

Case 18: Why is the theater curtain still falling apart?

The district's proposed budget is \$48 million, the school theater curtain won't close, and Dec wants to ask the school board about it.

On your own Read What happened and underline the three dollar amounts. About 4 minutes.



Anika, Dec and Mari test a small light circuit in a theater workshop, with Pauta beside them.

Your role: You're the one who works out the per-student number before anyone repeats the post. **New skill:** Compare numbers on the same scale.

What happened

The curtain in the school theater is torn, and it no longer closes all the way. Dec, 17, pulls that curtain at every show. He and Anika, 16, are on the theater crew. The facilities office gave the theater advisor a quote to replace the curtain: \$6,800.

Mari, 19, is helping them prepare a question for the school board. They find the district's proposed budget for next school year. The total is \$48 million for a projected 3,200 students. One line sets aside \$310,000 for building repairs at all schools. A note says the figures may change before the board adopts the budget.

On Tuesday at 6:10 p.m., a post starts going around. It compares the district's \$48 million with another district, Westbrook, at \$21,000 per student. "And they can't fix ONE curtain??" it asks. Dec has a photo of the torn curtain. He wants to be the one who asks the board about it.

Your question: What can the \$48 million total tell Dec about the curtain, and what should he ask the school board?

Key terms

On your own Read each key term and its example, then write your first guess in the box. About 4 minutes.

Revenue Revenue is money that comes into a government or an organization, such as taxes and grants.

En español: ingresos

In this case: NCES reports that public schools get revenue from federal, state and local sources. That national data cannot show what Dec's district spends on a curtain.

Expenditure An expenditure is money that a government or an organization spends.

En español: gasto

In this case: The \$48 million is a proposed plan for next school year. It lists planned expenditures, but none of that money has been spent yet.

Per-pupil amount A per-pupil amount is a total divided by the number of students, so that districts of different sizes can be compared.

En español: monto por estudiante

In this case: $\$48,000,000 \div 3,200 \text{ students} = \$15,000 \text{ per student}$. Westbrook's \$21,000 is already per student, but its year and stage are unknown.

Who is involved



Mari

Helping the theater crew with a budget question

"Forty-eight million dollars, and the curtain still won't close. Ay, bendito. Before we get mad at the big number, which line is supposed to fix it?"



Dec

Pulls the curtain at every show

"I pull that curtain every show. It doesn't close all the way anymore. That part I can show you."

Before you look at the evidence, why do you think the theater curtain is still not fixed?

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

Reading passage

Reading a budget before reacting to it

On your own Read the passage. At each Stop and think box, pause and answer the question in your head or with a partner. About 5 minutes.

Words to know

- **Revenue:** Revenue is money that comes into a government or an organization, such as taxes and grants.
- **Expenditure:** An expenditure is money that a government or an organization spends.
- **Per-pupil amount:** A per-pupil amount is a total divided by the number of students, so that districts of different sizes can be compared.
- **Proposal:** A proposal is a change that someone suggests and that has not been approved yet.
- **Decision-maker:** A decision-maker is the person or group with the power to make a particular choice.

The story: Where is the money going?

Dec, 17, a senior on the theater crew, pulls the stage curtain at every show. It is torn and no longer closes all the way. The facilities office has already priced a flame-retardant replacement, removal and installation included, at \$6,800. Dec has a photo of the tear. He wants to take the problem to the school board, and he wants to be the one who asks.

Mari, 19, is helping him and Anika, 16, prepare. The district's proposed budget for next school year is posted online. The headline figure is \$48,000,000, with projected enrollment of 3,200 students. A facilities line provides \$310,000 for building repairs across all schools. A note warns that the figures are proposed and may change before adoption.

On Tuesday at 6:10 p.m., a post begins circulating. It sets the district's \$48 million beside Westbrook's \$21,000 per student and asks why the district cannot fix one curtain. The post has the emotional logic of a good question. It also has the arithmetic of a bad one. Mari's instinct is to ask where the numbers are from.

Your role is to work out the per-student number before anyone repeats the post.

❓ Stop and think. The post “has the emotional logic of a good question.” What makes it feel convincing?

Putting numbers on the same scale

Budget numbers carry three labels that must match before a comparison means anything: year, stage and unit. The post mismatches all three. It pairs a proposed district total for next year with a per-student figure of unknown year and stage.

A **per-pupil amount** is a total divided by the number of students, so that districts of different sizes can be compared. The new skill in this case is comparing numbers on the same scale. It extends Case 11's habit of comparing like with like. Dividing \$48,000,000 by 3,200 gives \$15,000 per student. The recalculation changes the post's implied story, but it does not settle it. Westbrook's year and stage are still unknown, and a per-pupil figure cannot show whether either district's funding matches its students' needs.

The vocabulary of public finance keeps other distinctions straight. **Revenue** is money that comes into a government or an organization, such as taxes and grants. An **expenditure** is money that a government or an organization spends. This document is a **proposal**, the Case 4 term for a change that someone suggests and that has not been approved yet. A proposed budget, the adopted budget and actual spending are three different records.

The crew's method draws on earlier cases. Mari reads the budget line by line, the skill from Case 5, looking for the line that could plausibly cover a stage curtain. She is not sure a curtain counts as a building repair, and she wants to find out. Dec follows Case 13's rule of keeping a claim as small as the evidence. His photo proves the tear and nothing about where money went, so he brings the photo, the quote and a question rather than an accusation. Case 4's **decision-maker**, the person or group with the power to make a particular choice, points to the school board, which adopts the budget within state and federal rules. His question should name one budget line, one need and the board's next chance to hear requests.

 **Stop and think.** Why can't a per-pupil figure show whether a district has enough money?

Funding, spending and outcomes

National data give context but not local answers. NCES reports that public-school revenue comes from federal, state and local sources, with a mix that varies by state (NCES, May 2024). Its state-by-state table for 2022–23 includes per-pupil amounts (NCES Digest table 235.20, March 2026). Reliance on local property taxes produces large differences between districts (NPR, April 18, 2016).

Budgets also change over time. When temporary federal pandemic relief ran out, districts faced what reporters called a funding cliff (Chalkbeat, September 13, 2023). In 2026, many districts made cuts and layoffs tied to inflation and enrollment declines (Chalkbeat, May 28, 2026). Spending levels matter for students.

Funding, spending and outcomes, continued

A major study of school finance reforms found that more per-pupil spending raised graduation rates and adult earnings, especially for low-income students (Jackson, Johnson and Persico, Quarterly Journal of Economics, October 1, 2015).

The SPJ code offers a rule for anyone writing about budgets: “Provide context. Take special care not to misrepresent or oversimplify in promoting, previewing or summarizing a story” (SPJ Code of Ethics, September 6, 2014). The viral post fails that test, and Dec’s question passes it.

? **Stop and think.** What would Dec need to know to show that the curtain belongs in the building repairs line?

Sources

Real source | National Center for Education Statistics | May 2024
Public School Revenue Sources (Condition of Education)

Real source | National Center for Education Statistics | March 2026
Revenue sources for public schools by state, 2022–23 (Digest table 235.20)

Real source | NPR | April 18, 2016
Why America's Schools Have A Money Problem

Real source | Chalkbeat | September 13, 2023
Schools face a funding cliff. How bad will the fall be?

Real source | Chalkbeat | May 28, 2026
A financial reckoning is hitting America’s public schools

Real source | The Quarterly Journal of Economics (Jackson, Johnson & Persico) | October 1, 2015
The Effects of School Spending on Educational and Economic Outcomes: Evidence from School Finance Reforms

Real source | Society of Professional Journalists (SPJ) | 2014
SPJ Code of Ethics

Look at the evidence

On your own Read each document and write what it shows and what it leaves out. About 8 minutes.

Evidence A | Budget excerpt

The proposed budget for next school year

PROPOSED BUDGET, NEXT SCHOOL YEAR. Total proposed budget: \$48,000,000. Projected enrollment: 3,200 students. Facilities, building repairs (all schools): \$310,000. Note: figures are proposed and may change before the board adopts the budget.

Look closely: Circle the year, the stage and the unit for each number.

What it shows

What it leaves out

Evidence B | Social media post

A post shared Tuesday at 6:10 p.m.

Our district: \$48 MILLION. Westbrook: \$21,000 per student. And they can't fix ONE curtain?? Where is the money going?

Look closely: Which number is a total, and which is per student?

What it shows

What it leaves out

Look at the evidence, continued

Evidence C | Repair quote

The facilities quote for a new curtain

Stage curtain replacement, main auditorium: remove the torn curtain, supply and install a flame-retardant replacement. Total: \$6,800.

Look closely: What does the quote confirm, and who received it?

What it shows

What it leaves out

What is still missing from the evidence?

Notes

Key idea: per-pupil amounts

On your own Read the key idea and the code of ethics, then answer the question in the box. About 12 minutes.

Before you compare two budget numbers, check three labels: the year, the stage and the unit. An **expenditure** is money that a government or an organization spends. A proposed budget is a plan for expenditures. An adopted budget is the plan the board approves. Actual spending is what the district really spent. The \$48 million is a proposed total for the whole district. The Westbrook figure is an amount per student.

A **per-pupil amount** is a total divided by the number of students, so that districts of different sizes can be compared. Dec's district proposes \$48,000,000 for a projected 3,200 students. That works out to \$15,000 per student. The comparison is still not complete, because Westbrook's budget year and stage are unknown. A per-pupil figure also cannot show whether either district has enough for its students' needs.

Revenue is money that comes into a government or an organization, such as taxes and grants. The National Center for Education Statistics (NCES) reports that public schools get revenue from federal, state and local sources. The mix differs from state to state. National data like this gives context, but it cannot say what one district spends on a curtain. In most states, an elected local school board adopts the budget within state and federal rules. That is why Dec's question should name one budget line, one need and the board's next chance to hear requests.

Professional standards

Real source | American Society for Public Administration (ASPA)

ASPA Code of Ethics: 5. Fully Inform and Advise

“Provide accurate, honest, comprehensive, and timely information and advice to elected and appointed officials and governing board members”

In plain words: ASPA members agree to give decision-makers, such as school board members, accurate and complete information.

Question: The \$6,800 curtain quote went to the theater advisor. What should the board see to rank that repair?

Professional standards, continued

Your answer

The board needs _____. Then it can _____.

In the news



Real source | NPR | April 18, 2016

Why America's Schools Have A Money Problem

Explains how local property taxes make school budgets very different from one district to the next.



Real source | Chalkbeat | May 28, 2026

A financial reckoning is hitting America's public schools

Big districts are making cuts, showing how a huge budget can still leave little for extras like a stage curtain.

Notes

Sort the evidence

On your own Trace the curtain request from the photo to the vote and fill in each box. About 8 minutes.

Trace the curtain request from the photo to the vote. Who ranks it, who adopts the budget, which rules limit them, and where can students speak?

Fund the \$6,800 curtain replacement next year

Who decides
The elected local school board, which adopts the budget
The facilities office, which ranks repair requests (how is still unknown)

Under which rule
State and federal rules and funding streams set limits on district budgets
Proposed building-repairs line: \$310,000 for all schools

Who lives with it

Your way in

Whose perspective is missing?

Whose view is missing from these documents? What would you ask them?

The view that is missing is _____. I would ask _____.

Practice: choose a response

On your own Choose what the crew should do first, explain why and fix the two marked phrases.
About 5 minutes.

A post compares the district's \$48 million total with Westbrook's \$21,000 per student. Someone reposts it and adds "we get way less." What should the crew do first?

- ☐ **A** Share it. Both figures are in dollars, and the curtain really is torn.
- ☐ **B** Check that both figures use the same year, budget stage and units before comparing them.
- ☐ **C** Divide \$48 million by 3,200 students, and post that the district is underfunded.

Why I chose it

Improve a draft

A student's first draft

Our district has a ① \$48 million budget but our theater curtain is ripped and gross. That's so much money and they can't even fix one curtain? It has been like this since before any of us joined the crew and it keeps getting worse every show. Where is all the money going? Other districts get way more. I saw a post that said so. We deserve better and ② the board needs to explain themselves. We are honestly tired of waiting for this.

Rewrite each marked phrase so it says only what the evidence supports.

Rewrite phrase 1

Rewrite phrase 2

Grades 11–12

Your task

On your own Read the steps and fill in the planner boxes before you start your draft. About 12 minutes.

Write a policy brief on how facilities requests should be prioritized in a district budget.

Use: Case sources plus a teacher-selected district capital-planning document.

You'll make: Policy brief, 450–550 words

Time: 60 minutes

- 1 Reread Evidence A and C. Note the \$310,000 line and the \$6,800 quote.
- 2 Write one sentence each defining equity and adequacy for facilities.
- 3 Draft three criteria for ranking repair requests.
- 4 Test your criteria on the curtain request. Record where it would rank.
- 5 Draft the criteria and trade-offs sections on the Your draft page.
- 6 Finish the brief, 450 to 550 words, on lined paper or in the online workspace.
- 7 Name one request that would lose under your criteria.



Prefer typing? Scan to open the online workspace.

Equity and adequacy

Equity asks _____. Adequacy asks _____.

Three criteria for ranking requests

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

On your own Write your draft in the boxes, using your planner from the page before. About 30 minutes.

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This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has rounded corners and a thin black border around the edges.

Check your work

On your own Answer the Check your work questions, mark your level in each rubric row and write one change you made. About 8 minutes.

Does your brief explain federal, state and local roles accurately?	☐ Yes	☐ No
Does it use equity and adequacy correctly?	☐ Yes	☐ No
Does it propose clear criteria and test them on the curtain?	☐ Yes	☐ No
Does it name a trade-off of your own criteria?	☐ Yes	☐ No

How your work is scored

Mark one box in each row.

Skill	Beginning	Developing	Proficient	Advanced
Evidence	☐ Uses an unlabeled total.	☐ Uses a figure without year or stage.	☐ Labels year, stage and line and cites the need.	☐ Adds a repair quote and notes what the figures can't show.
Reasoning	☐ Assumes waste or theft.	☐ Compares mismatched numbers.	☐ Links the need to a specific budget line.	☐ Explains process questions: ranking, timing, decision-maker.
Audience & purpose	☐ Accuses the board.	☐ Complains without a request.	☐ Asks a question the board can answer.	☐ Asks a question and offers a concrete way for students to contribute.

Skill	Beginning	Developing	Proficient	Advanced
Revision	☐ No change.	☐ Removes insults only.	☐ Adds labels and a specific line.	☐ Explains how each change makes an answer more likely.

I changed ___ because ____.

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Questions to discuss

On your own Write a short answer to each question, then complete the sentence frames. About 10 minutes.

1 What could make spending rise without the service getting better?

2 Dec wants to ask the board himself. Why might it matter who brings the question?

3 What else would you want to know before saying one district gets less than another?

My take

My claim: ____.

The best evidence is ____, because ____.

I would change my mind if ____.

Notes

Talk about this case at home

Case 18: Why is the theater curtain still falling apart?

In this case, a group of friends reads a school district budget to find out why a torn theater curtain has not been fixed. Your student checked what the numbers mean and wrote a clear question for the school board.

Questions to talk about

- 1 Where do you think a school's money comes from?
- 2 Why can it be misleading to compare a total with an amount per person?
- 3 Who would you ask if something at school needed fixing?

Nobody needs to share personal stories or private information to talk about this case.



See the case online.