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# Strategic Alignment of District Investments with Board Priorities

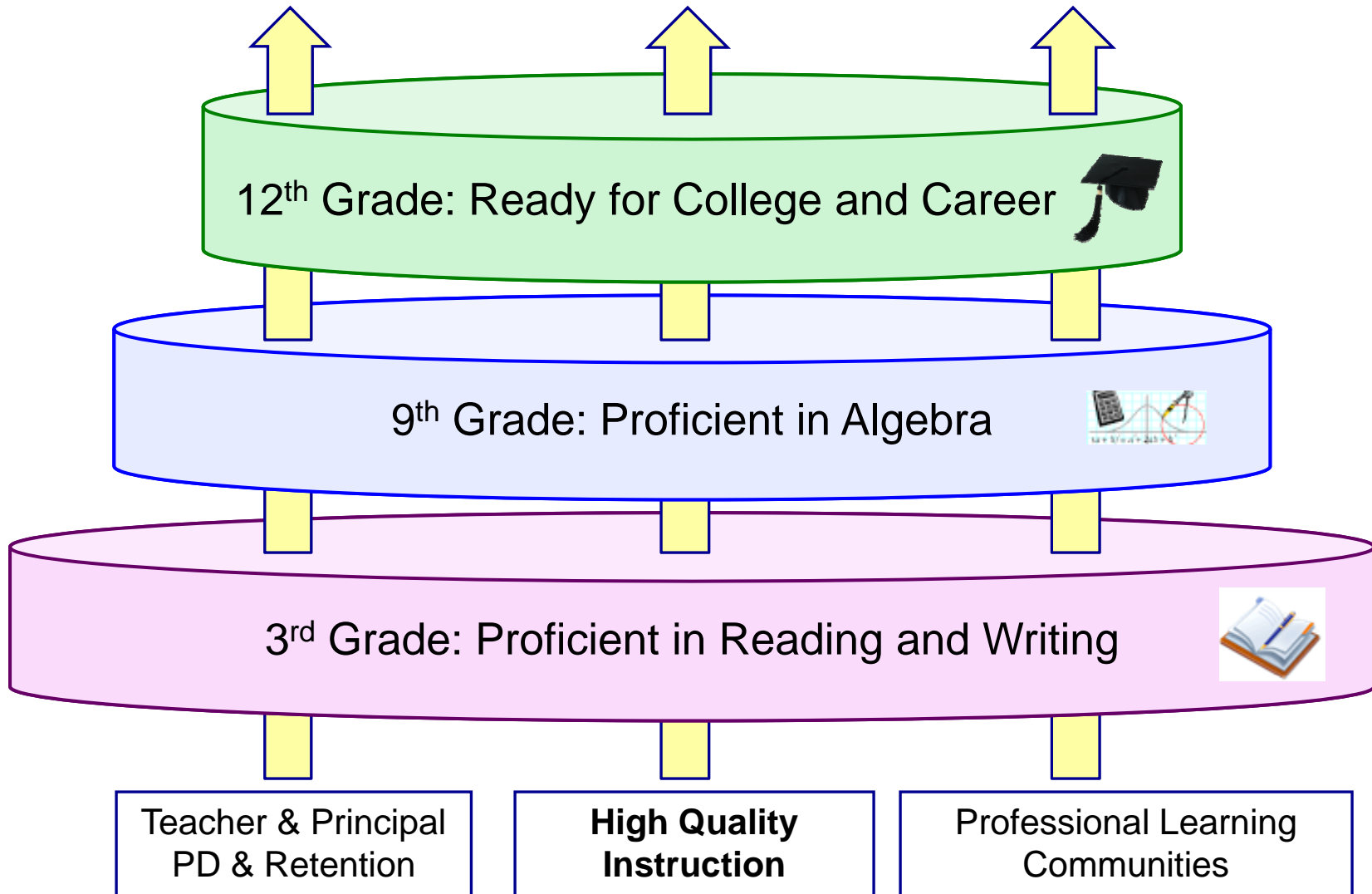
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*Our number one priority is to have high-quality instruction in every classroom that results in high levels of learning for every student.*

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# District Goals and Strategic Priorities

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# Our Number One Priority is to have high-quality instruction in every classroom that results in high levels of learning for every student

To address this priority, the District will:

1. Have a principal at every school who is an effective and strategic instructional and organizational leader (OE-6, OE-11)
2. Increase retention of committed, caring, and effective teachers at every school, especially in low-performing schools with high teacher turnover (OE-6)
3. Support every teacher with high quality professional development, mentoring, collaboration, and observation/feedback (OE-6, OE-11)
4. Create school program designs and organizational practices that enable teachers to personalize student learning (OE-11, OE-12)

# **Our Number One Priority is to have high-quality instruction in every classroom that results in high levels of learning for every student**

To address this priority, the District will:

5. Provide schools guided budget authority and opportunities for curricular flexibility (OE-8, OE-12)
6. Provide safe and supportive conditions that foster students' physical, emotional, and social readiness to learn (OE-10, OE-11, OE-12, OE-13, OE-14)
7. Provide school facilities and infrastructure that enable the delivery of high-quality instruction (OE-9, OE-10)
8. Continuously monitor performance quality and impact in every classroom, school, and department (OE-6, OE-11, OE-12)

# **Our Number One Priority is to have high-quality instruction in every classroom that results in high levels of learning for every student**

To achieve these District strategies, the OUSD Board of Education will:

1. Hire and retain a Superintendent who is a proven leader in strengthening and improving classroom instruction (BSR-5, OE-1, OE-2, OE-11)
2. Establish strategic partnerships with community, labor, business, civic, education, philanthropic, and governmental leaders that help strengthen and improve classroom instruction (GC-3; OE-5)
3. Increase revenues, protect assets, and optimize the use of all available resources toward strengthening and improving classroom instruction (OE-7; OE-8, OE-9)

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# Strategic Alignment of District Investments (including Federal Stimulus) with Board Priorities

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## Federal Stimulus Overview

### Board Strategic Priorities aligned to:

- Board Accountability
  - Strategic Investments
  - Major 09-10 Funding Sources
  - Potential for Stimulus Resources
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# Federal Stimulus Overview

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- The Federal Stimulus is titled the American Recovery & Reinvestment Act (ARRA)
- For education, ARRA is designed to:
  - Stimulate the economy (i.e., reduce layoffs and create jobs)
  - Accomplish four key education reform goals
- ARRA is comprised of both formula and competitive grants. School districts may not be eligible for all grants.

# Federal Stimulus Overview

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- The four key education reform goals are:
  - Make progress toward **rigorous college- and career-ready standards and high-quality assessments** that are valid and reliable for all students, including English language learners and students with disabilities.
  - Establish **pre-K to college and career data systems** that track progress and foster continuous improvement.
  - Make improvements in **teacher effectiveness and in the equitable distribution of qualified teachers** for all students, particularly students who are most in need.
  - Provide **intensive support** and effective interventions for the **lowest performing schools**.



# Federal Stimulus Overview

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- ARRA Formula Grants and OUSD Impact:
  - **State Fiscal Stabilization Fund:** amount unknown; OUSD completed initial application, but prioritization is pending based on unknown allocation from state and anticipated need to use resources to cover potential state budget cuts
  - **Title I, Part A:** about \$16.4 million; OUSD is allocating based on current formulas, including required set-asides; 85% of remainder for school allocation; 15% for central allocation
  - **Title I, School Improvement:** amount unknown; guidelines pending; OUSD prioritization pending further clarification
  - **IDEA (Special Education):** about \$13 million, including allocations for pre-school and toddlers/ infants; Special Ed is refining proposals aligned to guidelines

# Federal Stimulus Overview

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- ARRA Formula Grants and OUSD Impact:
  - **Educational Technology:** amount unknown; guidelines are expected to mirror Enhancing Education Through Technology grant, which Tech Services manages in cooperation with Instructional Services
  - **Impact Aid Construction:** amount unknown; construction funds are primarily interest-free loans; OUSD unlikely to pursue given current debt; some funds may be able to offset current debt
  - **Education for Homeless Youth:** amount unknown; OUSD prioritization pending, but within guidelines of McKinney-Vento

# Federal Stimulus Overview

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- **ARRA Competitive Grants and OUSD Impact:**
  - **Race to the Top:** amount unknown; currently expected to focus primarily on supporting consortia of states to develop better standards; unknown if any will go directly to districts; OUSD exploring options and partnerships if become eligible
  - **Teacher Performance Experiments:** amount unknown; intended to expand the Teacher Incentive Fund [commitment to linking teacher performance to student data (standards-based test results)]; without OEA commitment, OUSD very unlikely to be eligible
  - **Teacher Quality Partnerships:** amount unknown; likely focused on universities and link between teacher preparation programs and student data; OUSD exploring potential partnerships and other possible eligible programs, including Urban Residency and targeted District credentialing program

# Federal Stimulus Overview

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- ARRA Competitive Grants and OUSD Impact:
  - **Invest in What Works and Innovation Fund:** amount unknown; emphasis is on scaling successful practices; best competitive grant option for OUSD; OUSD exploring potential teacher effectiveness models, Urban Residency Program and other high-priority strategies aligned to Board #1 priority that are most likely to be competitive
  - **National School Lunch Program Equipment Assistance:** amount unknown; OUSD Nutrition Services is in process of applying; will offset costs for closed campus at lunch initiative

# Federal Stimulus Overview

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- Other ARRA Competitive Grants and OUSD Impact:
  - **Edward Byrne Competitive Grant Program/ Justice Assistance Grant:** from Department of Justice to cities and partnerships; OUSD is part of City of Oakland's proposal in the area of truancy reduction (already submitted); OUSD's potential allocation is \$150,000
  - **Other Competitive Grants:** OUSD is actively networking with the City of Oakland, local and national partners, foundation supporters, and other influential parties to position the district favorably as a direct grantee or grant partner. OUSD is also actively monitoring the fast-changing landscape of stimulus grants, including sources of funds, priorities and deadlines.

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# Strategic Alignment of District Investments (including Federal Stimulus) with Board Priorities

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## Federal Stimulus Overview

### Board Strategic Priorities aligned to:

- Board Accountability
  - Strategic Investments
  - Major 09-10 Funding Sources
  - Potential for Stimulus Resources
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# 1. Have a principal at every school who is an effective and strategic instructional and organizational leader.

**Board Accountability: OE-6: Personnel Administration, OE-11: Instructional Program**

Strategic Investments	09-10	Stimulus
<p>A. Small Networks Provide Principal Development and School Support</p> <ul style="list-style-type: none"> <li>- Network and small group meetings focused on leadership development (skill, will, knowledge, capacity)</li> <li>- Individual principal support and supervision by Network Executive Officers</li> <li>- Professional growth support for network officers and other district leadership</li> </ul>	GP, T2, T1	T1
<p>B. Robust Principal Recruitment, Selection, and Induction</p> <ul style="list-style-type: none"> <li>- Partnerships with Quality Preparation Programs</li> <li>- Coaching Support for new principals and assistant principals</li> <li>- New Leaders for New Schools – Resident Assistant Principals</li> <li>- Professional development sessions for assistant principals</li> </ul>	PI-LEA T2	Innov
<p>C. School Improvement coach support for principals and school leadership teams</p> <ul style="list-style-type: none"> <li>- School Improvement coaches</li> </ul>	T1	T1, Schl Imp
<p>D. Summer PD and leadership opportunities for selected principals</p>	T2	
<p>E. Operational and Management Resources to Support Principals</p> <ul style="list-style-type: none"> <li>- Operations Support and Coaching</li> <li>- Summer certification-based Operations and Compliance Training</li> <li>- Online Tools and Dashboards</li> </ul>	GP, TIIG, SLIBG, Exp Succ	

## 2. Increase retention of committed, caring, and effective teachers at every school, especially in low-performing schools with high teacher turnover.

### Board Accountability: OE-6: Personnel Administration

Strategic Investments	09-10	Stimulus
A. Pipeline Partnerships - Teach For America, The New Teacher Project, Universities	Meas G (proposed)	T1
B. Teach Tomorrow in Oakland	T2, Meas G (proposed)	T1 Tchr Qual Partnerships
C. Classroom Management Support for New Teachers	Tchr Cred Block Grant	T1
E. Potential Retention Incentives (Must Negotiate with OEA)		Tchr Perf Innov.
F. Central Office Service Improvements	Exp Succ State Loan	



### 3. Support every teacher with high quality professional development, mentoring, collaboration, and observation/feedback.

**Board Accountability: OE-6: Personnel Administration, OE-11: Instructional Program**

Strategic Investments	09-10	Stimulus
A. Professional Learning Communities: <ul style="list-style-type: none"> <li>- Data-Driven Collaborative Cycles of Inquiry around individual student results, coaching, and peer observation and feedback</li> </ul>	Exp Succ	T1
B. Instructional Program Initiatives: <ul style="list-style-type: none"> <li>- Swun Math</li> <li>- Algebra initiative (Algebra academies, PD, Algebra support class curriculum)</li> <li>- Writing Proficiency Project (K-12)</li> <li>- PreK-3 Literacy project</li> <li>- Academic English Language Development (ELD/AED)</li> </ul>	PI-LEA, T1, T2	T1
C. Instructional Guides (Pacing, Curriculum Maps, Teaching Resources)	T1, T2	T1
D. Instructional Coaching, Prioritized Services at Red & Orange Schools	GP, T1	T1
E. Professional Development on Core Curriculum	T1, T2	T1
F. BTSA and Intern Teacher Mentoring	Tchr Cred Blk Grant, Intern Tchg	

## 4. Create school program designs and organizational practices that enable teachers to personalize student learning.

**Board Accountability: Student Results, OE-11: Instructional Program, OE-12: Portfolio Management of Schools**

Strategic Investments	09-10	Stimulus
A. Small Schools	GP, TIIG	
B. Small Learning Communities at Large Schools	T1, CSR, CA Partner Acad	T1
C. School Restructuring/ New School Design Process - Coaching Support - Community Engagement	T1, PI- LEA, TIIG	T1
D. Response to Intervention/SST/Personalized Learning Plans	T1	T1, IDEA
E. Multiple Pathways to Graduation, including Career Academies and Work-based Learning Opportunities - Career exploration labs at middle schools and continuation schools - Safety net monitoring and early warning system construction - Advisory program development, including academic advisement of students with at-risk factors - Contract for multiple pathways planning, audit of current programs, and course development	T1, ROP, Cal Perkins, CA Partner Acad	T1

## 5. Provide schools guided budget authority and opportunities for curricular flexibility

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**Board Accountability: OE-8: Financial Administration, OE-12: Portfolio Management of Schools**

Strategic Investments	09-10	Stimulus
A. Strategic Alignment of Results-Based Budgeting by Schools with School and District Priorities (Support by Network Officers and Variety of Coaches)	GP, TIIG, T2	
B. Ongoing Budget Management Tools and Support for Schools	GP, TIIG, T2	
C. Curricular Flexibility Policy and Process for Eligible Schools	GP, TIIG	
D. Parent Education and School Site Council Support	T1	T1

## 6. Provide safe and supportive conditions that foster students' physical, emotional, and social readiness to learn.

**Board Accountability: Student Results Policies, OE-10: Facilities, OE-11: Instructional Program, OE-12: Portfolio Management of Schools, OE-13: Discipline, OE-14: Learning Environment**

Strategic Investments	09-10	Stimulus
<p>A. Complementary Learning</p> <ul style="list-style-type: none"> <li>- Before and After School Programs and Summer Learning Programs</li> <li>- Behavioral and Physical Health Services and School-Based Health Centers</li> <li>- Comprehensive Wellness Policy (including nutrition standards) and Wellness Councils</li> </ul>	<p>Grants, GP, T1, ASES, 21<sup>st</sup> Cent, CAHSEE Int, Pupil Ret Blk Grant, TIIG</p>	<p>T1, HHS</p>
<p>B. School Safety Planning and Services</p> <ul style="list-style-type: none"> <li>- OUSD Police and School Security Officers</li> <li>- Attend &amp; Achieve: truancy prevention initiatives</li> </ul>	<p>GP, TIIG, Meas G (proposed)</p>	<p>Justice Dept</p>
<p>C. Education for Students: Violence Prevention, Wellness, Restorative Justice</p>	<p>T1, T4, AB1113, TUPE, Grants</p>	<p>T1, HHS, Justice Dept</p>
<p>D. Academic Peer Tutoring (Paid)</p>	<p>GP, TIIG, T1</p>	<p>T1</p>
<p>E. Family and Community Engagement</p> <ul style="list-style-type: none"> <li>- Family Community Liaisons</li> </ul>	<p>T1, GP</p>	<p>T1</p>

## 7. Provide school facilities and infrastructure that enable the delivery of high-quality instruction

**Board Accountability: OE-9: Asset Protection, OE-10: Facilities**

Strategic Investments	09-10	Stimulus
A. Facilities Modernization, including incorporation of Green Building Practices	Facilities Bonds, State funds	Impact Aid (unlikely)
B. Routine Repair and Maintenance	RRMA, Deferred Maint., Williams	
C. Information Technology Upgrades (Bandwidth, Aeries, IFAS, Internet, Intranet)	GP, EETT, Exp Succ, State Loan	Ed Tech
D. Smart Classrooms Technology Upgrades	EETT	Ed Tech

## 8. Continuously monitor performance quality and impact in every classroom, school, and department.

**Board Accountability: OE-6: Personnel Administration, OE-11: Instructional Program, OE-12: Portfolio of Schools Management**

Strategic Investments	09-10	Stimulus
A. Comprehensive Assessment System (District Benchmark Assessments, Placement, Diagnostic, and Classroom Formative Assessments)	Exp Succ	
B. Network Executive Officers/ School Portfolio Management - School Tiers and Scorecards - School Quality Reviews and School Walkthroughs	GP, TIIG, T2	
C. Use Your Voice Survey Implementation		
D. Service Department Scorecards and Improvement Planning		
E. Transition to Improved Data & Assessment Management System	Exp Succ	
F. Instructional and Strategic Program Research and Evaluation	GP	

# Organizational Learning for Continuous Improvement

