

Budgeting for Student Achievement

A presentation to

The Council for Great City Schools

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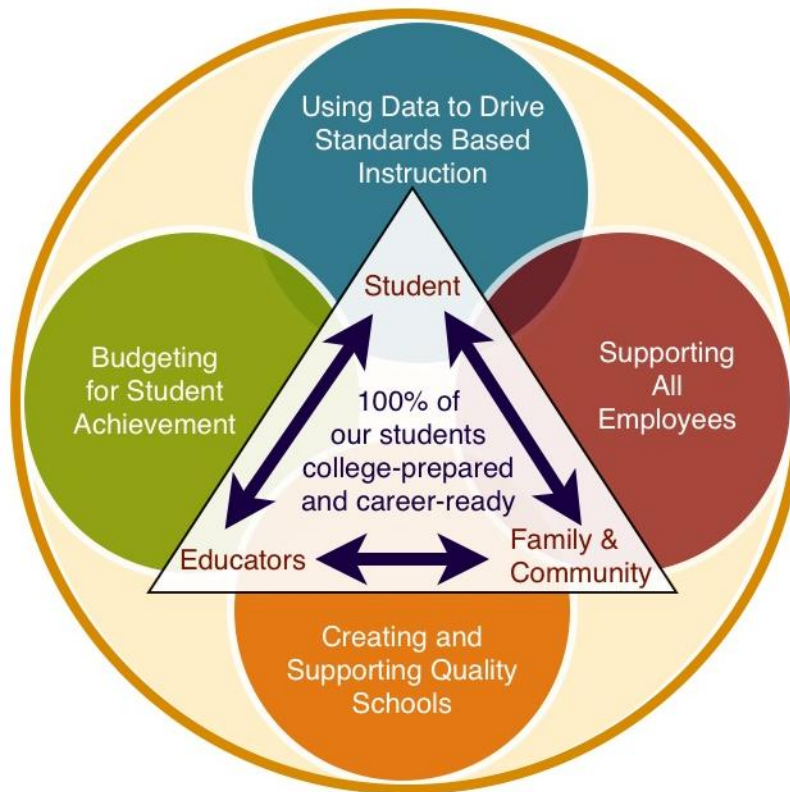
October 21, 2011

Strategies



LAUSD
All Youth Achieving

LAUSD has four core strategies to meet it's goals and ensure all students are college-prepared and career-ready.



Use data to drive standards – based, effective instruction for all students, coupled with support and intervention, when students need extra assistance or accelerated learning.

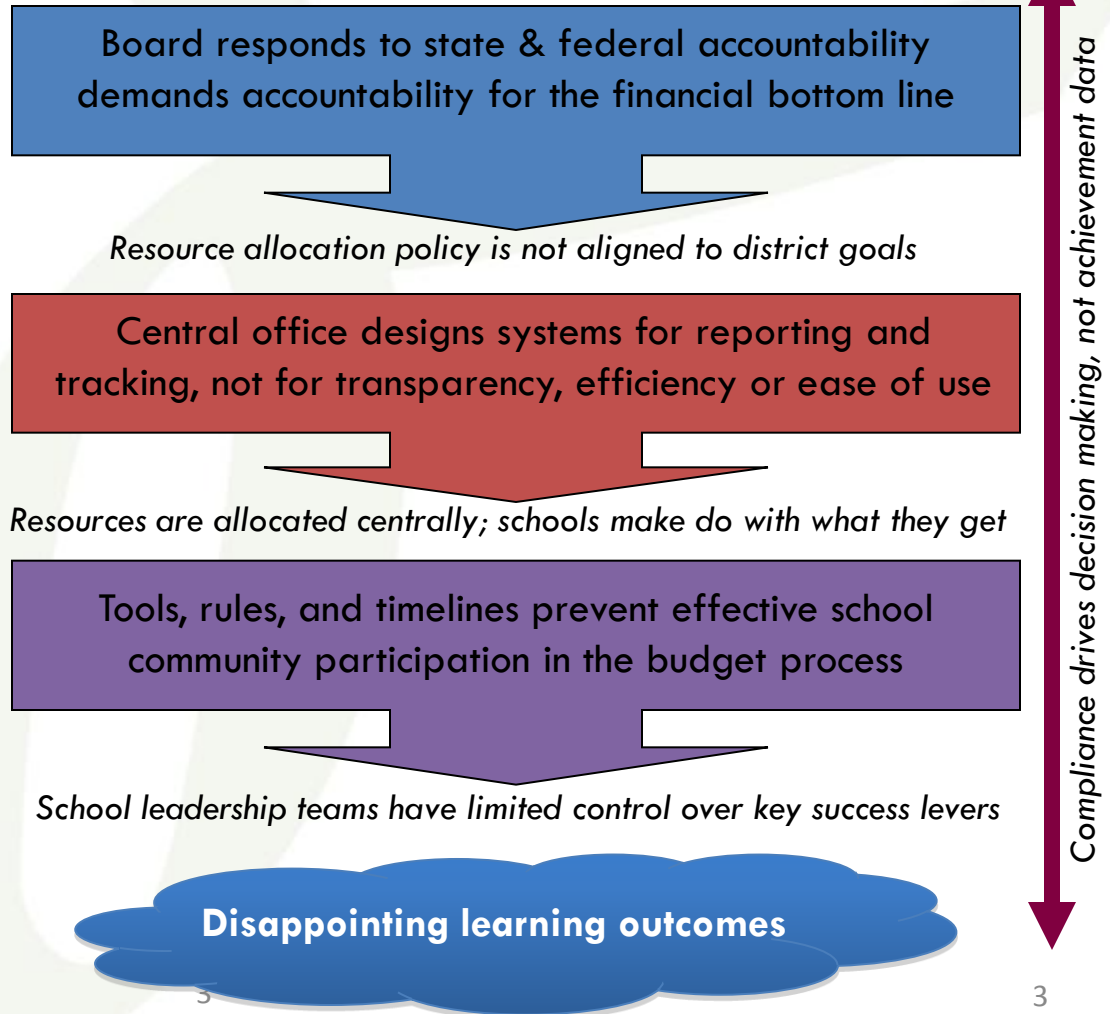
We will make the District budget more transparent, align resources for greater impact and equity, and give schools the ability to target resources to meet their school specific needs, bringing funding and decision-making closer to schools and classrooms.

We are accountable for our students' success. We will use data to personalize the supports that all of our employees need to be efficient and successful, from professional development and training, to creating measurable performance goals.

We will analyze multiple data points to differentiate the service and support we deliver to schools. In addition, we will capture and share best practices across all of our schools regardless of school models.

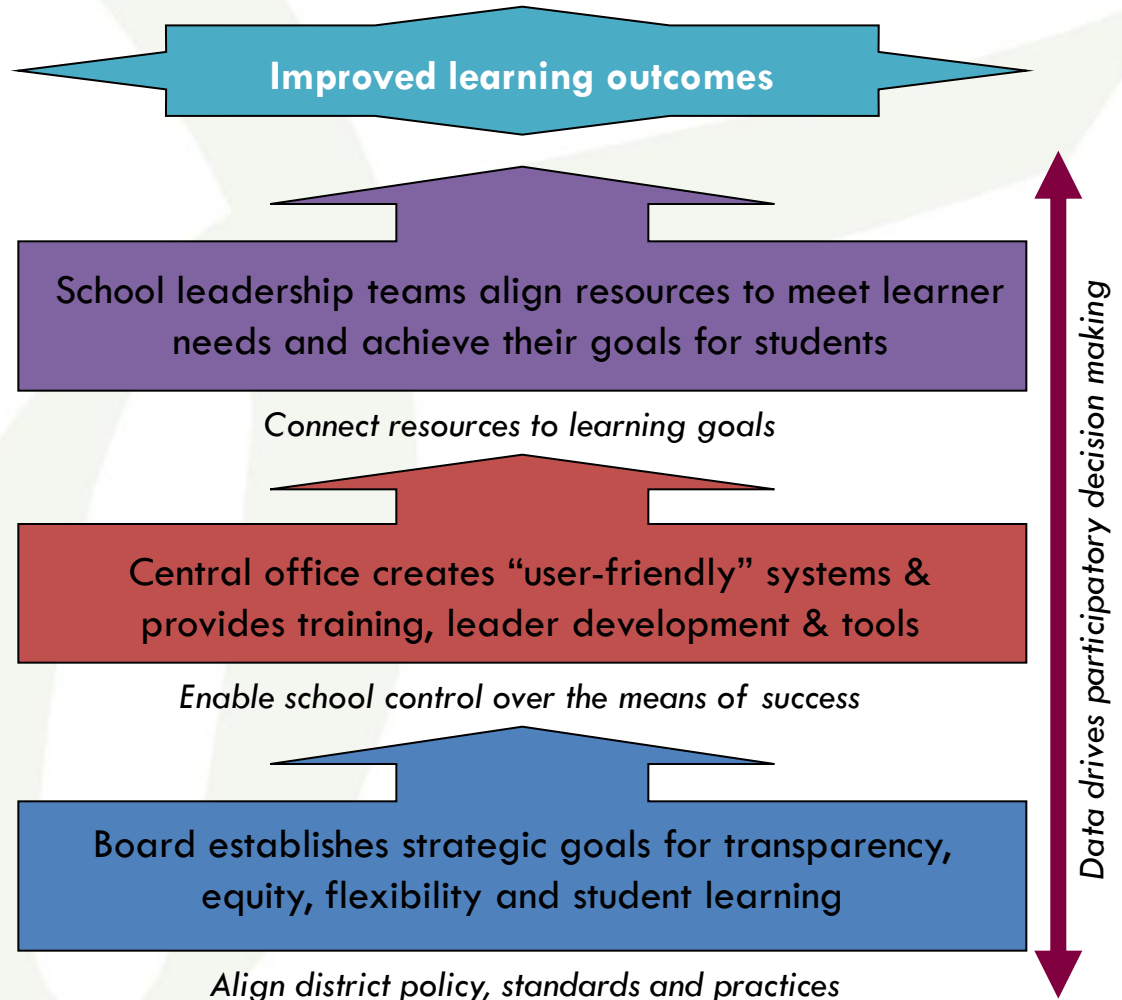
Centralized resource allocation constrains innovation, equity and accountability

By allocating resources to schools centrally we have unintentionally disempowered principals and school communities, and undermined local accountability for learning outcomes



LAUSD explicitly connects resources to goals and to learning outcomes

BSA allocates resources and decision rights to schools and supports them to make tailored, data-driven spending decisions as a key lever for improving student outcomes.



Budgeting for Student Achievement: Why Budget on a Per Pupil Basis?



LAUSD
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Budgeting for
Student
Achievement

Transparency

Build stakeholder understanding of revenue and costs, both district-wide and at the school level.

Flexibility

Give school communities flexibility to make individualized spending decisions that improve student outcomes.

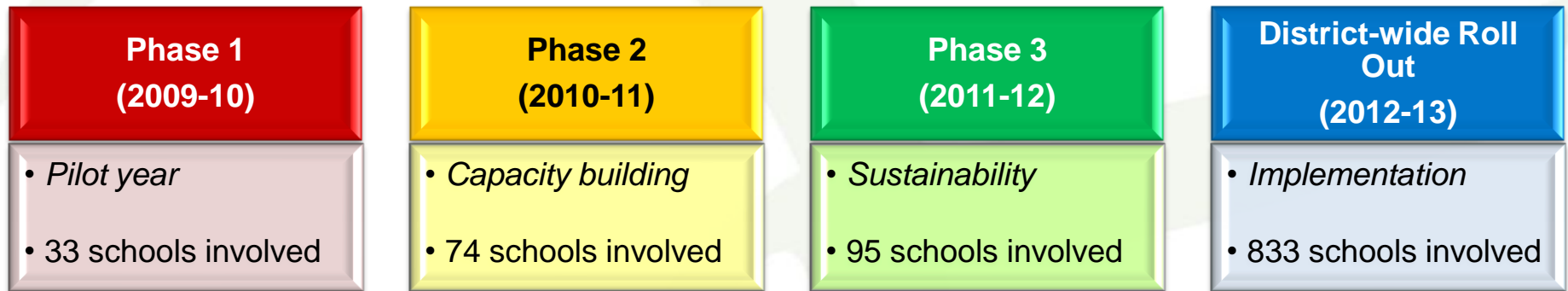
Accountability &
Support

Create structures that support school flexibility and hold schools accountable for results.

Equity

Achieve a funding model that equitably resources schools to meet the needs of all students.

BSA Implementation Timeline



Upcoming trainings

- May-July
 - VISTA Leaders
- August
 - Principals and School Fiscal Specialists
 - VISTA Members
- September-November
 - School Site Councils
 - Parents and community members

Upcoming milestones

- Align practice and policy for LAUSD departments.
- Recommend equity funding policy for Board approval.
- Train all schools on BSA budgeting process.
- Implement communication strategy to stakeholders.
- All schools receive per pupil allocation amounts in order to plan 2012-13 budget.



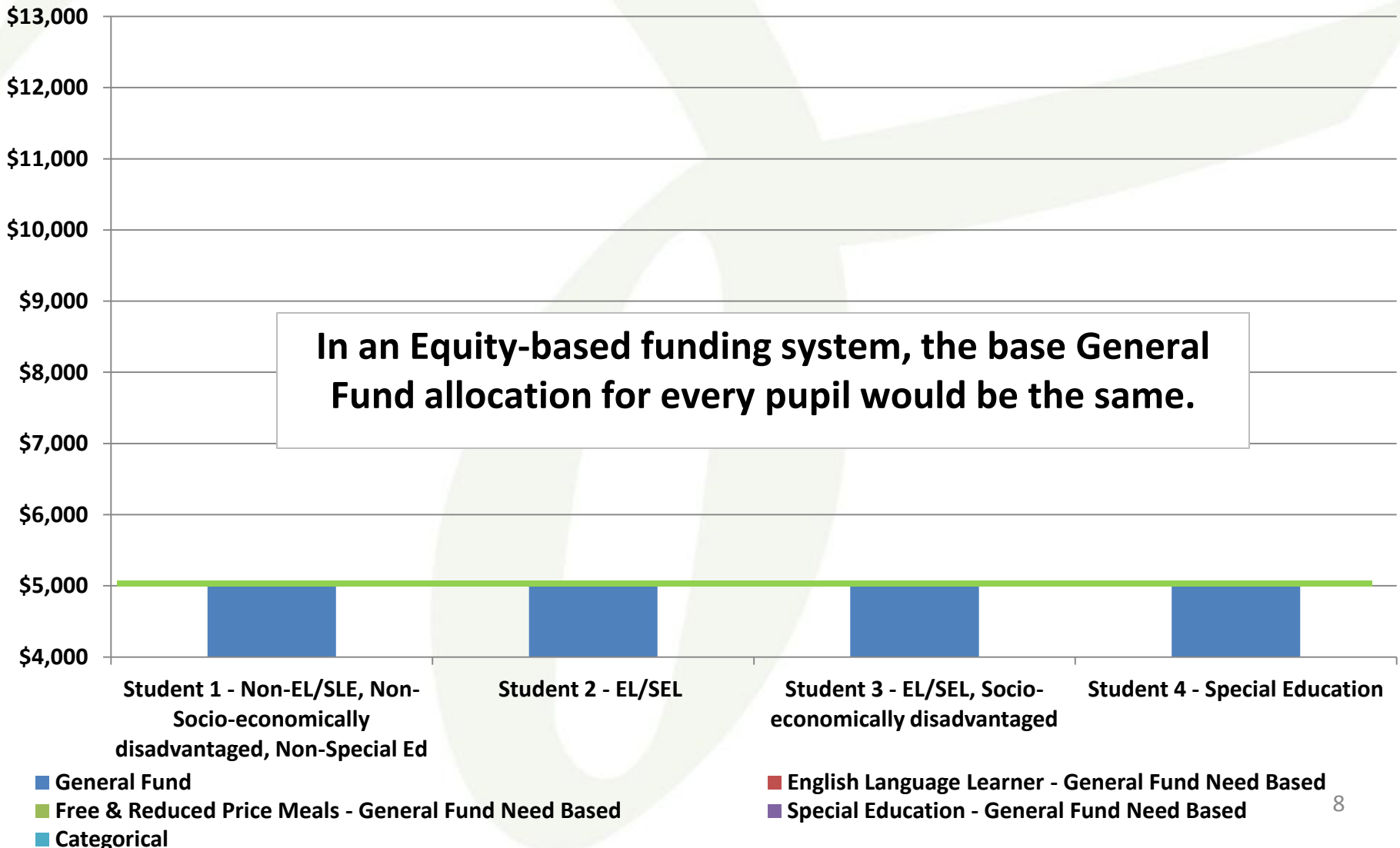
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What does equity mean?

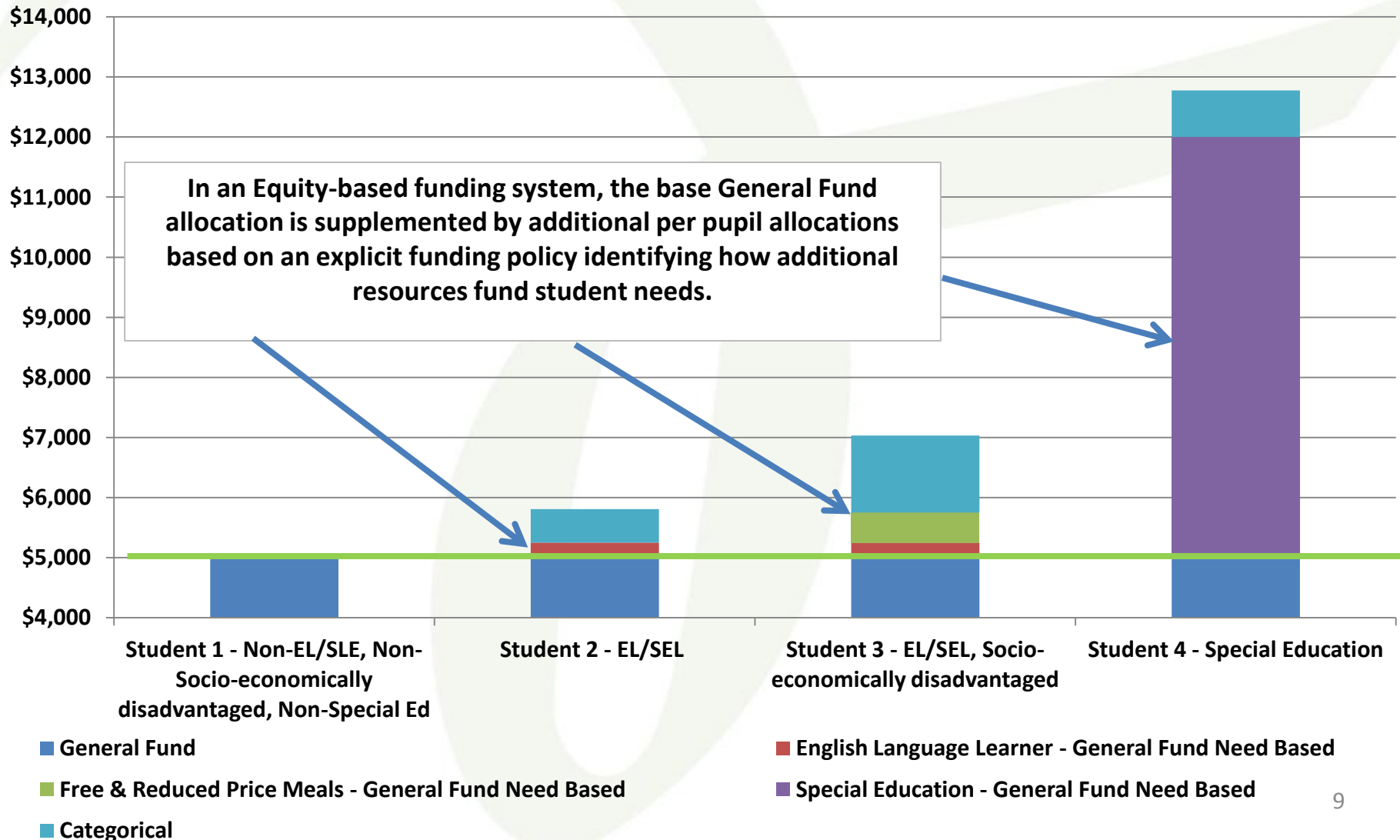
- Equity does NOT mean equal, but rather, the quality of being fair or impartial; fairness
- So, what does that mean when looking at our Budget?
 - General Fund allocations should be fairly distributed, on a per student basis, with those at greatest need receiving appropriate funding.
 - Categorical funds should **supplement** General Fund allocations so that resources are aligned to student need.

What could an equity-based funding allocation look like on a per pupil basis?

In an Equity-based funding system, the base General Fund allocation for every pupil would be the same.

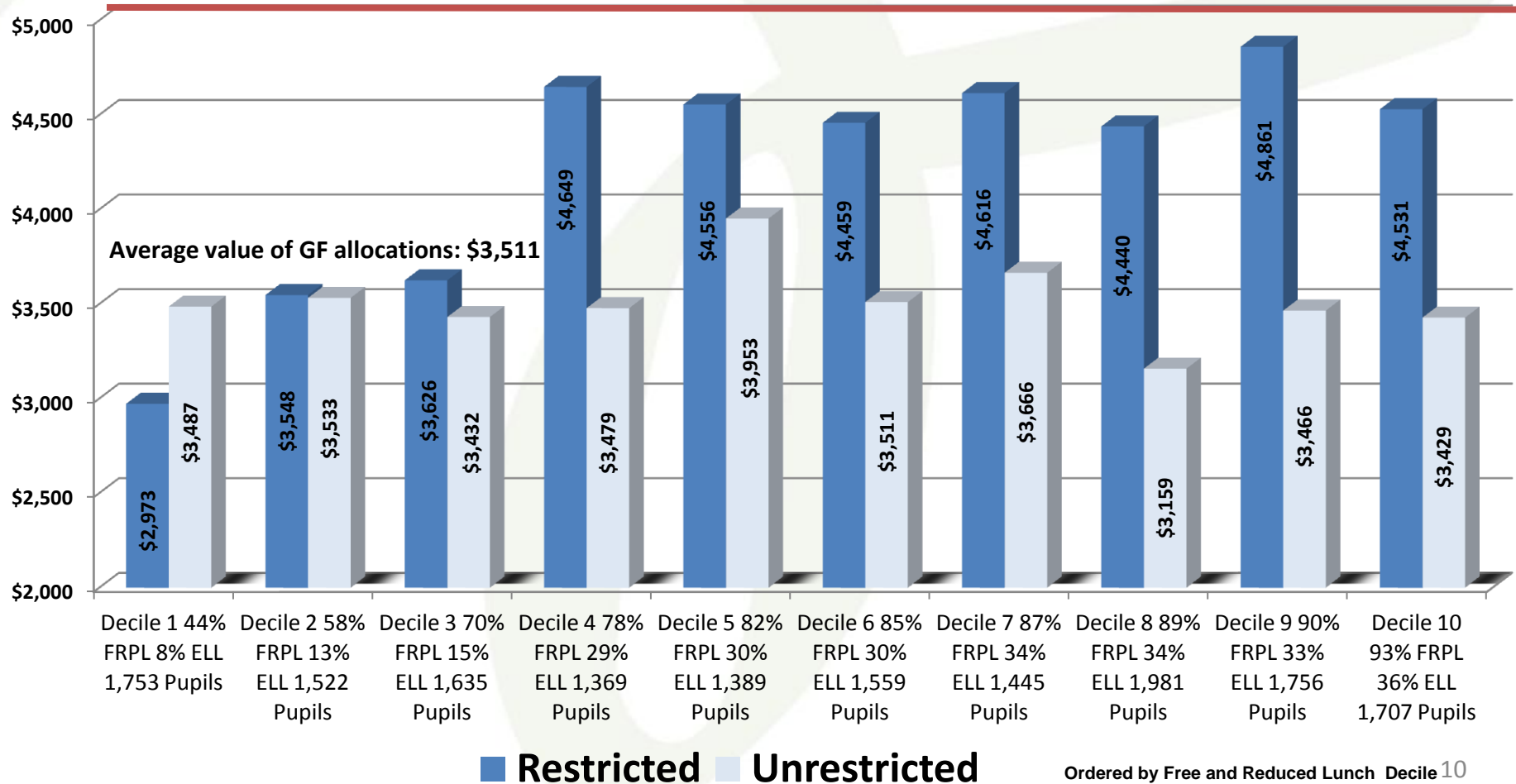


What could an equity-based funding allocation look like on a per pupil basis?



In an equity-based model the General Fund allocation per child should be flat

Average Restricted and Unrestricted Middle School Per-Pupil Expenditures Across Poverty Deciles in 2009-10



Ordered by Free and Reduced Lunch Decile 10
Free and Reduced Lunch%, English Language Learner%

Selected Schools for Comparison based on 09-10 Unrestricted Per-Pupil Expenditures

School name	Enrollment	Free and Reduced Price Lunch (FRL)	Unrestricted Per-Pupil Expenditure	Expenditure Level
Western Avenue Elementary	711	98.3 %	\$3,611	Low
Figueroa Street Elementary	461	97.1%	\$5,132	High
Thomas A. Edison Middle	1,759	92.6%	\$3,061	Low
El Sereno Middle	1,634	90.3%	\$3,981	High
Arleta High	1,969	84.8%	\$3,365	Low
Belmont Senior High	1,345	85.4%	\$4,419	High

Source: Expenditure data provided by LAUSD. Enrollment and Free and Reduced Lunch obtained from the California Department of Education.

Lessons for policymakers

- WSF at a district level is doable and districts are interested in doing it – even in a declining resources environment
 - including LAUSD (second largest in the nation)
 - but also Twin Rivers Unified School District (a highly representative district)



Why do it now?

- The politics may be easier without new money.
- The goals that are achievable now are important:
 - Budget transparency
 - Gives principals control of the conditions for their own success which
 - Facilitates increased accountability



More about why now

- Incentivize development of technology tools for budget development and resource allocation that will allow districts to:
 - Track the connection between poverty and expenditures
 - Begin to think analytically about ROI
 - These tools and processes could both promote greater efficiency and be viable alternatives to a regulatory approach to ensuring equity.



LAUSD is supported by Strategic School Funding for Results (SSFR)

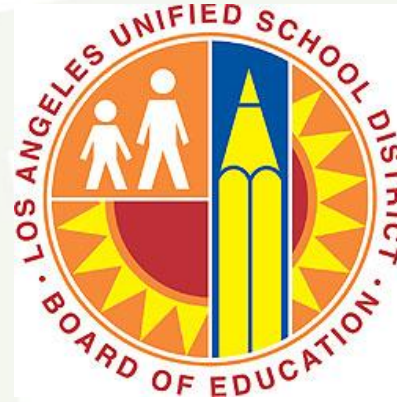
Two Partners



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For more information

- Budgeting for Student Achievement
 - <http://bsa.lausd.net/>
- Strategic School Funding for Results
 - <http://www.schoolfundingforresults.org>
- Pivot Learning Partners
 - http://www.pivotallearningpartners.org/research+development/district_redesign_workshop.html#ssfr
- American Institutes for Research
 - <http://www.air.org/focus-area/education/?id=5>