

The background is a solid red color with a faint, repeating pattern of stars and a graduation cap (mortarboard) in a slightly darker shade of red. The stars are scattered across the top and bottom, while the mortarboard is centered vertically.

Imagine **2014**

**The School District of Philadelphia:
Building a System of Great Schools**

***2010 Annual District Report and
Phase II (2010-2011) Process Implementation Goals***

Imagine 2014

Measuring Our Progress

“What gets measured gets done.”

OUTCOME
GOALS:
Goals on
Annual District
Report Card

PROCESS
GOALS:
Goals for parts
of Plan to be
implemented
that year

Annual Cycle:

OCTOBER:
Set and report
on goals for
school year

MARCH:
Publish mid-
year progress
report

SEPTEMBER:
Publish year-
end report card
(District and
individual
school) for
previous
school year

Imagine 2014

OUTCOME GOALS:
Goals on Annual District Report Card

Measuring Our Progress

Annual District Report Card

SCHOOL DISTRICT OF PHILADELPHIA IMAGINE 2014 REPORT CARD

2010
UPDATE

440 N. Broad St. - Suite 301, Philadelphia PA 19130
Arlene C. Ackerman, Superintendent, aackerman@philasd.org, 215-400-4100
258 Schools Enrollment: 159,951
English Language Learners: 7%
Special Education: 15%
Mentally Gifted Program: 3%
Low Income: 76%

African American: 59%
Asian: 7%
Latino: 18%
White: 14%
Other: 2%

INDICATOR GUIDE

- ⊕ Making progress
- ⊗ Attention needed
- * No comparison available

Student Achievement

We believe that, in everything that we do, children come first. Furthermore, we believe that all children can learn at high levels and it is our responsibility to ensure that the achievement gap is eliminated. These performance targets specifically measure the outcomes of the core of our work — teaching and learning.

	2008 BASELINE	2009 ACTUAL	2010 ACTUAL	2010 STATUS	2014 TARGET
PSSA Proficiency - Math	49.0%	52.2%	56.3%	⊕	73%
PSSA Proficiency - Reading	44.8%	47.7%	50.0%	⊕	71%
Achievement gap - Math	28.1	24.0	23.2	⊕	14.9
Achievement gap - Reading	24.8	22.8	23.0	⊗	13.2
Grade 3 PSSA Reading proficiency rates	51.6%	53.8%	52.5%	⊗	74%
On-time graduation rates	57%	56%	59%	⊕	75%
Six-year graduation rate	59%	60%	63%	⊕	80%
Percentage of students dropping out	28%	29%	28%	⊕	18%
Percentage of graduates enrolling in post-secondary education	44%	46%	TBD	⊕	65%

School Operations

We believe that, in order to accelerate student achievement, the District must become a high-performing organization. This includes but is certainly not limited to being responsible stewards of our financial resources, ensuring that every classroom and school has effective teachers and principals, and continually striving to become a customer-driven organization.

	2008 BASELINE	2009 ACTUAL	2010 ACTUAL	2010 STATUS	2014 TARGET
Percentage of teachers of color in SDP	34%	32%	32%	⊗	40%
Percentage of newly hired teachers of color in SDP	21%	20%	24%	⊗	40%
Percentage retention of new teachers after 3 years	52%	51%	50%	⊗	70%
Percentage of teachers reporting job satisfaction	N/A	77%	78%	⊕	80%
Percentage of principals rating SDP departments as supportive	N/A	66%	78.6%	⊕	82%
Percentage of schools scoring A or B on Safe Schools Index	N/A	45%	67%	⊕	90%
Percentage of schools meeting 80% of performance targets	N/A	28%	31%	⊕	80%
Number of teacher vacancies on first day of school	146	24	12	⊕	15
Number of principal vacancies as of August 1	10	10	0	⊕	0
Achieve a balanced budget	No	Yes	Yes	⊕	Yes

Community Satisfaction

We believe that parents and families are our partners and play a critical role in the education of our children. In order to accelerate student achievement, our District must provide excellent services to parents and families and actively inform these stakeholders of the options available for their students.

	2008 BASELINE	2009 ACTUAL	2010 ACTUAL	2010 STATUS	2014 TARGET
Percentage of families that grade their school as A or B on annual survey	N/A	69.4%	66.3%	⊗	90%
Percentage of parents that are satisfied with their child's teacher	N/A	60.8%	81.1%	⊕	90%
Percentage of parents that are satisfied with their child's principal	N/A	65.1%	76.7%	⊗	90%
Percentage of parents that agree that their child's school engages parents effectively and values their input	N/A	66.7%	83.7%	⊕	90%
Percentage of families that feel they have access to quality school options	N/A	N/A	N/A	*	90%



All enrollment data are from September 2010. Some percentages may not equal 100 percent due to rounding.

Imagine 2014

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Percentage of teachers of color in SDP
 Percentage of newly hired teachers of color in SDP
 Percentage retention of new teachers after 3 years
 Percentage of teachers reporting job satisfaction
 Percentage of principals rating SDP departments as supportive
 Percentage of schools scoring A or B on Safe Schools Index
 Percentage of schools meeting 80% of performance targets
 Number of teacher vacancies on first day of school
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Imagine 2014

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Goals on Annual District Report Card

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Imagine 2014

Areas of Focus

- ★ Achievement Gap-Reading
- ★ Grade 3 PSSA Reading proficiency rates
 - *Targeted resources through Empowerment Schools*
 - *Corrective Reading and Math*
 - *New K-8 English curriculum*
 - *Class size reduction*
 - *Elementary reading supports*
 - *S.L.A.M.*
 - *Predictive Assessments given earlier to provide more timely intervention*
 - *Focused and Aligned Professional Development for teachers*
 - *New Leadership Structure: Instructional Leadership*

Imagine 2014

Areas of Focus

★ Percentage of teachers of color in SDP

- *Build and maintain a pipeline of teachers of color*
 - *Allocate more HR Business Partner time to recruiting teachers of color and assign staff to high yield HBCUs*
- *Create and offer a competitive incentive program (contingent upon funding)*
- *Hold stakeholders accountable for their role in recruiting teachers of color*
 - *Increase teachers of color recruitment targets for Teach for America and Teaching Fellows*
- *“Teach in Philadelphia” and “Grow Your Own” programs*
- *Challenges: Renaissance Schools Initiative, funding for incentives,*
7 *limited pipeline from university partners and HBCUs*

Imagine 2014

Areas of Focus

- ★ Percentage retention of new teachers after 3 years
 - *New Teacher Support and Retention Plan to be developed by December*
 - *Peer Assistance and Review program*
 - *New Teacher Contract-site selection*
 - *Value-Added Compensation (contingent upon funding)*

Imagine 2014

Areas of Focus

- ★ Percentage of families that grade their school as A or B on annual survey
- ★ Percentage of parents who are satisfied with their child's principal
- ★ Percentage of parents that agree that their child's school engages parents effectively
 - *Expand Parent University*
 - *Open Parent and Family Resource Centers*
 - *School Advisory Councils*

Imagine
2014

Five Strategic Goal Areas

- ★ Student Success
- ★ Quality Choices
- ★ Great Staff
- ★ Accountable Adults
- ★ World-Class Operations

Imagine 2014

Highlights of Process Goals

Student Success

★ Summer School (S.L.A.M.)

- *Provide summer school at school sites across the district offering academic classes in the morning and a variety of enrichment opportunities in the afternoons, particularly for Empowerment School students*

★ Class Size Reduction

- *Empowerment Schools-K: 20:1, 1-3: 22:1*

★ Elementary Reading Supports

- *Provide Reading Recovery teacher support to individual 1st graders and groups of K-3rd grade students with the lowest literacy rates in Empowerment schools*

PROCESS
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Imagine 2014

Highlights of Process Goals

Student Success

★ Counseling

- *Decrease counselor to student ratio:*
 - *250:1 for middle grades*
 - *300:1 for high schools*
 - *500:1 for elementary schools*
- *Loop counselors to remain with students their entire time at a school*
- *Implement Individualized Learning Plans for all 7-10th graders*

★ Kindergarten Entry Standards

- *Disseminate kindergarten entry standards to pre-K providers and provide professional development on those standards*

PROCESS GOALS:
Goals for parts of Plan to be implemented that year

Imagine 2014

Highlights of Process Goals

Student Success

★ Newcomer Learning Academies

- *Support 3 Newcomer Learning Academies that provide a transitional program and placement for new immigrant students*

★ Project Safe Schools

- *Implement a comprehensive safety plan for all schools in the District while also focusing on schools with the most challenges*

★ Parent Resource Centers

- *Provide a “one stop shop” located conveniently throughout the city to address parents’ needs and concerns regarding the District and their children’s education*

PROCESS
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Imagine 2014

Highlights of Process Goals

Quality Choices

★ Renaissance Schools

- *Utilize the School Performance Index to select schools for turnaround in the 2011-2012 school year and implement transition process for those schools*

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Highlights of Process Goals

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Great Staff

★ Peer Assistance and Review

- *Launch program at 45 schools providing support to new and struggling veteran teachers*

★ Leadership Institute

- Provide training and professional development opportunities for current and aspiring leaders

Accountable Adults

★ Performance Measures and Employee Evaluations

- *Complete assessments of non-represented employees and ensure goals are aligned with department performance goals and measures and monitored on a monthly basis*

Imagine 2014

Highlights of Process Goals

World-Class Operations

★ Facilities Master Plan

- Create Facilities Condition Index that weights academic performance, capital needs, operating costs, and enrollment trends
- Create an articulated set of Program of Requirements/Facility Standards for elementary, middle, high schools and specialized program areas
- Create a five-year Capital Improvement Program

★ Weighted Student Funding

- WSF Committee provides recommendations on funding formula
- Monitor and gather feedback from WSF pilot schools
- Begin WSF process with all District schools

PROCESS GOALS:
Goals for parts of Plan to be implemented that year