DRAFT **2022-23 BOARD WORK PLAN**

Mission

Oakland Unified School District (OUSD) will build a Full-Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.

Vision

All OUSD students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.

Our Graduate Profile

Resilient Learners | Collaborative Teammates | Community Leaders
Critical Thinkers | Creative Problem Solvers

Our Values

- **Students First:** We support students by providing multiple learning opportunities to ensure students feel respected and heard.
- **Equity:** We provide everyone access to what they need to be successful.
- **Excellence:** We hold ourselves to uncompromising standards to achieve extraordinary outcomes.
- **Integrity:** We are honest, trustworthy and accountable.
- **Cultural Responsiveness:** We resist assumptions and biases and see the gift of every student and adult.
- **Joy:** We seek and celebrate moments of laughter and wonder.

Our Goals

Goal 1: All students graduate college, career, and community ready.
Goal 2: Focal student groups demonstrate accelerated growth to close our equity gap.
Goal 3: Students and families are welcomed, safe, healthy, and engaged.
Goal 4: Our staff are high quality, stable, and reflective of Oakland's rich diversity.
Goal 5: Students, families, and staff have the resources and supports necessary to address the impacts of the COVID-19 pandemic.

End of Year Evaluation Work Plan Achievements

Date of review: June 22, 2022

Performance Outcomes

Link to full dashboard of student & staff outcomes

Goal 1: All students graduate college, career, and community ready.	Metric (aligned with LCAP)	BASELINE	2021-22 Data (Year 1)	DESIRED GROWTH IN 3 YEARS	DESIRED 23-24 OUTCOME (Year 3)
Early learners are achieving. Initiative 1: Ensuring Strong Readers by the 3rd Grade	Increase the percentage of K and 3rd graders reading at mid/above grade level on Spring i-Ready assessment.	2021-22: GrK: 38.9% Gr3: 31.0%	**GrK: 38.9%** **Gr3: 31.0%** (Mid-Above & Early on Grade GrK: 65.0% Gr3: 49.7%)	12 (6 per year for two years)	GrK: 50.9% Gr3: 43.0%
Middle grade students are prepared for high school Initiative 2: Supporting Empowered Graduates	Increase average distance from standard on smarter balanced/SBAC state assessments in 8th grade Mathematics	2018-19: -104.4*	(preliminary data- still embargoed)	15 (5 per year for three years)	-89.4
All graduates are A-G ready Initiative 2: Supporting Empowered Graduates	Increase the A-G completion rate with a grade of C graduates who complete HS in 4 years and those who completed HS in 5 or more years.	2020-21: 4-year: 57.6%	**Available Oct 2022**	6 (2 per year for three years)	4-year: 63.6%
Goal 2: Focal student groups demonstrate accelerated growth to close our equity	**LCAP Metric(s)**				

gap.					
English Learners are gaining English proficiency Initiative 1: Ensuring Strong Readers by the 3rd Grade	Increase the English Learner (EL) reclassification rate.	2018-19: 13.2%	**Available Sep 2022**	9 (3 per year for 3 years)	22.2%
Black, Latinx, and Students experiencing homelessness are reading at grade level. Initiative 1: Ensuring Strong Readers by the 3rd Grade	Decrease the percentage of grade 6-11 students in targeted groups reading multiple years below grade level on Spring Reading Inventory.	2018-19: Black: 41.9% Latinx: 50.1% Foster: 44.0%	**Black: 35.5%** **Latinx: 43.9%** **Foster: 31.8%**	-9 (-3 per year or 3 years)	Black: 32.9% Latinx: 41.1% Foster: 35.0%
Goal 3: Students and families are welcomed, safe, healthy, and engaged.	**LCAP Metric(s)**				
Students are continuously engaged in learning. Initiative 3: Creating Joyful Schools	Reduce chronic absenteeism rates (missing 10% or more of school days) for all students.	2019-20: 17.3%	**44.6%**	-1.5 (-0.5 per year for 3 years)	15.8%
Schools are inclusive of all students. Initiative 3: Creating Joyful Schools	Reduce the out-of-school suspension rate and student expulsions for Black and SWD.	2019-20: Suspension Black: 7.1% Suspension SWD: 6.8% Expulsion Black: 18 Expulsion SWD: 2	**Suspension Black: 8.3%** **Suspension SWD: 6.2%** **Expulsion Black: 12** **Expulsion SWD: 1**	Suspension: -3 (-1 per year for 3 years) Expulsion: -6 (-2 per year for 3 years)	Suspension Black: 4.1% Suspension SWD: 3.8% Expulsion Black: 12 Expulsion SWD: 0
Students and families are connected to schools. Initiative 3: Creating Joyful Schools	Increase the number of schools with at least 70% of students and parents who feel connected to their school.	2020-21: 50	**Available August 2022**	6 (2 per year for 3 years)	56

Goal 4: Our staff are high quality, stable, and reflective of Oakland's rich diversity.	**LCAP Metric(s)**				
New teachers are prepared and successful. Initiative 4: Growing a Diverse & Stable Staff	Increase the one-year teacher retention rate.	2020-21: Black teachers: 86.2% Latino teachers: 85.0%	**Available Sep 2022**	1.5 (0.5 per year for 3 years)	Black teachers: 87.7% Latino teachers: 86.5%
All schools are trained to serve all students.	Increase the number of sites engaged in equity/anti-racist learning.	2020-21: 52%	**67%**	48% (16 per year for 3 years)	100%

Initiative #1: Ensuring Strong Readers by the Third Grade *Accelerating City Wide Efforts to Guarantee Literacy for all Third Graders*	
Actions	**Deliverables**
Review Early Literacy outcomes two time a year Prioritize resource allocations are in place to support the student goals for ensuring strong readers	Adoption of Foundational Reading Skills curriculum.

Initiative #2: Supporting Empowered Graduates *Developing Essential Skills to Secure Post-Secondary Success*	
Actions	**Deliverables**
Review high school and college readiness student outcomes two time a year Prioritize resource allocations are in place to support the student goals for ensuring empowered graduates	1. Review staff analysis on impacts of existing efforts in high school to implement mastery based grading and whether or not to adopt any changes to the grading policy with the goal of increasing A-G completion. 2. Adopt the new vision for alternative education and adult education: including decisions on a long-term location for Bunche Academy and on whether to move forward with creation of an alternative education hub.

Initiative #3: Creating Joyful Schools *Reimagining schools to be places of joy, inclusion, and beauty*	
Actions	**Deliverables**
Receive a proposed model and budget from the George Floyd Design Team	1. Review recommendations and adopt an ongoing budget for prevention and crisis response for police-free schools
Receive a Plan for key strategies to support the Black Thriving indicators from the Black Students and Families Task Force	

Receive Measure Y project implementation updates two times a year.	2. Adopt a revised Measure Y Spending Plan 3. Review recommendations and adopt a Black Students & Families Thriving Plan; including indicators and a budget 4. Review Recommendations and adopt a Quality Community Schools Road Map in alignment with the Strategic Plan
Leverage community partnerships to address basic needs and increase access to high quality enriching experiences.	

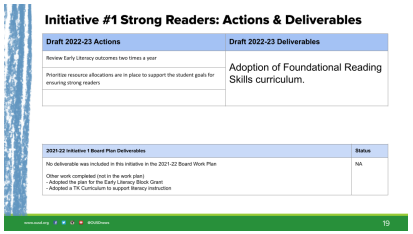
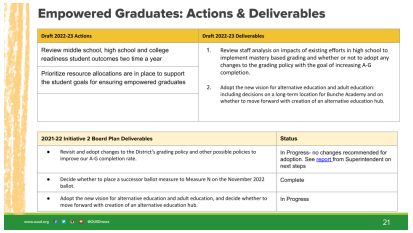
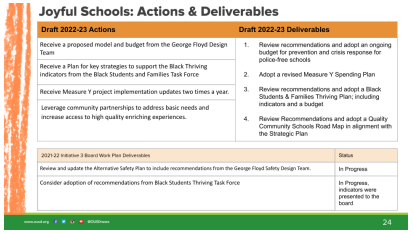
<u>Initiative #4: Growing a Diverse and Stable Staff</u> *Attracting and retaining staff reflective of Oakland's rich diversity*	
Actions	**Deliverables**
Review retention and recruitment outcomes two time a year	1. Adopt contracts for all 7 labor unions 2. Adopt a remote/hybrid working policy for central office staff

Initiative #5: Creating a Sustainable and Thriving District	
Actions	**Deliverables**
Develop a plan for orienting new board members	1. Review proposed amendments and adopt revisions to Board Policy 3150 2. Adopt a New Board Orientation Plan 3. Approve recommendations for vacant property that eliminates blight in the community and generates additional revenue 4. Adopt a balanced budget by June of 2022
Receive regular reports on the implementation of the Community Schools Grant	
Progress Monitor Phase 1 Welcoming Schools and Plan for Phase 2 Welcoming Schools/Redesign of schools	
Evaluate the many initiatives and departments in the district and commission study to compare us to a couple of similar districts to identify structural issues that keep us from focusing resources on direct support of instruction	

2022-23 Board Work Plan Feedback WorkSheet

Group 1

Link to Deck

Initiatives/Draft Deliverables	What are the most important actions or inputs to help us reach our student outcomes in this initiative?	What are the top 1 or 2 deliverables for this year to help us reach our student outcomes in this initiative?	Other comments or questions about the proposed draft deliverables.
Initiative 1  **Initiative #1 Strong Readers: Actions & Deliverables** **Draft 2022-23 Actions**: Review Early Literacy outcomes two times a year; Prioritize resource allocations are in place to support the student goals for ensuring strong readers **Draft 2022-23 Deliverables**: Adoption of Foundational Reading Skills curriculum. **2021-22 Initiative 1 Board Plan Deliverables**: No deliverable was included in this initiative in the 2021-22 Board Work Plan; Other work completed (not in the work plan) - Adopted the plan for the Early Literacy Block Grant - Adopted a TK Curriculum to support literacy instruction **Status**: NA www.susd.org #SUSDnews 19			
Initiative 2  **Empowered Graduates: Actions & Deliverables** **Draft 2022-23 Actions**: Review middle school, high school and college readiness student outcomes two time a year; Prioritize resource allocations are in place to support the student goals for ensuring empowered graduates **Draft 2022-23 Deliverables**: 1. Review staff analysis on impacts of existing efforts in high school to implement mastery based grading and whether or not to adopt any changes to the grading policy with the goal of increasing A-G completion. 2. Adopt the new vision for alternative education and adult education: including decisions on a long-term location for Bunche Academy and on whether to move forward with creation of an alternative education hub. **2021-22 Initiative 2 Board Plan Deliverables**: • Revisit and adopt changes to the District's grading policy and other possible policies to improve our A-G completion rate. • Decide whether to place a successor ballot measure to Measure N on the November 2022 ballot. • Adopt the new vision for alternative education and adult education, and decide whether to move forward with creation of an alternative education hub. **Status**: In Progress- no changes recommended for adoption. See report from Superintendent on next steps; Complete; In Progress www.susd.org #SUSDnews 21			
Initiative 3  **Joyful Schools: Actions & Deliverables** **Draft 2022-23 Actions**: Receive a proposed model and budget from the George Floyd Design Team; Receive a Plan for key strategies to support the Black Thriving Indicators from the Black Students and Families Task Force; Receive Measure Y project implementation updates two times a year.; Leverage community partnerships to address basic needs and increase access to high quality enriching experiences. **Draft 2022-23 Deliverables**: 1. Review recommendations and adopt an ongoing budget for prevention and crisis response for police-free schools 2. Adopt a revised Measure Y Spending Plan 3. Review recommendations and adopt a Black Students & Families Thriving Plan; including indicators and a budget 4. Review Recommendations and adopt a Quality Community Schools Road Map in alignment with the Strategic Plan **2021-22 Initiative 3 Board Work Plan Deliverables**: Review and update the Alternative Safety Plan to include recommendations from the George Floyd Safety Design Team.; Consider adoption of recommendations from Black Students Thriving Task Force **Status**: In Progress; In Progress, indicators were presented to the board www.susd.org #SUSDnews 24			

Initiative 4

Diverse and Stable Staff: Actions & Deliverables

Draft 2022-23 Actions	Draft 2022-23 Deliverables
Review Staff recruitment and retention outcomes two time a year	1. Adopt contracts for all 7 labor unions 2. Adopt a remote/hybrid working policy for central office staff

2021-22 Initiative 4 Board Work Plan Deliverables	Status
No deliverable was included in this initiative in the 2021-22 Board Work Plan	
Other work completed (not in the work plan) -	

Initiative 5

Creating a Sustainable and Thriving District

Draft 2022-23 Actions	Draft 2022-23 Deliverables
Progress Monitor Phase 1 Welcoming Schools and Plan for Phase 2 Welcoming Schools/Redesign of schools Receive regular reports on the implementation of the Community Schools Grant Develop a plan for orienting new board members Evaluate the many initiatives and departments in the district and commission study to compare OUSD to similar districts to identify structural issues that shift resources away from direct support of instruction	1. Review proposed amendments and adopt revisions to Board Policy 3150 2. Adopt a New Board Orientation Plan 3. Approve recommendations for vacant property that eliminates blight in the community and generates additional revenue 4. Adopt a balanced budget by June of 2022

2021-22 Initiative 1 Supt Work Plan Deliverables	Status
Review and consider Citywide Plan recommendations from staff, and continue to monitor outcomes of Citywide Plan decisions.	Completed
Adopt revisions to budget policies and funding formulas.	In Progress: Adopted the revised funding formula, did not adopt revisions for BP3150.
Receive report on one-time funds and return on investments, and consider possible budgetary allocations for 2022-23 that will allow the District to make progress on comprehensive student supports, including social-emotional learning, academic interventions and reducing chronic absence for the 2022-23 school year, as well as a report on how the District will ensure access for students with disabilities to academic and SEL supports.	Completed
Adopt and monitor budget development calendar in Fall of 2021, including consideration of a plan to conduct a fiscal systems audit and pay off the state loan, as well as reviewing the past allocation of one-time funds and approving a plan for remaining pandemic relief grants.	Completed
Approve a balanced budget with necessary ongoing reductions by June of 2022.	Completed
Review recommendations and adopt potential changes to district enrollment policies, including implementation of the Enrollment Stabilization Policy and modifications to the Open Enrollment Policy.	In progress; reviewed recommendations but decided to postpone changes to the policy

Group 2

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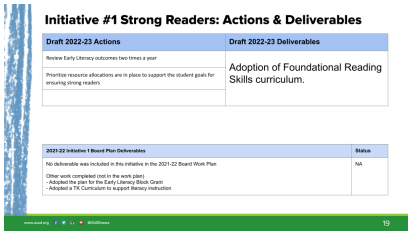
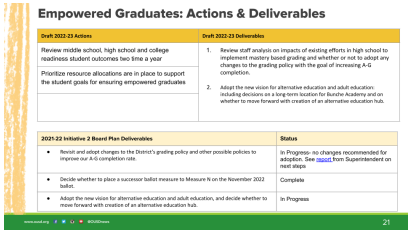
Initiatives/Draft Deliverables	What are the most important actions or inputs to help us reach our student outcomes in this initiative?	What are the top 1 or 2 deliverables for this year to help us reach our student outcomes in this initiative?	Other comments or questions about the proposed draft deliverables.
Initiative 1  **Initiative #1 Strong Readers: Actions & Deliverables** Draft 2022-23 Actions: Review Early Literacy outcomes two times a year; Prioritize resource allocations are in place to support the student goals for ensuring strong readers Draft 2022-23 Deliverables: Adoption of Foundational Reading Skills curriculum. 2021-22 Initiative 1 Board Plan Deliverables: No deliverable was included in this initiative in the 2021-22 Board Work Plan Other work completed (not in the work plan) - Adopted the plan for the Early Literacy (Block Grant) - Adopted a TK Curriculum to support literacy instruction Status: NA www.ousd.org #OUSDnews 19			
Initiative 2  **Empowered Graduates: Actions & Deliverables** Draft 2022-23 Actions: Review middle school, high school and college readiness student outcomes two time a year; Prioritize resource allocations are in place to support the student goals for ensuring empowered graduates Draft 2022-23 Deliverables: 1. Review staff analysis on impacts of existing efforts in high school to implement mastery based grading and whether or not to adopt any changes to the grading policy with the goal of increasing A-G completion. 2. Adopt the new vision for alternative education and adult education: including decisions on a long-term location for Bunche Academy and on whether to move forward with creation of an alternative education hub. 2021-22 Initiative 2 Board Plan Deliverables: • Revisit and adopt changes to the District's grading policy and other possible policies to improve our A-G completion rate. Status: In Progress- no changes recommended for adoption. See report from Superintendent on next steps • Decide whether to place a successor ballot measure to Measure N on the November 2022 ballot. Status: Complete • Adopt the new vision for alternative education and adult education, and decide whether to move forward with creation of an alternative education hub. Status: In Progress www.ousd.org #OUSDnews 21			
Initiative 3			

Joyful Schools: Actions & Deliverables

Draft 2022-23 Actions	Draft 2022-23 Deliverables
Receive a proposed model and budget from the George Floyd Design Team	1. Review recommendations and adopt an ongoing budget for prevention and crisis response for police-free schools
Receive a Plan for key strategies to support the Black Thriving Indicators from the Black Students and Families Task Force	2. Adopt a revised Measure Y Spending Plan
Receive Measure Y project implementation updates two times a year.	3. Review recommendations and adopt a Black Students & Families Thriving Plan; including indicators and a budget
Leverage community partnerships to address basic needs and increase access to high quality enriching experiences.	4. Review Recommendations and adopt a Quality Community Schools Road Map in alignment with the Strategic Plan

2021-22 Initiative 3 Board Work Plan Deliverables	Status
Review and update the Alternative Safety Plan to include recommendations from the George Floyd Safety Design Team.	In Progress
Consider adoption of recommendations from Black Students Thriving Task Force	In Progress, indicators were presented to the board

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Initiative 4

Diverse and Stable Staff: Actions & Deliverables

Draft 2022-23 Actions	Draft 2022-23 Deliverables
Review Staff recruitment and retention outcomes two time a year	1. Adopt contracts for all 7 labor unions
	2. Adopt a remote/hybrid working policy for central office staff

2021-22 Initiative 4 Board Work Plan Deliverables	Status
No deliverable was included in this initiative in the 2021-22 Board Work Plan	
Other work completed (not in the work plan) -	

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Initiative 5

Creating a Sustainable and Thriving District

Draft 2022-23 Actions	Draft 2022-23 Deliverables
Progress Monitor Phase 1 Welcoming Schools and Plan for Phase 2 Welcoming Schools/Redesign of schools	1. Review proposed amendments and adopt revisions to Board Policy 3150
Receive regular reports on the implementation of the Community Schools Grant	2. Adopt a New Board Orientation Plan
Develop a plan for orienting new board members	3. Approve recommendations for vacant property that eliminates blight in the community and generates additional revenue
Evaluate the many initiatives and departments in the district and commission study to compare OUSD to similar districts to identify structural issues that shift resources away from direct support of instruction	4. Adopt a balanced budget by June of 2022

2021-22 Initiative 1 Supt Work Plan Deliverables	Status
Review and consider Citywide Plan recommendations from staff, and continue to monitor outcomes of Citywide Plan decisions.	Completed
Adopt revisions to budget policies and funding formulas.	In Progress- Adopted the revised funding formula, did not adopt revisions for BP3150.
Receive report on one-time funds and return on investments, and consider possible budgetary allocations for 2022-23 that will allow the District to make progress on comprehensive student supports, including social-emotional learning, academic interventions and reducing chronic absence for the 2022-23 school year, as well as a report on how the District will ensure access for students with disabilities to academic and SEL supports.	Completed
Adopt and monitor budget development calendar in Fall of 2021, including consideration of a plan to conduct a fiscal systems audit and pay off the state loan, as well as reviewing the past allocation of one-time funds and approving a plan for remaining pandemic relief grants.	Completed
Approve a balanced budget with necessary ongoing reductions by June of 2022.	Completed
Review recommendations and adopt potential changes to district enrollment policies, including implementation of the Enrollment Stabilization Policy and modifications to the Open Enrollment Policy.	In progress; reviewed recommendations but decided to postpone changes to the policy