



CLEVELAND'S PLAN FOR TRANSFORMING SCHOOLS

reinventing public education in our city and serving as a model of
innovation for the state of Ohio

Briefing Document
February 6, 2012

TODAY'S AGENDA

- Current and National Context
- Cleveland's Plan
- Creating the Conditions for Success
- Legislative Request

CURRENT AND NATIONAL CONTEXT

Progress in Cleveland

- 37 excellent and effective public schools in 2011, reaching over 11,000 students
- 13 new CMSD schools opened since 2006, offering a wider diversity of high quality choices
- Deepening partnership between CMSD and several high-performing charter schools

Challenges in Cleveland

- \$65 million budget deficit for 2012-13 school year
- 31,000 children attending failing schools
- More than 30,000 students have left the CMSD over ten years

CURRENT AND NATIONAL CONTEXT

CHARACTERISTICS OF PORTFOLIO DISTRICTS*

Citywide choices
and options for all
families

School autonomy

Pupil-based funding

Diverse support
providers

Talent-seeking
strategy

Extensive public
engagement

Performance-based
accountability for all
schools

*Source: Center for Reinventing
Public Education

Across the country, urban districts are moving from a traditional, single-source school district ...

...to a *portfolio* of district and charter schools held to the highest standards and working in partnership to create dramatic student achievement gains for every child...

...thereby shifting the role of central office from compliance to performance management and improvement.

OVERVIEW OF CLEVELAND'S PLAN

Grow the number of high-performing district and charter schools in Cleveland and close and replace failing schools.

Focus district's central office on key support and governance roles and transfer authority and resources to schools.

Cleveland's Portfolio Schools Strategy

Create the Cleveland Transformation Alliance to ensure accountability for all public schools in the city.

Invest and phase in high-leverage system reforms across all schools from preschool to college and career.

Grow the number of high-performing district and charter schools in Cleveland and close and replace failing schools.

1. Promote, expand and replicate existing high-performing district and charter schools and provide full autonomy in exchange for accountability.
2. Start new schools, with a particular emphasis on innovative school models and co-design with national and local partners.
3. Refocus and strengthen mid-performing schools that have critical academic and social conditions in place and demonstrate potential for success.
4. Repurpose and immediately address low-performing schools, including closure and reassignment of students to better schools, closure and start-up of a new schools.

Focus district's central office on key support and governance roles and transfer authority and resources to schools.

New Role for Central Office

- Continuous improvement process
- System coordination
- Service provider

School Autonomy Based on Performance

- High-performing schools will have greatest autonomy over staffing, budget, calendar, curriculum and program
- Low-performing schools will be guided by aggressive intervention plans

Redistribution of Money to Schools and Classrooms

- Weighted per-pupil funding system
- School-based budgeting autonomy

Invest and phase in high-leverage system reforms across all schools from preschool to college and career.

**High quality
preschool
education**

**College and
workforce
readiness**

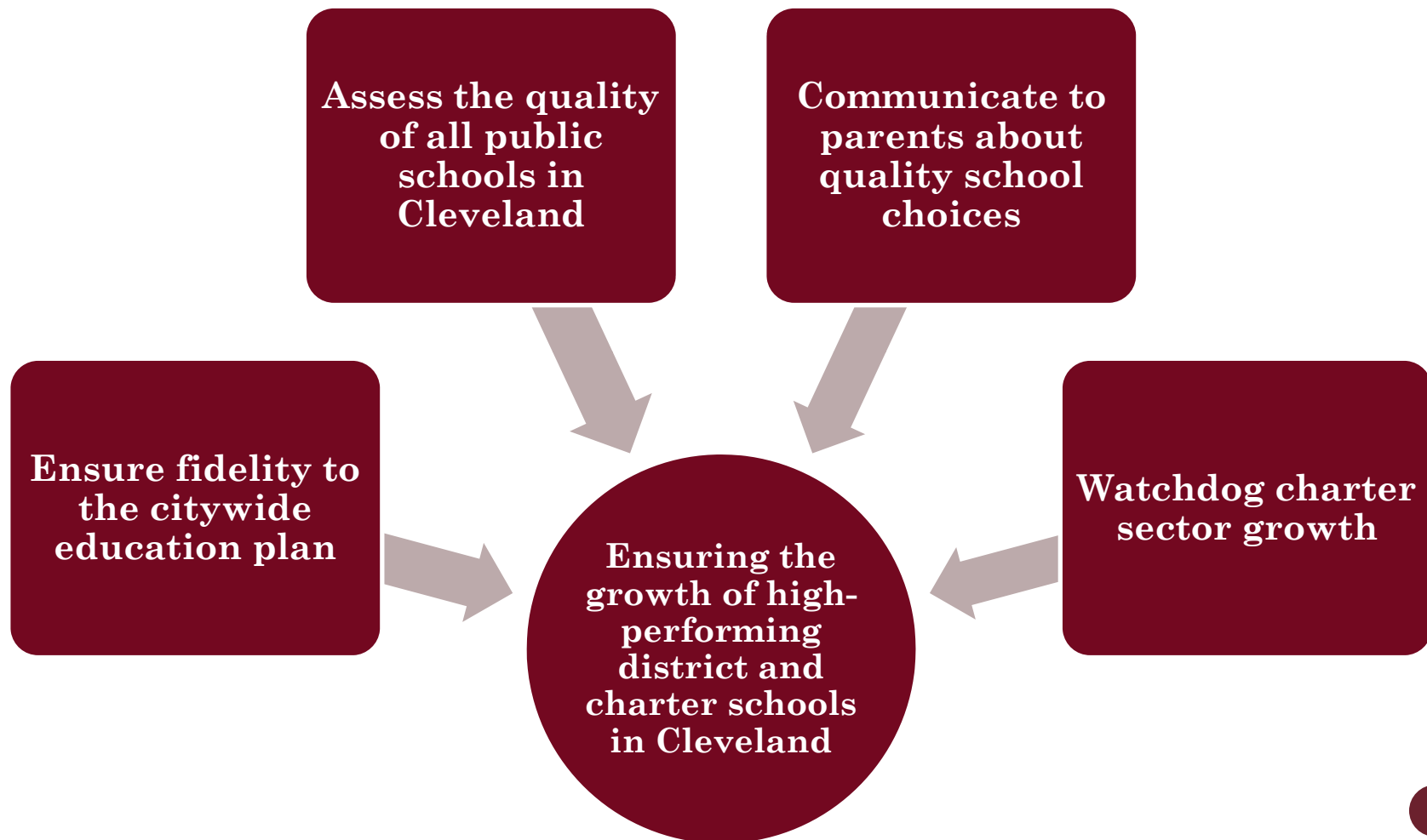
**Year-round
calendar**

**Talent
recruitment and
capacity building**

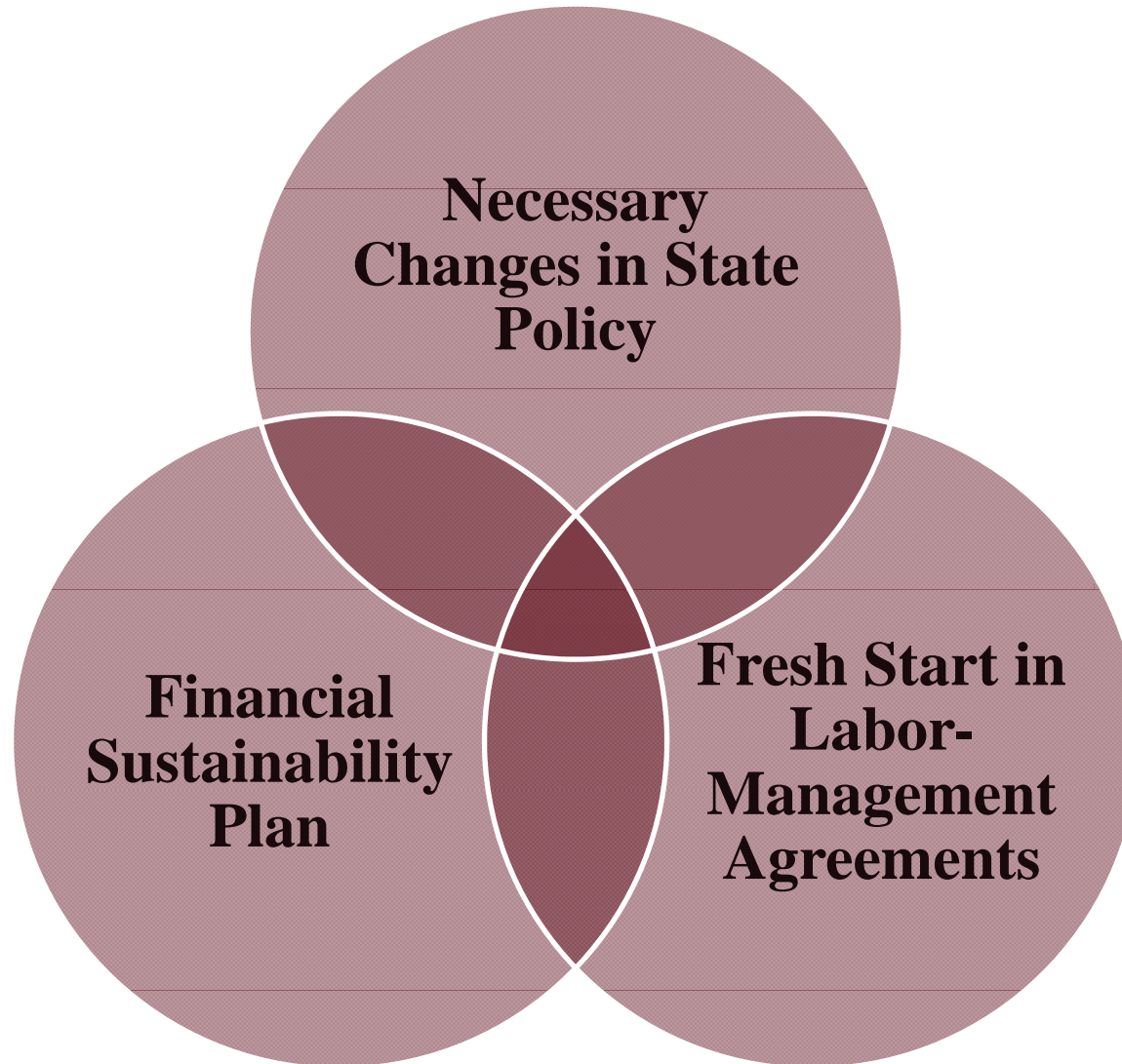
**Academic
technology
enhancement**

**Support for
high-quality
charter schools**

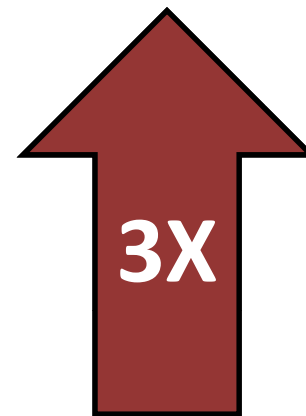
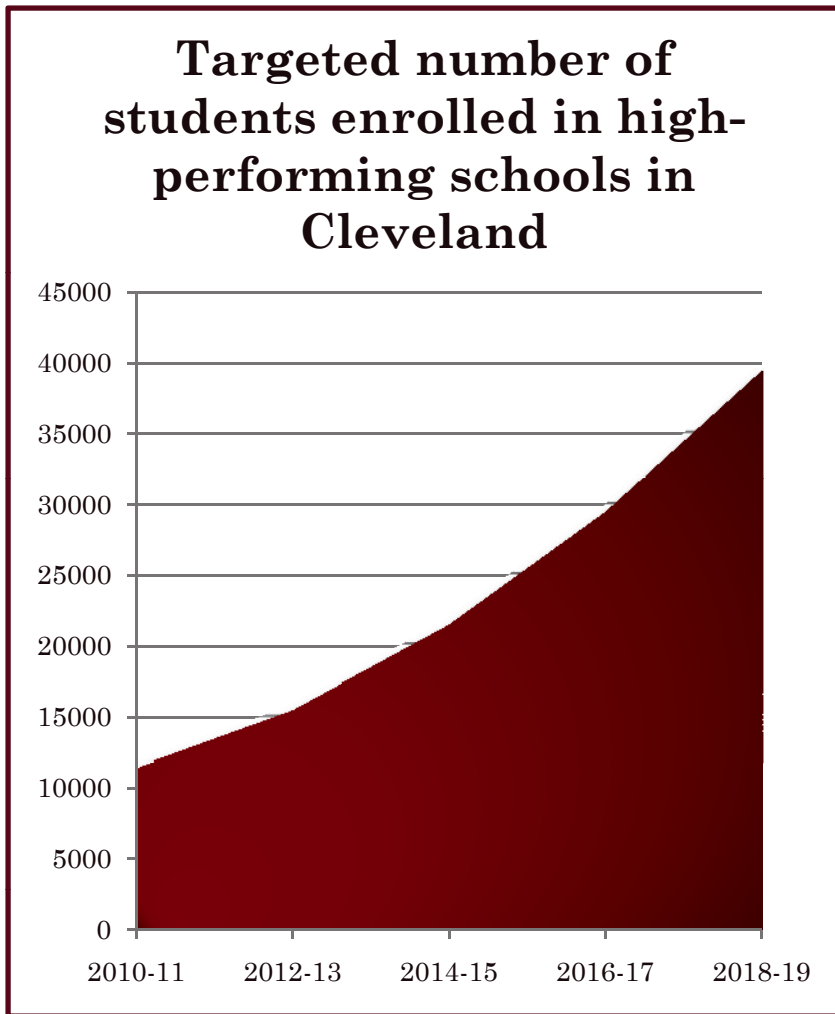
Create the Cleveland Transformation Alliance to ensure accountability for all public schools in the city.



CREATING THE CONDITIONS FOR SUCCESS



WHAT SUCCESS COULD LOOK LIKE



Our goal is that at the end of six years, we will have tripled the number of Cleveland students enrolled in high-performing district and charter schools, and eliminated failing schools.

DEVELOP A FINANCIALLY SUSTAINABLE PLAN

Cost reductions	Implement new efficiencies, outsource services, reduce labor costs and close additional under-enrolled, low-performing schools.
Reallocation	Seek ability to use current resources more flexibly, particularly in the personnel area.
Increased revenue	Seek voter approval for an operating levy in November 2012 to ensure implementation of the plan. Pursue increased county tax collection.
New grant funding	Seek additional funding from local business, foundations and government to jumpstart key aspects of this plan.

CLEVELAND'S LEGISLATIVE PRIORITIES

District Autonomy and Flexibility

- Provide CMSD the same waivers and exemptions provided to charter schools.
- Enable CMSD to manage its fiscal assets flexibly, including the sale of real estate.
- Require CMSD to take immediate action with regard to its lowest performing schools.

CLEVELAND'S LEGISLATIVE PRIORITIES (CONT.)

Modern Employment Practices

- Eliminate seniority as the sole or priority factor in any employment or assignment decision including RIF situations.
- Enable more streamlined and standards-defined dismissal process.
- Empower CMSD leadership to determine contract duration, terms and non-renewal criteria, and establish probationary period for all staff.
- Require differentiated compensation system to attract and retain excellent teachers and principals, aligned to new evaluation system (with performance as a key, but not sole, factor).

CLEVELAND'S LEGISLATIVE PRIORITIES (CONT.)

Charter–District Partnerships

- Allow the district to share local levy revenues and other assets (including buildings) with high-performing charter schools sponsored by or under contract with the CMSD.
- Allow the district to count enrollment of district sponsored charter schools.

CLEVELAND'S LEGISLATIVE PRIORITIES (CONT.)

Charter Quality

- Provide the Cleveland Transformation Alliance with sign-off authority on new charter authorizations in the City of Cleveland.
- Close loopholes in existing law that allow bad charters to close and re-open under different sponsorship and ensure bad schools are closed permanently, including prohibiting transfer to ODE for continued operation.
- Require notice to parents in June for school closures eliminating “lame duck” year.

CLEVELAND'S LEGISLATIVE PRIORITIES (CONT.)

Fresh Start in Collective Bargaining Agreements

- Require the CMSD and contracting parties to begin future negotiations without carryover terms from previous contracts.

CLEVELAND'S LEGISLATIVE PRIORITIES (CONT.)

Financial Support

- Start-up and expansion of new and high-performing school models.
- Implementation of year-round schooling.
- Support for high quality charter schools (e.g., a Cleveland pilot of “Invest in the Best”).
- Introduction of new business systems to support the plan (e.g., per-pupil funding model).