

August 28, 2017

**REMOVE AND REPLACE THE PRINCIPAL OF
IRA F. ALDRIDGE ELEMENTARY SCHOOL
AND TERMINATE THE PRINCIPAL'S CONTRACT**

THE CHIEF EXECUTIVE OFFICER RECOMMENDS:

That the principal of Ira F. Aldridge Elementary School ("Aldridge"), Shaheena Khan, be removed and replaced pursuant to Section 34-8.3(d) of the Illinois School Code and that her contract be terminated pursuant to Section V of the Board's Uniform Principal's Performance Contract.

DESCRIPTION:

I. Legal Framework

The Illinois School Code grants the Chief Executive Officer of the Chicago Public Schools ("CEO") the authority to place schools on probation to correct deficiencies in their academic performance (105 ILCS 5/34-8.3). The Illinois School Code further grants the Board of Education of the City of Chicago ("Board") the authority to establish guidelines to determine the factors for placing an attendance center on probation. 105 ILCS 5/34-8.3(b).

Pursuant to that authority, the Board has adopted policies under which Aldridge was placed on probation for ten (10) consecutive years. The Board adopted the School Quality Rating Policy (Begins with the 2014-2015 School Year) (Board Report 14-1119-PO1) and Aldridge remained on probation for the 2016-2017 school year in accordance with the terms of that policy.

The Illinois School Code provides that when a school on probation fails to make adequate progress to correct deficiencies within one year, the CEO, with the approval of the Board and after an opportunity for a hearing, may remove and replace the school's principal. 105 ILCS 5/34-8.3(d)(2). Pursuant to Section V of the Board's Uniform Principal's Performance Contract, a principal's contract may be terminated before the expiration of its four-year term based upon the principal's removal pursuant to Section 34-8.3(d).

II. Hearing on Principal Removal

Pursuant to the CEO's "Guidelines for the Removal and Replacement of Principals of Schools on Probation" and the "Procedures Governing Principal Removal Hearings," Shaheena Khan, and the Aldridge Local School Council (LSC) members were duly notified that the CEO was contemplating the removal of Ms. Khan as principal pursuant to Section 34-8.3(d) to further the school's educational improvement. Margaret Fitzpatrick, Esq., an independent hearing officer, presided over the Aldridge principal removal hearing on May 24, and June 9, 2017, in an efficient and impartial manner.

The Law Department, representing the CEO, presented the statement and testimony of the former Director of School Quality Measurement for the Chicago Public Schools, Ryan Crosby, as well as documentation to support a recommendation to remove Ms. Khan as Aldridge's principal to the hearing officer. Ms. Khan testified on her own behalf and presented 72 exhibits for the hearing officer's consideration. Both witnesses were subject to cross-examination. Both parties were given a full opportunity to call additional witnesses on their behalf and present additional evidence.

The hearing officer submitted a written report on July 17, 2017, summarizing all relevant evidence offered during the hearing, making findings of fact, and advised the CEO that sufficient evidence exists to support the removal of Ms. Khan as the principal of Aldridge. The hearing officer allowed the parties to file exceptions to her recommendation. On July 31, 2017, Ms. Khan submitted exceptions to the hearing officer's recommendation. I have reviewed those exceptions and taken them into consideration when making my own recommendation to the Board.

III. Chief Executive Officer's Recommendation

The CEO has reviewed the Hearing Officer's report and the exceptions filed by Ms. Khan and hereby recommends that Shaheena Khan be removed and replaced as the principal of Aldridge effective on August 28, 2017. The CEO further recommends that Shaheena Khan's Uniform Principal's Performance Contract, with a term beginning July 1, 2017, and ending on June 30, 2021, be terminated on August 28, 2017.¹ These recommendations are based upon the following factors:

- A. The Board has adopted policies setting forth the criteria for determining when a school is subject to being placed on probation and when it can be removed from that status. The current Board policy is called the School Quality Rating Policy (or "SQRP"), which has been used to determine each school's accountability status since the 2014-2015 school year, based on 2013-2014 performance data.
- B. Under the SQRP, each Chicago public school receives an annual rating based on its performance on a variety of measures, including standardized test scores, the culture and climate of the school, student attendance, and data quality. There are up to nineteen (19) performance measures evaluated for elementary schools. A school can earn between 1 and 5 points for each measure. The points earned for each measure are then weighted, with student growth measures taking on the most weight in the policy, and then averaged. The resulting overall score will fall between 1 and 5 points. Each school's rating is assigned based on the weighted points earned, as well as its rating history.
- C. Chicago public schools earning a weighted average of less than 2 points receive a Level 3 rating, schools receiving between 2 and 2.9 weighted points receive a Level 2 rating, and schools earning 3 or more weighted points receive a Level 2+, Level 1, or Level 1+ rating. Schools earning a Level 3 rating are placed on probation, which is also called "Intensive Support" status. In general, schools receiving a Level 2 rating are placed in remediation, which is called "Provisional Support", and schools receiving a 2+ or higher rating are considered in "Good Standing." Notwithstanding these general rules, in cases where a school has been on probation for two or more consecutive years, the school must receive a Level 2 or higher rating for two consecutive years in order to be eligible to be removed from that status.
- D. Prior to SQRP the District's school accountability policy was called the Performance, Remediation, and Probation Policy (or "Performance Policy"), and was in place starting in the 2008-2009 school year, based on school performance in the 2007-2008 school year. Under the Performance Policy, points were received for the school's absolute level of performance and improvement over time on standardized tests and attendance, as well as the growth of individual students from year-to-year on the state test. There were 14 separate measures on which schools were evaluated, each worth up to three points, for a total of 42 available points. Elementary schools that received less than 50% of the total available points earned a rating of Level 3 and were placed on probation.
- E. Aldridge has a history of poor performance. Aldridge has been on probation for the past ten (10) consecutive school years. Ms. Khan has been the principal of Aldridge beginning on July 1, 2013.
- F. Under the Board's Performance Policy, Aldridge received a Level 3 rating each year between 2008-2009 and 2013-2014, or for six (6) consecutive years. Under SQRP, Aldridge received a Level 3 rating in the 2014-2015 and 2015-2016 school years and received a Level 2 rating in the 2016-2017 school year based on 2015-2016 performance data. Although Level 2 ratings are generally associated with remediation status, Aldridge was not eligible to be removed from probation because it has been on probation for two or more consecutive years and has not yet received a Level 2 rating for two consecutive years.

¹ Ms. Khan's 8.3 principal removal hearing began while her old Uniform Principal Performance Contract was in effect, term beginning July 1, 2013, and ending on June 30, 2017. Since that contract has expired, it is no longer relevant for these proceedings.

- G. Aldridge's National School Growth Percentile has been below national average in two of the last three years in reading and in all three years in mathematics. Its reading growth percentile was the 7th percentile in 2013-2014, 25th percentile in 2014-2015, and the 68th percentile in 2015-2016. Reading growth in the 2015-2016 school year was highly variable between grade levels, ranging from a low of 2nd percentile in 3rd grade to 99th percentile in 4th and 8th grades. In math, the Aldridge received 14th percentile in 2013-2014, 26th percentile in 2014-2015, and 14th percentile in 2015-2016. In mathematics, growth was below average in each grade level.
- H. Aldridge's National School Attainment Percentile in reading has been no higher than the 6th percentile over the last four years. In mathematics, Aldridge's National School Attainment Percentile has not been above the 2nd percentile in the last four years. These scores are all well below national average performance.
- I. In addition to standardized test scores, the SQRP evaluates schools on measures of attendance rate and school culture and climate. The attendance rate for Aldridge has been consistently lower than the District average and has declined in recent years. Between the 2005-2006 and 2012-2013 school years, the attendance rate at Aldridge ranged between 92.2% and 93.7%, but has been below 92% for the last three years, including a low of 90.4% in 2014-2015. Over that same time period, district-wide elementary school attendance grew from 94.4% in 2005-2006 to 95.5% in 2015-2016.
- J. To measure school culture and climate, CPS administers – in partnership with the Consortium on Chicago School Research at the University of Chicago – the My Voice, My School 5Essentials survey. Aldridge received the lowest rating category on the 5Essentials survey, which is Not Yet Organized, the lowest overall category. The school's rating for the Collaborative Teachers and Involved Families essentials was Neutral. Its rating for the Ambitious Instruction and Supportive Environment essentials was Weak. Most notably, the school's rating for the Effective Leaders essential was Very Weak, the lowest rating.
- K. Additionally, Aldridge is also at the bottom of Network 13 elementary schools for SQRP ratings. During the 2015-2016 school year, Aldridge ranked last with a 1.8 SQRP rating out of the 31 elementary schools in Network 13. Similarly, at the beginning of the 2016-2017 school year, Aldridge is ranked last with a 2.1 SQRP rating out of the 29 elementary schools in Network 13.
- L. Aldridge had an approved 2014-2016 Continuous Improvement Work Plan (CIWP) (previously referred to as a School Improvement Plan). The 2014-2016 CIWP for Aldridge has specific steps that the Aldridge local school council and school staff must take to correct the identified deficiencies and specific objective criteria by which the Aldridge school's subsequent progress would be determined. Unfortunately, the Aldridge 2014-2016 CIWP goals for SQRP scores were not met in most categories.
- M. The budget for Aldridge during the 2016 fiscal year totaled nearly \$2 million dollars. The Aldridge 2016 fiscal year school budget did include specific expenditures directly calculated to correct educational and operational deficiencies as identified by the school administration and others. These expenditures included, but were not limited to, the following:
- 1) \$11,716.00 from Title 1 Office of Strategic School Support Services for the purpose of additional teacher professional development training; and
 - 2) \$25,000.00 from Title 1 School Improvement Priority Initiatives for reading and/or math programming.
- N. The accountability notices were sent to Ms. Khan and she knew or should have known about the academic status of Aldridge.
- O. Aldridge did not make adequate progress in correcting those identified deficiencies.

- P. The removal and replacement of Ms. Khan from Aldridge will assist the school in making adequate progress in correcting those identified deficiencies.

If the Board adopts the CEO's recommendation to remove the Aldridge principal, the following actions will occur:

1. The CEO will appoint an interim principal for Aldridge. The interim principal will serve at the pleasure of the CEO;
2. The LSC shall have no authority to select a new four-year contract principal until Aldridge makes sufficient academic progress to be removed from probation; and
3. The Uniform Principal's Performance Contract of Shaheena Khan will be terminated effective August 28, 2017.

LSC REVIEW: LSC approval is not applicable to this report.

FINANCIAL: The interim principal position will be filled at a cost within current budget appropriations.

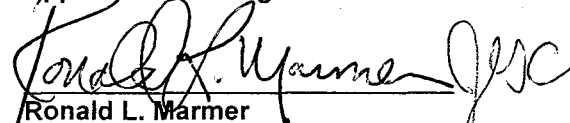
PERSONNEL IMPLICATIONS: An Interim Principal will be selected, who will serve at the pleasure of the CEO. Until the school comes off probation, the Local School Council of Aldridge will have no authority to select a new four-year contract principal, as required by Board Policy.

Respectfully submitted:



Forrest Claypool
Chief Executive Officer

Approved as to Legal Form:



Ronald L. Marmer
General Counsel