

School Finance Reform and Student Achievement

Lisa Snell, Director of Education
Reason Foundation



Reason

Robert F. Kennedy Community Schools \$578 Million



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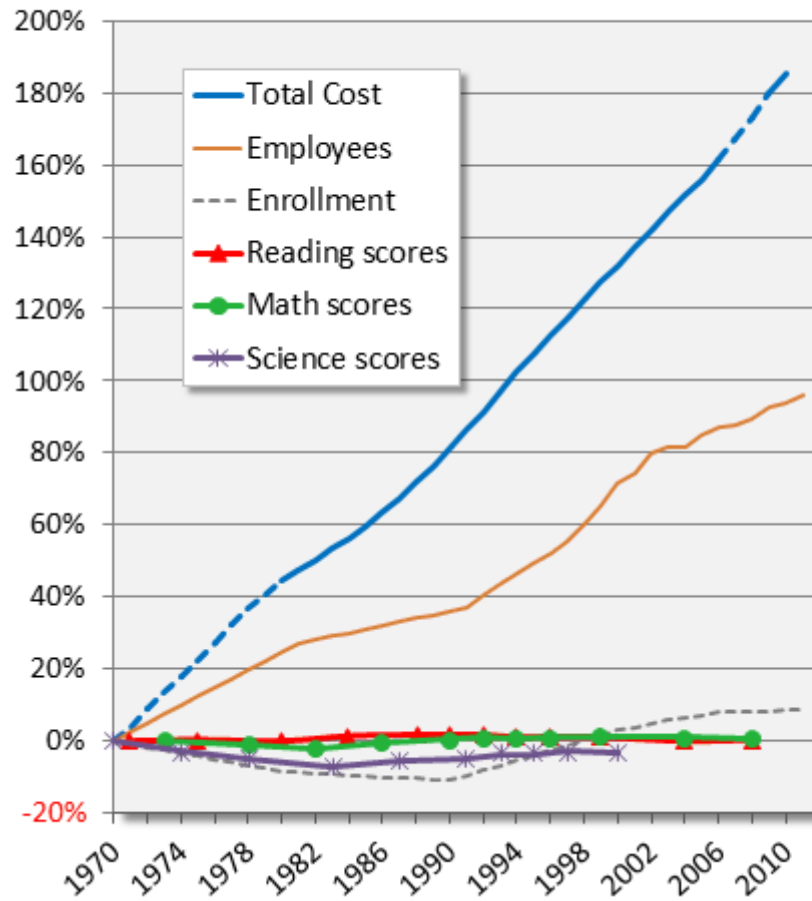


Robert F. Kennedy Community Schools \$578 Million

Performance California Academic Performance Index 2012-2013

• Los Angeles High School of the Arts	-27
• School for the Visual Arts and Humanities	-5
• New Open World Academy	+18
• Ambassador School of Global Education	-12
• Ambassador School of Global Leadership	-8
• UCLA Community Schools	-17

Trends in American Public Schooling Since 1970



Cato Institute

"Total cost" is the full cost of the K-through-12 education of a single student graduating in the given year, adjusted for inflation.

In 1970: \$57,602

In 2010: \$164,426

(Constant 2013 dollars)

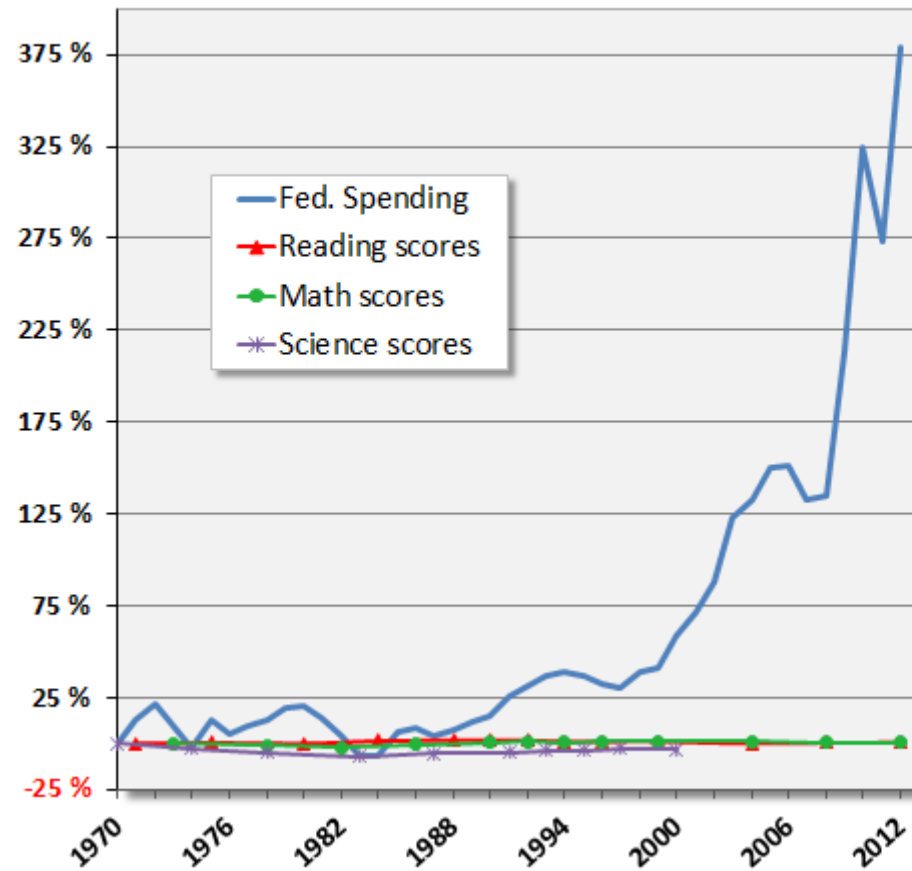
Data sources:

U.S. Dept. of Ed., "Digest of Education Statistics," & NAEP tests, Long Term Trends, 17-year-olds.

Chart by:

Andrew J. Coulson,
May 2013

Inflation-Adjusted Federal K-12 Spending Per Pupil and Achievement of 17-Year-Olds, % Change since 1970



Cato Institute

Data sources

(spending): OMB Hist. Tables 2012, Table 3.2, series 501

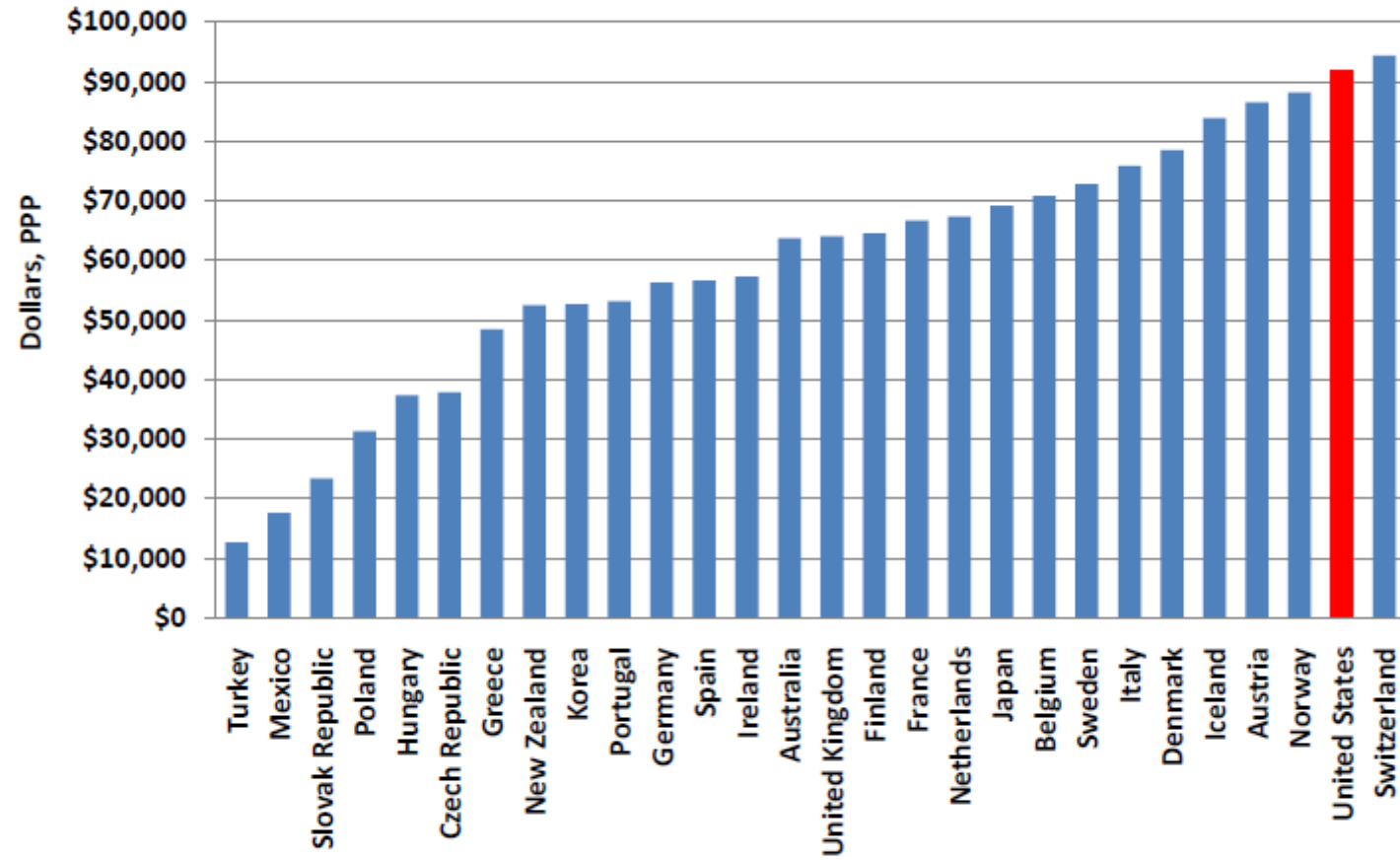
(enrollment): "Digest of Ed. Stats. 2011" (June, 2012), Tables 35 & 36, U.S. Dept. of Ed. -- Last year extrapolated

(scores): NAEP, "Long Term Trends" reports, U.S. Dept. of Ed.

Prepared by

Andrew J. Coulson
Director, Center for Educational Freedom,
August 2013

K-12 Spending Per Student in the OECD



Source: OECD, 2009 *Education at a Glance*

Produced by: Veronique de Rugy, Mercatus Center at George Mason University

OECD: Spending and Achievement

OECD looked at cumulative expenditure on education—the total dollar amount spent on educating a student from the age of 6 to the age of 15—and found that, after a threshold of about USD \$35,000 per student, expenditure is unrelated to performance. For example, **countries that spend more than USD \$100,000 per student from the age of 6 to 15, such as Luxembourg, Norway, Switzerland and the United States, show similar levels of performance as countries that spend less than half that amount per student, such as Estonia, Hungary and Poland. Meanwhile, New Zealand, a top performer in PISA, spends a lower-than-average amount per student from the age of 6 to 15.**

Source: on PISA: www.pisa.oecd.org

PISA in Focus N°13: [Does money buy strong performance in PISA?](#)

Best Evidence: Spending & Student Achievement

- **Famous 1966 Coleman Report:** Variation in school resources had little or nothing to do with differences in student achievement.
- **Hanushek:** Bottom line for evidence “the majority of the studies have found that differences in either the absolute spending level or spending increases bear little or no consistent relationships to differences in student achievement.”
- **Class size, teacher-student ratio, teachers education level, teachers’ salaries-** no relationship to student achievement.
- **Education spending across states-no** relationship state performance on Nation’s Report Card (NAEP).
- **Court remedies:** NAEP test-score trends in the four states that have implemented court remedies the longest, and demonstrates that, despite spending increases amounting to billions of dollars, the achievement patterns in three of them—Wyoming, New Jersey, and Kentucky—are largely unchanged from what they were in the early 1990s, before the court-ordered remedies

Source: Schoolhouses, Courthouses, and Statehouses: Solving the Funding-Achievement Puzzle in America’s Schools, Eric A. Hanushek and Alfred A. Lindseth



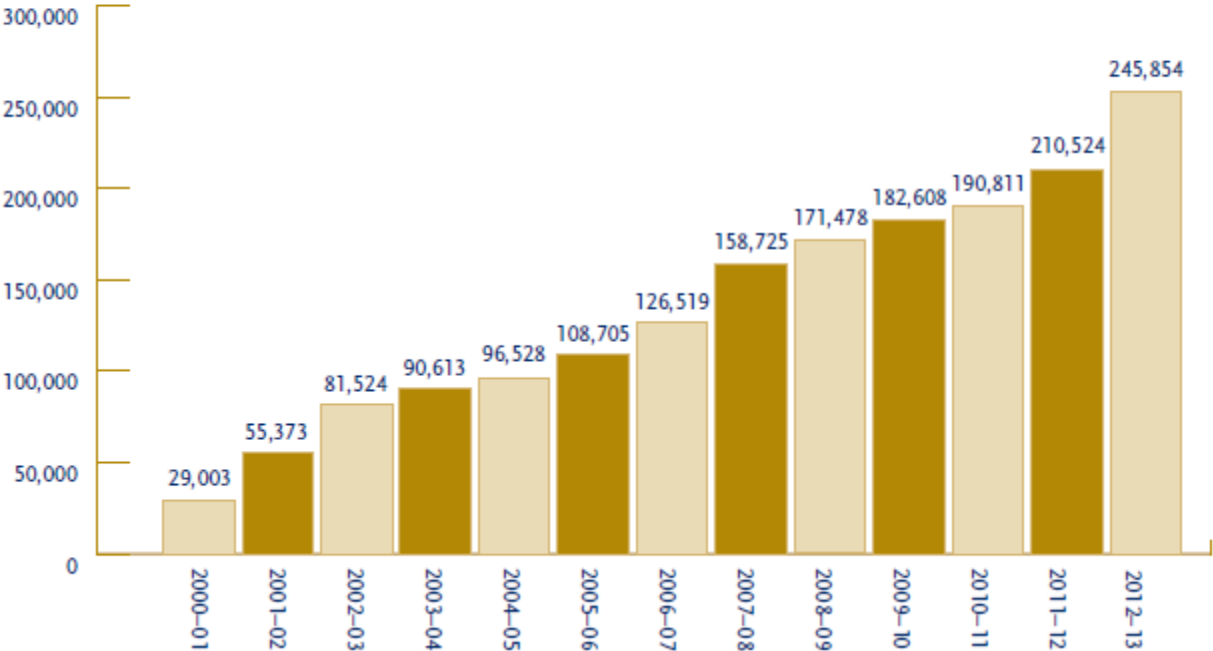
What Happens When Funding Follows the Child?

Growth in School Choice Market Share

In 2013 thirteen states created or expanded tuition tax credits, private school scholarships or traditional school choice vouchers. Years of these legislative victories have led to a total of **48 private school choice programs** available to children and their families across the United States and Washington, DC in 2013. These programs include **22 voucher programs, 16 tax-credit scholarship programs, one education savings account program, and eight individual tax credit/deduction programs.** An estimated **260,000 students used vouchers and tax-credit scholarships** to enroll in the school of their choice in 2013, and an additional **847,000 parents and families received tax relief through individual tax credit/deductions** for approved educational expenses.

Recent Student Enrollment

GROWTH IN SCHOOL CHOICE PROGRAMS



Empirical Studies on School Choice

	Positive Effect	No Visible Effect	Negative Effect
Academic Outcomes of Choice Participants	11	1	0
Academic Outcomes of Public Schools	22	1	0
Fiscal Impact on Taxpayers	6	0	0
Racial Segregation in Schools	7	1	0
Civic Values and Practices	5	2	0

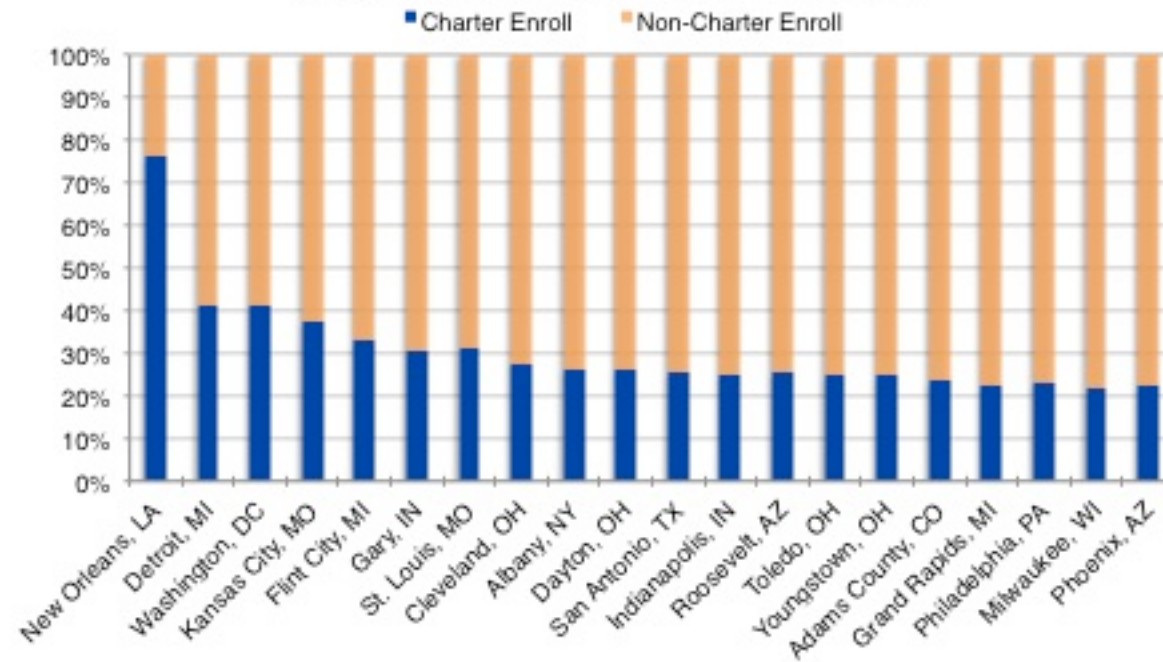
Note: Shows the number of empirical studies with each type of finding. The first row includes all studies using random-assignment methods. Other rows include all studies using all methods.

Growth in Charter School Market Share

As of the 2012 – 2013 school year more than 2.2 million – 2,278,388 – students were enrolled in public charter schools, making up approximately five percent of total public school enrollment nationwide. This is an increase of more than a quarter of a million students enrolled in public charter schools from the previous school year. “

The Public Charter Schools Dashboard: Total Number of Students,
National Alliance for Public Charter Schools,
<http://dashboard.publiccharters.org/dashboard/students/page/growth/year/2013>

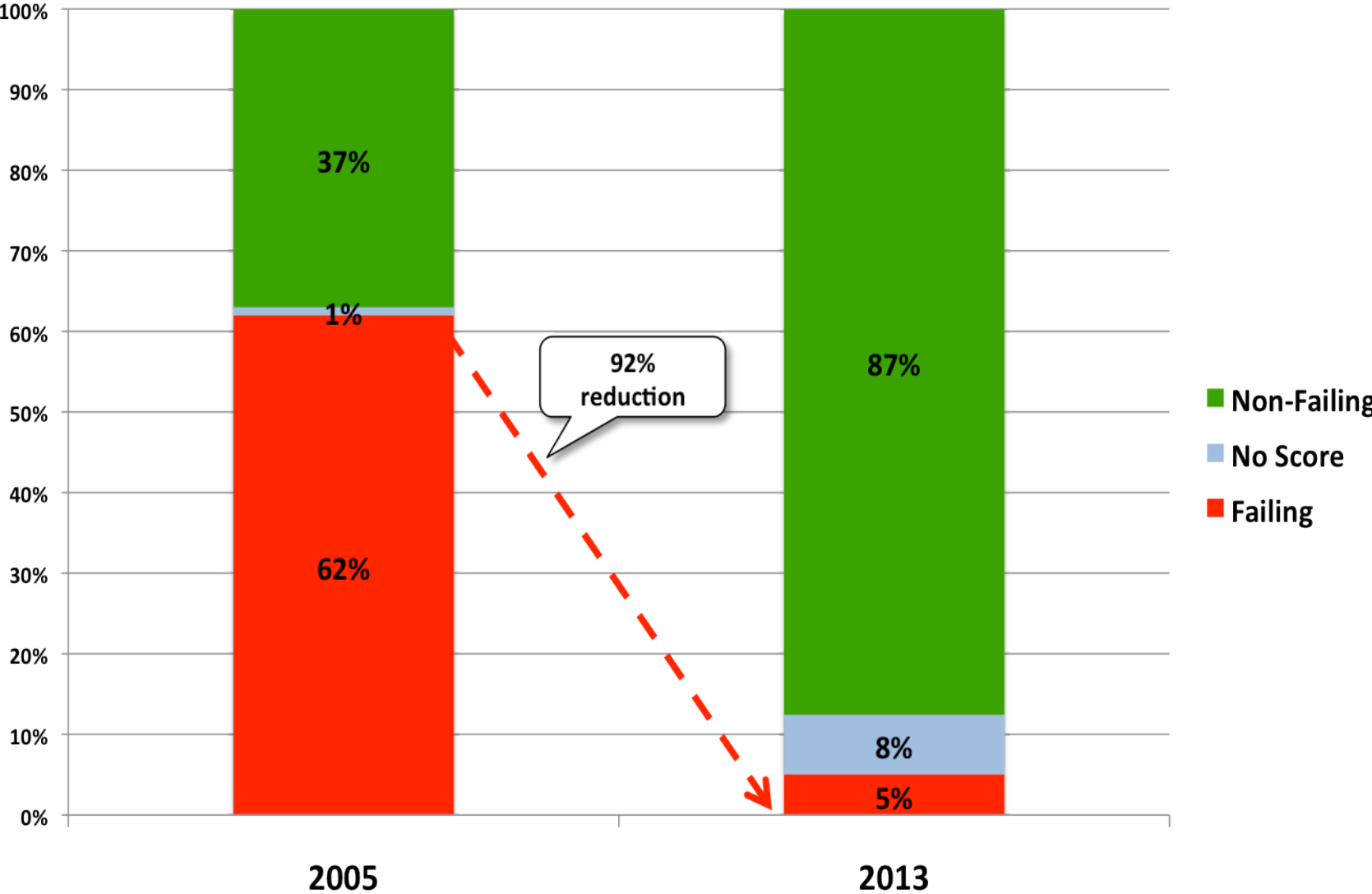
Figure 1: Districts Serving Highest Percentage of Public Charter School Students



Source: *A Growing Movement: America's Largest Charter School Communities*. (Washington: National Alliance for Public Charter Schools, 2012).

The End of Failing Schools in New Orleans Is In Sight

Percent of students in failing schools 2005 vs. 2013 Source: Educate Now



The District Performance Score (DPS) is the most comprehensive measurement of school and student performance. It includes all students, all tests, and all grade levels. Source: Educate Now

New Orleans District Rank Over Time	
2005	67th out of 68 districts – second to last
2012	51st out of 69 districts – in the bottom third
2013	38th out of 69 districts – close to the middle

Weighted Student Formula

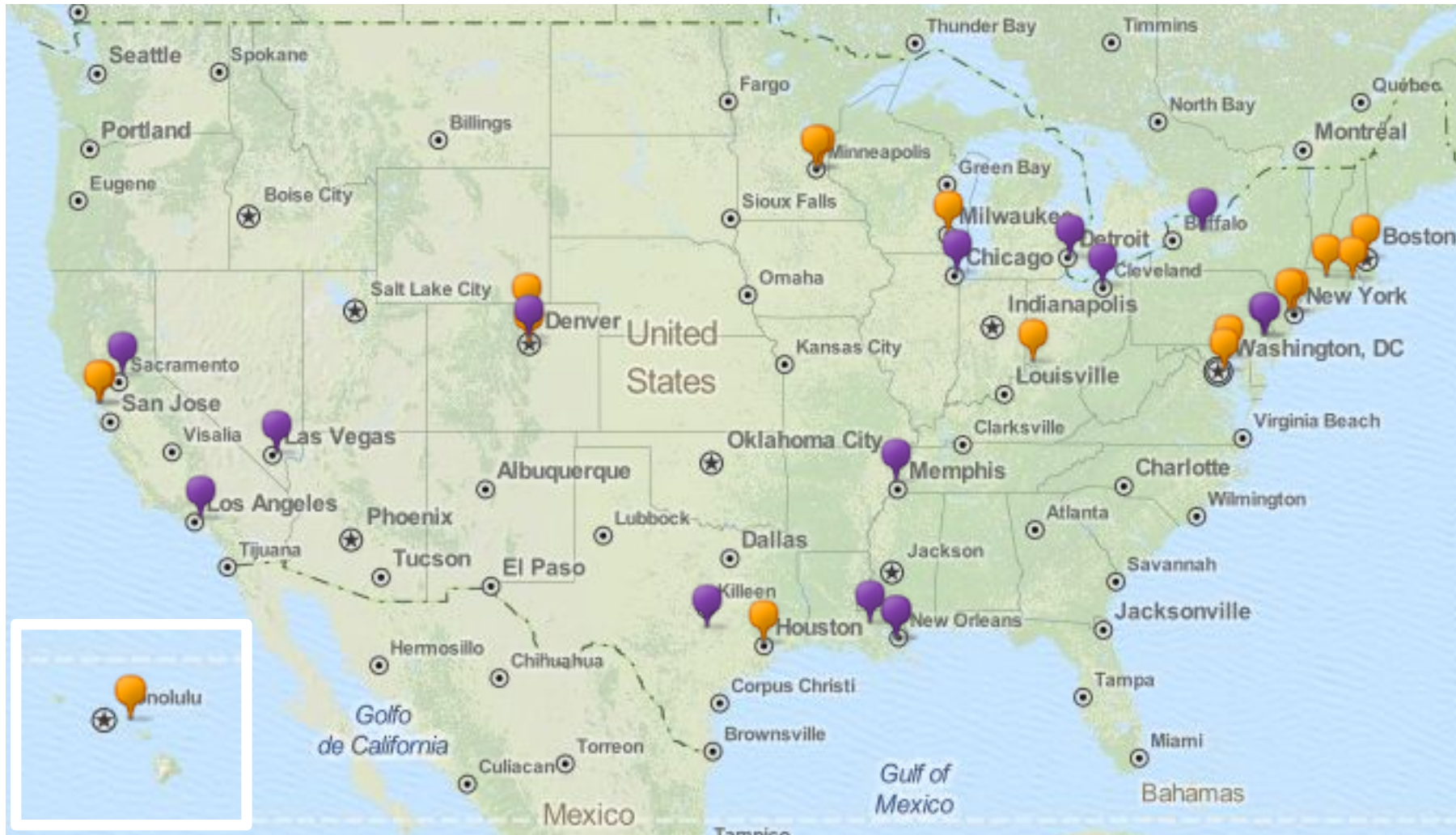
“Public funding systems at the state and local level are adapting to a school funding portability framework, where state and local school funding is attached to the students and given directly to the institution in which the child enrolls. More than 30 school funding portability systems are funding students through student-based budgeting mechanisms.”

A Handbook for Student-Based Budgeting, Principal Autonomy and School Choice

School Empowerment Benchmarks

- ☐ School budgets based on students not staffing
- ☐ Charge schools actual versus average salaries
- ☐ School choice and open enrollment policies
- ☐ Principal autonomy over budgets
- ☐ Principal autonomy over hiring
- ☐ Principal training and school capacity building
- ☐ Published transparent school-level budgets
- ☐ Published transparent school-level outcomes
- ☐ Explicit accountability goals
- ☐ Collective bargaining relief, flat contracts, etc.

Weighted Student Formula in the States



- ☐ Baltimore, MD
- ☐ Boston, MA
- ☐ Cincinnati, OH
- ☐ Denver, CO
- ☐ Poudre, CO
- ☐ Hartford, CT
- ☐ Houston, TX
- ☐ New York, NY
- ☐ Newark, NJ
- ☐ Prince George's County, MD
- ☐ Oakland, CA
- ☐ Saint Paul, MN
- ☐ Milwaukee, WI
- ☐ Minneapolis, MN
- ☐ San Francisco, CA
- ☐ Rhode Island
- ☐ Hawaii

- | | | | |
|---|---|---|---|
| <input type="checkbox"/> Rochester City, NY | <input type="checkbox"/> Twin Rivers, CA | <input type="checkbox"/> Jefferson Parish, LA | <input type="checkbox"/> Detroit, MI |
| <input type="checkbox"/> New Orleans, LA | <input type="checkbox"/> Philadelphia, PA | <input type="checkbox"/> East Baton Rouge, LA | <input type="checkbox"/> Memphis, TN |
| <input type="checkbox"/> Los Angeles, CA | <input type="checkbox"/> Austin, TX | <input type="checkbox"/> Adams 12 School District, CO | <input type="checkbox"/> Clark County, NV |
| <input type="checkbox"/> Chicago, IL | <input type="checkbox"/> Camden, NJ | <input type="checkbox"/> Cleveland, OH | |

Weighted Student Formula Yearbook Analysis

Performance Metrics

- ☐ Principal Autonomy
- ☐ School Empowerment Benchmarks
- ☐ 2011 Proficiency Rates
- ☐ Proficiency Rate Improvement
- ☐ Expected Proficiency vs. Actual
- ☐ Expected Proficiency Improvement
- ☐ 2011 Graduation Rates
- ☐ 2011 Achievement Gaps
- ☐ Achievement Gap Improvement
- ☐ Achievement Gap Closure

Proficiency Rate Data: 2008 – 2011

Student Groups

- White
- Hispanic
- African-American
- Low-Income
- Non-Low-Income

School Levels

- Elementary
- Middle
- High School

School Subjects

- Reading
- Mathematics
- Science

Principal Autonomy – The percentage of yearly operating funds allocated to the school-level as part of the district's weighted student formula.

School District Rankings

School District	Rank	Grade
Houston Independent School District	1	A+
Hartford Public School District	2	A
Cincinnati Public School District	3	A-
Oakland Unified School District	4	A-
Poudre Public School District	5	B+
Minneapolis Public School District	6	B
San Francisco Unified School District	7	B
Boston City Public School District	8	B-
St. Paul Public School District	9	C+
Prince George's County Public School District	10	C
Denver Public School District	11	C
Newark Public School District	12	C-
Milwaukee Public School District	13	D
Baltimore Public School District	14	F
New York City Department of Education	N/A	N/A

Houston Independent School District

Program Name: Weighted Student Funding

Implementation: 2000 - 2001

Benchmarks Reached: 9 out of 10

Principal Autonomy: 42.9%

Achievement Gaps Closing: 22 out of 27

Baltimore Public School District

Program Name: Fair Student Funding

Implementation: 2008 - 2009

Benchmarks Reached: 9 out of 10

Principal Autonomy: 29.6%

Achievement Gaps Closing: 2 out of 18

Key Findings

Greater Principal
Autonomy

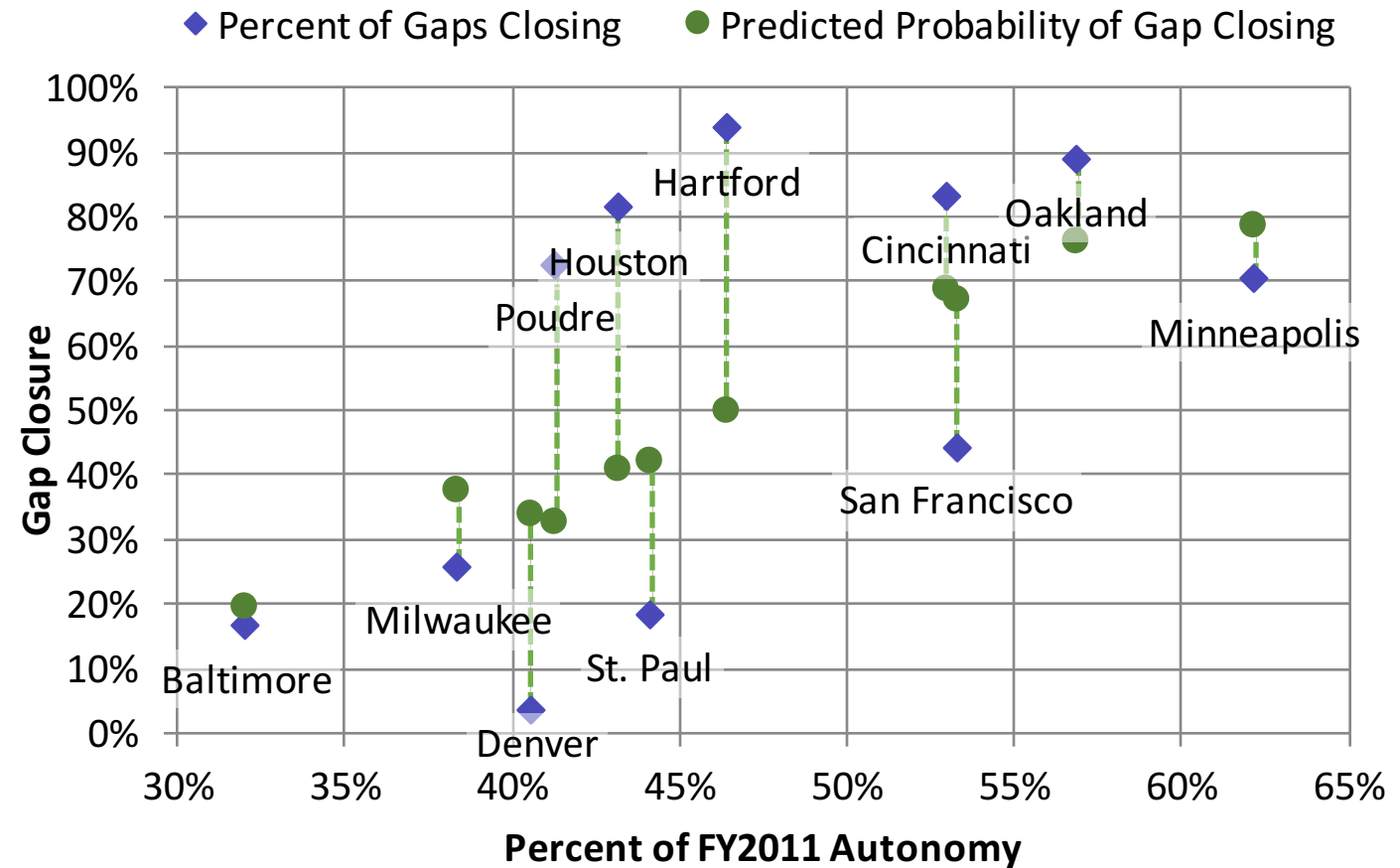
Better Student
Outcomes



“Holding all else constant, a school district that allocated 50 percent of its FY2011 budget to weighted student formula, where money follows the student, is nearly 10 times more likely to close achievement gaps than a district that only allocated 20 percent of its FY2011 budget to weighted student formula.”

2013 Weighted Student Formula Yearbook

Percent of Achievement Gaps Closing vs. Predicted
Probability of Achievement Gap Closing



Baltimore City Public School District

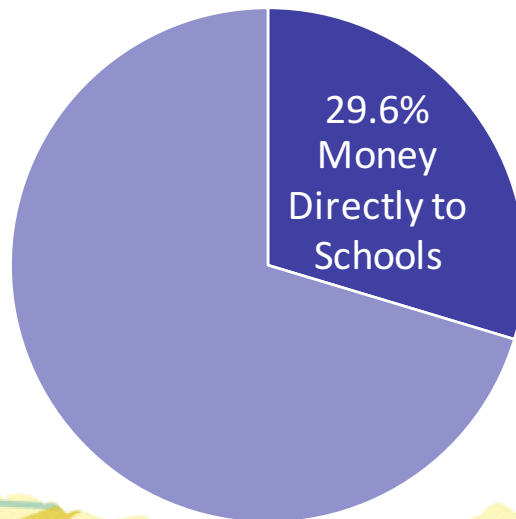
Program Name: Fair Student Funding
Implementation: 2008 – 2009 School Year

Program Type: District-wide
Legal Authorization: School Board Policy

FY2014 Fair Student Funding Formula:

○	Base Allocation	1.00
✚	Disabled	0.1235
🎓	Dropout Prevention/ At Risk	0.125
A+	Advanced Ability	0.1926
🖋️	Basic Ability	0.1926

2012-2013 Principal Autonomy



Category	Grade	Rank
Overall Grade	F	14
Principal Autonomy	D	12
School Empowerment Benchmarks	A	6
2011 Proficiency Rates	F	15
Proficiency Rate Improvement	F	14
Expected Proficiency vs. Actual	C-	12
Expected Proficiency Improvement	F	15
2011 Graduation Rates	F	13
2011 Achievement Gaps	A-	2
Achievement Gap Improvement	F	14
Achievement Gap Closures:		
Internal District	F	13
Internal District vs. Internal State	C-	11
External Achievement Gaps	C-	11

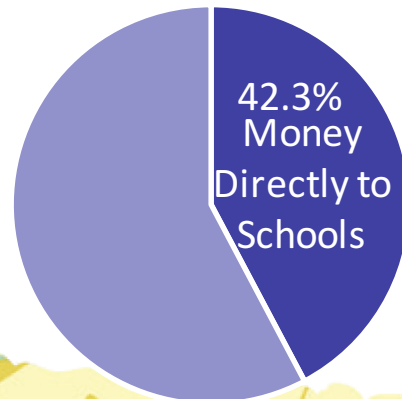
Boston Public School District

Program Name: Weighted Student Formula **Program Type:** District-wide
Implementation: 2011 – 2012 School Year **Legal Authorization:** School Board Policy & Boston School Committee

FY2014 Fair Student Funding Formula:

○ Base Allocation	1.00		
✚ Special Ed.	1.00 – 6.00		
\$ FRL	0.10		
💬 ELL	0.02 – 0.43		
📁 Career	1.00		
🎓 At Risk	0.05 – 0.20		
🖋 Students with Interrupted Ed.	Elem. 0.50	Mid. 0.84	High 0.94

FY2014 Principal Autonomy



Category	Grade	Rank
Overall Grade	B-	8
Principal Autonomy	B	8
School Empowerment Benchmarks	A	6
2011 Proficiency Rates	C	10
Proficiency Rate Improvement	C	9
Expected Proficiency vs. Actual	B	5
Expected Proficiency Improvement	C-	11
2011 Graduation Rates	C	9
2011 Achievement Gaps	B	5
Achievement Gap Improvement	B-	7
Achievement Gap Closures:		
Internal District	C-	11
Internal District vs. Internal State	C	9
External Achievement Gaps	F	13

Cincinnati Public School District

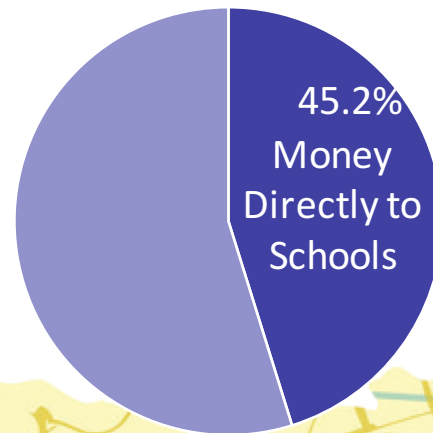
Program Name: Student-Based Funding
Implementation: 1999 – 2000

Program Type: District-wide
Legal Authorization: School Board

Student-Based Budgeting Formula:

	All	K-3 rd /9 th -12 th
○ Base Allocation	1.00	0.20
\$ FRL		0.05
□ ELL		0.483
📁 Career		0.60
✚ Special Ed.		0.46 – 3.69
📦 Preschool Dis.		1.00
✎ Low Achievement		0.29

2013-2014 Principal Autonomy



Category	Grade	Rank
Overall Grade	A-	3
Principal Autonomy	B	4
School Empowerment Benchmarks	C	12
2011 Proficiency Rates	C+	8
Proficiency Rate Improvement	A-	2
Expected Proficiency vs. Actual	D	13
Expected Proficiency Improvement	B+	4
2011 Graduation Rates	B	4
2011 Achievement Gaps	C+	8
Achievement Gap Improvement	B+	4
Achievement Gap Closures:		
Internal District	B+	3
Internal District vs. Internal State	B+	4
External Achievement Gaps	B+	4

Denver Public School District

Program Name: Student-Based Budgeting
Implementation: 2007 – 2008 School Year

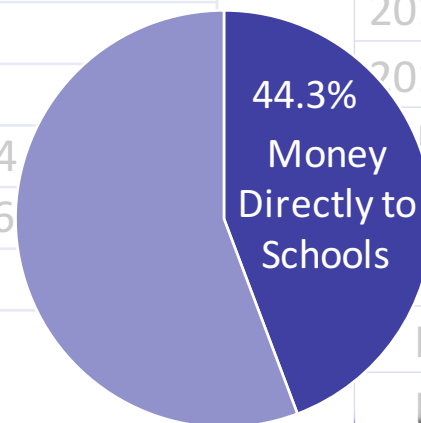
Program Type: District-wide
Legal Authorization: School Board Policy

Student-Based Budgeting Formula:

○ Base Allocation	K 0.5	K-12 th 1.00	Sup. <0.01
✚ Special Ed.		1.00 – 6.00	
\$ FRL	K-8 th 0.119	Secondary 0.128	
💬 ELL		0.103	
A+ Gifted		0.03	
✍ Student Dev.		0.17	
📄 Performance		0.016+	
+ Additional		<0.01	
📦 Early Ed.		0.12 – 0.024	
💰 Title I/II		<0.01-0.116	
👤 Guest Teacher		0.013	

Category	Grade	Rank
Overall Grade	C	11
Principal Autonomy	B	5
School Empowerment Benchmarks	A	6
2011 Proficiency Rates	C-	11
Proficiency Rate Improvement	B+	4
Expected Proficiency vs. Actual	B-	7
Expected Proficiency Improvement	B	5
2011 Graduation Rates	C	6
2011 Achievement Gaps	F	14
Achievement Gap Improvement	F	13
Achievement Gap Closures:		
Internal District	F	14
Internal District vs. Internal State	F	14
External Achievement Gaps	C	8

2012-2013 Principal Autonomy



Hartford Public School District

Program Name: Weighted Student Funding
Implementation: 2012 – 2013

Program Type: District-wide
Legal Authorization: School Board Policy

Weighted Student Funding Formula:

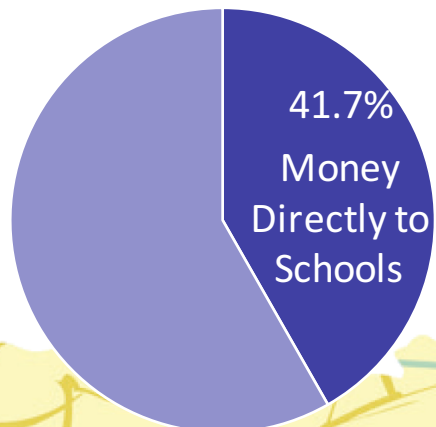
○	Base Allocation*	0.96 – 1.30	
⊕	Special Ed. **	0.71 – 3.60	
□	ELL ***	0.11 – 0.43	
🎓	Academic Intervention	K-3 rd 0.20	5 th – 11 th 0.16
A+	Advanced	0.10	

* Based allocation differs by grade level.

** Funding increases for higher levels of special education students.

*** Funding is highest at 0-20 months, decreases to 0.22 from 20 – 30 months, and drops to 0.11 for 30+ months of participation.

2012-2013 Principal Autonomy











Category	Grade	Rank
Overall Grade	A	2
Principal Autonomy	B	9
School Empowerment Benchmarks	A	6
2011 Proficiency Rates	C-	12
Proficiency Rate Improvement	A	1
Expected Proficiency vs. Actual	C+	8
Expected Proficiency Improvement	C-	12
2011 Graduation Rates	A	3
2011 Achievement Gaps	C-	12
Achievement Gap Improvement	A	1
Achievement Gap Closures:		
Internal District	A	1
Internal District vs. Internal State	A	1
External Achievement Gaps	B-	7

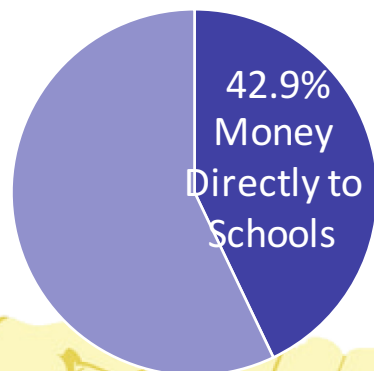
Houston Independent School District

Program Name: Weighted Student Formula **Program Type:** District-wide
Implementation: 2000 – 2001 **Legal Authorization:** School Board Policy

Weighted Student Funding Formula:

	Pre-K	1 st – 12 th
 Base Allocation	0.5	1.0
 Special Ed.		0.15
 ELL		0.10
 Career		0.35
 Comp Ed.		0.15
 Gifted		0.12
 Homeless		0.05
 Refugee		0.05

2013-2014 Principal Autonomy



Category	Grade	Rank
Overall Grade	A+	1
Principal Autonomy	B	7
School Empowerment Benchmarks	A	6
2011 Proficiency Rates	A-	2
Proficiency Rate Improvement	B	5
Expected Proficiency vs. Actual	B+	3
Expected Proficiency Improvement	A-	3
2011 Graduation Rates	B	4
2011 Achievement Gaps	B+	3
Achievement Gap Improvement	B+	3
Achievement Gap Closures:		
Internal District	B+	4
Internal District vs. Internal State	B+	3
External Achievement Gaps	A	1

Milwaukee Public School District

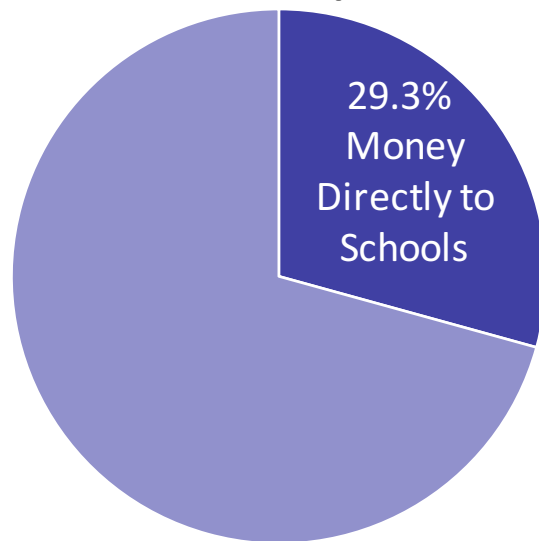
Program Name: Weighted Student Funding
Implementation: 2001

Program Type: District-wide
Legal Authorization: School Board Policy

Weighted Student Funding Formula:

	Base	K – 8 th	6 th – 8 th	9 th – 12 th
○ Base Allocation	1.00	0.044	0.059	0.181
□ ELL			0.059	

2012-2013 Principal Autonomy





Category	Grade	Rank
Overall Grade	D	13
Principal Autonomy	F	13
School Empowerment Benchmarks	C	12
2011 Proficiency Rates	F	14
Proficiency Rate Improvement	B-	7
Expected Proficiency vs. Actual	F	15
Expected Proficiency Improvement	D	13
2011 Graduation Rates	C	6
2011 Achievement Gaps	B-	7
Achievement Gap Improvement	B	5
Achievement Gap Closures:		
Internal District	C+	8
Internal District vs. Internal State	F	13
External Achievement Gaps	B-	5

Minneapolis Public School District

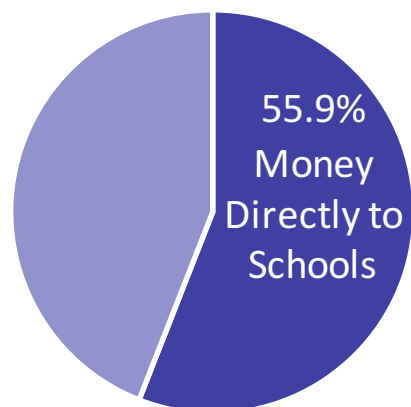
Program Name: Site-Based Management
Implementation: 1993 – 1994 School Year

Program Type: District-wide
Legal Authorization: School Board

FY2013 Site-Based Management Formula:

○ Base Allocation	K	1 st – 8 th	9 th –12 th
	0.70	1.0	1.10
 Class Size Referendum	K	1 st – 8 th	9 th –12 th
	0.70	1.0	1.10
 Compensatory	Lump-sum per school based on FRL students.		

FY2013 Principal Autonomy



Category	Grade	Rank
Overall Grade	B	6
Principal Autonomy	A	1
School Empowerment Benchmarks	A	6
2011 Proficiency Rates	B-	7
Proficiency Rate Improvement	D	12
Expected Proficiency vs. Actual	C+	9
Expected Proficiency Improvement	B	6
2011 Graduation Rates	F	14
2011 Achievement Gaps	F	15
Achievement Gap Improvement	C+	8
Achievement Gap Closures:		
Internal District	B	5
Internal District vs. Internal State	B-	6
External Achievement Gaps	B-	5

New York City Dept. of Education








Program Name: Fair Student Funding

Program Type: City-wide

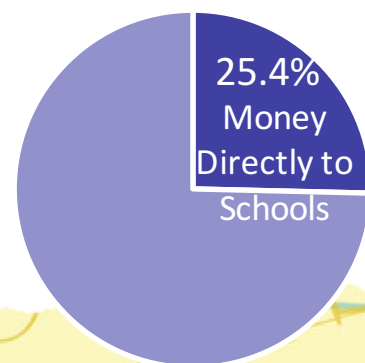
Implementation: 2007 – 2008 School Year

Legal Authorization: Mayoral Control

FY2014 Fair Student Funding Formula:

	Base Allocation	K-5 th 1.00	6 th -8 th 1.08	9 th -12 th 1.03
	FRL	0.12		
	ELL	K-5 th 0.4	6 th -8 th 0.5	9 th -12 th 0.5
	Portfolio	0.05 – 0.40		
	Special Ed.	0.56 – 2.09		
	Academic Intervention	Below Prof. 0.25 – 0.35	Well Below 0.40 – 0.50	
	Graduation	0.40		

FY2013 Principal Autonomy



Category	Grade	Rank
Overall Grade	N/A	N/A
Principal Autonomy	F	14
School Empowerment Benchmarks	A+	3
2011 Proficiency Rates	B-	5
Proficiency Rate Improvement	N/A	N/A
Expected Proficiency vs. Actual	A-	1
Expected Proficiency Improvement	A	1
2011 Graduation Rates	C	8
2011 Achievement Gaps	C-	11
Achievement Gap Improvement	N/A	N/A
Achievement Gap Closures:		
Internal District	N/A	N/A
Internal District vs. Internal State	N/A	N/A
External Achievement Gaps	N/A	N/A

Newark Public School District

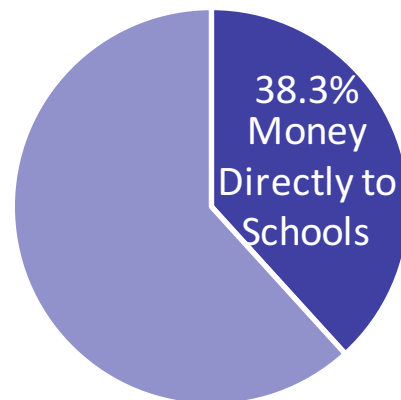
Program Name: Weighted Student Formula **Program Type:** District-wide
Implementation: 2011 – 2012 **Legal Authorization:** State Superintendent and State Authorization

FY2013 Weighted Student Formula:

○	Base Allocation	Base 1.0	K 0.063	ES 0.084	MS 0.985	HS 0.197
+	Special Ed.*	1.00 – 1.183				
□	ELL	0.1126				
🎓	At Risk	0.09				

*Special education weight differs by severity (Cognitive Mild and Cognitive Moderate) and specific disability (Learning, Auditory, Behavioral, Multiple Disabilities, Autism, Resource Room).

FY2014 Principal Autonomy



Category	Grade	Rank
Overall Grade	C-	12
Principal Autonomy	D	11
School Empowerment Benchmarks	A	6
2011 Proficiency Rates	D	13
Proficiency Rate Improvement	C+	8
Expected Proficiency vs. Actual	C	10
Expected Proficiency Improvement	F	14
2011 Graduation Rates	D	12
2011 Achievement Gaps	B+	4
Achievement Gap Improvement	C-	10
Achievement Gap Closures:		
Internal District	C	9
Internal District vs. Internal State	C+	8
External Achievement Gaps	C-	9

Oakland Unified School District

Program Name: Results-Based Budgeting
Implementation: 2004 – 2005 School Year

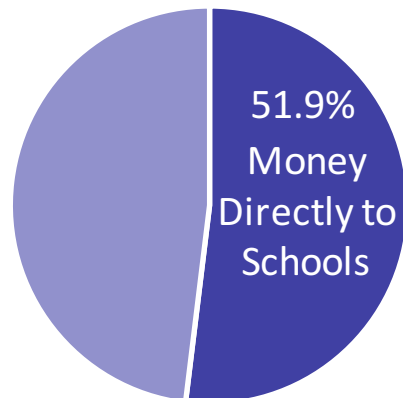
Program Type: District-wide
Legal Authorization: State Administrator

Results-Based Budgeting Formula:

Total School Allocation = General Purpose (GP) Allocation + Categorical Funds + Balancing Pool Subsidy (if eligible)

School's GP Allocation = Per-Pupil Allocation (different for elementary, middle and high school levels) × Projected Enrollment of Students × Average Daily Attendance (ADA)

FY2013 Principal Autonomy



Category	Grade	Rank
Overall Grade	A-	4
Principal Autonomy	A	2
School Empowerment Benchmarks	C	12
2011 Proficiency Rates	B+	4
Proficiency Rate Improvement	B+	3
Expected Proficiency vs. Actual	C-	11
Expected Proficiency Improvement	C+	8
2011 Graduation Rates	F	15
2011 Achievement Gaps	B-	6
Achievement Gap Improvement	A-	2
Achievement Gap Closures:		
Internal District	A-	2
Internal District vs. Internal State	A-	2
External Achievement Gaps	F	14

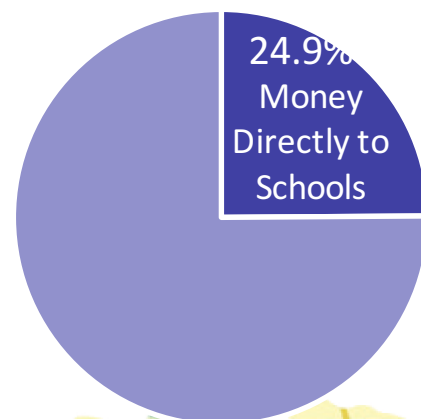
Prince George's County Public School District

Program Name: Student-Based Budgeting
Implementation: 2012 – 2013

Program Type: District-wide
Legal Authorization: School Board

FY2013 Student-Based Budgeting Formula:						
○	Base Allocation	Base 1.0	K 0.05	ES 0.11	MS 0.27	9 th 0.11
\$	Poverty	0.03				
□	ELL	Beginner 0.54 – 0.60	Intermediate 0.51		Advanced 0.40	
📄	Performance	Low 0.04			High 0.03	

FY2014 Principal Autonomy



Category	Grade	Rank
Overall Grade	C	10
Principal Autonomy	F	15
School Empowerment Benchmarks	D	15
2011 Proficiency Rates	C+	9
Proficiency Rate Improvement	B-	6
Expected Proficiency vs. Actual	F	14
Expected Proficiency Improvement	A-	2
2011 Graduation Rates	D	10
2011 Achievement Gaps	A	1
Achievement Gap Improvement	D	12
Achievement Gap Closures:		
Internal District	D	12
Internal District vs. Internal State	C-	10
External Achievement Gaps	B+	3

Poudre Public School District

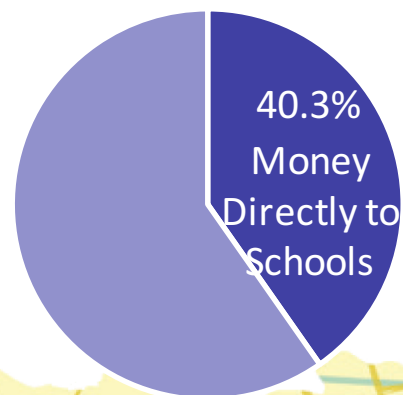
Program Name: Student-Based Budgeting
Implementation: 2007 – 2008 School Year

Program Type: District-wide
Legal Authorization: School Board Policy

FY2013 Student-Based Budgeting Formula:

○	Base Allocation	K – 12 th 1.00	Supplement K- 3 rd 0.14
\$	FRL		0.20
□	ELL		0.20
+	ELL & FRL		0.25
A+	Gifted		0.10
⊙	Geographic		0.805
✍	Small Schools		0.0 – 0.20

FY2013 Principal Autonomy



Category	Grade	Rank
Overall Grade	B+	5
Principal Autonomy	C	10
School Empowerment Benchmarks	D	15
2011 Proficiency Rates	A	1
Proficiency Rate Improvement	C-	10
Expected Proficiency vs. Actual	B+	4
Expected Proficiency Improvement	C	10
2011 Graduation Rates	A	1
2011 Achievement Gaps	C+	8
Achievement Gap Improvement	C	9
Achievement Gap Closures:		
Internal District	B-	6
Internal District vs. Internal State	B	5
External Achievement Gaps	A-	2

San Francisco Unified School District

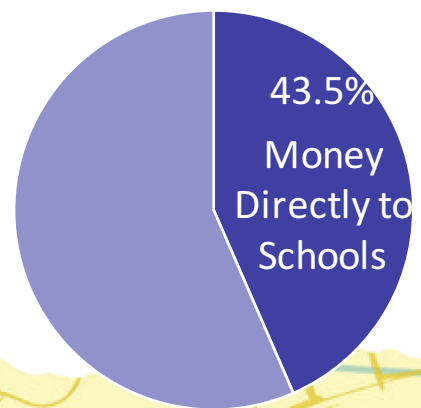
Program Name: Weighted Student Formula **Program Type:** District-wide
Implementation: 2002 – 2003 **Legal Authorization:** School Board Policy

FY2013 Weighted Student Formula:					
○	Base	K – 3	4 – 5	6 – 8	9 – 12
	Allocation	1.264	1.00	1.14	1.19
\$	Poverty	0.090			
✚	Special Ed.*	Non-Sev.	Sev.	Resource	
		0.185	0.325	0.01	
💬	ELL**	Beg.	Adv.	Long-Term	
		0.07 - 0.186	0.54	0.84	

*Non-severe and Severe special education weights vary by grade level.

**Beginning weighted differs by grade level (K – 5th, 6th – 8th, and 9th – 12th) with lower grades having a lower weight and higher grades having a higher weight.

FY2013 Principal Autonomy



Category	Grade	Rank
Overall Grade	B	7
Principal Autonomy	B	6
School Empowerment Benchmarks	C	12
2011 Proficiency Rates	A-	3
Proficiency Rate Improvement	F	13
Expected Proficiency vs. Actual	A-	1
Expected Proficiency Improvement	C+	8
2011 Graduation Rates	D	10
2011 Achievement Gaps	C	10
Achievement Gap Improvement	B-	6
Achievement Gap Closures:		
Internal District	B-	7
Internal District vs. Internal State	B-	6
External Achievement Gaps	C-	9

Saint Paul Public School District

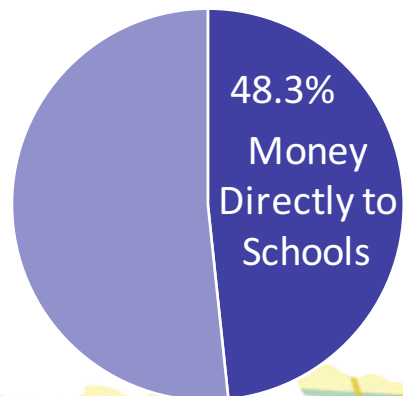
Program Name: Site-Based Budgeting
Implementation: 2002 – 2003

Program Type: District-wide
Legal Authorization: School Board Policy

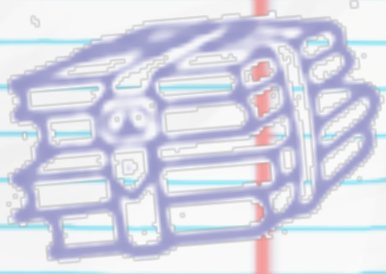
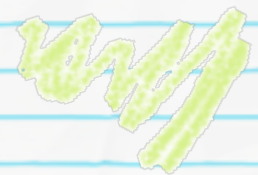
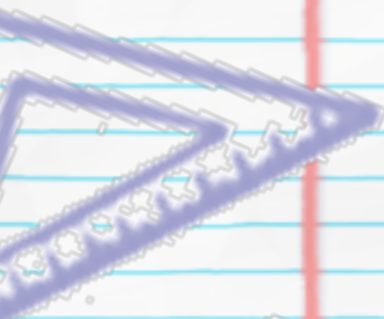
FY2013 Site-Based Budgeting Formula:

○	Base Allocation	Elem. \$6,167	K – 8 th \$5,763	Secondary \$5,529
✚	Special Ed.	Integration funds provided by the state.		
\$	FRL	Based on number of FRL students.		
✍	Referendum Revenue	Local taxes distributed on a per-pupil basis.		
💰	Federal Funding	Title I federal revenue distributed to schools based on number of FRL students.		

FY2013 Principal Autonomy



Category	Grade	Rank
Overall Grade	C+	9
Principal Autonomy	B	3
School Empowerment Benchmarks	B	9
2011 Proficiency Rates	B	6
Proficiency Rate Improvement	C-	10
Expected Proficiency vs. Actual	B-	6
Expected Proficiency Improvement	B-	7
2011 Graduation Rates	A	2
2011 Achievement Gaps	D	13
Achievement Gap Improvement	C-	11
Achievement Gap Closures:		
Internal District	C-	10
Internal District vs. Internal State	D	12
External Achievement Gaps	D	12



Reason