

# Charlotte-Mecklenburg Schools

## DISTRICT BACKGROUND 2010–11:

Enrollment.....	136,000 students
\$/Pupil.....	\$8.5K per pupil
% Free & Reduced Lunch.....	53%
% Special Education.....	10%
% English Language Learners.....	10%
Year Turnaround Program Initiated.....	2008

	Schools	Turnaround Schools
Elementary	100	18
Middle	36	4
High School	33	2
Total	169	24



## IN A NUTSHELL: Hire great principals, let them bring in a core turnaround team, and set them free.

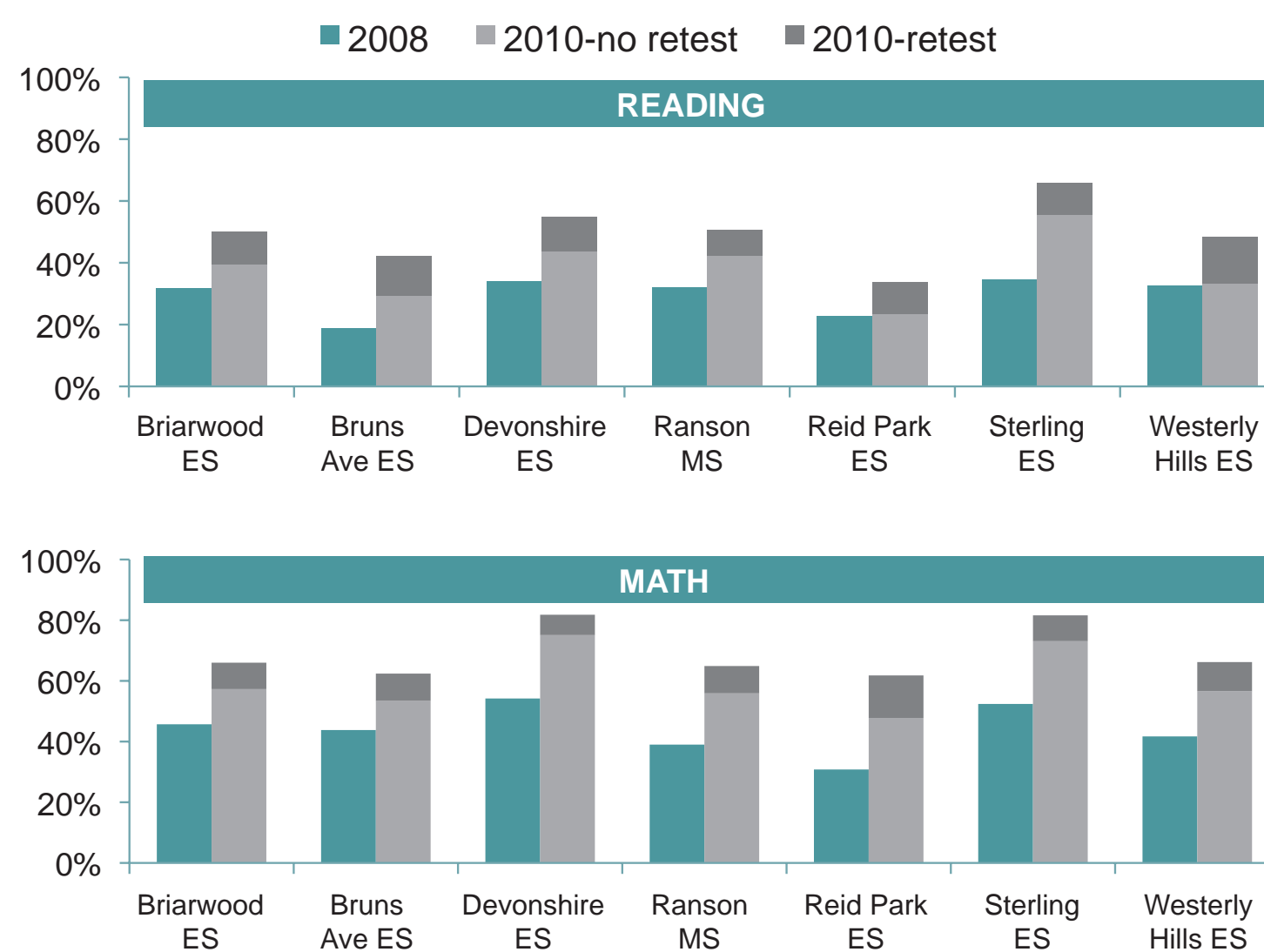
### TURNAROUND ELEMENTS

**Strong leaders:** Prestigious recruitment of new, proven principals for all schools; extra compensation; principal has 3 years to produce results

**Effective teaching teams with expert support:** Principal selects core turnaround team of 7 (proven teachers, assistant principals, instructional coaches); extra compensation for core turnaround team; principal can displace 5 teachers from school based on fit or skill

### RESULTS SO FAR

Percent of students at/above Proficient in end-of-grade testing:



### DISTRICT STRUCTURES & SUPPORTS

#### Central office governance:

Zone superintendent supervises 17 of 24 turnaround schools with limited support staff and 30+ other schools under purview

#### School-created model:

Leadership team chooses curriculum, student grouping strategies, teaming, and schedule

#### Leadership pipeline & training:

Training on school design, leadership and innovation through partnerships; collaboration with partners to recruit leaders from outside the district

#### Accountability & support:

Interim evaluations of turnaround schools, school progress reports and annual quality reviews

#### Removing barriers to innovation:

Turnaround schools given flexibility to implement new curriculum, staffing and scheduling models

#### Portfolio approach:

Merge struggling middle schools with strong elementary turnaround schools to create K-8 schools

### ADDITIONAL RESOURCES FOR TURNAROUND

<b>Average district \$/pupil</b>	\$8.5K per pupil
<b>Average \$ per turnaround school</b>	~\$160K across 3 years (~\$70K in year 1; ~\$45K in each of years 2 and 3)
<b>Average \$ per turnaround pupil</b>	\$100 per pupil (range of \$40–\$250 per pupil)
<b>Top turnaround expenditures</b>	Compensation for core turnaround team: <ul style="list-style-type: none"> <li>• 10% salary increase for administrators</li> <li>• \$20K pay supplement over three years for teachers</li> </ul>
<b>Sources of funding</b>	<ul style="list-style-type: none"> <li>• In the past: district General Funds</li> <li>• For 2011–12 school year: Race to the Top funds from the North Carolina initiative</li> </ul>

### KEY PARTNERS

Education Resource Strategies  
 New Leaders for New Schools  
 Queens University  
 Teach For America