

# Using Data to Shape the Senior Leadership of the Cleveland Metropolitan School District (CMSD)

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## Fellows



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## Problem Statement

The [Cleveland Plan \(TCP\)](#) is an ambitious vision that will grow the number of excellent schools in CMSD. To achieve this vision, district leadership must understand key indicators connected to the plan's objectives. These indicators must be monitored and "owned" by members of the Senior Leadership Team (SLT). [How can a central-office performance management framework help to identify key performance indicators, directly connected to TCP, that ensure accountability and monitor progress towards our ultimate goal: that every Cleveland student receives an excellent education?](#)

## Project Scope

In September 2012, CMSD CEO Eric Gordon and CFAO John Scanlan charged the SDP fellows with designing a process that would help the district's SLT increase accountability and understand progress towards the ambitious goals laid out in The Cleveland Plan (TCP), CMSD's central statement of its reform strategy. Broadly, this is a [performance management framework](#).

At each week's SLT meetings, up to three metric teams consisting of SLT members are responsible for presenting on a metric closely connected to their work. There are a total of [36 metrics, each owned by an SLT member](#). To ensure continuous improvement and immediate attention to problems, most metrics are collected on an eight-week cycle. Prior to each presentation, the owner of each metric works with collaborators and at least one SDP fellow to analyze data with an eye towards understanding whether current practice is leading to the needed improvements. For example, *are student retention rates improving over-time? What strategies have we adopted to ensure that students enroll in CMSD and persist through high school?* To answer these questions, fellows produce graphs like the ones presented here (right), assist owners with updating information, and identify action steps via an online planning system.

## Results and Impact

- Fellows brought 13 of 15 original metrics to life. These metrics live online and have identified "owners". Fellows support metric teams to better understand the data and analysis associated with each metric.
- Fellows performed a gap analysis of key TCP priorities and recommended [21 additional measures to capture all key district strategic priorities](#). In total, 33 of 36 metrics are on line.
- CEO Eric Gordon reports that the SDP-led process has given greater purpose to SLT meetings.
- Fellows designed CMSD's student "on-track to graduate" indicators, allowing CMSD to provide individual student-level on-track information to all high school guidance counselors - a strategy strongly associated with increased graduation rates in Chicago Public Schools.
- Fellows increased the frequency and accuracy of CMSD staff attendance reporting. Using this information, SDP fellows estimate that district employees will take 3 fewer sick days per school year, which will [generate a savings of approximately \\$2.5 million in substitute teacher costs](#).

## Next Steps

- Continue monitoring metrics to ensure relevance and alignment with TCP
- Identify core set of metrics that are significantly improving student achievement and ensure data related to these metrics are collected and analyzed periodically
- Continue to empower CMSD senior leadership to ask better questions of the data
- Continue the CMSD-SDP partnership by enrolling Cohort 6 Fellows in fall 2014

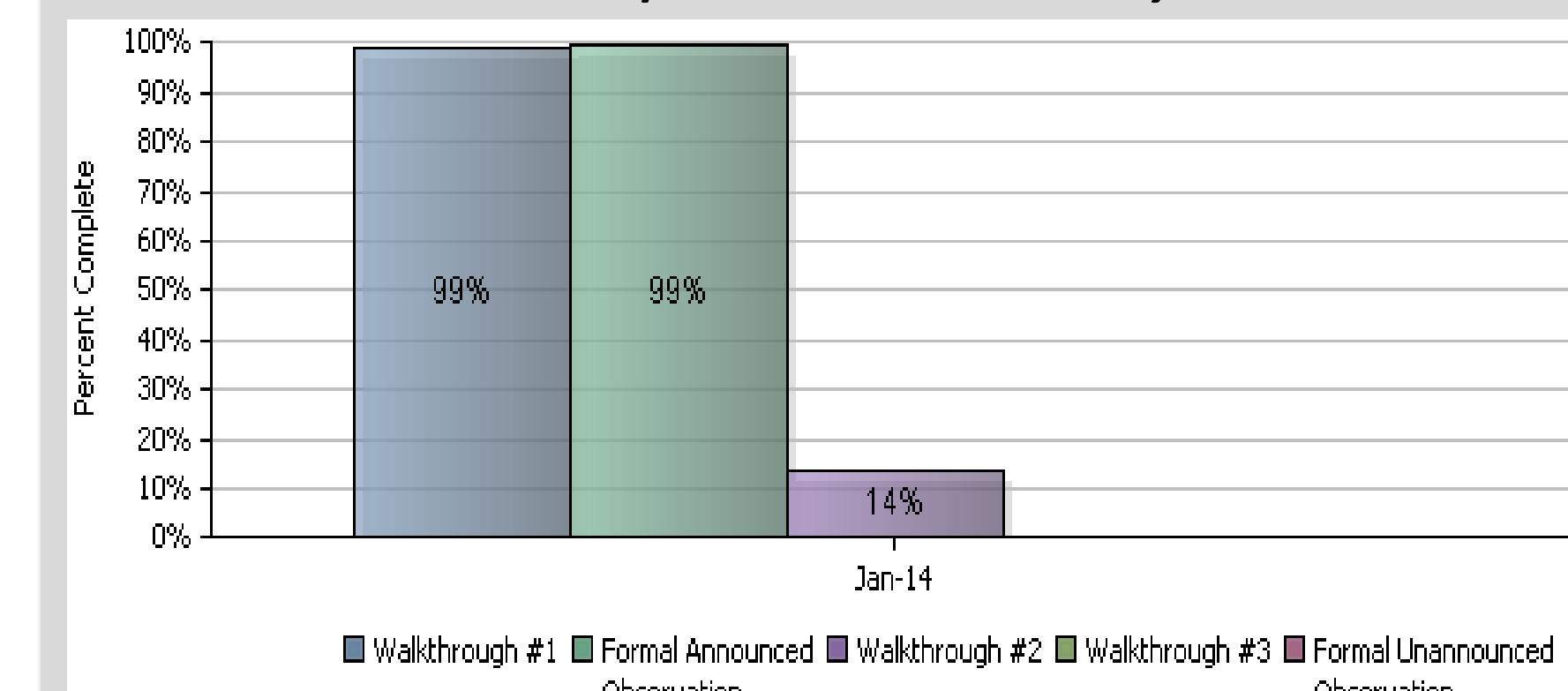


**Mission:** CMSD envisions 21st Century Schools of Choice where students will be challenged with a rigorous curriculum that considers the individual learning styles, program preferences and academic capabilities of each student, while utilizing the highest quality professional educators, administrators and support staff available.

**About Us:** 38,725 students; 99 elementary schools, 4 middle schools, 25 high schools

## Example Charts from SLT Presentations

**TDES Completion, January 2014**



**Student Retention Rates, January 2014**

