

Education Next / Spring 2020

Building on Shaky Ground Reforming a divided school system in Los Angeles by Susan Bush-Mecenas and Julie A. Marsh

References

- Blume, H. & Kohli, S. (2019, April 19). Teachers union and Eli Broad—usually foes—unite behind parcel tax for L.A. schools. *Los Angeles Times*, Retrieved from <https://www.latimes.com/local/lanow/la-me-edu-laUSD-parcel-tax-unites-foes-20190419-story.html>
- Blume, H. & Poston, B. (2017, May 21). How L.A.'s school board election became the most expensive in U.S. history. *Los Angeles Times*, Retrieved from <https://www.latimes.com/local/la-me-edu-school-election-money-20170521-htmlstory.html??dssReturn=true>
- Abdollah, T. (2012, June 12). Judge: LA Unified must include student performance data in teacher evaluations. *KPCC*, Retrieved from <https://www.scpr.org/blogs/education/2012/06/12/6587/draft-l-unified-must-include-student-performance-t/>
- ACLU (2017, September 13). Settlement reached with LAUSD to deliver \$150 million in new services for high need students. *ACLU of Southern California*, Retrieved from <https://www.aclusocal.org/en/coco-laUSD>
- ACLU (2014, April 8). BREAKING: Settlement of Reed lawsuit delivers for students at 37 struggling L.A. schools. *ACLU of Southern California*, Retrieved from <https://www.aclusocal.org/en/press-releases/breaking-settlement-reed-lawsuit-delivers-students-37-struggling-la-schools>
- Aron, H. (2012, August 24). Furious Debate Over “Pupil Progress.” *LA School Report*, <http://laschoolreport.com/whats-going-on-with-ab-5/>
- Aron, H. (2011, November 17). Outing lemon teachers at LAUSD. *LA Weekly*, Retrieved from <https://www.laweekly.com/news/outing-lemon-teachers-at-laUSD-2172973>
- Atchison, D., Levin, J., & Brodziak de los Reyes, I. (2018). *Study of spending in public charter and traditional schools in California*. Washington, D.C.: American Institutes of Research.
- Baumgartner, F. R. & Jones, B. D. (1993). *Agendas and Instability in American Politics*. Chicago: The University of Chicago Press.
- Bell, C. A., Jones, N. D., Qi, Y., & Lewis, J. M. (2018). Strategies for assessing classroom teaching: Examining administrator thinking as validity evidence. *Educational Assessment*, 23(4), 229–249.
- Bergman, P., & Hill, M. J. (2018). The effects of making performance information public: Regression discontinuity evidence from Los Angeles teachers. *Economics of Education Review*, 66, 104–113.

- Blume, H. (2019, February 19). Under pressure, LAUSD releases confidential contracts for reform consultants. *Los Angeles Times*, Retrieved from <https://www.latimes.com/local/education/la-me-edu-laUSD-releases-secret-contracts-20190218-story.html>
- Bulkley, K. (2010). Introduction—Portfolio management models in urban school reform. *Between public and private: Politics, governance, and the new portfolio models for urban school reform*, 3–26.
- Bush-Mecenas, S. C., Marsh, J. A., & Strunk, K. O. (2018). Guiding principals: Middle-manager coaching and human capital reform. Paper presented at AEFPP annual meeting, Portland, Oregon.
- Calefati, J. (2018, June 4). Why L.A. Unified may face financial crisis even with a giant surplus this year. *Los Angeles Times*, Retrieved from <https://www.latimes.com/local/lanow/la-me-edu-los-angeles-unified-budget-woes-20180604-story.html>
- California Education Code 44662.
- Campbell, C., Heyward, G., Gross, B. & Lake, R. (2017). Stepping up: How are American cities delivering on the promise of public school choice? *Center on Reinventing Public Education*.
- Caputo-Pearl, A. (2019, January 6). Why Los Angeles teachers may have to strike. [Opinion Editorial]. *Los Angeles Times*, Retrieved from <https://www.latimes.com/opinion/op-ed/la-oe-caputo-pearl-teachers-strike-20190106-story.html>
- Castillo, G. A. (2011, September 1). Los Angeles school board approves ‘two-tier’ system in PSC reform. *Eastern Group Publications*, Retrieved from <http://egpnews.com/2011/09/los-angeles-school-board-approves-‘two-tier’-system-in-psc-reform/>
- CDE (2019, April 12). Proposition 39 and charter schools. *California Department of Education*, Retrieved from <https://www.cde.ca.gov/sp/ch/proposition39.asp>
- Chang, S. (2016). Towards moderate teacher tenure reform in California: An efficiency-effectiveness framework and the legacy of Vergara. *Calif. L. Rev.*, 104, 1503.
- Charles, C. Z. (2006). *Won't you be my neighbor: Race, class, and residence in Los Angeles*. Russell Sage Foundation.
- Flores Aguilar, Y. (2009, March 25). Public School Choice: A new way at LAUSD. Motions/resolutions presented to the Los Angeles City Board of Education for consideration. Retrieved from <http://laschoolboard.org/>
- Frankenberg, E., Siegel-Hawley, G., & Wang, J. (2010). Choice without equity: Charter school segregation and the need for civil rights standards. *Civil Rights Project/Proyecto Derechos Civiles*.
- Frey, S. (2013a, April 17). Bill restricting ‘willful defiance’ for suspending students moves ahead. *Ed Source*, Retrieved from <https://edsources.org/2013/bill-restricting-willful-defiance-for-suspending-students-moves-ahead/30522>

- Frey, S. (2013b, May 15). LAUSD will no longer suspend students for ‘willful defiance.’ *Ed Source*, Retrieved from <https://edsources.org/2013/lausd-schools-can-no-longer-suspend-students-for-willful-defiance/32152>
- Guzman-Lopez, A. (2015, April 21). LAUSD board approves teacher deal but projects \$559M deficit. *KPCC*, Retrieved from <https://www.scpr.org/news/2015/04/21/51179/lausd-board-approves-teacher-deal-but-projects-559/>
- Hahnel, C., & Jackson, O. (2012). Learning denied: The case for equitable access to effective teaching in California’s largest school district. K–12 Policy. *Education Trust-West*.
- Hashim, A. K., Strunk, K. O., & Marsh, J. A. (2018). The new school advantage? Examining the effects of strategic new school openings on student achievement. *Economics of Education Review*, 62, 254–266.
- Hashim, A. K., Strunk, K. O., & Dhaliwal, T. K. (2018). Justice for all? Suspension bans and restorative justice programs in the Los Angeles Unified School District. *Peabody Journal of Education*, 93(2), 174–189.
- Hashim, A., Bush-Mecenas, S. C., Strunk, K. O., & Marsh, J. A. (2019). Inside the black box of school autonomy: How diverse school providers use autonomy for school improvement. [Working Paper No. 236] National Center for the Study of Privatization in Education, Teachers College, Columbia.
- Henig, J. R., Jacobsen, R., & Reckhow, S. (2019). *Outside money in local school board elections: The nationalization of education politics*. CITY: Harvard Education Press.
- Johnson, A. (2018). LAUSD is on precarious fiscal footing. It needs to give major reform a chance. [Letter to the Editor] *Los Angeles Times*, Retrieved from <https://www.latimes.com/opinion/readersreact/la-ol-le-lausd-networks-reform-20181108-story.html>
- Kerchner, C. T. (2011). The third chair at the bargaining table in Los Angeles. *Ed Source*, Retrieved from <https://edsources.org/2011/the-third-chair-at-the-bargaining-table-in-los-angeles/10456>
- Kerchner, C. T., Menefee-Libey, D. J., Mulfinger, L. S., & Clayton, S. E. (2008). *Learning from LA*. Cambridge, Massachusetts: Harvard Education Press.
- Knight, D. S., & Strunk, K. O. (2016). Who bears the costs of district funding cuts? Reducing inequality in the distribution of teacher layoffs. *Educational Researcher*, 45(7), 395–406.
- Koedel, C., & Gassmann, G. E. (2018). *Getting down to facts II: Pensions and California public schools*. Stanford, California: Policy Analysis for California Education.
- Kohli, S. (2018, April 10). School board approves a new formula for funding high-need schools. *Los Angeles Times*, Retrieved from <https://www.latimes.com/local/education/la-me-edu-lausd-meeting-20180410-story.html>
- Lake, R. J. & Hill, P. T. (2009), Performance management in portfolio school districts. Seattle, Washington: University of Washington Bothell, Center on Reinventing Public Education. Retrieved from www.crpe.org/cs/crpe/download/csr_files/pub_dscr_portfperf_aug09.pdf

- LAUSD (2017). Superintendent's final budget: Enrollment trends and projections. *Los Angeles Unified School District Charter Schools Division*, Retrieved from https://achieve.lausd.net/cms/lib/CA01000043/Centricity/Domain/123/13_Enrollment%20Trends%20and%20Projections%202017-18%2006-05-2017.pdf
- LAUSD (2018). Charter schools directory. *Los Angeles Unified School District Charter Schools Division*, Retrieved from <https://ca01000043.schoolwires.net/site/Default.aspx?PageID=1827>
- Makkonen, R. (2013). Exploring the reliability and validity of pilot teacher ratings in a large California school district. *UC Berkeley Electronic Theses and Dissertations*, Retrieved from <https://escholarship.org/uc/item/0b63n98b>
- Marsh, J. A. (2016). The political dynamics of district reform: The form and fate of the Los Angeles Public School Choice Initiative. *Teachers College Record*, 118(9), n9.
- Marsh, J. A., Strunk, K. O., Bush-Mecenas, S. C., & Huguet, A. (2015). Democratic engagement in district reform: The evolving role of parents in the Los Angeles Public School Choice Initiative. [Politics of Education Yearbook], *Educational Policy*, 29(1), pp. 51–84.
- Marsh, J. A., Allbright, T. N., Brown, D., Bulkley, K. E., Strunk, K. O., & Harris, D. N. (2018). The process and politics of educational governance change in New Orleans, Los Angeles, and Denver. Paper presented at the annual meeting of the American Educational Research Association (AERA), New York City.
- Nitta, K. A., Wrobel, S. L., Howard, J. Y., & Jimmerson-Eddings, E. (2009). Leading change of a school district reorganization. *Public Performance & Management Review*, 32 (3), 463–488.
- Orfield, G. & Ee, J. (2014). Segregating California's future: Inequality and its alternative 60 years after *Brown v. Board of Education*. Los Angeles, California: UCLA/The Civil Rights Project.
- Pope, N. G. (2019). The effect of teacher ratings on teacher performance. *Journal of Public Economics*, 172, 84–110.
- Potochnik, T. & Romans, A. N. (2015). *Collaborating for equity: A scan of the Los Angeles educational ecosystem: Summary*. Providence, Rhode Island: Annenberg Institute for School Reform, Brown University. Available online at <http://www.annenberginstitute.org/publications>.
- Qi, Y., Bell, C. A., Jones, N. D., Lewis, J. M., Witherspoon, M. W., & Redash, A. (2018). Administrators' uses of teacher observation protocol in different rating contexts. *ETS Research Report Series*, 2018(1), 1–19.
- Reckhow, S. (2012). *Follow the money: How foundation dollars change public school politics*. Oxford University Press.
- Romero, D. (2010, September 30). Teacher Rigoberto Ruelas, whose suicide UTLA blames on mediocre scores in L.A. Times, got glowing reviews from bosses; Discrepancies over tragedy's cause grow. *LA Weekly*, Retrieved from <https://www.laweekly.com/news/teacher-rigoberto-ruelas-whose-suicide-utla-blames-on->

mediocre-scores-in-la-times-got-glowing-reviews-from-bosses-discrepancies-over-tragedys-cause-grow-2391637

- Romo, V. (2015, March 2). State labor board sets dates to meet with LA Unified, teachers union. *LA School Report*, Retrieved from <http://laschoolreport.com/state-labor-board-sets-dates-to-meet-with-la-unified-teachers-union-lausd/>
- Scott, J. (2009). The politics of venture philanthropy in charter school policy and advocacy. *Educational Policy*, 23(1), 106–136.
- Song, J. & Blume, H. (2009, August 25). Villaraigosa joins rally in support of schools resolution. *Los Angeles Times*, Retrieved from <https://latimesblogs.latimes.com/lanow/2009/08/villaraigosa-joins-rally-in-support-of-schools-resolution.html>
- Stecher, B. M., Holtzman, D. J., Garet, M. S., Hamilton, L. S., Engberg, J., et al. (2018). Improving teaching effectiveness final report: The intensive partnerships for effective teaching through 2015–2016. Santa Monica, California: RAND Corporation.
- Stokes, K. (2016, June 7) Remember when teacher evaluations were the subject of controversy in LA Unified? Not anymore. *KPCC*, Retrieved from <https://www.scpr.org/news/2016/06/07/61388/remember-when-teacher-evaluations-were-the-subject/>
- Stokes, K. (2018, July 3) LA’s schools are segregated. LAUSD says there’s only so much they can do. *LAist*, Retrieved from https://laist.com/2018/07/03/las_schools_are_segregated_lausd_says_theres_only_so_much_they_can_do_about_it.php?_ga=2.72999703.502194028.1555452897-369920458.1554437022
- Strunk, K. O., Goldhaber, D., Knight, D. S., & Brown, N. (2015). Are hidden costs associated with conducting layoffs? The impact of RIFs and layoffs on teacher effectiveness. [Working Paper 140]. Washington, D.C.: American Institutes for Research/The CALDER Center.
- Strunk, K. O., Marsh, J. A., Hashim, A., Bush-Mecenas, S. C., & Weinstein, T. (2016). The impact of turnaround reform on student achievement: Evidence and insights from the Los Angeles Unified School District. *Education Finance and Policy*, 11(3), 251–282.
- Strunk, K. O., Weinstein, T. L., Makkonen, R. (2014). Sorting out the signal: Do multiple measures of teachers’ effectiveness provide consistent information to teachers and principals? *Education Policy Analysis Archives*, 22, 100.
- Strunk, K. O., Weinstein, T., Makkonen, R., & Furedi, D. (2012). Lessons learned. *Phi Delta Kappan*, 94(3), 47–51.
- Swaak, T. (2019, January 11). LAUSD could lose control of its finances if it agrees to a teachers contract that depletes reserves, county warns. *LA School Report*, Retrieved from <http://laschoolreport.com/lausd-could-lose-control-of-its-finances-if-it-agrees-to-a-teachers-contract-that-depletes-reserves-county-warns/>
- Swaak, T. & Romero, E. F. (2019, January 29). After thousands rally for charter schools, LAUSD board votes for a moratorium. *LA School Report*, Retrieved from

<http://laschoolreport.com/after-thousands-rally-for-charter-schools-laUSD-board-votes-for-a-moratorium/>

- U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, National Assessment of Educational Progress (NAEP) (2017). NAEP TUDA 2003–2017 Mathematics and English Language Arts Assessment Performance for LAUSD.
- Welner, K., Scott, J., & Trujillo, T. (2018). Charter schools and competition-based reform: Lessons and recommendations for LAUSD. In *We choose ALL: Building a System of Excellent Public Education* research and policy brief. Los Angeles: UNITE LA and UCLA IDEA.
- Wong, A. (2019, January 14). The unique racial dynamics of the L.A. teachers' strike: The city's public-school teachers are predominantly people of color—and a plurality of them are Latino, like most of the students they serve. *The Atlantic*, Retrieved from https://www.theatlantic.com/education/archive/2019/01/why-los-angeles-teachers-are-striking/580360/?fbclid=IwAR2S_583UDI1HtJ5uDoTesB-WBkcOmbXvKdoHNQGLbdlWF2uahxImQmUjY
- Yan, H, (2019, January 14). Los Angeles teachers are on strike, leaving 600,000 students in limbo. *CNN*, Retrieved from <https://www.cnn.com/2019/01/14/us/los-angeles-teachers-strike/inde>