



## Los Angeles Unified School District | California

### SUMMARY

The Los Angeles Unified School District (LAUSD) is the nation’s second-largest public school district. Within the district, 295 schools are eligible for TIF, over half of which have student poverty rates of 100 percent. LAUSD aims to select 40 of the best equipped schools to implement a differentiated career ladder structure for educators. LAUSD has already created an instructional observation instrument and a model to measure student growth, and it intends to generate summative evaluation ratings and measure student growth for all educators by school year (SY) 2014–15.

### PROGRAM GOALS AND EVALUATION

LAUSD established four key project objectives for its TIF initiative and established outcome measures for each objective: (1) refine, scale, and sustain a local education agency (LEA)-wide multiple measure evaluation system that includes student growth; (2) implement a performance-based compensation system (PBCS) that increases the number of effective educators in high-need schools; (3) develop and sustain a human capital management system (HCMS) that bases key decisions on educator effectiveness data; and (4) provide timely, high-quality professional development opportunities that align to educators’ individual growth needs. To assess these goals, LAUSD has contracted with a local evaluator. The evaluation will use a mixed-methods approach that uses both qualitative and quantitative data sources, including project documentation, observations of project activities, personnel data (e.g., educator effectiveness, turnover, and retention data), student and school performance data, relevant data from Stakeholder Feedback Surveys, and findings from surveys, interviews, and focus groups.

**State:** California

**Location:** Los Angeles

**Award amount:** \$49,201,628

**TIF Cohort:** 4

**STEM Grantee:** No

**Number of districts participating:** 1

**Number of schools participating:** 40

**Number of teachers eligible:**  
Approximately 13,000

**Number of principals eligible:**  
Approximately 13,000

**Superintendent:** Ramon Cortines

**Key program staff:**  
Rachel Bonkovsky, Project Director  
**Email:** rachel.bonkovsky@lausd.net

## YEAR 1 HIGHLIGHTS

- Implemented pilot of both the multiple-measure teacher and school leader performance evaluation systems
- Procured a vendor to develop My Professional Learning Network (MyPLN), an online platform to help educators develop personalized professional development (PD)
- Began development of content addressing key elements in the Teaching and Learning Framework as well as worked with teacher feedback groups to establish a quality control process for PD resources
- Completed data mapping to build an internal Human Capital Data Warehouse (MyTeam)
- Identified best practices and essential project components for the District's Career Pathways Opportunities
- Drafted role descriptions, selection processes, and expectations for the Career Pathways Opportunities as well as the selection process for participating schools

## YEAR 2 HIGHLIGHTS

- Multiple measure teacher performance evaluation system became system of record in the District. Identified teachers to receive evaluations during the 2013–14 school year
- Trained educators to align and create content to district instructional priorities as part of MyPLN
- Provided all teachers and administrators access to MyPLN to utilize a variety of professional growth resources and tools
- Offered Teaching and Learning Framework-aligned professional development resources to teachers who are receiving evaluations in SY 2013–14
- Provided school and district leaders access to MyTeam, which includes reports on staff performance, attendance, course assignment history, etc. in order to make better informed decisions

## YEAR 3 OUTLOOK

- Design and implement training on using Data-Based Objectives (similar to Student Learning Objectives) as part of measuring teacher impact on student academic growth
- Finalize the multiple measure principal evaluation system to be used to provide performance-based compensation to eligible administrators beginning in the 2015–16 school year
- Continue build out framework-aligned content and resources for educators in MyPLN
- Continue build out of reporting tools in MyTeam to be used for personnel decisions (e.g., internal hiring, etc.)
- Finalize the design of the Career Pathways Opportunities
- Select educators to take on Career Pathways Opportunities to begin implementation in SY 2015–16

## PERFORMANCE-BASED COMPENSATION

LAUSD has not implemented the design of the performance-based compensation at this time.