

# Doing More with Less in K-12 Education

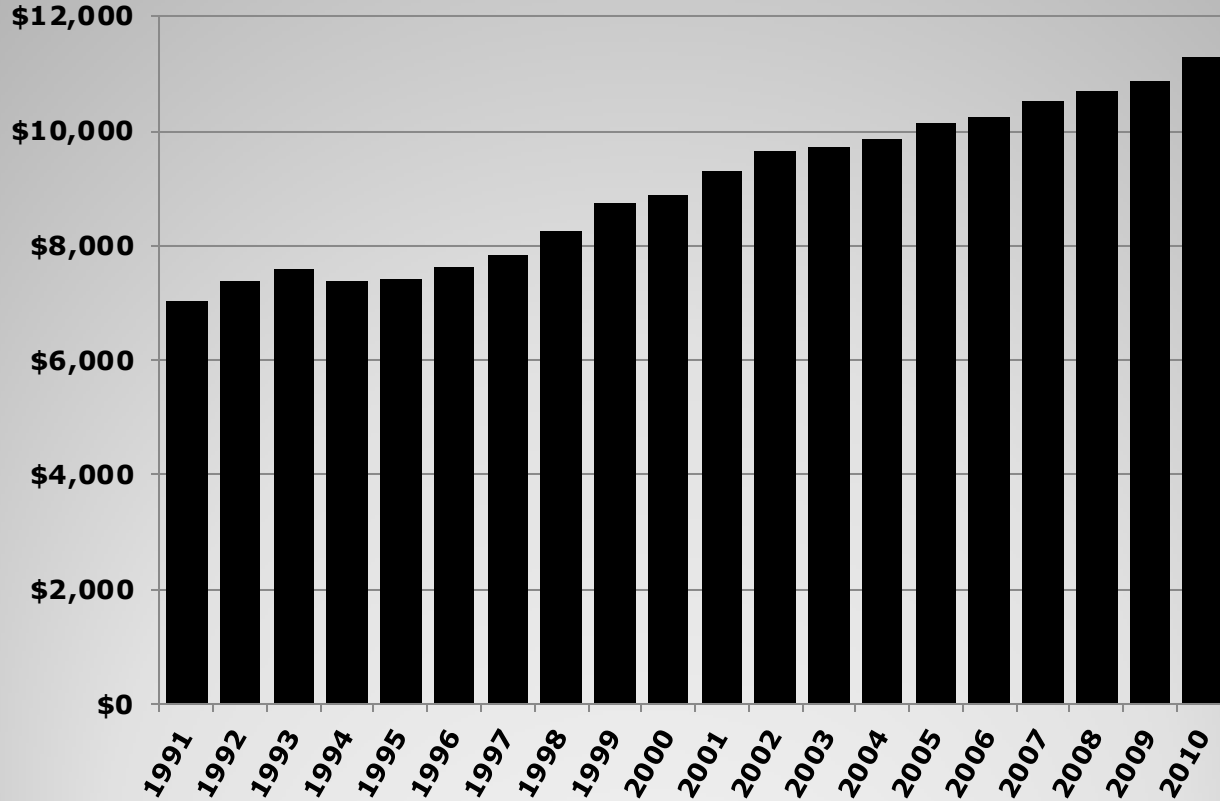
March 14, 2011  
Cleveland State University



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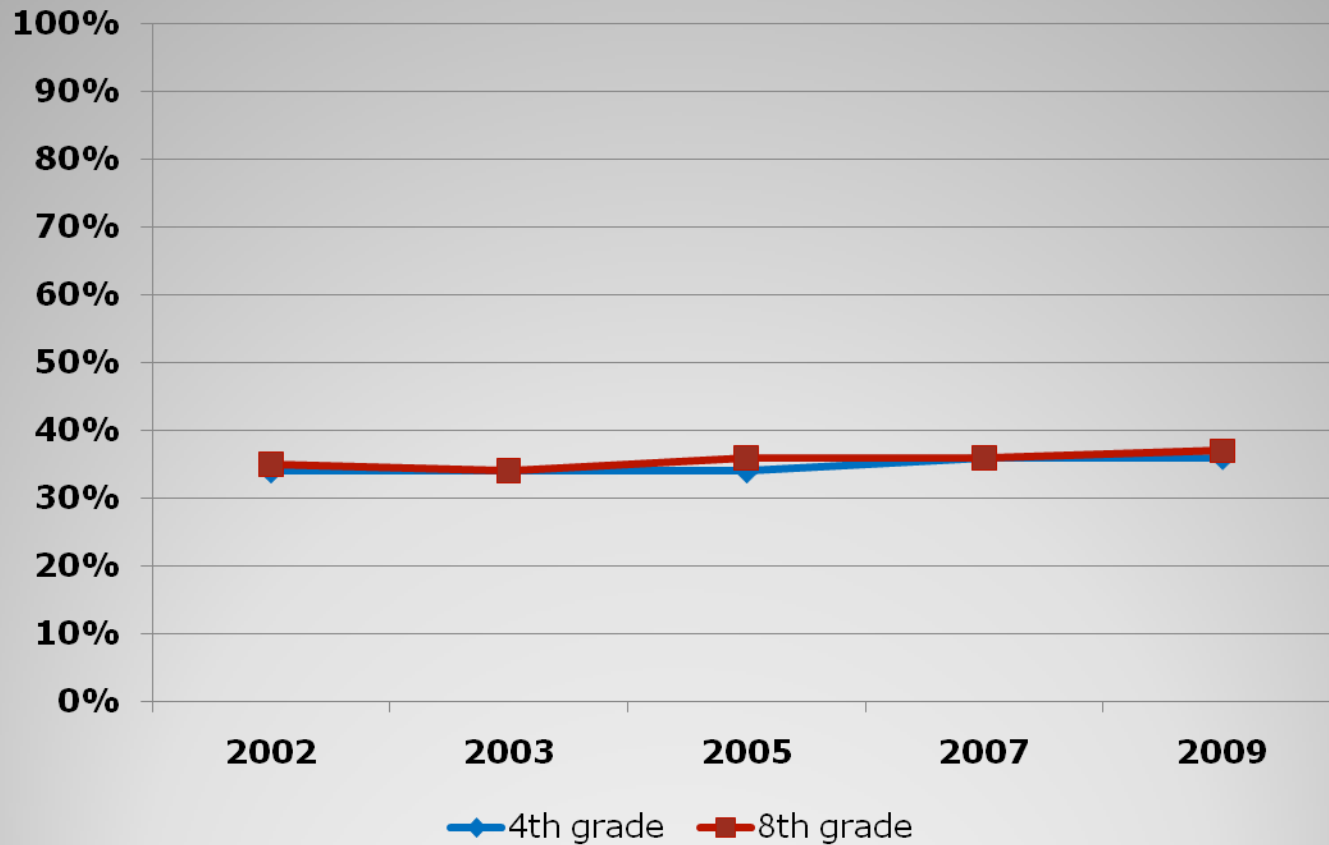


*Additional support provided by the Edward A. Lozick Foundation, Martha Holden Jennings Foundation, Nordson Corporation Foundation, and Stocker Foundation.*



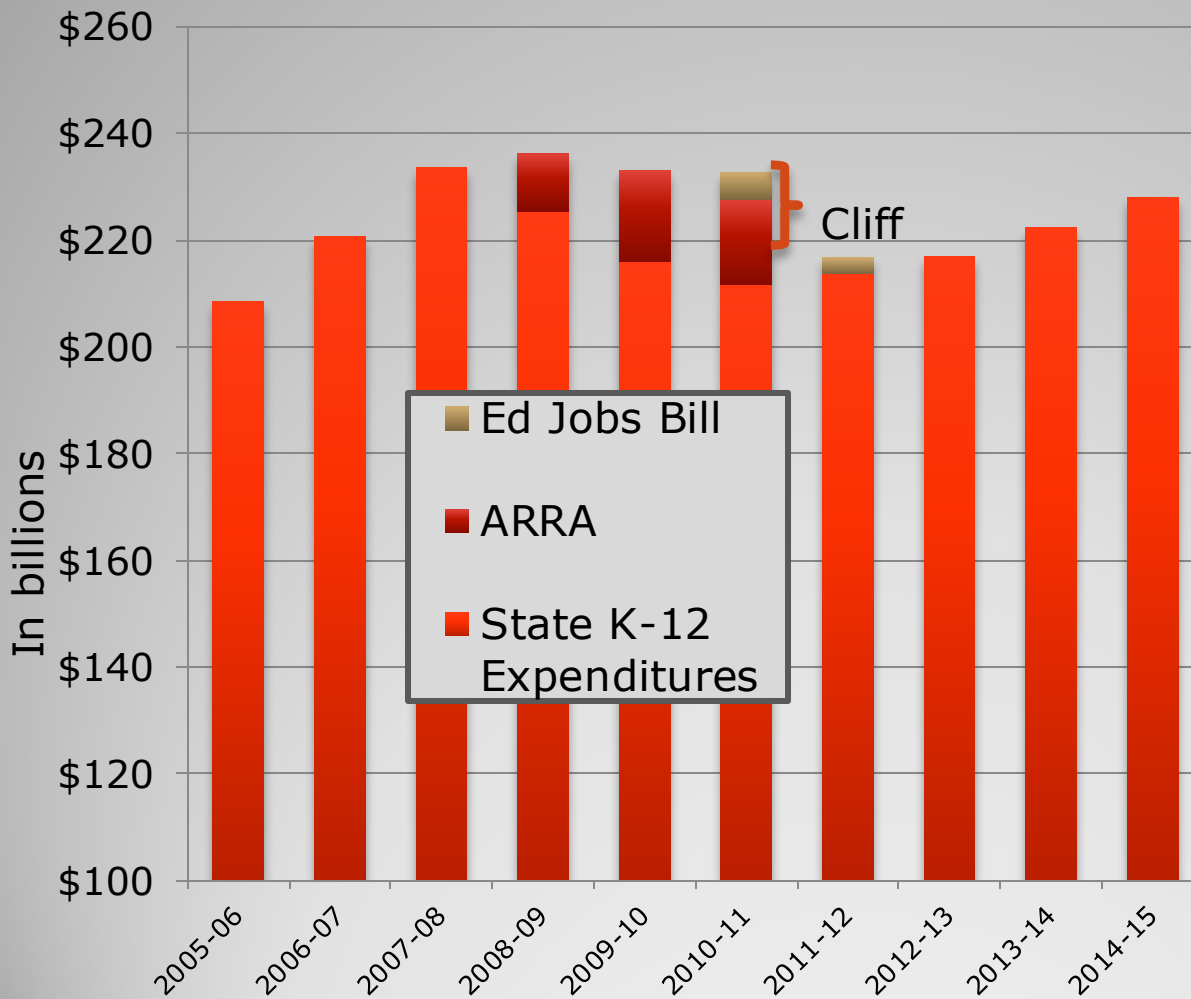
## **Inflation-adjusted Per-pupil Revenue for K-12 Public Education in Ohio, 1991 to 2010**

*Source: Ohio Department of Education, Bureau of Labor Statistics inflation calculator; 2010 figure represents estimate*



## Percent of Ohio 4<sup>th</sup> and 8<sup>th</sup> Graders Scoring Proficient or Better in Reading on NAEP, 1992 to 2009

Source: National Center for Education Statistics



- State funds: Many states continue to see shortfalls through 2011-12 with slower growth in following years.
- In some states, local funds will increase; in others, local funds will likely drop (e.g. NJ).

## State Revenue Projections (national)

- Governor John Kasich framed today's challenge in his State of the State address:
  - \$8 billion hole in biennial budget, unprecedented in Ohio history
  - "We believe in not just cutting a budget. We believe in restructuring – providing a better product at a lower cost to the taxpayer."
  - "We're going to have to reduce spending... [and] provide the tools to help those with fewer resources to deal with the change. And everything we're moving forward, it's designed to let you be able to manage your costs and deal with fewer dollars. "

## **Ohio's fiscal crisis**

- Kasich also emphasized the “funding cliff” that Ohio now faces:
  - “I have to tell you that what I’m most concerned about in this budget... is people who relied on stimulus money to continue to operate or even expand their programs. They’re the ones that are going to have the hardest time coping with the change. I warned for two years, do not take stimulus money and use it to operate your budget...because I’ve always known that what the federal government giveth, the federal government taketh away.”

## **Ohio’s fiscal crisis**

- 72% say increased authority would result in measurable improvements in achievement, not just efficiency
- 7 in 10 say end automatic step increases
- 2/3 say get rid of “last in, first out” layoffs (LIFO)



**Ohio superintendents realize need for change**



- **Stagnant academic achievement**
  - **Major fiscal crisis**
- **Need for cost savings unavoidable**



**Nate Levenson**  
**The District Management Council,**  
**District and Community Partners**

- DO: Tie spending to a strategy and proven theory of action.
- DON'T: "protect the classroom" focus



**How you spend \$ matters more**

- Need for better information, both student achievement and financial, to make better budget decisions.

**Make every dollar count**

**District investment in co-teaching/inclusion**

**Grade level**

**K-5**

**6-8**

**9-12**

**Total**

Dual certified teacher	\$77,000	-	-
General education teacher	-	\$77,000	\$77,000
Special education teacher	-	\$77,000	\$77,000
Paraprofessional	\$29,000	\$29,000	\$7,500
Monitor/ teaching assistant	\$29,000	\$29,000	-
<b>Total cost/ classroom</b>	<b>\$135,000</b>	<b>\$212,000</b>	<b>\$161,500</b>

Number of classrooms	28	12	12.8	52.8
<b>Total investment</b>	<b>\$3,780,000</b>	<b>\$2,544,000</b>	<b>\$2,067,200</b>	<b>\$8,391,200</b>

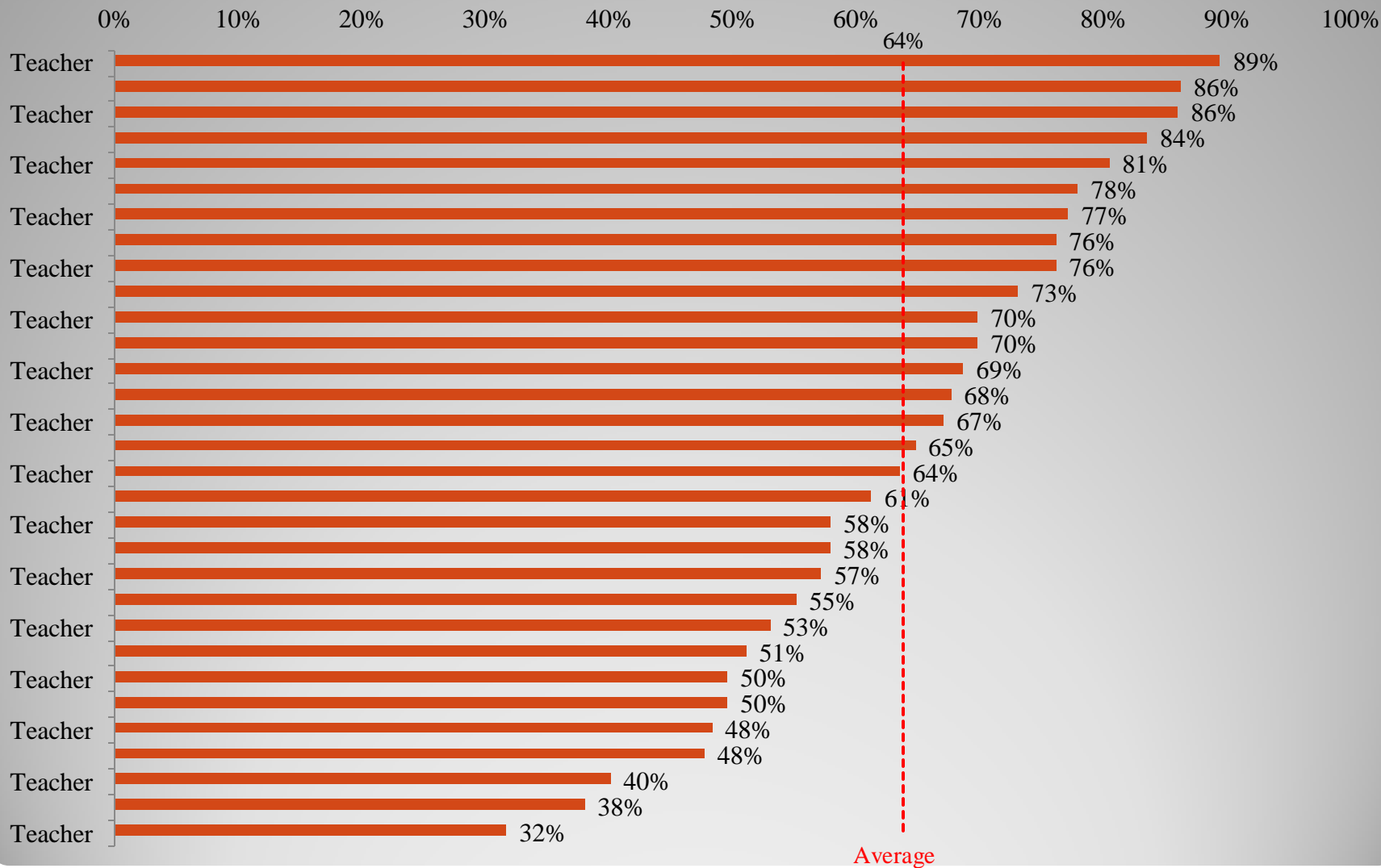
- Despite the scarcity, actual spending isn't tracked well.
  - Federal grants
  - Special education
  - Professional development
  - Small classes
  - Teaching assistants
  - Reading

**Know where every \$ goes**

- Need to tackle special education and ELL achievement and costs, areas that can't be exempt.

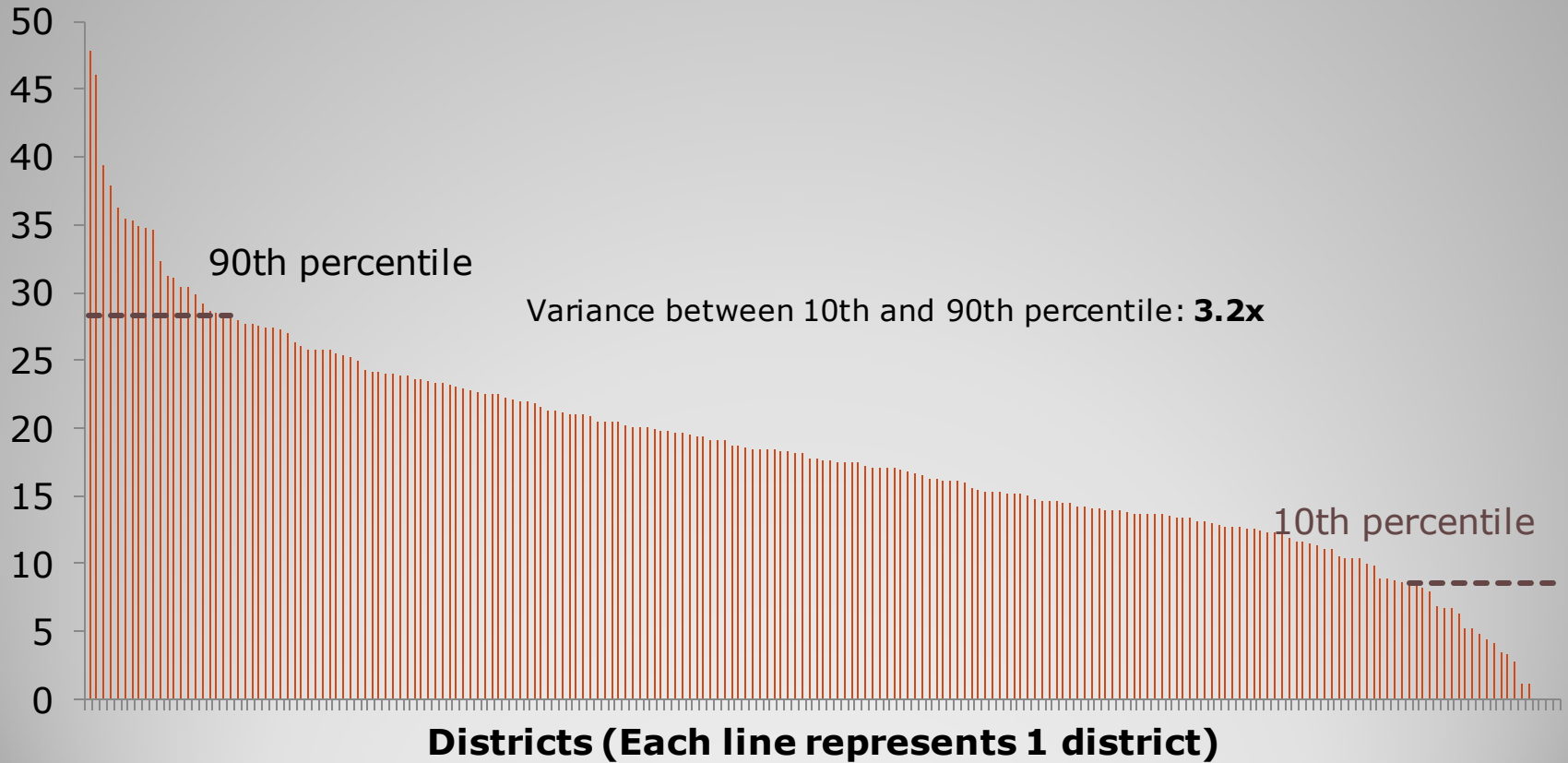
**Nothing can be off the table**

### Special Education Teachers Direct Service



- Benchmarking helps make informed decisions

### Paraprofessionals FTE per 1,000 students enrolled



**Don't normalize the unnecessary**



**Steven F. Wilson**  
**Ascend Learning**

- Teacher expense is 45% or more of districts' total spending
- Declining productivity
  - From 1980 to 2006, student enrollment grew 17.9% while total school employment grew by 47.9%.
  - In 1955, one teacher for ever 27 students; by 1997, 1 for 16.
  - Yet achievement results remain flat.
- Could teachers be deployed more effectively, boosting achievement while lowering costs?
- What specific, practicable initiatives would decrease teacher compensation costs while improving outcomes?

**Teachers—the single largest district expense**

- Primary & staggeringly expensive reform of last decades
- Increase student-teacher ratios from 15.3 to 17.3
  - 13.2 to 15.2, on average, in kindergarten through grade 5
  - 17.5 to 19.5, on average, in grades 6-12
  - Strong teachers can manage large classes, provided the tools
- Gain additional (unaccounted) savings from facility costs, utilities, maintenance, and other non-compensation costs

**Increase class size**

- Hybrid models of traditional teaching and instructional technology
- Teaching Fellows program to create an alternative sourcing strategy
- Replace hodgepodge district PD with cohesive Teacher U-style skills development
- Extend reach of most effective (3X) teachers
- Raise teacher pay and institute differential and merit pay
- Trim compensation costs for absenteeism and benefits

**Measures to improve teacher quality & capacity**

- Coherent, mastery-based curricula
- Student placement and class formation tools
- Integrated curriculum assessment
- Culture-building tools

**Boost teacher productivity**

**Paolo DeMaria**  
**Education First Consulting**

- The new normal
- No short term fixes
- Hard work ahead
- Stay positive

**Frame of Mind**

- Wendy Kopp – A Chance to Make History
- Stretching the School Dollar
- Change Leadership: A Practical Guide to Transforming Our Schools

**Educate Yourself**



- Unit cost analysis (Roza)
- Shared services
- Human capital management
  - Teacher excellence: [www.schoolleaderstoolbox.org](http://www.schoolleaderstoolbox.org)
  - Principals: [www.anewapproach.org](http://www.anewapproach.org)
- Data, data, and more data
- Communicate, communicate, communicate
- Technology Options (Khan Academy, Ohio Learns Gateway)
- Ohio Fiscal Data Project – Fiscal Benchmark Report

# Strategies



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