

BEFORE THERE WAS ACKERMAN

Arlene Ackerman was the seventh leader of the Philadelphia School District since 1982. Here is look at her predecessors and their achievements and failures:

Constance "Connie" Clayton

**Superintendent
1982-1993**

Clayton, the first woman and African-American to head the school district, was hired after the Philadelphia Board of Education conducted a national search. The Philly native took over a system mired in academic and financial turmoil. Many observers concluded that she instilled public confidence in the system by providing steady leadership while balancing and living within her budgets.



Theresa Lemme

**Acting Superintendent
1993-1994**

Lemme spent 24 years in the district as a teacher, principal and administrator when the school board picked her to succeed the retiring Clayton. In her acting role, Lemme was not eligible to be considered for the permanent job. She became an assistant superintendent after leaving the post.



David Hornbeck

Superintendent 1994-2000

Hornbeck's signature undertaking, the sweeping Children Achieving reform plan, brought full-day kindergarten, lowered class sizes in the primary grades and more computers and technology to some classrooms. But in crusading to get more state money, Hornbeck labeled state pols racists and threatened to close the schools in protest. That led to a battle with Harrisburg resulting in the creation of the law giving the state the power to take over the district.



Phil Goldsmith

Interim CEO 2000-2001

An attorney, former banker, deputy mayor and *Inquirer* journalist, Goldsmith became the district's first CEO. His brief tenure was rocked by contentious talks between state and city officials over the governance of the district. Goldsmith abruptly resigned in late 2001 after news leaked that the state decided to take over and privatize many services.



Paul Vallas

CEO 2002-2007

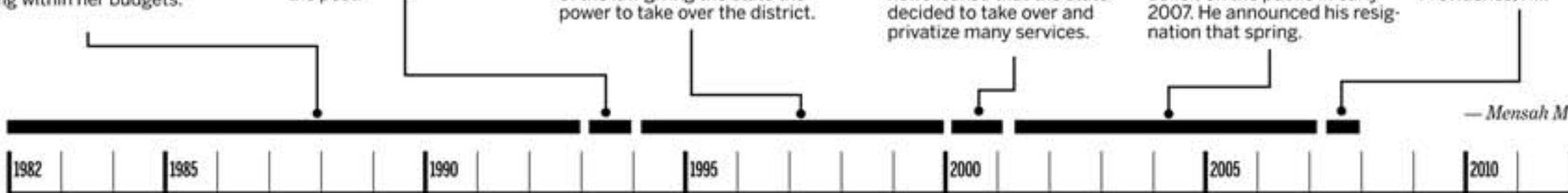
After five years running public schools in his native Chicago and a failed run for Illinois governor, Vallas took the helm of the district with much fanfare and public support. He built new schools, introduced new academic programs and balanced the budget for much of his run. But he sprang a surprise, \$73 million budget deficit on the public in early 2007. He announced his resignation that spring.



Thomas Brady

Interim CEO 2007-2008

Before taking over for Vallas, Brady was the district's chief operating officer. He came to education after a 25-year career in the United States Army, retiring as a colonel. After being bypassed for the fulltime position, he took the superintendent's job in Providence, R.I.



— Mensah M. Dean