

School District Benchmarking Report to PAUSD Community

November 30, 2006

Table of Contents

- I. Introduction
- II. District Profiles
- III. Budget Comparisons
- IV. Program and Staffing
Comparisons
- V. Conclusions

I. Introduction

Partners in Education (PiE) is a 501(c)(3) foundation that supports the Palo Alto Unified School District (PAUSD).

Our mission is to partner with parents, PAUSD and community to raise funds for achieving educational excellence for every student in the district. We focus our efforts on

- Lowering student-to-educator ratios
- Enhancing technology resources
- Providing curriculum support

and customize our initiatives to meet the differing needs of elementary, middle and high schools.

PiE seeks to achieve multiple objectives with our benchmarking study.

- To further educate our community about PAUSD's programs and how they compare to other top-performing school districts
- To provide a service to PAUSD staff and to participating benchmark school districts
- To identify potential opportunities for PiE to provide additional support to PAUSD

We used demographic and performance criteria to select benchmark school districts.

Category	Criteria
School District Demographics	<ul style="list-style-type: none">•Public K-12 district•Enrollment >4000 and <15,000•English Language Learners (ELL) <25%•Economically Disadvantaged <25%
Community Demographics	<ul style="list-style-type: none">•Adults with Bachelor's degree or more education >50%•Mid-size city or suburbs or mid-size or large city
School District Performance	<ul style="list-style-type: none">•25th percentile SAT score ≥ 1030•Seniors taking SAT test $\geq 70\%$•Percentile rank on state proficiency tests >90%

Including PAUSD, six school districts chose to participate in the study.

District	State	2004-05 Enrollment	% Adults with Bachelor's+	2005 25th % SAT Score	2005 Mean SAT Score
Scarsdale	NY	4,568	58%	1150	1275
PAUSD	CA	10,374	54%	1090	1278
New Trier/ Wilmette*	IL	7553	71%	1080	1265
Wellesley	MA	4,252	58%	1060	1220
Chapel Hill- Carrboro	NC	10,644	76%	1035	1089
Edina	MN	7,312	56%	1030	1178

Sources: www.schoolmatters.com, College Board

* Composite district created from New Trier Township High School District and its largest K-8 feeder districts., Wilmette District 39.

A lack of definitive metrics and research makes performance assessments difficult.

- Available metrics are not comprehensive and don't necessarily measure program quality
 - SAT (Reasoning) is taken by most students and is comparable
 - But SAT performance correlates most strongly with demographics
 - Further, SAT measures only verbal and math skills
- K-12 education lacks definitive research on controllable performance drivers
 - Some research that student:staff ratios matter
 - Gates Foundation is struggling with this, too
- However, breadth and depth of program offerings address education of the whole child
 - Fits with PAUSD vision
 - Intuitively, we value a broader education

The study compares 2005-06 staffing, programs, budgets and technology.

- Staff by category
- Staffing by program at elementary, middle and high schools: FTE and student ratios
- Program overviews by grade level
 - Address major curricular areas
 - Identify how much instruction on what by whom
- Technology: equipment, capabilities, spending
- Budgets
 - Sources of revenue
 - Cost structure and spending per student

Assistance from benchmark district staff improved the quality of our work.

- PiE team members actively sought input and review from benchmark district staff
- Together, we made significant efforts to ensure the accuracy and completeness of our data collection and analyses
- However, time constraints introduced some limitations
 - We limited our scope of work despite many intriguing follow-up questions
 - We did not conduct an audit; instead, we used multiple review cycles to confirm information

II. District Profiles

All districts reside near major cities,
thriving industry, and quality
universities.

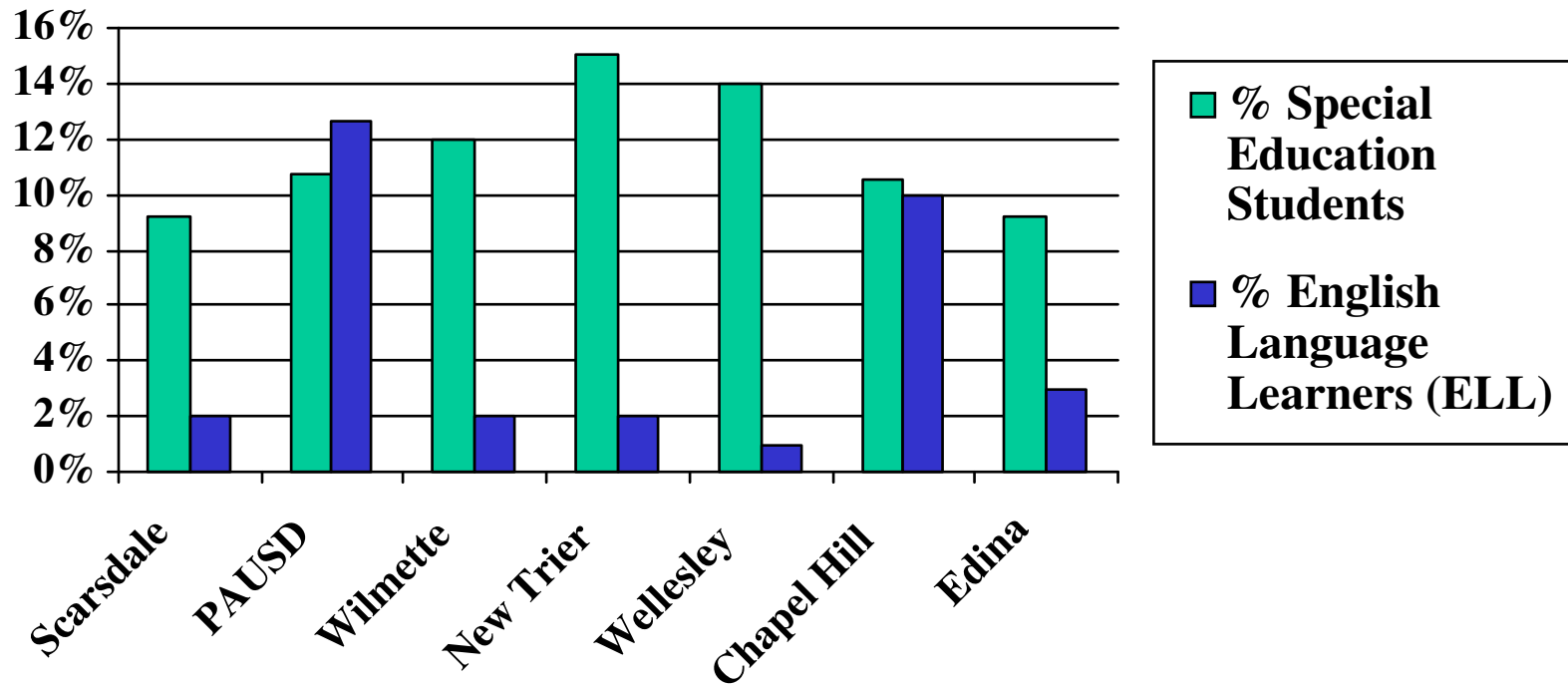
Region Information and District Size

District	Nearby Cities	County or Region Info	Nearby Universities	Total Schools	2005-06 K-12 Enrollment
Scarsdale	New York	Westchester	Columbia	7	4,676
PAUSD	San Francisco San Jose	Silicon Valley	Stanford UC Berkeley	17	10,666
Wilmette	Chicago	Cook	Northwestern Chicago	6	3555 (K-8)
New Trier				2*	4094 (9-12)
Wellesley	Boston	Route 128	Wellesley Harvard	9	4,531
Chapel Hill	Raleigh Durham	Research Triangle	Duke UNC	15	10,918
Edina	Minneapolis St. Paul	Mayo Clinic	University of Minnesota	9	7,454

* One high school for freshmen only; second high school for grades 10-12

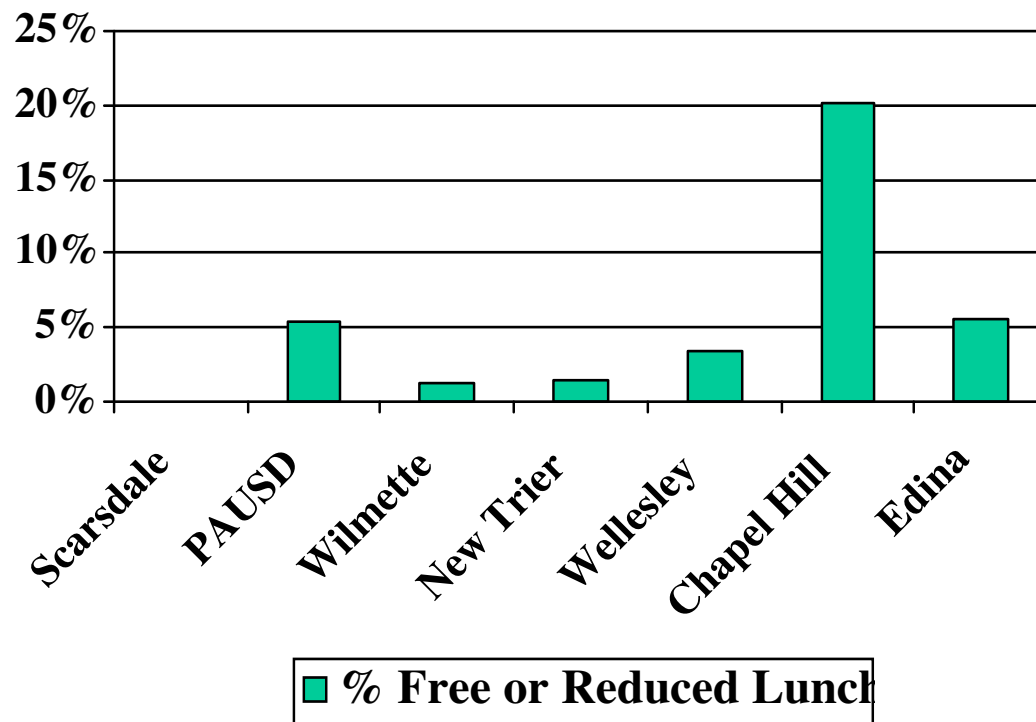
PAUSD has the largest population of English Language Learners (ELL).

Special Education Students and English Language Learners as Percentage of Total Enrollment



PAUSD's percentage of economically disadvantaged students is mid-range.

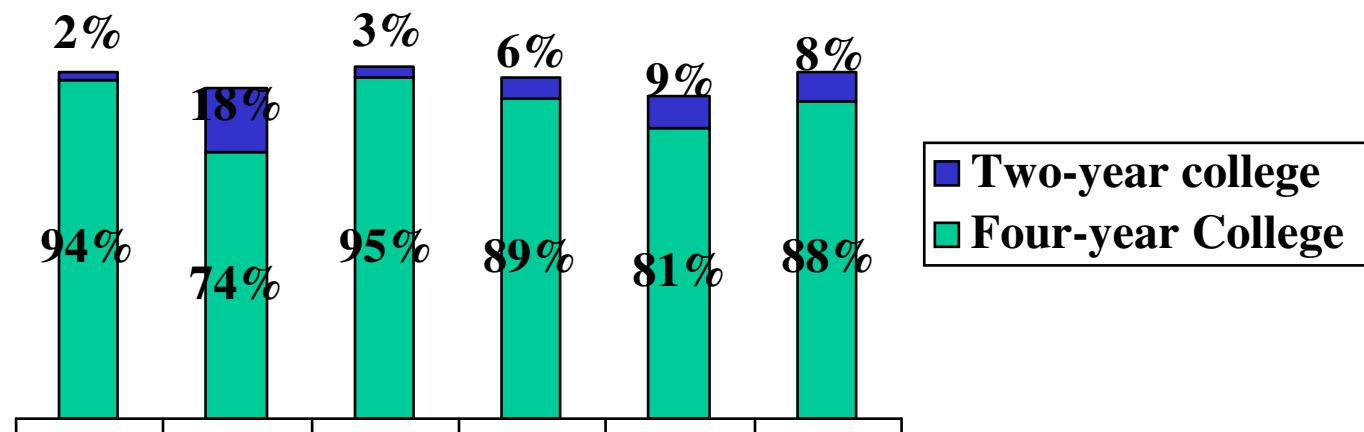
Students Eligible for Free or Reduced Lunch as
Percentage of Total Enrollment



Source: www.schoolmatters.com; data for 2004-05 school year.

PAUSD has the lowest percentage of graduates enrolling in 4-year colleges.

Percentages of Seniors Who Pursued Additional Education



III. Budget Comparisons

Budget analyses compare operating funds, not capital or other funds.

- General (operating) fund revenues
 - Public: local, state, federal
 - Private: foundation, PTA, parents, grants
- General (operating) fund expenditures
 - Cost structure: spending by major category
 - Spending per student
 - Normalized spending per student

Note: Detailed budget information is not available for Edina.

PAUSD has the most restrictive public funding model of all districts.

Public Funding Models

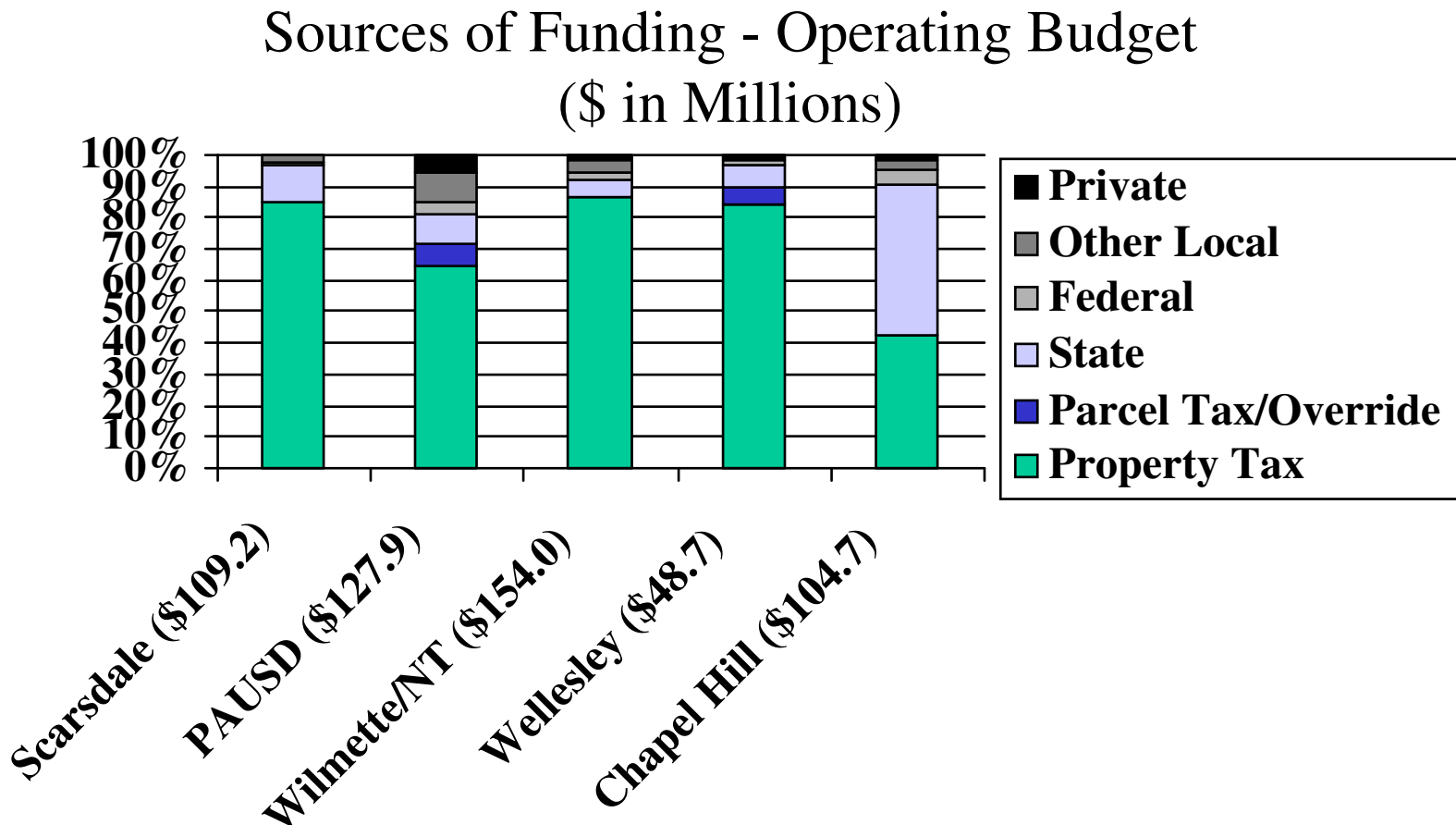
District	Property Tax Revenue		Additional Funding		Required Approval
	Adjustable Rate?	Limited Growth?	Source	Adjustment Frequency	
Scarsdale	√ Annually				Resident Majority
PAUSD		√	Parcel Tax	Every 5 years	Resident 2/3 Majority
Wilmette/ New Trier					
Wellesley		√	Tax Override	Annually	Resident Majority
Chapel Hill	√ Annually				County Commissioners

PAUSD leverages private funding sources more by far than any district.

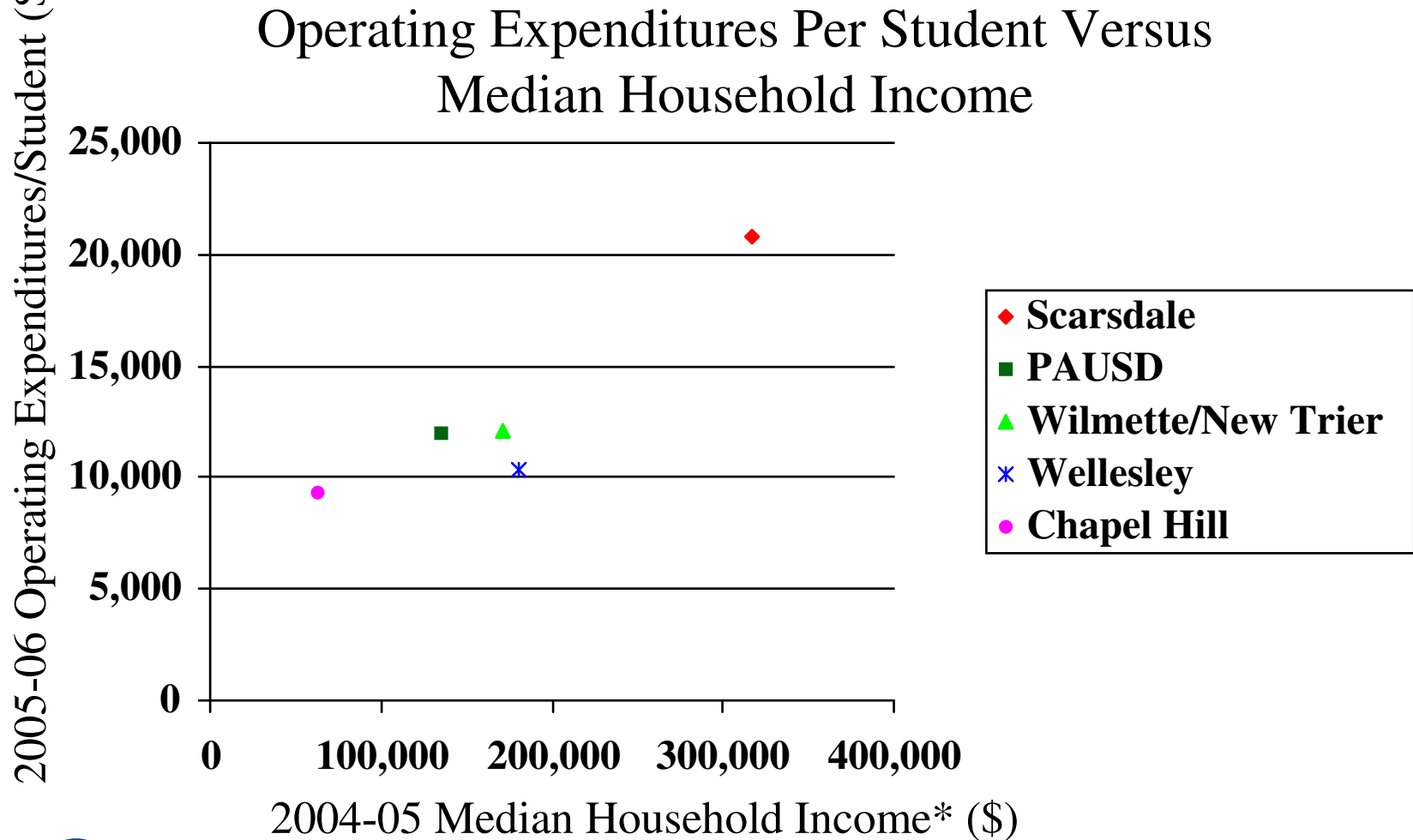
Private Funding Models

District	Budgeted Sources	Total	Unbudgeted
Scarsdale	None	\$0	
Palo Alto	Partners in Education: \$1.7M PTAs/Parent Fees: \$4.5M Grants: \$900K	\$7.1M	PTA
Wilmette	Foundation/PTO: \$90K Parent Fees: \$840K	\$930K	
New Trier	None	\$0	Foundation: \$40K
Wellesley	Parent Fees: \$300K	\$300K	Foundation: ~\$130K PTO
Chapel Hill	Foundation: \$150K Trust & Endowment, Corporations	\$2M	

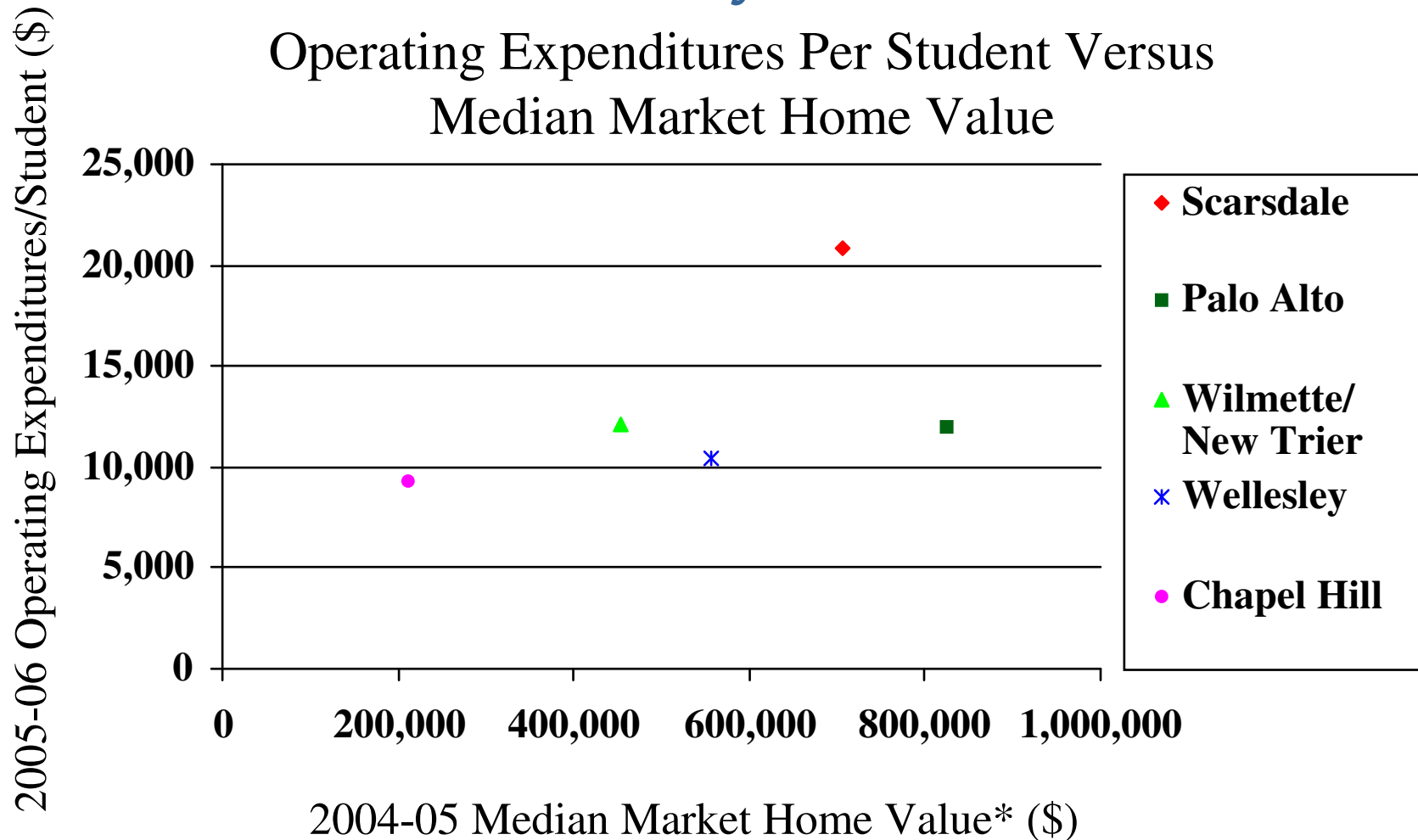
Property taxes represent a smaller % of total revenue for PAUSD than most districts.



PAUSD spending relative to median HH income is in line with other districts.



PAUSD's spending relative to median home values is way off the norm.

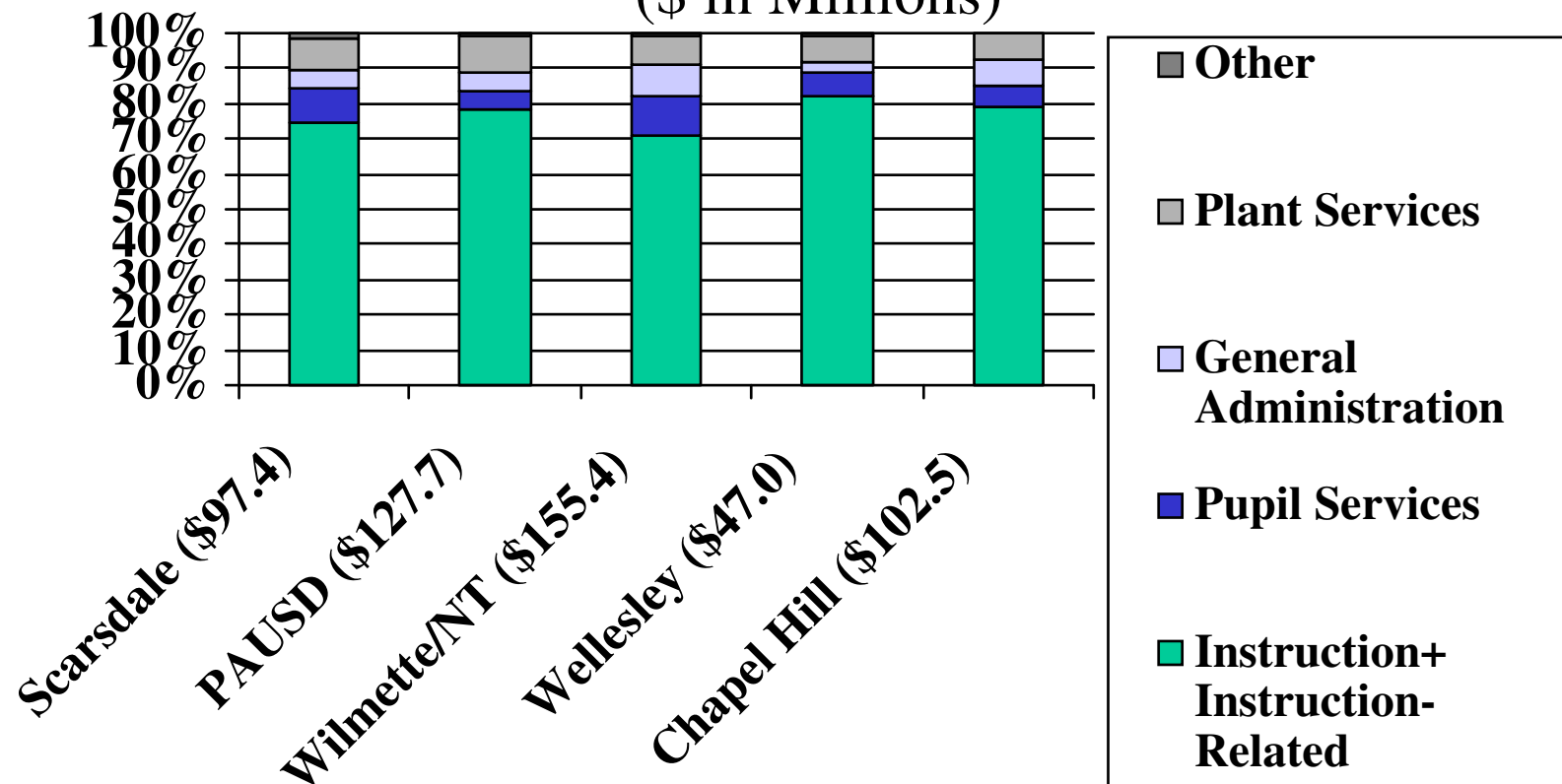


We categorized expenditures by function using a standard cost structure.

Category	Description (California Accounting Standard)
Instruction	<u>Staff</u> : Teachers, instructional supervisors, specialists, aides, elementary librarians <u>Other</u> : Textbooks, instructional materials, hardware/software used for instruction, site photocopying, conference fees
Instruction-Related Services	<u>Staff</u> : Site administration; central educational services administration; staff development; secondary librarians; clerical staff who support administrators <u>Other</u> : Supplies/equipment that support corresponding staff and functions
Pupil Services	<u>Staff</u> : Counselors, psychologists, social workers, nurses, bus drivers, food services <u>Other</u> : Supplies/equipment that support corresponding staff and functions
General Admin	<u>Staff</u> : School board, superintendent, fiscal services, human resources, warehouse and distribution, print shop, data processing; associated clerical staff <u>Other</u> : Supplies/equipment that support corresponding staff and functions
Plant Services	<u>Staff</u> : Maintenance, custodial, landscaping <u>Other</u> : Supplies/equipment that support corresponding staff and functions; utilities
Other	Staff, supplies, equipment and other costs associated with athletics, community services, and other outgo/debt service (not including bonds for capital expenditures)

PAUSD's percentage spending on Instruction+ is middle of the pack.

Major Expenditure Categories - Operating Budget
(\$ in Millions)

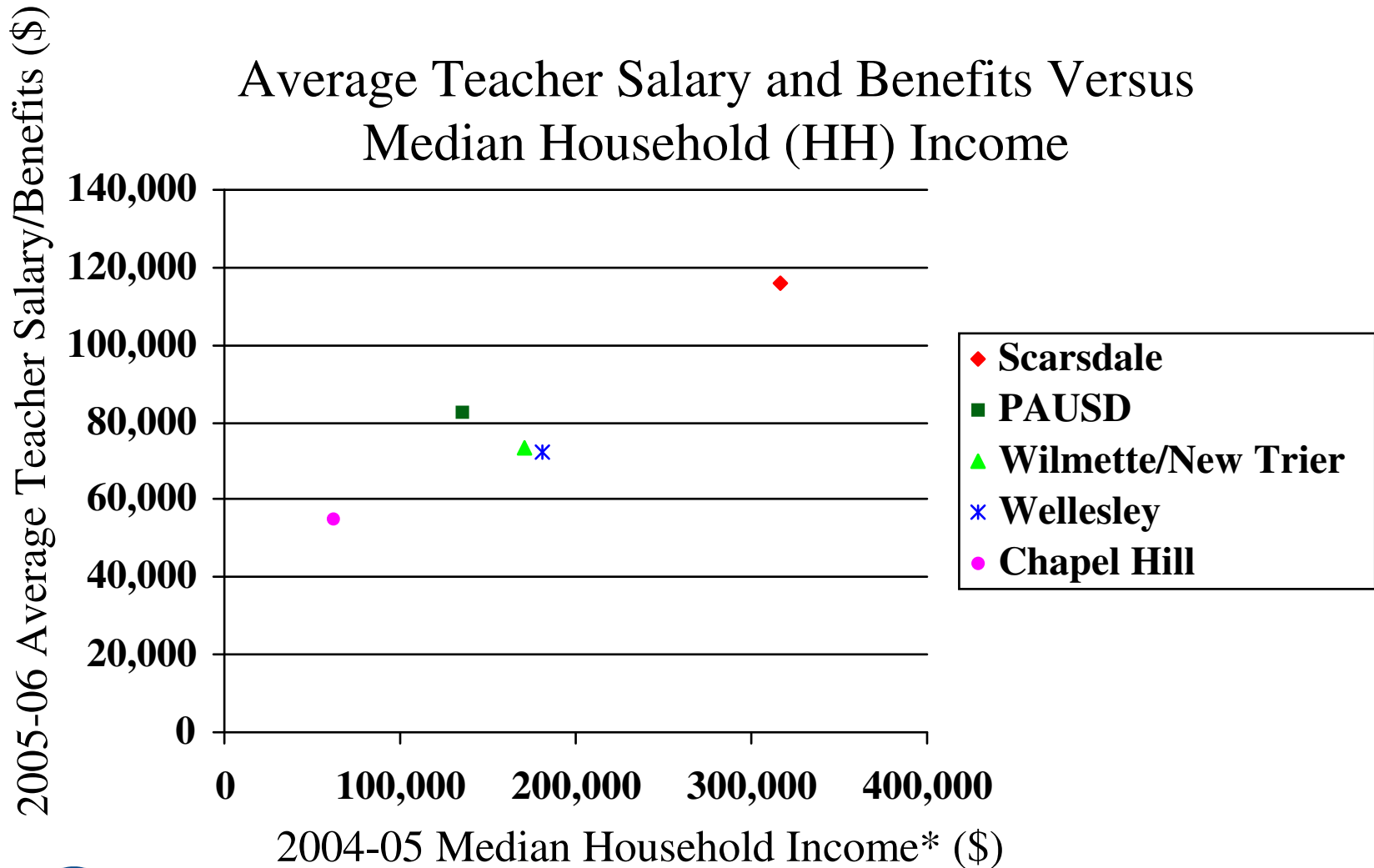


Salaries and benefits represent the greatest percentage of expenditures.

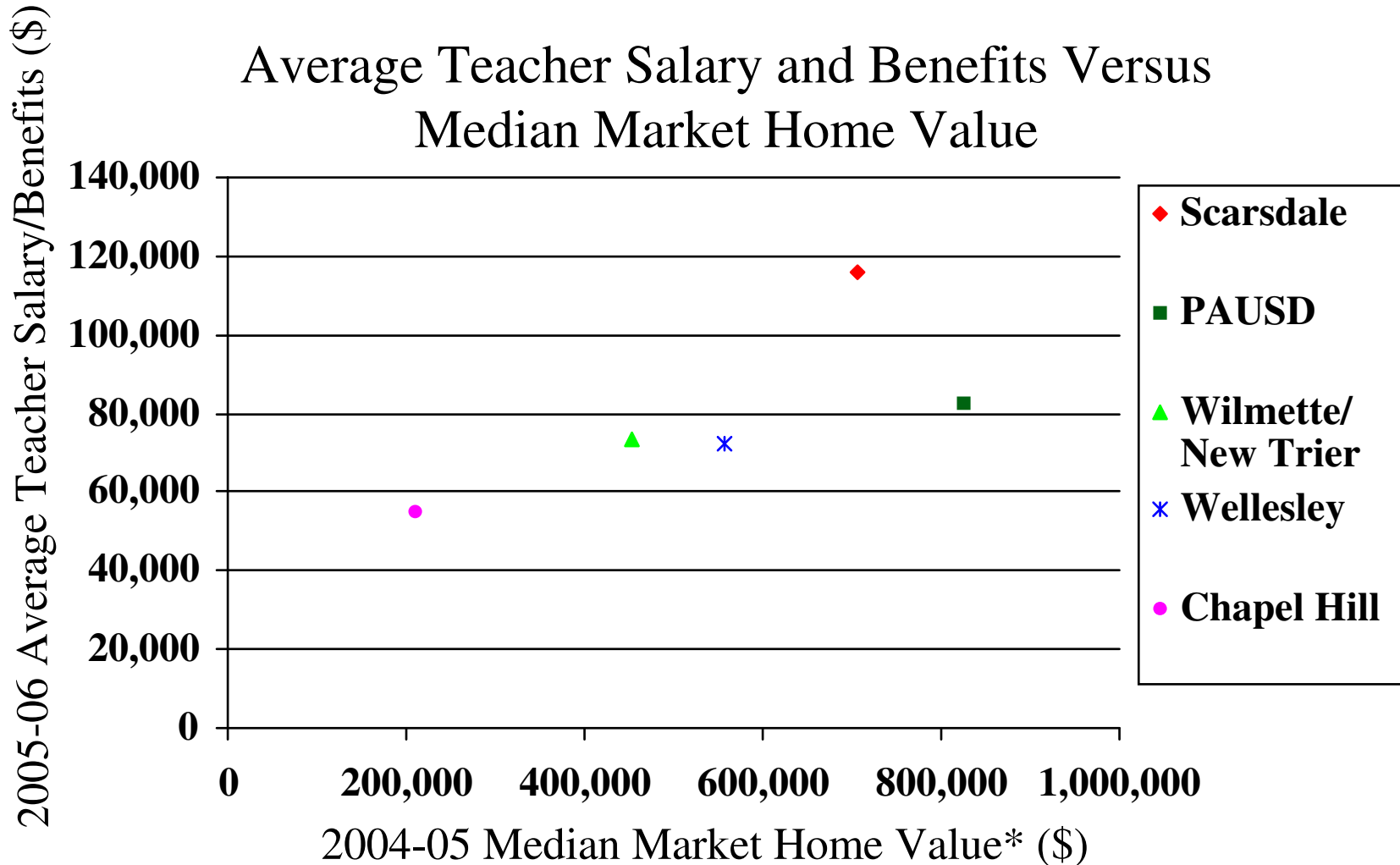
Salaries and Benefits as a Percentage of Spending

District	Total Expenditures	Instruction	Instruction-Related
Scarsdale	78%	81%	91%
PAUSD	85%	89%	88%
Wilmette	86%	89%	82%
New Trier	82%	89%	68%
Wellesley	85%	87%	96%
Chapel Hill	85%	83%	85%

PAUSD pays teachers more relative to local median HH income.



PAUSD pays teachers less relative to local median home values.



We normalized spending across districts based on fully loaded salaries.

Average Pay and Normalization Factors*

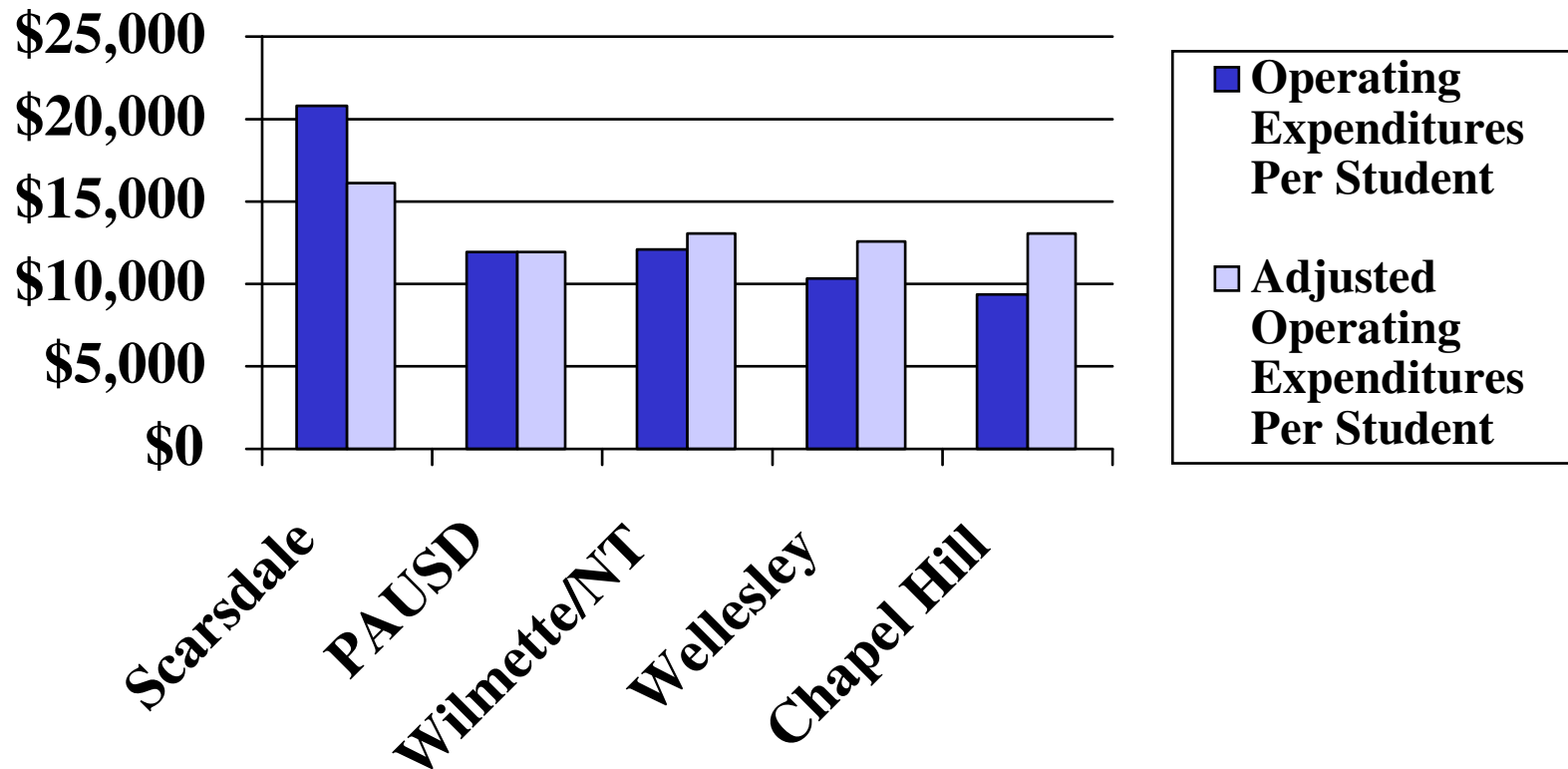
District	Teacher		Principal		Aide	
	Fully Loaded**	Normalization Factor	Fully Loaded**	Normalization Factor	Hourly Rate	Normalization Factor
Scarsdale	\$128,150	0.71	\$193,499	0.78	\$17.25	1.10
PAUSD†	\$91,280	1.00	\$151,497	1.00	\$18.90	1.00
Wilmette	\$80,000	1.14	\$120,994	1.25	\$13.90	1.36
New Trier	\$90,250	1.01	\$189,282	0.80	\$15.88	1.19
Wellesley	\$73,226	1.25	\$125,930	1.20	\$17.73	1.07
Chapel Hill	\$62,322	1.46	\$99,505	1.52	\$9.55	1.98

* PAUSD used as the norm. ** Represents total district cost including salary, health benefits, retirement, etc.

† PAUSD average teacher base salary is \$73,216.

Adjusted for pay differences, PAUSD has the lowest spending per student.

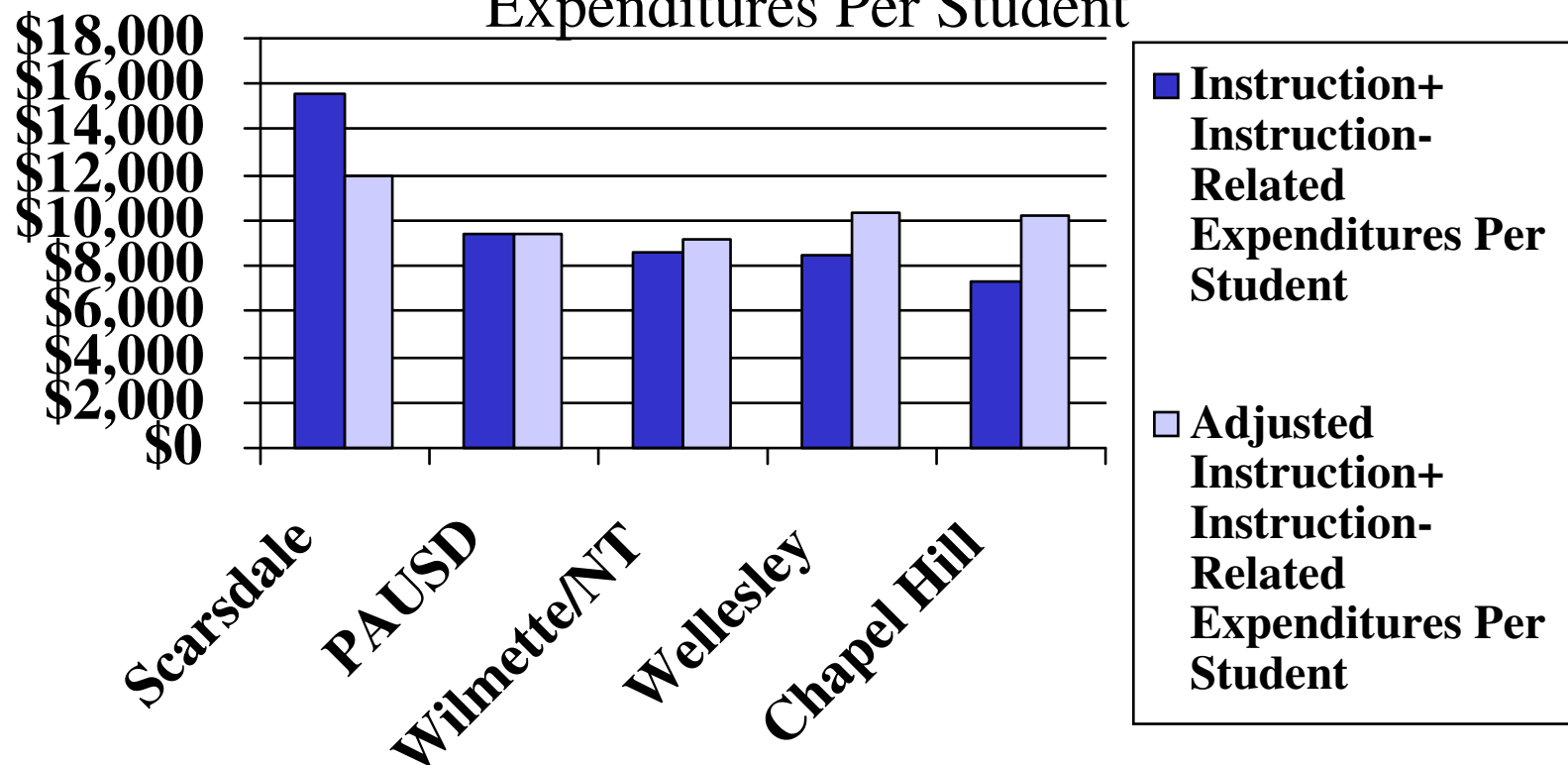
Actual and Adjusted* Operating Expenditures Per Student



* Adjusted based on differences in fully loaded average teacher salary; over- or under-adjustment (+/- \$200-300 per student) could occur when pay differences for non-teacher positions vary significantly from teacher pay differences.

PAUSD's adjusted Instruction+ Instruction-related spending is lower tier.

Actual and Adjusted* Instruction+Instruction-Related Expenditures Per Student



* Adjusted based on differences in teacher and principal salary/benefits; over- or under-adjustment (+/- \$200 per student) could occur when aide pay differences vary significantly from teacher pay differences.

PAUSD total spending per student is \$1030 less than the adjusted spending median.

PAUSD Spending Per Student Versus Median

	Total Operating Expenditures	Instruction+ Instruction-Related Expenditures
PAUSD Spending Per Student	\$11,970	\$9,390
Median Adjusted Spending Per Student	\$13,000	\$10,200
Spending Per Student Δ : PAUSD to Median	\$1030	\$810
Annual Spending Δ : PAUSD to Median*	\$11M	\$8.6M
Teacher Staffing Δ (FTE): PAUSD to Median**	120 (17% increase)	95 (14% increase)

* Based on PAUSD K-12 enrollment of 10,666.

** Calculated using PAUSD average fully loaded teacher salary = \$91,280.

IV. Program and Staffing Comparisons

We categorized PAUSD programs as above, on, or below the norm -- or mixed.

- Above the norm: clearly among the top third or half of benchmark districts
- On the norm: comparable to the norm or to districts in the middle of the pack
- Below the norm: clearly in the bottom third or half of benchmark districts
- Mixed: some program elements are above or on the norm, while others are below or off the norm

Note: When comparing programs across districts, we judged more staff, more time, and more courses to be above the norm. We did not evaluate student

Most PAUSD programs fall into the mixed category.

PAUSD Program Categorization Relative to Benchmark Districts

Above the Norm (2)	On the Norm (3)	Below the Norm (3)	Mixed (13)
<ul style="list-style-type: none">•Choice and Alternative Programs•Language Arts/English (6-12)	<ul style="list-style-type: none">•Site Administrator Ratios•Elementary Library•Drama	<ul style="list-style-type: none">•Student:Staff Ratios (most)•Elementary Day and Specials•Technology	<ul style="list-style-type: none">•Counselor Ratios•Class Sizes•Secondary Schedule Flexibility•Social Studies (6-12)•Math (6-12)•Science (6-12)•World Languages•Art•Music•Vocational Ed•PE/Sports•English Language Development (ELD)•Support Programs•GATE/AP Courses

PAUSD Programs and Staffing Rated Above the Norm

PAUSD provides the most choice and alternative programs.

- PAUSD provides more choice programs in elementary and middle school
 - Only PAUSD and Edina offer elementary choice programs (3 each including language immersion)
 - Only PAUSD and Scarsdale offer middle school choice programs (PAUSD: 3, Scarsdale: 1)
- PAUSD provides more alternative learning experiences and programs in high school
 - Course credit for off-campus courses, work experience, independent study
 - Programs for multiple learning styles (Grade 9 Team, Middle College, 25 Churchill Academy)
 - Edina and Scarsdale also offer robust options, although not as extensive as PAUSD

Plentiful electives help to place the English department above the norm.

- PAUSD's middle school Language Arts program is on the norm
 - Only Edina offers multiple levels of Language Arts instruction (2 levels in both Grade 7 and 8)
 - PAUSD offers 2-3 electives, which is mid-range
- PAUSD's high school program offerings are above the norm
 - 2-3 levels of core instruction (regular, advanced, AP), which is slightly below the median
 - Upper tier number of electives (15 including semester and year courses)
 - Most numerous Journalism courses

PAUSD Programs and Staffing Rated On the Norm

PAUSD maintains site administrator staffing ratios that are on the norm or better.

Student:Site Administrator* (x:1) Ratios

District	Elementary	Middle	High
Scarsdale	433	273	472
PAUSD**	391 (Rank = 3)	269 (Rank = 1)	432 (Rank = 4)
Wilmette/New Trier	482	407	682
Wellesley	327	336	410
Chapel Hill	269	320	391
Edina	569	392	423
Median	412	328	428

* Site Administrators include Principals, Assistant Principals, and Deans.

** Principals use discretionary funds to provide 0.5 FTE of the 1.0 Dean FTE included in the ratio.

PAUSD's elementary library program is on the norm.

Elementary Library Program Comparison

Program Components	PAUSD	Benchmark District Norm or Median
Library Time Per Week	K-3: 30 Minutes 4-5: 40 Minutes	K: 30 Minutes 1-5: 30-45 Minutes
Release Time For Classroom Teachers?	√	Release time for 3 districts
Student:Credentialed Librarian Staff Ratio	474:1	480:1*

** Note: Three (3) districts also provide a full-time library assistant at each elementary site.*

Middle school Drama course selection is upper tier while high school is on the norm.

- PAUSD offers more middle school drama courses than most districts
 - Only PAUSD and Wilmette require drama
 - PAUSD offers more electives (2-5) than any district other than Chapel Hill (7)
- PAUSD's high school drama offerings are on the norm
 - New Trier leads with 14 courses (5 full-year)
 - PAUSD is middle of the pack with 7 courses (5 full-year)
 - Remaining districts also offer 7 courses (combinations of semester and full-year)

PAUSD Programs and Staffing Rated Below the Norm

PAUSD has the highest student:staff ratios in two of three major categories.

District-Wide Student:Staff (x:1) Ratios by Category

District	Students:Total Staff	Students: Teachers*	Students: Administrators**
Scarsdale	6.9	12.0	117
Palo Alto	8.8 (Rank = 6)	15.2 (Rank = 6)	230 (Rank = 5)
Wilmette	6.2	10.6	222
New Trier	6.0	11.1	296
Wellesley	7.0	12.2	191
Chapel Hill	6.3	12.5	148
Median	6.6	12.1	207

* Teacher category includes credentialed teachers, librarians, counselors.

** Administrator category includes district and site administrators.

PAUSD student:staff ratios are below the norm in additional areas.

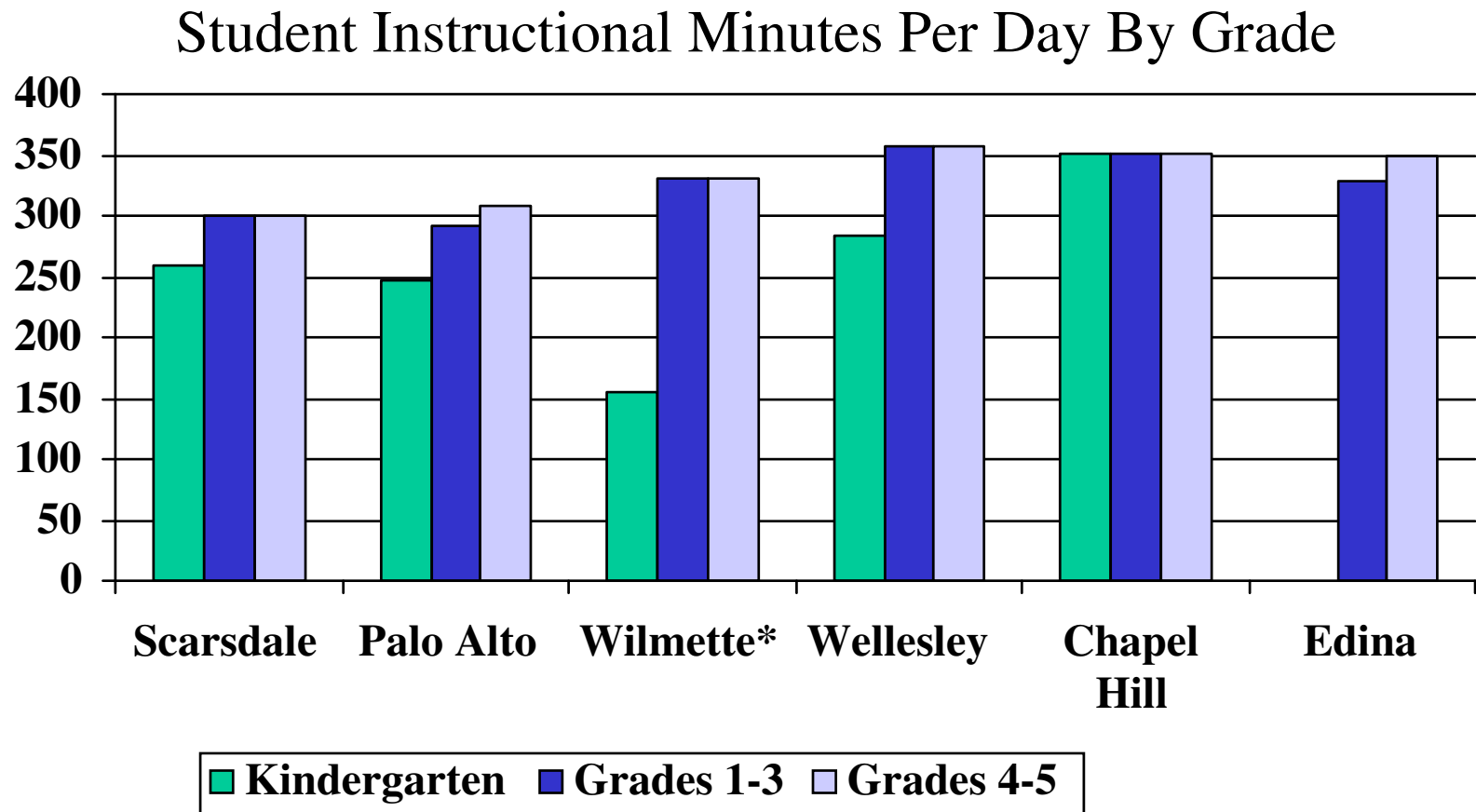
Additional Student:Staff (x:1) Ratios by Staff Category

District	Elementary Aides	Librarians: Middle	Librarians: (High)	Psychologists*	Nurses
Scarsdale	76	364	708	50	585
PAUSD	150 (Rank = 5)	806 (Rank = 4)	1726 (Rank = 6)	128 (Rank = 5)	2032 (Rank = 6)
Wilmette/New Trier	88	814	510	125	528
Wellesley	91	673**	492	60	503
Chapel Hill	25	320	879	147***	613
Edina	n. a.	1176	1691	92	521
Median	88	740	794	109	521

*Ratio calculated based on IEP enrollment. ** Wellesley has a full-time library assistant for middle school.

*** Chapel Hill supplements psychologists with large numbers of social workers and elementary counselors.

PAUSD, along with Scarsdale, has the shortest elementary day by 30-60 minutes.



* Wilmette instructional minutes for grades K-4 only; grade 5 is covered under middle school programs.

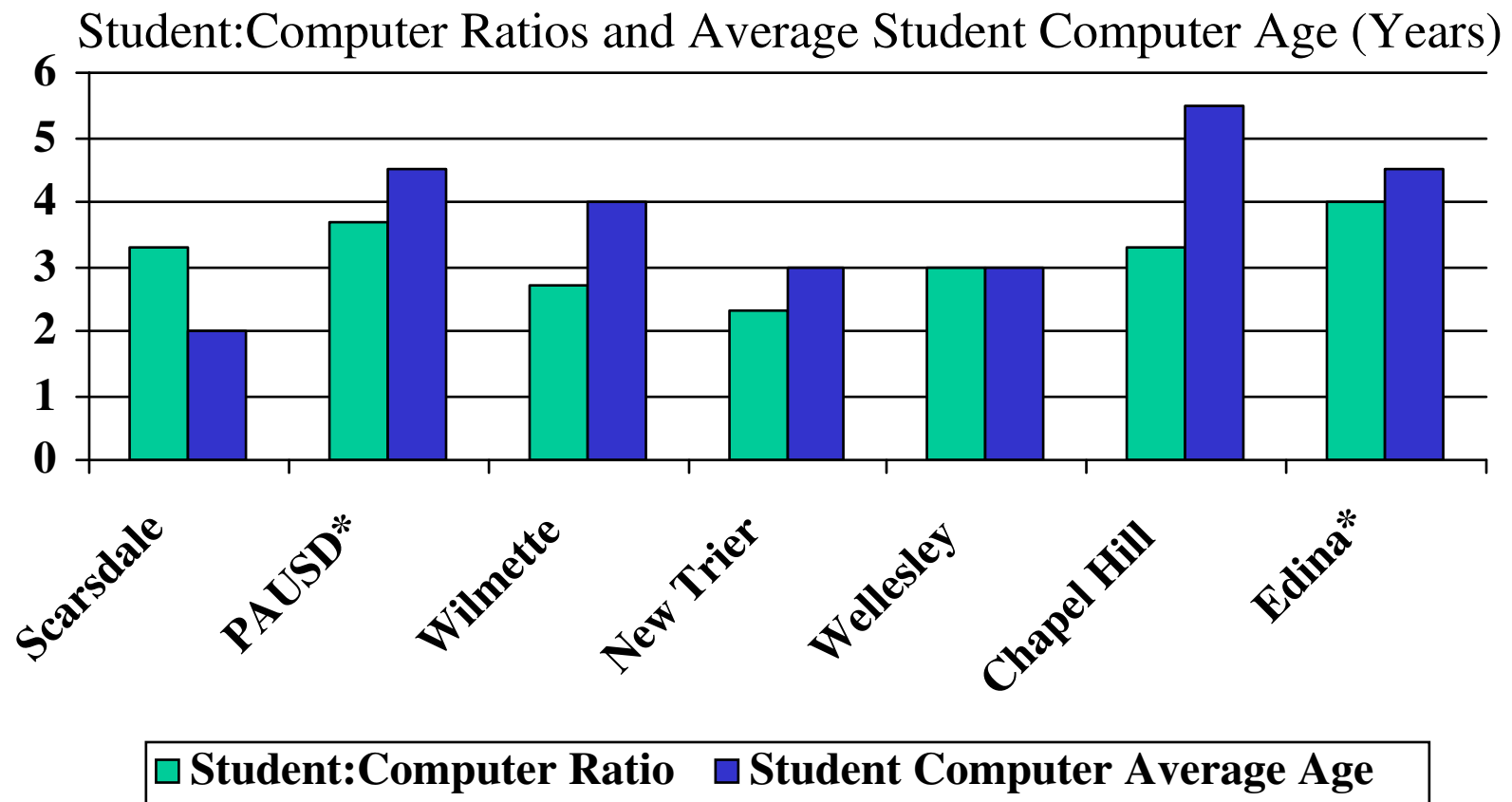
PAUSD provides the least amount of time with elementary specialists.

Minutes Per Week of Release Time for Art (A), Music (M), PE, World Languages (WL), Library (L), and Technology (T)

District	Kindergarten		Grades 1-3		Grades 4-5	
	Min/W	Specials	Min/W	Specials	Min/W	Specials
Scarsdale	^k 120	A, M, PE	^k 150	A, M, PE, WL	^k 150	A, M, PE
PAUSD*	30	L	90	M, PE, L	190	M, PE, L
Wilmette (Grades K-4)	110	M, PE, WL, T	380	A, M, PE, WL, T	280	A, M, PE, T
Wellesley	200	A, M, PE, L	200	A, M, PE, L	233	A, M, PE, L
Chapel Hill	190	A, M, PE, WL	190	A, M, PE, WL	190	A, M, PE, WL
Edina	90	PE	300	A, M, PE, WL	330	A, M, PE, WL

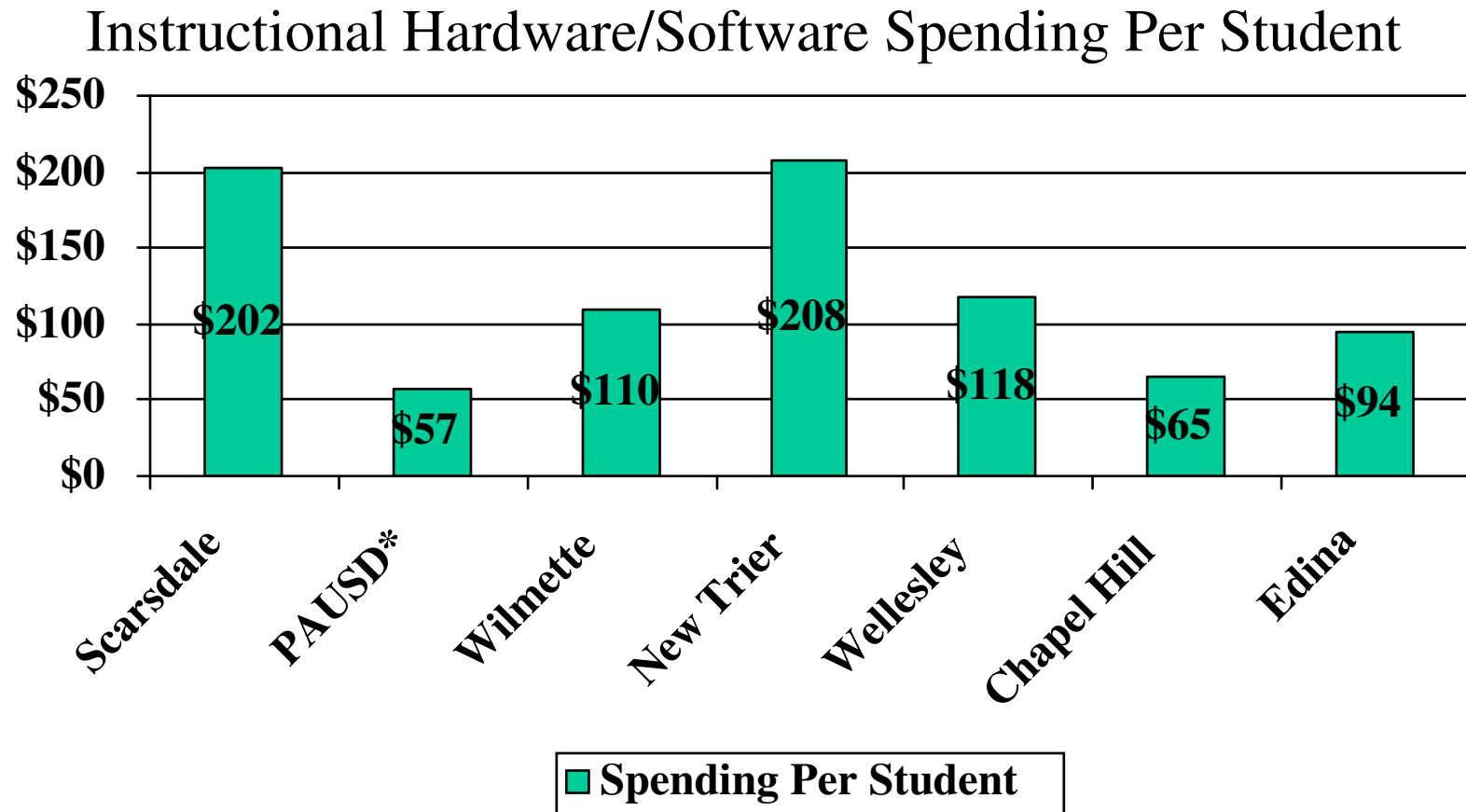
** Note: PAUSD Spectra Art program does not provide release time; also Spectra Art teachers are artists, very few of whom hold teaching credentials.*

PAUSD supplies students with fewer and older computers than most districts.



* Available information on student computer age was not sufficient to calculate a precise average. 72% of PAUSD student computers are ≥ 4 years old. Most of Edina's student computers are 5-6 years old.

Even with PTA support, PAUSD spends the least on instructional technology.



* Includes approximately \$33 per student provided by school site PTAs.

PAUSD Programs and Staffing Rated Mixed

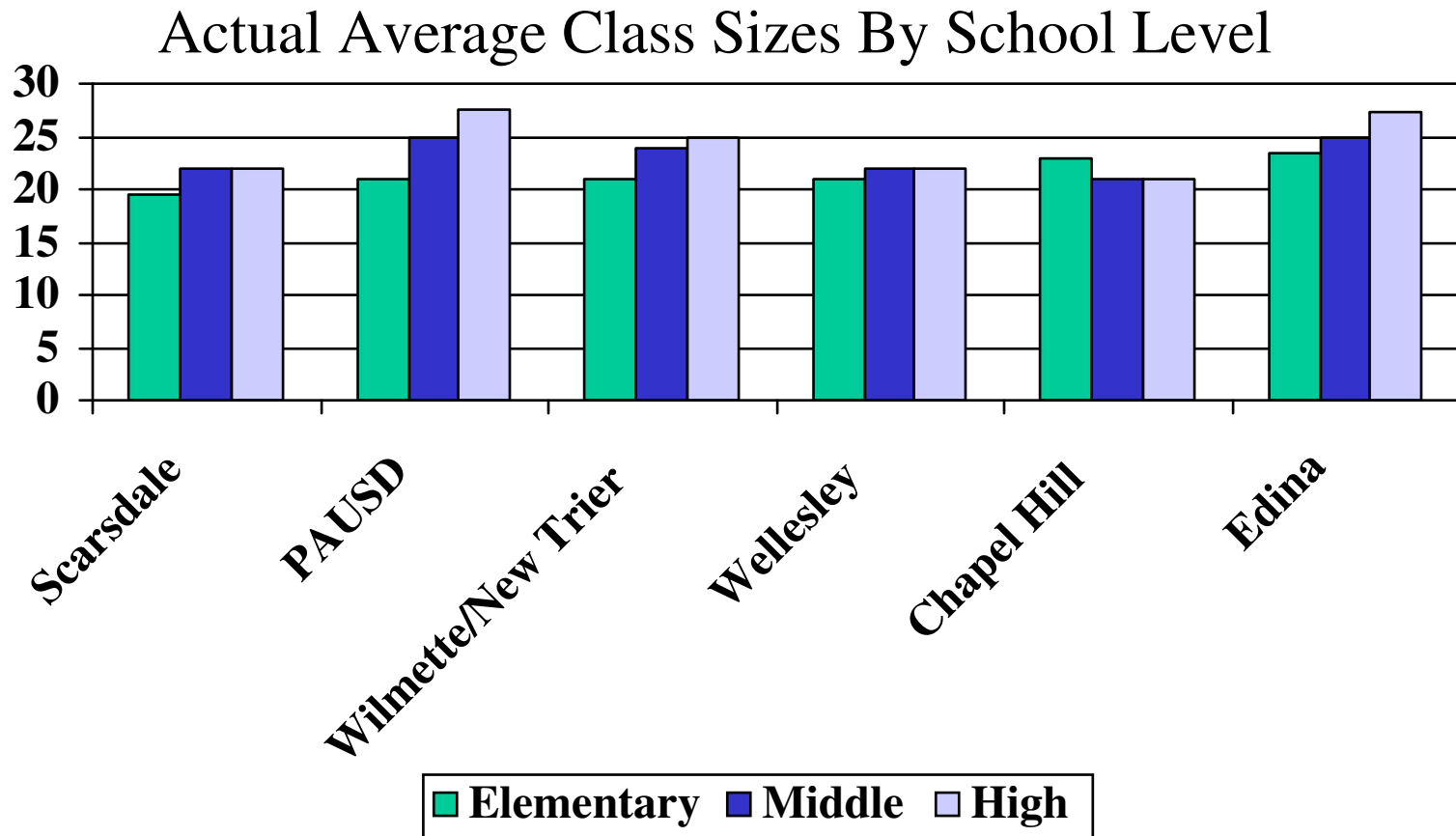
Middle school student:counselor ratios are on the norm, but high school ratios are below.

Middle and High School Student:Counselor (x:1) Ratios

District	Counselors: Middle	Counselors: High
Scarsdale	547*	157
Palo Alto	360 (Rank = 3)	360 (Rank = 6)
Wilmette/New Trier	462	124
Wellesley	200	200
Chapel Hill	213	271
Edina	588	338
Median	411	232

** Scarsdale counselors spend half of their time on administrative duties. For 2006-07 a new assistant principal allows counselors to devote all time to counseling, resulting in a student:counselor ratio of 278:1.*

PAUSD's elementary class sizes are on par, but secondary class sizes are the largest.

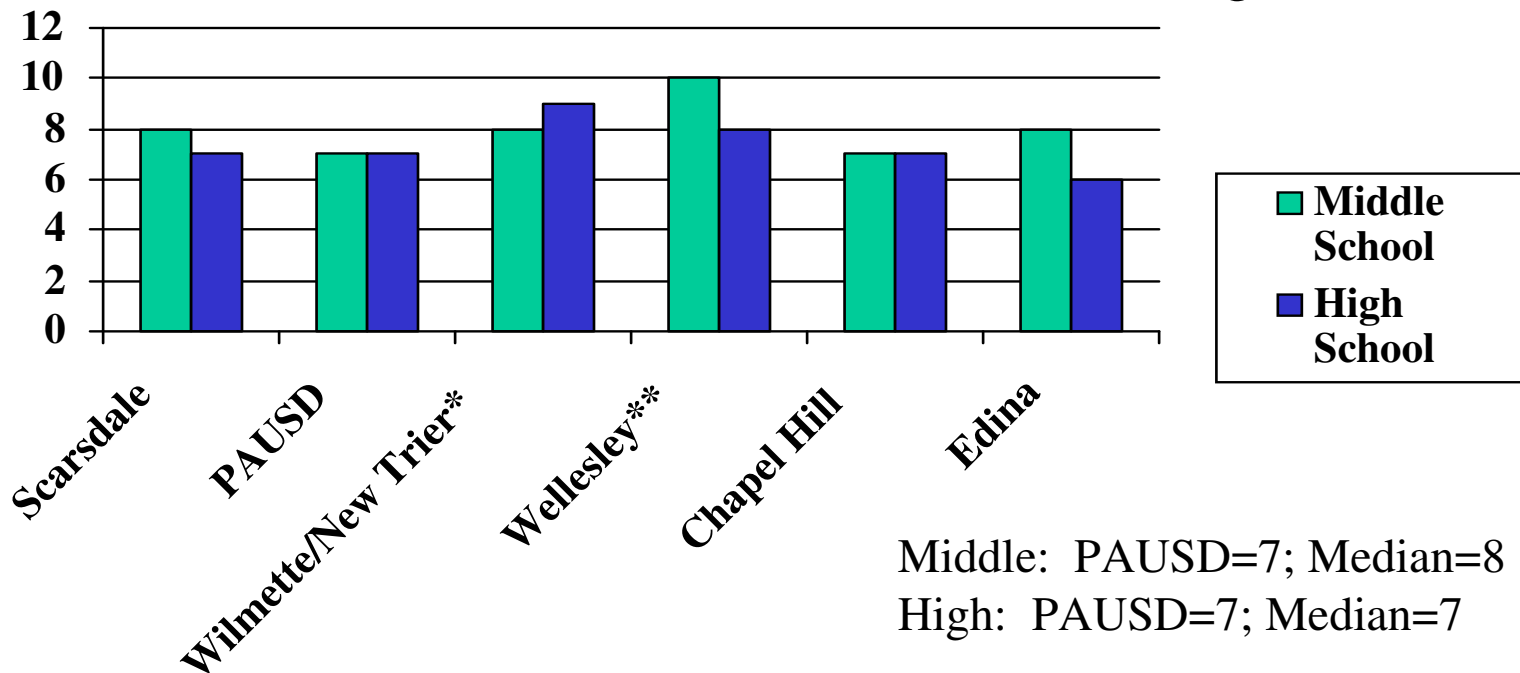


Elementary: PAUSD=21; Median=21 Middle: PAUSD=25; Median=23

High: PAUSD=27.5; Median=23.5

Particularly in middle school, PAUSD provides below norm schedule flexibility.

Maximum Courses Per Semester - Middle and High School



* New Trier students may take a course during lunch; average number of courses is 6.7; electives may provide fewer credits per semester than “major” courses.

** Wellesley middle school runs a 7-period day that operates on a 6-day cycle. Electives meet 3 days in the cycle allowing students to take as many as 10 courses per semester. A similar approach in high school means there is no ceiling on number of courses (8 is common);

however, electives may provide fewer credits per semester than “major” courses.

PAUSD's Social Studies program compares less favorably in high school than middle.

- PAUSD's middle school Social Studies offerings are on par with benchmark districts
 - Only Edina offers multiple levels of Social Studies instruction (2 levels of U. S. History in Grade 7)
 - Three districts offer 2 years of U. S. History; PAUSD offers 1 year plus World History
- PAUSD's high school offerings are below norm
 - Like PAUSD, most districts offer limited levels of instruction (typically Regular or AP U. S. History)
 - However, PAUSD's total number of courses (14) is lower tier (range of 13-27)
 - PAUSD also offers fewer AP courses (2 versus a median of

PAUSD's middle school Math laning is off norm, but high school options are above.

- PAUSD's middle school Math program is off the norm in laning
 - Half of districts offer 1 lane in Grade 6 (PAUSD, Scarsdale, Wellesley)
 - However, in Grade 8, all but PAUSD offer 3 lanes during the regular school day
 - Jordan offers a 0 period Algebra 2/Geometry class
- PAUSD's high school options are above norm
 - Four college prep math lanes, which is upper tier
 - Upper tier number of courses offered (19)
 - Same number of AP courses (4) as most districts
 - More Computer Science courses

PAUSD's high school science options are below norm, but middle school is comparable.

- PAUSD's middle school Science program is on the norm relative to benchmark districts
 - Only one district provides multiple levels of science instruction (Edina in Grade 8)
 - Course content varies across districts
- High school Science offers comparable AP courses, but total courses are below norm
 - 2-3 levels of instruction (regular, advanced, accelerated) in biology, chemistry and physics
 - 14 total courses (median = 17)
 - 4 AP courses, which is on the median
 - Opportunity to perform research for credit

PAUSD's elementary World Language program is mixed.

- All larger districts offer immersion programs
 - Edina: French
 - PAUSD: Spanish
 - Chapel Hill: Spanish and Mandarin
- All but PAUSD have shown a commitment to Spanish instruction for all elementary students
 - Chapel Hill and Edina have established non-immersion programs in Spanish; Chapel Hill also offers French
 - Scarsdale and Wilmette are rolling out Spanish programs, one grade per year
 - Wellesley's established Spanish program was cut in 2005-06 due to budget constraints; an attempt to obtain funding to reinstate the program in 2006-07 failed
 - Minutes of instruction per week ranges from 40 to 100

Middle school world language options are below the norm, but high school is on par.

- PAUSD offers fewer World Language options in middle school
 - Most districts provide 4 languages; PAUSD offers 4 but class size constraints limit languages to 3
 - Most districts provide instruction in Grade 6; PAUSD does not
 - Districts with established elementary programs allow middle school students to reach Level 2
- High school options are on the norm
 - Comparable number of languages offered (5) to all but New Trier (7)
 - Number of AP courses (6) is on the median
 - Off the norm by offering American Sign Language but not Latin, which is offered by all other districts
 - Addition of Mandarin in 2006-07 makes program stronger

PAUSD's elementary Art program is off the norm in one area and below norm in others.

- PAUSD employs artists as art teachers, while all other districts provide credentialed art teachers
- Limited district funding leads to unevenness across sites in student time with art teachers
- PAUSD students receive 0-60 minutes of art teacher instruction per week (median = 45)
- All districts but PAUSD have dedicated art rooms
- PAUSD's ratio of students to art teachers is 2609:1 versus a benchmark median of 380:1

Secondary Art programs are on the norm relative to benchmark districts.

- Two districts lead in middle school Art, but PAUSD is on par with the remainder
 - Five benchmark districts, including PAUSD, require Art in at least one middle school grade
 - Typically Art is required as part of an elective rotation
 - Wilmette and Wellesley provide the most Art electives (7,10)
 - With 3+ electives PAUSD is on par with remaining districts
- High school Art options also are on the norm
 - Scarsdale and New Trier offer the most courses (25, 28) across six disciplines (e.g., Sculpture)
 - With 15 total courses across six disciplines, PAUSD is in the middle of the pack
 - PAUSD offers 2 AP courses, which is on par

PAUSD's K-12 Music offerings are uneven compared to benchmark districts.

- PAUSD's elementary music program is mixed
 - All but PAUSD and Edina provide a Kinder music program
 - Minutes of instruction per week is slightly below norm (average of 48 versus benchmark median of 55) in Grades 1-5
 - Beginning strings in Grade 4 and band in Grade 5 is middle of the pack for instrumental programs
 - PAUSD student:teacher ratio is below the norm (528:1 versus median of 301:1)
- Middle school music options are on the norm
 - Most districts require at least one year of music, typically as part of an elective rotation
 - With 11 different courses, PAUSD's music options are on par
- High school music options are below the norm
 - PAUSD offers courses in all disciplines, but total number of courses (8) is less than any other district (range = 13-24)
 - PAUSD is one of three districts to offer Music Theory AP

Middle school Voc Ed options are above the norm, while elementary and high are below.

- PAUSD elementary computer skills instruction is out of step with other districts
 - At least two districts provide a separate class taught by a computer teacher
 - Others have Ed Tech Specialists who integrate technology and curriculum
 - Only Nixon has site staff (cost covered by PiE funds)
- Middle school Vocational Ed offerings are above the norm
 - PAUSD and three other districts require some Voc Ed
 - PAUSD offers the most courses (13 versus median = 9) over an upper tier number of disciplines (4)
- With 14 courses versus a median of 24, high school options are below the norm

Middle school provides above norm PE instruction time, while elementary is below.

- PAUSD elementary PE is below the norm in staff ratios and corresponding instruction time
 - Provides the fewest minutes per week with a credentialed PE teacher (38 versus median = 60)
 - Maintains the highest student:PE teacher ratio (691 versus median = 361)
- The middle school PE program provides more instruction time per week than most
 - 183 minutes per week versus median = 147
 - More than all but Wilmette
- PAUSD provides the fewest high school PE course options (7 versus median = 13)

PAUSD offers on the norm or better interscholastic sports opportunities.

- PAUSD middle school students have more sports options than most
 - 7 sports in Grades 6-8 through Palo Alto Recreation Department
 - Only Scarsdale also offers sports beginning in Grade 6, but Chapel Hill offers more sports (14) in Grades 7-8
 - Average fee per sport of \$125 is on par
 - Other districts do not outsource their sports program
- PAUSD's high school sports program offerings are middle of the pack, but fees are higher
 - 26 sports in Grades 9-12 versus a median of 24
 - New Trier (32) and Wellesley (29) offer more sports
 - Fees of \$150 per sport are higher than median of \$125

PAUSD's ELD program compares favorably, except on staffing levels.

English Language Development (ELD) Program Comparison

ELD Program Component	PAUSD	Chapel Hill	Benchmark District Norm or Median
Pull-out with ELD Specialist	√		√
Primary Language Tutors	√		
Credentialed Classroom Teachers	√		
Middle School Courses	4	4	Other districts: 0
High School Courses	5	3	2
ELL Student:ELD Staff			
•Elementary	160	28	29
•Middle	62	43	26
•High	103	88	54

PAUSD provides multiple support programs for students, but staffing is below norm.

- PAUSD provides more elementary support programs than most, but staffing is lower
 - PAUSD's Academy provides after-hours support in reading and math (Edina and Scarsdale provide similar programs)
 - But PAUSD reading specialist staffing ratios are significantly higher than the median (839:1 versus median = 482:1)
- Secondary support programs are more comprehensive than other districts provide
 - Core Support for Grades 6-8
 - Advancement via Individual Determination (AVID) for Grades 7-12
 - Continuation High School
 - Opportunity for Grades 9-10

PAUSD's approach to GATE is on the norm, but staffing levels are lower.

- Most districts address the needs of high-achieving students through differentiation and, eventually, laning
 - Only two districts, Chapel Hill and Edina, provide self-contained classrooms for gifted students (in Grades 4 and 5)
 - Wilmette provides a pull-out enriched math class in Grade 5
- PAUSD follows the norm, but provides less staffing support for differentiation and fewer lanes
 - No site-based staff in elementary; lowest GATE specialist staffing level in middle school
 - Fewer lanes during the school day in middle school math
- For high-achieving high school students, PAUSD's total AP course offerings (22) are on the median

V. Conclusions

Proposition 13 forces PAUSD to rely heavily on non-property tax revenues.

- Proposition 13 prevents PAUSD from fully tapping into the property tax base
- The parcel tax provides an important, but inflexible, alternate source of funding
 - \$9M (7%) of total revenue
 - But annual adjustments are infeasible
- Private funding sources make a big impact
 - \$7.1M (6%) of total revenue
 - Provides \$666 per student
 - Without private funding, PAUSD would be \$1700 off the median

With budget pressures, PAUSD struggles to support program elements given limited staff.

- Despite substantially lower funding, PAUSD has not gutted most programs
 - Some pockets of particular strength (e.g., high school English and Math)
 - Specials like Arts and Music remain in place but with limitations
- Still, staffing levels are lower than benchmark districts in almost all areas
 - Resource constraints limit program delivery and robustness
 - Very few programs are consistently on or above the norm from K through 12, often due to staffing

If additional funding becomes available, PAUSD must balance competing priorities.

Potential Annual Cost to Move Staffing Levels or Programs to Median of Benchmark Districts

Staffing Level or Program	Estimated Annual Cost
Student:Teacher Ratio = 12:1	\$17.3M (190 FTE)
Student:Administrator Ratio = 200:1	\$700K-\$1M (7 FTE)
Average Middle School Class Size = 23 (Currently 25)	\$1.1M (12 FTE)
Average High School Class Size = 23.5 (Currently 27.5)	\$2.7M (30 FTE)
World Language in Elementary	\$2.1M (PAUSD Estimate)
Instructional Technology Spending = \$100 Per Student (District-Funded)	\$1.1M

Our study raises two key questions: “So What?” and “What Next?”

- So What?
 - High SAT scores not sufficient as an indicator of district success
 - Disconnect between high SAT scores and graduates pursuing additional education
 - Are staffing constraints limiting our students?
 - Could existing program gaps impact the future?
- What Next?
 - Continue private funding
 - District must set priorities based on impact
 - PiE will work with district to provide support