





OHIO SMART SCHOOLS

IMPROVING EFFECTIVENESS
AND EFFICIENCY
IN OHIO'S PUBLIC SCHOOLS

The charge






Governor and State Superintendent asked KnowledgeWorks to lead comprehensive review of K-12 education system to:

- find efficiencies
- maintain focus and investment on improving student achievement

Initiative was to:

- be collaborative, nonpartisan effort with full range of interests involved
- identify achievable near- and long-term goals for modernization and efficiency
- share findings for consideration in the next biennial budget.

Context for initiative



Ohio is in midst of economic crisis

- Estimated budget shortfall of \$8 billion in next biennium
- High unemployment rate and rising Medicaid costs

But maintaining education reforms is critical

- Education reforms of HB 1





Opportunity in time of crisis



Opportunities we see:

- seed the state with innovations
- build on effective best practices
- encourage collaborations



Close scrutiny will show that most "crisis situations" are opportunities to either advance, or stay where you are.

Maxwell Maltz



What the state should do



- State budget cuts should come with more autonomy and guidance for local schools
 - Tools and data to assess budgets against top performers
 - Flexibility to adjust major cost centers
 - New structures that enable more cost efficiencies




How we proceeded




- Collaboration
- Transparency
- Outreach
- Research-based ideas
- Bipartisanship
- Comprehensive review





Public input



- Ohio Smart Schools website allowed anyone to contribute an idea



www.OhioSmartSchools.org




A subsidiary of KnowledgeWorks

Our approach






- Find ways to **improve student achievement** without raising costs.
- Find ways to **reduce spending** without hurting student achievement.
- Tap **community strengths** to help support student achievement.

What we found



- Overarching findings
- Ohio needs:
 - New models of governance and delivery
 - More flexibility and tools for local districts
 - Rewards for and encouragement of efficiency
 - Urgency around the need for a shared community response

What the governor proposed



Gov. Kasich's budget plan

- ▣ Reward superior teachers
- ▣ Support innovative schools
- ▣ Invest in students, not bureaucracies
- ▣ Expand school choice
- ▣ Encourage digital innovations



Where the governor listened



- Better regional support for schools
- Lower employee health insurance costs
- Encourage digital innovations



Former Gov. Bob Wise



Deidre Finn

Learning Unbound summit
January 25, 2011
Columbus, Ohio





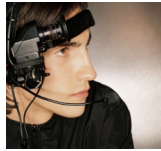
Improve student achievement



Improve student achievement without raising costs



- Expand course offerings through on-line courses for credit
 - Remove barriers to students and families
 - Create platform for Ohio teachers
 - Encourage quality outside providers
- Deliver on-line materials to help teachers differentiate instruction
 - Provide professional development



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Online courses



What percentage of your students will experience an online course for credit by the end of this school year?

- Superintendents: 6.14%
- Principals: 4.50%



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Reduce spending



Reduce spending without hurting student achievement



Benchmarking Ohio's School Districts: Identifying districts that get more for their money in non-instructional spending

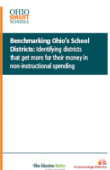
- ▣ Examines non-instructional spending
 - ▣ Represents 35% of education spending, about \$7 billion
 - ▣ Central-office administration, school-building level administration, food service, transportation and building maintenance and operations



Reduce spending without hurting student achievement



- ▣ Compare districts to their peers
 - ▣ Eight different groupings
 - ▣ Small rural vs. small rural
 - ▣ Major urban vs. major urban
- ▣ Set quality indicators in each spending area
 - ▣ Age of bus fleet
 - ▣ Staff attendance rate
 - ▣ Compliance with regulations



Reduce spending without hurting student achievement



- ▣ Benchmark findings
 - ▣ Identified 135 best-in-class districts across Ohio
 - ▣ Akron exemplary in 4 of 5 spending categories
 - ▣ Canton exemplary in 3 of 5
 - ▣ Cincinnati best in school-level administration



Reduce spending without hurting student achievement



- Savings of \$1.37 billion across all districts (20% reduction)
 - \$125.6 million in student transportation
 - \$138 million in food service
 - \$240 million in school-level administration
 - \$248 million in central administration
 - \$617.9 million in maintenance



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Reduce spending without hurting student achievement



- Non-instructional savings of \$1.37 billion
 - Compares to:
 - Senate Bill 5 saves \$1.3 billion
 - Represents 17% of biennial budget shortfall of \$8 billion
 - More than total of state K-12 cuts



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Reduce spending without hurting student achievement



- Best-in-class: Central Administration

▪ New Bremen Local	West Holmes Local	Canton City
▪ Western Brown Local	New London Local	Louisville City
▪ Clinton Massie Local	Steuersville City	Perry Local (Stark)
▪ Salem City	Centerburg Local	Akron City
▪ United Local	Canfield Local	Copley-Fairlawn City
▪ Ridgewood Local	Troy City	Hubbard Ex. Village
▪ Euclid City	Northmont City	Dover City
▪ Solon City	Easton Community	Indian Valley Local
▪ Wauseon Ex. Village	Crestview Local	New Philadelphia City
▪ Gallipolis City	Gibsonburg Ex. Vill.	Tuscarawas Valley Local
▪ Beavercreek City	Anna Local	Northwestern Local (Wayne)



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Best-in-class districts: School-level Administration

- Delphos City
- West Liberty-Salem Local
- Urbana City
- Southeastern Local (Clark)
- Ridgewood Local
- Euclid City
- Cincinnati City
- Fairfield Local (Highland)
- Willoughby-Eastlake City
- Symmes Valley Local
- Granville Ex. Village
- Avon Lake City
- Anthony Wayne Local
- Lowellville Local
- West Branch Local
- Brunswick City
- Marion Local
- Tipp City Ex. Village
- Oakwood City
- Columbus Grove Local
- Ottawa-Glandorf Local
- Clear Fork Valley Local
- Crestview Local
- Wheeler
- New Riegel Local
- Russia Local
- Canton City
- Sandy Valley Local
- Champion Local
- Weathersfield Local
- Wayne Local
- Rittman Ex. Village
- Montpelier Ex. Village



Reduce spending without hurting student achievement



Best-in-class districts: Food Service

- Lima City
- Trimble Local
- St. Mary's City
- Ripley-Union-Lewis Hunt.
- Lakota Local (Butler)
- Brown Local (Carroll)
- Triad Local
- Springfield City
- Milford Ex. Village
- Ridgewood Local
- Gallion City
- Lincolnview Local
- Delaware City
- Hamilton Local
- Fairborn City
- Forest Hills City
- Liberty-Benton Local
- Lakewood Local
- Licking Valley Local
- Avon Lake City
- Avon Local
- Oregon City
- Eastern Local (Meigs)
- Morgan Local
- Noble Local
- Kalida Local
- Ottawa-Glandorf Local
- Hopewell-Loudon Local
- Hardin-Houston Local
- Canton City
- Perry Local (Stark)
- Plain Local (Stark)
- Akron City
- Weathersfield Local



Reduce spending without hurting student achievement



Best-in-class districts: Transportation

- Perry Local (Allen)
- St. Mary's City
- Fayetteville-Perry Local
- Hamilton City
- Lakota Local (Butler)
- Tecumseh Local
- Felicity-Franklin Local
- Defiance City
- Sandusky City
- Vermilion Local
- Lancaster City
- Sandy Valley Local
- Southington Local
- Canal Winchester Local
- Hilliard City
- Mariemont City
- Ada Ex. Village
- Holgate Local
- Toronto City
- Danville Local
- Avon Local
- Firelands Local
- Springfield Local
- Fort Recovery Local
- Akron City
- Fairbanks Local
- Marion Local
- Parkway Local
- St. Henry Consolidated
- Dayton City
- Columbus Grove Local
- Ottawa-Glandorf Local
- Lexington Local
- Union-Scioto Local
- Wheelersburg Local
- Bettsville Local
- Lake Local (Stark)
- Bloomfield-Mespo Local
- Southwest Local (Wayne)



Reduce spending without hurting student achievement



Best-in-class districts: Maintenance

- St. Mary's City
- Hamilton City
- Northeastern Local (Clark)
- Columbiana Ex. Village
- Leetonia Ex. Village
- Salem City
- Euclid City
- North Royalton City
- Versailles Ex. Village
- Dublin City
- Hamilton Local
- Wauseon Ex. Village
- North College Hill City
- Holgate Local
- New London Local
- Granville Ex. Village
- Bellefontaine City
- Anthony Wayne Local
- Western Reserve Local
- Coldwater Ex. Village
- Marion Local
- Brookville Local
- Aurora City
- Ottoville Local
- Paint Valley Local
- Union-Scioto Local
- Louisville City
- North Canton City
- Sandy Valley Local
- Akron City
- Montpelier Ex. Village
- Stryker Local
- Mohawk Local



Reduce spending without hurting student achievement

Central administration spending

Major urban

- Per pupil
- Columbus: \$955
- Toledo: \$948
- Cincinnati: \$927
- Cleveland: \$843
- Akron: \$775

Central administration savings

Major urban

- Millions
- Columbus: \$9.4 m
- Toledo: \$4.5 m
- Cincinnati: \$5 m
- Cleveland: \$3.2 m
- Akron: \$0

Reduce spending without hurting student achievement

School administration spending

Suburban High Income

- Per pupil
- Beachwood: \$980
- Rocky River: \$663
- Bexley: \$642
- Wyoming: \$566
- Dublin: \$511
- Revere: \$481
- Oakwood: \$476
- Benchmark Avg: \$412

School administration savings

Suburban High Income

- Dollars
- Beachwood: \$836 k
- Rocky River: \$646 k
- Bexley: \$464 k
- Wyoming: \$308 k
- Dublin: \$1.3 m
- Revere: \$191 k
- Oakwood: \$134 k
- Benchmark Avg: \$0

Reduce spending without hurting student achievement

Food service spending

- ▣ Suburban
 - Per meal
 - West Geauga: \$8.53
 - Grandview Hts: \$5.22
 - Princeton: \$4.82
 - Medina: \$3.89
 - Anthony Wayne: \$3.74
 - Delaware: \$3.00
 - **Benchmark Avg: \$2.86**
 - Perry Local Stark: \$2.55

Food service savings

- ▣ Suburban
 - Dollars
 - West Geauga: \$433 k
 - Grandview Hts: \$132 k
 - Princeton: \$1.5 m
 - Medina: \$589 k
 - Anthony Wayne: \$14 k
 - Delaware: \$82 k
 - **Benchmark Avg: \$0**
 - Perry Local Stark: \$0

Reduce spending without hurting student achievement

Transportation spending

- ▣ Urban / Low Income
 - Per bus
 - St. Bernard: \$52,034
 - Findlay: \$46,222
 - Niles: \$44,825
 - Bedford: \$40,562
 - **Benchmark: \$33,746**
 - Defiance: \$29,473
 - Marion City: \$24,409

Transportation savings

- ▣ Urban / Low Income
 - Dollars
 - St. Bernard: \$91 k
 - Findlay: \$424 k
 - Niles: \$166 k
 - Bedford: \$375 k
 - **Benchmark: \$0**
 - Defiance: \$0
 - Marion City: \$0

Reduce spending without hurting student achievement

Maintenance spending

- ▣ Rural / Low Poverty
 - Per pupil
 - Jefferson Twp: \$2,985
 - Cardinal: \$2,138
 - Adena: \$1,887
 - Gibsonburg: \$1,721
 - Wapakoneta: \$1,618
 - **Benchmark: \$1,312**
 - Mohawk: \$1,165

Maintenance savings

- ▣ Rural / Low Poverty
 - Dollars
 - Jefferson Twp: \$1.2 m
 - Cardinal: \$1.1 m
 - Adena: \$702 k
 - Gibsonburg: \$449 k
 - Wapakoneta: \$967 k
 - **Benchmark: \$0**
 - Mohawk: \$0

Reduce spending without hurting student achievement



- Savings cannot happen overnight
 - Identify and apply best practices
 - Spending tied up in contracts, salaries, staff
 - But, even if districts met only the average spending level in each category (instead of the benchmark average) districts would save more than \$507 million across Ohio.
 - State needs to provide tools for schools and districts
 - State needs to reward and encourage efficiency



Governor's Town Hall Meeting



"Every day we can go out and find great teachers, great principals, great superintendents, great boards of education that are getting this job done. So, just like the KnowledgeWorks (report), it isn't about some new level of expectations. It is just moving everybody to the best expectation that we've already done."



Gov. Kasich and Robert Sommers

- Robert Sommers, Governor Kasich's education adviser



Reaction to benchmarking report

WCPQ-TV/Channel 9
Knowledge Works report ... money-saving ideas for Ohio's schools
Posted 02:07 PM
 1 month 2 weeks and 23 minutes ago

CHILDRICK is a well-regarded Thursday by Central-based Knowledge Works suggests that schools could save millions of dollars a year with a regional cooperative approach to providing an enhanced service.

Written by Dr. Greg Hertz and Andrew Berman. The document was the second report issued in a series of reports on the state's education system.

CantonRep.com
REPORTS, EDITORIAL
Schools know how to stretch a dollar
Posted 03:00 PM, 2012-02-02 10:40 AM PST

The issue: Spending in Ohio's school districts.

Our view: Each district's goal is to stretch a dollar as far as possible when it comes to budget-cutting time.

What it means to their students' academic performance: Ohio's public schools are measured on the basis of test scores. You know that if you've seen The Day's huge charts of achievement scores for the state's 1,700 school districts.

Now, thanks to a new study, you know that Ohio's school districts also are measured on how far they stretch a dollar to improve inside the classroom.

This is important information for state lawmakers and Gov. John Kasich to have as they begin work on the budget.

WUOL.com
The Akron Beacon Journal Models for efficiency
A new report highlights practical, and less surprising, ways for Ohio schools to save money and improve quality.

The goal of this benchmarking study is to help schools in Ohio... an investment... in the future of the state's education system. The report provides practical ideas for schools to save money and improve quality.

Other report: The Education Trust is a member of the first ever KnowledgeWorks report to provide a comprehensive look at the state's education system. The report provides practical ideas for schools to save money and improve quality.

Reduce spending without hurting student achievement



- Enable greater collaboration
 - Rather than consolidations, provide structures that allow for sharing of services across districts
 - Example: Coordinating transportation of private and charter school students across districts in Franklin County
 - Potential savings of \$40 to \$50 million
 - In urban eight, savings of \$238 million



Reduce spending without hurting student achievement



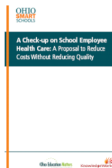
- Enable greater collaboration
 - Collapse regional entities into Regional Service Agencies to provide cost savings through shared services
 - Expand network of P-16 / Cradle to Career consortiums to focus on student achievement
 - Stark Education Partnership
 - Strive Partnership



Reduce spending without hurting student achievement



- Enable greater collaboration
- Examine areas of cost savings
 - Explore health insurance
 - Pooling insurance purchases
 - Exploring lower-cost plans
 - Review compensation options
 - Shift from rewarding experience to rewarding advancement
 - Eliminate raises for degrees and coursework not related to student achievement



Tap community strengths



Tap community strengths to support student achievement



- More effective wraparound services
 - Align services to support students' learning in ways that are effective and that eliminate duplication
 - Community Learning Centers
 - Strive model



Tap community strengths to support student achievement



- More effective wraparound services
- Private resources
 - Better connect philanthropic giving to meet education needs
 - Encourage more volunteerism and private donations



Ohio Education Matters

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