



Redesign and Reinvest



Our path to academic success

Special Boston School Committee Meeting
December 2, 2010

Vision: The Boston Public Schools Graduate

1. Loves to learn, views the world as a classroom without walls, and thinks critically about the issues within it.
2. Succeeds academically in college-level courses across content areas.
3. Masters verbal and written expression in English, with emerging proficiency in a second language.
4. Uses mathematical skill, scientific inquiry, and state-of-the-art technology to invent new solutions to persistent and unanticipated problems.
5. Exhibits growth, self-discipline, and reflection through innovative expression and artistry.
6. Acknowledges and respects people with diverse backgrounds, histories, and perspectives.
7. Assumes personal responsibility for physical and emotional well-being by making healthy choices.
8. Contributes confidently and positively in professional and social settings, both independently and as a member of a team.
9. Demonstrates resourcefulness and resilience in the face of setbacks and obstacles, relying on personal assets and support from others to achieve goals.
10. Participates actively in a democratic society as a responsible, courageous leader who challenges injustice.



The Acceleration Agenda is an ambitious student-focused plan to improve academic quality, increase graduation rates, and close achievement gaps

We are reaching goals and beating targets.

READING



More students reading by the end of Grade 1

Last year: 57%
This year: **64%**

STAYING ON-TRACK



More students graduating high school on-time

Last year: 59.9%
This year: **61.2%**

MATHEMATICS



More non-exam school students taking Algebra I in Grade 8

Last year: 4%
This year: **26%**

LEARNING ENGLISH



Academic language mastery and fluency for English Language Learners MCAS ELA Proficiency, Grade 8

Last year: 25%
This year: **35%**

SPECIAL EDUCATION



Significant academic growth for students with disabilities

Last year: 30%
This year: **36%**



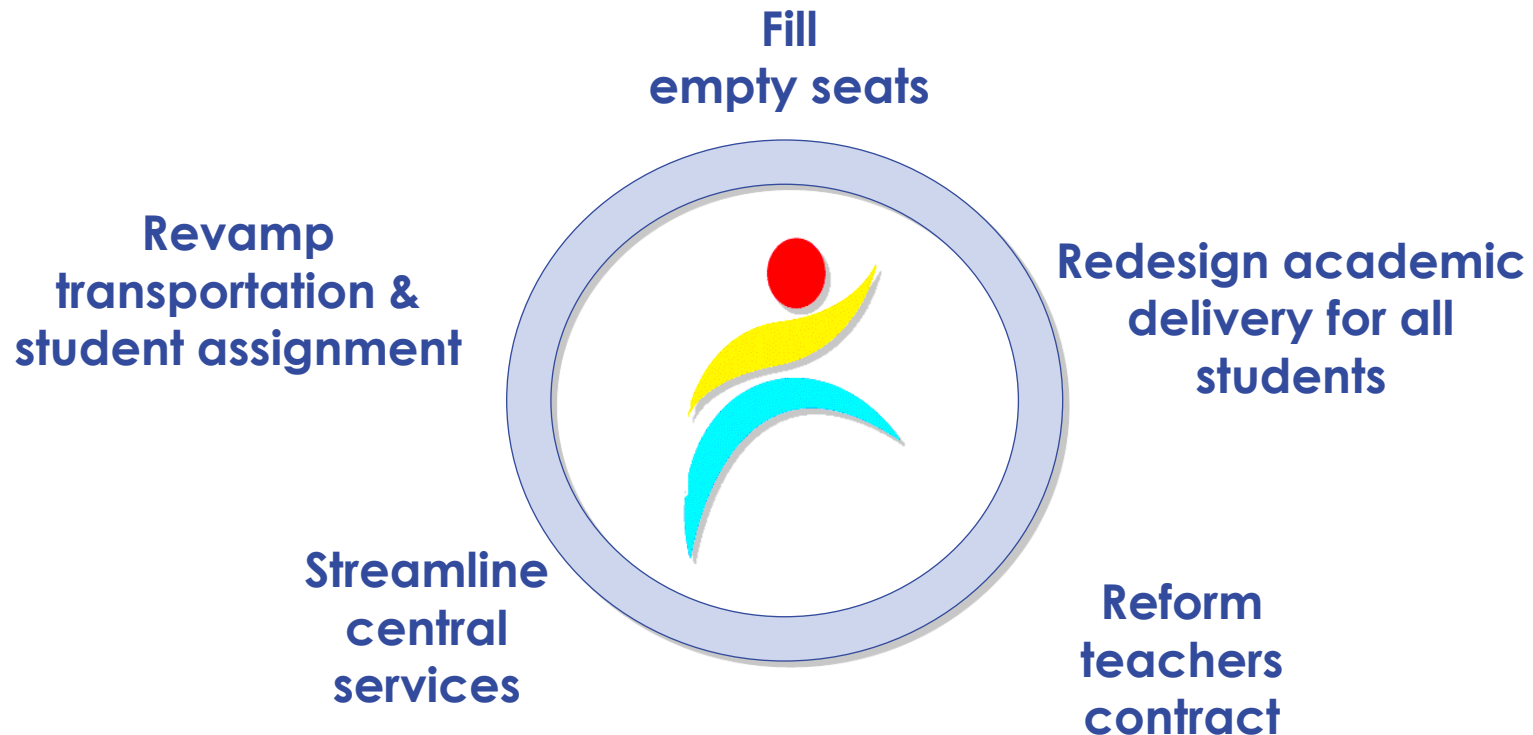
However, we must overcome the worst recession since the Great Depression to build on our success



We need to work together – as a community of adults committed to the quality education of our children – to put the interests of students first in every decision we make, and protect the progress we have made to keep moving forward.

The Acceleration Agenda: 2009-2014

We are taking action



The Acceleration Agenda: 2009-2014

This is what we are doing

Merge, close, and selectively expand strong schools

Create new student assignment system for Fall 2012



ELL reforms underway; SPED and AWC programs transform to individualize education for every student at every school

Continue to streamline central office and train staff to help parents navigate the system

Teacher evaluations tied to student performance, not annual “double-raises” tied to longevity

The Acceleration Agenda: 2009-2014

This is what all BPS students will gain

Arts, athletics, extended day programs at every school, mentoring for off-track students and students have the resources they need

Less time on buses, more time in school



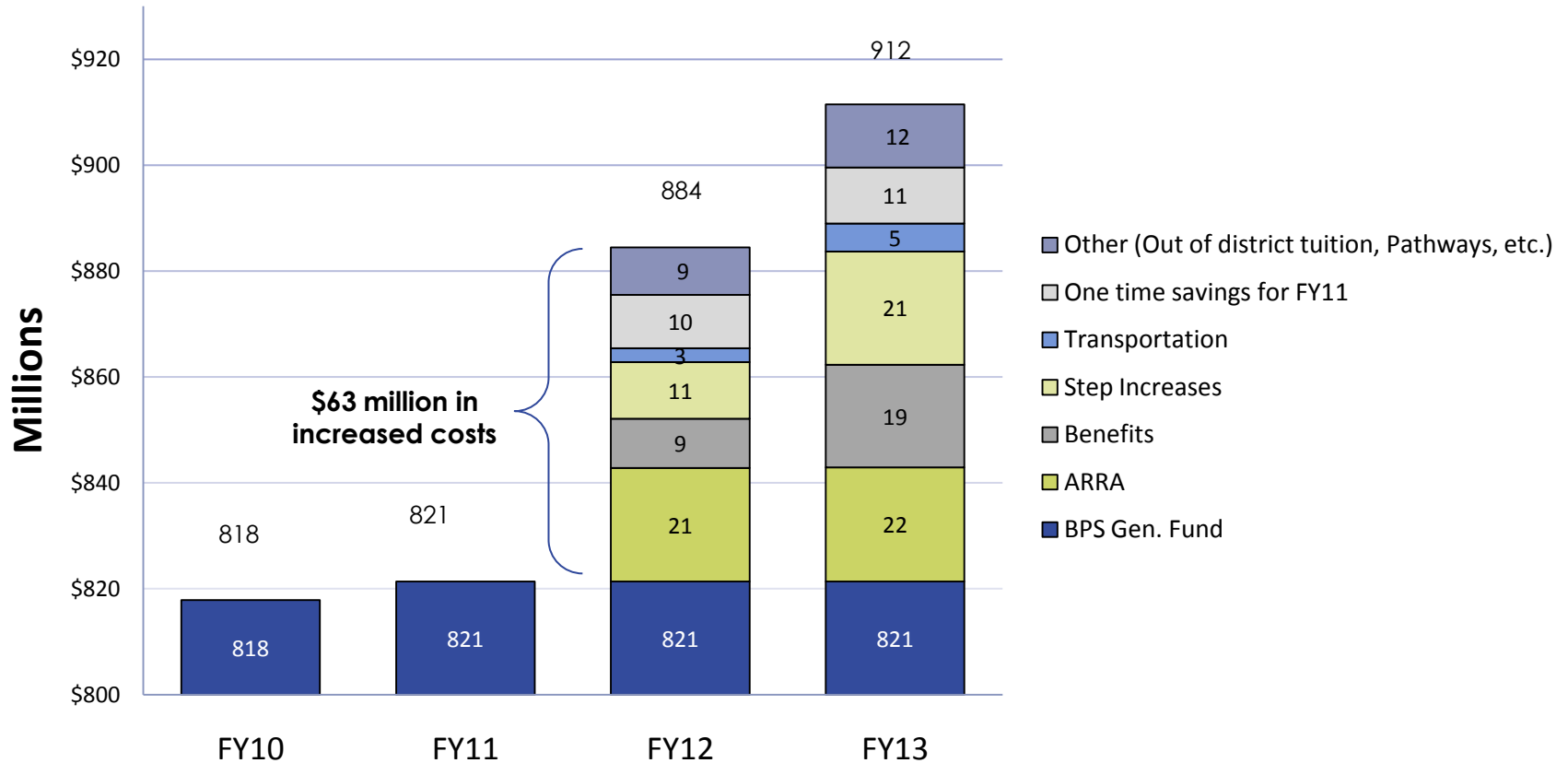
Individualized instruction for all students, inclusion programs for students with disabilities, and fewer transitions for ELL, AWC

Better customer service, more efficient system

Effective teachers in every classroom, with pay linked to performance

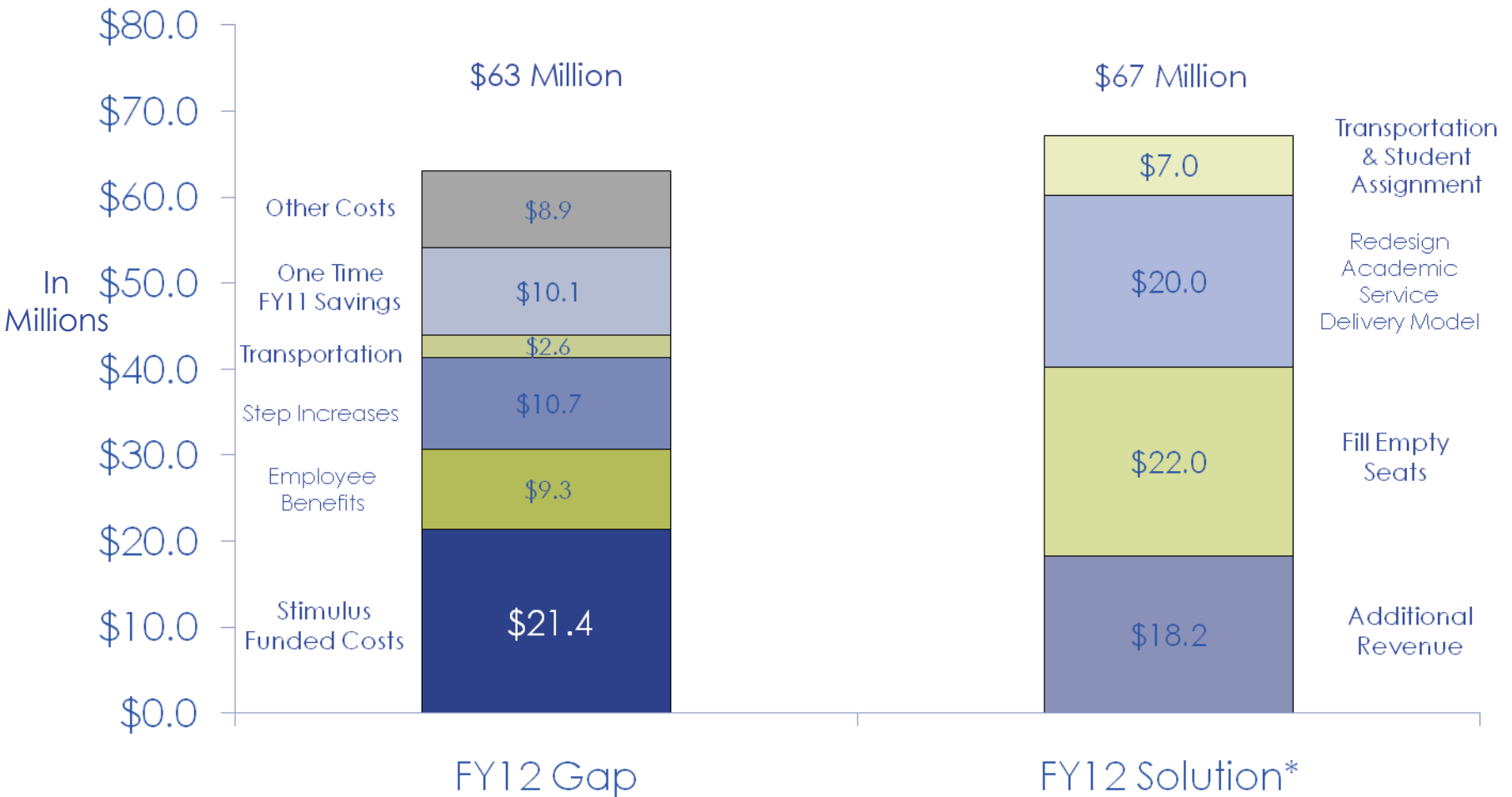
Our challenge: We confront a \$63 million budget gap in FY12, increasing to \$91 million in FY13

BPS Financial Projection FY10 - FY13





Here's how we will close the gap



* High range estimate



Step 1: Fill empty seats

BPS has 5,600 empty seats, costing millions of dollars. Not confronting this problem will force deep funding cuts in every classroom this year and next year.

Target savings range: \$7 – 11 million

Class Size Mgmt.

- Scheduling adjustments, when applied to every school, can fill empty seats without raising the low class size cap that has helped our students succeed.
- Current high school class size cap*: 31
 - English High School average: 13
 - Brighton High School average: 17
 - Average high school class size: 22

Note : * Figures reflect regular education pupils per regular education teacher, School Year 2009 – 2010. Analysis conducted by Education Resource Strategies



Step 1: Fill empty seats

Target savings range: \$10 – 11 million

School
Closures &
Mergers

- We propose the following changes to schools to reduce empty seats and improve quality:
 - Close 9 school buildings
 - Merge 4 schools
 - Expand 6 programs by moving to new buildings
 - Create 2 new K-8 programs
 - Create 2 new 6-12 programs
 - Create 2 new in-district charters
 - Create 1 innovation school



Proposed school mergers, closures, and expansions to start after this school year

	Zone	Neighborhood	FY12 Savings
Mergers			
Lee Academy/Lee Elementary	East Zone	Dorchester	583,503
Alighieri and Umana	North Zone	East Boston	293,924
Urban Science Academy (USA) / Parkway Academy of Technology and Health	Citywide	West Roxbury	325,655
Brook Farm Business & Service Career Academy / Media Communications Technology High School	Citywide	West Roxbury	303,526
Excel High School / Monument High School	Citywide	South Boston	409,364

Expansions			
Holland Elementary	East	Dorchester	-
Trotter Elementary	West	Dorchester	-
King K-8	West	Dorchester	-
Community Academy of Science and Health (CASH)	Citywide	Hyde Park	-
TechBoston Academy	Citywide	Dorchester	-
Dorchester Academy	Citywide	Dorchester	-

Schools Proposed for Closure			
East Zone ELC	East	Dorchester	998,972
Fifield Elementary	East	Dorchester	1,080,952
Middle School Academy (close building)	East	Dorchester	263,717
Emerson Elementary	North	Roxbury	646,408
Farragut Elementary	North	Mission Hill	963,712
Agassiz Elementary	West	Jamaica Plain	2,077,714
The Engineering School	Citywide	Hyde Park	1,305,006
Social Justice Academy	Citywide	Hyde Park	1,392,005

Innovation School			
Gavin Middle School / UP Academy	East	South Boston	-
Odyssey / Boston Green Academy	East	South Boston	-
Clap Elementary	East	Dorchester	-

Total			10,644,459
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Criteria we used for closures, mergers

What We Heard

- Academics should be an important factor
- Academics should not be the only factor
- Other qualitative factors should be considered as well
 - Safety
 - School culture and climate
 - Individual attention

Criteria we Used

- Analyzed **academic data**, including absolute performance, growth, and graduation rates
- Examined **school choice data**
 - Choice data was used to estimate community perception of a school's qualitative factors
- Identified potential schools for closure: **low academic performance** and **low demand**
- Applied additional factors - such as capacity, geography, equity, and cost savings and opportunity to improve quickly - to finalize the list



Where will students go?

Zone	Schools with available* seats	
East	<ul style="list-style-type: none">• Channing Elementary• S. Greenwood K-8• Henderson Elementary• Lee Elementary• Murphy K-8	<ul style="list-style-type: none">• Perkins Elementary• Roosevelt K-8• Russell Elementary• Taylor Elementary• Tynan Elementary
West	<ul style="list-style-type: none">• Beethoven / Ohrenberger K-8• Ellis Elementary• Hale Elementary• Hernandez K-8	<ul style="list-style-type: none">• Kilmer K-8• Lyndon K-8• Manning Elementary• Mozart Elementary• Philbrick Elementary

- We expect that multiple higher performing schools within each zone will have seats available to students
- Students in closing schools will have priority to choose any other school in their zone, after sibling preference is taken into account

Note : * Each year, virtually every BPS school takes in new students at non-entry grades, including schools that have waitlists and few empty seats during the year. Seats become available at a school when not enough students enroll to fill a class, when current students leave a school, or when the maximum class size rises at third grade.



Where will students go?

Zone	Schools with available* seats	
North	<ul style="list-style-type: none"> • Bradley Elementary • Eliot K-8 • PJ Kennedy Elementary • Lyon K-8 	<ul style="list-style-type: none"> • O'Donnell Elementary • Otis Elementary • Quincy Elementary • Warren/Prescott K-8 • Mason Elementary
High School	<ul style="list-style-type: none"> • ACC • Boston Arts Academy • BCLA • Brighton High • Brook Farm / Media • CASH • Charlestown 	<ul style="list-style-type: none"> • Excel • Fenway • New Mission HS • Tech Boston Academy • Urban Science Academy

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How will we support students and families?

School-Based Meetings

- A team of BPS central office staff will hold meetings at your school in December to provide information about our support to families and to answer any questions you may have

Special Family Information Workshops

- Workshops in each zone will provide families with information about your options, including learning about potential schools, meeting principals and headmasters, and obtaining estimates about potential empty seats
 - North Zone: December 20, 6 – 8 pm, Malcolm X Blvd., Roxbury
 - West Zone: December 20, 6-8pm, 515 Hyde Park Ave., Roslindale
 - East Zone: December 21, 6-8pm, 1216 Dorchester Ave., Dorchester
 - Additional meetings in January

Dedicated Support from Experienced Staff

- Each family resource center will have experienced staff available to speak with you about new choices and how to register for new schools
- Dedicated staff will be available in-person and by phone



Step 2: Redesign academic delivery

The way our current system is designed, students often must change schools if they need a specialized service, such as AWC, ELL or some types of special education. We can offer families stability and predictability by increasing our efficiency so we can offer more services in more schools.

Target savings range: \$15 – \$20 million

- We will expand the number of schools that implement our Academic Achievement Framework to offer a more **individualized instructional approach** and reduce the need to travel from program to program.
- We will make better utilization of the programs that already exist for students with disabilities and ELL through improved scheduling.
- Increase opportunities for inclusion, reducing the reliance on highly specialized programs.
- Implement weighted student funding so resources are targeted to schools based on student need.



Step 3: Reform teachers contract

This year, step and cost of living increases combined to create a 9.5% pay increase for teachers. We must change our salary and benefits structure, which can lead to “double raises.” We will continue to pay teachers more than nearly any other district in the state. We will link raises to actual performance – not just years of service.

Target savings range: to be determined

- We will seek to **extend the work day** from 6 to 7 hours in elementary schools and 6 ½ to 7 ½ hours in high schools. Turnaround schools already have extended school days.
- With Union approval, BPS will access a \$31 million Race to the Top Award and launch a **teacher evaluation system** tied to performance and invest heavily in teacher training.
- Principals need flexibility to **match teachers with students needs**. We want to move services to students, rather than moving students to services.
- We will explore new **salary and benefit structures** that recognize effective teaching through evaluations linked to student growth, and not just years of service and academic credits.



Step 4: Streamline central services

We have already cut nearly 800 positions across our system, many of them in Central Office. We will continue to find efficiencies that allow us to invest directly in schools. We will become more customer-service oriented, and make it easier for parents to navigate the BPS system.

- In addition to the transportation and academic service delivery changes, we will:
- Continue to reduce central office staff.
- Redesign the central office to become more “customer friendly” and help families quickly connect with the resources they need.
- Increase accountability through more regular and more rigorous performance evaluations.

Step 5: Change transportation & student assignment

BPS spends more than \$300,000 every school day on transportation. More importantly, our students spend too much time on buses.

Target savings range: \$4 – \$7 million

- Enforce existing walk zone rules
- Move programs closer to where students live
- Develop new student assignment zones this spring, working with the community and preserving choice and diversity. The new system will begin in the Fall of 2012.

Timeline

Next two weeks

- Meetings to discuss proposal at schools that have not yet held forums

December 8

- School Committee hearing

December 15

- School Committee vote on school closures

Late December

- Send schools FY12 budget allocations

Early January

- Round 1 school choice applications submitted by families

February 2nd

- Preliminary budget submitted to School Committee

March 23rd

- School Committee votes on budget

Appendix

- **Appendix Contents**
 - **Multi-Year School Closing Financial Analysis**
 - **Demographic Data on Schools Proposed for Closure**

Cost Savings: Mergers

School	Neighborhood	FY12	FY13	FY14	FY15
Lee Academy & Lee Elementary	Dorchester	583,503	269,997	(43,607)	(332,069)
Alighieri & Umana	East Boston	293,924	298,568	303,631	309,150
USA & PATH	West Roxbury	325,655	329,939	334,630	339,767
Brook Farm & Media Communications	West Roxbury	303,526	306,739	310,258	314,110
Excel & Monument	South Boston	409,364	414,184	419,462	425,241

Cost Savings: Closures

School	Neighborhood	FY12	FY13	FY14	FY15
East Zone ELC	Dorchester	998,972	1,019,107	1,041,156	1,065,300
Fifield Elementary	Dorchester	1,080,952	1,096,299	1,112,964	1,131,066
Middle School Academy	Dorchester	263,717	267,416	271,435	275,803
Emerson Elementary	Roxbury	646,408	653,807	661,806	670,457
Farragut Elementary	Mission Hill	963,712	979,334	996,192	1,014,396
Agassiz Elementary	Jamaica Plain	2,077,714	2,112,295	2,149,368	2,189,142

Cost Savings: Closures

School	Neighborhood	FY12	FY13	FY14	FY15
The Engineering School	Hyde Park	1,305,006	1,322,666	1,341,879	1,362,789
Social Justice Academy	Hyde Park	1,392,005	1,410,158	1,429,910	1,451,411
Gavin Middle School	South Boston	-	-	-	-
Clap	Dorchester	-	-	-	-

Cost Savings: Expansions

School	Neighborhood	FY12	FY13	FY14	FY15
Holland Elementary	Dorchester	-	-	-	-
Trotter Elementary	Dorchester	-	-	-	-
King K-8	Dorchester	-	-	-	-
Community Academy of Science and Health (CASH)	Hyde Park	-	-	-	-
TechBoston Academy	Dorchester	-	-	-	-
Dorchester Academy	Dorchester	-	-	-	-

Cost Savings: Total from Closures and Mergers

		FY12	FY13	FY14	FY15
Total		10,644,459	10,480,510	10,329,084	10,216,563

Student demographics at schools proposed for closure

School	Black	White	Asian	Hispanic	Other	LEP	SPED
Agassiz Elementary	17%	2%	1%	79%	1%	53%	28%
East Zone ELC	51%	2%	1%	44%	2%	20%	10%
Emerson Elementary	70%	1%	3%	21%	4%	66%	13%
Engineering School	50%	6%	2%	42%	1%	12%	38%
Farragut Elementary	34%	2%	9%	50%	4%	32%	16%
Fifield Elementary	64%	1%	2%	31%	2%	12%	8%
Gavin Middle School	49%	12%	8%	30%	2%	28%	34%
Social Justice Academy	57%	5%	0%	36%	1%	7%	29%
TOTAL	46%	5%	3%	44%	2%	30%	25%
District Average	36%	13%	9%	41%	2%	30%	20%