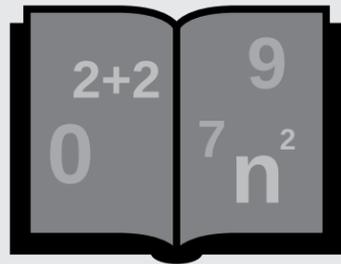


...for a smarter city



We began our work with an ambitious goal: ensure that every child in the city had the kind of quality education that would allow him or her to reach their full potential.

Sometimes the challenges seemed overwhelming. Too many schools in Los Angeles Unified School District (LAUSD) were crowded. Too many struggled with low performance. Parents wanted choices they didn't have. The recession led to endless, grueling budget cuts.

We knew that to meet these challenges we'd have to think smarter.

Our first steps focused on listening and interacting. We met with over 6,000 parents and other stakeholders in seven regional townhall meetings. We held retreats and policy debates. We leveraged our relationships in Sacramento to pass AB 1381, allowing the Mayor to participate in the hiring of the Superintendent and the oversight of three "families of schools." The bill was ultimately overturned by the courts, leading to an effort to elect school board members supportive of reform. With the new reform majority on the School Board, we continued to build new District schools, focused efforts on securing additional revenue and resources, increased the number of high quality district and charter school options, and empowered educators with school-level autonomy while establishing clear systems of accountability.

The loss of AB 1381 also motivated us to be more creative about how we would achieve

our goal to operate some of the schools most in need. An innovative partnership between teachers, parents and the community established a scalable turnaround model, which allowed us to tackle the problems at the city's highest-need schools. When state funding ran low, we raised millions in private donations. We kept a spotlight on the need to improve school quality. We never shied away from trying something new, making hard decisions or using the word "reform."

Are we where we want to be? Not yet, but we're well on the way. More than 160 LAUSD schools have been transformed through aggressive turnaround strategies. Graduation rates have risen from 48% to 64% in four years (66% when using California's graduation formula). The number of LAUSD schools meeting the state standard of 800 on the Academic Performance Index (API) has more than doubled (increasing from 89 to 250 schools). Low scoring schools (650 or below) have been reduced from 1 in 3 to less than 1 in 10. The number of charter schools has tripled, and the number of charter schools scoring above 800 on the API has increased nine-fold. This growth, combined with the proliferation of locally-empowered school models such as teacher-led pilot schools, has resulted in more quality options for parents and their children.

Since its launch, our turnaround model—the Partnership for Los Angeles Schools—has raised overall API scores across 22 schools by 84 points. This past year, the Partnership outpaced every similar size or larger school district in the state in terms of API growth.

PRIORITIZED EDUCATION IN THE MAYOR'S OFFICE

The Mayor has highlighted the urgency of ensuring that all children receive a quality education, focusing relentlessly on the need to deliver results. He established an Office of Education within the Mayor's Office and appointed strong Deputy Mayors, including Ramon Cortines, who later became Superintendent of LAUSD, to direct the work. The Mayor highlighted progress being made, while challenging LAUSD to accelerate reform, so every student graduates from high school both college and career-ready. He has continually advocated for systemic education reforms at the local, state, and federal level, in addition to being a strong critic and friend to the District.

ENSURED STRONG LEADERSHIP AT LAUSD

Since taking office, Mayor Villaraigosa focused on creating a dynamic partnership between LAUSD and City Hall. He worked to elect progressive school board members and partnered with them to develop and adopt strategic initiatives to improve instruction. The Mayor championed the hiring of results-oriented superintendents—Ramon Cortines in 2009 and John Deasy in 2011—to lead the transformation of LAUSD. He then worked closely with both to foster a culture of continuous improvement and excellence for all students.

CULTIVATED AND GALVANIZED GRASSROOTS SUPPORT

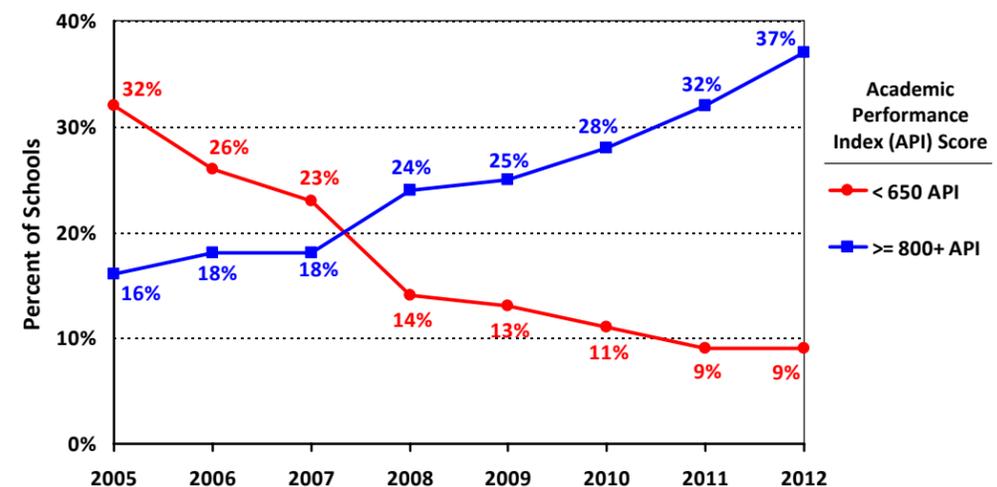
The Mayor's Office of Education forged state and local coalitions to elevate the voices of students, parents, and teachers to influence policy, transform low-performing schools, improve access to quality teaching, and ensure adequate resources for all students. The Reed v. State of California lawsuit has protected 44,000 vulnerable students from disproportionate educator layoffs through the

Great Recession. The Mayor championed a 5,000-person rally for expanded parent choice and the formation of Communities for Los Angeles Student Success (CLASS), a coalition of civil rights, parent and community organizations.

ENGAGED AND EMPOWERED PARENTS

Mayor Villaraigosa continuously advocated for policies and practices that engage parents in school improvement efforts. He supported California's Parent Empowerment Act (Parent Trigger Law), which enables parents to force change at their children's schools. He worked with the Partnership for Los Angeles Schools to create the Parent College, a program that educates parents about their rights and responsibilities in their children's education, along with parent advocacy groups titled Family Action Teams. He also helped establish parent centers on Partnership campuses. Aspects of each of these initiatives were subsequently adopted within LAUSD. The Partnership also designed a "school report card," which provides parents with information on school performance; LAUSD now produces school report cards for every school in the District.

Trends in API Scores for LAUSD Schools: 2005-2012





ESTABLISHED A NONPROFIT TO TURN AROUND THE CITY'S LOWEST PERFORMING SCHOOLS

LAUNCHED THE PARTNERSHIP FOR LOS ANGELES SCHOOLS

In 2007, the Mayor helped broker an agreement with LAUSD that established the Partnership for Los Angeles Schools (Partnership). By engaging the support of over 6,000 teachers, parents, and community members, the Partnership won approval to run 10 of LAUSD's highest need schools. The agreement allowed the Partnership to serve as a laboratory for innovative practices that can be scaled district-wide. The Partnership became the largest school turnaround effort in the nation, with 22 schools serving nearly 16,000 students.

IMPROVED STUDENT ACHIEVEMENT

The Partnership maintained a constant focus on improving academic performance, and its schools made steady gains. Since 2008, the Partnership network increased its score on the state's academic performance measure (API) by 84 points, outpacing gains made by LAUSD and the State. Student proficiency rates on the California Standards Test increased from 17.6 to 27.3 percent in English Language Arts and from 12.1 to 21.8 percent in math. Graduation rates increased from 36 to 50 percent. In 2012, the Partnership was the most improved of any large or medium-sized school district in California.

FOSTERED AND EXPORTED INNOVATION

Family and community engagement

strategies piloted at the Partnership were implemented across the district, including Parent College, a program educating parents on their rights and responsibilities that is now open to all LAUSD parents and Family Action Teams, an advocacy model adopted by LAUSD local districts. Through the Partnership, the Mayor championed per pupil funding, in other words, flexibility for schools to allocate dollars based on need. Additional Partnership strategies expanded district-wide included: Apex, an online system for classroom credit recovery; early identification of gifted students; and school report cards. The Partnership also led the effort to pilot LAUSD's educator effectiveness program and has been on the forefront of combining technology and traditional teaching to meet every student's needs.

ENSURED CONTINUITY OF SCHOOL IMPROVEMENT EFFORTS

Mayor Villaraigosa worked to ensure that the Partnership schools continue to thrive after he left office. Since 2008, he helped raise more than \$72 million in private donations and established ongoing partnerships with 85 organizations to provide resources that help maintain programming and social services at these schools. He also helped facilitate the renewal of the Partnership's Memorandum of Understanding in 2012, ensuring that the organization could continue its important work.



We never shied away from trying something new, making hard decisions or using the word "reform."

INCREASED ACCESS TO HIGH QUALITY SCHOOLS

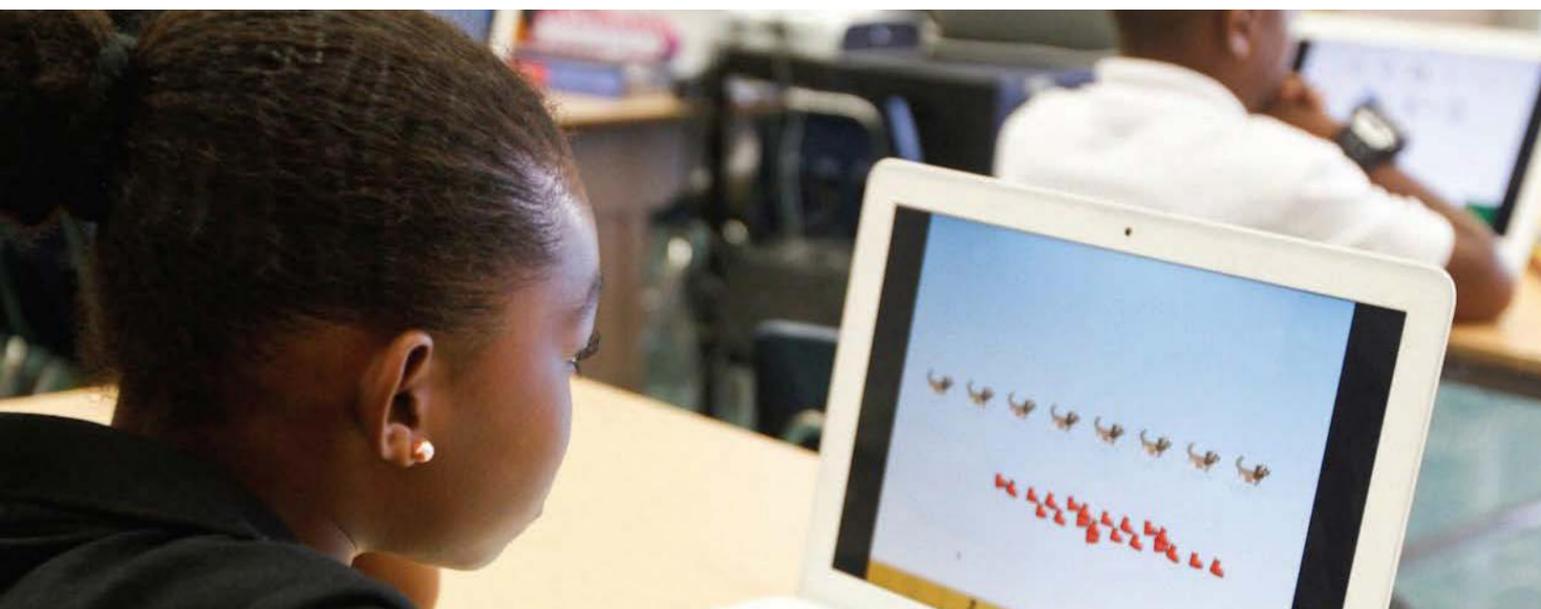
EXPANDED EDUCATOR AUTONOMY WHILE ALSO RAISING STANDARDS

Operating under the conviction that educators must be empowered with the flexibility to innovate while also being held accountable for results, Mayor Villaraigosa championed policies that expanded local autonomy while also raising standards. This includes the 2011 LAUSD-UTLA agreement that permitted unlimited expansion of teacher-designed schools with charter-like flexibilities. He demanded that the LAUSD improve schools and increase choices for parents. The district employed multiple strategies

to transform failing schools over the past five years: 125 schools underwent aggressive improvement efforts through LAUSD's Public School Choice Initiative, nine schools were restructured through No Child Left Behind authority, and most recently, California's Parent Empowerment Act was the catalyst for turnaround efforts at two LAUSD schools. The Mayor also supported the growth of quality charter schools while calling for the closure of low performing schools. Since 2005, the number of charter schools within LAUSD tripled, while the number of high-performing charter schools (800+ API) increased nine-fold.

"Mayor Villaraigosa's leadership on transforming how local government partners with school districts and non-profits to challenge the status quo has resonated beyond Los Angeles."

*- Arne Duncan,
U.S. Secretary of
Education*





ELIMINATED OVERCROWDING IN SCHOOLS

During his time in the State Assembly and the Mayor's Office, Mayor Villaraigosa chaired or co-chaired every facilities bond initiative passed, generating nearly \$20 billion for school construction and modernization projects. Beginning with the leadership of Superintendent Roy Romer, the Mayor supported the construction of 129 new schools in the LAUSD. The additional classroom space provided by the new schools ended involuntary busing and overcrowding and enabled 224 of 227 schools to resume a two-semester schedule, thus gaining up to 17 instruction days. Facilities bonds also provided funding for modernization projects such as upgraded libraries and parent centers, as well as athletic fields and technology infrastructure.

FOUGHT FOR STATE AND FEDERAL EDUCATION POLICY REFORMS

At the state level, the Mayor supported bills such as the Parent Empowerment Act, which enables parents to demand change at their children's failing schools, and the Open Enrollment Act, which authorizes parents of students at low-achieving schools to enroll them in schools outside of their home district. Nationally, he advocated for local empowerment by pushing the Department of Education to open Race to the Top and No Child Left Behind to districts. As President of the US Conference of Mayors, he garnered national mayoral support for reforms like educator evaluations that incorporate student growth measures.

"Mayor Villaraigosa has used every tool at his disposal to do what is right for kids."

- Elise Buik, President, United Way of Greater Los Angeles

SECURED RESOURCES FOR SCHOOLS

LINKING CITY AND COUNTY SERVICES

The Mayor helped bring City and County resources to schools through myriad agreements and partnerships, including: \$13 million in annual funding for the City's YouthSource centers which colocate and co-fund LAUSD pupil services staff with 13 non-profits all focused on student drop-out recovery; partnering with LAUSD on an annual Student Recovery Day; 22 joint-use agreements with LAUSD that transform public spaces into shared community hubs; and helping to secure the resources for the Boyle Heights Technology Youth Center, which provides career training and after-school programs to students and the community. We forged a partnership with the Los Angeles Chamber of Commerce and other local agencies and non-profits to launch Hire LA, which since 2005 has placed over 76,000 youth in paid summer jobs; helped LA's BEST, an afterschool program established by Mayor Tom Bradley, to increase dramatically in size; and partnered with the MTA to provide students with free transportation for field trips.

ENCOURAGED INVESTMENT IN L.A. SCHOOLS

By focusing on results and placing a spotlight on the district's progress, Mayor Villaraigosa helped promote investment in L.A.'s public schools. His advocacy on LAUSD's behalf helped secure more than \$55 million in state funding through efforts such as the Quality Education Improvement Act, and more than \$153 million in federal funding through awards such as the Investment in Innovation, School Improvement, and Teacher Incentive Fund grants. He also secured philanthropic investments through the recently launched Los Angeles Fund for Public Education.

BY THE NUMBERS

- Doubled the Number of High-Performing Schools (800 API or More)
- Low Scoring Schools (650 API or Below) Reduced From 1 in 3 to 1 in 10
- Number of Charter Schools Has Tripled
- Nine-fold Increase of Charters at 800+ API Levels
- Graduation Rates From 48% to 64%

