OAKLAND UNIFIED SCHOOL DISTRICT

Community Schools, Thriving Students

Quality Community Schools Development Strategic Planning Process

"Defining School Quality"

Staff Lead: David Montes de Oca

Alignment with District Vision

OUSD MISSION/VISION

All students will graduate. As a result, they are caring, competent, and critical thinkers, fully-informed, engaged, and contributing citizens, and prepared to succeed in college and career.

OUSD GOAL

To create a FULL SERVICE COMMUNITY DISTRICT that serves the whole child, eliminates inequity, and provides each child with an excellent teacher every day.

HIGH QUALITY EFFECTIVE INSTRUCTION GOAL

To ensure that every day, every year, every child in Oakland has high quality effective instruction delivered by the best and brightest professional in the Bay Area.

Quality Community Schools Strategic Planning

INTRODUCTION

- As part of the Strategic Direction of the Oakland Unified School District, through continuous reflection and analysis of the achievements to date as a result of reform efforts employed over the past decade, the Oakland Unified School District has created the **Quality Community Schools Development** (QCSD) group. The focus of QCSD is to support the entire district in systematically reviewing the quality of its schools, initiating significant change efforts where necessary in the interest of continuous improvement, and supporting the overall push to elevate the quality of Oakland's schools on behalf of all children.

- The core strategies of QCSD rely on the establishment of Quality Standards for all schools, in addition to developing processes for how we review the quality of all schools and harnessing the effective practices that already exist within many Oakland schools to further narrow the opportunity gap experienced by many students not currently receiving a high quality public education.

- The following slides present the operating structure of QCSD, as well as key initiatives to be undertaken in the first year of operation in order to help ready the entire organization for success in fulfilling its mission.

Quality Community Schools Strategic Planning

QCSD PREMISE:

To develop an **ENGINE** for change within the Oakland Unified School District that will accelerate the development of **high quality community schools** as the norm for Oakland's public schools by:

Developing, through engagement of community and stakeholders, **Quality School Standards** and implementing a **Balanced Performance-based School Quality Review** of school programs and school systems, **including** an assessment of: **Parent & Community Engagement**, **Teacher Effectiveness**, **Student Engagement**, and **Curriculum Quality**;

Identifying and expanding **Effective Practices** in and among Oakland schools;

Applying that learning to more effectively inform **School Quality Management** decision-making, such as major school restructuring, school reconfigurations, and school closure; and

Acting as **critical friend** to the entire organization **by helping to identify where the system must change to support its schools.**

Quality Community Schools Strategic Planning

COMMUNITY ENGAGEMENT

1. **Defining "What is good?"**

   Through stakeholder engagement, research and harnessing the outcomes of District-wide Task Forces, in 2010-2011 QCSD will

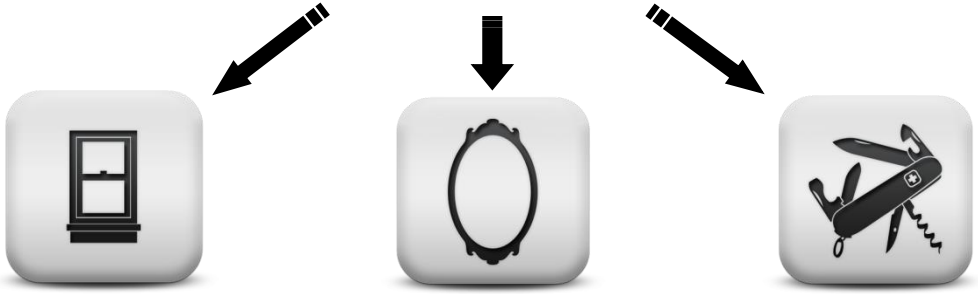
   • Establish **School Quality Standards** and

2. **"How do we see our schools?"**

   • Develop a **Balanced School Quality Review Process** for all schools.

The School Quality Review Process will produce **Actionable Knowledge** to be used in the following ways:

ACTIONABLE KNOWLEDGE



A WINDOW into our schools for all Stakeholders

A MIRROR as a catalyst for Continuous Improvement

A DATABASE of Effective Practices shared among schools

COMMUNITY ENGAGEMENT

Quality Community Schools Strategic Planning

COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT

3. "How Do We Make Decisions About Our Schools?"

Where existing school options and/or school configurations are not yet effectively serving all students, QCSD will

- Facilitate **Stakeholder Engagement,**
- Conduct **Analysis of School Performance** *based on Quality Standards,* and
- Recommend high-stakes decisions, including **Major School Restructuring and Closure.**

"How Do We Implement Our Decisions?"

This may result in the following interventions…

Incubation of single-school or multi-school program to replace or improve under-performing school options

Expansion of grade configurations, i.e. from K-5 to PK-8 or 9-12 to 6-12 as the result of multi-year design processes

Replication of school programs and/or effective practices through systematic knowledge transfer

School closures enacted only in favor of meaningful school improvement efforts invested in alternate school options

Quality Community Schools Strategic Planning

GOALS

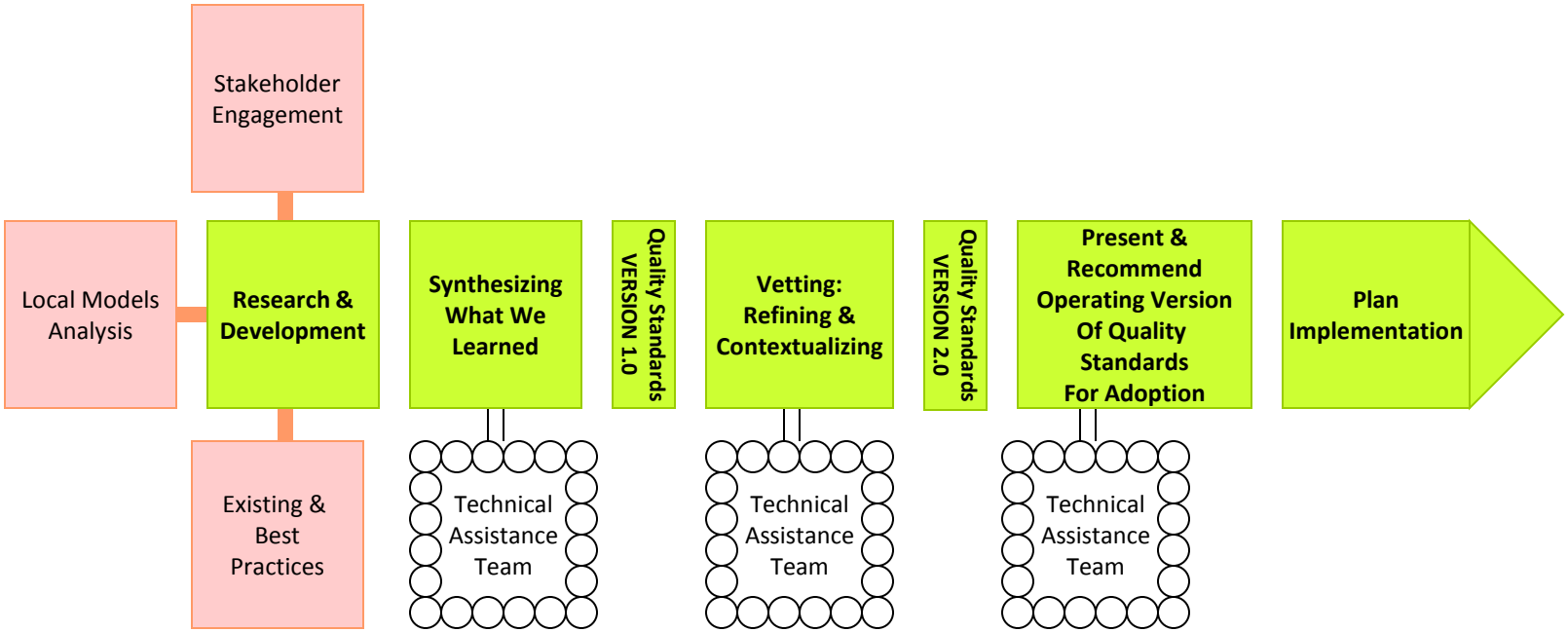
- Develop Standards for School Quality, through stakeholder engagement, review of local models of effective schools, and analysis of existing definitions of school quality
- Develop a Balanced School Quality Review process that may be applied to all schools on cyclical basis
- Develop School Quality Decision-making processes that support major school restructuring
- Support the alignment of tools and processes used throughout the district to reinforce the School Quality Standards

DELIVERABLES

- Establish an operating set of **School Quality Standards** by May 2011.
  - Conduct stakeholder engagements through the support of schools and local community partners to conduct a listening campaign seeking to define school quality by January 2011
  - Facilitate Technical Assistant Team analysis and synthesis of results from stakeholder engagements, research, and local models by February 2010
  - Establish exemplars of school quality across PreK-12/Adult and in each core subject area, as well as exemplars across non-core disciplines, by April 2011
- Develop process for applying Quality Standards in a **Balanced School Quality Review** by March 2011
  - Pilot Balanced School Quality Review process utilizing beta version of Quality Standards by April 2011
- Develop a **3-year and 5-year strategic plan** for the continuous review of school quality based on School Quality Standards by June 2011

Quality Community Schools Strategic Planning

Quality Community **Schools** Development
Strategic Planning Process: *Developing School Quality Standards*



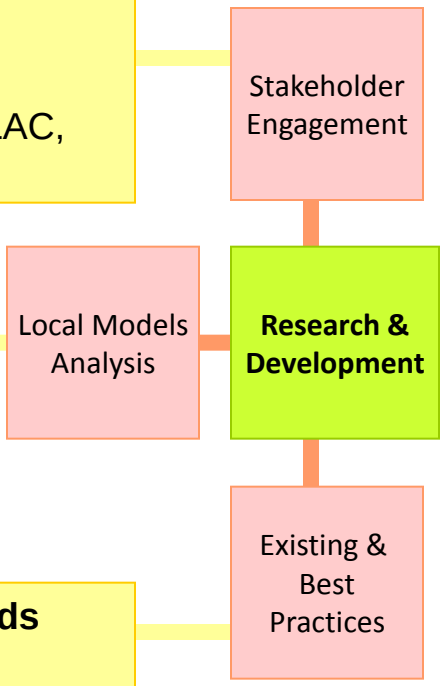
OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

Quality Community Schools Strategic Planning

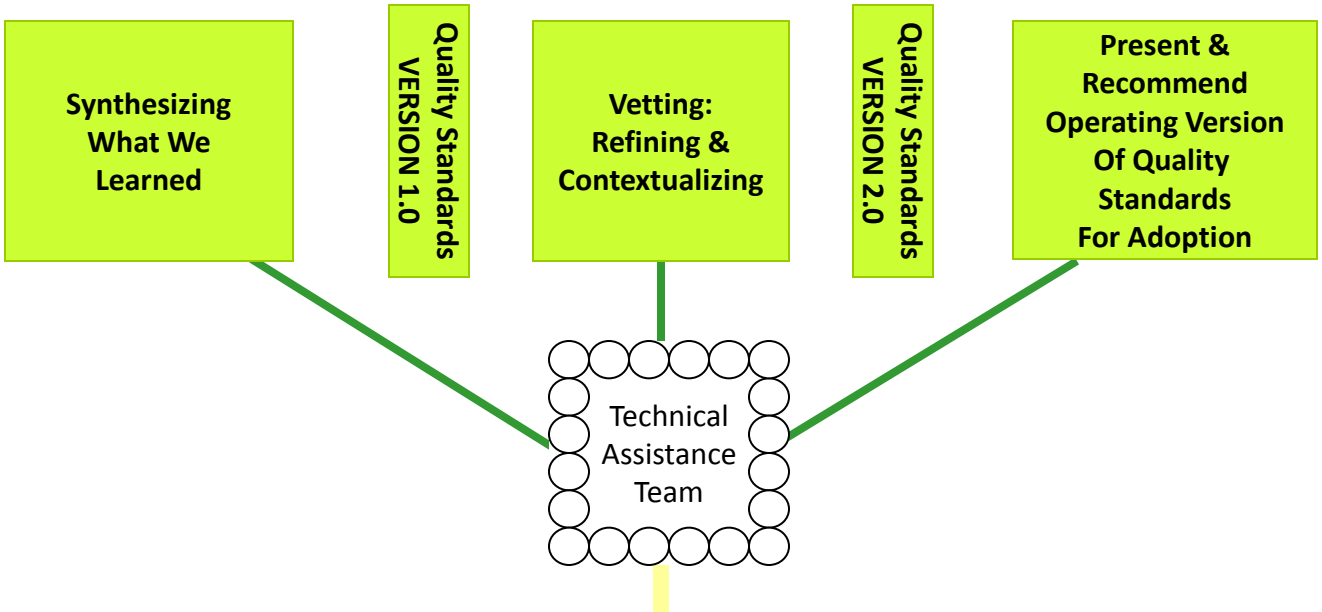
Listening Campaign re:
How do we know if our schools are effective?
- Parents
- Students
- Staff / Teachers
- Principals
- Central Leadership
- Community Partners
- Coalitions (eg. OPT, EBAYC, PLAN, OCO, GO, DAC, DELAC, Networks, Unions)

Local Models:
- Moved out of PI status
- High Options Interest
- High Performance Growth Modeling
- Representative of District
- Evidence of success w/ AA, EL, SPED, Low SES

Collecting Quality Schools & Effective Schools Standards from throughout the country and locally.
Building a matrix of universal and unique qualities. Research:
- Definitions
- Background on development process
- How standards are currently being used



Quality Community Schools Strategic Planning



Core Membership: Leaders/Experts/ Engaged Citizens

- Educational Leadership
- Parent Involvement
- Instruction
- Governance
- Finance
- Facilities/ School Environment
- Student & Family Support Services
- Safety / Climate and Culture
- Data / Assessment

Quality Community Schools Strategic Planning

Developing Perspective:
- Parents
- Students
- Staff / Teachers
- Principals
- Central Leadership
- Community Partners
- Coalitions (eg. OPT, PLAN, EBAYC, DAC, DELAC, OCO, GO, Networks, Unions)

Creating Exemplars of Evidence Base:
- Pre-K
- Elem (2)
- Middle (2) (Each Core Area)
- High (2)
- Adult

Quality Future Initiative
Through Options Process engagement activities of Pre-K, 5th Grade, and 8th Grade families and students, utilize surveys, videos, and/or interviews to identify examples of school quality

Vetting: Refining & Contextualizing

Youth Campaign for Quality
Through existing youth action groups, empower corps of youth leaders - through surveys, videos, and/or research - to identify examples of school quality

Technical Assistance Team

NAME	TITLE	ORGANIZATION	ROLE
David Montes de Oca	ED Quality Community Schools Development	OUSD	Facilitator
David Chambliss	QCSD; Director of School Quality Review	OUSD	Standards research
Paige Abramson Hirsch	Interim Director, Office of Charter Schools	OUSD	Authorizer perspective
Anthony Lee	CCSD; Data Analyst	OUSD	Standards research
Maria Santos	Deputy Supt. Instruct, Leadership, Equity in Action	OUSD	Academic program
Vernon Hal	Deputy Supt. Business Services and Operations	OUSD	Operations
TBD	Family Community Office	OUSD	Community support
TBD	ReXo / NeXo HS	OUSD	Regional perspective
TBD	Early Childhood / Adult Education	OUSD	Secondary perspective
Kitty Epstein	Education Director	Mayor's Office	City-wide perspective
TBD	Community Based Organization leadership	Community	Service provider
TBD	Parent leader/s – school employed	Community	Parent w/in schools
TBD	Parent leader/s	Community	Parent perspective
TBD	Student leader/s - graduate	Community	Student post grad
TBD	Student leader/s - enrolled	All City Council	Student current
TBD	Charter school leader/s	Community	Charter sector
TBD	Private school leader/s	Community	Private sector
TBD	University representative	UC Berkeley	University sector
TBD	Senior Leadership	New Lead/ New Schools	Partner Organization
TBD	Senior Leadership	Parent Advocacy	Partner Organization
TBD	Senior Leadership	National Equity Project	Partner Organization
TBD	Senior Leadership	Urban Strategies Council	Partner Organization

Operating Norms & Work Structure

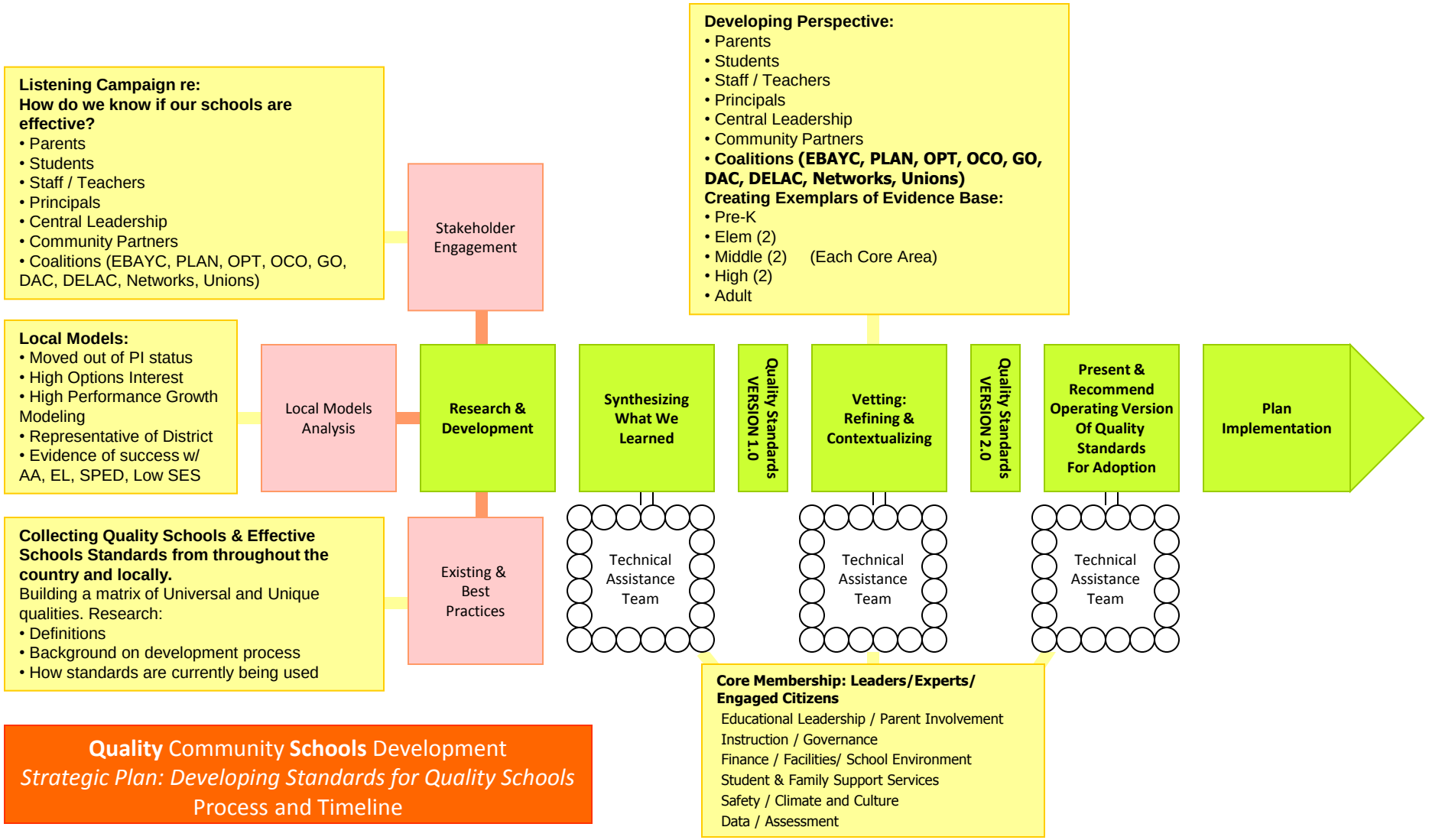
OPERATING NORMS

- Quality
  - To establish high expectations and ensure the highest quality outcomes
- Accountability
  - To create conditions of mutual respect and to remain committed to the task
- Transparency
  - To ensure visibility, clarity, access, and to strive towards open dialog and communication
- Service
  - To remain student centered and to allow for diverse views, opinions and experiences

WORK STRUCTURE

- QCSD Team w/ Technical Assistance during October - December:
  - creates initial matrix of existing quality standards
  - conducts stakeholder listening campaign activities
  - conducts site visits of local model schools
- Technical Assistance Team meets 4-6x weekly between December and February
- Vetting Process occurs through weekly engagement activity between February and March
- Technical Assistance Team meeting weekly in April and May to develop Operating version of Quality Standards
- Technical Assistance Team will manifest through large group, small group, and individual interactions to maximize the support provided.

Key Dates & Project Plan Overview



Quality Community **Schools** Development
Strategic Plan: Developing Standards for Quality Schools
Process and Timeline

October 2010	November 2010	December 2010	January 2011	February 2011	March 2011	April 2011	May 2011	June 2011

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Interdependencies with Task Forces

- Ensuring & Empowering Effective Teachers
- Common Core Standards & Curriculum
- Balanced Literacy
- Effective Principals & Leadership
- African American Male Achievement
- Regional Governance Structure
- Secondary Experience & Achievement
- Building Full-Service Community Schools
- Single Shared Data Warehouse & Balanced Scorecard
- Results Based Budgeting Reform
- Options & School Selections for Families
- Closing the Deficit- Efficiency Audit Across All Departments
- Regional Neighborhood Zone Approach