

Chicago Public Schools

DISTRICT BACKGROUND 2010–11:

Enrollment	403,000 students
\$/Pupil	\$11.5K per pupil
% Free & Reduced Lunch	84%
% Special Education	12%
% English Language Learners	14%
Year Turnaround Program Initiated	2008

	Schools	Turnaround Schools
Elementary	553	2 CPS/10 AUSL
High School	151	3 CPS/2 AUSL
Total*	704	5 CPS/12 AUSL

* 2009-2010 totals



IN A NUTSHELL: Manage ~1/3 of turnaround schools internally and outsource others. Provide clear and well-supported standardized model, customizing approach based on continuous assessment of results and close collaboration with school leadership.

TURNAROUND ELEMENTS

(for CPS-run high schools)

Strong leaders: Replaced 2 out of 3 principals; incentive bonus up to \$10K per year; extra Assistant Principal

Effective teaching teams with expert support: Replace all teachers; 3 hours weekly team collaboration time lead by department chair; 3 instructional coaches per school; Teaching 4 Learning framework

Individual attention & time: Core content periods are 90 minutes in A/B block; freshmen have double time in reading and math; struggling students attend “acceleration lab”

Health, social & emotional support: Teachers meet weekly to identify student needs; school care team of 6 social workers and 1 psychologist for 1,000 students

Safe & welcoming community: Increased security personnel; 3-week training for all staff on consistent behavior management; 1 disciplinary dean for every 250 students; student driven enrichment activities

RESULTS SO FAR

For two CPS-run high schools that entered turnaround in 2009–10, versus comparable high schools:

Measure	Turnaround high schools	Comparable high schools
One-year drop-out rate	- 7.5 percentage points	- 3.3 percentage points
% of freshmen on track to graduate	+ 28 percentage points	+ 14 percentage points

DISTRICT STRUCTURES & SUPPORTS

(for CPS-run high schools)

Central office governance: Office of School Improvement manages 5 district-run schools and relationships with partner-run schools (AUSL)

Standardized model: District-run schools have common staffing models, schedules, assessment system, teacher effectiveness framework and budget

Accountability & support: Performance management framework lays out role specific accountability for measurable results; District-created school data dashboards reviewed with principals weekly by Chief Officer of School Improvement

Portfolio approach: CPS has three models for turnaround: district-run turnaround and transformation schools in addition to partner run restart schools

ADDITIONAL RESOURCES FOR TURNAROUND

Average district \$/pupil	\$11.5K per pupil
Average \$ per turnaround school	\$3.2M (for “typical” school of 1000 students, in year 1)
Average \$ per turnaround pupil	~\$3.2K (in year 1)
Top turnaround expenditures (\$ based on “typical” school of 1000)	<ul style="list-style-type: none"> • Extra intervention teachers (\$520K) • Safety/security personnel (\$460K) • Deans for discipline/student development (\$390K)
Sources of funding	<ul style="list-style-type: none"> • Historically funded through grants and district funding, but shifting to more grants: <ul style="list-style-type: none"> — Federal School Improvement Grants (~\$1.6M per school) — Specialty-area grants (e.g., a drop-out prevention grant gives \$1M to two schools)

KEY PARTNERS

School management orgs:

- AUSL
- America’s Choice
- Univ. of Chicago

Children’s Memorial Hospital for social/emotional supports

Boy’s & Girl’s Town for the well managed schools program

Umoja Student Development Corporation for building a powerful school-wide Advisory program