



The Seven Components of a Portfolio Strategy

The portfolio strategy gives families the freedom to attend their neighborhood schools or choose one that is the best fit for their child. It supports principals and teachers—those who work most closely with students and frees them to use their best ideas to ignite student learning. And it relies on city leadership to support and expand successful schools until every child in the city is in a great school.

Good Options and Choices for All Families

- School choice for all families
- Equity and access to all schools for special education students and English language learners
- Coordination of enrollment and school information for families across sectors
- New schools opened based on family/student/neighborhood need
- Schools replaced based on performance outcomes
- New schools opened with outside operators
- Intentional development of new district schools or homegrown charter schools

School Autonomy

- All schools control staff selection and dismissal, budget, pay, curriculum choice
- Autonomies are defined through MOUs, performance contracts, or charters
- Schools free to seek contractual waivers or exemptions

Pupil-Based Funding for All Schools

- District funds are allocated based on number of students and student type
- High proportion of district funds being sent to and managed at the school level
- Common prices set for facilities and central services across sectors
- Plan in place to identify and address schools with low productivity (low achievement, low enrollment, or high costs)

Talent-Seeking Strategy

- Policies in place for using alternative pipelines to find/develop talent
- Recruitment of new principals from proven pipelines
- Recruitment of new teachers from proven pipelines
- Intensive development of teachers and leaders
- Performance-based evaluation system in place to recognize or remove teachers and leaders
- Schools free to differentiate teacher pay and factor performance into layoff decisions
- Innovative ways to extend the reach of strong teachers and leaders

Sources of Support for Schools

- Districts provide rich and timely information on student and school performance
- Schools free to choose support from diverse independent providers
- Procurement policies that enable schools to work with vendors, regardless of established district contracts
- Attract and develop a marketplace for independent providers
- Strategies to engage developers of new educational technologies

Performance-Based Accountability for Schools

- Common school performance framework in place
- Performance framework uses multiple measures: student performance, student progress, school climate, student engagement, equity and access, long-term student outcomes
- Performance framework used as a significant factor in: school expansion, intervention, replacement/closure decisions
- Publication of a school report card based on common performance framework

Extensive Public Engagement

- Solicit ideas from families and communities about school and district decisions
- Partnerships and coalitions with key stakeholders
- Communication plan to convey information about reform strategy (including strategic plan, implementation schedule, annual updates, and external progress review)
- Plan for helping district and school staff understand and support the strategy
- Feedback loop for families and community members to express concerns and receive response
- Public criteria and schedule for school closings and openings—make new options clear to families affected by closure