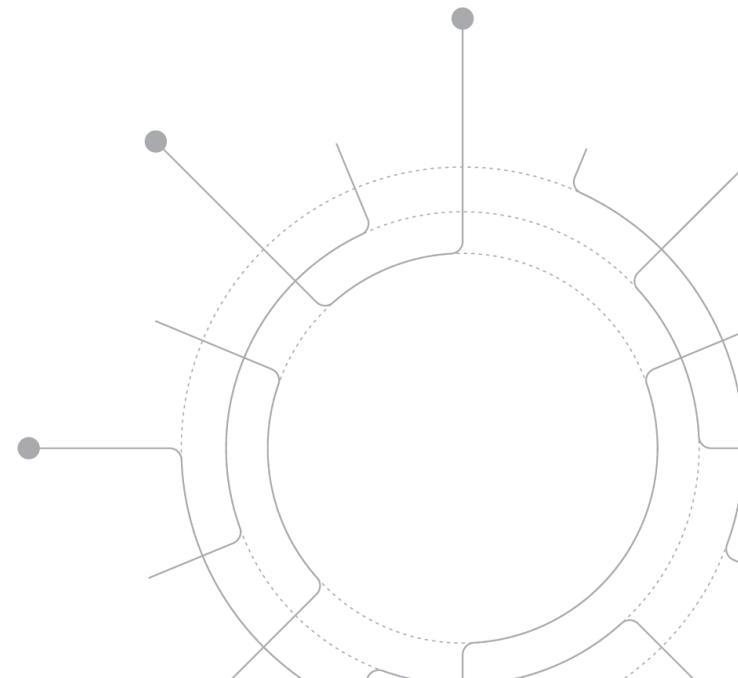




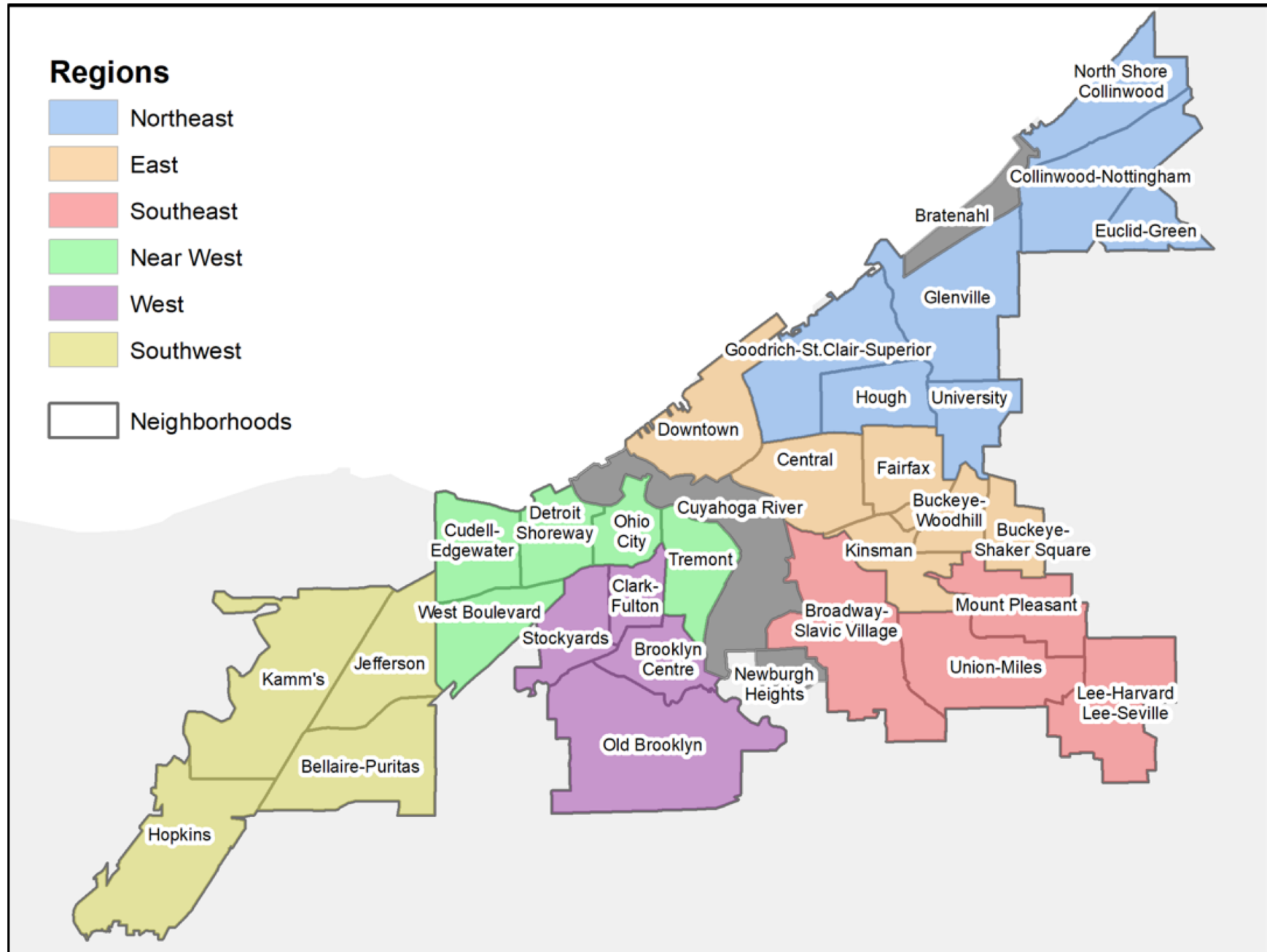
# CITYWIDE ANALYSIS

## High School Fact Base: Near West, West, and Southwest Regions

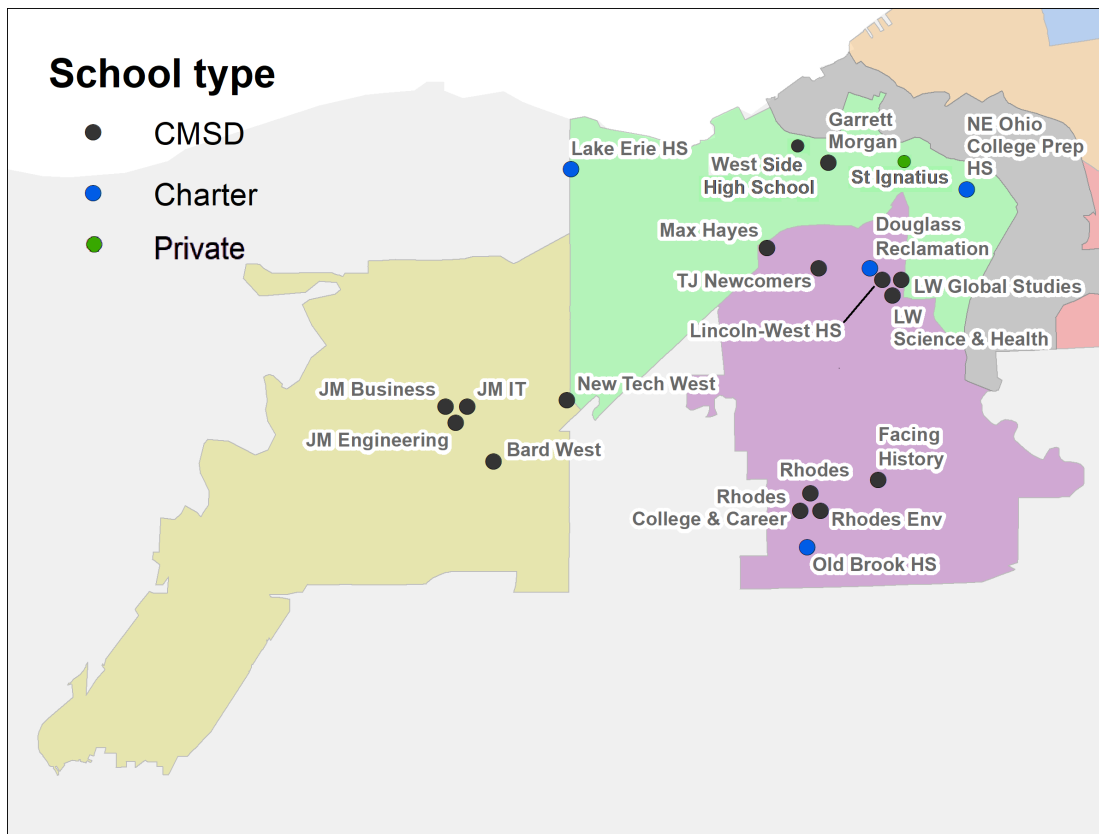
Spring 2019



# Near West, West and Southwest Regions: Neighborhoods



# Near West, West and Southwest Regions: High Schools



## West Side District High Schools (15)

## West Side Charter / Private High Schools (5)

### Near West

- Garrett Morgan

- Lake Erie
- NE Ohio College Prep
- St. Ignatius (Private)

### West

- Facing History
- Lincoln-West
- LW Global Studies
- LW Science & Health
- Max Hayes
- Rhodes
- Rhodes College & Career
- Rhodes Env
- TJ Newcomers

- Douglass Reclamation
- Old Brook

### Southwest

- Bard West
- JM Business
- JM Engineering
- JM IT
- New Tech West

# Near West, West and Southwest Regions: High School Metric Highlights

## Academic Quality



- 12% of enrollment in west side schools is in A, B or C-rated schools, which is significantly lower than the east side.
- There is only one high school located on the west side that is rated C or better.

## Enrollment and Choice



- High school enrollment is forecast to grow 500 students, or 7%, by 2022-23 with this growth shared by District and charter schools.
- 57% of high school students residing on the west side attend District schools over other options.

## Program Viability



- 33% of west side District high schools are above the minimum viability target of 400 students and two are above the desired sustainability target of 500 students.





## Building Use and Condition



- 81% of west side District high school seats are utilized with only 1,300 vacant high school seats in the area as compared with 7,000 vacant high school seats in east side high schools.
- Approximately 69% of students attending District high schools are served in buildings that are newly built or renovated since 2002.



# West Side High Schools: Summary of Near West District high school performance against 4 key metrics (1 of 3)

School	 Academic Quality	 Enrollment Trend	 Program Viability	 Building Use and Condition
Garrett Morgan	F+ (--)	Negative	217	46%
Metric	2018 ODE Report Card Grade <sup>1</sup> (2018 Performance Trend <sup>2</sup> )	2013-14 vs. 2017-18 High School Enrollment Change	2017-18 High School Enrollment <sup>3</sup>	2017-18 District Adjusted Capacity Utilization <sup>4</sup>
Key	A = Blue B = Green C = Yellow D = Orange F = Red (<-0.5 = declining, >0.5 = improving)	Increase of >20 students = Green Changes within 20 students = Yellow Decrease in >20 students = Red	≥450 = Green 400 to 449 = Yellow <400 = Red	>80% = Green 71 to 80% = Yellow 61 to 70% = Orange ≤ 60% = Red





1 Grade is based on 2018 ODE Overall Report Card Score Component Points. Plus and Minus is based on top and bottom third of scores within a grade band

2 Trend is based on the 3-year average of the standardized change of 2018 performance index and high school graduation rate

3 Data reported is 2017-18 ODE headcount enrollment data; A minimum enrollment threshold of 400 students was determined based off of the required enrollment to allow for the baseline desired teaching and learning experience of 100 students per grade 9-12

4 Capacity provided by CMSD Operations based on OFCC methodology from May 2017 adjusted based on 2018-19 special education classroom counts provided by CMSD

# West Side High Schools: Summary of Southwest District high school performance against 4 key metrics (2 of 3)

School	 Academic Quality	 Enrollment Trend	 Program Viability	 Building Use and Condition
Bard West	D+ (--)	Positive	433	43%
JM Business	F+ (--)	Positive	428	>100% <sup>4</sup>
JM Engineering	F+ (--)	Positive	401	>100% <sup>4</sup>
JM IT	D (--)	Positive	388	>100% <sup>4</sup>
New Tech West	D- (--)	Flat	292	N/A (Swing Space)
School of One: John Marshall	D (--)	N/A	36	>100% <sup>4</sup>

Metric	2018 ODE Report Card Grade <sup>1</sup> (2018 Performance Trend <sup>2</sup> )	2013-14 vs. 2017-18 High School Enrollment Change	2017-18 High School Enrollment <sup>3</sup>	2017-18 District Adjusted Capacity Utilization <sup>5</sup>
Key	A = Blue B = Green C = Yellow D = Orange F = Red (<-0.5 = declining, >0.5 = improving)	Increase of >20 students = Green Changes within 20 students = Yellow Decrease in >20 students = Red	≥450 = Green 400 to 449 = Yellow <400 = Red	>80% = Green 71 to 80% = Yellow 61 to 70% = Orange ≤ 60% = Red

<sup>1</sup> Grade is based on 2018 ODE Overall Report Card Score Component Points. Plus and Minus is based on top and bottom third of scores within a grade band





<sup>2</sup> Trend is based on the 3-year average of the standardized change of 2018 performance index and high school graduation rate

<sup>3</sup> Data reported is 2017-18 ODE headcount enrollment data; A minimum enrollment threshold of 400 students was determined based off of the required enrollment to allow for the baseline desired teaching and learning experience of 100 students per grade 9-12

<sup>4</sup> Utilization for facilities with multiple school programs reflects the combined 2017-18 enrollment and total adjusted capacity for the campus

<sup>5</sup> Capacity provided by CMSD Operations based on OFCC methodology from May 2017 adjusted based on 2018-19 special education classroom counts provided by CMSD

# West Side High Schools: Summary of West District high school performance against 4 key metrics (3 of 3)

School	 Academic Quality	 Enrollment Trend	 Program Viability	 Building Use and Condition
Facing History	D (↑)	Positive	325	N/A (Swing Space)
Lincoln-West High School	F (--)	Flat (phase-out)	301 (phase-out)	61% <sup>4</sup>
LW Global Studies	F (New)	Positive (phase-in)	207 (phase-in)	61% <sup>4</sup>
LW Science & Health	D (New)	Positive (phase-in)	168 (phase-in)	61% <sup>4</sup>
School of One: Lincoln West	D (--)	N/A	41	61% <sup>4</sup>
Max Hayes	F (↑)	Positive	640	80%
Rhodes	D- (--)	Flat (phase-out)	976 (phase-out)	>100% <sup>4</sup>
Rhodes College & Career	C+ (New)	Positive (phase-in)	130 (phase-in)	>100% <sup>4</sup>
Rhodes Env	F (New)	Positive (phase-in)	126 (phase-in)	>100% <sup>4</sup>
School of One: Rhodes	D (--)	N/A	26	>100% <sup>4</sup>
TJ Newcomers	D- (--)	Positive	290	>100% <sup>4</sup>

Metric	2018 ODE Report Card Grade <sup>1</sup> (2018 Performance Trend <sup>2</sup> )	2013-14 vs. 2017-18 High School Enrollment Change	2017-18 High School Enrollment <sup>3</sup>	2017-18 District Adjusted Capacity Utilization <sup>5</sup>
Key	A = Blue B = Green C = Yellow D = Orange F = Red (<-0.5 = declining, >0.5 = improving)	Increase of >20 students = Green Changes within 20 students = Yellow Decrease in >20 students = Red	≥450 = Green 400 to 449 = Yellow <400 = Red	>80% = Green 71 to 80% = Yellow 61 to 70% = Orange ≤ 60% = Red

<sup>1</sup> Grade is based on 2018 ODE Overall Report Card Score Component Points. Plus and Minus is based on top and bottom third of scores within a grade band





<sup>2</sup> Trend is based on the 3-year average of the standardized change of 2018 performance index and high school graduation rate

<sup>3</sup> Data reported is 2017-18 ODE headcount enrollment data; A minimum enrollment threshold of 400 students was determined based off of the required enrollment to allow for the baseline desired teaching and learning experience of 100 students per grade 9-12

<sup>4</sup> Utilization for facilities with multiple school programs reflects the combined 2017-18 enrollment and total adjusted capacity for the campus

<sup>5</sup> Capacity provided by CMSD Operations based on OFCC methodology from May 2017 adjusted based on 2018-19 special education classroom counts provided by CMSD

# West Side High Schools: Summary of charter high school performance against 4 key metrics

School	 Academic Quality	 Enrollment Trend	 Program Viability	 Building Use and Condition
NE Ohio College Prep	D- (--)	Negative	500	Data not requested
<b>Alternative Schools</b>				
Douglass Reclamation	Meets	Negative	122	Data not requested
Lake Erie High School	Meets	Positive	482	Data not requested
Old Brook High School	Meets	Positive	278	Data not requested

Metric	2018 ODE Report Card Grade <sup>1</sup> (2018 Performance Trend <sup>2</sup> )	2013-14 vs. 2017-18 High School Enrollment Change	2017-18 Enrollment <sup>3</sup>	2017-18 Adjusted Capacity Utilization <sup>4</sup>
Key	A = Blue B = Green C = Yellow D = Orange F = Red (<-0.5 = declining, >0.5 = improving)	Increase of >20 students = Green Changes within 20 students = Yellow Decrease in >20 students = Red		

<sup>1</sup> Grade is based on 2018 ODE Overall Report Card Score Component Points. Plus and Minus is based on top and bottom third of scores within a grade band

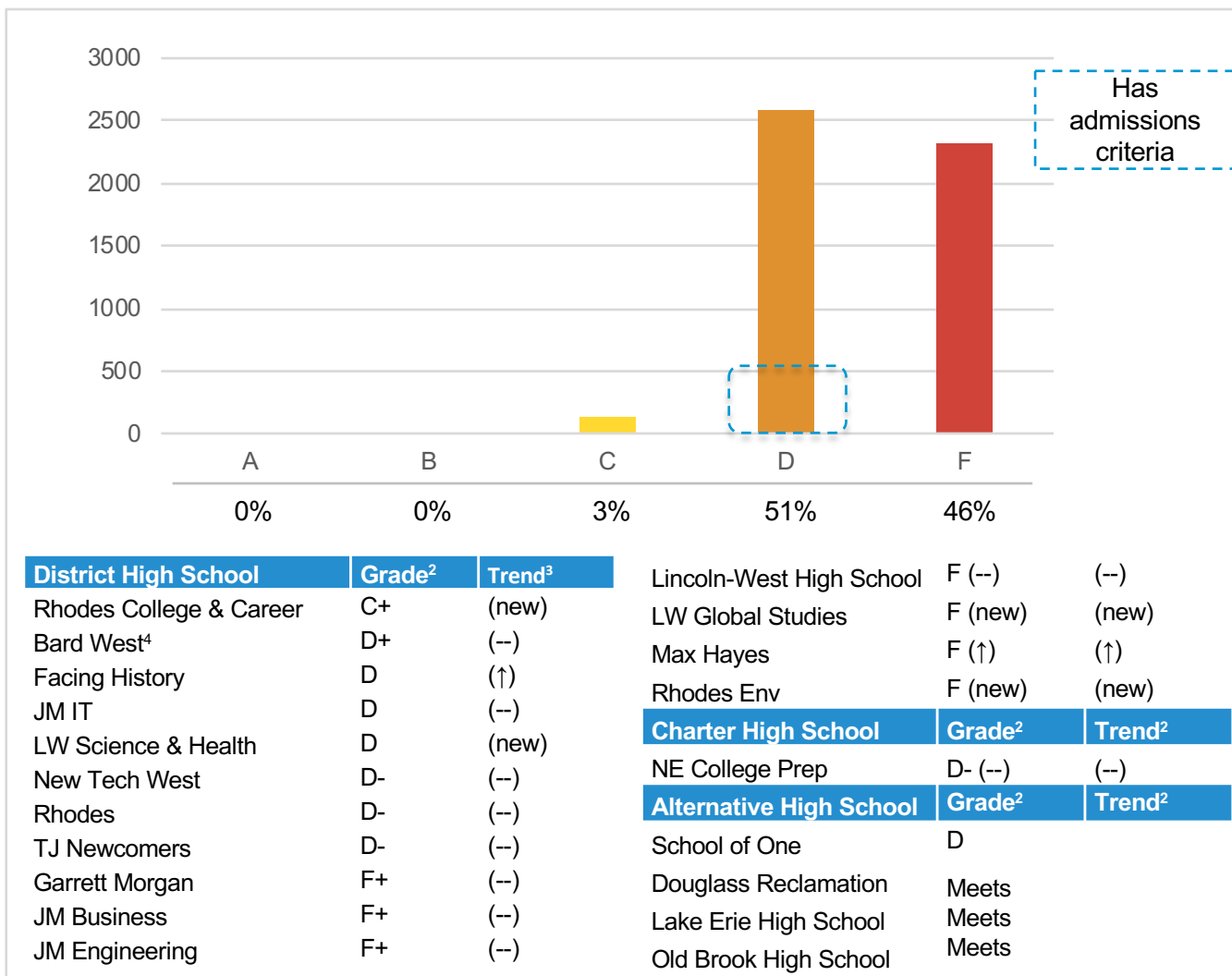
<sup>2</sup> Trend is based on the 3-year average of the standardized change of 2018 performance index and high school graduation rate

<sup>3</sup> Based on 2017-18 ODE headcount enrollment data

<sup>4</sup> Capacity figures not requested of charter high schools

# **West Side High Schools: How many High School students are enrolled in quality schools?**

2017-18 Enrollment in West Side High Schools by 2018 ODE Report Card Grade<sup>1</sup>



Rhodes College & Career is the only west-side high school rated an A, B or C.

<sup>1</sup> Does not include alternative high school enrollment

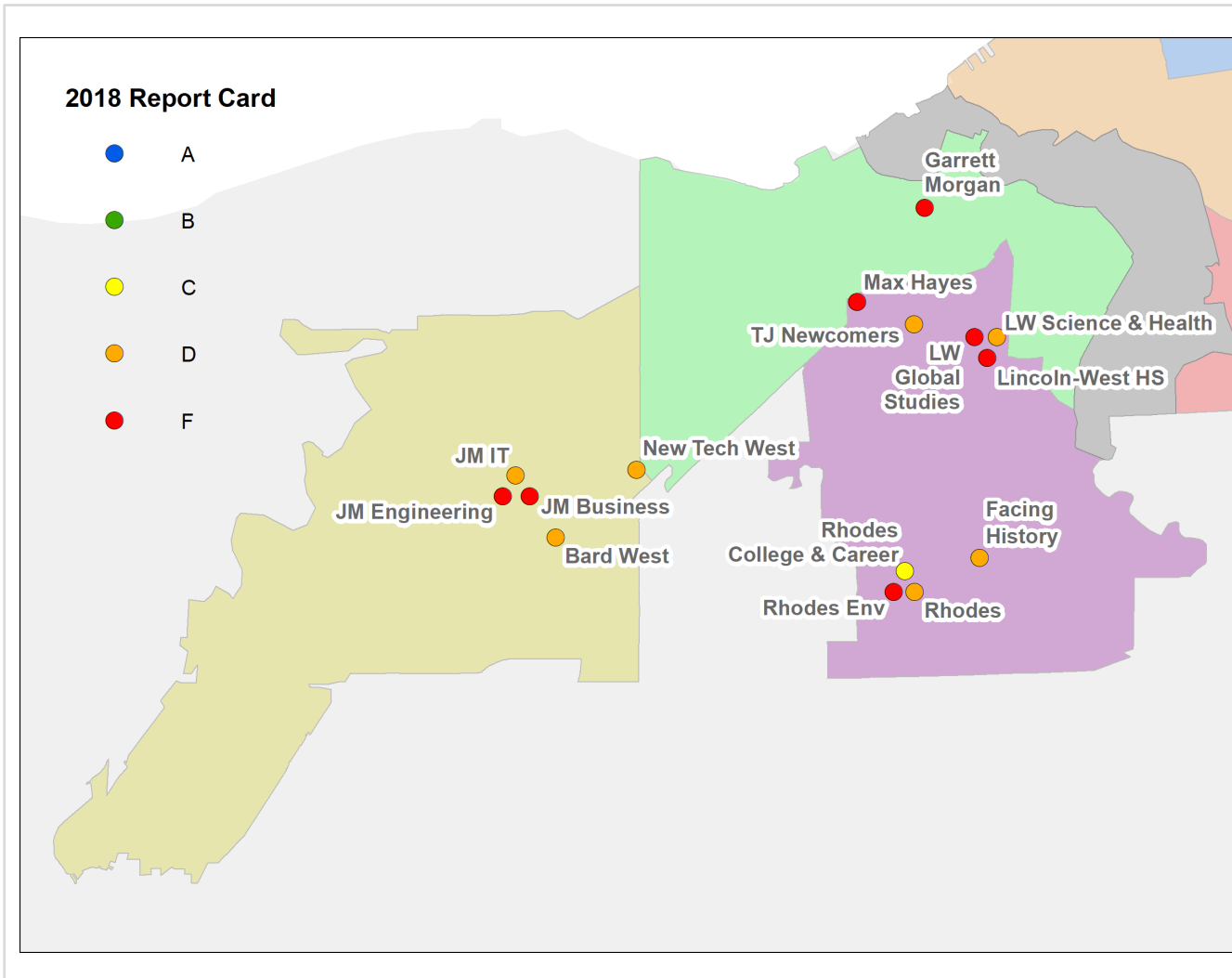
<sup>2</sup> Grade is based on 2018 ODE Overall Report Card Score Component Points. Plus and Minus is based on top and bottom third of scores within a grade band.

<sup>3</sup> Trend is based on the average of the standardized change of 2018 performance index and graduation rate; <-0.5 = declining, >0.5 = improving

<sup>4</sup> Denotes schools with admissions criteria

# **West Side High Schools: Where are quality schools located?**

2017-18 School Locations by 2018 ODE Overall Report Card Grade

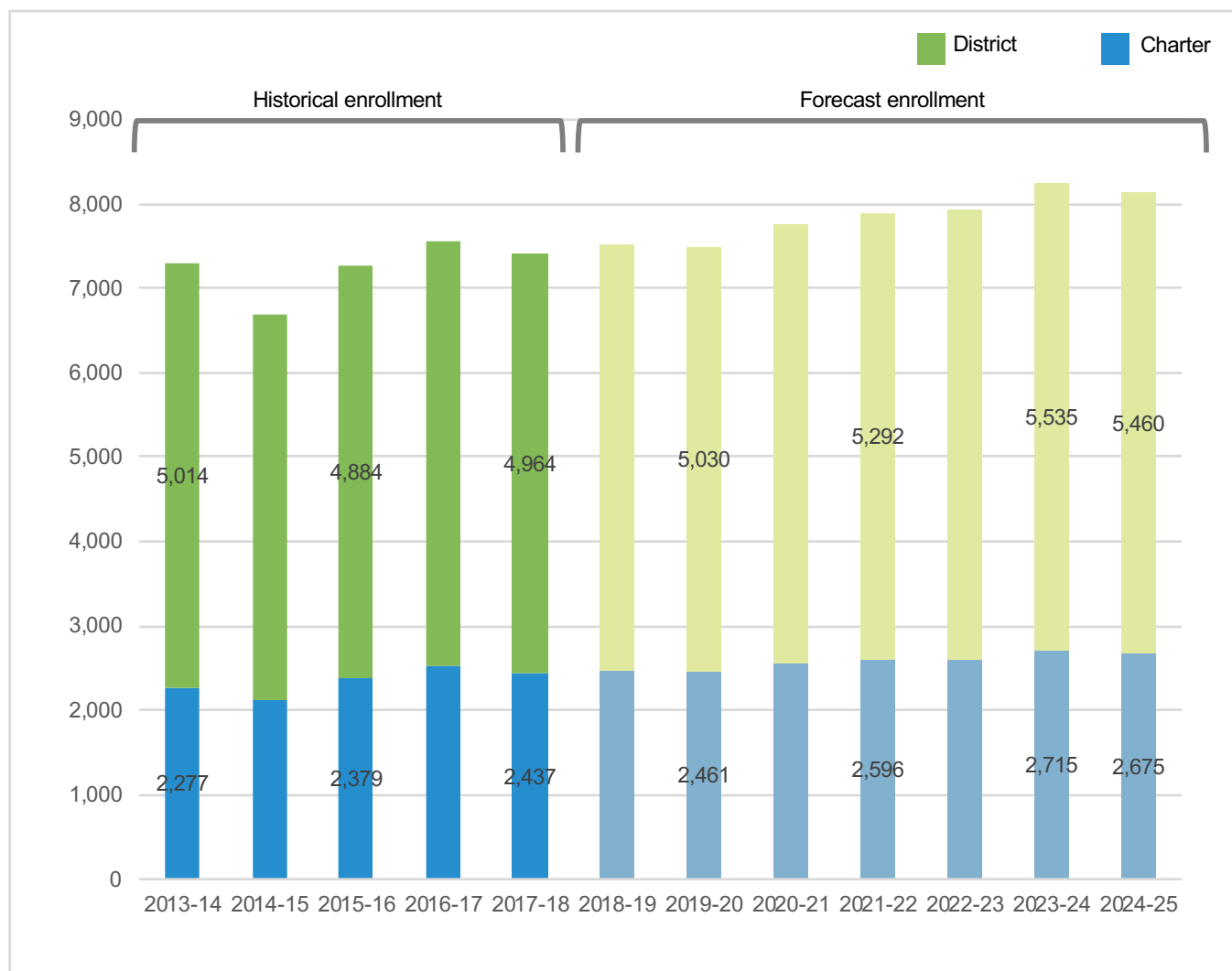


With only Rhodes College & Career's 9<sup>th</sup> grade phase-in as a C option on the west side, residents would have to attend an admissions-criteria high schools on the east side to attend an A or B-rated school.



# West Side High Schools: What do enrollment forecasts suggest about changes in enrollment?

Historical and Forecast Enrollment of High School Students Residing on the West Side Attending a School Anywhere in the City

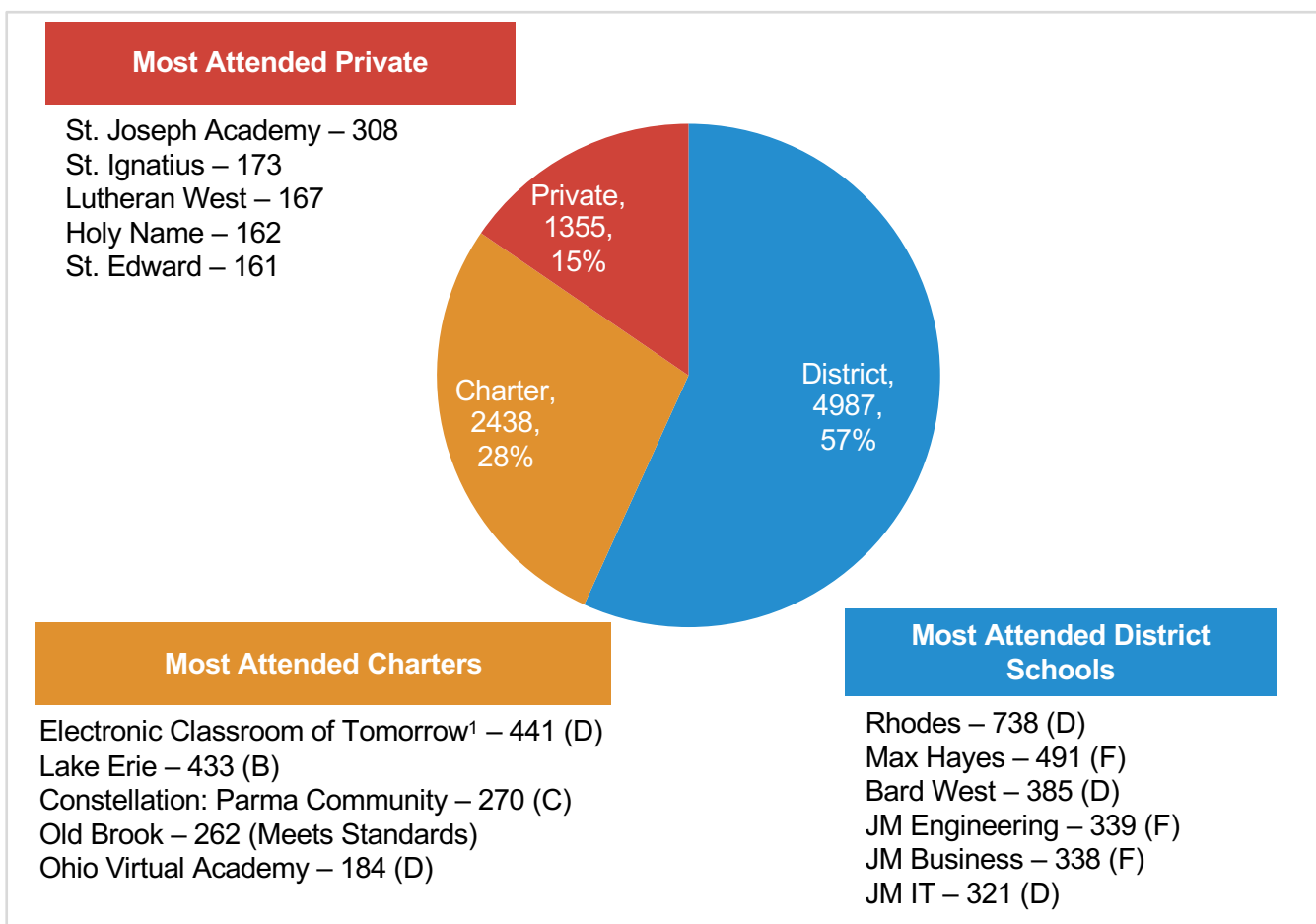


- When combining students across sectors, high school enrollment increased 2% from 2013 to 2017, although District schools experienced a slight decline.
- High school enrollment is forecast to increase by over 500 students, or 7%, by 2022-23 with both sectors projected to experience growth.



# **West Side High Schools: How are west side students choosing among their available school options?**

## 2017-18 Enrollment by School Type and Location for West Side Residents

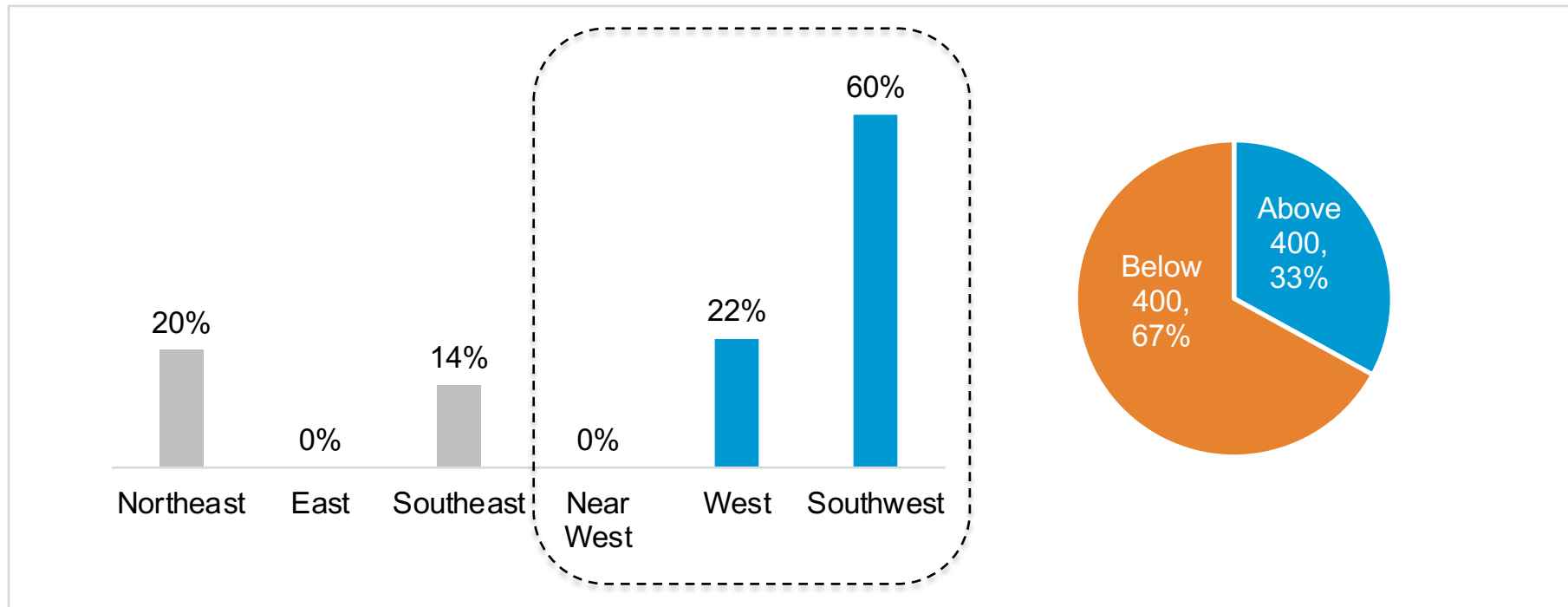


- 57% of area high school students attend District schools over other options.
- Of students attending District schools, 85% of west side residents stay on the west side of Cleveland.

<sup>1</sup> Electronic Classroom of Tomorrow closed January 2018

## West Side High Schools: What percentage of District high schools meet minimum enrollment targets?

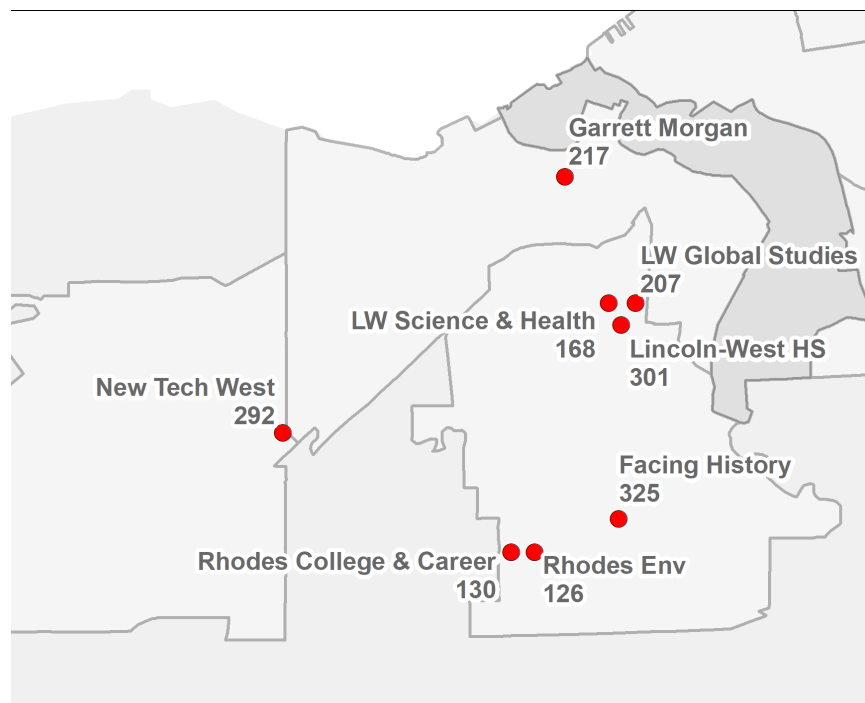
District High School Programs on West Side with 2017-18 Enrollment Above 400 Students



- District high schools with at least 400 students are more likely to have the resources to sustain the baseline desired learning and teaching experience. This minimum enrollment target is the equivalent of 100 students per grade level from 9<sup>th</sup> to 12<sup>th</sup> grade.
- Ideally, District high schools would enroll closer to 500 students, or 125 students per grade level, allowing for funding necessary for a more vibrant and viable school program.
- 33% of District high school programs in these regions are above the minimum enrollment target of 400 students and two are above the desired enrollment target of 500 students.

## West Side High Schools: Which District high schools are below the program viability enrollment target?

2017-18 Enrollment and Trend for Schools Below 400 Students



School Name	2017-18 Enrollment	Enrollment Trend
Rhodes	976 (phase-out)	Negative
Max Hayes	640	Flat
Bard West	433	Positive
JM Business	428	Positive
JM Engineering	401	Positive
JM IT	388	Positive
Facing History	325	Positive
Lincoln-West	301 (phase-out)	Flat
New Tech West	292	Flat
TJ Newcomers	290	Positive
Garrett Morgan	217	Negative
LW Global Studies	207 (phase-in)	Positive
LW Science & Health	168 (phase-in)	Positive
Rhodes College & Career	130 (phase-in)	Positive
Rhodes Env	126 (phase-in)	Positive

- Aside from Rhodes High School, which is in the process of phasing-out while two new schools are phasing-in, only Max Hayes High School is above the desired viability target of 500 students.
- Bard West, John Marshall School of Business, and John Marshall School of Engineering are three additional schools above the minimum viability target of 400 students.

NOTE: Schools phasing in do not have an enrollment level highlighted in the chart. Omits School of One enrollment

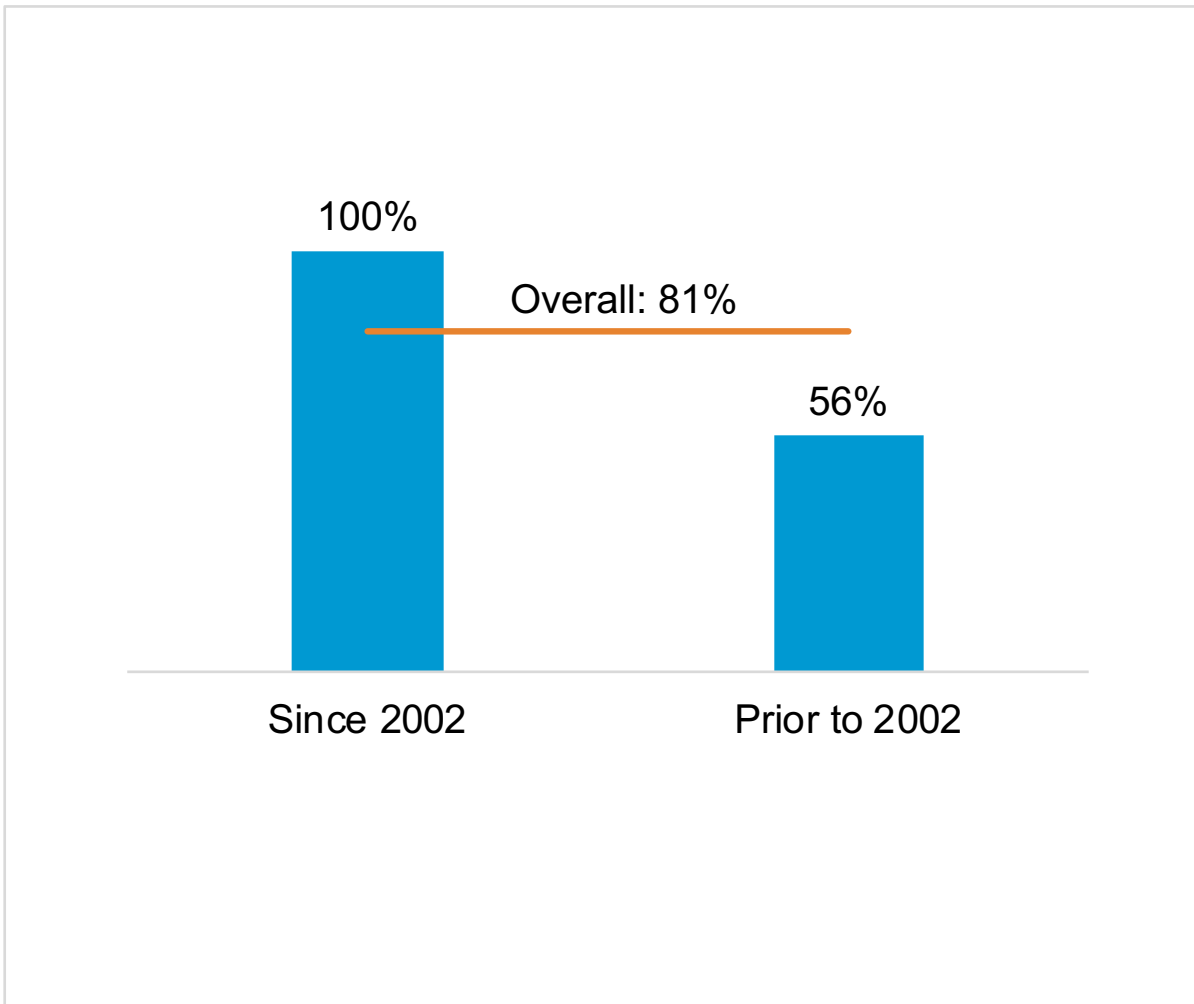
SOURCE: 2017-18 ODE headcount enrollment data

METHOD: Enrollment trend reflects the difference between 2013 and 2017 geo-coded student-level enrollment data provided by CMSD; growth of 20 or more is "positive", declines of 20 or more are "negative", otherwise "flat"



## West Side High Schools: What percentage of District high school seats are utilized based on facility age?

2017-18 District High School Building Utilization by Building Age

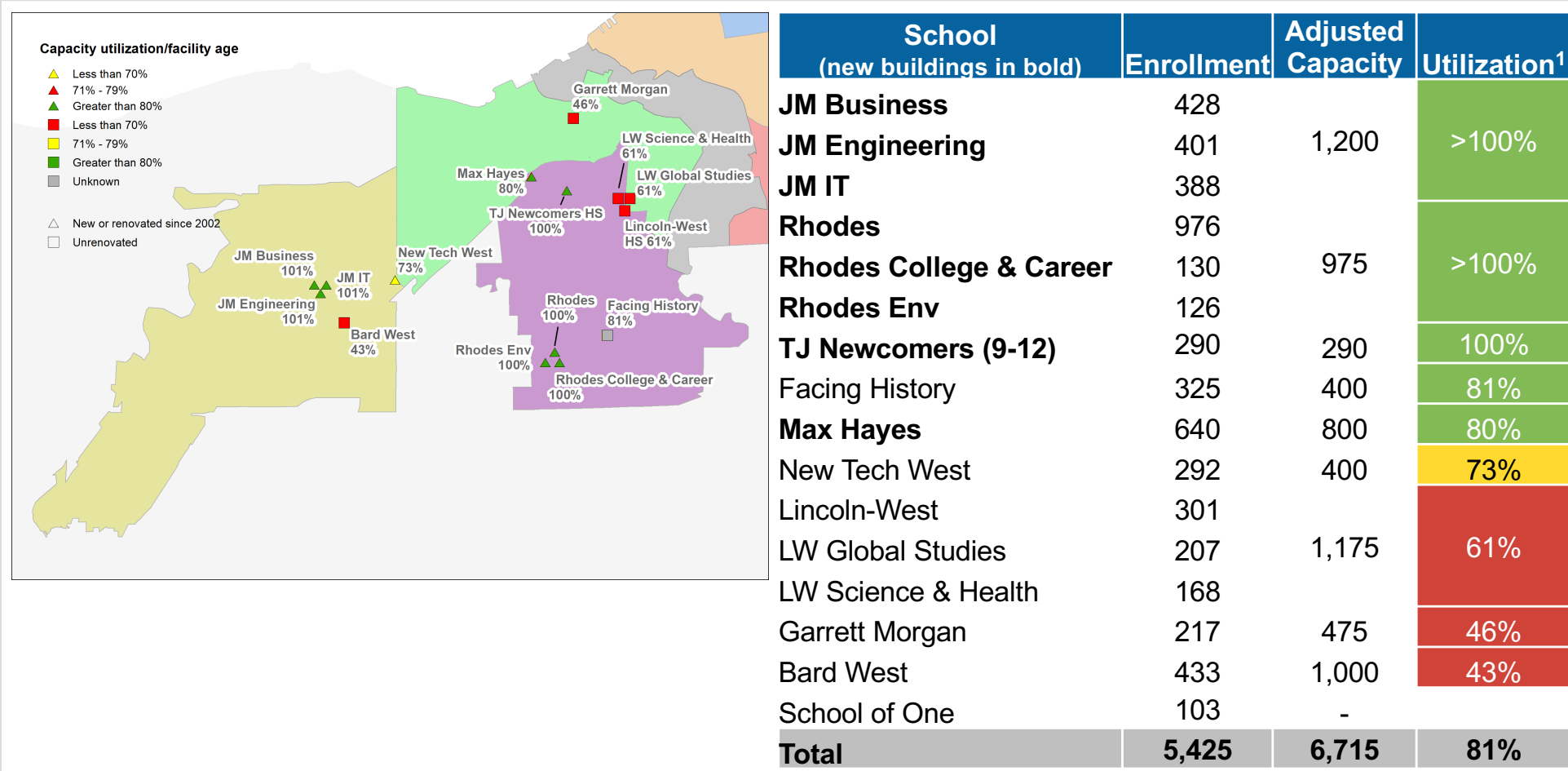


- 81% of District high school seats are in use, leaving approximately 1,300 empty seats in these regions. When adjusting capacity for special education and shared campuses, nearly all seats in new or renovated buildings are in use, while 56% of seats in buildings constructed prior to 2002 are in use.
- Approximately 69% of students attending District high schools are served in buildings that are newly built or renovated since 2002. Nine of the 15 District high school programs are operating in buildings newly built or renovated since 2002.



# West Side High Schools: What percentage of District high school seats are utilized?

## 2017-18 District High School Building Age, Capacity and Utilization by 2017-18 School Locations



West side Cleveland high schools are at a strong 81% overall utilization. The west side has less than a quarter of the vacant seats (1,300 vs. 7,000) of Cleveland's east side high schools.

<sup>1</sup> Utilization reflects the combined 2017-18 enrollment and total adjusted capacity for the campus; School of One enrollment is factored into the respective facility utilization. Grayed out schools are those in swing space

# West Side High Schools: What academic and facilities investments have been made to date?

	Seg 1-7 Building	Seg 8 Or 9 Building	Past Strategic School Actions	Current Strategic Schools Actions
Bard West			Open new school	
Facing History				
Garrett Morgan			Academies of Cleveland	
JM Business	✓		Phase-in redesigned school	
JM Engineering	✓		Phase-in redesigned school	
JM IT	✓		Phase-in redesigned school	
Lincoln-West		✓		Phase-out school
LW Global Studies		✓		Phase-in redesigned school
LW Science & Health		✓		Phase-in redesigned school
Max Hayes	✓		Academies of Cleveland	
New Tech West	Renovated			
Rhodes	✓			Phase-out school
Rhodes College & Career	✓			Phase-in redesigned school
Rhodes Env	✓			Phase-in redesigned school
TJ Newcomers	✓			

# Regional opportunities: West side high schools

## Key Question

Using the major fact base data points, what are the most critical opportunities for action?



### Academic Quality

#### Top-down: Parameters for scenario planning

#### 2018 report card scores

- 1 C-rated school
- 7 D-rated schools
- 7 F-rated schools

#### Bottoms-up: Specific schools of opportunity

#### Schools currently rated F on the Ohio Report Card

- Garrett Morgan
- John Marshall Business
- John Marshall Engineering
- Lincoln-West High School (phase-out)
- Lincoln-West Global Studies
- Max Hayes
- Rhodes Environmental

#### Implications

Only 12% of enrollment at west side high schools is at schools rated A, B or C, much lower than the east side.



### Enrollment Viability

- 2022-23 forecasts 4,928 high school students attending District schools
- Mapping enrollment targets to projected enrollment, **10-12 schools** would be sustainable
- There are 15 schools in operation today

#### Lowest-enrolled schools (excludes phase-in/out schools)

- Garrett Morgan (217)
- New Tech West (292)
- Facing History (325)
- John Marshall IT (388)
- John Marshall Engineering (401)
- John Marshall Business (428)
- Bard West (433)

Enrollment is forecast to grow, but a sustainable set of schools would still call for reductions of 3-5 programs.



### Building Use and Condition

Capacity at west side segment 1-7 high schools is 4,100 seats (800 at the new West Side High School). In addition, there are 1,000 additional seats in “good condition” in the region at permanent sites.

#### Segment 8/9 buildings

- Lincoln-West

#### Older buildings, not Segment 8/9

- Bard West (Shuler)
- Garrett Morgan

#### Constrained capacity buildings

- Facing History (at Charles Mooney)
- New Tech West (swing space)

81% of west side seats are utilized, though many are in older buildings, which could support renovation and/or new construction to meet future needs.



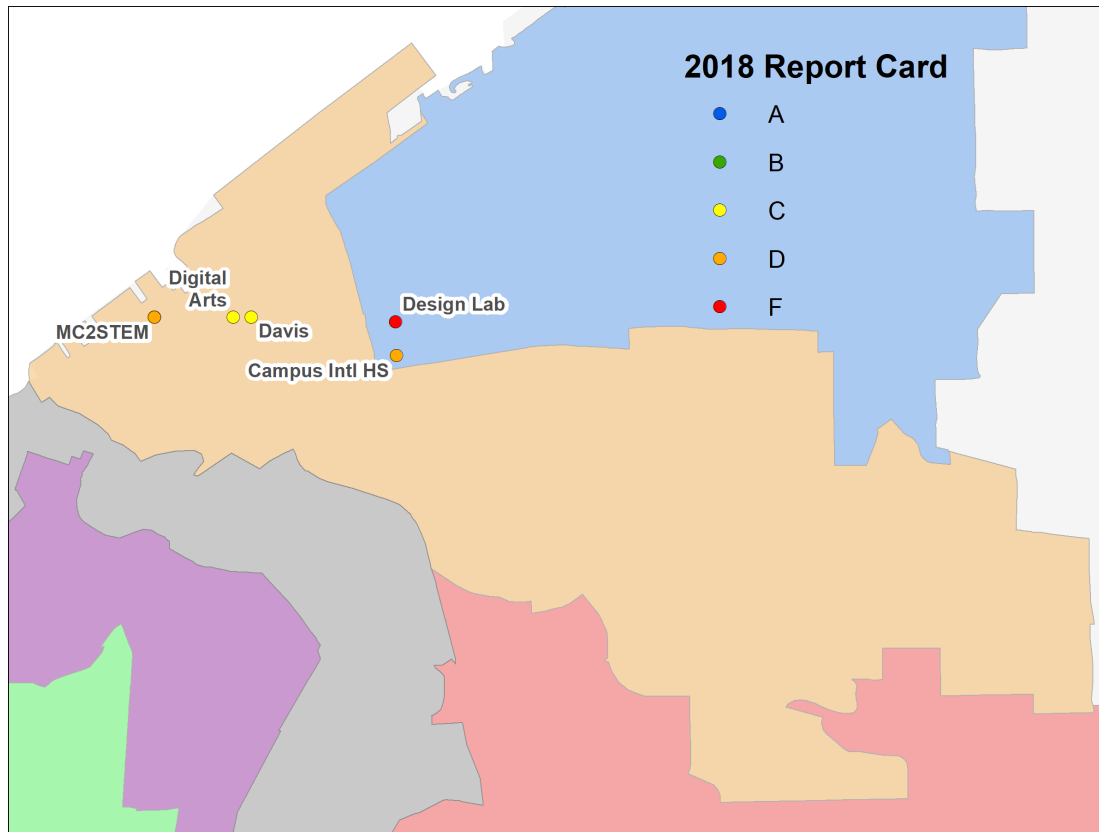
# Appendix

March 19, 2019 Discussion Draft

# Where do students attending a District Downtown High School reside?

March 19, 2019 Discussion Draft

2017-18 enrollment by region of residence

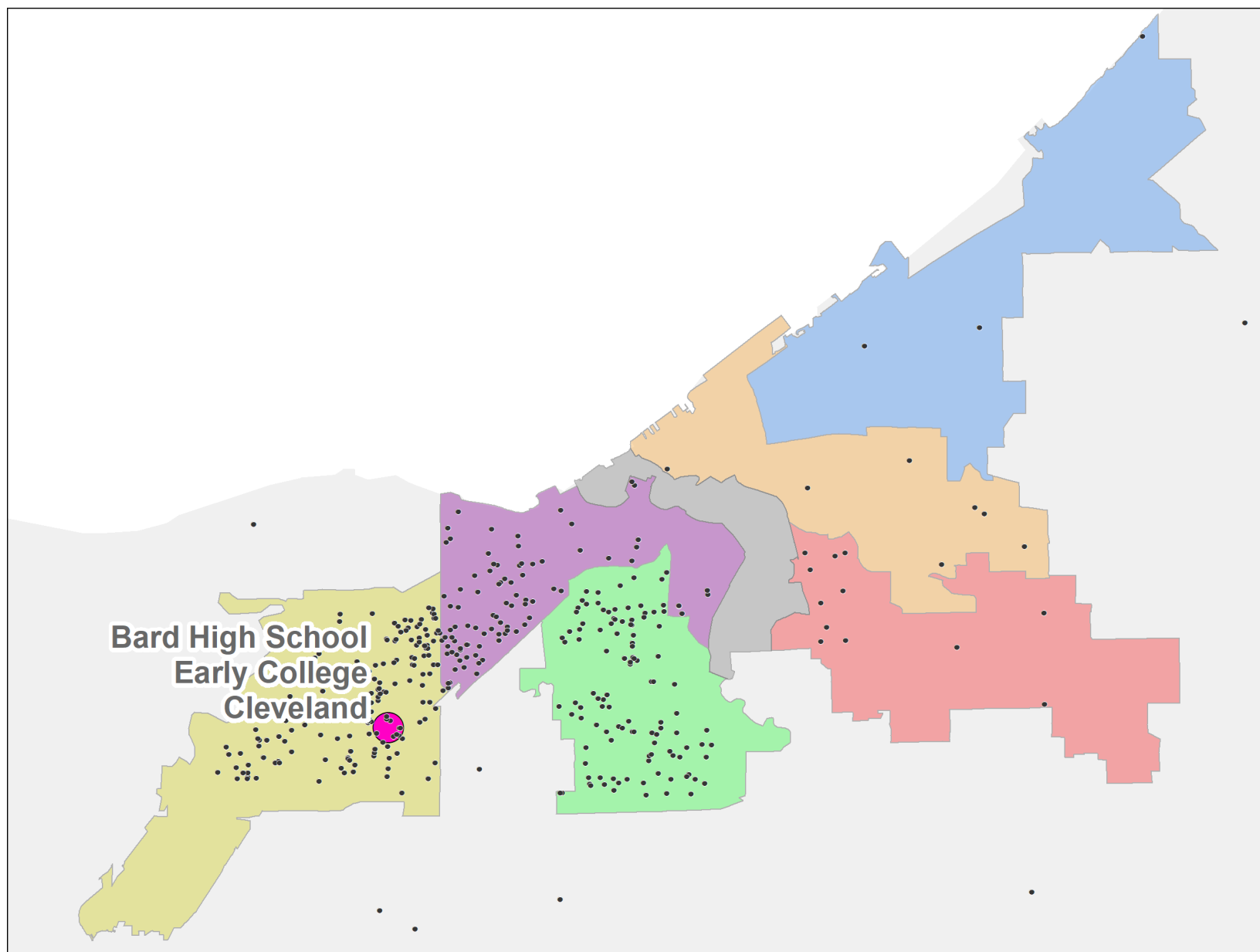


Region of Residence	% of Enrollment
Northeast	34%
East	16%
Southeast	24%
Near West	11%
West	8%
Southwest	7%

- 74% of students enrolled in downtown Cleveland high schools (listed above) reside on the east side.

## West Side High Schools: Where do students reside?

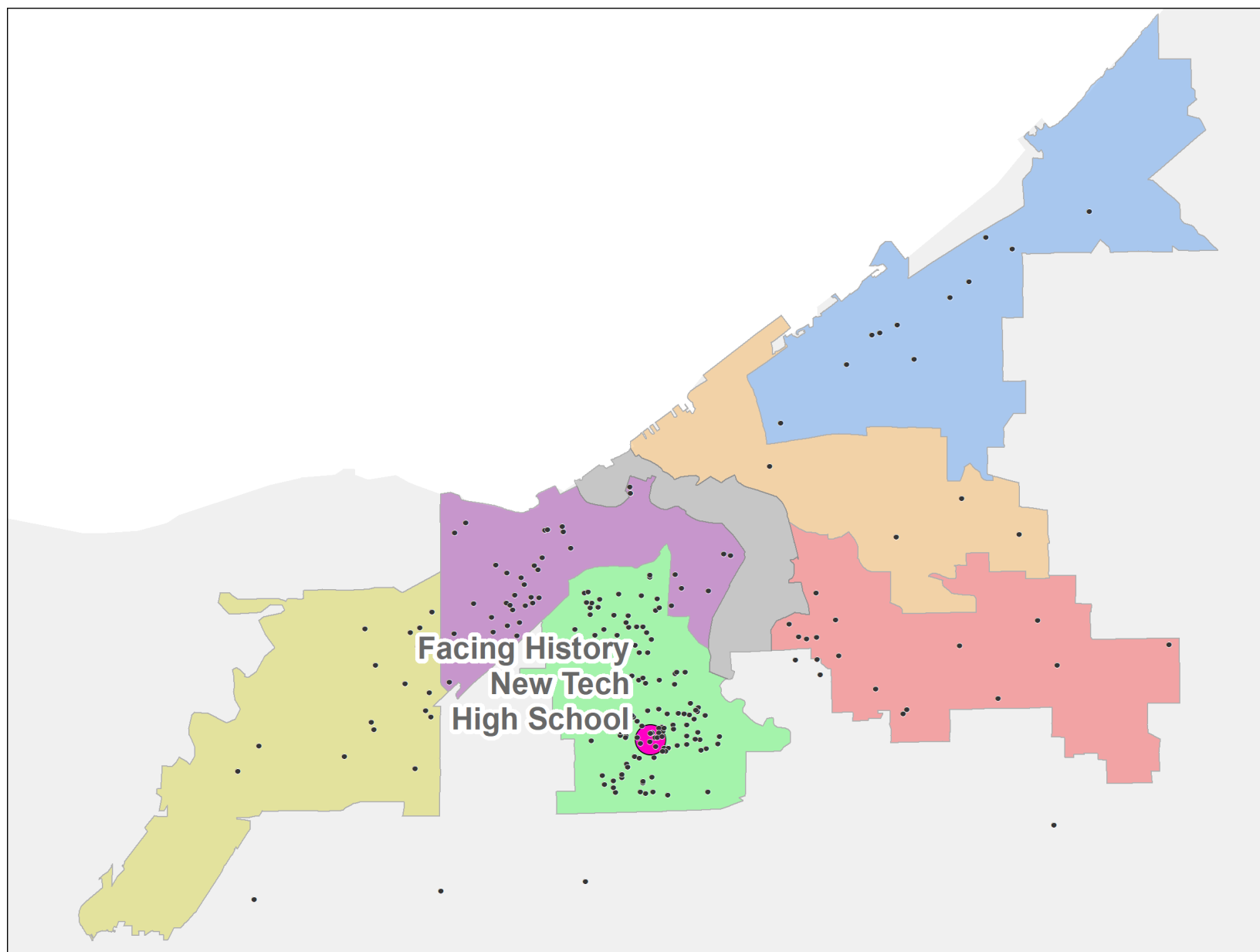
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

## West Side High Schools: Where do students reside?

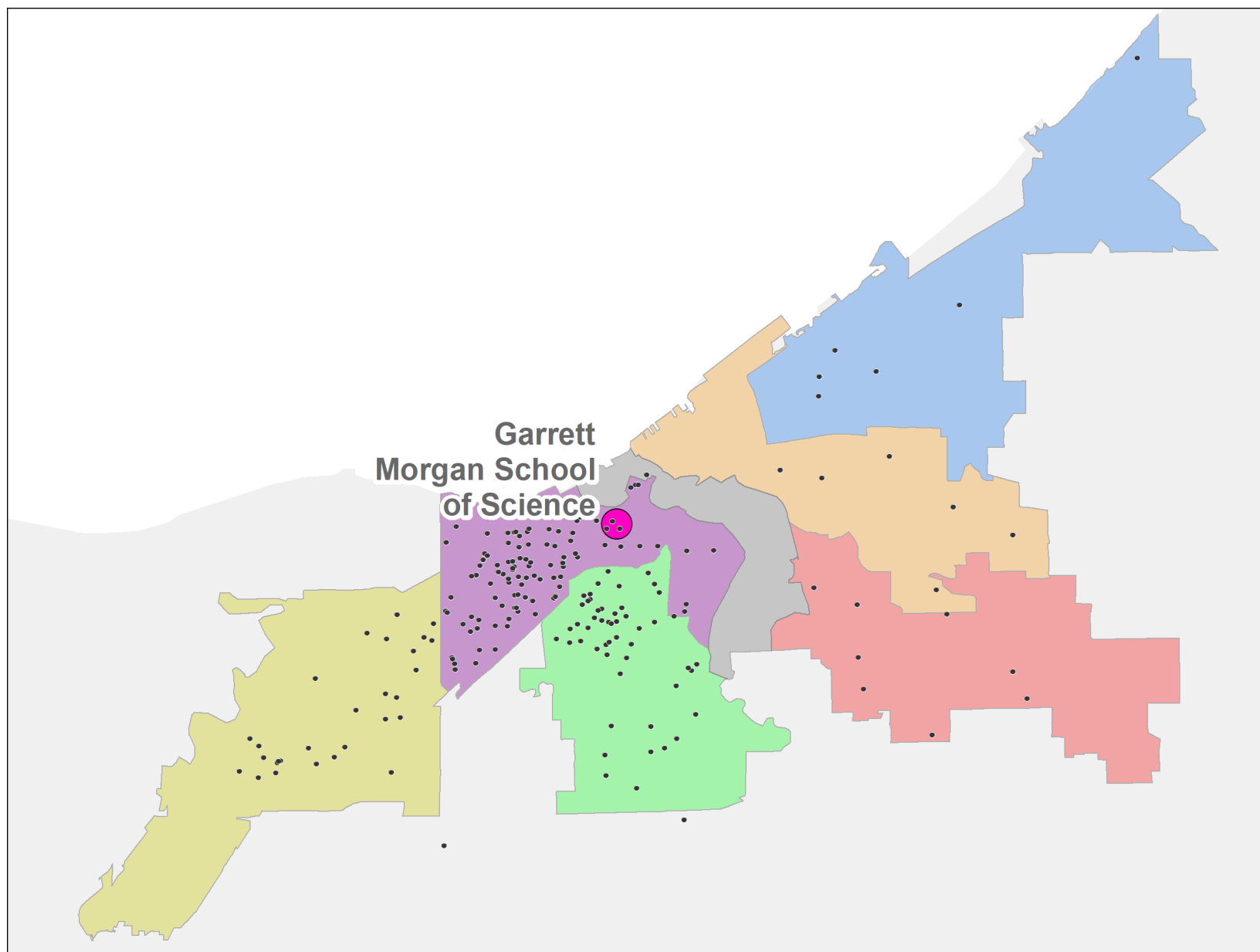
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

## West Side High Schools: Where do students reside?

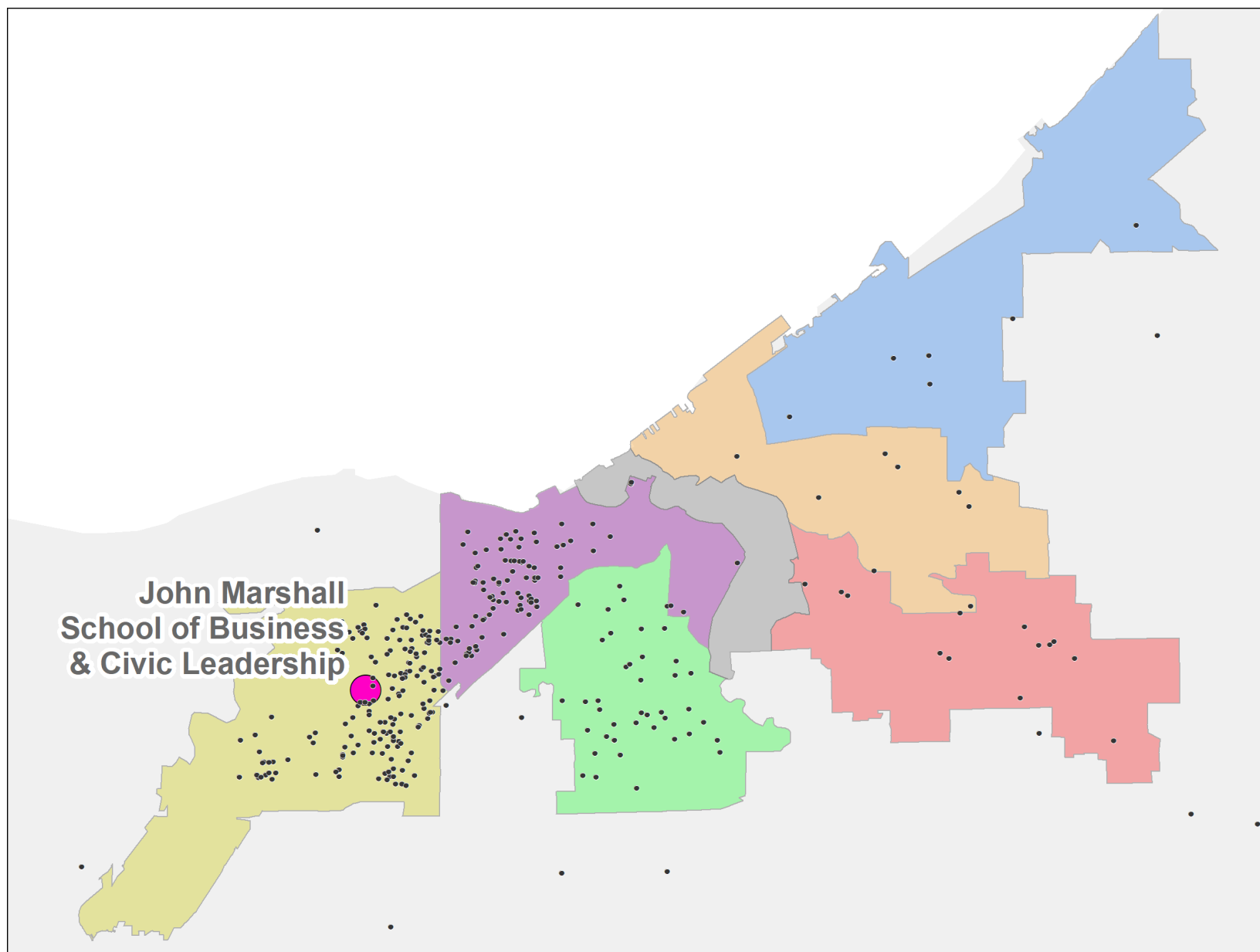
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

# West Side High Schools: Where do students reside?

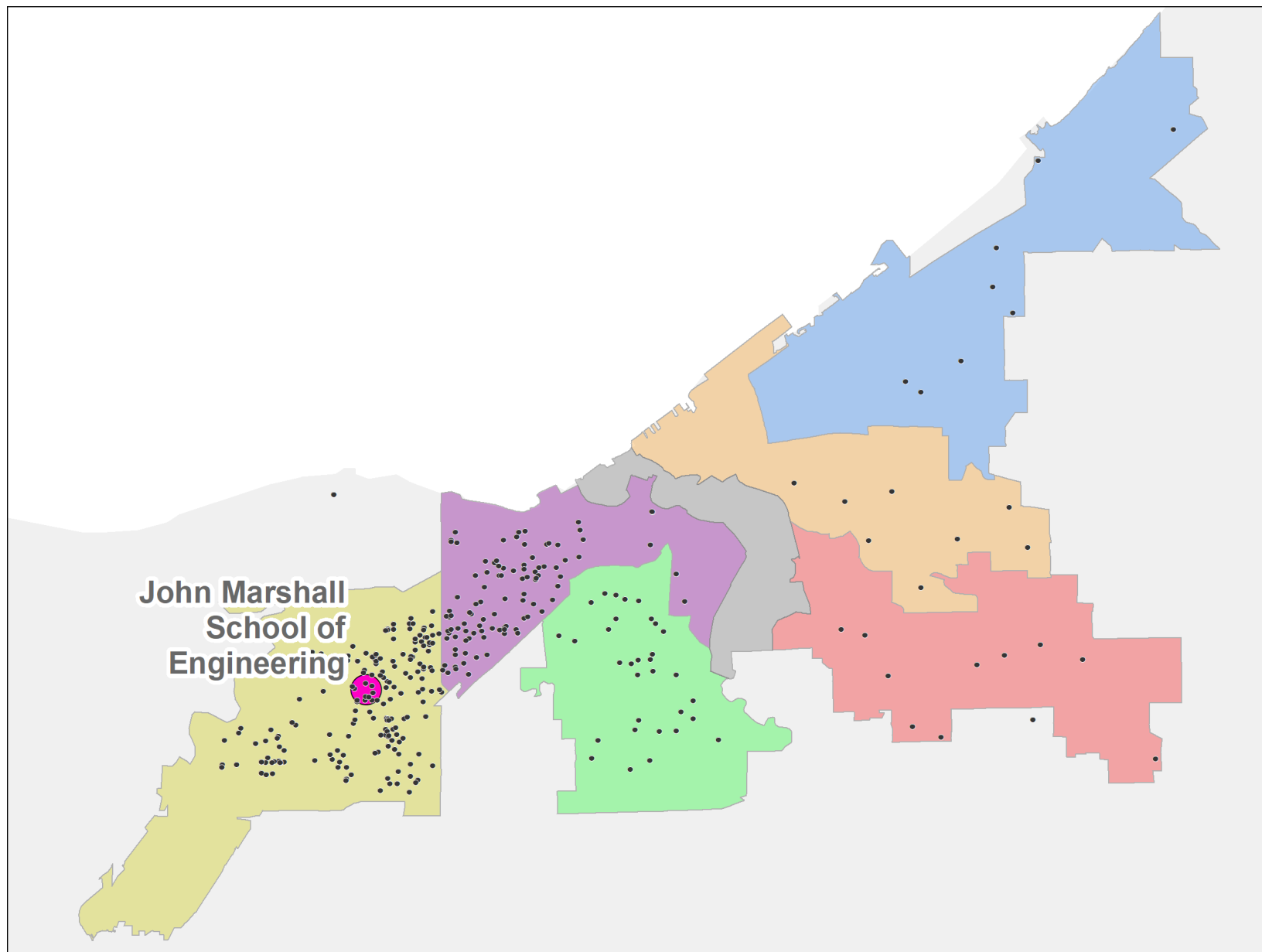
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

# West Side High Schools: Where do students reside?

March 19, 2019 Discussion Draft

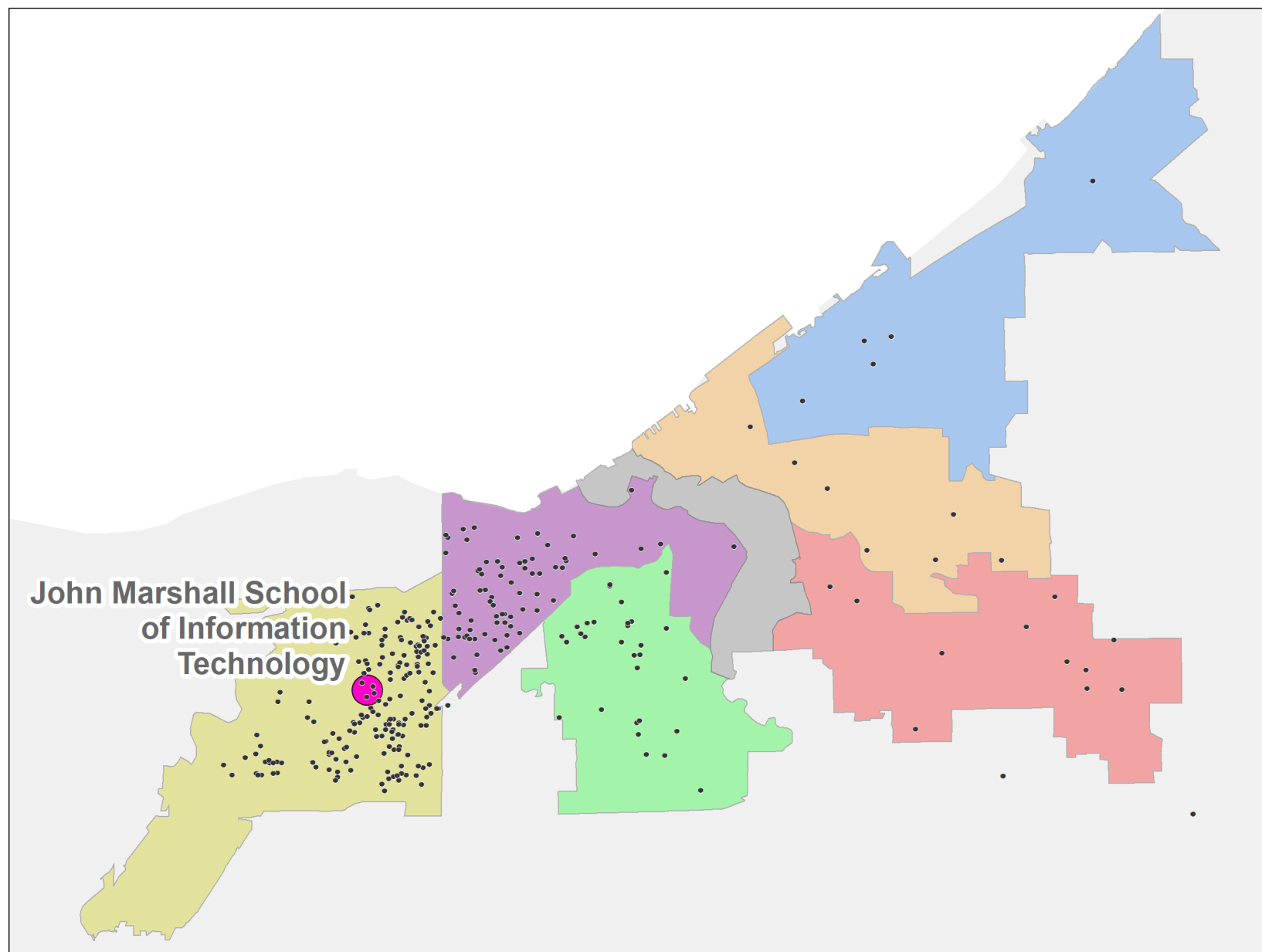


SOURCE: 2017-18 geo-coded enrollment data



# West Side High Schools: Where do students reside?

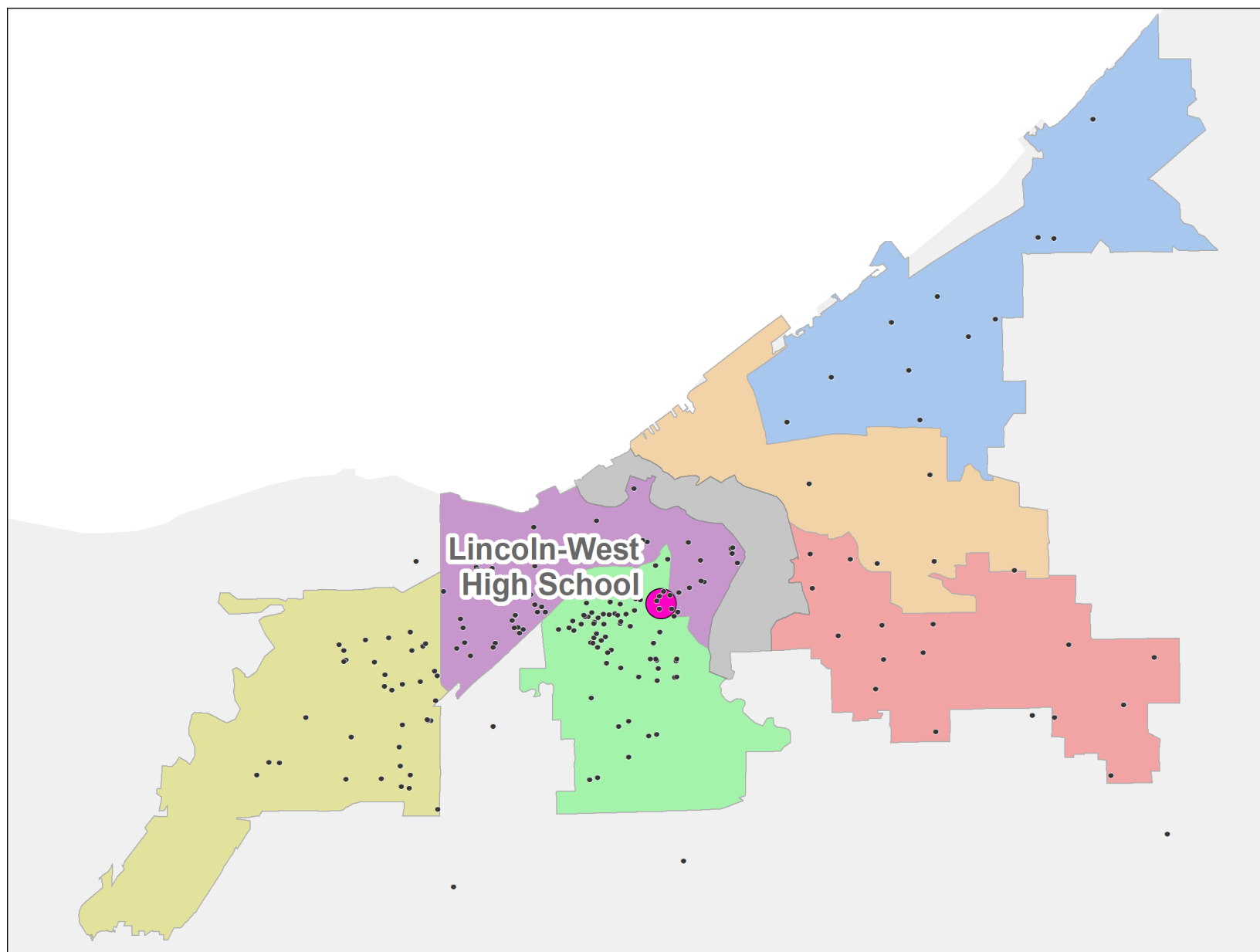
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

## West Side High Schools: Where do students reside?

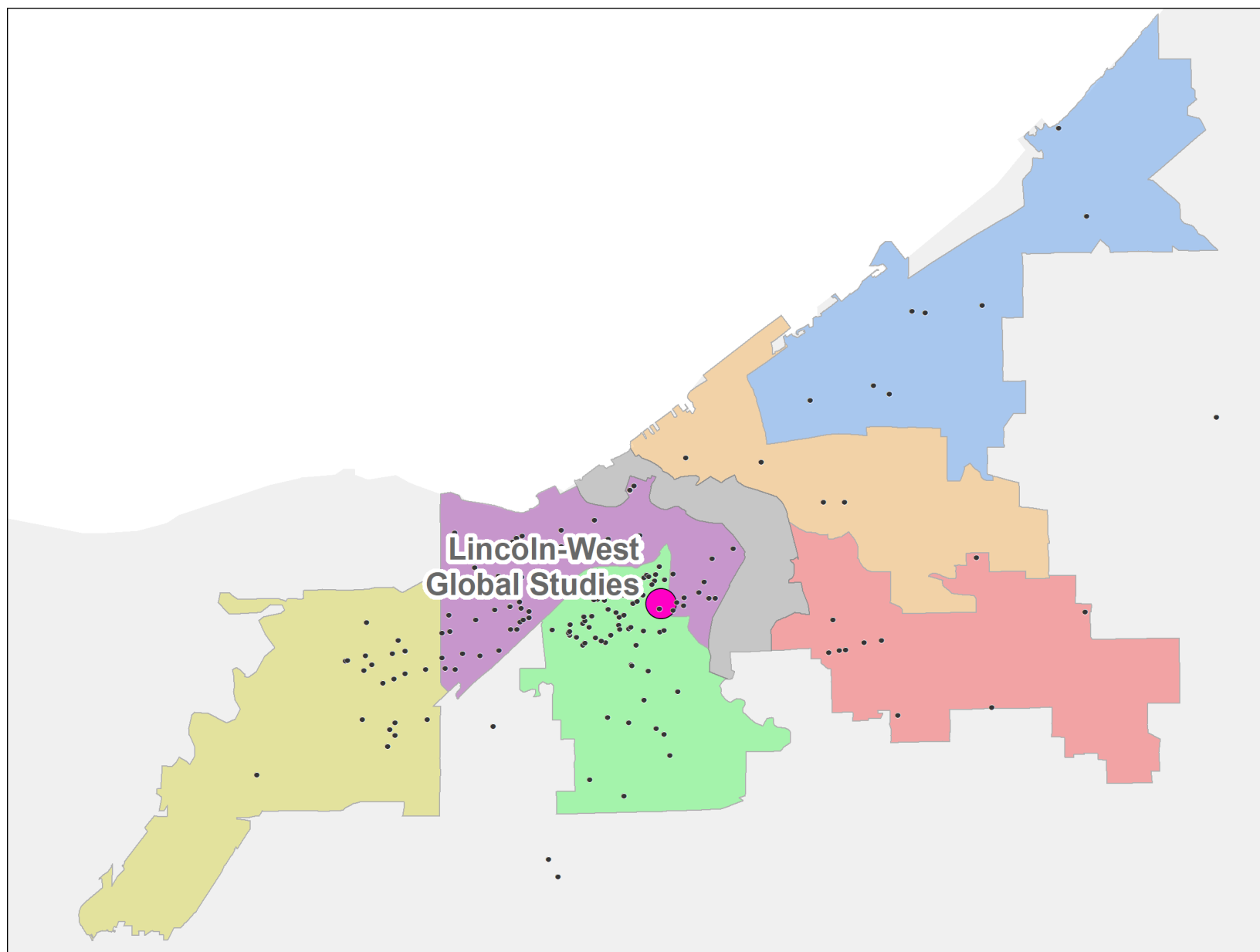
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

## West Side High Schools: Where do students reside?

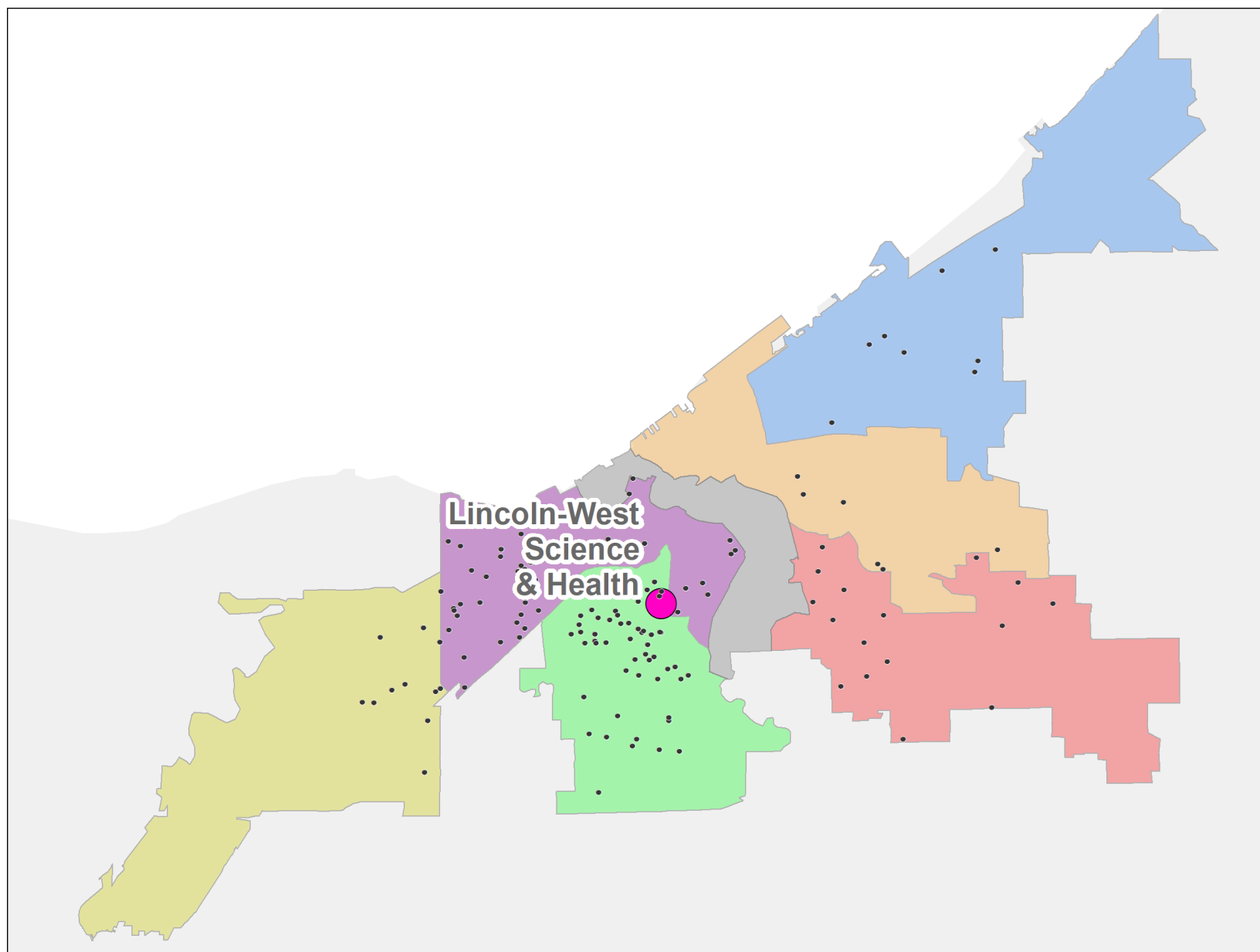
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

## West Side High Schools: Where do students reside?

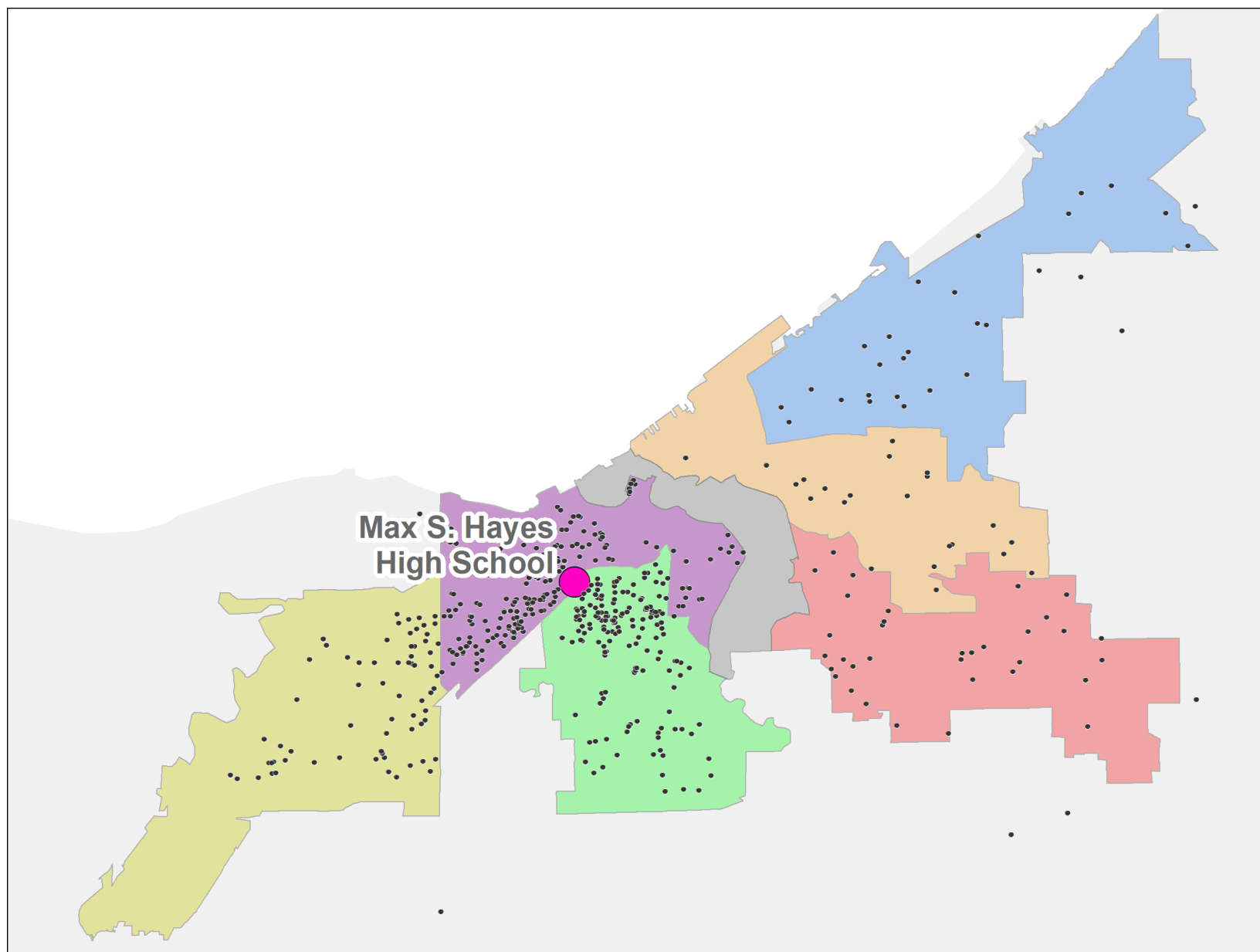
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

## West Side High Schools: Where do students reside?

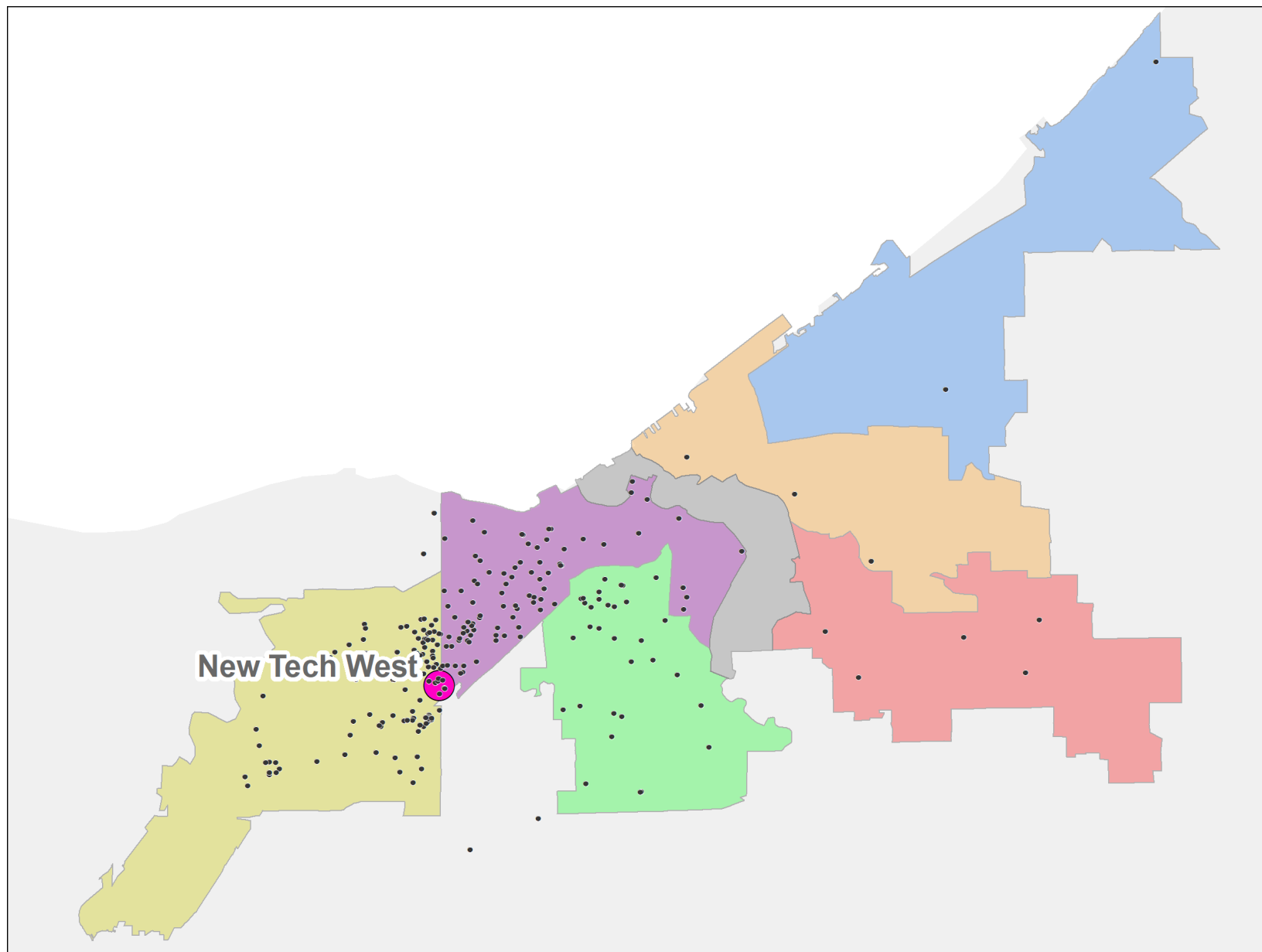
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

## West Side High Schools: Where do students reside?

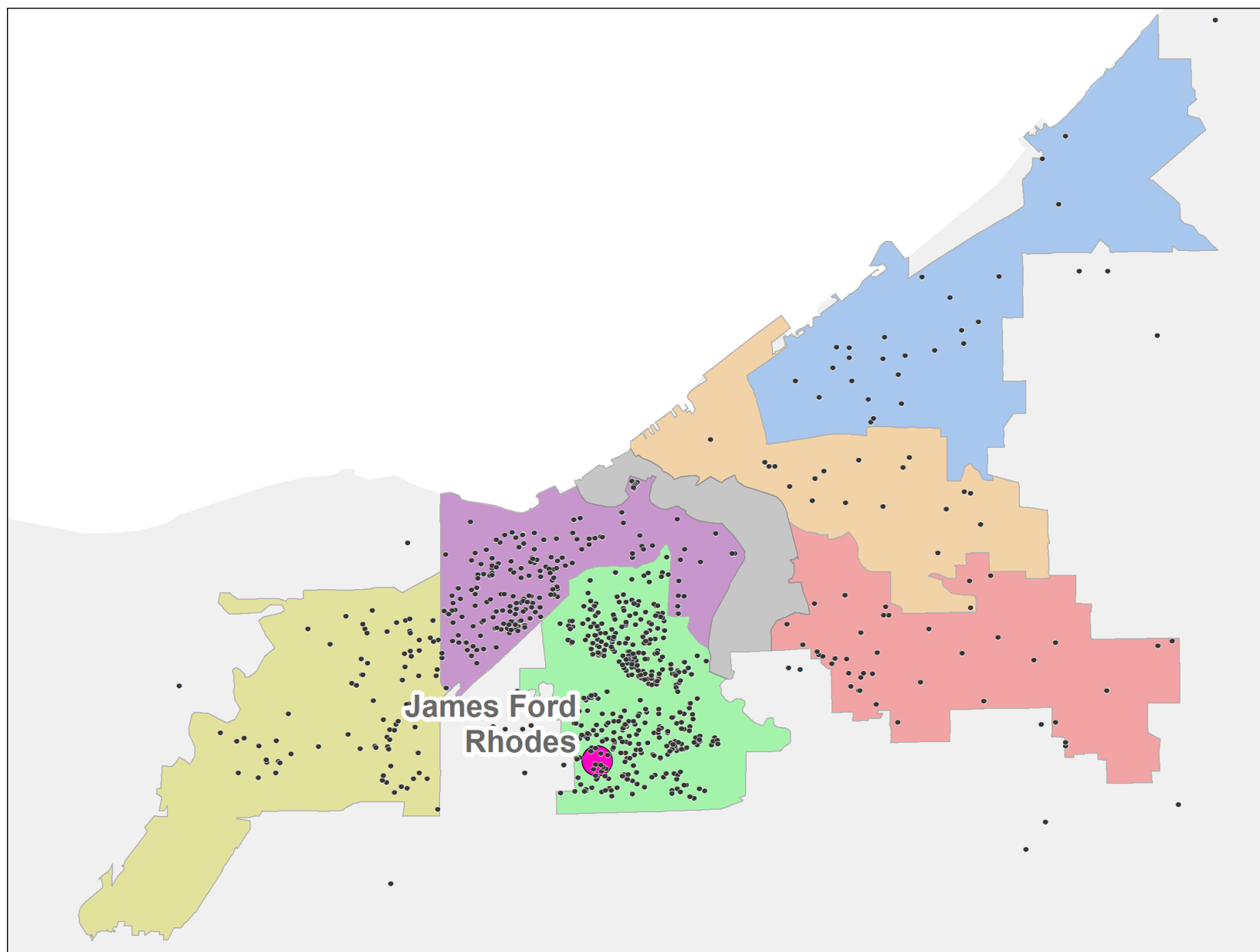
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

## West Side High Schools: Where do students reside?

March 19, 2019 Discussion Draft

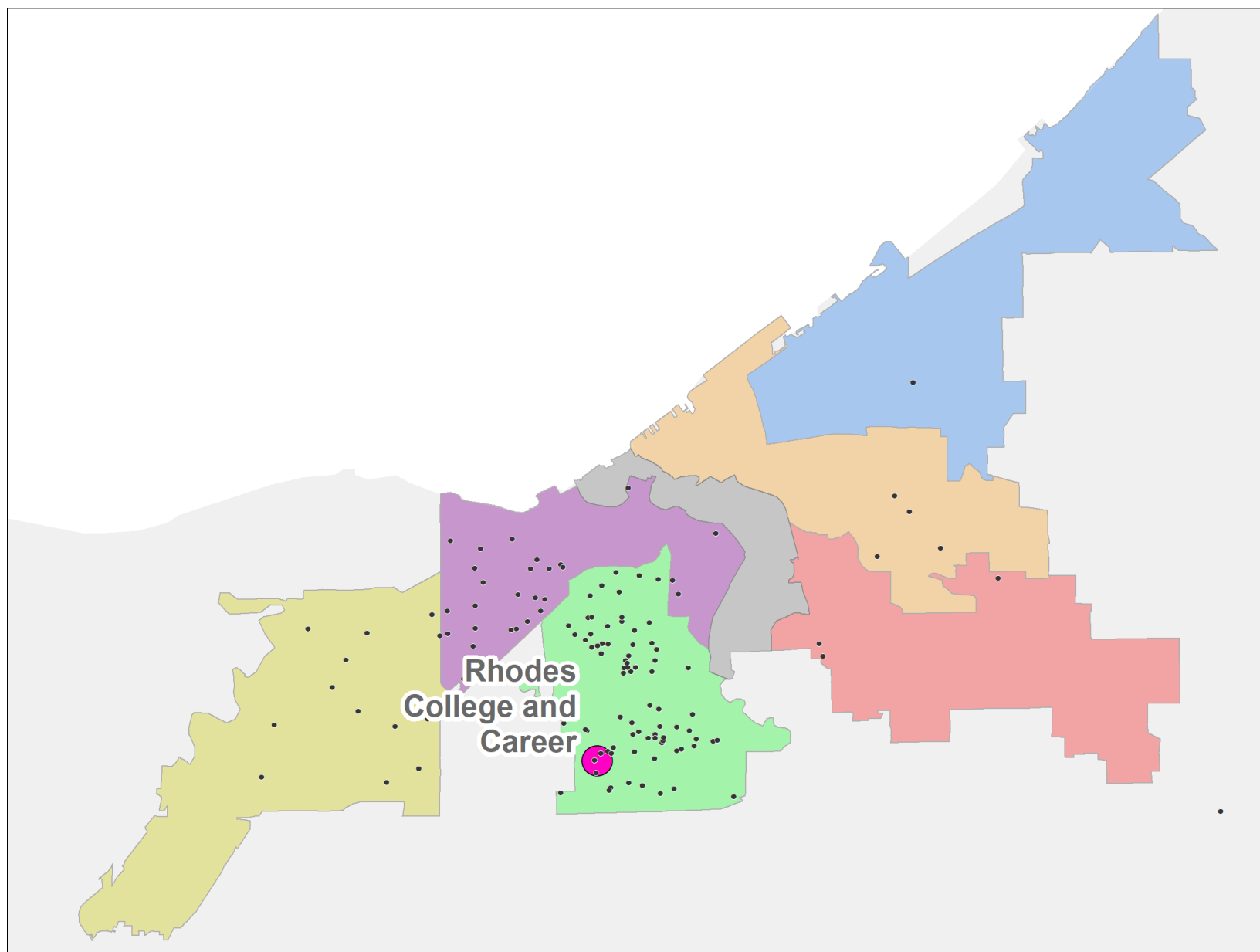


SOURCE: 2017-18 geo-coded enrollment data



## West Side High Schools: Where do students reside?

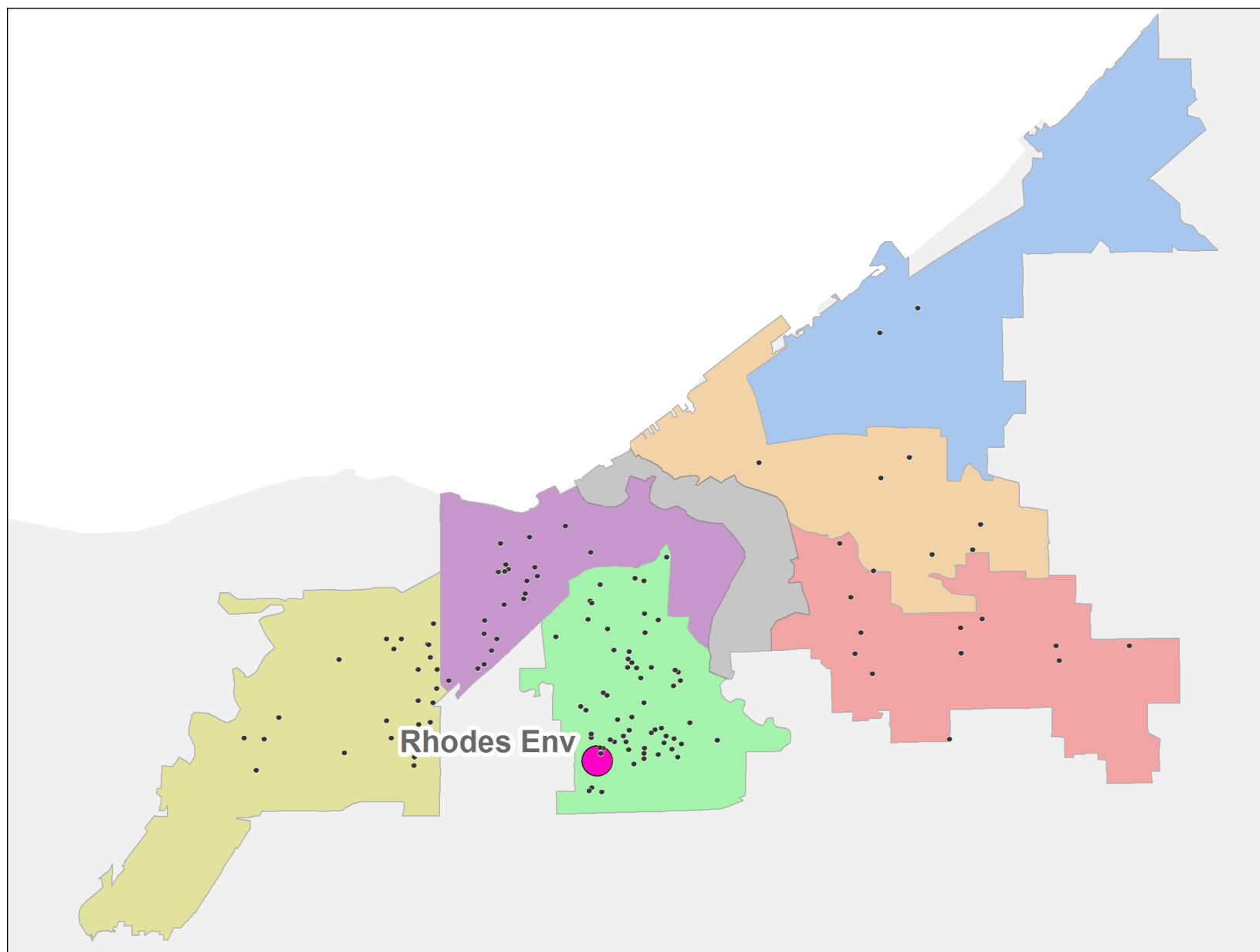
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

## West Side High Schools: Where do students reside?

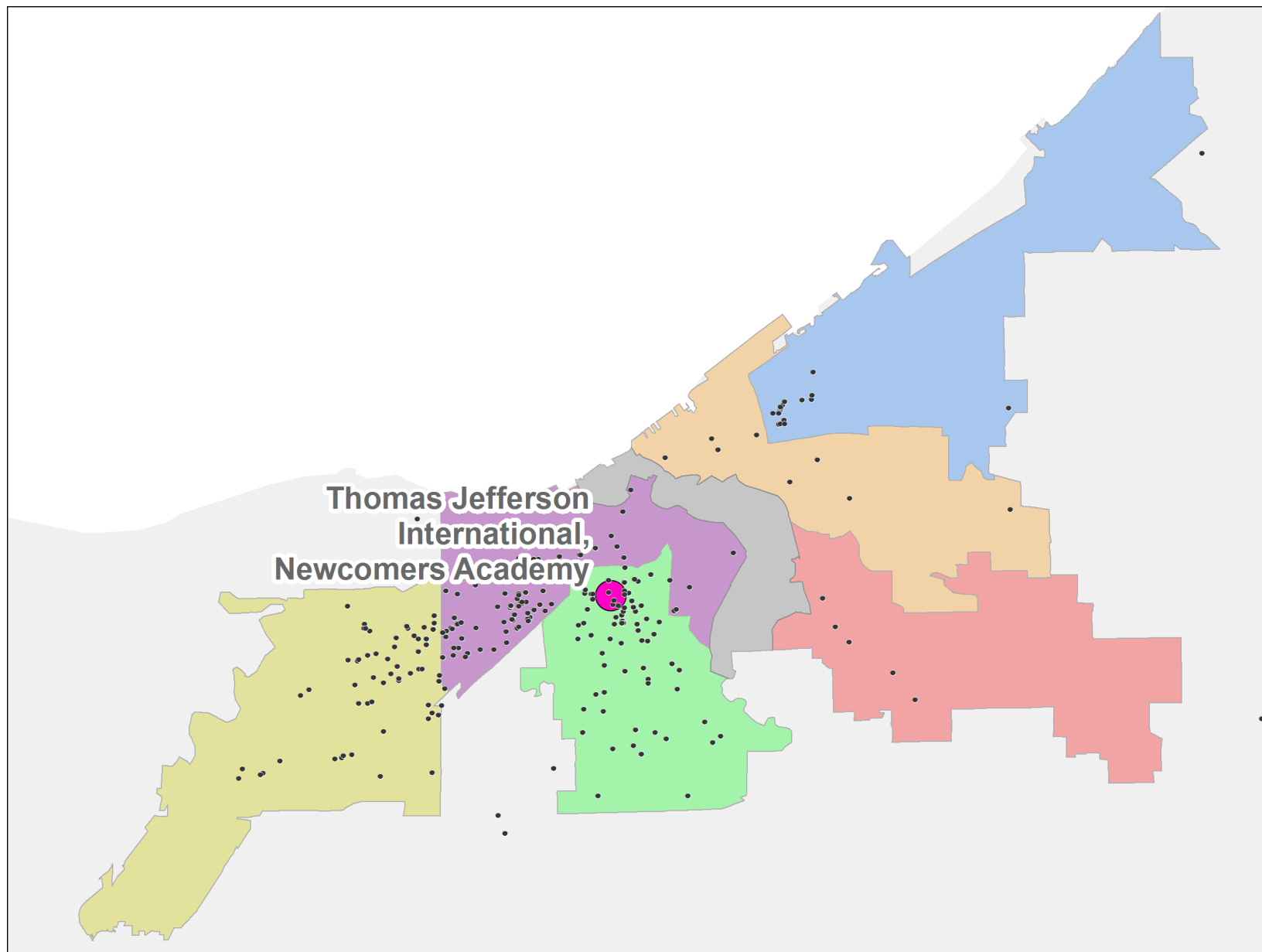
March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data

## West Side High Schools: Where do students reside?

March 19, 2019 Discussion Draft



SOURCE: 2017-18 geo-coded enrollment data