

Recreating Central Office



**Oakland Unified School District
Presentation to Board - March 30, 2005**

OAKLAND'S CONTEXT DEMANDS CHANGE AND MAKES CHANGE POSSIBLE

An unacceptable status quo ...

About 2/3 of all 9th graders enrolled in Oakland's high schools do not graduate

Despite recent progress, >80% of Oakland's elementary school students score less than proficient in language arts and 2/3 score less than proficient in math

... and pressure for real change ...

Declining enrollment

History of poor academic performance

Limited accountability for results

Inequity among schools

Fiscal crisis leading to State takeover

State and federal (e.g., NCLB) requirements

Increased competition (e.g., charters)

... have led to significant opportunity ...

- Visionary leadership in OUSD and the community
- Extraordinary leverage over governance and regulatory conditions
- Unprecedented support of large education funders
- Strong community recognition of the need for redesign
- Increased energy for school level changes

... and clear objectives for a new OUSD

- Improved academic achievement
- Equitable outcomes for all students
- Restoration of public confidence in Oakland public schools

WE'RE WORKING TOWARD A BOLD NEW BEGINNING

**Assessment:
Fixing "old" OUSD
will not work**

**Stakeholder quotes,
2004**

- "The system is dysfunctional and broken"
- "We have come to expect that this is the best we can do"
- "We've done this before. I no longer trust the District"
- "Why would I support something that's broken?"

**Decision: Start over with
"new" OUSD**

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- Immediate addressing of issues
 - Start with a clean slate and do it right
 - Radical shift away from old, but always protecting children
 - Tell the story, listen, challenge assumptions, raise the bar
 - Strong signal that something is different
 - New, exciting effort attracts fresh talent and resources

Redesign =

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- New organization
 - New expectations
 - New standards
 - New leaders
 - New ideas
 - New relationships
 - New systems
 - New energy
 - New optimism
 - *Renewed hope*

YET, THE CHANGES ARE GROUNDED IN THE VALUES AND VISION OF THE OAKLAND COMMUNITY (OUSD STRATEGIC PLAN 2002) . . .

Vision

High standards of learning . . .
High standards of service

The challenges facing our schools require that all resources, support and strategies be directed toward supporting the implementation of high standards for learning for **all students** in all classrooms

Mission

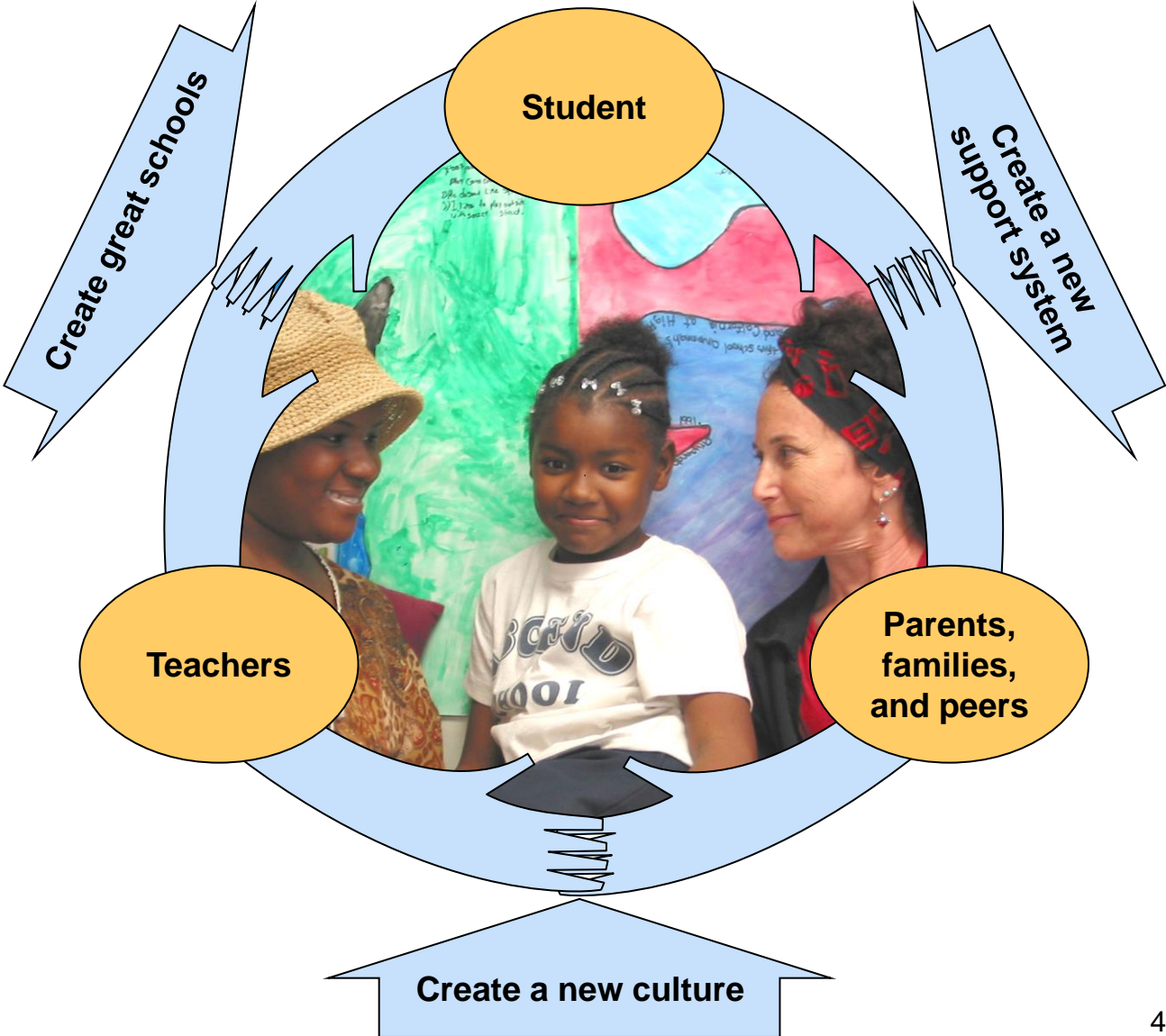
“To transform each school into a nurturing community with high standards of learning for every student by name, and our district into a responsive, supportive network with high standards of service”

Core values

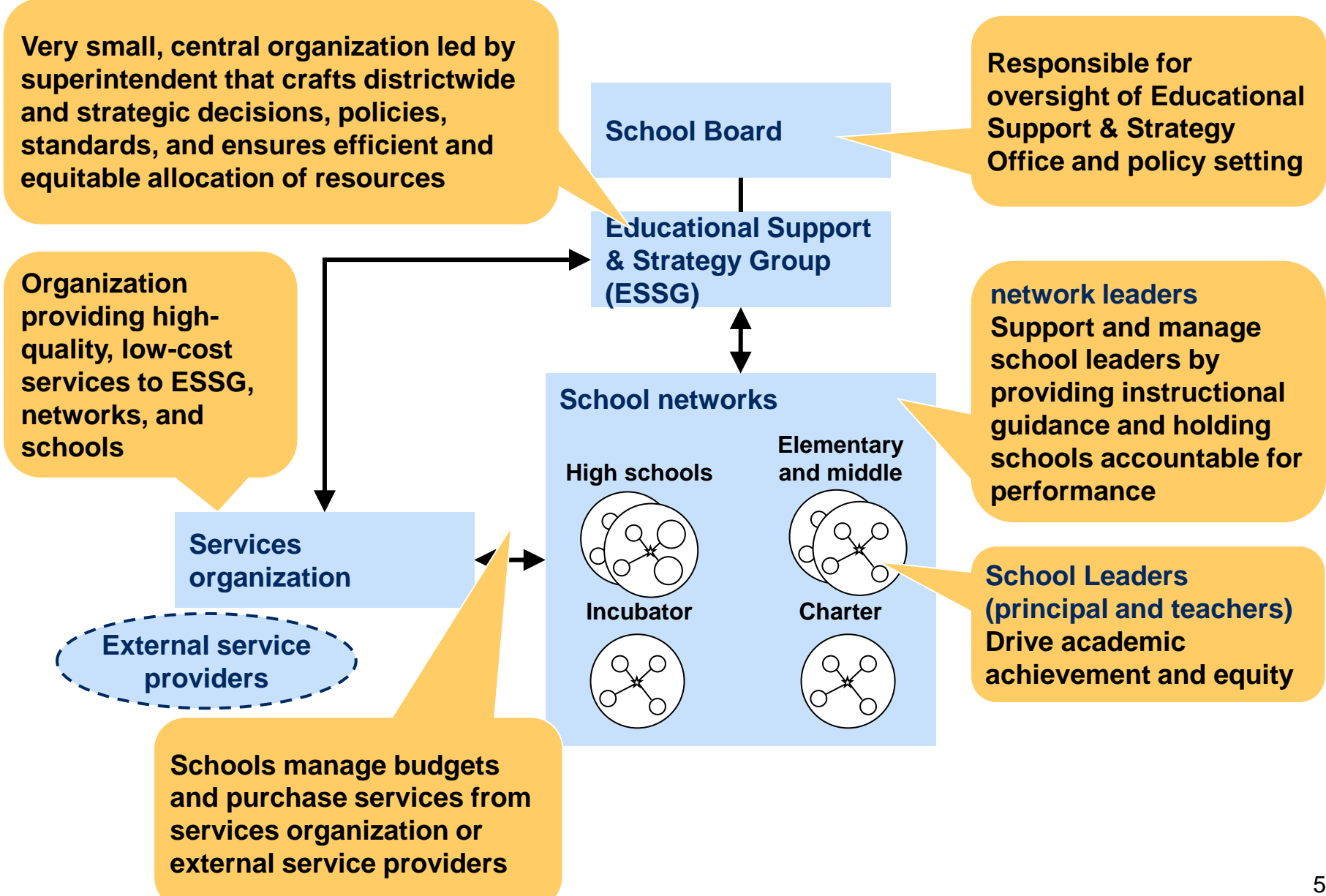
- Every student and adult must feel safe, valued, and challenged to meet **high expectations**
- Every student deserves **equity of opportunity** to thrive in a school that expects him or her to perform at high levels
- **Continuous learning** and inquiry are keys to exceptional performance, individually and collectively
- Central office **support** and greater school site **ownership** increase **accountability for results**
- The **diversity** of our community is a source of strength for our schools that must be honored and protected
- **Leadership** at all levels is imperative for educating all students to high levels, and for creating strong, well-managed schools
- **Sustained commitment** to the common good is vital to perpetual success for our schools and our community

... AND BASED ON THE KNOWLEDGE THAT SUPPORTING STUDENTS' EDUCATION IS UNIQUE WORK ...

Education is *not* a service that is delivered to students; it is something that happens within individuals as they engage with academic content, learn to do important things in the world, and make meaning of their lives. It is best and most effectively supported by strong, mutually accountable relationships between teachers, families and the students themselves. Schools, systems, and culture should support these relationships and focus on the student's success



THE STRUCTURE OF OUSD IS BEING REDESIGNED TO BETTER SUPPORT SCHOOLS AND DRIVE STUDENT ACHIEVEMENT



Very small, central organization led by superintendent that crafts districtwide and strategic decisions, policies, standards, and ensures efficient and equitable allocation of resources

Responsible for oversight of Educational Support & Strategy Office and policy setting

Organization providing high-quality, low-cost services to ESSG, networks, and schools

network leaders Support and manage school leaders by providing instructional guidance and holding schools accountable for performance

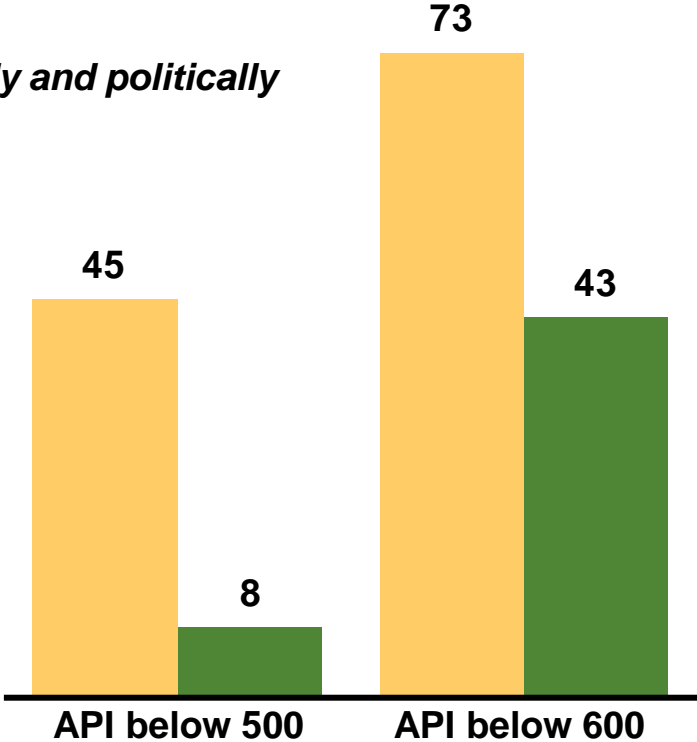
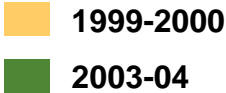
School Leaders (principal and teachers) Drive academic achievement and equity

Schools manage budgets and purchase services from services organization or external service providers

AND WE ARE BUILDING ON THE HARD WORK THAT HAS ALREADY BEEN TAKING PLACE IN OAKLAND

- Results based budgeting** → *Overhauled school-level budgeting to improve flexibility and equity*
- Opening new schools** → *Created internal “incubator” group to open and support new schools*
- Procurement system** → *Provided teachers and principals with direct and easy access to supplies*
- School choice** → *Provided choice to high school students*
- Active community** → *Supports the schools financially and politically*

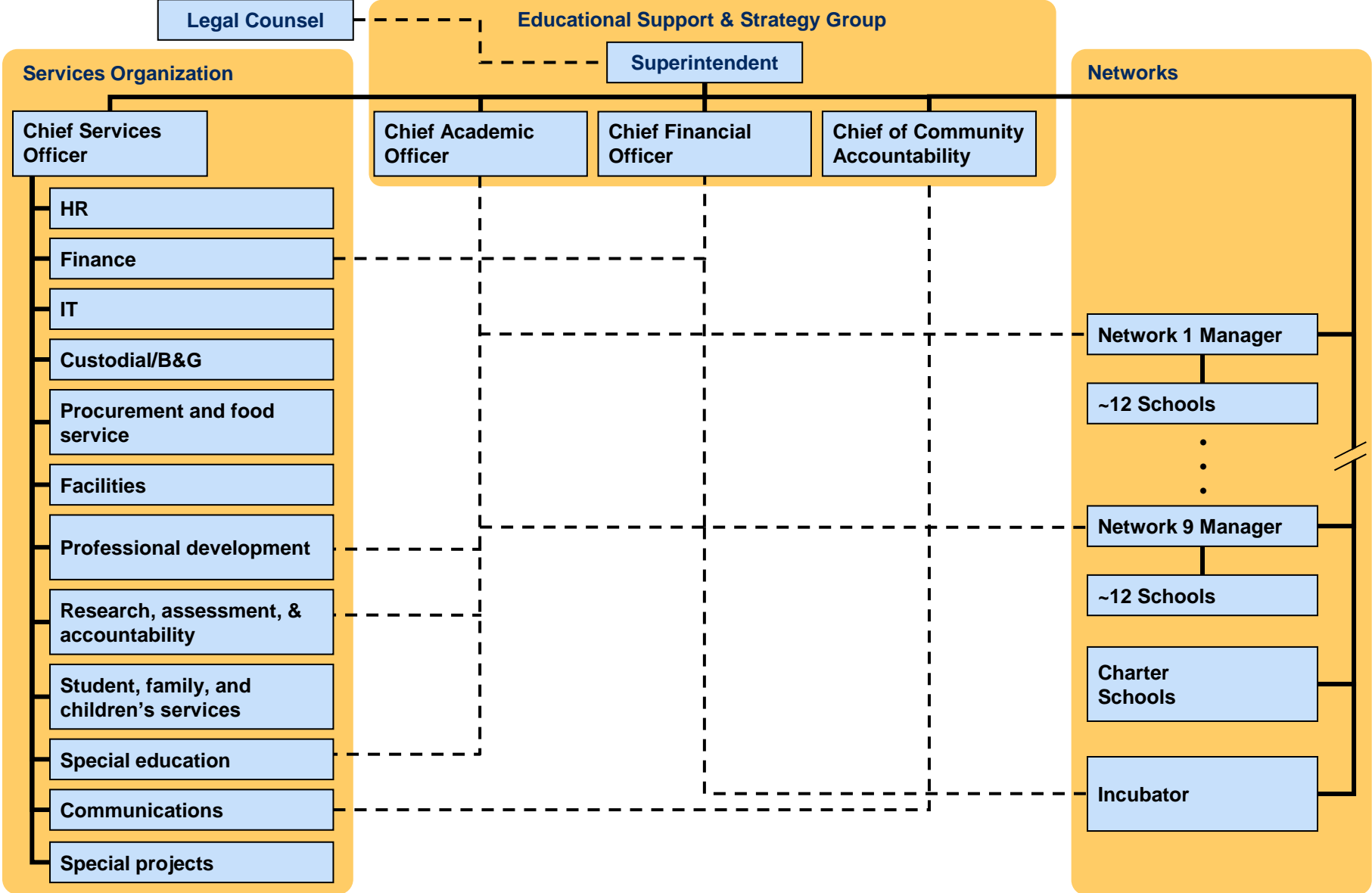
USD schools with . . .
Percent



PROPOSED END-STATE ORGANIZATION STRUCTURE

PRELIMINARY

— Direct supervision
 - - - Sets standards



OVERALL IMPLEMENTATION PLAN

ROUGH DRAFT

Key activities

2004/05

- Top-level organization design
- Resource development
- Community engagement
- Assign K-8 schools to networks, hire network leaders
- Design Wave I service area pilots

2005/06

- Develop instructional framework
- Implement improved Results-Based Budgeting
- Create service organization
- Pilot Wave I service areas: HR, Finance, Professional Development, Research and Accountability
- Design Wave II service areas and performance management system

2006/07

- Assign high schools to new networks
- Implement new instructional framework
- Implement Wave II services (Custodial, Communications, IT, B&G, Food Service, Special Ed, SFCS)
- Design Wave III service areas
- Implement performance management system

2007/08

- Refine networks (e.g., incubator schools moving to networks)
- Implement Wave III services (Facilities, Procurement, Legal)