



**OAKLAND UNIFIED
SCHOOL DISTRICT**

Community Schools, Thriving Students

MetWest Expansion Update



September 26, 2018

Our Vision And Mission Ground Us

Vision: All OUSD students will find joy in their academic learning 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.

Mission: To become 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.



Key Principles: Quality, Equity, Access and Fiscal Sustainability

Community of Schools: A City Wide Plan (7 Components)



A Interconnected Comprehensive Strategy

Proposed Timeline of Key Board Engagements



Quality Community School Action Plan

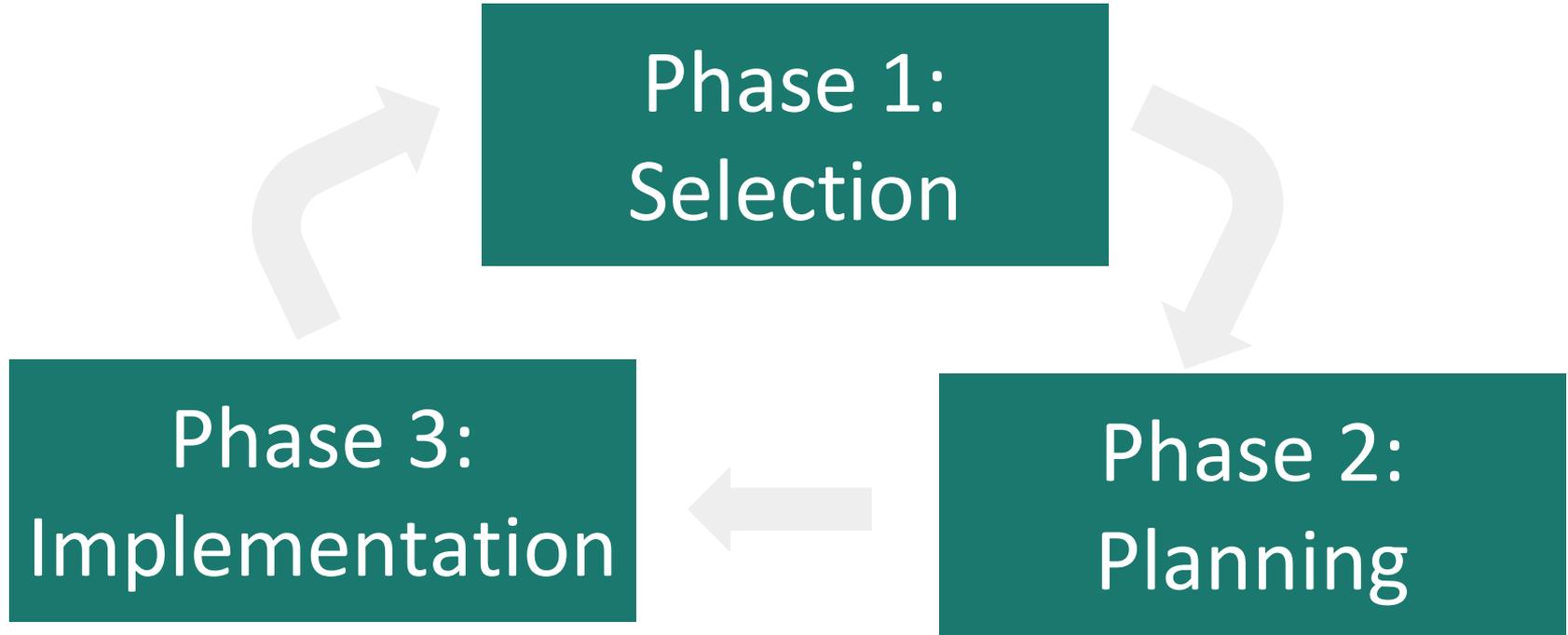


Purpose: Define the process and support structures for making school changes in order to:

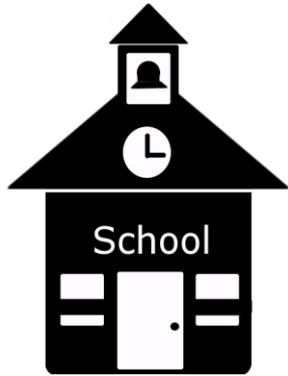


- reduce the overall district footprint to better leverage resources to expand access to quality
- increase excellence in achievement & program effectiveness for low income students of color, English language learners, and students with disabilities.

Quality Community School Action Plan: A Three Phased Cycle



Cohort 1, Project 3 Proposal: MetWest Expansion



**Expansion of
Metwest to
serve more
students**

Met West Data

MetWest Serves 173 Students

(61% Latino, 19% African American, 6% Asian, 7% White)

Graduation

Rate: 92.9% cohort graduation rate in 2016 (100% for Special Ed & English Learners)

Safety: 78% feel safe or very safe at school (54% district average for high schools)

A-G Completion:

76.3% A-G completion (district average = 44%)

First Choice: 146 first choice school in OUSD lottery (374% demand rate for 39 seats)

ELLs Performance:

16.5% Long-term English Learners; 48% Reclassified Fluent English Proficient

Free/Reduced

Lunch: 77% Free or reduced-price lunch

Expansion can Make MetWest's Program More Sustainable; Full Analysis Dependent on Location

	Current: MetWest at enrollment of 164	Moderate growth: MetWest at enrollment of 239	Significant growth: MetWest at enrollment 328
Total unrestricted cost	\$1,760,137	\$2,197,191	\$2,631,155
Total unrestricted revenue	\$1,186,521	\$1,729,137	\$2,373,042
Gap to sustainability	\$573,616	\$468,054	\$258,113

Note: Excludes appeals and excludes facilities analysis; full enrollment and fiscal impact of expansion is dependent on choice of location as well as potential facilities costs associated with reconfiguring facilities to be suitable for MetWest's program; costs refer to those incurred by the site; the model assumes revenue from LCFF base, LCFF supplemental, LCFF concentration, Measure G, Lottery. Per student revenue total for high schools is \$10,839; when we take into account fixed district costs, the amount going for schools per student is \$7,234.88.

Note: Please use caution in interpreting data due to small sample size

MetWest 3 Year Enrollment Waitlist

School where students enrolled from MetWest's waitlist

	15-16	16-17	17-18	3 year average
1 Other (charter, other school district, private, home school, etc.)	41	40	31	37
2 Oakland High	8	15	7	10
3 Fremont	11	5	2	6
MetWest	4	7	6	6
4 Skyline	4	5	5	5
5 Other OUSD schools (aggregated)	4	19	16	13
Total	72	91	67	77

Over the last 3 years, 49% of the students on MetWest's waitlist ended up going outside the district; however, expansion would also likely impact other OUSD high schools schools

Implications for Increased Enrollment

- Over last 3 years, an average of 49% of MetWest waitlist students enroll in a school outside of the district
- As a city-wide program, MetWest does not have a neighborhood boundary, but instead accepts students from all over the city
- Based on enrollment trends, we do anticipate that Oakland High School and Fremont would experience the largest impact for increases in MetWest enrollment
- If we can thoughtfully expand MetWest while not hurting other schools' enrollment, we can generate an overall increase in our enrollment in our high schools

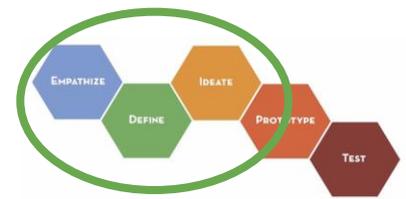
Our Opportunities

- By expanding MetWest, we have the opportunity to compete with charter schools within a 1 mile radius for students (921 high school students live in this area, only 679 attend OUSD High Schools)
- Currently, about 106 students attend Oakland School for the Arts, Envision Academy, and American Indian Public Charter High School who live in this area
- MetWest's expansion gives us the opportunity to provide additional seats to its quality program

Our Opportunities



MetWest Process



Design team members began meeting in August to do the following:

- Frame our Why - with MetWest's program in high demand, how can we expand to best serve the students and families of Oakland?
- Began a Design-Thinking Process - starting with an empathy exercise, we imagined what our students, families, and teachers would want
- Brainstormed Potential Models - after identifying the best elements of MetWest, we developed five models to research and explore in more detail
- Narrowed Down Our Options - after exploring the potential models more deeply, we identified three models to bring to the larger staff and community to consider

Examples of our work



MetWest Families	Oakland Families
<p>Easier to get in Siblings or families Connected to met west.</p> <p>Good Teachers - Consistent</p> <p>Advisory Experiences for Students</p> <p>Personalized Stability - fear of change/ decreases productivity</p> <p>Small size, location, concurrent enrollment → easy access to Laney - Built into the day</p> <p>Parent involvement - authentic (3 or more hour long sits)</p> <p>Access to all staff One point of contact - might be small school feel</p> <p>DILUTION OF QUALITY CONFUSION - how will this affect us?</p>	<p>More spots at "good schools" - safe, good stats</p> <p>More spots for kids who need something profound & different from classroom-only learning</p> <p>Potential diversity of access to spots?</p> <p>internships</p> <p>white middle-class families w/ less word-personalized support</p> <p>WHERE??</p> <p>LOCATION</p>

MetWest Students	Oakland Students
<ul style="list-style-type: none"> - maintain current level of personalized attention + opportunities - authentic opps in growing school - small class size - "small school feel" of being known + accepted + safe - stay in building - more social opportunities (athletics, dances, friends) - social justice rooted curriculum <p>choice in LTL exploration</p> <p>"Safe" location for students ^{not successfully building work...}</p> <ul style="list-style-type: none"> - FEAR OF CHANGE - UPRIVAL - STUDENTS HAVE "VOICE" - WON'T FEEL AS "SPECIAL" + GET MY FRIENDS IN! 	<ul style="list-style-type: none"> - access to high quality school w/ internships opps, small class size, ↑ grad. rate - opps to over-achieve out of high school - concurrent enrollment - school w/ ↑ SEL to support high needs students - IMPACT THEIR INTERNSHIP OPPORTUNITIES - LESS LIKELY TO ATTEND CHARTER SCHOOL - UNDERREPRESENT IMPACT LOW TEACHER LARGER CLASS SIZES <p>- A Really different high school - ability to do real things that matter in the world.</p>

MetWest Teachers	Oakland Teachers
<p>LIABILITIES</p> <ul style="list-style-type: none"> Time Demand Plan for And Remove Programs NEG. IMPACT PROGRAM ↑ STRESS TEAM BROKE UP CONFUSION → NOT ALL STAFF ON SAME PAGE ON SAME PAGE → DISSENSION → <p>BREAKDOWN OF CULTURE →</p> <ul style="list-style-type: none"> UNLTY COM. "TRUST" TIKOT TEAM <ul style="list-style-type: none"> ↑ class size ↑ internship management ↓ family engagement threat of more privileged students/families getting disproportionate access support services getting stretched too thin 	<p>LIABILITIES</p> <ul style="list-style-type: none"> • OPPTY TO ACHIEVE COULD BE! • CREATIVITY • ↑ SOCIAL JUSTICE / IMPACT • ↑ LEADERSHIP OPPORTIES • VARIOUS ROLES (CHANGE OF ROLES) • OPPTY FOR FRESH START • teacher training pipeline <p>BENEFITS</p> <ul style="list-style-type: none"> • REDUCED ENROLLMENT AT OTHER SCHOOLS • TALENTED TEACHER DRAIN • FEAR / ENTHUSIASM FOR MET WEST PRACTICES EXPANDING IN DISTRICT • UNION GUIDELINES • enough OUSD teachers to fit the model/role

Potential Models:



The MetWest design team vetted the three models with four groups of stakeholders:

1. MetWest Advisory Team
2. Full MetWest Staff
3. MetWest students and families
4. Central office--to align with other initiatives and school designs across the system

Three Options

Option 1: External Partnership	Description: Partnership with an external organization in order to further enhance the educational experience for students.
Option 2: Satellite Campus	Description: Expand MetWest; using a satellite campus where there is space.
Option 3: MetWest Lab School	Description: Create a pathway within another OUSD high school with essential/best MetWest elements. MetWest staff would support its development.

Engagement on Options

- Design team brainstormed and studied multiple options, and narrowed down to three recommended choices.
- Reviewed 3 recommended options during staff meeting to gather “In’s and Out’s” feedback.
- Informed families of Blueprint work during Back to School Night.
- Reviewed 3 options during a specially scheduled community meeting, gathered feedback in person and via a take-home survey.
- Voted on the final recommendation during a staff meeting.

Feedback: Option 1, External Partnership

<u>Strengths:</u>	<u>Concerns:</u>
<ul style="list-style-type: none">● Opportunities to partner with a strong organization● Could help students experience education outside of Oakland● External partners could reach our students in unique ways	<ul style="list-style-type: none">● Students having to acclimate back to school culture● Potential for misalignment of partner organization values and practices● Support for undocumented students with travel● Stability of partner organization funding

Feedback: Option 2, Satellite Campus

<u>Strengths:</u>	<u>Concerns:</u>
<ul style="list-style-type: none">● More students gain access to MetWest program● Most straightforward way to grow an expanded program● Can support school culture growth on new campus	<ul style="list-style-type: none">● Need for additional teachers that can implement MetWest model● Can split current staff between two sites● Stretch for current MetWest staff, threat to other OUSD high schools

Feedback: Option 3, MetWest Lab School

Strengths:

- Exposure for more OUSD students to MetWest program
- Leadership opportunities for MetWest staff
- Potential to integrate more within OUSD schools
- Supports teacher retention, provides an internal support to provide for expansion

Concerns:

- Funding going to another site
- Staff over-stretched to support another school
- Schools not able to align culture with MetWest model
- Schools only take what they want from the full MetWest model

Recommendation

We recommend expanding MetWest through building a **satellite campus**.

Located on the **Westlake** campus:

- Optimal space and location to support program needs
- Potential for collaboration with the middle school program
- Expansion would require Assistant Principal to support Westlake expansion

Still to be determined:

- Exact number of students to begin in 2019-20
- Staffing and programmatic needs for the expanded program and related costs

Next Steps: MetWest Staff

- Review the fiscal implications related to different implementation models
 - Brainstorm different options for Year 1 roll out, Year 2 roll out, etc.
- Learn more about impact of expansion on current staff duties and contractual agreements
- Gather student and family input into a possible satellite campus
- Visit the Westlake campus and begin meeting with that community