

# Central Office Support Plan

## Portfolio Strategy

**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.**

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## Theory of Action

Cleveland Metropolitan School District (CMSD) believes that **principals and their leadership teams are best positioned** to drive college and career ready learning and to fulfill the ambitious student achievement goals of The Cleveland Plan.

Over the next two years, CMSD will **systematically empower all school leadership teams** to assume increasing responsibility for the instructional design and programming at their schools. **By August 2019**, all schools will be able to **select instructional services and resources off of a menu of options** that they also help to create and that will expand and improve over time.

Supporting **flexible implementation of a strong instructional core** will require central office to realign a number of its practices so that it can focus on holding schools accountable for outcomes and providing as-needed support to schools in utilizing these increased flexibilities.

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## Strategic Priorities

<b>SP1</b>	Clarify and build capacity around the core instructional framework of CMSD with all relevant stakeholders.	<i>What's our instructional North Star?</i>
<b>SP 2</b>	Establish CMSD's standard of excellence for the performance and impact of principals, schools, network supports and central office supports. Implement tiered interventions and supports aligned to performance.	<i>What systems need to be created to monitor progress towards our instructional North Star?</i>
<b>SP3</b>	Establish and communicate clear roles and responsibilities for principals and their leadership teams, network support staff, and central office support staff, with a particular focus on instructional support services.	<i>How should we structure roles &amp; decision making rights to accelerate and scale our excellence?</i>
<b>SP4</b>	Build the capacity of principals and their leadership teams to succeed in a flexible and accountable environment.	<i>How can we build all of our capacity to achieve excellence?</i>
<b>SP5</b>	Build the capacity of the network and central office support teams to flexibly respond to, support, and hold accountable principals and their leadership teams.	
<b>SP6</b>	Create a systematic approach to communicating with all relevant stakeholders.	<i>How can we engage all stakeholders?</i>