

SREB

Large US Districts A Landscape of Governance and Achievement

October 21, 2024

-Stephen Pruitt, President

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Large US Districts Achievement

TUDA

TUDA is a voluntary district effort that involves the over-sampling of students in each participating district to obtain a district-level estimate of reading and mathematics performance in grades four and eight.

- TUDA began in 2002 with six urban districts.
- Twenty-six districts from across the nation participated in 2022.

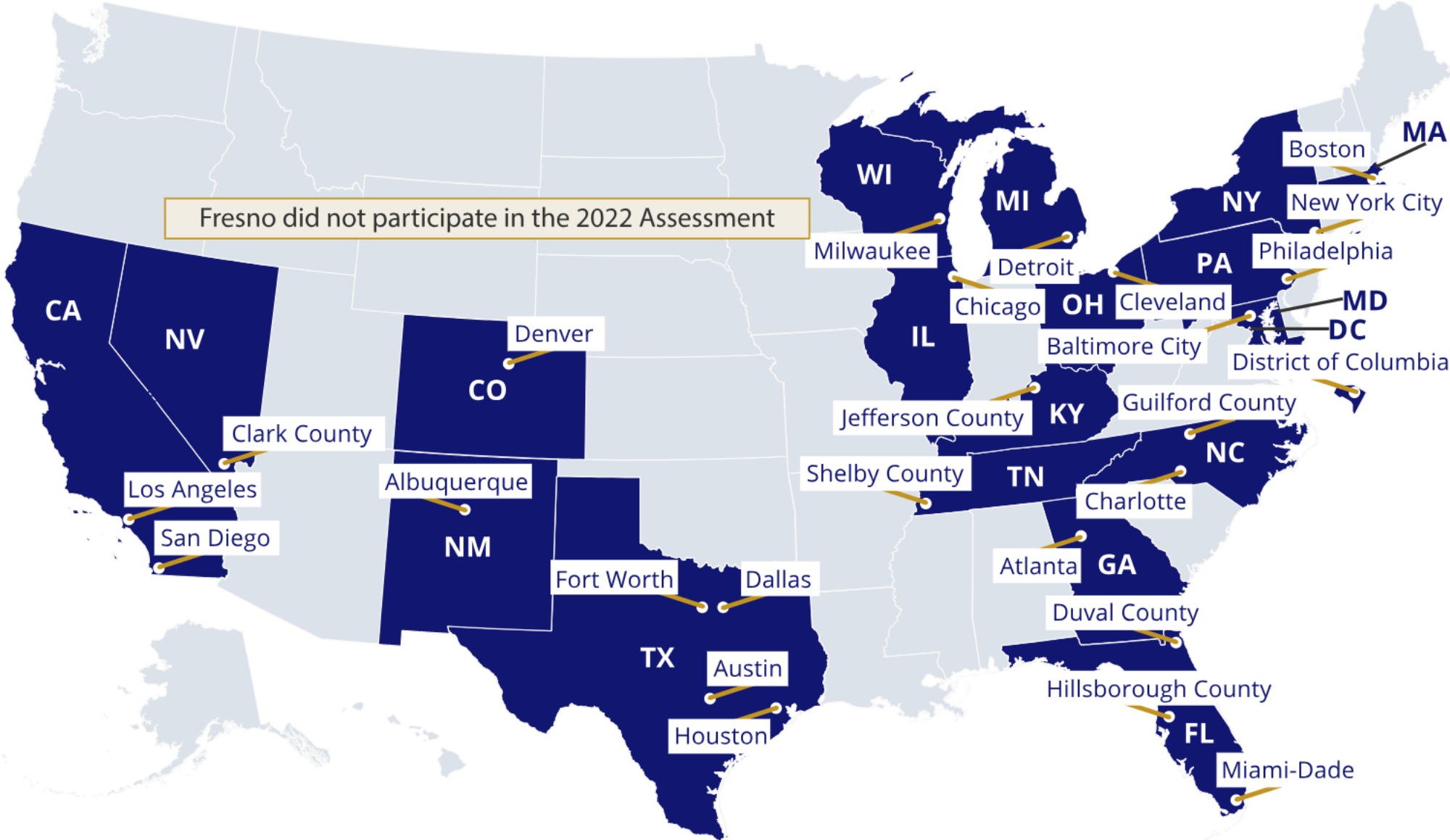
NAEP Trial Urban District Assessment (TUDA)

TUDA focused attention on the academic achievement in reading, math, and science of students in urban districts.

Selection criteria for TUDA are based on several factors.

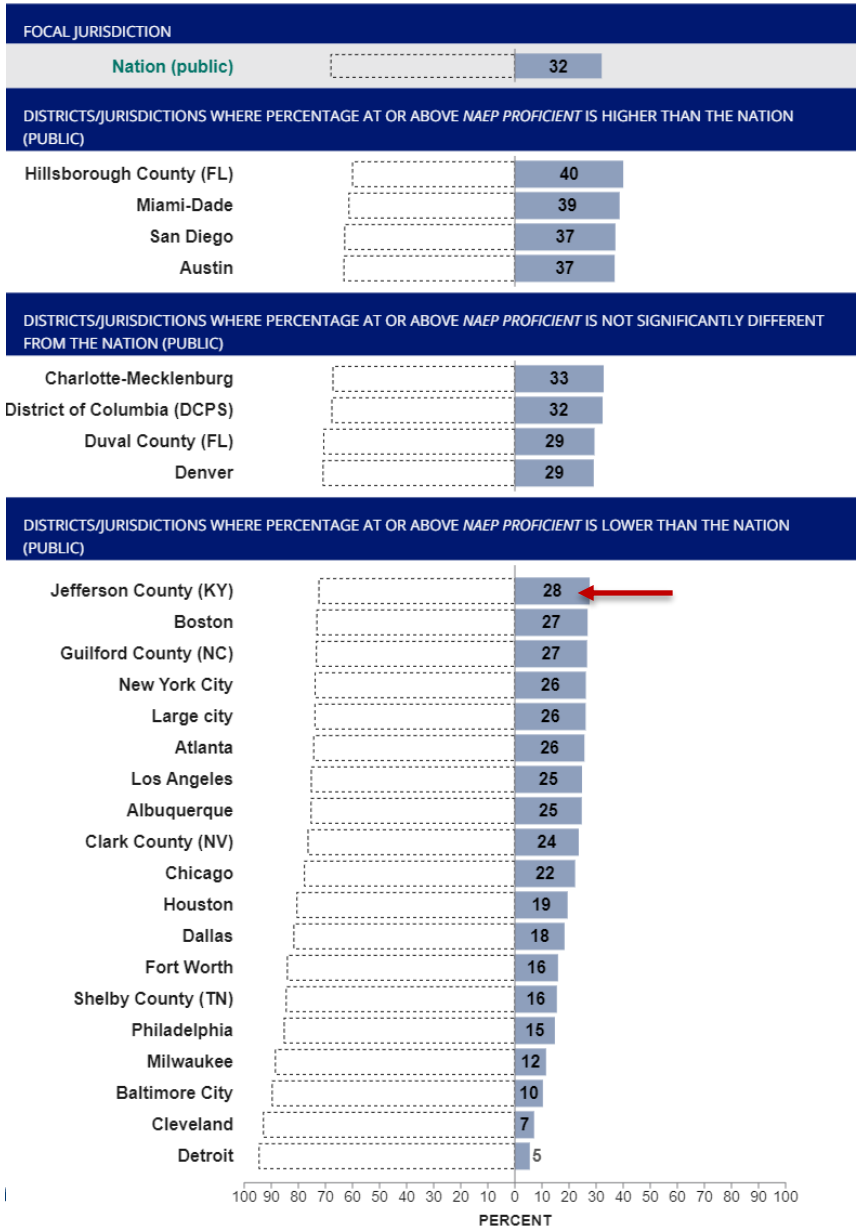
- District size
- Percentages of African American or Hispanic students, and
- Percentages of students eligible for the free and reduced-price lunch program.

Districts Participating in the 2022 TUDA



NAEP 4th Reading at Proficient

Percentage at or above
NAEP Proficient

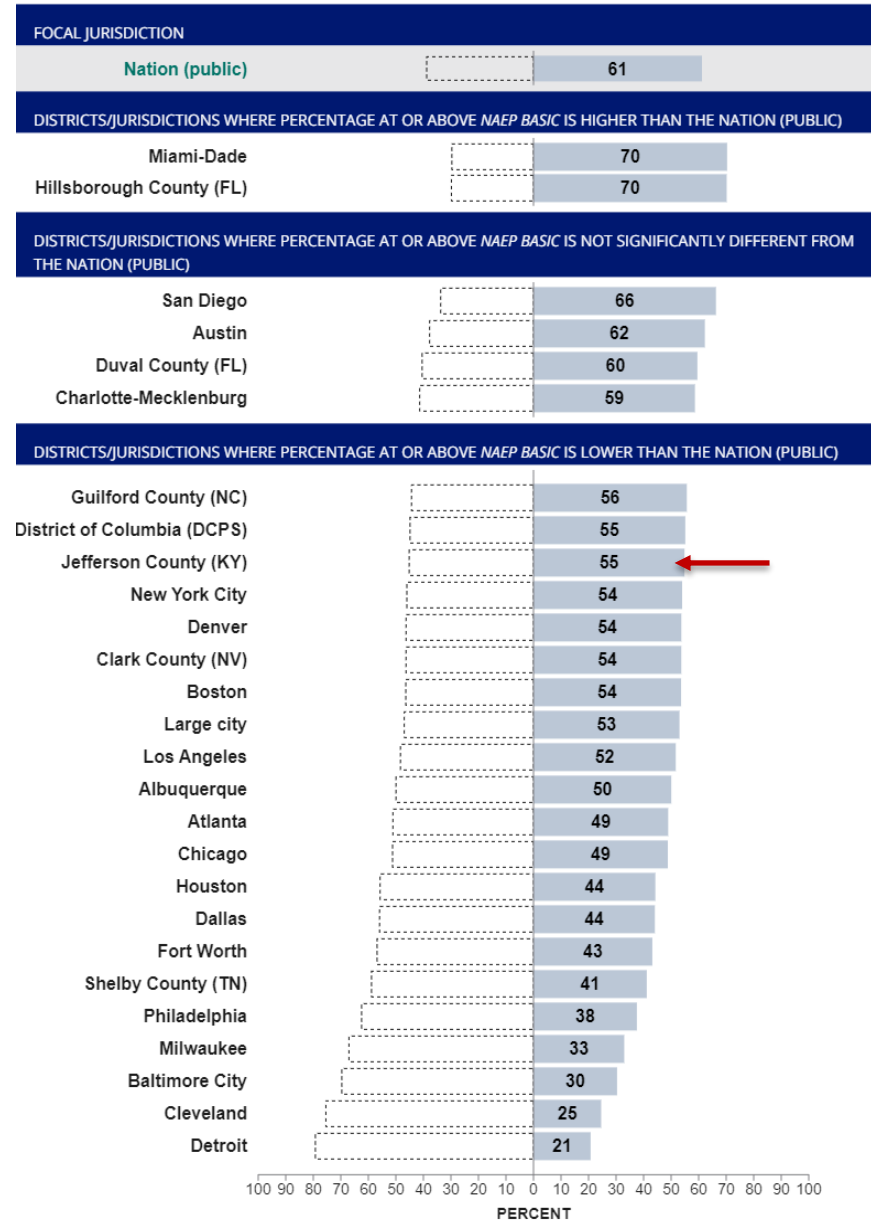


LEGEND

NOTE: DCPS = District of Columbia Public Schools. Large city includes public school students from all cities in the nation with populations of 250,000 or more including the participating districts. NAEP achievement levels are to be used on a trial basis and should be interpreted and used with caution.

NAEP 4th Reading at Basic

Percentage at or above
NAEP Basic



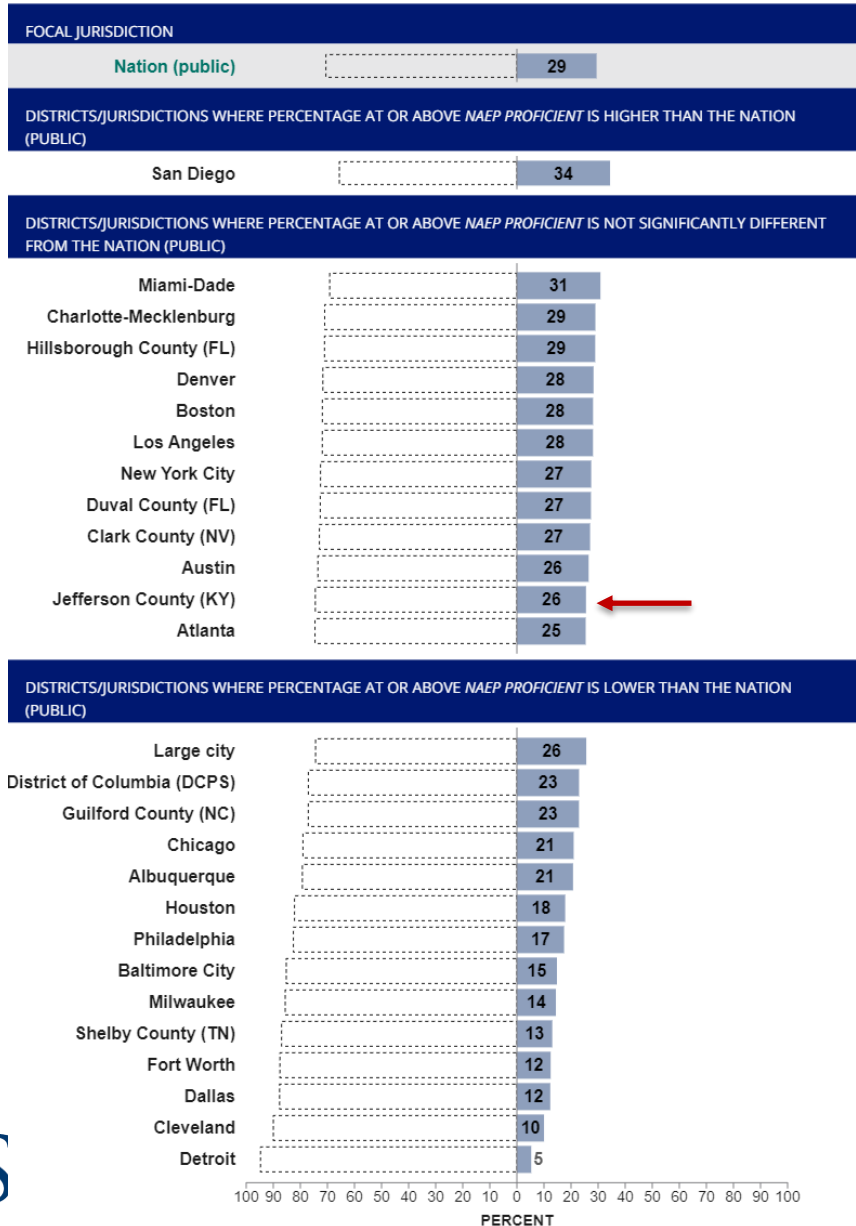
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NAEP 8th Reading at Proficient

NAEP 8th Reading at Basic

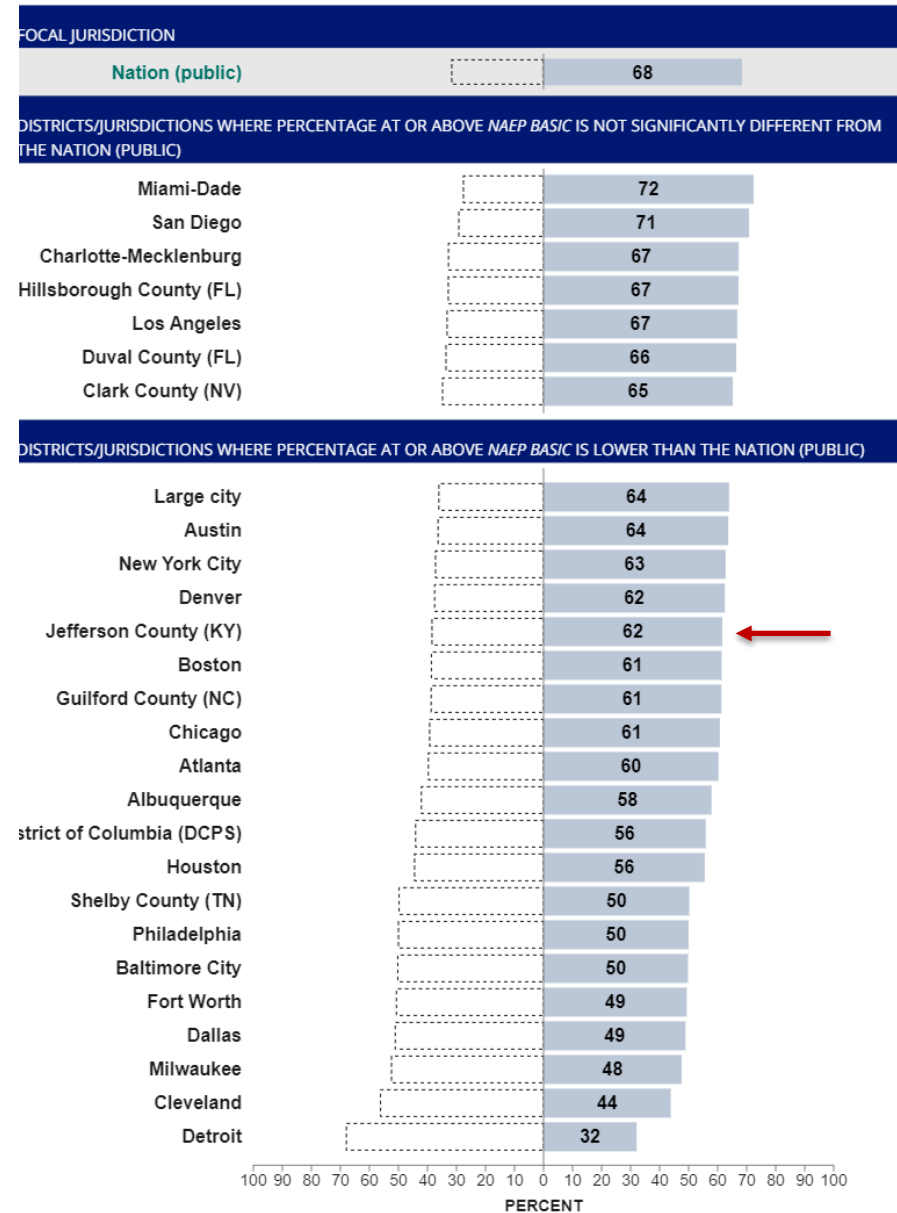
Percentage at or above
NAEP Proficient



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Percentage at or above
NAEP Basic

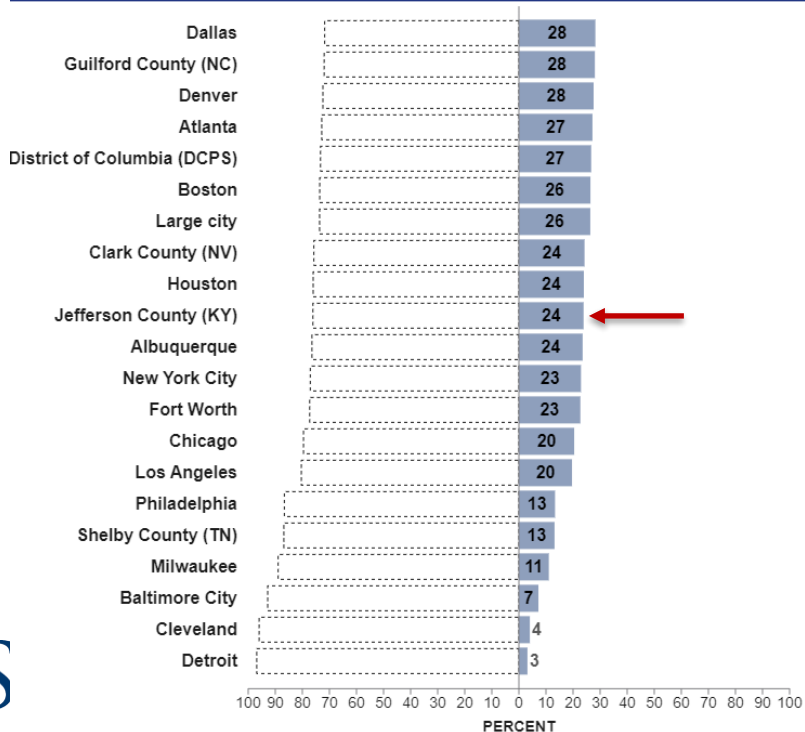
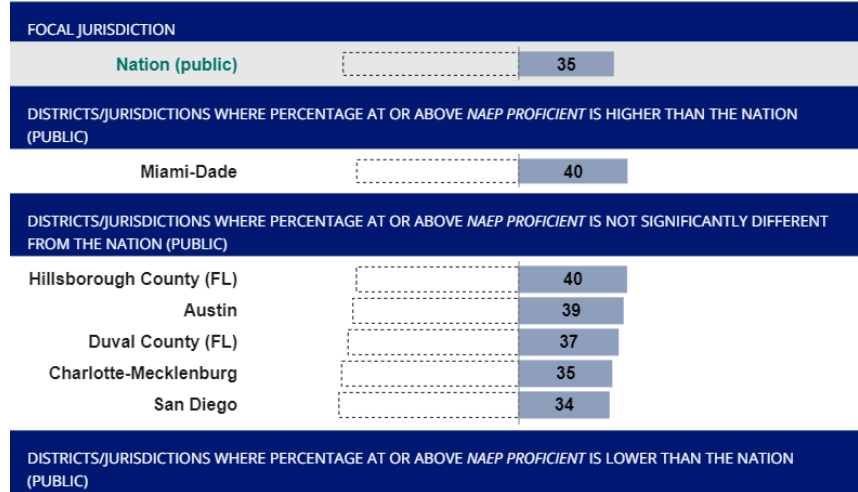


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NAEP 4th Math at Proficient

Percentage at or above
NAEP Proficient

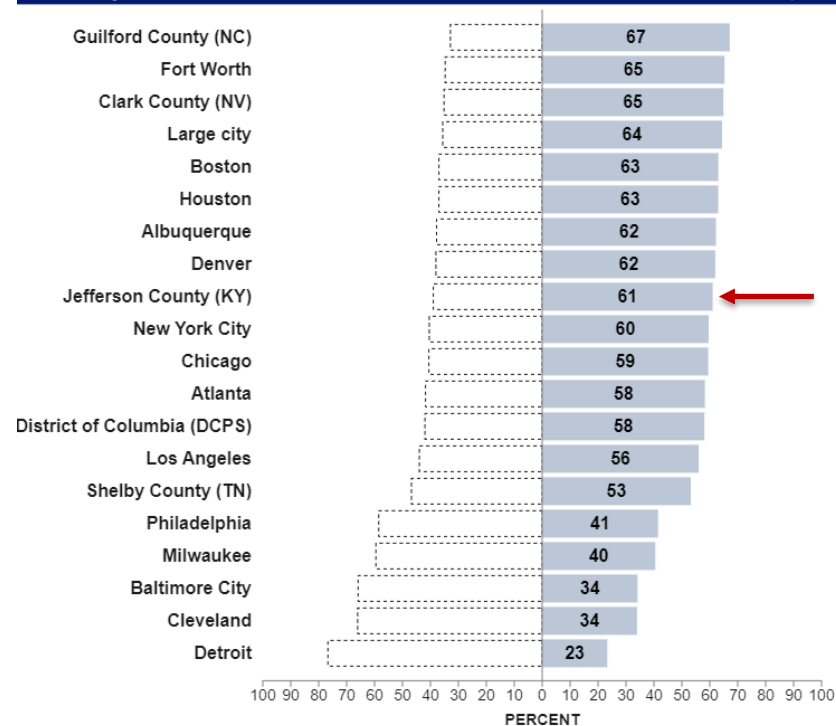
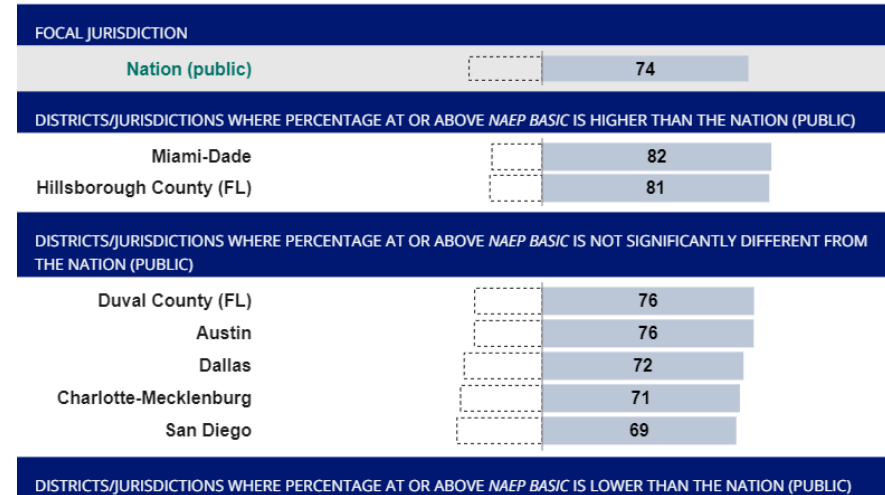


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NAEP 4th Math at Basic

Percentage at or above
NAEP Basic



LEGEND

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FL NAEP 8th Math at Proficient

②
Percentage at or above
NAEP Proficient

LEGEND

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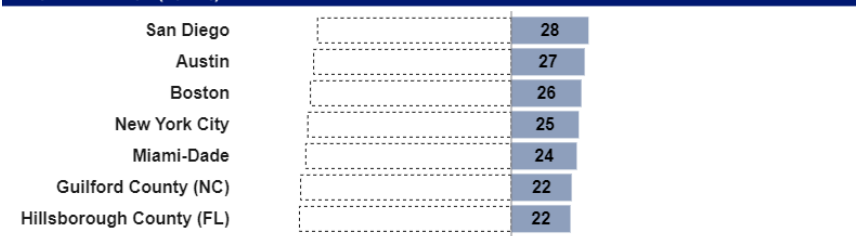
FOCAL JURISDICTION



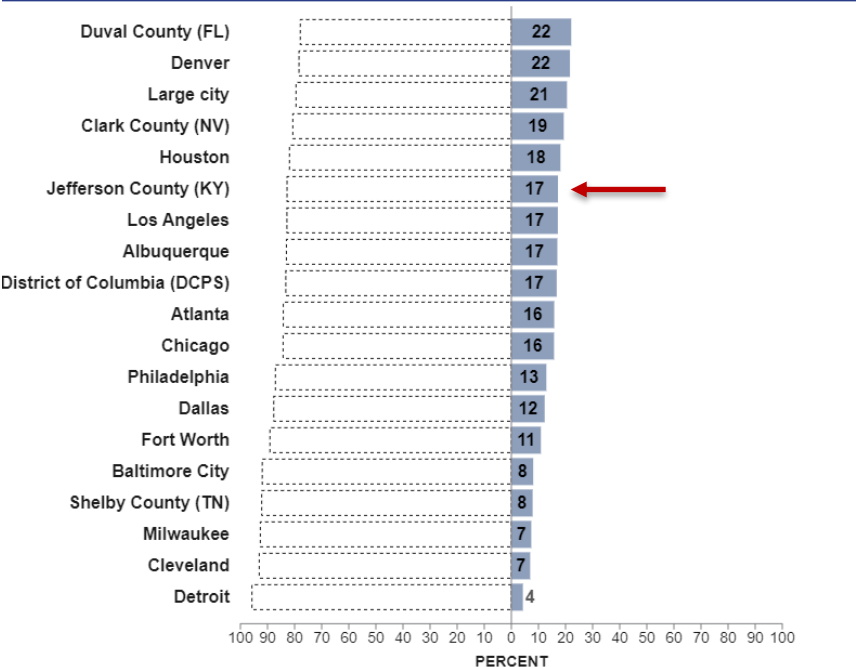
DISTRICTS/JURISDICTIONS WHERE PERCENTAGE AT OR ABOVE NAEP PROFICIENT IS HIGHER THAN THE NATION (PUBLIC)



DISTRICTS/JURISDICTIONS WHERE PERCENTAGE AT OR ABOVE NAEP PROFICIENT IS NOT SIGNIFICANTLY DIFFERENT FROM THE NATION (PUBLIC)



DISTRICTS/JURISDICTIONS WHERE PERCENTAGE AT OR ABOVE NAEP PROFICIENT IS LOWER THAN THE NATION (PUBLIC)



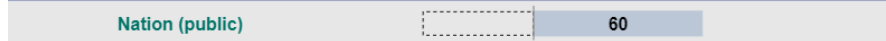
NAEP 8th Math at Basic

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FOCAL JURISDICTION



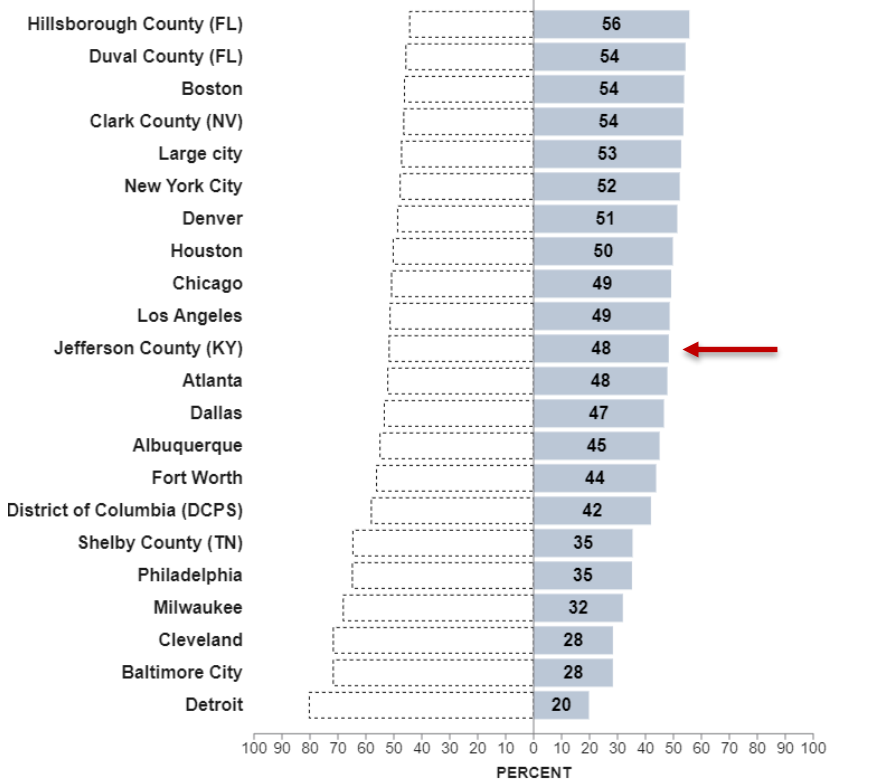
DISTRICTS/JURISDICTIONS WHERE PERCENTAGE AT OR ABOVE NAEP BASIC IS HIGHER THAN THE NATION (PUBLIC)



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DISTRICTS/JURISDICTIONS WHERE PERCENTAGE AT OR ABOVE NAEP BASIC IS LOWER THAN THE NATION (PUBLIC)



2022 TUDA Highlights

From 2019 to 2022,

- Almost all the states saw significant declines in 8th grade reading.
- While many TUDA districts saw modest declines in 8th grade reading, they still outperformed the nation.
- The Los Angeles Unified School District even saw strong growth 8th grade reading.

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Local Board Governance Models

Operational Model

Boards that use an operational governance model will deliberate, make decisions, and follow through on the impact of those decisions.

The operational model structures how boards create and execute new policies and processes. Several school districts have successfully implemented operational models to enhance their governance and efficiency.

District Examples - Operational Model

Kent County, Maryland

- The school board here has used a strategic operational model focused on setting clear goals and benchmarks, especially around student achievement. They regularly assess progress using specific indicators to adjust and improve outcomes

Minneapolis, Minnesota

- This district has adopted broad strategic plans with operational benchmarks to align school board goals with the educational needs of the community. Their use of operational models emphasizes consistent progress monitoring and resource allocation toward achieving set goals

Managerial Model

In the managerial model of school board governance, school boards are split into sub-committees that oversee different aspects of their board activities. Each sub-committee makes decisions about its topic(s), hypothetically streamlining the decision-making process.

District Examples - Managerial Model

Seattle Public Schools, Washington

- The school board focuses on the management of the district's operations and works closely with the superintendent to oversee personnel and finances. They often act in a managerial capacity by delegating operational tasks while maintaining oversight of key performance metrics

Boston Public Schools, Massachusetts

- The Boston Public School board is involved in decision-making that impacts both daily operations and long-term planning. They rely on committees and a managerial model, where staff report to board members or committees on issues like budget and personnel, giving the board direct control over operational areas like finance and policy

Traditional Model

In the traditional governance model, the school board serves as the primary governing body of a school district. The board is responsible for setting policies, approving budgets, and making key decisions that guide the educational direction of the district. The board president oversees daily activities while the rest of the board takes on oversight and planning.

The superintendent acts as the chief executive officer (CEO) of the district, tasked with implementing the board's policies and managing the day-to-day operations of the schools.

District Examples - Traditional Model

Providence Public Schools, Rhode Island

- The Providence School Board operates under a traditional governance model, where board members provide oversight and strategic direction but delegate daily operations to the superintendent. The board governs through committees that address specific areas, such as student achievement, budgeting, and policy

Houston Independent School District, Texas

- Houston ISD utilizes a traditional model where the board governs through policies and strategic oversight, allowing the superintendent to manage the day-to-day operations. Committees are used to process information and ensure that governance stays focused on broad district-wide objectives rather than micromanaging the operations.

Policy Model

In a policy model the board governs through policies that establish organizational goals, governance methods or processes, and management restrictions or limitations and define the board/superintendent relationship. While the superintendent reports to and is managed by the board, the board should not compete with the superintendent in managing or administering the schools.

The school board's job is to represent the interests and goals of the community through school board policy and to oversee the superintendent, who carries out the duties associated with achieving those goals. The board determines what goals should be tackled and sets the boundaries involved. District staff perform tasks to run the system.

District Examples - Policy Model

Montgomery County Public Schools, Maryland

- Montgomery County follows a policy governance approach, where the board focuses on creating policies that set the direction and expectations for the district. The superintendent is given the responsibility to implement those policies, with the board holding them accountable through performance reviews and monitoring

Hamilton County Schools, Tennessee

- Hamilton County has adopted the policy governance model, focusing on student outcomes and district-wide policies rather than the details of daily management. The board defines the district's goals and evaluates the superintendent based on their ability to meet these established goals

Key Takeaways

- Large district performance in reading and math were significantly impacted during COVID
- There appears to be no correlation or causation to achievement and governance model
- No research to indicate the size of district impacted achievement

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