

CMSD Goals and Guardrails, 2025-26

9/13/2025

This document provides an overview of the Cleveland Metropolitan School District Goals & Guardrails adopted by the Cleveland Board of Education in April 2025, along with a summary of how progress will be monitored by the Board in the 2025-26 school year.

Background

In September 2023, the Cleveland Board of Education initiated a shift to Student Outcomes-Focused Governance, an approach to improving governance premised on two beliefs: 1) school systems exist to improve student outcomes, and 2) student outcomes do not change until adult behaviors change.

In February 2025, the Board identified the specific priorities to be entrusted to the CEO for the next five years, known as the Goals and Guardrails. To inform the process, the Board reviewed academic performance data to assess the current achievement levels of CMSD students. Additionally, the Board applied insights gathered from several community engagement efforts, ensuring that our work reflects the vision and values of the families and communities we serve. These engagements included:

1. CEO Listen & Learn Tour (2023)
2. Board's CEO Search Community Engagement (2023)
3. Mayor Bibb's Community Listening Tour on Education

Integrating feedback from these initiatives and the District academic outcomes, the Board developed and adopted a set of Goals and Guardrails that it believes will improve the outcomes of our students and reflect the priorities and aspirations shared by our community over the past three years. The **Goals** reflect a vision for what CMSD students will *know or be able to do* by 2030, guiding the system's focus toward tangible, measurable academic outcomes. The **Guardrails** reflect the non-negotiable values the school system must honor while allowing the CEO freedom to pursue the goals.

The Goals and Guardrails will govern the District's priorities and initiatives. The Board will entrust the CEO and staff with developing strategies and allocating resources in accordance with the Goals and Guardrails.

Monitoring progress and performance in 2025-26

The Goals and Guardrails describe a five-year time horizon. To support progress monitoring and evaluation of the performance of CEO and staff in the interim, the CEO has identified a set of measures ("CEO Measures") that will be used to track progress toward the Goals as well as reflection of the Guardrails.

While Goals and Guardrails extend to 2030, CEO Measures are forecasted for a range of 1-3 years. This allows some degree of multi-year visibility while recognizing that some CEO Measures may be revised in future years due to either shifting context (e.g., changes brought by Building Brighter Futures) or evolving understanding of the levers most likely to support Goal achievement. Any updates to CEO Measures for 2026-27 will be brought for Board consideration in early 2026. The Goals and Guardrails will not change.

As part of the Board's adoption of a Student Outcomes-Focused Governance model, the Board will monitor progress to Goals & Guardrails at public meetings at least once per calendar month. This document outlines the Board's progress monitoring calendar for the 2025-26 school year as well as a projection of monthly monitoring activities recurring in the years 2026-2030.

CMSD Goal & Guardrail Monitoring Calendar, 2025-26

Date	Meeting Type	Goal/Guardrail	CEO Measures
8/19/25	Business meeting	Opportunity & Access	5.1 Career Technical Assessments 5.3 Summer Internships
9/9/25	Work session	Community Engagement	6.1 BBF Stakeholder Engagement 6.2 BBF School-level Meetings
9/23/25	Business mtg		
10/14/25	Work session	Math Proficiency	2.1 ALG 1 NWEA MAP 2.2 Class of 2031 iReady Math Assessment
10/28/25	Business mtg	Early Literacy	1.1 K-3 rd Grade On Track in Reading 1.2 3 rd Grade iReady Reading Assessment
11/5/25	Work session	Community Engagement	6.2 BBF School-level Meetings
11/18/25	Business mtg	Early Literacy; Math Proficiency	1.3 Chronic Absenteeism, K-3 rd 2.3 Chronic Absenteeism, 9 th
12/2/25	Work session	College Readiness	3.1 1 st & 2 nd year HS NWEA MAP ELA & Math
12/9/25	Business mtg	College Readiness	3.3 3 rd year HS college credits & AP/IB exams
1/13/26	Work session	Safety & Well-Being	4.1 Serious Safety Incidents
1/27/26	Business mtg	College Readiness	3.2 Freshman On Track – credit accumulation
2/10/26	Work session	Early Literacy; Math Proficiency	1.3 Chronic Absenteeism, K-3 rd 2.3 Chronic Absenteeism, 9 th
2/24/26	Business mtg	Early Literacy	1.1 K-3 rd Grade On Track in Reading 1.2 3 rd Grade iReady Reading Assessment
3/10/26	Work session	Math Proficiency	2.1 ALG 1 NWEA MAP 2.2 Class of 2031 iReady Math Assessment
3/31/26	Business mtg	College Readiness	3.1 1 st & 2 nd year HS NWEA MAP ELA
4/14/26	Work session	College Readiness	3.1 1 st & 2 nd year HS NWEA MAP Math
4/28/26	Business mtg	College Readiness	3.3 3 rd year HS college credits & AP/IB exams
5/12/26	Work session	Safety & Well-Being	4.1 Serious Safety Incidents
5/19/26	Business mtg	Safety & Well-Being	4.2 Panorama Survey 4.3 Panorama Survey
6/9/26	Work session		
6/23/26	Business mtg	Opportunity & Access	5.2 Arts & Athletics

CMSD Goal & Guardrail Monitoring Calendar, 2026-2030

The following represents the anticipated recurring cadence of monitoring for years 2-5 of the current goal cycle. The calendar is subject to change with Board approval, with specific Board Meeting dates and CEO Measures to be determined.

Month	Goal/Guardrail
August	Opportunity & Access
September	Community Engagement
October	Early Literacy Math Proficiency
November	Early Literacy Math Proficiency
December	College Readiness
January	Safety & Well-Being
February	College Readiness
March	Early Literacy Math Proficiency
April	Early Literacy Math Proficiency
May	College Readiness Safety & Well-Being
June	Opportunity & Access