Aspen/ERS Urban District Network
Meeting of Chief Academic Officers and Chief Financial Officers

Critical Friends Session with Baltimore City Public Schools

Problem of Practice
September 20, 2012

Baltimore City Public School District CAO Sonja Brookins Santelises and CFO Victor De La Paz bring a problem of practice to the combined CAO/CFO group for reflection, feedback and advice. Sonja and Victor have graciously volunteered to share and discuss a “problem of practice.” Below is the guiding question for the Critical Friends session and the background information including specific BCPS documents may be found behind this page in the briefing materials.

**Critical Friends Question:**
How might we establish an annual Weighted Student Funding (WSF) process that is flexible enough to have funding weights for district-wide priorities like technology, leadership development, curriculum adoption, etc? And a related question is, do we hold money back and then push out dollars to schools?