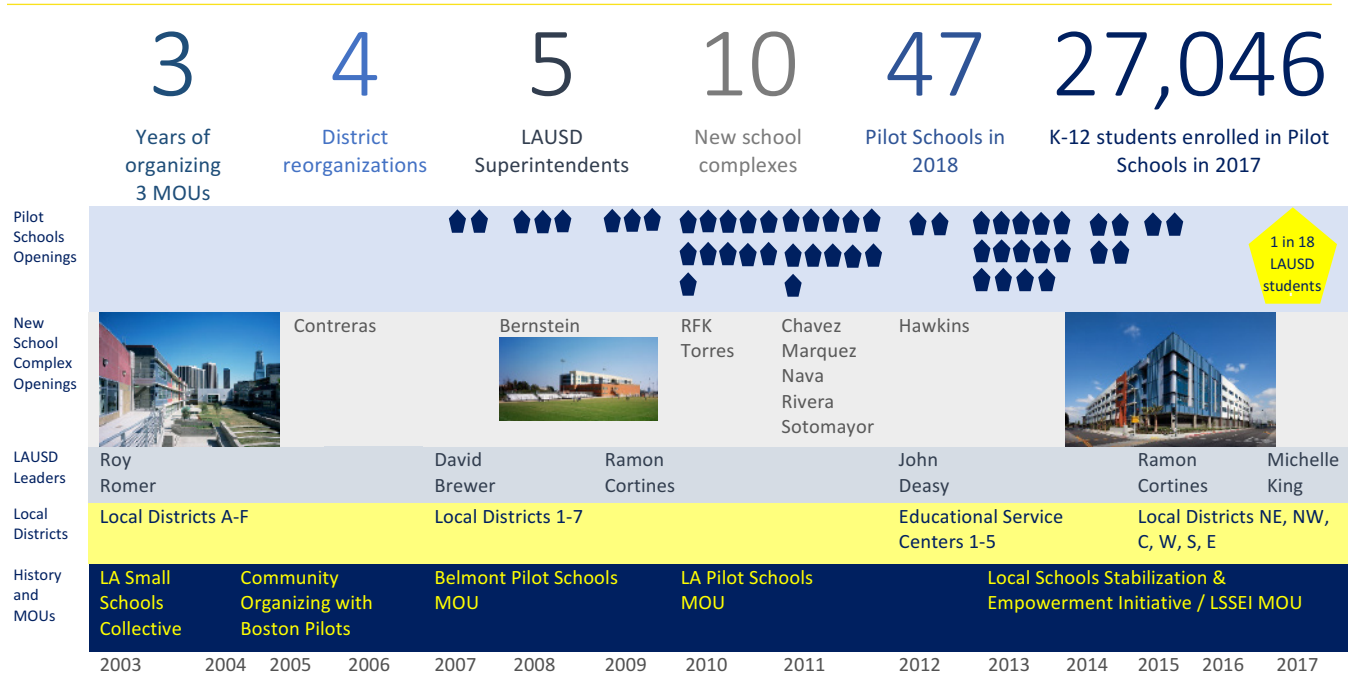




A Decade of Innovation

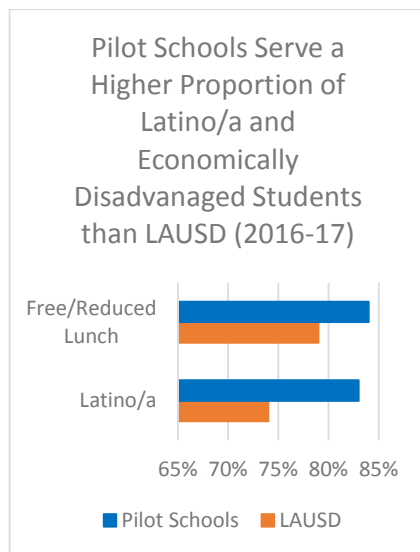
HOW THE LAUSD PILOT SCHOOL MOVEMENT IS ADVANCING EQUITABLE AND PERSONALIZED EDUCATION

Ten years ago, the first two LA Unified Pilot Schools opened on the campus of Belmont High School. Today, there are 47 Pilot Schools across the city—representing a powerful community-based, teacher-driven reform movement within the nation’s second largest school district. In 2006, LAUSD Local District F Superintendent Richard Alonzo explained, “The community could have taken the easier route and turned to charter schools,” but “we want to bring change from inside of the district to improve things in the district, not try to improve it on the outside.” Improving schools from the inside meant granting them local autonomy to get results. On the whole, it is working. Compared with non-Pilot LAUSD public schools, a significantly higher percentage of students in Pilot Schools report that they feel safe, happy, supported, and respected. Graduation rates are 8 percentage points higher than the district average and Pilot School students’ enrollment in 4-year colleges is 7 percentage points higher. Alongside these measures, Pilot Schools are using their assessment autonomy to pioneer alternative measures, including biliteracy, civic engagement, and graduation by exhibition. As the timeline below describes, the Pilot movement has been sustained by three MOUs and has weathered substantial district flux. Two-thirds of Pilots are housed in new facilities, part of LAUSD’s historic building campaign. This brief identifies the schools, their autonomies, outcomes, and hopes for the future.



Pilot School Overview

Pilot Schools serve K-12 students from every local district in LAUSD. Of the 52 Pilot Schools created over the past decade, 30 were started from the ground up, most by teams of teachers. Several other Pilots were conversions from existing small learning communities and career academies. Four of the 52 have closed, and two are consolidating. Each of these stories is heartbreaking, both for the students as well as the educators who worked hard to make their dream a reality.



When asked why they became a Pilot School, almost all principals cited the value of local autonomy and professionalism. Teacher leadership at Pilots have helped create strong and stable school cultures. Fuller (2016) found that teachers in Pilot Schools have higher levels of collective responsibility, trust, and commitment than teachers at traditional schools.

Pilot Schools Track Innovative Outcome Measures

Local autonomy matters because it leverages powerful teaching and learning for students. Giving teachers and other site-based leaders control over their work unleashes enormous creative energy into schools and classrooms. With this burst of innovation also comes a heightened responsibility for making public clear and compelling student outcome measures that communities can track, fight for, and celebrate over time. Here are just three of Pilot Schools' innovative student outcome measures.

Biliteracy

The national Seal of Biliteracy movement and passage of Proposition 58 intend to promote bilingualism as a valuable asset. Five Pilot Schools are leading the way in LAUSD by providing dual language programs in Spanish and Korean. At UCLA Community School, teachers and UCLA researchers are developing K-12 biliteracy measurements guided by a local vision to prepare students as biliterate, bilingual and multicultural learners.

Civic Engagement

All Pilot Schools are committed to educational equity and seven foreground the value of civic engagement and social justice in their names. The Leveraging Equity and Access in Democratic Education Initiative (LEADE) from UC Riverside and UCLA

Center X is working with the School for Social Justice at Miguel Contreras to measure students' civic engagement and use the data to improve instruction so students can be "champions of dynamic social change."

Graduation by Exhibition

Ten Pilot high schools require 12th graders to do a culminating exhibition of their learning in order to graduate. At Academic Leadership Community (ALC) seniors present their academic learning, leadership experiences and community service projects to their teachers, community members and families. 2012 ALC alumna Katherine Trejo, a UC Santa Cruz grad and now United Way LA Education Program Coordinator shares, "Part of my ALC portfolio was interning at Board Member Monica Garcia's office, which led to my current job. The support of my ALC teachers and completing the senior portfolio solidified what I wanted to do professionally: to help my community and give back."



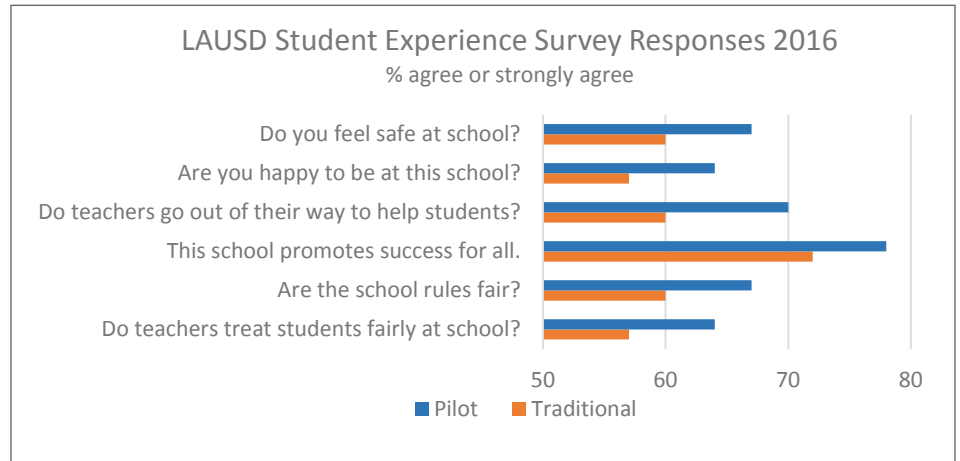
"The senior portfolio solidified what I wanted to do professionally: to help my community and give back."

**Katherine Trejo
2012 ALC Alumna**

Pilot School Autonomy	How is it used? A few examples.
BUDGET	Increased hiring of teachers and support personnel
CURRICULUM & INSTRUCTION	Dual language programs, interdisciplinary projects-based learning, internships, dual enrollment, career pathways
Assessment	Senior defense systems, performance assessments, portfolios
Professional Development	Teacher led professional development, summer planning and retreats
GOVERNANCE	Local decision making, principal evaluation, community representation, Pilot School Organization
SCHEDULE	Flexible block schedules, early school year start
STAFFING	Local hiring committees, elect-to-work agreement

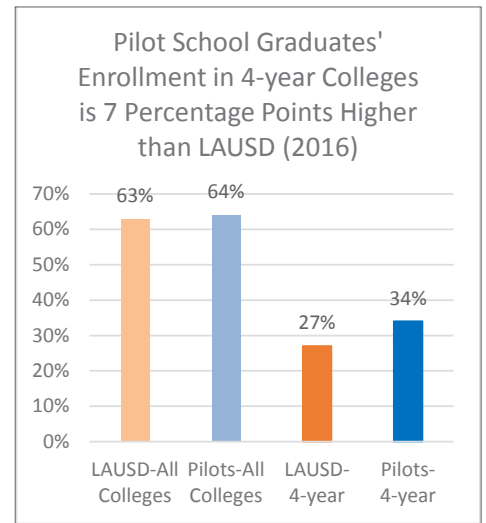
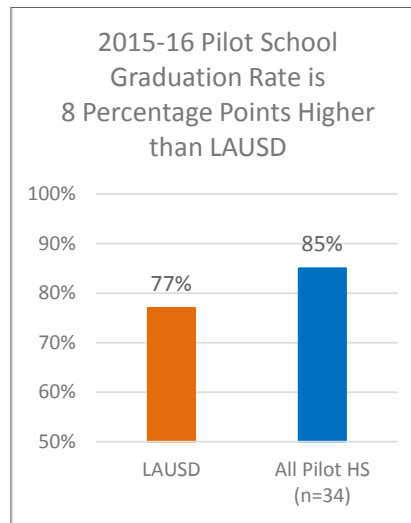
Pilot Schools Have a More Positive School Culture

Each year, the Los Angeles Unified School District administers a School Experience Survey (SES) designed to capture and track a complex set of outcomes. Estrada (2017) conducted a quantitative study using these survey data and found a significant difference between LAUSD Pilot Schools and traditional schools on many of the selected items. Overall, these data illustrate that Pilot Schools are providing a more positive school culture than traditional LAUSD schools.



Pilot School Students are College Ready

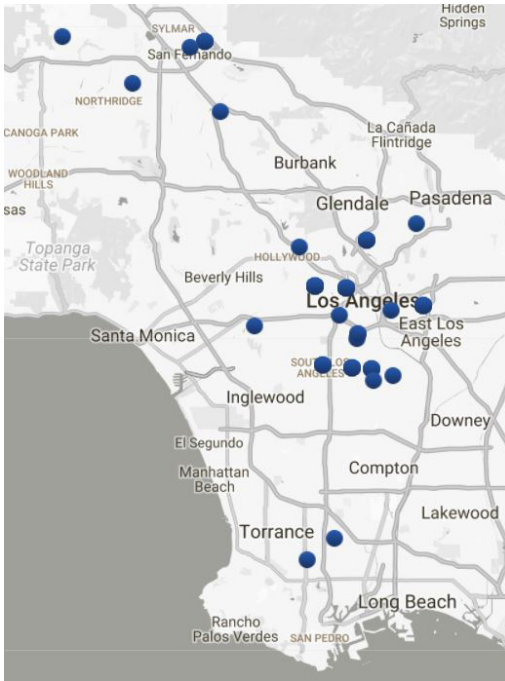
LAUSD has foregrounded 100% graduation as its primary goal and district-wide has made steady progress. From 2012 to 2016, the district's graduation rate increased from 68% to 77%, and the Pilot Schools' rate increased from 78% to 85% — 8 percentage points higher than LAUSD. Based on data from the National Student Clearinghouse, Pilot School students' immediate enrollment in 4-year colleges is 7 percentage points higher than LAUSD. Although there is clearly room for growth, both of these indicators are evidence that Pilot Schools are on the right path. To inform further improvement, 2010 alumnus of the LA High School of the Arts, Sidronio Jacobo, is currently pursuing a Ph.D. in Higher Education at UCLA, with a focus on college access and persistence of first generation college-going students.



Sidronio Jacobo, 2010 LAHSA Alumnus

PILOT SCHOOL RECOGNITIONS

- ▶ Half of the 18 LA Unified public high schools awarded 2017 Gold, Silver or Bronze status by U.S. News and World Report are Pilot Schools
- ▶ Of the more than 120 Teacher-Powered public schools in urban, suburban, and rural settings across 18 states, 17 of them are LAUSD Pilot Schools—representing the largest concentration of teacher-led public schools in the country
- ▶ Out of the eight LAUSD certified Linked Learning schools, five of them are Pilot Schools.
- ▶ Six of the Top 25 United Way 2015 Inspirational Teachers in Los Angeles work in Pilot Schools
- ▶ Many Pilot Schools are also community schools; leaders from those sites serve on LAUSD's Community Schools Implementation Team to help advance the model district-wide.



PILOT SCHOOLS ARE LOCATED ACROSS LA UNIFIED:

LOCAL DISTRICT NORTHWEST

Balboa Gifted/High Ability Magnet
Porter Ranch Community School

LOCAL DISTRICT NORTHEAST

CESAR E. CHAVEZ LEARNING ACADEMIES

Academy of Scientific Exploration
ArTES Magnet
Social Justice Humanitas Academy
John H. Francis Polytechnic HS
San Fernando Institute of Applied Media

LOCAL DISTRICT WEST

AUGUSTUS HAWKINS HIGH SCHOOLS

Community Health Advocates School
Critical Design & Gaming School
The Responsible Indigenous Social Entrepreneurship School
Baldwin Hills Elementary & Gifted High Ability Magnet

HELEN BERNSTEIN CAMPUS

STEM Academy of Hollywood

LOCAL DISTRICT CENTRAL

DR. JULIAN NAVA LEARNING ACADEMIES

School of Arts and Culture
School of Business and Technology
Early College Academy
Garvanza Elementary School
Gratts Learning Academy for Young Scholars

MIGUEL CONTRERAS LEARNING COMPLEX

Academic Leadership Community
School of Business and Tourism
School of Social Justice
Nava College Preparatory Academy

ROBERT F. KENNEDY COMMUNITY SCHOOLS

Ambassador School of Global Education
Ambassador School of Global Leadership
Los Angeles High School of the Arts
New Open World Academy
School for the Visual Arts & Humanities
UCLA Community School

SONIA SOTOMAYOR LEARNING ACADEMIES

Los Angeles River School/School of History & Dramatic Arts
The Studio School

LOCAL DISTRICT EAST

STEM Academy of Boyle Heights

ESTEBAN TORRES HIGH SCHOOL

East Los Angeles Performing Arts Magnet
East Los Angeles Renaissance Academy
Engineering & Technology Academy
Humanitas Academy of Art and Technology
Social Justice Leadership Academy

LINDA ESPERANZA MARQUEZ HIGH SCHOOL

Huntington Park Institute of Applied Medicine
Libra Academy
School of Social Justice
Lucille Roybal-Allard Elementary School
Walnut Park Middle School STEM Academy

LOCAL DISTRICT SOUTH

CARSON HIGH SCHOOL

Academies of Education & Empowerment
Academy of Medical Arts

DIEGO RIVERA LEARNING COMPLEX

Communication and Technology School
Green Design Community School
Performing Arts Community School
Public Service Community School
HArts Academy of Los Angeles

Moving Forward: Pilot School Recommendations

- ▶ Reaffirm Pilot School autonomies with LAUSD Central Offices and Local Districts, increasing understanding of and support for Pilot autonomies
- ▶ Use innovative Pilot School practices as models to increase graduation and college going rates district-wide
- ▶ Provide support for the Pilot School Organization to focus on data-based school improvement and continue to increase students' college, career and civic success

ABOUT THIS RESEARCH, PRACTICE & POLICY BRIEF

To commemorate the 10th Anniversary of the Pilot Movement, partners from the UCLA Center for Community Schooling and Center for Powerful Public Schools collaborated with the Pilot School Organization to create a survey and collect data from each school on their experience and outcomes. LAUSD provided college enrollment and other data. To read the full report, visit powerful.org or communityschooling.gseis.ucla.edu



Advancing K–12 University-Assisted Community Schools