in place and time.
- How we express ourselves.
- · How the world works.
- · How we organize ourselves.
- Sharing the planet.

The culminating event for the PYP is Exhibition, a collaborative project in which Grade 5 students form groups to conduct an in-depth inquiry into real life issues or problems.

This inquiry develops students' research skills, engages them with experts in a variety of subject areas and encourages them to take responsible action. Our student groups present their findings to their families and community members at each elementary school's IB Exhibition Night held in the spring.



building futures

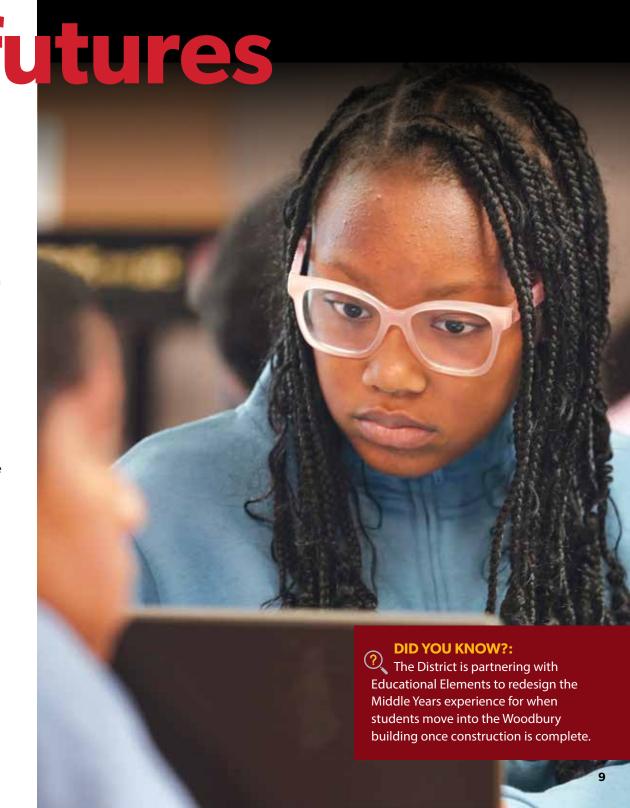
With collaborative learning, diverse extracurricular activities, and a dedicated faculty, Shaker Heights Middle School prepares students for future success in an inclusive and nurturing learning community.

SHAKER HEIGHTS MIDDLE SCHOOL, serving Grades 6-8, is where students from the District's five K-5 elementary schools come together to continue their educational journey. The school offers a dynamic and supportive environment that bridges the transition from elementary to high school, fostering both academic and personal growth. Students here have the opportunity to explore a range of subjects, including music, art, design, inquiry, wellness, health and various language acquisition courses.

Our middle years program integrates state and national content standards while engaging students through inquiry and other learner-centered approaches in diverse, heterogeneous classrooms. In this way, curriculum and content remain at the core of teaching and learning, yet serve the greater purpose for the development of attributes and skills needed to succeed in college, career and beyond. This approach is already paying dividends. Shaker Heights students take Algebra 1 in eighth grade — a full year ahead of most Ohio students — and still exceed the state's passage rate in this key, gatekeeper subject.

Beyond the classroom, Shaker Heights Middle School offers a variety of extracurricular activities, including numerous clubs and athletics, providing students with opportunities to pursue their interests and develop new skills. Travel opportunities begin in middle school with student trips to destinations within Ohio, Detroit, Washington, D.C., and Quebec, Canada.

In 2024-2025, the District is partnering with experts to engage the entire learning community in developing a renewed vision for middle years programming centered on academic excellence, equity, inclusion and the International Baccalaureate programme. This vision will include innovative, research-based scheduling, a plan to optimize staffing, leadership and professional learning opportunities, and a framework for enhancing the middle years experience through athletics, extracurricular activities, enrichment, career learning and social and emotional health. This exciting new vision will eventually be housed in a modernized, renovated Middle Years Building at the current Woodbury Elementary School site.



pathways for success

Shaker Heights Schools offer a diverse and comprehensive educational experience for our students. With our commitment to academic excellence and a wide range of opportunities that match any interest, we prepare students for success in higher education, careers and life.

Advanced Placement (AP)

Students in the Advanced Placement program take college-level courses and exams while in high school. College-bound students can earn college credit and placement, save money and time and explore areas of interest. Shaker Heights High School offers 25 AP courses to choose from.

Career Technical Education (CTE)

Career Technical Education offers a strong academic and technical education to prepare students for college and careers. The Heights Career

Tech Consortium offers courses through four school districts that provide an introduction to career fields through hands-on and simulated instruction and work-based learning. Students in CTE programs can earn industry-recognized credentials and some college credit before graduating from high school.

College Credit Plus (CCP)

Ohio's College Credit Plus program allows college-ready students to earn college and high school credits at the same time by taking college courses from Ohio colleges and/or universities at little or no cost to families. This program promotes rigorous academic pursuits and provides a wide variety of options to college-ready students in grades 7-12, including students who may have an interest in pursuing a particular career pathway.

IB Diploma Programme (IB DP)

The International Baccalaureate Diploma Programme (IB DP) is an elective set of courses and experiences that Shaker students can choose to participate in the 11th and 12th grade. It is a two-year commitment with rigorous classes in several subject areas, a special class on critical and creative thinking, a research thesis and service-learning. Due to its rigor and focus on application and skills, DP students oftentimes receive preferential treatment in regards to admittance and scholarships to universities in America and around the world.

Innovative Center for Personalized Learning (IC)

The Innovative Center for Personalized Learning continues to operate as a micro school within a school at Shaker Heights High School. Located in the Stephanie Tubbs Jones Community Building, the IC serves students interested in a non-traditional high school experience that gives them more voice and choice over when, where, how and what they learn as they advance towards high school graduation and a college and career path of their choosing. The IC is officially designated as a blended-learning model school, which allows IC Students to complete their course work through a mix of online learning and in-person project-based learning facilitated by our IC educators and aligned to student interests, community needs and IB approaches to teaching and learning.



tracking success

Shaker Heights Schools is proud to have earned an overall four-star rating on the 2024 State Report Card, reflecting a commitment to academic growth and student success.











PROGRESS Exceeds State

EARLY LITERACY Meets State



Meets State

Significantly Exceeds State Standards

Significantly Exceeds State Standards

Standards

Standards

data highlights

Shaker Heights Middle School eighth-graders taking Algebra I exceeded the state's performance standards a year ahead of their peers.

Reading proficiency for thirdgraders rose from 57.4 percent in 2020-2021 to 75.3 percent in 2023-2024.

Panorama Survey Data shows that students' sense of belonging increased over the course of the 2023-2024 school year.

Chronic absenteeism decreased 4.5 percentile points from 2022-2023 and has gone down each of the past three school years.

Participation in State.

High School's Advanced Placement, Participation in Shaker Heights IB Diploma Programme, College Credit Plus and Career Technical Education courses has increased for all students as well as for subgroups such as Black students, Gifted students and students in poverty.

2024 grad stats



WHERE ARE **THEY GOING?**

Top Out-of-State Destinations:

New York, Massachusetts, Georgia, District of Columbia, Pennsylvania & Indiana



ACCEPTANCES BY THE NUMBERS

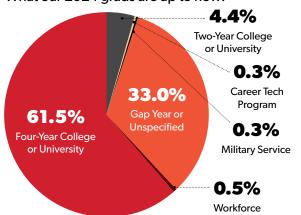
- Acceptances to the Top 25 Schools (as ranked by U.S. News & World Report)
- Acceptances from Historically Black **Colleges and Universities (HBCUs)**
- Acceptances at Institutions through 20 **Early Decision**
 - **Acceptances to Institutions Outside the United States**
- **Acceptances to Ivy League Schools**
- Acceptances to the Top 25 Liberal Arts Colleges (as ranked by U.S. News & World Report)
- **Acceptances at Visual Arts Colleges**

Number of Shaker Heights High School seniors who were named National Merit Semifinalists or Commended Students in 2024

Grads ready for certification and/or job placement from the Career Technical Education (CTE) program.

POST-GRADUATION PLANS

What our 2024 grads are up to now!



Graduates heading to school with credit through the College Credit Plus (CCP) program.



The information on pages 12 and 13 represent only the students who self-reported their post-High School plans. 13 arts & athle

Shaker Heights Schools provide a rich array of arts and athletic opportunities, fostering creativity, teamwork, and a strong foundation for student success.

The Arts

BEGINNING IN ELEMENTARY SCHOOL, students are exposed to art forms in a variety of mediums, with weekly visual arts and music classes integrated into their day. The 2024-2025 school year is the first year that fifth- and sixth-grade students are redistributed to the elementary schools and the Middle School due to Woodbury's renovation. Despite this change in buildings, fifth grade students are still learning six instruments throughout the year. This early instruction, with assistance from Middle School and High School music teachers, lays a strong foundation for students to continue in a music program later in their education.

With its commitment to the arts, Shaker Heights Schools is consistently honored with a Best Communities for Music Education (BCME) designation from The National Association of Music Merchants (NAMM) Foundation. The District is one of only 686 school districts across the nation to receive the designation.

The NAMM Foundation's BCME Award recognizes and celebrates school districts and schools for their support and commitment to music education and efforts to assure access to music for all students as part of a well-rounded education.





Athletics

COMPETITIVE ATHLETICS ARE MORE THAN JUST SPORTS at Shaker Heights Middle School and Shaker Heights High School — they are a vital part of our

community, fostering teamwork, discipline and school spirit. Our dedicated studentathletes and coaches strive for excellence both on and off the field.

Shaker Heights Schools offers over 35 different athletic opportunities for students — and the list keeps growing! Students are encouraged to participate in athletics, with many programs offering camps and clinics for younger players in the school community.

Studies show that participation in school sports are very beneficial to students, and in Shaker Heights, it can also lead to an environment of inclusivity and belonging. Participation in middle school sports lays a strong foundation for future success in high school athletics, helping students grow both physically and mentally.

enhancing early learning

Shaker Heights is poised to become a national model in providing equitable, high-quality early childhood education opportunities, accessible to all children in our community, with the opening of the Ludlow Early Learning Center.

THE SHAKER HEIGHTS SCHOOLS Early Childhood Education Program offers a comprehensive early learning curriculum for children ages 3-5, designed to prepare them for a successful transition to kindergarten. The program emphasizes foundational skills in a nurturing and engaging environment. Currently housed at Onaway Elementary School, the program will move to the new Ludlow Early Learning Center in Fall 2025, allowing for increased

> enrollment and enhanced facilities to better serve our youngest scholars.

Our preschool program is the only one in Ohio to incorporate the International Baccalaureate (IB) Programme philosophy with a continuation through the twelfth grade. Classes include students who have been identified to have disabilities and those who have not

set to open in Fall 2025

been so identified. The practice of blending students in general education with those who have special needs — a "peer model" approach — provides examples to students with special needs and exposes general education students to children with differences.

Research shows that high-quality preschool programs enhance the social and emotional well-being of young learners, prepare them for kindergarten, lead to enhanced academic outcomes and reduce disciplinary problems later in their school career. These positive outcomes are especially true for children from historically disadvantaged and marginalized communities. For many families, preschool is their first foray into their child's education experience. That all means that preschool, amid the naps and crayons, can be a powerful driver of equity.

The Shaker Heights Schools program is tuition-based for general education students but on a sliding scale for families who qualify for free or reduced meals. The District also expanded accessibility to the program. In May 2024, Cuyahoga County designated the program as a Universal Pre-Kindergarten site. Additionally, the District's preschool program now accepts vouchers to assist families with child care costs.



A Universal Pre-Kindergarten site funded by Invest in Children.





future-ready schools

Our vision is for all Shaker Heights children to learn and grow in welcoming, modern, and safe facilities that promote academic excellence in inclusive, diverse environments.

A WORLD-CLASS SCHOOL DISTRICT deserves world-class facilities. The District's historic Long-Term Master Facilities Plan will provide the community's children with modern, safe and comfortable learning environments for decades to come. Through the generous support of our local residents and assistance from our state partners, this plan will renovate and modernize the District's schools, helping us attract and retain families.

The Board of Education approved this ambitious plan after more than a year's worth of community feedback gathered through surveys, and scores of living-room chats and public meetings. In November 2023, voters overwhelmingly approved a bond issue to help pay for the plan. The District then engaged with the Ohio Facilities Construction Commission to secure an unprecedented 37 percent co-pay from the state.

The creation of a Long-Term Master Facilities Plan is also part of the Forward Together initiative, a collaborative planning process launched in 2019 by the City of Shaker Heights, Shaker Heights Public Library and the Shaker Heights City School District.

Phase 1 of the District's Long-Term Facilities Plan is underway. It calls for transforming Woodbury Elementary School into a comprehensive Middle Grades Building for

students in Grades 6-8. This exciting new building will include a competition-level natatorium and modern spaces for music and the performing arts.

In the near future, all of the District's K-5 elementary schools will be renovated, modernized and air conditioned. In Fall 2025, the District will open a newly renovated Ludlow Early Learning Center for greatly expanded PreK programming. Phase 2 of the facilities plan will include a renovated or new High School.

When the plan is fully implemented, all Shaker Heights students will attend a school that provides collaborative, flexible learning spaces, is ADA compliant, and has modern technology and safety features. In the long run, renovated buildings will save the District millions of dollars in upkeep and repairs. Closing the Middle School alone will save the District \$2 million annually.

The creation of a Long-Term Master Facilities Plan was part of the Forward Together initiative, a collaborative planning process launched in 2019 by the City of Shaker Heights, Shaker Heights Public Library and the Shaker Heights City School District. Forward Together focuses on continuing to develop a shared vision for our community that aligns with our common goals and values.

FOLLOW ALONG

Long-Term Facilities Plan

Scan the QR code below to visit the District's web page dedicated to the facilities process.



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WHERE THE MONEY GOES **GENERAL FUND EXPENDITURES FISCAL YEAR 2023-2024** TOTAL = \$109.7 MILLION 7.3% School Administration 68.1% 2.2% Instruction & Support Services 1.7% Extracurricular Activities 20 #SHAKERRISING

finance

The District has a proven track record of strong fiscal management, in addition to accuracy and integrity in its financial reporting. Residents continue to graciously support the Shaker Schools, knowing that their tax dollars will be managed responsibly to support an equitable education.

THE DISTRICT CONTINUES to demonstrate 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. Continued efforts to streamline costs helped the District end FY 2024 with a Continued robust fund balance of approximately \$53 million.

In November 2023, voters approved a ballot issue authorizing 9.95 mills for the District, including a 6.45 mill bond levy for implementation of the District's Long-Term Master Facilities Plan. The bond issue was matched by 37% in state funding through the Ohio Facilities Construction Commission, bringing the total project size to approximately \$187 million. In April, the District accessed the municipal bond market to sell its \$102,660,000 general obligation school facilities improvement bonds. The District successfully sold all of its bonds at an all-in true interest cost of 4.46 percent. Despite assuming this new debt, S&P Global assigned the District

a solid AA long-term bond rating "to reflect our view of the District's strong management and voter support."

The Treasurer's Office continues to work with administrators and their support teams to understand their specific budgeting needs and to help them learn and effectively use various systems to create their budgets and implement spending processes. The Treasurer's team continues to conduct training sessions with staff, including lessons in creation of budget templates and purchase orders, classroom supply purchasing and correct practices for credit card spending. These initiatives will help the District better monitor purchasing, manage costs and keep budgeting goals on track. This process will also ensure resource allocation occurs in alignment with the District's Educational Equity policy, which will lead to all students having access to a rigorous and challenging curriculum along with individualized support they need.

efforts to streamline costs helped the District end FY 2024 with a robust fund balance of approximately \$53 million.

WHERE WERE CLASS OF 2024 GRADUATES ACCEPTED?

Georgia State University

University of Georgia

Goucher College

Grove City College

Hamilton College

Hampton University

Harris-Stowe State University

Hiram College Hobart William Smith Colleges

University of Illinois Chicago

lack Kent Cooke Foundation

Kent State University at Kent

John Carroll University

Kalamazoo College

Kansas State University

University of Kentucky

Kenyon College

Lake Erie College

Lake Forest College

Mechanical College

Loyola University Chicago

Loyola University Maryland

Lovola University New Orleans

University of Maryland Eastern Shore

University of Maryland-College Park

University of Massachusetts-Amherst

University of Massachusetts-Boston

University of Michigan-Ann Arbor

University of Minnesota-Twin Cities

University of Louisville

Macalester College

University of Maine

Marquette University

Marietta College

McGill University

Mercyhurst University

University of Miami

Monroe College

Morehouse College

Morgan State University

Muskingum University

University of New Haven

Northeastern University

Northern Arizona University

Northern Career Institute

University of Notre Dame

Ohio Dominican University

Ohio Northern University Ohio University-Main Campus

Ohio Wesleyan University

Oregon State University

Otterbein University

Oberlin College

Nazareth University

New York University

Mount St. Joseph University

University of Nebraska-Lincoln

University of Nevada-Las Vegas

North Carolina A&T State University

North Carolina Central University North Carolina State University at Raleigh

University of Northern Colorado

Northern Kentucky University

University of North Carolina at Chapel Hill

University of Oklahoma-Norman Campus

Pennsylvania State University-Main Campus

Paul Mitchell the School-Cleveland

Merrimack College Miami University-Oxford

Michigan State University

Marist College

Landmark College

Lincoln University

University of Illinois at Urbana-Champaign

Johnson & Wales University-Charlotte

Johnson & Wales University-Providence

Keiser University - Flagship Campus, FL

Hawaii Pacific University

Heidelberg University

Hilbert College

Hope College University of Houston

Howard University

University of Iowa

Ithaca College

Alma College American University Appalachian State University Arizona State University-Tempe University of Arizona Ashland University Auburn University Babson College Baldwin Wallace University Ball State University Bard College Bates College Baylor University Belmont University Benedict College Boston College Bowling Green State University Brandeis University Bryn Mawr College Bucknell University Butler University University of California-Irvine University of California-Los Angeles University of California-San Diego University of California-Santa Barbara Capital University Carleton College Carnegie Mellon University Case Western Reserve University Central State University College of Charleston Chatham University University of Chicago Cincinnati State Technical and Comm. College University of Cincinnati-Main Campus University of Cincinnati (Conservatory of Music) Clark Atlanta University Clark University Clemson University Cleveland Institute of Art Cleveland State University Coastal Carolina University Colby College Colgate University College for Creative Studies University of Colorado Boulder Colorado College University of Colorado Colorado Springs Colorado State University-Fort Collins Columbus College of Art and Design Columbus State Community College Columbus State University Concord University Concordia University Coppin State University Cornell University Cuvahoga Community College Dartmouth College University of Dayton University of Delaware Denison University University of Denver DePaul University DePauw University Dickinson College Drexel University Duauesne University Eastern Michigan University Eckerd College Ecole Polytechnique Montreal Elizabethtown College Elon University Embry-Riddle Aeronautical University-Daytona Emerson College **Emory University** Fairfield University Fayetteville State University Ferris State University

Fisk University

Florida Agricultural & Mechanical University

Florida Gulf Coast University

Franklin and Marshall College

Florida State University

University of Florida

Fordham University

Full Sail University George Mason University

University of Akron Main Campus

Alabama A&M University

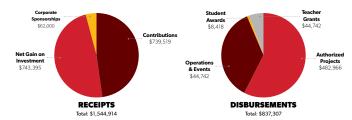
Allegheny College

PennWest California University of Pittsburgh-Pittsburgh Campus Point Park University Pratt Institute-Main University of Puget Sound Georgia Institute of Technology-Main Campus Purdue University-Main Campus Reed College Remington College-Cleveland Campus Rensselaer Polytechnic Institute Rhodes College University of Richmond Roanoke College Robert Morris University Rochester Institute of Technology University of Rochester Rutgers University-New Brunswick Saint Louis University Salem University
San Diego State University University of San Francisco Savannah College of Art and Design School of the Art Institute of Chicago Seattle University Indiana Úniversity-Bloomington
Inter American University of Puerto Rico, Metro. Seton Hall University Shaw University Skidmore College Smith College University of South Carolina-Columbia University of Southern California University of Southern Maine Southern Methodist University Southern New Hampshire University Southern University and A&M College Stetson University Stevens Institute of Technology Stevenson University SUNY Buffalo State SUNY College of Enviro. Science and Forestry Syracuse University The University of Tampa Temple University Louisiana State University and Agricultural & Tennessee State University The University of Tennessee-Knoxville Texas Southern University Texas Tech University The George Washington University The New School Ohio State University-Main Campus Ohio State University-Lima Campus Ohio State University-Mansfield Campus Ohio State University-Newark Campus University of Toledo University of Toronto Tufts University United States Naval Academy Universite de Montreal University at Buffalo

University of Cincinnati-Blue Ash College University of Colorado Denver University of Exeter University of Lynchburg University of Mount Union University of Oregon University of Roehampton University of St Andrews Universite Du Quebec A Montreal University of Utah Valparaiso University University of Vermont Villanova University Virginia Tech University of Virginia-Main Campus Voorhees College Wake Forest University Walsh University Washington State University Washington University in St Louis University of Washington-Seattle Campus Weslevan University West Virginia University Western Michigan University Westminster College Westminster University - UT Wilberforce University William & Mary University of Wisconsin-Madison Wittenberg University The College of Wooster Wright State University-Main Campus Xavier University Xavier University of Louisiana Yale University Youngstown State University

A Message From the Shaker Schools Foundation:

These numbers are a testament to the generosity of our donors, the careful stewardship of our resources, and our community commitment to educational excellence.



Cash & Investments (at market, beginning of year 7/1/23): \$5,301,966 Cash & Investments (at market, end of year 6/30/24): \$6,009,573

HOW YOUR SUPPORT MAKES AN IMPACT:

- More than 350 students received direct support through travel assistance, Level the Playing Field or Beyond the Desk opportunity assistance scholarships.
- The Foundation supported more than 130 projects and enrichment grants that enhanced learning by funding field trips, author visits, classroom resources and more.
- More than 700 students benefited from the new Fashion Design courses at the High School and Design & Inquiry courses at the Middle School supported by the Foundation.
- Funded design labs and sensory spaces within the District. empowered STEAM (science, technology, engineering, arts and math) and SEL (social-emotional learning).
- The March 2024 A Night for the Red & White included more than 500 guests with 99 first-time attendees and young alumni who donated \$53,317 that evening.

For more info, visit shakerschoolsfoundation.org or contact Holly McCormick, Executive Director, at 216-295-4325.

OUR MISSION

The Shaker Schools Foundation supports all Shaker **Heights City School** District students by cultivating community resources to advance equitable access and enhance opportunities in and out of the classroom.





THE SHAKER HEIGHTS CITY SCHOOL DISTRICT

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www.shaker.org

THE SHAKER HEIGHTS BOARD OF EDUCATION

.

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