

# Boston Public Schools

## DISTRICT BACKGROUND 2010–11:

Enrollment.....	57,000 students
\$/Pupil.....	\$14.5K per pupil
% Free & Reduced Lunch.....	74%
% Special Education.....	19%
% English Language Learners.....	30%
Year Turnaround Program Initiated.....	2010

	Schools	Turnaround Schools
Elementary	53	7
K–8	23	1
Middle	10	2
High School	29	2
Total	115	12



**IN A NUTSHELL:** Collaborate with schools on intervention strategies within a framework; adapt as needed.

## TURNAROUND ELEMENTS

**Strong leaders:** Replace principals at 5 of 11 schools

**Effective teaching teams with expert support:** Replace more than 50% of teachers at 7 schools; add instructional leaders (recruited via partnership) in 4 schools; data managers in all schools

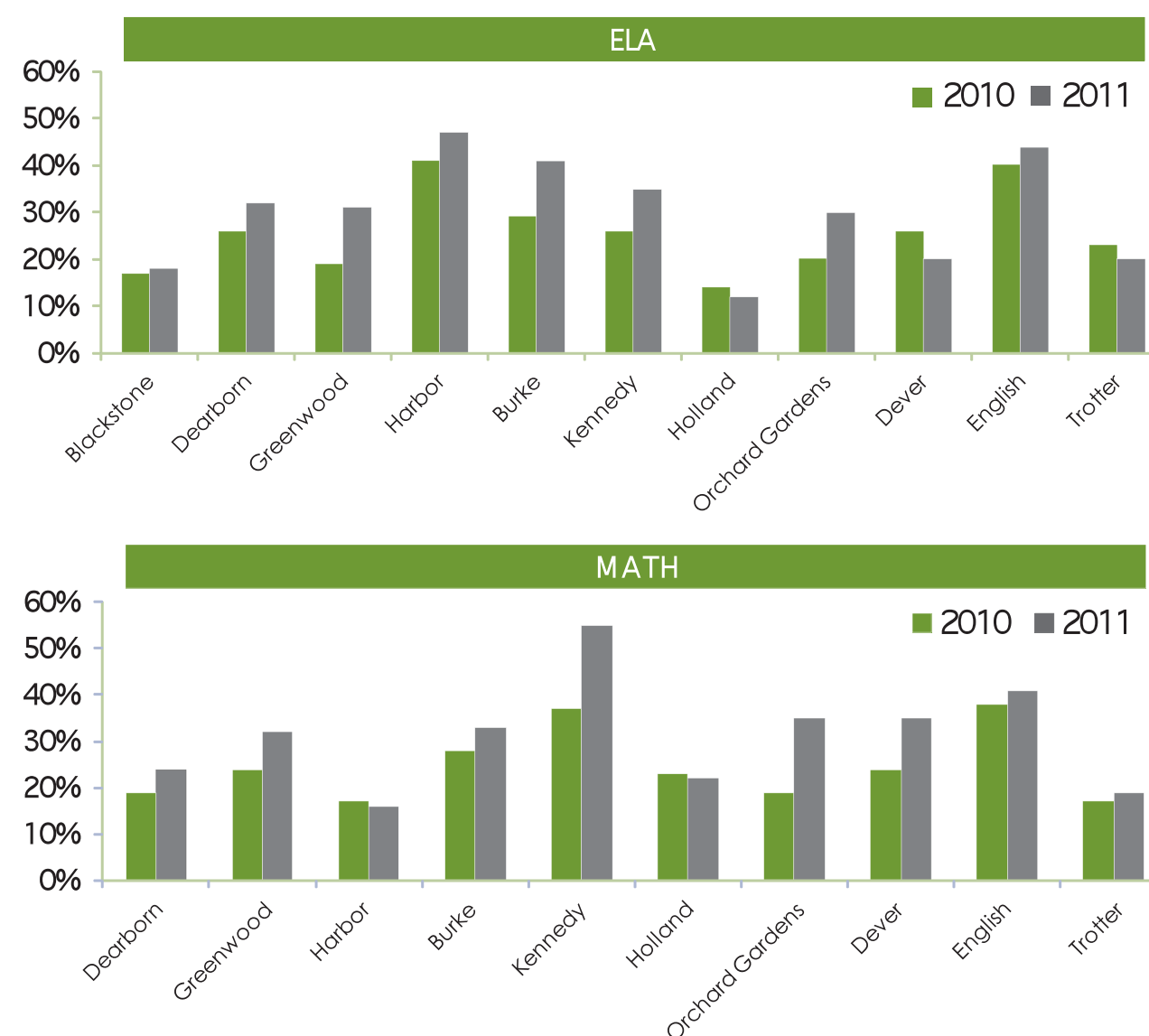
**Individual attention & time:**  
Extend school day by 60 minutes

**Health, social & emotional support:**  
Mandatory partnerships, coordinated by social workers or counselors at schools

**Safe & welcoming community:**  
Outreach coordinators at each school

## RESULTS SO FAR

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



## DISTRICT STRUCTURES & SUPPORTS

**Central office governance:** Chief Accountability Officer directly responsible for all turnaround schools (including charters), in addition to other responsibilities

**Standardized model:** Schools must adopt common elements and use district assessments but can staff, schedule and supplement curriculum

**Accountability & support:**  
Full-time data managers provided at 9 schools; quarterly monitoring of common data dashboard

**Removing barriers to innovation:**  
Teacher contract negotiated to add time (for pay) to school day and allow flexibility with staff assignment

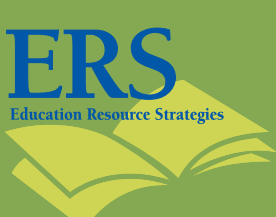
**Community & parent involvement:**  
District office of Family and Student Engagement supports school-level outreach positions

**Portfolio approach:** Actively uses school closures, mergers, expansions, pilots and charters as turnaround options

## ADDITIONAL RESOURCES FOR TURNAROUND

<b>Average district \$/pupil</b>	\$14.5K per pupil
<b>Average \$ per turnaround school</b>	\$2.1M per school in School Improvement Grants (over 3 years)
<b>Average \$ per turnaround pupil</b>	\$4.4K per pupil (range of \$3.4K-\$5.3K per pupil) in School Improvement Grants* (over 3 years)
<b>Top turnaround expenditures</b>	Teacher time to extend school day (~50% of SIGs)
<b>Sources of funding</b>	<ul style="list-style-type: none"> <li>Majority: Federal School Improvement Grants</li> <li>Supplementary: BPS general funds</li> </ul>

\*Averages calculated based on School Improvement Grants allotted per school; does not include \$1.7 million to district for grant administration costs



## KEY PARTNERS

- Achievement Network
- Boston Plan for Excellence
- Boston Teacher Residency
- City Connects
- City Year
- National Center on Time and Learning
- Teach Plus