

# **Left To Chance:**

## **Student Outcomes in Seattle Public Schools**

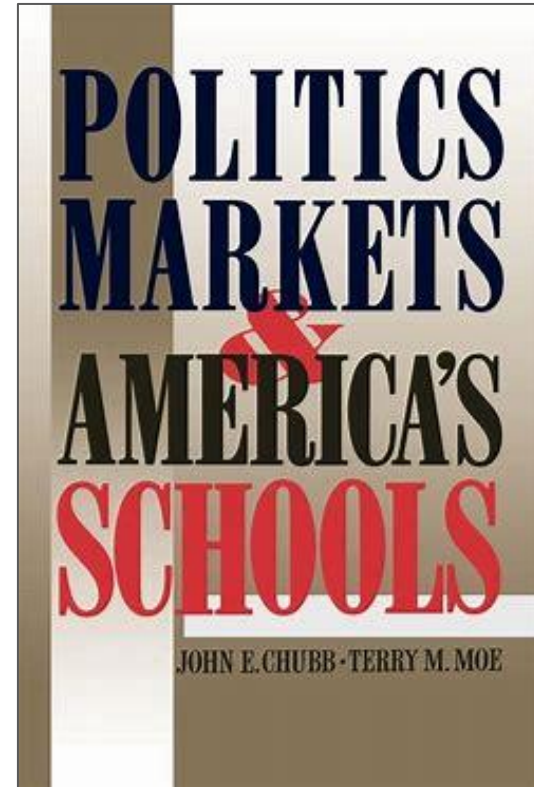
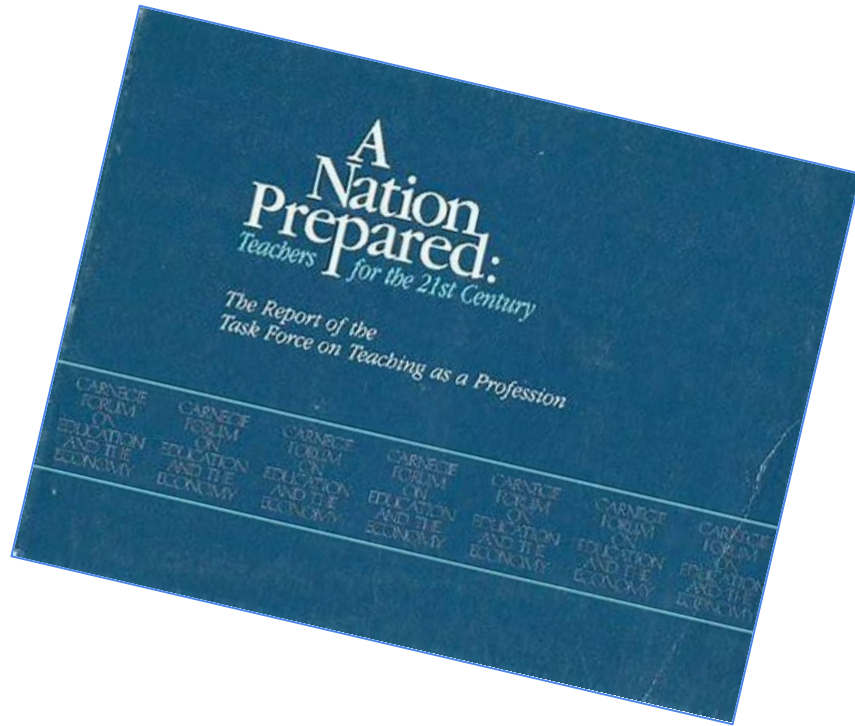
*A forensic history 1990-2025*



# The 1970s - economic



# The 1980s and the dawn of education reform



# Ripe for reform: SPS in the 1980s

- Dwindling public confidence
- Schools poorly supported by central office
- Low employee morale
- Budget crisis
- Persistent racial disproportionality in student outcomes, despite focused attention
- School Board struggling to perform oversight and governance





“...we’re going to run our schools like a business.”

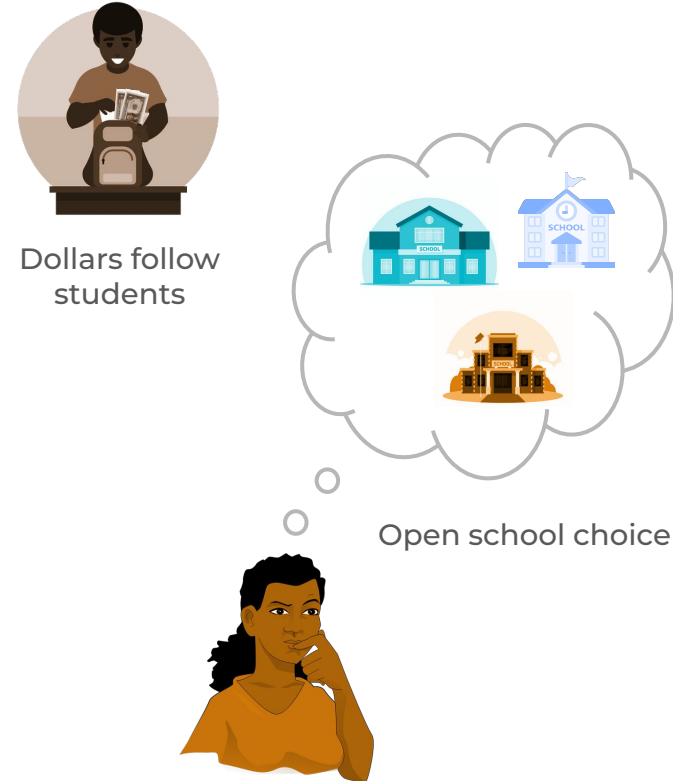
Major General John H. Stanford

# School-based management in SPS 1996-2006

## "Business"

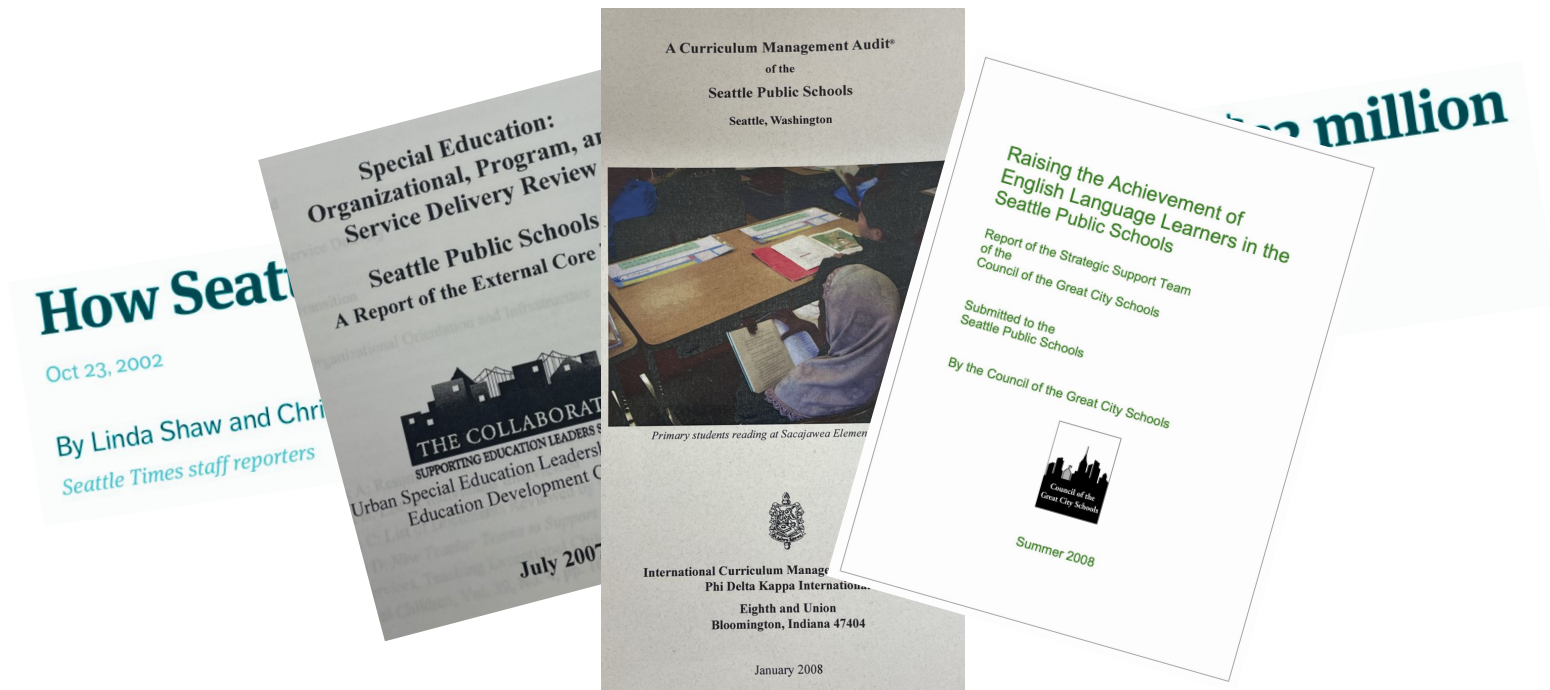


## "Customer"

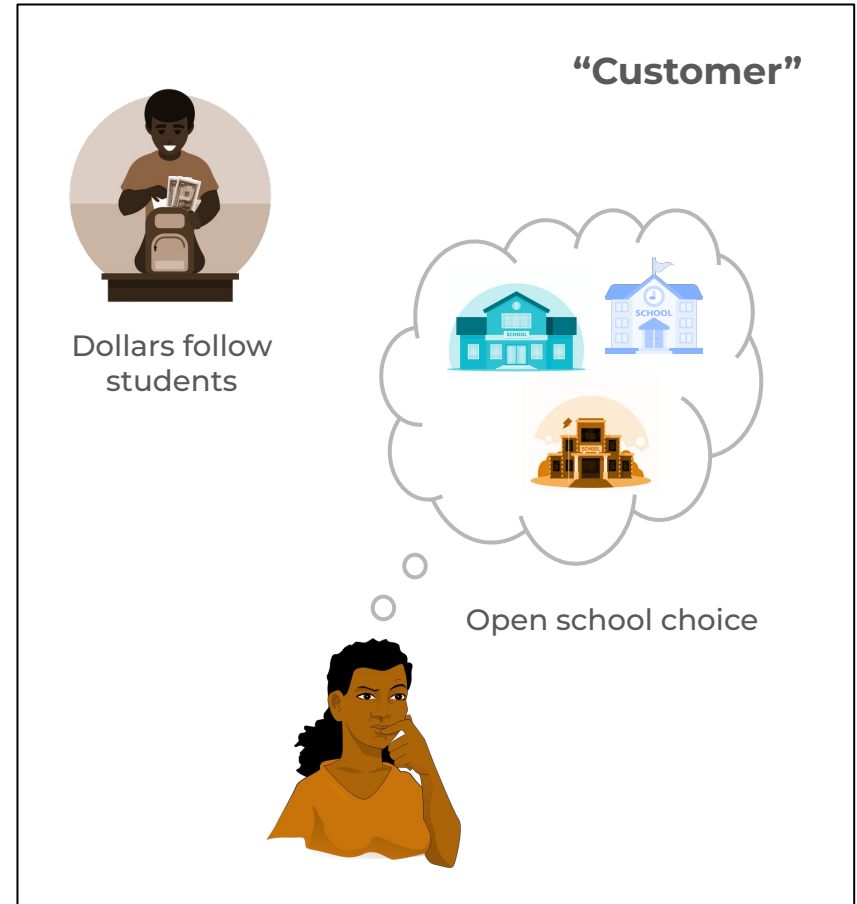
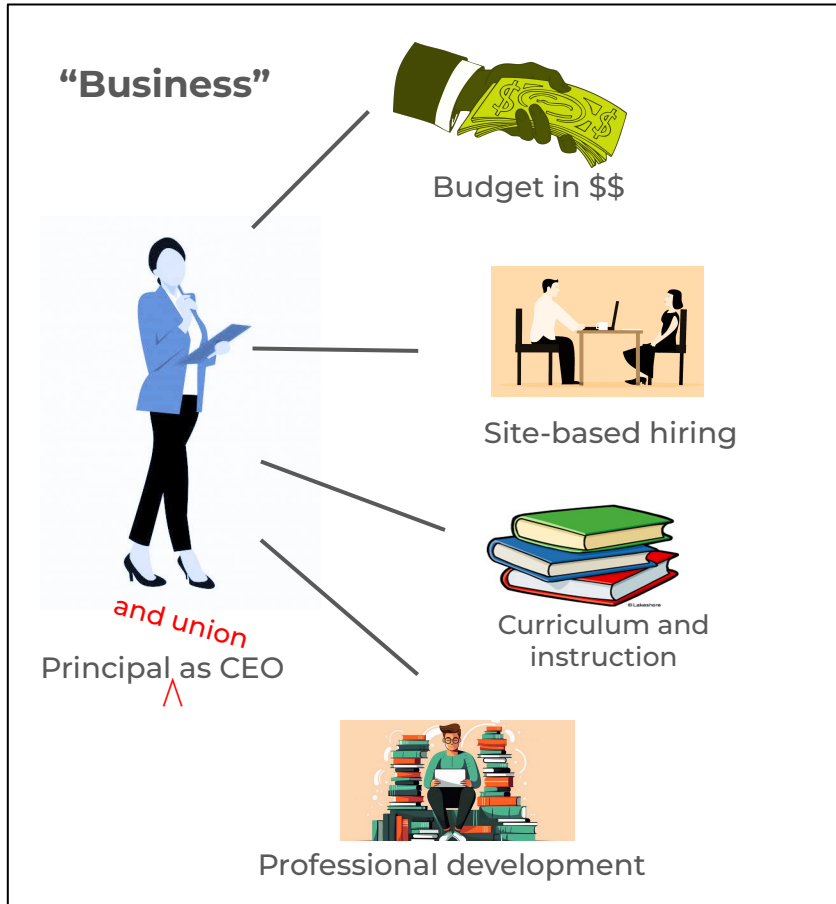




# System failure, 2002-2006



# Ad hoc undoing of reforms, 2007-2009





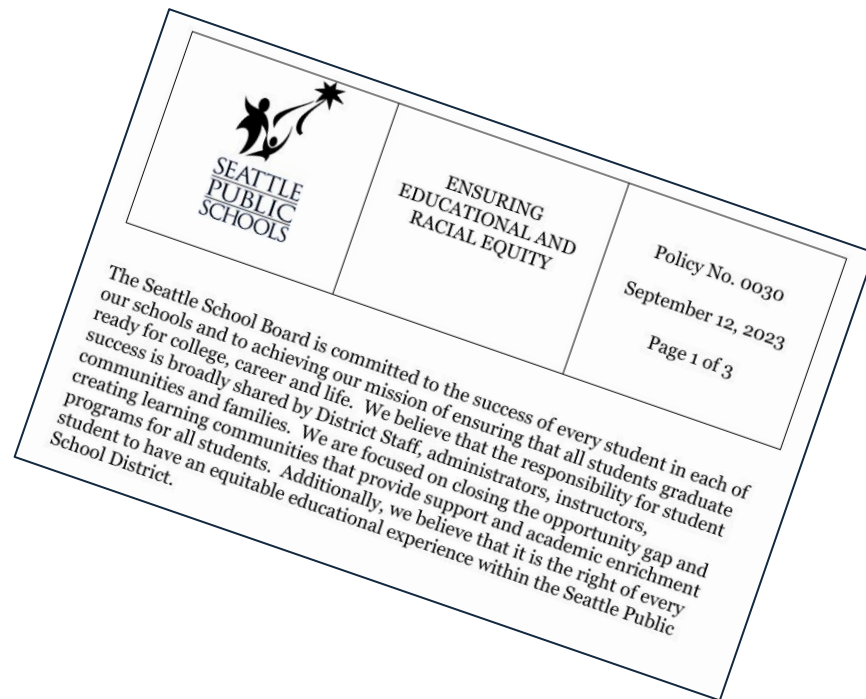
# System-building through “quality control”

Community Advisory Committee  
For Investing In Educational Excellence

FINAL REPORT - FEBRUARY 10, 2006



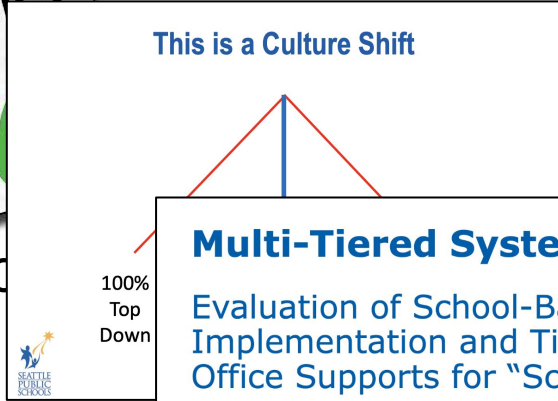
# Chicago 2012 and the end of a reform movement



# The continuing struggle for coherence: the case of MTSS



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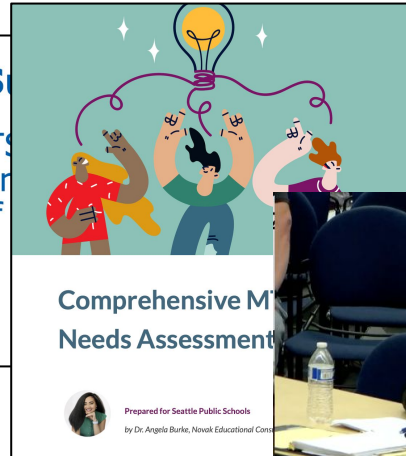


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## Multi-Tiered System of S

Evaluation of School-Based MTSS  
Implementation and Tiered Cer  
Office Supports for "Schools of

Seattle Public Schools  
Research & Evaluation Department  
October 2019



2024



2025

# SESEC's recommendations

- That the District and stakeholders collaboratively **reassess site-based management** and its implementation in SPS, and consider how to mitigate its negative effects while retaining its strengths.
- That Seattle Public Schools and its stakeholders work together to **create, implement and continually improve an effective accountability structure** that strengthens reciprocal relationships at every level of the organization.

# Left to Chance: Student Outcomes in Seattle Public Schools

A forensic history  
1990-2024



Lead Researcher: Vivian Van Gelder,  
Director, Policy & Research

**SE**  
**SEC** Southeast Seattle  
Education Coalition



[www.sesecwa.org/seattle-public-schools-report-timeline](http://www.sesecwa.org/seattle-public-schools-report-timeline)