

Reinventing Chicago Public Schools to Better Serve All Students

Presentation to Chicago Board of Education

July 27, 2011

The Mayor has set an ambitious vision for CPS

Ensure that every child – in every school and every neighborhood – has access to a world-class learning experience from birth

Extended
Opportunities for
Students

Empowered
Principals
Accountable for
Results

Teachers with the
Resources to
Thrive

Engaged
Parents and
Community

Why is foundational change imperative?

CPS is not achieving this vision today

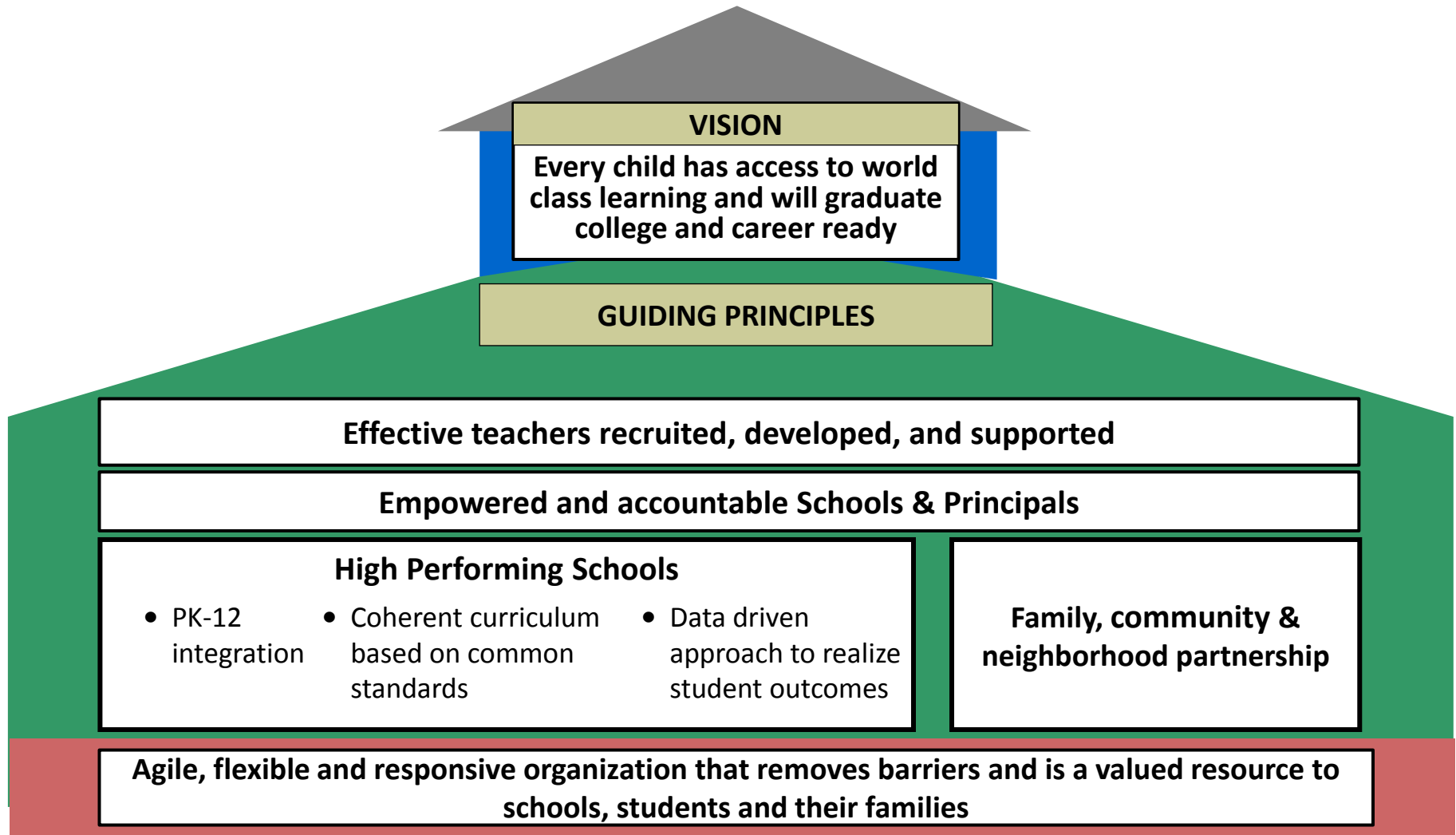
In 2004

- 140K elementary and 65K high school students in underperforming schools
- 93% of need in 25 communities (mostly West and South sides)
- Renaissance 2010 – goal to create new schools and provide choice to parents
- Graduation rates 50%

2008

- CPS reform and Ren2010 improved school quality for 45K elementary students
- Still, 100K elementary students (1/3) are in underperforming schools...
- ...As are all 55K neighborhood high school students
- And graduation rate continues to lag <55%

Reinventing CPS: our priorities



How will we drive change?

	Priority changes
High performing schools	<ul style="list-style-type: none">• Build a comprehensive, multi-year portfolio plan• Focus intensely on networks with low performing schools• Renew vigor and focus on high schools and out-of-school students
Effective, supported teachers	<ul style="list-style-type: none">• Clearly define the expectations for a high-performing teacher• Provide professional development, tools, and resources to enable student outcomes
Empowered, accountable principals	<ul style="list-style-type: none">• Support the principal as primary change agent between CPS Central Office and classroom• Establish an effective, evidence-based principal development program, focused on skills that lead to student success• Enable principal-faculty decision-making on implementation and “time and money” investments

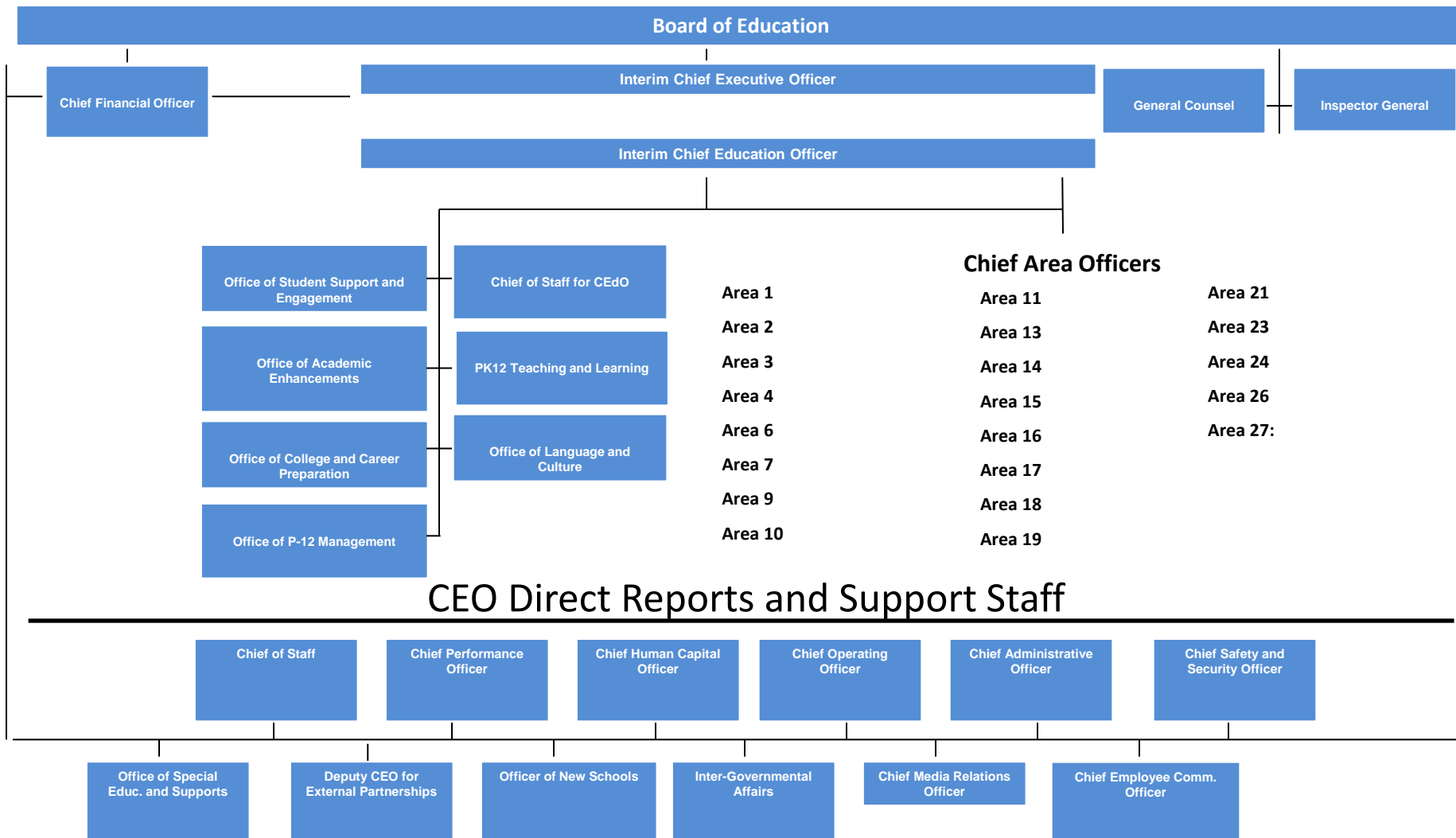
How will we drive change?

	Priority changes
Active partnership with parents & communities	<ul style="list-style-type: none">• Dedicate resources to advance the involvement of parents: new Cabinet-Level and Network Community and Family Engagement Officers• Deliver ongoing, thoughtful communication about student performance
Full organization support	<ul style="list-style-type: none">• Align resources, roles, and responsibilities across Central Education Office, Central Administrative Office, and Network teams• Clearly articulate performance metrics and accountability standards, teachers to principals to Officers• Set common standards with flexibility to tailor to Network and school needs• Enable and distribute high-impact tools and resources for professional development

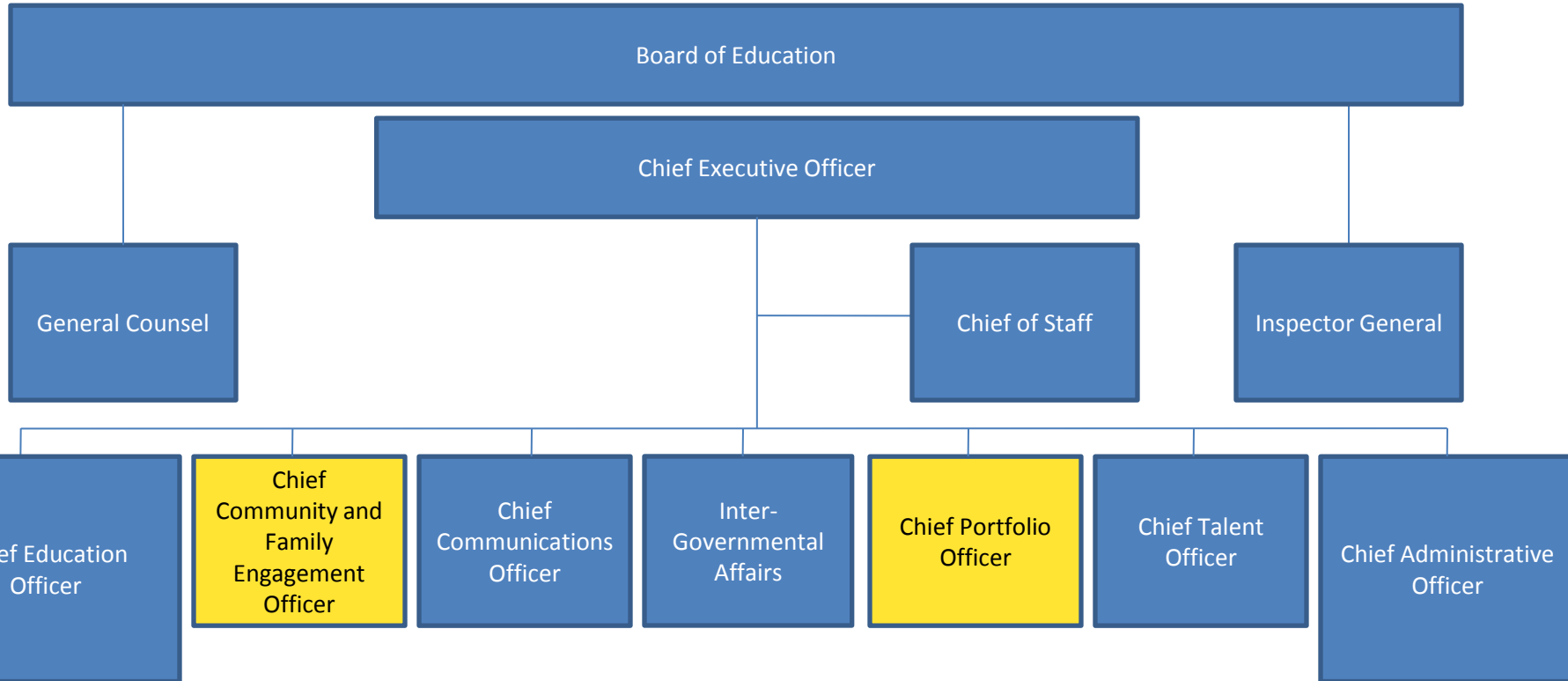
First steps: organizational alignment

- Create an organization that is **accountable, efficient, lean** and **aligned** with our top priorities
 - Leadership team with clear roles and accountability empowered to drive change
 - Designed around critical priorities, including two new roles
 - Everyone rolls up to a senior leader
- **Organize school leadership for better results**
 - Seamlessly integrate PreK-12
 - Use resources to build capacity for instructional leadership
 - Engage parents and community

Previous Leadership Structure (May 2011)



New, leaner Leadership Team empowered to drive change



 **New roles**

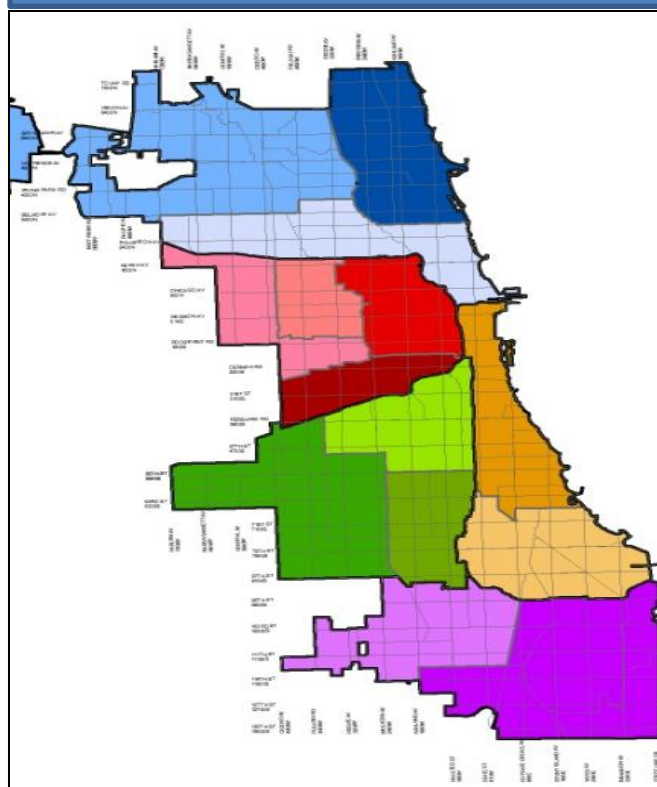
Chief Education Office: delivering world-class instruction from the center and the field

Chief Education Officer

Chief of Instruction

- Provide clear guidance around a common vision of teaching and learning
- Design coherent curriculum aimed at ensuring all children are college- and career-ready
- Provide essential tools, resources and services to teachers and principals

Networks



- Redesigned to focus on instructional leadership of school principal and thus support teacher, student, and content
- Organized for Pre-K to 12 alignment
- Community-based school networks

Chief Administrative Office: world-class operations to focus schools on instruction

- **Entire organization exists to support students & schools**
 - Bring in leadership to build high-performing teams that optimize resources and let others focus on instruction
 - School Support Centers give principals dedicated team of local operations support
 - Business discipline leads to lean, results-focused organization

Additional supports for World Class Education

- Leadership development for principals
 - Establish an effective, evidence-based principal development program to meet need for highly qualified instructional leaders
 - Support principals to develop skills that lead to student success
 - Measure success of program based on student outcomes
- Education Innovation
 - Identify future of education and schools
 - Design and scale innovative tools and practices to immediately benefit Chicago Students

Next steps

- Continue to create blueprint for change
 - Build-out the organization
 - Define improved processes and engagement paths across all functions and areas