Oakland Unified School District
District Balanced Scorecard
Accountability Report 2012-13

October 9, 2013

v6

"It's good to have data to help you make better, more informed decisions and to allow you to intervene before its too late. Its good to be able to learn more, in real time, about how your students are doing. It's time to look at data seriously and not just rely on intuition."

BUT, JUST REMEMBER FOUR THINGS AS YOU DO SO…

- Professional Capital – Michael Fullan

o   ***Don't overload yourself with data*** *… decide what data you need*

o   *Remember … **the point of data is to get to know your students,** … avoid data analysis as an end in itself*

o   *When data are used to **promote progress for all and not only to track those who might be falling behind**, this benefits learning and achievement for all students*

o   *Data on the basics (literacy, math, and science) need to be **supplemented with other kinds of data** …make evidence human and inclusive*

- Professional Capital – Michael Fullan

Agenda & Road Map

Quality, Accountability & Analytics

    A. Purpose of District Balanced Scorecard

    B. Overview of Goals and Targets

    C. Highlights

    D. Future Developments

    E. Focus on Continuous Improvement

    F. Questions & Answers **/** Discussion

A. Purpose of Balanced Scorecard

The District Balanced Scorecard data help to monitor our progress toward achieving the vision of the District Strategic Plan.

The Scorecard aspires to focus on and prioritize specific indicators, while respecting that other indicators not represented here remain important. Progress on indicators within the Scorecard help in differentiating support to schools, as well as provide the public with important information about individual and collective school progress.

B. Goals and Targets

Types of Goals

- **Student performance**

- **School operational performance**

- **Central Services organizational performance**

Types of Targets

- **Participation**

- **Absolute – ultimate goal**

- **Growth or progress over time**

Other Contents

- **Progress updates on systems improvements**

B. Goals and Targets

PART I: STUDENTS ACHIEVEMENT

GOAL 1

Graduation Rate	*Drop-out Rate*
A-G Completion	*PSAT Participation*
Academies Pathways	*A-G On Track System*
CAHSEE African-American	*CAHSEE Latino*
SRI Participation	*SRI Growth*

GOAL 2

Chronic Absence

Student Retention

GOAL 3

Suspension African-American

Suspension Latino

Discipline Referrals

PART II: OPERATIONAL EXCELLENCE

GOAL 1

Teacher Growth & Effectiveness

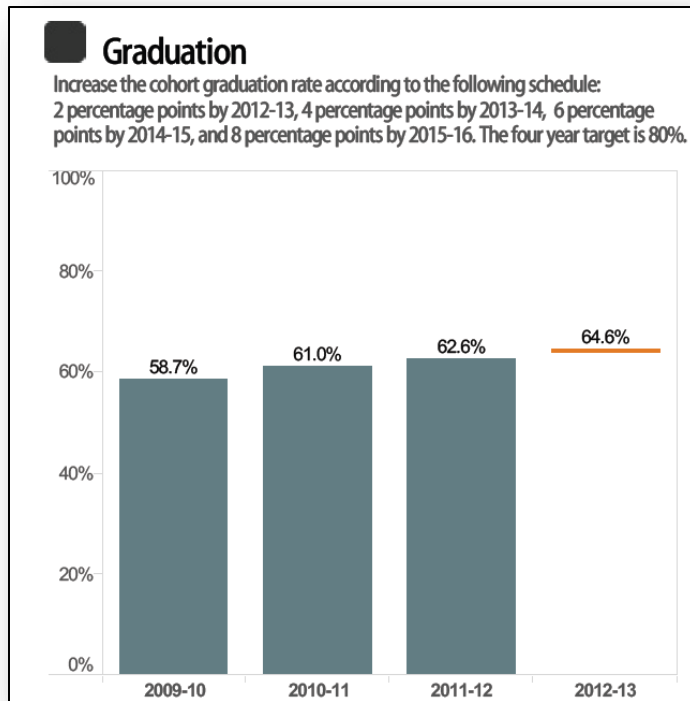*Teacher Engagement & Prof Learning*

Teacher Retention
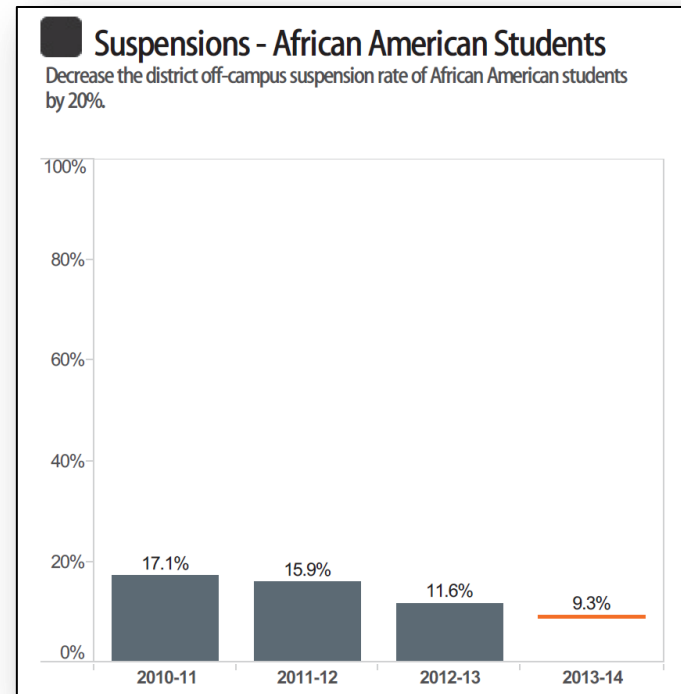
GOAL 2

High Quality Schools (SQR)

GOAL 3

Revenues and Expenses

Resource Allocation Part I

Resource Allocations Part II

C. Highlights #1

Graduation Rate

Suspension

Graduation

Increase the cohort graduation rate according to the following schedule:
2 percentage points by 2012-13, 4 percentage points by 2013-14, 6 percentage
points by 2014-15, and 8 percentage points by 2015-16. The four year target is 80%.

Year	Rate
2009-10	58.7%
2010-11	61.0%
2011-12	62.6%
2012-13	64.6%

Suspensions - African American Students

Decrease the district off-campus suspension rate of African American students
by 20%.

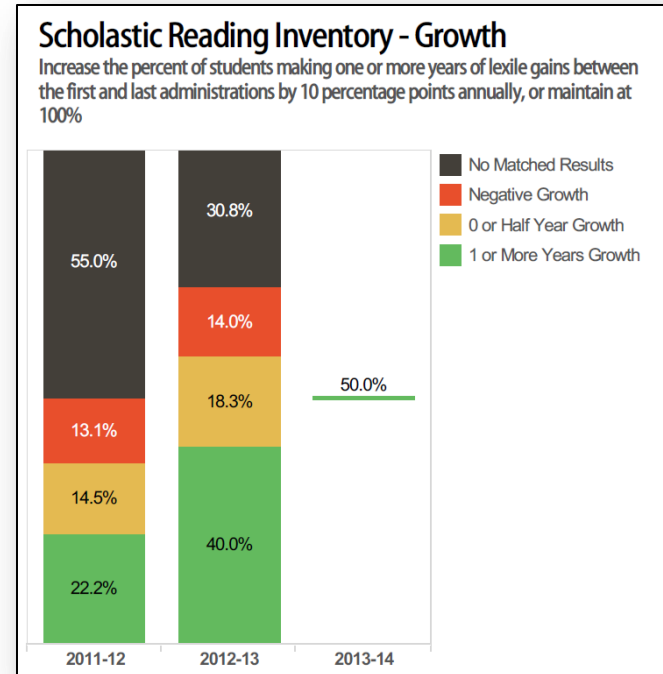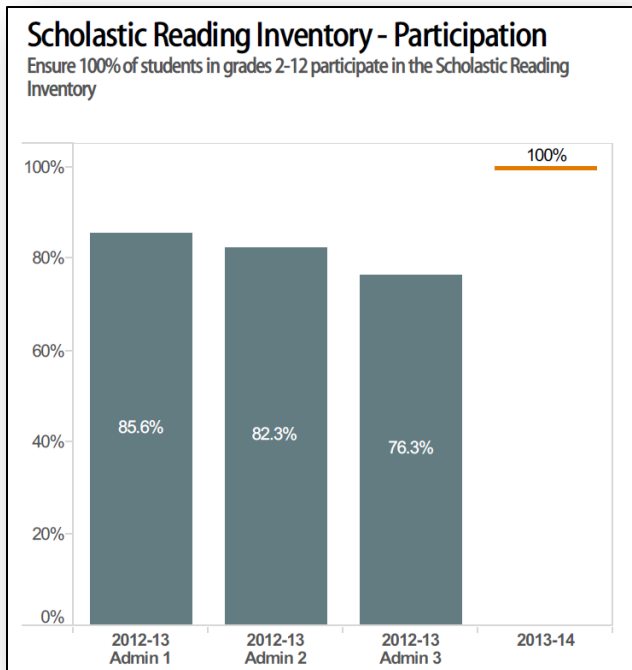| Year	Rate
2010-11	17.1%
2011-12	15.9%
2012-13	11.6%
2013-14	9.3%

- **Examples of academic, as well as culture and climate indicators.**
- **Goals reflect differences between percentage point vs. percent change.**

C. Highlights #2

SRI

Scholastic Reading Inventory - Participation
Ensure 100% of students in grades 2-12 participate in the Scholastic Reading Inventory

Scholastic Reading Inventory - Growth
Increase the percent of students making one or more years of lexile gains between the first and last administrations by 10 percentage points annually, or maintain at 100%

- **Participation rates establish a universal baseline in order to assess our progress.**
- **The SRI target is a year's growth in a school year for all students. No matter whether low or high performing, all students should be making a year's growth in their literacy.**

C. Highlights #3

Teacher Growth & Effectiveness

GOALS FOR OPERATIONAL EXCELLENCE

GOAL ONE: There is high quality instruction in every classroom.

Teacher Growth and Effectiveness

Increase the percent of teachers demonstrating growth, as indicated by performance evaluation findings.

2013-14 work plan (with consideration to recent funding allocation):

- Provide professional learning and coaching to site leaders to implement the current performance evaluation tool.
- Monitor and analyze teacher evaluation data.
- Establish an Educator Effectiveness Steering Committee to oversee development of ongoing work related to teacher and principal effectiveness frameworks, evaluation systems, and data management.
- Complete three teacher evaluation pilots through the Performance Evaluation MOU, in collaboration with OEA.
- Establish a Joint Study Committee to analyze pilot findings and make recommendations for a teacher evaluation system.
- Continue work on and refine the Oakland Effective Teaching Framework.

- **Central systems development progress goals help to describe the status of initiatives designed to improve conditions in a particular area so that data can be collected.**
- **As systems develop further, specific data, goals and targets will be identified.**

Metrics pending data

The following chart provides an overview of metrics that are in development.

| Metric		Timeline
❑ *A-G Tracker*		*Winter 2014*
❑ *Discipline Referral*		*Winter 2015*
❑ *Teacher Growth & Effectiveness*		*Winter 2015*
❑ *Teacher Retention*		*Winter 2014*
❑ *Teacher Engagement & Learning*		*Winter 2014*
❑ *Budget Allocation Part I*		*Fall 2014*
❑ *Budget Allocation Part II*		*Fall 2014*

NOTE: Within the District Balanced Scorecard there are descriptions that provide greater detail of the progress for each of the metrics noted above.

D. Future Developments

CORE WAIVER ALIGNMENT: *School Quality Improvement Index*

Future developments of the District Balanced Scorecard will include alignment to the School Quality Improvement Index set forth in the district's CORE Waiver.
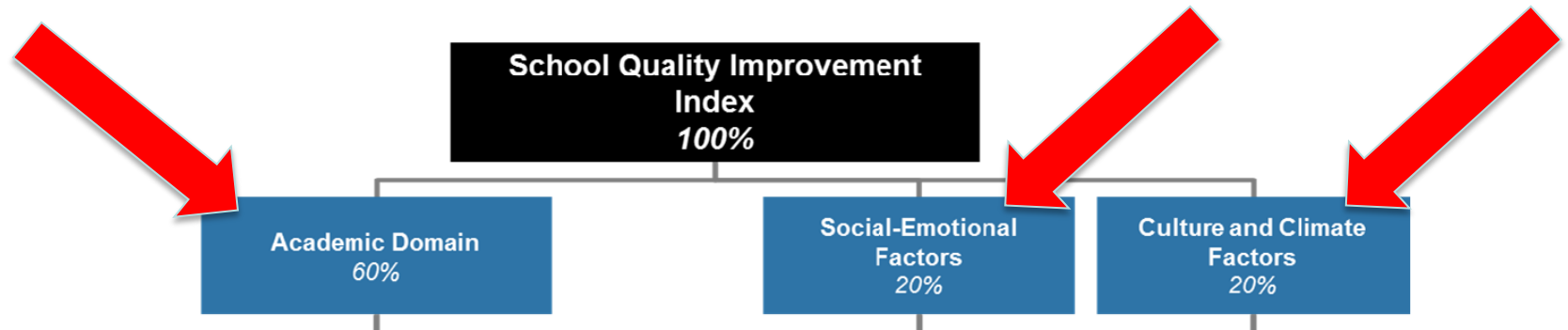
E. Continuous Improvement

The district is investing in, aligning and deepening the work in a variety of areas to support schools in their continuous improvement efforts. Examples include;

Data Analysis Supports through data warehouse and reporting tools => data reporting efficiencies lead to increased capacity for analysis *(turning data into actionable information!)*

School Quality Review leading for schools to improved theories of action, focus areas, detailed action plans *(In some cases more intense facilitation supports provided throughout planning cycle.)*

Community School Strategic Site Plan (CSSSP) capacity building training to support entire school community to drive improvement efforts.

Instructional Rounds capacity building of leaders, teachers & central staff to monitor and assess implementation of improvement plan.

Cycles of Inquiry training and modeling provided through network meetings, inquiry cohorts, CSSSP facilitation, and other venues.

Discussion

Today:
- The establishment of goals and targets
- The value of the chosen metrics
- The continuous improvement efforts for schools and district
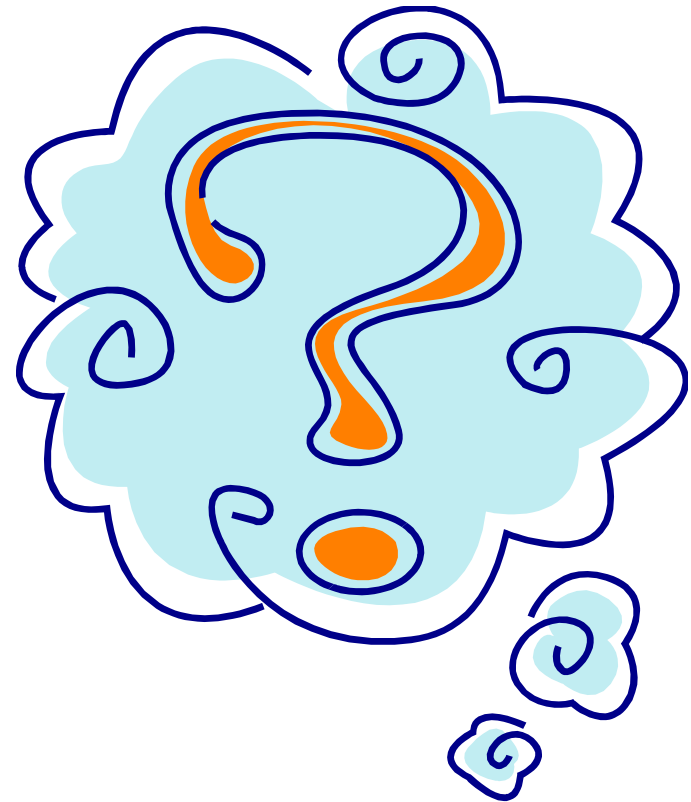
Winter Progress Update:
- Analysis of the results
- Specific action plans associated with analysis of each metric

Questions & Answers

Discussion

Appendix

The district is committed to supporting schools to continuously improve. The following chart represent examples of ways in which OUSD is supporting its schools throughout the improvement process.

IMPROVEMENT PROCESS STEPS	*(examples)* CENTRAL SUPPORTS
❑ *Set Goals*	*Balanced Scorecard*
❑ *Assessment*	*SQR / Rounds / Common Core-Aligned*
❑ *I.D. Areas of Improvement*	*CSSSP Priority Focus Areas*
❑ *Root Cause Analysis*	*Site Based Govern. Capacity Building*
❑ *Improvement Action Planning*	*Community Schools Strategic Site Plan*
❑ *Implement Plan & Monitoring*	*Leadership Development & Data Tools*
❑ *Analyze Results*	*Site Based Govern. Capacity Building*
❑ *Refine Improvement Plans*	*Community Schools Strategic Site Plan*

(Repeat)