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To The Max!

The New Max Hayes High School WIRE-Net's Report to Stakeholders

Cleveland, Ohio, October 14, 2011 – WIRE-Net's consulting firm, Big Picture Learning, identified 12 key tasks that the New Max Hayes team is focused on as we move toward opening day of the new school building in 2014. A coalition comprised of WIRE-Net, Cleveland Metropolitan School District (CMSD) administration, Max Hayes' principal and faculty, and numerous business and community partners, has made significant progress implementing the plan since the July Stakeholder Report. Jose Estremera, WIRE-Net's Youth Program Director, is steadily gaining the momentum to deliver on each of these 12 tasks.

1. Recruit a permanent principal for the new school.

The new principal, Phillip Schwenk, is quickly becoming familiar with Max S. Hayes, the CMSD Administration, and the coalition partners. With a focus on the To the Max! agenda, Schwenk is the perfect person to lead the transformation plan. He led the effort to draft and customize an Academic Achievement Plan (AAP) which views students as the primary "customer." He maintains a positive forward thinking approach to implementing the innovative teaching methods suggested in the Big Picture report. Schwenk attends the coalition committee meetings and maintains regular communication with WIRE-Net and other partners so we are all on the same page.

2. Recruit occupational-area leaders; establish the school's administrative team.

While establishing the administrative team is an issue that must be driven by Max S. Hayes, WIRE-Net is ready to provide recruitment assistance to the school principal. WIRE-Net retained Business Volunteers Unlimited (BVU) to survey the existing trade cluster advisory committees at Max Hayes High School, and identify opportunities to fully engage and strengthen the committees. We are currently seeking occupational area leaders as part of our efforts to reinforce the technical advisory committees. Working with Max Hayes leadership and faculty, we are proposing combining the existing advisory committees with the new occupational clusters resulting in four technical advisory committees (manufacturing, transportation, construction, and information technology). At the same time, WIRE-Net will work with the existing technical committees and support them in planning meetings and recruiting new members.

3. Develop a faculty "recruitment" process, to engage the best teachers from the existing school, and fill gaps where they exist.

The teacher recruitment process for the 9th grade academy resulted in the selection of five experienced teachers to instruct the new program. And, in response to an overwhelming 9th grade

enrollment (over 180 students), the school has also hired 5 more teachers for English, Math, Science, and Special Education (2). As part of the AAP, the principal and select teachers will form a personnel committee that will interview future teachers interested in teaching the 9th grade. By signing a role description, recruited 9th grade teachers will confirm their interest, understanding, and commitment to teach the 9th graders in accordance with the Big Picture Plan. Teachers, for example, will assume responsibilities related to an extended day, common planning periods, and project-based learning. Once the AAP is formally approved, WIRE-Net is prepared to serve as an active member of the personnel recruitment committee.

Finally, we are especially excited to be recognized as members of the 9th grade academy instructional team, and are working with 9th grade teachers to develop and deliver core competency instruction to all 9th graders.

4. Develop a memorandum of understanding with the faculty union.

CMSD and the Cleveland Teachers' Union have agreed to not pursue an MOU, but rather implement the Big Picture Plan using the Academic Achievement Plan (AAP). Eric Gordon, CMSD CEO, Phil Schwenk, Jose Estremera, and a Max Hayes AAP team drafted the plan, which received 87% approval from Max Hayes teachers. The plan is now under review by Eric Gordon.

There is a lot of merit in the AAP, not the least of which is the strong support from Max Hayes staff for the document. WIRE-Net understands that some of our partners were interested in seeing an MOU, and so Estremera has worked with school staff to make presentations explaining to partners the merits of the AAP.

5. Develop faculty program and curriculum development teams.

During the summer, the curriculum team developed the foundation for the 9th grade academy. With the vision of the To the MAX! plan as the reference point, the curriculum team developed a new class called the Freshman Experience. The Freshman Experience assists each student in carefully selecting a career path from which they will graduate. It features a common planning period for teachers, project based learning, the instruction of core competencies (employability and career readiness), and a rotation through each of Max S. Hayes' career clusters. WIRE-Net will have a presence in the Freshman Experience: providing teachers with assistance in delivering instruction in core competencies; coordinating career related presentations led by industry partners; and helping the students identify career tracts that directly match their long-term goals. The ultimate goal of this class is to help students to be successful high school students.

6. Develop a professional faculty development program.

WIRE-Net has offered to coordinate and/or raise funds for staff training in project based learning or team building for new staff. Our former New Max Hayes project consultant and WIRE-Net board member, Leslie Yerkes, has donated one year of team coaching for the new principal and faculty.

7. Develop a middle grades marketing program.

WIRE-Net School to Career staff exceeded expectations in recruiting 8th graders from 12 different schools. Originally planning to recruit 120, the staff ended up with a roster of 186 9th graders. The faculty has been busy recreating class schedules and bringing on new staff for the ninth graders who started school in September.

Estremera organized a marketing and recruitment committee that recently created a new interactive brochure designed to attract career tech focused 8th graders to enroll in Max S. Hayes for the 2012 school year. As this report is being written, marketing team members and 11th & 12th grade students are participating in a week-long high school and career choice event where approximately 3,200 8th graders will be introduced to CMSD's high schools. The marketing goal is to promote Max S. Hayes as a challenging career tech high school and attract students committed to studying the technical trades taught at the New Max Hayes.

8. Establish the Max Hayes School Governance Board.

WIRE-Net contracted with Business Volunteers Unlimited to form a task force of education, business, and community leaders passionate about career and technical education. Since August, John Colm and Estremera have worked with BVU and a task force of the Steering Committee to design the framework for a leadership group named "Friends of Max S. Hayes".

The next steps for this group are to:

- recruit an executive team of influential volunteers to lead the Friends of Max S. Hayes
- set an annual calendar of meetings
- identify the school's critical technical trade needs
- investigate the merits of establishing the Friends as a 501(c)3 tax exempt organization
- organize a summer 2012 retreat for key Max S. Hayes partners.

9. Organize business, postsecondary, and community partnerships.

Estremera has been actively meeting and building relationships with partners at Max Hayes. He has co-facilitated steering committee meetings, worked to set the stage for the Friends Committee, and directed the work of the marketing and outreach and fund development committees.

In addition to recruiting relevant industry representation, Estremera is also recruiting leaders from post-secondary schools and trade institutions and maintaining regular communication with key political and grass roots community partners. CMSD has hired a Transformation Project Manager who represents CMSD at all To the Max! meetings and activities, and bolsters communication efforts between all parties.

10. Develop a student orientation and remediation program for incoming ninth graders.

This summer WIRE-Net managed two New Max Hayes 9th grade orientation summer camps, funded by CMSD. Out of 75 students attending these camps, 70 enrolled at Max S. Hayes (93%)! Participating students report that the summer camp better prepared them for their first year of high school, taught them how to appropriately handle stress, and improved their time management skills. One student wrote, "I learned that I'm more valuable than I thought." Planning is underway to expand the orientation camps to include all incoming freshman next summer.

11. Establish a program implementation monitoring system.

WIRE-Net will begin to work with CMSD and Big Picture Learning on a plan to monitor and assess the critical educational outcomes. CMSD will have the responsibility to complete a detailed implementation plan to guide and monitor the four year program.

12. Develop a funding strategy for the New Max Hayes, which maximizes funding from state, local and federal government sources, foundations, the corporate community and other community stakeholders.

WIRE-Net was moderately successful in implementing its 2011 funding strategy to support To the Max! planning activities, while continuing to operate its School to Career program for the upper grades. Funding support in 2011 has been generously provided by CMSD, Cleveland Foundation, Gund Foundation, Abington Foundation, Thomas H. White Foundation, Bruening Foundation, HC Schott Foundation, Lennon Foundation, Greater Cleveland Partnership, along with corporate grants from Swagelok, Eaton, and Lincoln Electric. Since our last report, we are proud to announce additional support from Alcoa, ArcelorMittal, Sam's Club/Wal-Mart Foundation, and TEAM Academy.

As we further develop the coalition and accomplish these stated tasks, WIRE-Net will uncover career tech opportunities warranting greater financial and human support. WIRE-Net and CMSD Resource Development staff are meeting to identify funding opportunities and planning to work together to pursue common goals.

Summary

WIRE-Net remains committed to providing on-going support to transform the new Max Hayes Career and Technical High School in Cleveland, Ohio into a global destination site for students, industry, and community stakeholders interested in linking technology and academics. The project is a collaboration of the Cleveland Metropolitan School District, WIRE-Net, TEAM Academy, the Greater Cleveland Partnership, local foundations, businesses, colleges, and the community. As our goals shift from planning to implementation, our goal remains the same: to prepare students from our urban core for 21st Century careers in manufacturing, construction, transportation, and information technology sectors.

With every successful step closer to realizing the New Max Hayes, we uncover new challenges that require all partners to expand their vision and recommit themselves to the transformation process. Some of our next steps include:

- Recruiting 120 incoming 9th graders for the 2012 school year, and developing the corresponding freshman summer orientation camps
- Developing 10th grade curricula that reflects the demands of our global economy
- Forming the Board for the Friends of the New Max Hayes
- Strengthening business-community-education partnerships that support the Big Picture Learning plan
- Developing new, rigorous, and relevant teaching standards

The infusion of the latest in art and design, technology, environmental sustainability, as well as entrepreneurial ventures into the students' academic and career tech coursework will further enhance all of the school's disciplines. Graduating students will acquire a zeal for continuing their education beyond high school in preparation for promising careers that pay well.

About WIRE-Net:

WIRE-Net is a membership-based, non-profit economic development organization that provides services to manufacturing leaders to strengthen their businesses, create healthy communities and fuel economic growth. For information, visit www.wire-net.org