



## LINKED LEARNING HIGH SCHOOL OFFICE

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Legislative File Id. No. 22-2697  
Introduction Date: 1/3/2023  
Enactment No. 23-0134  
Enactment Date: 1/17/2023 er

To: Measure N Commission  
From: Vanessa Sifuentes, High School Network Superintendent  
Subject: **Probationary School 2023-24 Funding Recommendation**  
Date: December 12, 2022

### OVERVIEW & OBJECTIVE

The goal of the probationary school process is to support sites to develop their understanding of Linked Learning implementation by providing more feedback on their progress and building site capacity. The one school currently on probation, Ralph J. Bunche Academy, has received one on one consultation to review feedback received and understand the probationary school process and expectations. Ralph J. Bunche Academy participated in a three and a half hour site visit in November of 2022 in which the school provided a comprehensive update on its progress and received feedback in real time. Ralph J. Bunche Academy then submitted documentation of its progress and answered key questions during its December 2022 presentation to the Measure N Commission.

Site leaders and staff have shared their overall site's growth in understanding the Linked Learning framework and have expressed their commitment to implementing Linked Learning with high fidelity. The Measure N team will continue to support this school for the remainder of this academic year and will continue to provide feedback for schools designated to be off of probation.

### SUMMARY

The Staff recommendation is as follows:

#### **22-2697 Ralph J. Bunche Academy: Full Implementation - \$850 per pupil (Off of Probation)**

*See attached Site Visit Report for more details.*

- **Response to Feedback:** The school has engaged fully during the probationary process and has addressed most of the areas for continued progress monitoring identified in the Fall 2021 site visit, including:
  - Program of Study has been revamped to show integration between core classes and the Hospitality, Tourism and Recreation (HTR) pathway. Clear Student Learning Outcomes have been added.
  - Revamped Senior Seminar course: curriculum has been re-written to be a full college and career planning course that culminates in a capstone project.
  - Staff understanding of and capacity to implement Linked Learning has increased through professional development, coaching, and protected collaboration time for teachers
  - HTR pathway themes are much more integrated across the school curriculum through collaboration between core and CTE classes.
  - Staff and student awareness of HTR Pathway has increased
  - Greater student participation in HTR pathway program through Wednesday HTR programming. Greater participation in culinary arts program is not clear.
  - In progress: The school still needs to work on developing systems to support equitable access and opportunities for work-based learning,
- **Highlights**
  - Site visit demonstrated coherence throughout the school, and the HTR pathway is part of that coherence.
  - Staff: There is a clear culture of care among staff; staff show a great positivity towards students and school, and their enthusiasm for the pathway is also evident. Staff feels like a community - adults are



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working collectively, which is important in Linked Learning.



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- There have been significant changes in Pathway development and integration since the 2021 site visit. Leadership has refocused staff on the HTR pathway and increased pathway integration through intentional actions.
- Students seem authentically grounded in Bunche experience, and their positive self-image seemed connected to experiencing Bunche’s pathway
- Areas for Continued Progress Monitoring
  - Continued focus on rigorous academics
  - Ensuring that 100% of students are enrolled in the pathway
  - Continuing to increase work-based learning opportunities

**PROBATIONARY SCHOOL FUNDING RECOMMENDATIONS FOR 2023-24**

The below chart summarizes our funding recommendation and projected allocation for the 2023-24 school year.

Legislative Id. No.	School	2023-24 Recommendation	2023-24 Funding Allocation Amount	2022-23 Enrollment (Oakland residents only)	Probationary Status Amount withheld in Reserve Fund	Projected 2023-24 Measure N Allocation
22-2697	Ralph J. Bunche Academy	Full Implementation (No Probation)	\$850 per pupil	46*	Not applicable	\$51,069.39

\*Due to the unique attendance patterns in Alternative Education, schools are funded based on their highest attendance reported from the previous year, multiplied by the percentage of Oakland residents, multiplied by the per pupil amount.

<b>Total Projected 2023-24 Measure N Allocation</b>	<b>\$51,069.39</b>
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MEASURE N QUALITY REVIEW SCHOOL SITE VISITS  
PROBATIONARY SCHOOLS  
SITE VISIT REPORT

<p><b>SCHOOL:</b> Ralph J. Bunche Academy</p> <p><b>PATHWAY THEME:</b> Hospitality, Recreation &amp; Tourism (HTR)</p> <p><b>SITE VISIT TEAM MEMBERS:</b> Vanessa Sifuentes, Gary Middleton, Rebecca Lacocque, Stacey Blankenbaker, Nancy Gomez, Jamie Treacy, Gilbert Pete &amp; Louise Waters</p>	<p><b>DATE OF SITE VISIT:</b> 11/4/22 8:30am-12:00pm</p>
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SITE VISIT FEEDBACK	
QUESTION	RESPONSE
<p>What are overall areas of strength in the school's Pathway development?</p>	<p><b>School Culture</b></p> <ul style="list-style-type: none"> <li>● Feels like there's coherence in school, and HTR is part of that coherence</li> <li>● There's a shared vision on what school wants to accomplish and how they're getting there.</li> </ul> <p><b>Teachers</b></p> <ul style="list-style-type: none"> <li>● Clear culture of care among staff; staff show a great positivity towards students and school, and their enthusiasm for pathway is also evident</li> <li>● Staff feels like they're a community-adults working collectively which is important in Linked Learning. They are showing up as one. <ul style="list-style-type: none"> <li>○ Staff seemed to be all pulling together in a coherent way, a product of steady leadership, commitment, and student-centeredness.</li> </ul> </li> <li>● Teachers committed to adding to their own knowledge about HTR. Staff have engaged in a growth mindset and are integrating HTR into their curriculum even though they don't have a background in it.</li> </ul> <p><b>Pathway Integration and Progress</b></p> <ul style="list-style-type: none"> <li>● Significant changes in Pathway development and integration since last year's site visit. Leadership has refocused staff on HTR pathway and increased pathway integration through intentional actions: <ul style="list-style-type: none"> <li>○ HTR Lead Teacher has focused on integration of curriculum into core classes and coaching teachers in HTR pathway.</li> <li>○ Use of collaboration time to look at integration of HTR standards with core standards and to focus on increasing rigor within the classroom. This has resulted in greater overall staff awareness and understanding of Linked Learning</li> <li>○ Teacher Panel Interview panel provided evidence of greater curriculum collaboration and connection between core and CTE classes including field trips, integration of HTR themes into lessons of core classes, and teachers bringing students to the Culinary Center more.</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>○ Increased student awareness of HTR Pathway and interest in Pathway programming</li> <li>● The Program of Study has been revamped and is now very clear.             <ul style="list-style-type: none"> <li>○ All courses are listed and linked to a course description.</li> <li>○ Program of Study now shows clear integration between core classes and HTR.</li> <li>○ Clear student Learning Outcomes have been added.</li> <li>○ “Why is this important to learn?” is much clearer. Program of Study shows how the skills students are learning will benefit them regardless of career choice.</li> </ul> </li> <li>● Revamped senior seminar course; curriculum has been re-written to be a full college and career planning course that culminates in a capstone project.</li> <li>● HTR Standards are posted throughout the classrooms, and every class has an experience with HTR.</li> <li>● Wednesday programming is focused on HTR pathway and college and career readiness; includes new elective courses such as Hospitality, Tourism &amp; Marketing</li> </ul> <p><b>Students</b></p> <ul style="list-style-type: none"> <li>● Students seem authentically grounded in what Bunche experience is</li> <li>● Students much more aware of the HTR Pathway, and their positive self image seemed connected to the experiencing Bunche’s Pathway</li> <li>● Student panel was a highlight of the site visit</li> </ul> <p><b>Student Supports</b></p> <ul style="list-style-type: none"> <li>● There is a clear culture of care throughout the school. Student supports are an enabling condition to be able to implement the other 3 pillars of Linked Learning. Bunche’s positive, asset-driven culture allows students to focus on rigorous academics.</li> <li>● Having Case Managers in the classroom is a meaningful strategy</li> <li>● Evidence that CBO partnership with New Door Ventures is having a positive impact on students</li> </ul> <p><b>Culinary Program</b></p> <ul style="list-style-type: none"> <li>● State of the Art kitchen for Culinary Arts program</li> <li>● Culinary Program is amazing and is a draw for some students enrolling in school</li> </ul>
<p>What are overall areas of growth?</p>	<ul style="list-style-type: none"> <li>● Improving instructional strategies and student engagement in classroom; in at least two classrooms students seemed to be staying in their seats and doing a lot of “getting”</li> <li>● Increased rigor in classroom</li> <li>● Post-secondary transitions</li> <li>● Increasing enrollment in culinary program &amp; building out more student participation in school-based Community-Based Organizations</li> </ul>



	<ul style="list-style-type: none"> <li>• Work-based learning continuum for each student. Teachers spoke about some industry guest speakers and field trips, but it is not evident that all students participate in the full continuum of work-based learning experiences.</li> <li>• Attendance is a challenge, with one third of students gone every day.</li> </ul>
What is some feedback regarding pathway development that could further support the site?	<ul style="list-style-type: none"> <li>• College and career planning and transition support. Bunche hasn't been participating in HSLLO's College and Career Collaborative and would benefit from consultancy in post-secondary transition strategies.</li> </ul>
Probation Recommendation	<p><b>Full Funding</b></p> <p>We recommend that Ralph J. Bunche Academy comes off of probation and receives full funding. They have taken the probationary process very seriously and have addressed all the areas for continued progress monitoring identified in the Fall 2021 visit. A cohesive pathway experience was demonstrated throughout our site visit experience.</p>

## 2022 Assessment of Progress

2021-22 Feedback <i>Areas for Continued Progress Monitoring identified in Fall 2021 Site Visit</i>	December 2022 Assessment
Update and refine Program of Study, including addition of Student Learning Outcomes and standards-based, rigorous Senior Seminar experience	Complete Program of Study; rigorous Senior Seminar curriculum not reviewed but school indicated that the curriculum has been completely revamped
Increase staff understanding of and capacity to implement Linked Learning through professional development, coaching and protected collaboration time for teachers	Great progress made; will require ongoing attention
Integrate HTR pathway themes across the school curriculum.	Great progress made; will require ongoing intentional work
Increase staff, student and family awareness of HTR Pathway and Culinary Arts program	Staff and student awareness has increased; family awareness not assessed



Increase student participation in culinary arts and HTR Pathway programming	Greater student participation in HTR programming. Greater participation in culinary arts programming is not clear.
Develop systems to support equitable access and opportunities for Work-Based Learning	In progress

**December 2022 - Areas for Continued Progress Monitoring**

- Continued focus on rigorous academics
- Ensuring that 100% of students are enrolled in the pathway
- Continuing to increase work-based learning opportunities

# Measure N Commission

## Probationary Schools 2023-24 Funding Recommendations













Presented to Measure N Commission

January 3, 2023



# 2022-23 Probationary Site Timeline

Activity	September	October	November	December	January	February – June
Site Consultations						
Community of Practice						
Charter Management Organization Leader Meetings						
Probationary Site Visit						
December Presentation to Measure N Commission						
Funding Recommendations for 2022-23 School Year						
Measure N Commission Action on Probationary Schools						
2022-23 EIP Process & Presentation						



**Complete**



**2023-24 Probationary Status Determined**

# Funding Recommendations

	Key Indicators
<p style="text-align: center;"><b>Full Implementation Approved</b></p> <p style="text-align: center;"><b>\$850</b></p>	<ul style="list-style-type: none"> <li>● School has clear and consistent vision for the pathway theme and program design over the course of receiving Measure N funding</li> <li>● School has operationalized all 4 elements of Linked Learning including rigorous academics, integrated student supports, work based learning and career technical education.</li> <li>● School is striving to continuously improve the overall quality of the student's Linked Learning experience</li> <li>● Funding is aligned to integrate both college and career readiness</li> </ul>
<p style="text-align: center;"><b>Probationary Full Implementation</b></p> <p style="text-align: center;"><b>\$850</b></p>	<ul style="list-style-type: none"> <li>● School has clear and consistent vision for the pathway theme and program design since the inception of probationary status</li> <li>● School has operationalized the Linked Learning elements including work based learning and career technical education with a building career technical education sequence of 2 or more courses.</li> <li>● School is striving to continuously improve the overall quality of the student's Linked Learning experience</li> <li>● Funding is aligned to integrate both college and career readiness</li> </ul>
<p style="text-align: center;"><b>Probationary Planning &amp; Piloting</b></p> <p style="text-align: center;"><b>\$525</b></p>	<ul style="list-style-type: none"> <li>● The school's vision and focus has developed some coherence during the probationary phase of the grant</li> <li>● School has some elements of Linked Learning solidly built out, but are still piloting other ideas aligned to Linked Learning Pathway Development</li> <li>● Does not have a comprehensive view of how career technical education is integrated into the school or is still learning about how to implement Linked Learning instructionally</li> </ul>
<p style="text-align: center;"><b>Probationary Planning</b></p> <p style="text-align: center;"><b>\$200</b></p>	<ul style="list-style-type: none"> <li>● School has consistently shifted focus or theme during the life of the funding and lacks coherence</li> <li>● Funding is not directly aligned to support the build out the 4 elements of Linked Learning and may be using funding to supplant</li> <li>● The school did not directly address the feedback that was provided by staff during the process or missed key milestones and meetings</li> <li>● There is significant implementation risk based off a lack of staff awareness and buy-in of the school direction</li> <li>● Does not have a comprehensive view of how career technical education is integrated into the school and has an overall focus solely on college readiness</li> </ul>

# Ralph J. Bunche Academy

Bunche was first recommended for probationary status at the end of the 2019-20 academic year.

Probationary status was recommended due to the following feedback:

- Need to work on expanding pathway to meet goals for student engagement
- Continue root cause analysis by disaggregating data and diving deeper into student motivation and engagement
- Continue to develop and refine goals and strategic actions specific to development and growth of Linked Learning
- Continue cultivating programs on recruitment

## Year 3 Probationary Status December 2022 Assessment

- ✓ *Update and refine Program of Study, including addition of Student Learning Outcomes and standards-based, rigorous Senior Seminar experience*
- ✓ *Increase staff understanding of and capacity to implement Linked Learning through professional development, coaching and protected collaboration time for teachers*
- ✓ *Integrate HTR pathway themes across school curriculum*
- ✓ *Increase staff, student and family awareness of HTR Pathway and Culinary Arts program*
- ✓ *Increase student participation in Culinary Arts and HTR programming*
- IP *Develop systems to support equitable access and opportunities for work-based learning*  
IP= In Progress

## Funding Recommendation 2023-24

**Full Implementation  
Approved**

**\$850 per pupil**