



Building **Brighter** FUTURES

.....➔
PATHWAY TO SUSTAINABLE STUDENT SUCCESS



This plan is about our students



Victorious Blackman



This moment demands action

- Declining enrollment
- Increasing expenses
- Serious funding cuts at Federal and State level
- Significant academic progress, but not every child has access to a high-quality college, career, and enrichment programs in their school
- Major upgrades to most – but not all – of our buildings and the need to ensure our buildings are well maintained for years to come

We cannot ignore our enrollment declines



CMSD PreK-12 Enrollment from 2004 to 2024

~70,000

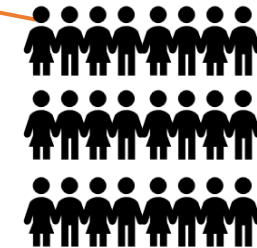


50k

39k

38k

~34,000



-36,000 ↓

50% enrollment decline
over the last 20 years

2004

2009

2014

2019

2024

Today, we have
enough space in
our buildings for
at least 50,000
students

Source: Ohio Department of Education, Fall Headcounts

* Note that values may not match current year totals, due to differences in Headcount vs End of Year enrollment methodology

Enrollment declines will continue due to forces outside of our control



**Historically low
births**



16% decline

Cuyahoga County
births

**Fewer school-
aged kids**



13% decline

County under-18
population

**Drops in school
enrollment**



15% decline

County-wide public
school enrollment

**Declines in CMSD
enrollment**

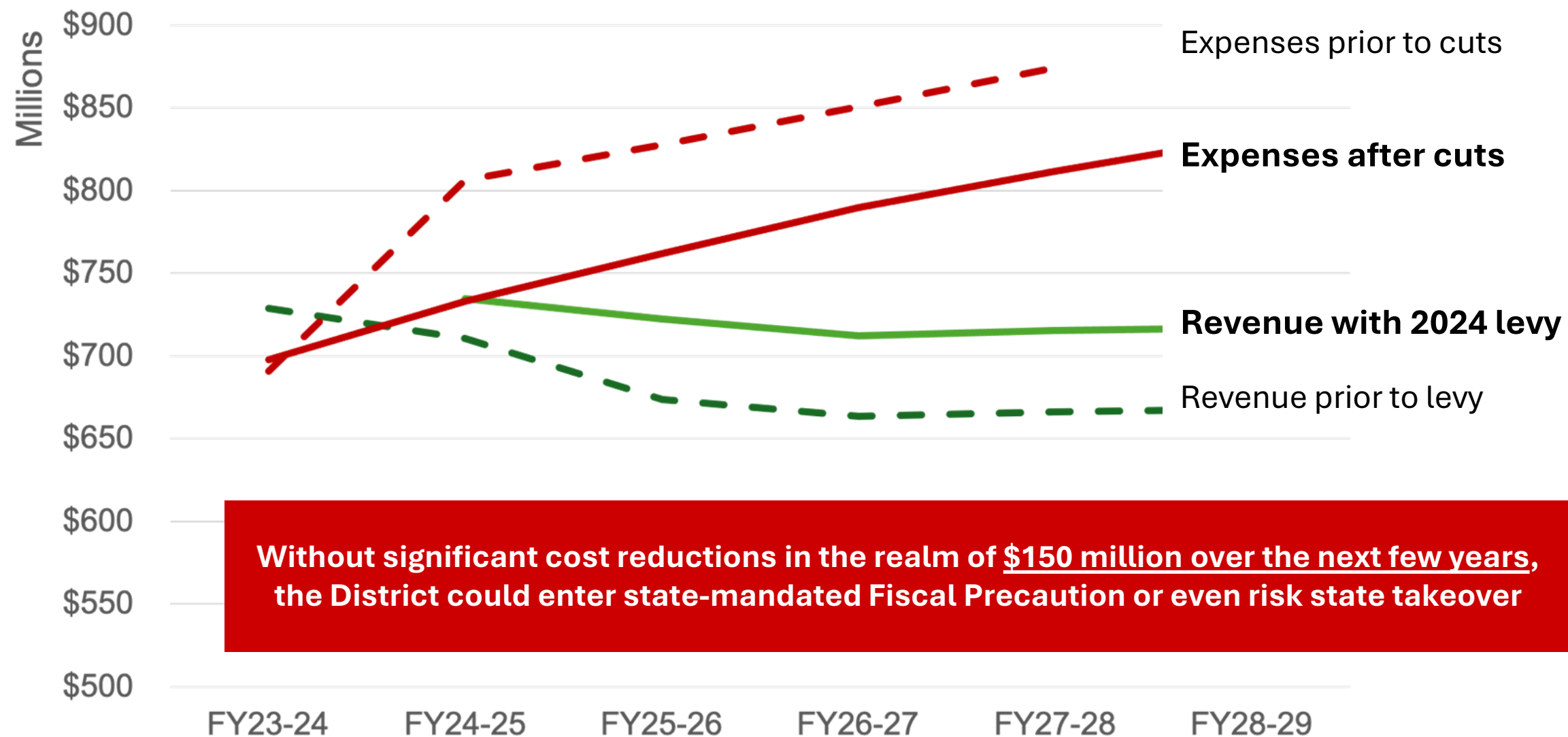


11% decline

CMSD enrollment

CMSD enrollment will continue to decline given these trends

Our finances are out of balance, even with cost cutting and a levy



2024-25 SY REPORT CARD

CMSD ★★★

LEVELS UP

ACROSS THE BOARD



CMSD improves proficiency rates across ALL testing subjects, exceeding pre-pandemic rates in HS ELA, Algebra and US Govt.

% POINT INCREASE OVER LAST YEAR	CMSD Only	CMSD with Charters
Algebra 1	12.3%	11.7%
Geometry	8.0%	7.5%
K8 Math	4.8%	4.4%
Math Overall	6.2%	5.6%
HS ELA	6.4%	6.2%
ELA Overall	1.3%	1.0%
Science	5.6%	4.6%
Social Studies	9.9%	9.0%

Academic improvement but our report card shows we need to work on preparing students for after HS



Last Year's Report Card

- Achievement
- Progress
- Graduation
- Gap Closing
- Early Literacy

This Year's Report Card

- Achievement
- Progress
- Graduation
- Gap Closing
- Early Literacy
- College, Career, Workforce, Military Readiness

Of the 2,449 students in the 2024 graduating class,

873 (36%)
successfully demonstrated college, career, workforce, and military readiness

This is our current reality



Only **78%** of
High Schools offer
**COLLEGE
CREDIT**

Only **70%**
of students in
**UPGRADED
BUILDINGS**

Only **59%** of
High Schools offer
**CAREER
PATHWAYS**

**LOW
ENROLLMENT**

hurts teacher &
student experiences



Only **38%**
of K-8s offer options
**BEYOND
ART, MUSIC & PE**

We are planning for a *Brighter Future*



100% of
High Schools offer
**COLLEGE
CREDIT**

100%
of students in
**UPGRADED
BUILDINGS**

**HEALTHY
ENROLLMENT**

Improve teacher &
student experiences

100% of
High Schools offer
**CAREER
PATHWAYS**

100%
of K-8s offer options
**BEYOND
ART, MUSIC & PE**

We have an opportunity and responsibility to act



- Building Brighter Futures is about making **responsible decisions** so **all of our students can level up** to better experiences and more opportunities
- Given our finances, the hard reality is that **we decide our fate or the state of Ohio will**



Guardrail 3: Community Engagement on BBF



The Goals

1. Early Literacy

2. Math Proficiency

3. College Readiness

The Guardrails

1. Safety/Well-Being

2. Opportunity & Access

3. Community Engagement

CEO Measures 6.1 and 6.2 prescribe a commitment to listen



The District identified two CEO Measures to specify how the CEO would adhere to this Guardrail in the process of Building Brighter Futures.

Community Engagement: The CEO shall not make significant changes to the operation of the district without meaningful ways for the community to provide input.

6.1	The CEO or designee will meet with distinct stakeholder groups including but not limited to civic organizations, faith leadership, nonprofit partners, corporate partners, higher education partners, and neighborhood groups to gather input before making recommendations to the Board of Education regarding Building Brighter Futures.
6.2	The CEO or designee will host school-level meetings to gather input regarding the Building Brighter Futures initiative at 100% of potentially impacted schools in advance of any recommendation for closure, consolidation or reutilization, offering multiple modes for stakeholders to provide input.

Community engagement has accelerated since we last reported to the Board on this Guardrail on September 9th



Phase 1 (Spring - Fall 2025)

Phase 2 (Fall 2025)

Spring-Summer

- ✓ Community meetings round #1 held in 100% of regions
- ✓ Virtual meetings to accommodate those who could not attend in-person
- ✓ Staff meetings at 100% of schools
- ✓ Discussions with Student Advisory Committee & District Parent Advisory
- ✓ Board meetings
- ✓ Numerous presentations to civic, service, faith-based, and CDC standing meetings
- ✓ Small group and one-on-one briefings

Fall

- ✓ Community meetings round #2 held in 100% of regions
- ✓ Virtual meetings to accommodate those who could not attend in-person
- ✓ Open House BBF presentation and school-level data shared **at 100% of schools (Measure 6.2)**
- ✓ Staff meetings **at 100% of schools (Measure 6.2)**
- ✓ Discussions with Student Advisory Committee & District Parent Advisory
- ✓ Expanded on-demand website resources
- ✓ State of the Schools
- ✓ Additional presentations to civic, service, faith-based, and CDC standing meetings
- ✓ Small group and one-on-one briefings
- ✓ Board meetings
- ✓ Media briefings

- In-person staff meetings at every impacted school
- In-person family meetings at every transitioning, welcoming, and moving school
- Student support at impacted schools
- Meetings with principals, assistant principals, CTU Chapter Chairs, and other school-based staffing groups
- Expanded on-demand resources on website
- Board engagement
- Small group and one-on-one briefings
- Media Briefings

As a result, our recommendations incorporate thousands of inputs from our students, staff, and community



The input we heard has informed and improved our approach to this work



- Timeline and process
- Data we gathered, analyzed, and shared
- Recommendations – Mergers over closures
- Support for students, staff, parents, and community

Our recommendations are grounded in data points shaped by community input



Primary Data

- Student enrollment
- Enrollment trends
- Building condition
- Building size and use



School and Neighborhood Factors

- Student outcomes (Report Card Star Rating)
- Special programming or unique models offered at a school
- Student demographics at each school (income, race, students with special needs)
- Student retention rates
- Regional historic and forecast enrollment trends
- Distance students travel to school (choice patterns)
- Number of school options nearby
- Physical barriers impacting walker safety
- Building details (green space, gym, auditorium, etc.)
- Cost to upgrade and maintain buildings
- Other neighborhood and historical factors



Building Brighter Futures Recommendations

Overview of Building Brighter Futures Recommendations

Changes to take effect in fall 2026



18 CMSD-
owned
buildings
will not
operate as
schools,
along with 5 leased
spaces

29 fewer
CMSD
schools
will operate next
school year

39 total
mergers
and moves

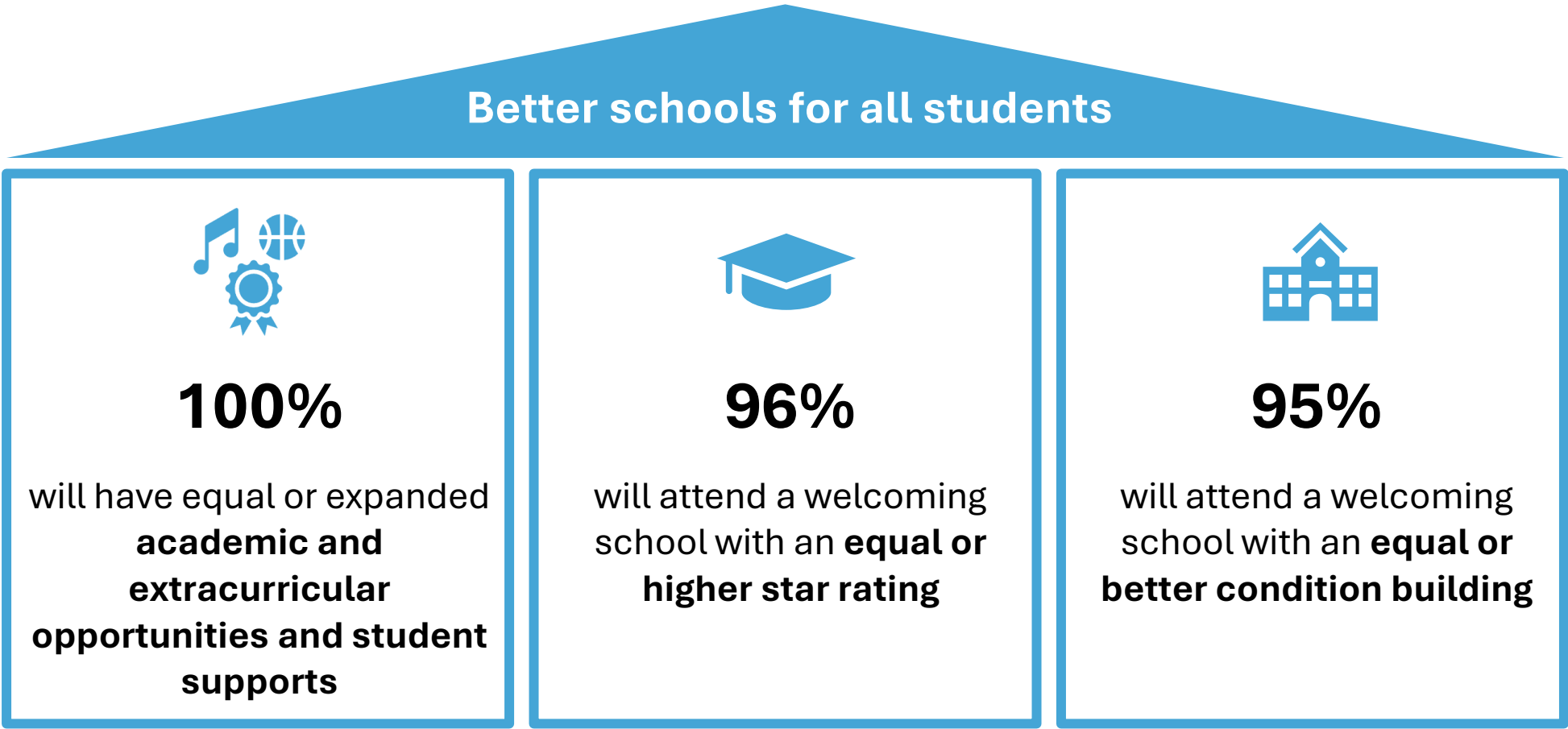


- We have **prioritized mergers and moves over closures** to keep more current staff and students together
- **Every school community will absorb some change**, particularly those that will physically relocate or welcome a school community
- **Every school community will experience the system-wide benefits**

Summary of improved experience for students in impacted schools

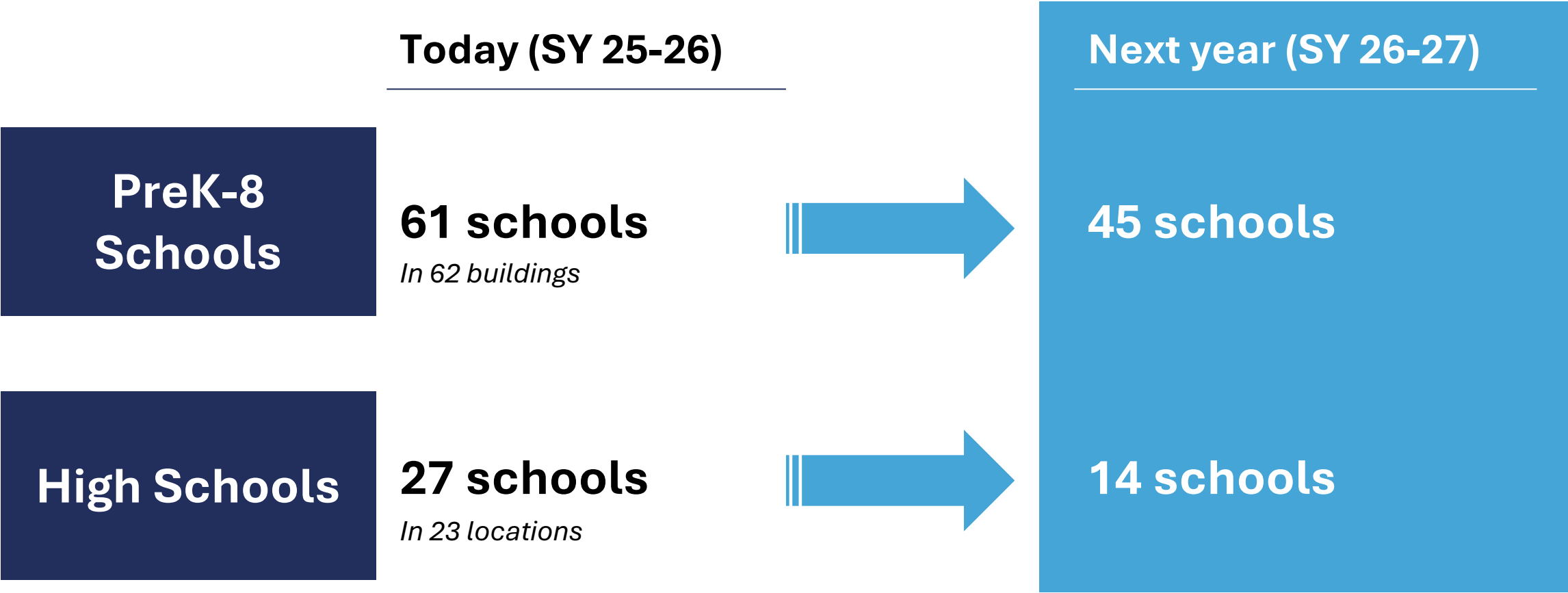


Of students in schools directly impacted by changes...



Changes will save an estimated \$30 million every year

In fall 2026, CMSD will operate 59 schools and continue non-traditional options



Non-traditional school options will remain as program offerings for SY 26-27, specifically Natividad Pagan International Newcomers Academy (K-12), School of One, Remote K-8 School, Remote High School, Virtual Academy, High Tech High, and educational programs offered to students in Cuyahoga County Juvenile Detention Center and residential settings.



High School Mergers



Expand opportunities for students

- ✓ Career pathways (including trades) and college credit in every school
- ✓ Expanded arts and language electives, allowing for honors diploma options at every school
- ✓ Hundreds more students with on-campus Senate League sports

Preserve what is working

- ✓ Specialization options that encourage focus and community
- ✓ School traditions, culture, and clubs
- ✓ Community partnerships that provide mentorship, internships, and hands-on experiences

Protect against cuts to services and supports

- ✓ Steady or increased safety & security staffing at every school
- ✓ Full-time nurse in every school
- ✓ Full-time counselor(s) in every high school, along with Community, College, & Career Center Coordinator at every school
- ✓ Continued services and supports for learners of all abilities and needs



Mergers



14 high schools currently on co-located campuses to merge within their 6 respective campuses

5 high schools to merge with a paired welcoming school in the welcoming school's building



High School Mergers – Co-located schools merging at current location



14 high schools currently on co-located campuses to merge within their 6 respective campuses

All schools will remain in current buildings

Current High Schools (14 on 6 campuses)			Future High Schools	
1. John Hay Campus	- Cleveland School of Science and Medicine - Cleveland School of Architecture and Design - Cleveland Early College High School	→	John Hay High School	
2. Lakeside Campus	- Davis Aerospace and Maritime High School - Cleveland High School for Digital Arts	→	Benjamin O. Davis High School	
3. John Marshall Campus	- John Marshall School of Civic and Business Leadership - John Marshall School of Engineering - John Marshall School of Information Technology	→	John Marshall High School	
4. Lincoln-West Campus	- Lincoln-West School of Global Studies - Lincoln-West School of Science and Health	→	Lincoln-West High School	
5. James Ford Rhodes Campus	- James Ford Rhodes College and Career Academy - James Ford Rhodes School of Environmental Studies	→	James Ford Rhodes High School	
6. Garrett Morgan Campus	- Garrett Morgan School of Engineering & Innovation - Garrett Morgan School of Leadership & Innovation	→	Garrett Morgan High School	



High School Mergers – Merging to new location



5

**HS mergers
requiring
change in
location**

2 CMSD-owned
buildings and 4
leased spaces will
not operate as
schools in SY 26-27

Transitioning School

Welcoming School

1. Collinwood High School



Glenville High School

2. Campus International High School



John Hay High School

3. MC²STEM High School



East Technical High School

4. New Tech West High School



James Ford Rhodes High School

5. Facing History New Tech High School

Recommendation: Operate John Hay & Campus Intl as one school

Student Experience



Merging these schools will **preserve what’s working while expanding access to career pathways, college credit courses, electives, honors and IB diplomas, and sports at one of our pre-eminent criteria high schools**

	JH A&D SY 2025-26	JH EC SY 2025-26	JH Sc & M SY 2025-26	Campus SY 2025-26	John Hay SY 2026-27	
 Career Pathways	1	0	1	0	2	2 Career Pathways • Engineering and Science Technologies • Medical Bioscience
 College Credit Courses	5	5	7	IB Diploma Programme	7 or more college credit + IB	
 Electives in Arts & Languages	9	4	9	7	15 or more	
 Sports	24	24	24	0	24 or more in Senate League	

Recommendation: Operate Rhodes, Facing History & New Tech West as one school

Student Experience



Merging these schools will preserve what’s working while expanding access to career pathways, college credit courses, electives, sports, and the option to pursue an honors diploma

	R C&C SY 2025-26	R Env SY 2025-26	FHNT SY 2025-26	NTW SY 2025-26	Rhodes SY 2026-27	
 Career Pathways	0	1	0	0	2	2 Career Pathways - Teaching Professions - Interactive Media
 College Credit Courses	4	1	0	1	4 or more	
 Electives in Arts & Languages	4	5	8	3	8 or more	
 Sports	23 (in Senate League)	23 (in Senate League)	1 (not in Senate League)	18 (play at Max Hayes)	23 or more (in Senate League)	

Recommendation: Merge Collinwood and Glenville; build a new high school in the Northeast

Student Experience



Merging these schools will preserve what’s working while expanding access to career pathways, college credit courses, electives, sports, and the option to pursue an honors diploma

	Collinwood SY 2025-26	Glenville SY 2025-26	Glenville (merged) SY 2026-27
 Career Pathways	0	3	3 3 Career Pathways • Allied Health and Nursing • Health Information Management • Logistics and Supply Chain Management
 College Credit Courses	0	0	2 or more
 Electives in Arts & Languages	3	5	5 or more
 Sports	14 (On Senate League Probation)	15 (In Senate League)	15 or more and in Senate League

A new high school is in design and scheduled to open in 2031, welcoming students from both Glenville and Collinwood, and providing a home for trades on the East Side



K-8 Mergers



Expand opportunities for students

- ✓ Additional courses beyond art, music, and PE
- ✓ Expanded sports
- ✓ More options and better participation in clubs and extracurricular activities

Preserve what is working

- ✓ Safe, welcoming school communities
- ✓ School traditions, culture, and clubs
- ✓ Community partnerships that provide off-campus experiences and hands-on learning

Protect against cuts to services and supports

- ✓ Steady or increased safety & security staffing at every school
- ✓ Full-time nurse in every school
- ✓ Community, College, & Career Center Coordinator at every school
- ✓ Continued services and supports for learners of all abilities and needs



Mergers



16 K-8s to merge with a paired welcoming school in the welcoming school's building

Moves



4 K-8 specialty schools to move from their current location to an improved building



K-8 Mergers



16
K-8 mergers

12
CMSD-owned
buildings will not
operate as schools
in SY 26-27

Transitioning School		Welcoming School and Name
1. Hannah Gibbons	→	Memorial
2. Euclid Park	→	East Clark
3. Stephanie Tubbs Jones*	→	Franklin D. Roosevelt (<i>renamed Stephanie Tubbs Jones</i>)
4. Mary M. Bethune*	→	Daniel E. Morgan
5. Mary B. Martin	→	Wade Park
6. Alfred A. Benesch	→	George Washington Carver
7. Bolton	→	Harvey Rice
8. Charles Dickens	→	Andrew J. Rickoff
9. Adlai E. Stevenson	→	Whitney M. Young Leadership
10. Miles	→	Robert H. Jamison
11. Mound*	→	Albert Bushnell Hart
12. Mary Church Terrell	→	Wilbur Wright (<i>renamed Wilbur Wright School of the Arts</i>)
13. Waverly*	→	Joseph M. Gallagher
14. Louisa May Alcott		
15. Charles A. Mooney	→	Denison
16. Valley View Boys' Leadership Academy	→	Kenneth Clement Boys' Leadership Academy

*Indicates a building that will stay in operation as the new location for a district-wide specialty school



Moves



- ✓ Honors our commitment to **continuing to offer specialty models as part of the K-8 options** for Cleveland families
- ✓ Provides **immediate access to nearby, upgraded buildings for specialty schools** that are currently housed in poor condition buildings
- ✓ Creates **opportunities for specialty models to attract and serve more students** (district-wide transportation will continue to be offered at new locations)
- ✓ Allows us to **keep good condition buildings in use as CMSD schools**

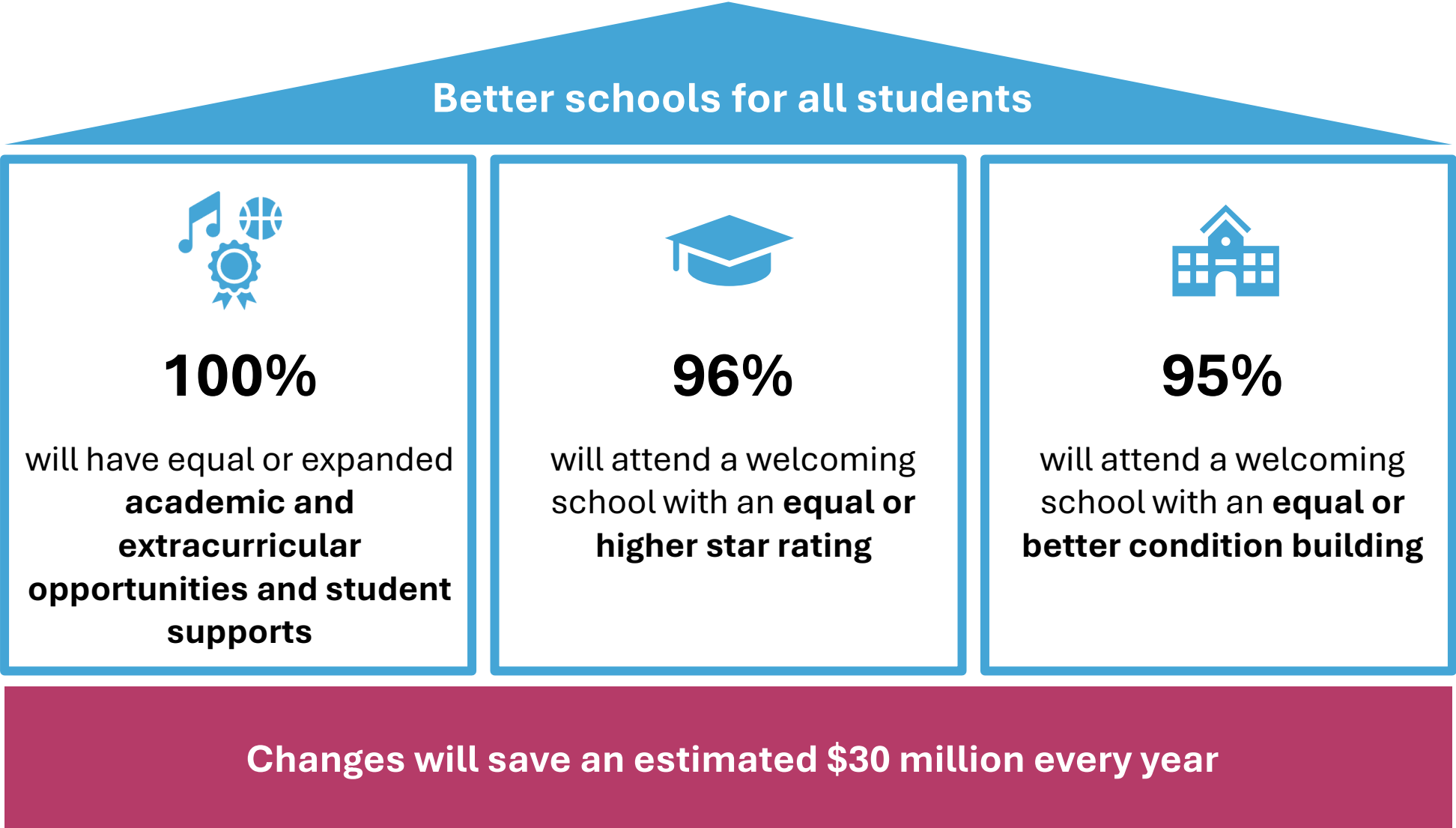


4 moves of K-8 specialty schools

4 CMSD-owned
buildings and 1 leased
building will not
operate as schools in
SY 26-27

Current Location		Future Location and Name
1. Kenneth Clement Boys' Leadership Academy (merged with Valley View Boys' Leadership Academy)	→	Mary M. Bethune building <i>(renamed Kenneth W. Clement Boys' Leadership Academy)</i>
2. Stonebrook-White Montessori	→	Stephanie Tubbs Jones building <i>(renamed Michael R. White Montessori)</i>
3. Dike School of the Arts	→	Mound building <i>(renamed Dike School of the Arts)</i>
4. Tremont Montessori	→	Waverly building <i>(renamed Waverly Montessori)</i>

Summary of improved experience for students in impacted schools



Of students in schools directly impacted by changes...



Building Brighter Futures System- wide Benefits

We are planning for a *Brighter Future*



100% of

High Schools offer

**COLLEGE
CREDIT**

100%

of students in

**UPGRADED
BUILDINGS**

100% of

High Schools offer

**CAREER
PATHWAYS**

**HEALTHY
ENROLLMENT**

Improve teacher &
student experiences

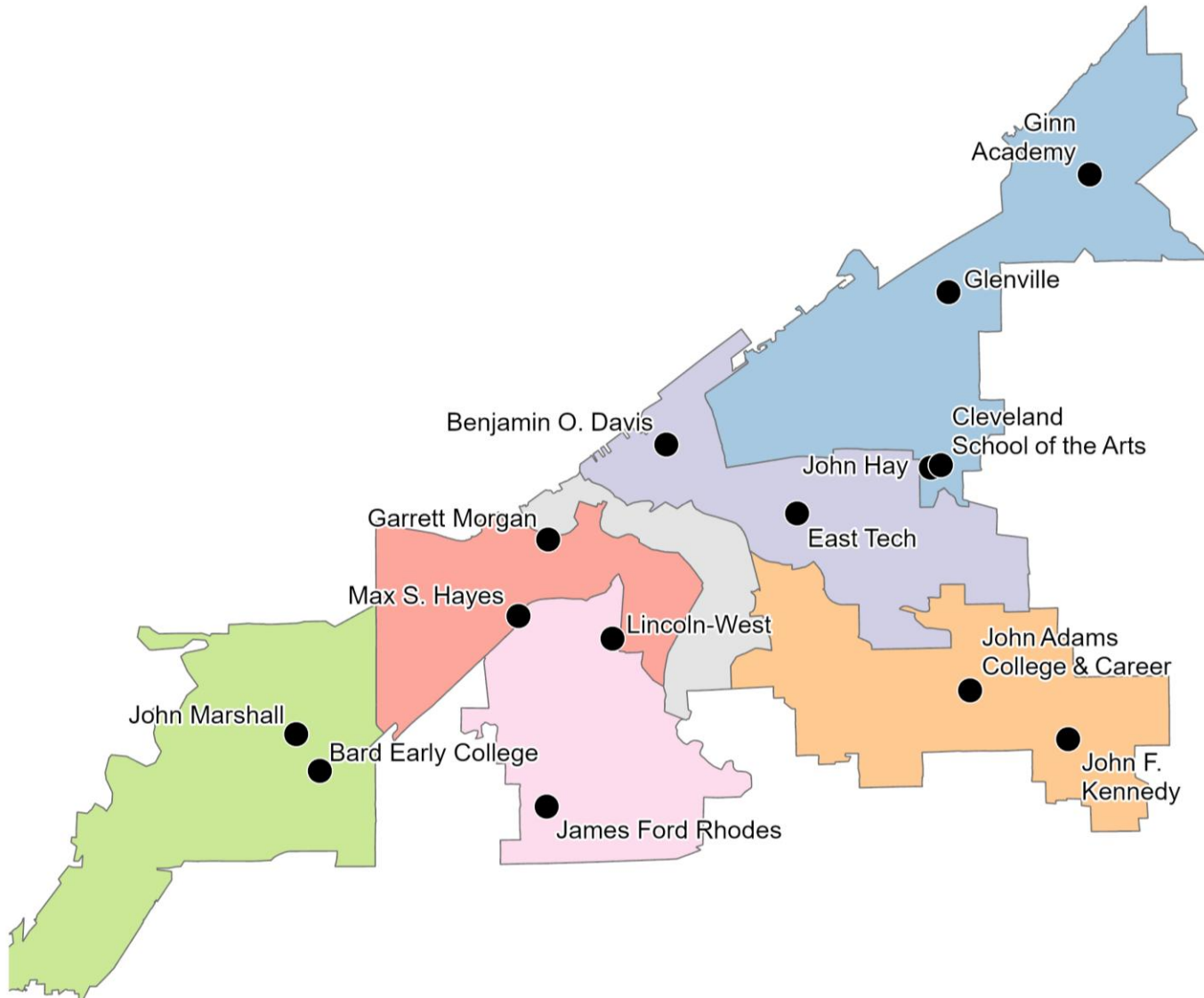


100%

of K-8s offer options

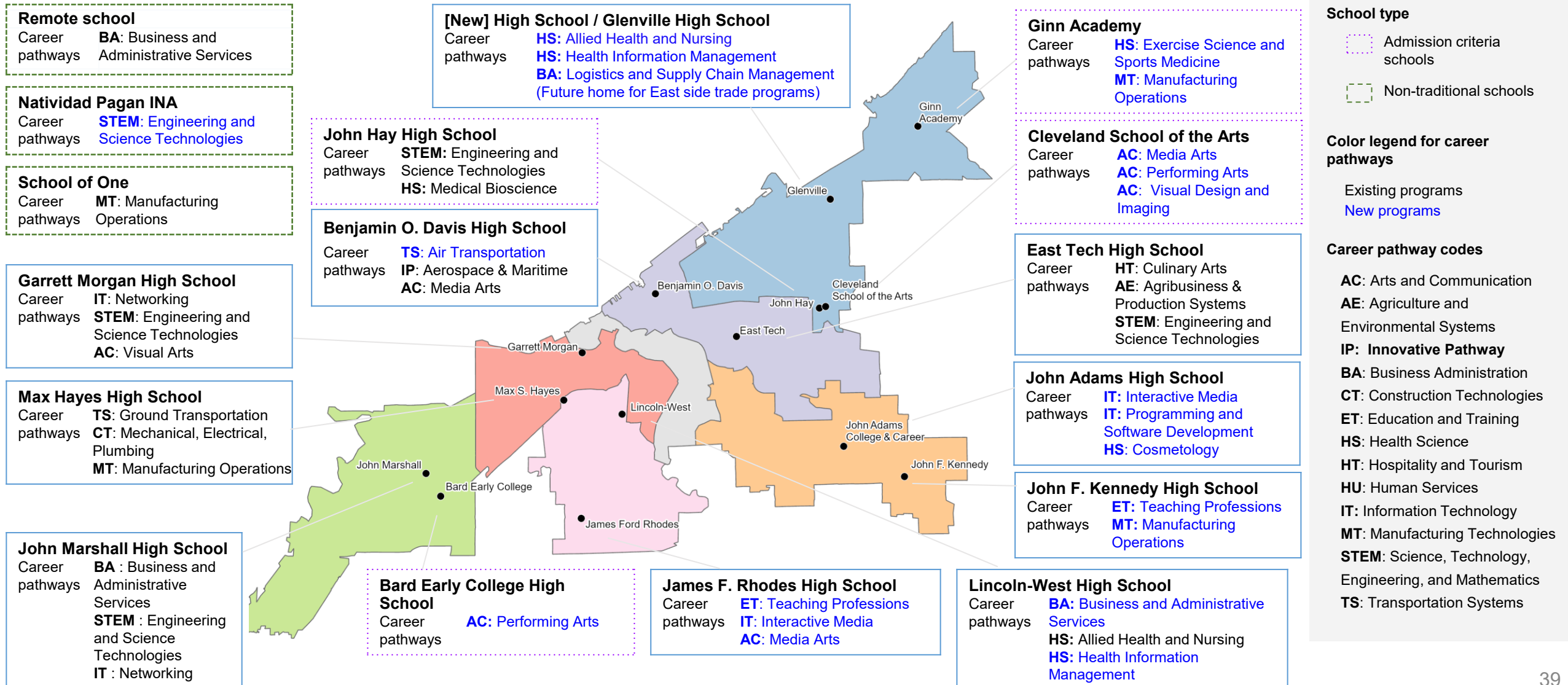
**BEYOND
ART, MUSIC & PE**

100% of High Schools offer CAREER PATHWAYS

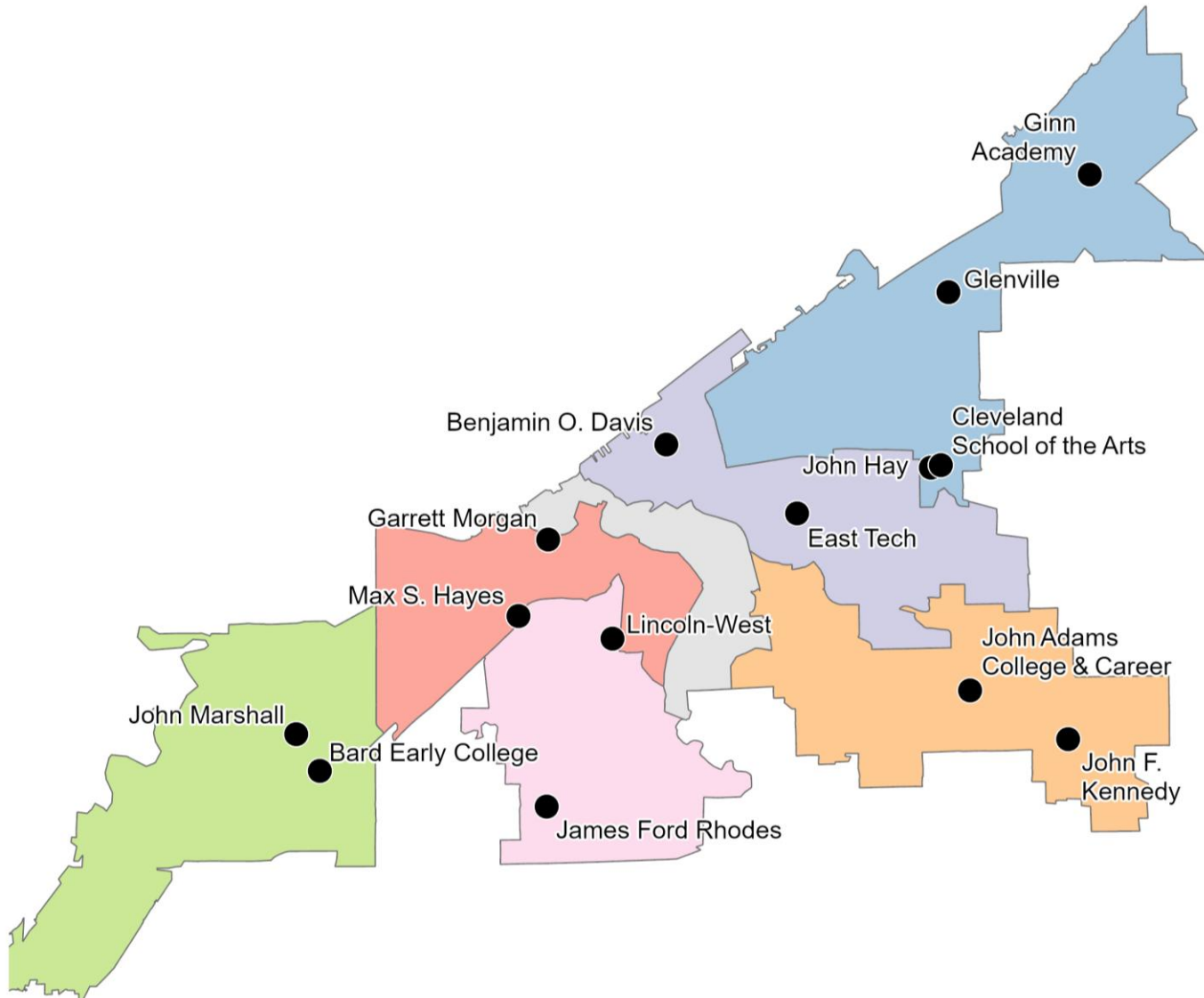


- ✓ **Career pathway(s) at EVERY high school**
- ✓ Courses and experiences that result in credentials of value for students and build on existing high school specialization areas

100% of High Schools offer CAREER PATHWAYS

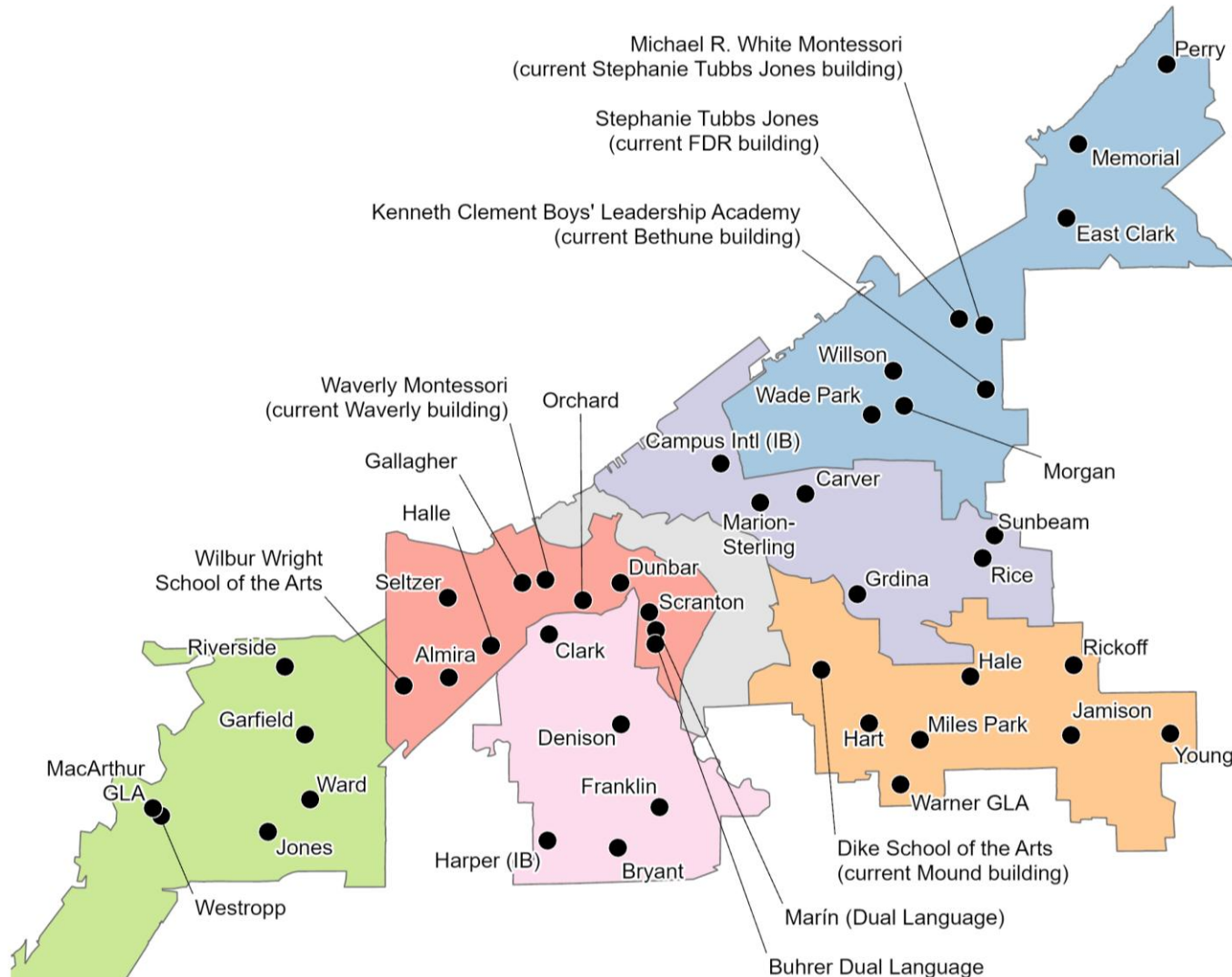


100% of High Schools offer COLLEGE CREDIT



- ✓ On-campus college credit courses at **EVERY** high school through AP, IB, or dual enrollment
- ✓ Option to pursue honors diploma at **EVERY** high school
- ✓ Continued options via College Credit Plus and High Tech High

100% of K-8s offer options BEYOND ART, MUSIC & PE



School names abbreviated for brevity

- ✓ At least 1 additional course beyond art, music, and PE in EVERY school, such as Algebra I, Band, Foreign Language, and Career Tech
- ✓ At least 4 sports options in EVERY school
- ✓ Pre-K options in all but two K-8 schools

100% of students in UPGRADED BUILDINGS



- **Taking buildings offline allows us to reduce capital costs and maximize our bond dollars***, moving us much closer to the goal of 100% of students in upgraded buildings
- Due to construction and ongoing maintenance timelines, **this goal will take time to accomplish**, with work stretching beyond SY26-27

- ✓ **Planned or in-progress investments in every welcoming school that is not currently in a building rated “good”**
- ✓ **Ongoing maintenance for every school building remaining in operation**, including ensuring ALL schools will have A/C
- ✓ **Immediate access to upgraded buildings for K-8 specialty schools moving locations**
- ✓ **Early discussions on plans for renovations and/or rebuilds** for remaining legacy buildings
- ✓ **Three new buildings** (Marion Seltzer, Lincoln-West High School, and a new East Side High School)

*Capital budget (and bond funds) are separate from the operating budget, which is the focus of the CFO's four-year forecast

We are planning for a *Brighter Future*



100% of

High Schools offer

**COLLEGE
CREDIT**

100%

of students in

**UPGRADED
BUILDINGS**

100% of

High Schools offer

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Improve teacher &
student experiences



100%

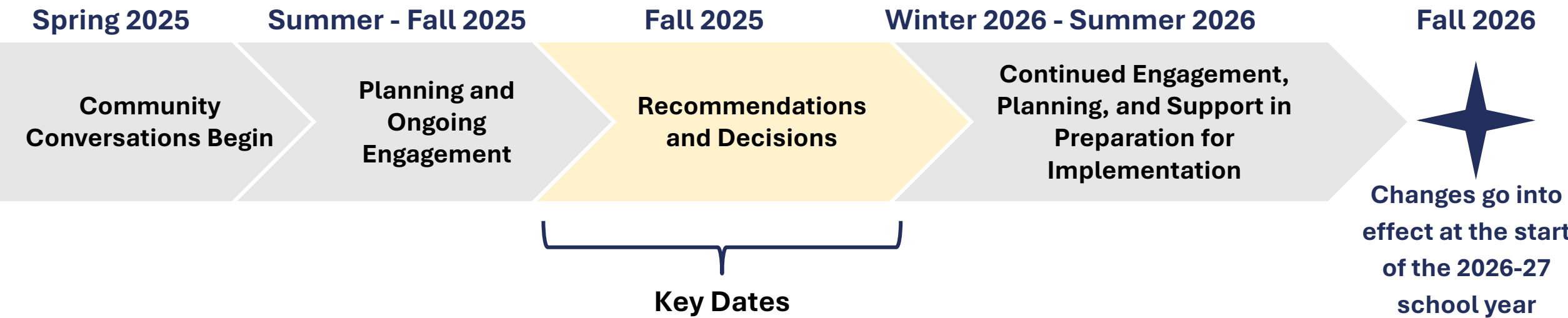
of K-8s offer options

**BEYOND
ART, MUSIC & PE**



Looking ahead

Building Brighter Futures Timeline



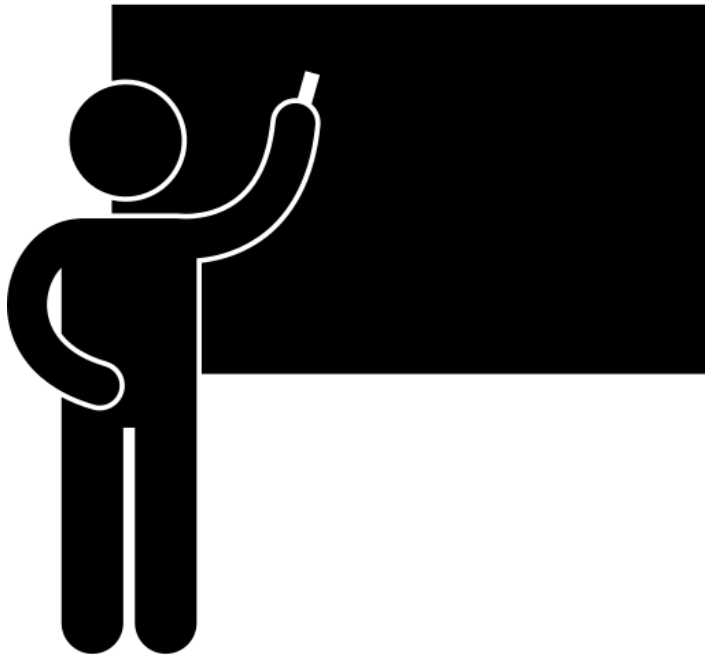
November 5 th	November 6 th – December 5 th	December 9 th
Recommendations made to Board	- Principal and assistant principal meetings - In-person staff meetings at every transitioning, welcoming, and moving school - Input from CTU School Chapter Chairs from every transitioning and moving school and other staffing groups shared with district leadership - In-person family meetings at every transitioning, welcoming, and moving school - Student support at impacted schools	Proposed date for Board vote on recommendations

We are prepared to support our students and their families



- Cultivate safe and affirming merged communities, honor closing building legacies, and deliver personalized support through **transition teams and plans at every school**
- Ensure **safe and reliable transportation** for all qualifying students, with special accommodations for students changing buildings
- Reinforce continuing student support services in schools, as well as our **unwavering commitment to support special education, multilingual, and PreK students**
- Help families finalize school choices through **individualized outreach and choice exploration tools and guides**

We are prepared to support our staff



- Explore all options to **keep as many of our valued employees as possible**
- **Minimize uncertainty and maximize continuity through mergers** (as compared with closures)
- **Name principals as soon as possible following the Board vote** to jumpstart school-level planning for next year
- **Follow all terms of our collective bargaining agreements**

We are prepared to support our community and neighbors



- **Continue community partnerships** that help our schools thrive
- **Secure buildings coming offline immediately** at the close of the current school year and ensure their upkeep
- Work with the city and other key partners to **repurpose buildings to meet community needs**

We have an opportunity and responsibility to act

