Sustainable Community Schools Redesign Process
A School Improvement Framework

Sondra Aguilera, Chief Academic Officer
Monica Thomas, Deputy Chief of Continuous School Improvement
June 21, 2023

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

Our 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 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.

Ask of the Board

This item is presented for the purpose of obtaining feedback on proposed School Improvement Framework, a response to Redesigning OUSD schools as noted in Resolution No. 2223-0036.

Reflections

School improvement work is messy and non-linear.
It takes time and dedicated resources.

Leadership development is essential.

It cannot be "extra" or "separate." This is our core work.

It cannot happen in a vacuum—overall district systems need to improve simultaneously

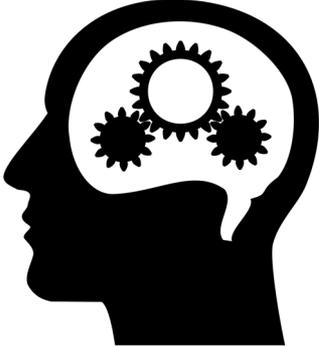Build on recent innovations in virtual learning, edtech, and personalization.

Family and community engagement is foundational.
After school and community based organizations are important partners.

Design and implementation need to sit together.

Outline

- Metrics to be used to identify areas for improvement at all school sites;
- Improvement Process; and
- Improvement Domains.

School Improvement Framework

Identification	PROCESS	CONTENT
		Improvement Domains
Metrics identifying areas of improvement for each school.	A defined process for schools to go through to improve.	Defining Transformational Schools.

School Improvement Metrics

Norm Referenced vs. Criterion Referenced

Norm Referenced	Criterion Referenced
How schools compare to other schools.	How schools compare to a set criterion, such as a predetermined standard.
Rank and Compare.	Set a standard and compare schools against that standard.

Recommendation: Criterion Referenced

All Schools are compared against a standard (set of metrics).

Two Paths for School Improvement

TARGETED Improvements   **TRANSFORMATION**

Majority of Schools   Small Selection of Schools

SUSTAINABILITY

Metrics for identifying Strengths and Areas for Improvement

Enrollment

- School Enrollment
  Attendance area enrollment (# of students in the attendance area enrolled in Oakland public schools, including charter schools)
  # and % of school enrollment from its attendance area
  # and % of students from the attendance area who attend the neighborhood school
  First choice applications
  Demand Rate (# of 1st choice app/recommended entry grade enrollment)

Staffing/Budget

Recommended number of classes per grade based on short-term projection
Entry grade sustainability (recommended entry grad enrollment/actual entry grade enrollment)
Staffing Costs
  - Cost for Admin/Services Per Pupil
  - Total Base Cost per Pupil
  - Total non-SpEd per Pupil Cost

Facility

Facility Condition Index (FCI)
# of classrooms above 600 sqft
Facility RRMA allocation per student
Facility Deficiency Cost per classroom
Optimum number of classes per grade based on facility

Additional Considerations

Average distance traveled to school
Teacher Retention Rate

QUALITY

Metrics for identifying Strengths and Areas for Improvement

Engagement Indicators

● Chronic Absence (TK-8)
   Suspension
   School Connectedness (Student, Parent, Staff)

Academic Indicators
      SBAC ELA
      SBAC Math
      English Learner Progress
      iReady ELA Status and Growth (K-2)
      iReady Math Status and Growth (K-2)
      Reading Inventory Status and Growth (Gr6-11)

High School Only

      Graduation
      A-G readiness of Gr12 graduates
      On-track to graduation
      On-track to A-G readiness
      Pathway Enrollment

EQUITY

Metrics for identifying Strengths
and Areas for Improvement

● Selected Sustainability
Metrics by Focus Student
Groups
Quality Metrics by Focus
Student Groups

Focus Student Groups

- African American
- English Learner
- Latino
- Low Income
- Special Education
- Unhoused

School Improvement Process

Shifts in our approach to School Improvement

Shift from...	to…
identifying a few schools for improvement	district-wide commitment to improvement at all schools
siloed design work led exclusively by staff	intentional partnership with community
rewards or sanctions as an impetus	quality and equity for students as a driver
broad definition of (re)design and open-ended innovation	design and improvement aligned to our strategic vision and community needs
improvement in a vacuum	improvement to the overall system

OUSD Sustainable Schools Redesign Process

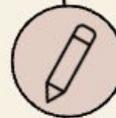**Ground in Community Voice**
Determine program needs through comprehensive asset mapping, and community engagement

Convene a Community Design Team
Convene a team of parents, students, staff, school leaders, and community members to analyze data

Develop a Strategic Plan
Identify program priorities that build on assets and address quality, equity and sustainability gaps

Implement Plan
Use continuous improvement and instructional best practice to implement priorites

Monitor Progress towards Equity, Quality, and Sustainability
Monitor progress on implementation

OUSD SUSTAINABLE SCHOOLS REDESIGN PROCESS

Year 1 | Years 2-3

COMMUNITY VOICE → **INCLUSIVE TEAM** → **BUILD A PLAN** → **TAKE ACTION** → **MONITOR PROGRESS**

VISION
- What does the community want for students?
- What kind of programming will meet their needs?

INCLUSION
- How can all voices in the school community contribute to student success?

KNOWLEDGE
- What must we do to serve students better? What do the data
- What do student need from the adults around them?

PRIORITY
- How are resources aligned to serve students best?
- What strategies and priorities match program needs?

REINFORCEMENT
- How well are our improvements meeting student needs?
- What should we continue doing?

School Improvement Domains

Improvement Domains

Vision & Mission

Quality Program Implementation

Collective Leadership & Professional Learning

Transformational Schools:
Vision for Improvement

Mission & Vision	Quality Program Implementation	Collective Leadership & Professional Learning
• Compelling and inspirational school vision and mission • Strategically organize resources and team structures toward vision • Implement policies, structures and practices	• Rigorous, standards based instruction • College, career and community ready • Joyful, asset-based & anti-racist mindset • culture of inclusive learning	• Culture of shared responsibility • Shared decision-making • Meaningful partnerships with students and families

Two Paths for Improvement

	Path 1 **Targeted Improvements**	Path 2 **Transformational**
Metrics	All schools are measured against a standard and targeted areas for improvement are identified.	A smaller group of schools that have multiple areas for improvement are identified.
Process	Cycles of Improvement focused on targeted improvement areas.	Transformational whole school redesign.
Content	Focus on *specific* improvement domains.	Focus on *all* improvement domains.
Who	★ School site teams ★ Guided by Network Superintendent and Department aligned Network Partners	★ Design team selected to lead transformational school design ★ Supported by dedicated staff- Continuous School Improvement Director ★ Network Superintendent

Next Steps

Collect Feedback from:

Board, Students, Staff, Family Groups;

Identify the connections to new/revised Committees: Community Schools and Black Reparations; and

Bring revised Improvement Framework back to Board in September 2023 after more engagement.

Ask of the Board

This item is presented for the purpose of obtaining feedback on proposed School Improvement Framework, a response to Redesigning OUSD schools as noted in Resolution No. 2223-0036.

Questions? Comments? Suggestions?

Community Schools, Thriving Students

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

1000 Broadway, Suite 300, Oakland, CA 94607

www.ousd.org   @OUSDnews