Contents

Acknowledgments vii

Introduction 1
Frederick M. Hess

1 A Warning for All Who Would Listen—America’s Public Schools Face a Forthcoming Fiscal Tsunami 19
James W. Guthrie and Arthur Peng

2 What’s Happening in the States 45
June Kronholz

3 Now is a Great Time to Consider the Per-Unit Cost of Everything in Education 71
Marguerite Roza

4 Managing for Results in America’s Great City Schools 97
Michael Casserly

5 The Efficient Use of Teachers 125
Steven F. Wilson

6 More Productive Schools Through Online Learning 155
John E. Chubb
Contents

7 Large-Scale Cost Cutting and Reorganizing 179
   *Jill Corcoran, Reginald Gilyard, Lane McBride, and Jamal Powell*

8 Investing in Improvement—Strategy and Resource Allocation in Public School Districts 209
   *Stacey Childress*

9 First-Person Tale of Cost-Cutting Success 235
   *Nathan Levenson*

10 Overcoming the Political Barriers to Change 263
   *Martin R. West*

11 Conclusion 289
   *Eric Osberg*

Notes 303
About the Editors 321
About the Contributors 323
Index 331