

## PARTICIPANTS

**Carolyn Chu** is a senior fiscal and policy analyst in the Legislative Analyst's Office (LAO), where she covers the Local Control and Accountability Plan as well as the state's child care and early-childhood education programs. Prior to joining the LAO, she worked for the U.S. Department of Defense and the RAND Corporation. She holds a master's degree in public policy from University of California, Berkeley.

**Laura Hill** is a senior fellow at the Public Policy Institute of California. Her areas of expertise are K–12 education and immigration. She is currently researching English Learners in California schools, the implementation of the Local Control Funding Formula, and undocumented immigrants and health insurance. Her recent publications examine the link between language reclassification policies and student success, and access to the health care safety net in California. Before joining PPIC, she was a research associate at the SPHERE Institute and a National Institute of Aging postdoctoral fellow. She holds a PhD in demography and an MA in economics from the University of California, Berkeley.

**Patrick Murphy** is director of research and senior fellow at PPIC. His research focuses on education financing and management in both K–12 and higher education. He is a professor of politics at the University of San Francisco, and has served as the director of the McCarthy Center for Public Service. Previously, he worked for RAND and at the Office of Management and Budget in Washington, DC. He holds a PhD from the University of Wisconsin–Madison and a master's of public affairs from the University of Texas–Austin.

**Jonathan Raymond** is president of the Stuart Foundation. From 2009 to 2013, he was superintendent of Sacramento City Unified School District (SCUSD)—a large, ethnically diverse urban district in which 75 percent of students qualify for free or reduced-price lunch. While at SCUSD, he developed a strategic plan focused on career- and college-ready students; family and community engagement; and organizational transformation. Among SCUSD's accomplishments during his tenure, he is proudest of the Priority Schools project—which transformed seven of Sacramento's poorest-performing schools—and Project Green, a student-led effort to make Sacramento's schools greener and healthier. Previously, he served as chief accountability officer of Charlotte-Mecklenburg Schools in North Carolina. He was a fellow at the Broad Superintendents Academy and completed the Executive Management Program at Harvard Business School. He holds a JD from George Mason Law School and an MA in law and diplomacy from Tufts University.

**Paul Warren** is a research associate at PPIC, where he focuses primarily on K–12 education finance and accountability. Before he joined PPIC, he worked in the California Legislative Analyst's Office for more than 20 years as a policy analyst and director. He focused on education but also worked on welfare and tax issues. Previously, he was chief consultant to the state Assembly's committee on education. He also served as deputy superintendent for the California Department of Education, helping to implement testing and accountability programs. He holds a master's degree in public policy from Harvard's Kennedy School of Government.

**Kenneth Young** is superintendent of schools for Riverside County. With approximately 430,000 students, Riverside is the fourth-largest regional public education system in California. His top priority is the realization of the Riverside County Office of Education's pledge to ensure that every student graduates from high school prepared for college and the workforce. Before he became superintendent in 2007, he founded two charter schools in Riverside County serving underrepresented students. Earlier in his career he was the CEO of an engineering construction firm. He serves in leadership positions for a number of education-related organizations.