OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

Memo

To	Board of Education
From	Aimee Eng, President Joshua R. Daniels, General Counsel
Board Meeting Date	October 10, 2019
Subject	2019-20 Board Work Plan

Action

Approve the 2019-20 Board Work Plan

Background

The Board of Education develops and adopts an annual Work Plan to identify priorities for the school year. This year, efforts were made to increase alignment between the Superintendent and Board Work Plans in order to build greater coherence in the District and focus our attention on fewer priorities. The initial draft was reviewed and discussed by the Board on August 14, 2019 and a second draft was reviewed and discussed by the Board at a Board Retreat/special meeting on September 6, 2019.

Discussion

Attached is the final proposed 2019-20 Board Work Plan. It incorporates information from the prior Board discussions on August 14, 2019 and September 6, 2019 and is aligned with the Superintendent's Work Plan. Per Board direction on September 6, 2019, it also includes—in the interest of good governance and public transparency—a list of items that the Board considered but ultimately did not make the high priority list.

Fiscal Impact

N/A

Attachment

Proposed Final 2019-20 Board Work Plan

Recommendation

Approve Proposed Final 2019-20 Board Work Plan

Oakland Unified School District
School Board 2019-20 Work Plan

What the Work Plan is and What the Work Plan is Not:

The Work Plan is an outline of the highest-level actions for the School Board. For each high priority topic, the associated key strategy or strategies within the Superintendent's Work Plan (if applicable) is listed. Additionally, for each high priority topic:

- there are one or more associated deliverables;
- there is an estimate of which months the Board will take up the topic; and
- there is an estimate of the hours the Board will spend on the topic in open session (as part of a regular Board meeting), in closed session, in a special Board meeting, and/or in a Board committee.

The purpose of including deliverables is to help the Board determine whether it has been successful in focusing on a specific topic. The purpose of including estimated months and estimated hours is to help the Board in its mid-year and annual self-evaluations. At the mid-year self-evaluation, for instance, the Work Plan may help the Board reflect on its time allocation for the first half of 2019-20 and help the Board determine how to reallocate its time for the second half of 2019-20.

It is important to note that the Board will take up and spend time on other items. (See the Appendix for a possible of possible items.) The difference between such items and the items on the high priority list is that the Board is expressing its intent to evaluate itself based exclusively on the high priority items and—when limited by time or other resources—to first focus on the high priority items.

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.

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.

Performance Outcomes:

1) Improve early literacy (LCAP Goal 3)
   - District-wide: Increase the percentage of kindergarten students reading at or above end-of-year benchmark, from 69.0% in 2018-19 to 72.0% in 2019-20.
   - District-wide: Increase the percentage of first grade students reading at or above end-of-year benchmark, from 51.4% in 2018-29 to 54.4% in 2019-20.

2) Improve English Language Arts, Mathematics, and Science Achievement (LCAP Goal 2)

- District-wide: Increase the Distance from Standard (DFS) SBAC score by 3 points in English Language Arts, from -53.0 points in 2018-19 to -50.0 points in 2019-20.
- District-wide: Increase average SBAC scores by 3 points in Mathematics, from -75.7 points in 2018-19 to -72.7 points in 2019-20, so that the average student score is closer to meeting standard.
- *Note: OUSD have not yet received Science results from the new California science test, so no baseline is set yet.*

3) Decrease chronic absenteeism rates for all students & targeted student populations (LCAP Goal 5)
- District-wide: Decrease from 13.6% in 2017-18* to 13.1% in 2019-20.
- African American: Decrease from 22.5% in 2017-18* to 21.5% in 2019-20.
- *Note: The baseline year is 2017-18 for chronic absence because the teachers strike in 2018-19 resulted in chronic absence rates nearly three times higher than prior years and historical trend.*

4) Decrease suspension rates for all students & targeted student populations (LCAP Goal 5)
- District-wide: Decrease out-of-school suspension rate from 3.3% to 3.0%.
- Special Education: Decrease out-of-school suspension rate from 7.9% to 6.9%.
- African American: Decrease out-of-school suspension rate from 7.8% to 6.8%.

5) Increase graduation rates for all students & targeted student populations (LCAP Goal 1)
- District-wide: Increase four-year cohort graduation rate from 73.5 in 2018 to 75.5% in 2020.
- District-wide: Decrease four-year cohort dropout rate from 12.9% in 2018 to 10.0% in 2020.
- *Note: Graduation rate is a lagging indicator so 2018 is the last reported graduation. The 2019 graduation rate will be reported in December of 2019.*

6) Increase reclassification rates for English Learners and Long-Term English Learners (LCAP Goal 4)
- District-wide increase of overall English Learner fluency reclassification rate from 8.8% to 10.0%
- District-wide increase of Long-term English Learner (LTEL) reclassification from 7.9% to 10.0%
- *Establish a status baseline for the state English Learner Progress Indicator on the Fall 2019 California School Dashboard (to be released in December 2019) using results from the state's new English Language Proficiency Assessments for California (ELPAC)*

7) Improve parents, families and students engagement (LCAP Goal 6)
- Maintain or increase the percentage of schools with at least 70% of parents who respond "Agree" or "Strongly Agree" to a set of questions regarding school connectedness and parent engagement on the California School Parent Survey, from a baseline of 93% of schools (81/87) in 2018-19.

Priority Area #1: Quality Community Schools

Ensure every school is a thriving community of learning and every student is on track to graduate college, career, and community ready.

We are committed to learning, growth, and success for every Oakland student, regardless of their background, zip code, or 'circumstance.' All students deserve access to a high quality education that builds on the resilient, collaborative learner, community leader, critical thinker, and nurtures the problem-solver they already are. We know every student will learn at high levels when instruction meets their needs and that is why we are committed to ensuring all students build the relationships to feel connected and engaged by delivering culturally responsive, standards-based instruction that engages all students in learning and leverages the unique strengths and gifts they bring to our schools.

Related Board Policies:
BP 1330 (Use of School Facilities)
BP 3541.2 (Transportation for Students with Disabilities)
BP 3625 (School Governance)
BP 3650 (Enrollment Impact Analysis)
BP 3650 (Enrollment Impact Analysis)
BP 5031 (SEL)
BP 5032 (Equity)
BP 5116 (School Attendance Boundaries)
BP 5116.1 (Open Enrollment)
BP 5137 (Positive School Climate)
BP 6005 (Quality School Development)
BP 6006 (Community of Schools)
BP 6174 (Education for English Learners)

Priority Area #1: Quality Community Schools

Topic	Deliverable	Months			Regular Open Session Hours	Closed Session/ Special Meeting Hours	Board Committee Meeting Hours	Total
Blueprint for Quality Schools Action Plan *Connected Supt Key Strategy: Provide quality and fiscally sustainable school options in every neighborhood*	- Approve Blueprint for Quality Schools Action Plan – Cohort 2 - Approve Blueprint for Quality Schools Action Plan – Cohort 3	☐ Jul ☒ Aug ☒ Sep ☐ Oct ☐ Nov ☐ Dec ☐ Jan ☐ Feb ☐ Mar ☒ Apr ☐ May ☒ Jun			12	3	-	15
Local Control and Accountability Plan *Connected Supt Key Strategies: Provide high quality professional development to transform teaching and leadership; Implement targeted strategies to improve outcomes for subgroups*	- Adopt LCAP - Receive update/presentation on student outcomes (progress on the Instructional Focus Plan) - Receive update/presentation on SPED six priority areas	☐ Jul ☐ Aug ☒ Sep ☒ Oct ☒ Nov ☒ Dec ☐ Jan ☒ Feb ☐ Mar ☒ Apr ☒ May ☒ Jun			6	6	-	12
Quality School Development Policy *Connected Supt Key Strategy: Provide high quality professional development to transform teaching and leadership*	- Approve revised BP 6005 (Quality School Development)	☐ Jul ☐ Aug ☐ Sep ☐ Oct ☐ Nov ☐ Dec ☐ Jan ☐ Feb ☐ Mar ☒ Apr ☐ May ☐ Jun			2	-	-	2
Open Enrollment Policy *Connected Supt Key Strategy: Provide quality and fiscally sustainable school options in every neighborhood*	- Approve revised BP 6115 (Open Enrollment Policy) re Opportunity Ticket - Receive update/presentation on proposed broader revisions to BP 6115 (Open Enrollment Policy)	☐ Jul ☐ Aug ☒ Sep ☒ Oct ☐ Nov ☐ Dec ☐ Jan ☐ Feb ☐ Mar ☐ Apr ☒ May ☐ Jun			3	-	-	3
				Totals	23	9	-	32

Priority Area #2: Fiscal Vitality
Ensure the prioritization of resources to maximize the impact on students with the greatest needs.

OUSD must be a financially healthy district that invests resources equitably and strategically-providing the necessary programs and services to students with the greatest need. This will require central office departments working collaboratively to revamp the budgeting process, and leveraging the recommendations of the Government Finance Officers Association. When we are able to operate at optimal levels, we will be able to spend more of our time, resources and money on our core business of teaching and learning, thus improving the district's academic return on investment.

Related Board Policies:
BP 1330 (Use of School Facilities)
BP 3100 (Budget)
BP 3100.1 (Fiscal Reserves)
BP 3100.2 (Structurally Balanced Budget)
BP 3150 (Results Based Budgeting)
BP 3280 (Sale, Lease, Rental of District-Owned Real Property)
BP 6006 (Community of Schools)
BP 7350 (Physical Assets Management)

			Regular Open Session Hours	Closed Session/ Special Meeting Hours	Board Committee Meeting Hours	Total
Priority Area #2: Fiscal Vitality						
Topic	**Deliverable**	**Months**				
2020-21 Budget *Connected Supt Key Strategy: Budget for student achievement*	- Approve 2020-21 budget - Hold 2 study sessions on budget development process - Approve revised 3150 (Results-Based Budgeting Policy)	☐ Jul ☐ Aug ☒ Sep ☒ Oct ☒ Nov ☒ Dec ☒ Jan ☒ Feb ☒ Mar ☐ Apr ☒ May ☒ Jun	10	9	20	39
2020 G.O. Bond Measure *Connected Supt Key Strategy: Strengthen Facilities Bond Management*	- Approve updated 2019-2023 Facilities Master Plan - Consider approval of 2020 November G.O. Bond Measure	☐ Jul ☐ Aug ☐ Sep ☒ Oct ☐ Nov ☒ Dec ☒ Jan ☐ Feb ☐ Mar ☒ Apr ☐ May ☒ Jun	5	-	10	15
		Totals	15	9	30	54

Priority Area #3: Organizational Wellness
Ensure a culture of divergent perspectives, creative problem-solving and mutual accountability between central office, schools, and community.

The bedrock of an effective organization is people so we must care for and support each other. Schools and their communities are the unit of change and the work of central office is to focus on customer service and quality support. As part of our ongoing efforts to create a more collaborative and mutually respectful organization, we must continue to improve upon transparent communication and quality engagement. With these conditions in place, OUSD will be able to recruit talent, cultivate their growth, and retain effective employees.

> *Related Board Policies:*
> BP 4115 (Evaluation & Supervision)
> BP 5032 (Equity)

		Priority Area #3: Organizational Wellness					

Topic	Deliverable	Months			Regular Open Session Hours	Closed Session/ Special Meeting Hours	Board Committee Meeting Hours	Total
3-5 Year District Strategic Plan *Connected Supt Key Strategy: Implement effective engagement, communication, and connection with students and families*	- Approve 3-5 Year District Strategic Plan	☐ Jul ☐ Oct ☐ Jan ☐ Apr	☐ Aug ☐ Nov ☐ Feb ☒ May	☐ Sep ☐ Dec ☐ Mar ☒ Jun	2	6	-	8
Superintendent Evaluation *Connected Supt Key Strategies: All*	- Evaluate Superintendent (mid-year) - Evaluate Superintendent (annual)	☐ Jul ☐ Oct ☐ Jan ☐ Apr	☐ Aug ☐ Nov ☐ Feb ☐ May	☐ Sep ☒ Dec ☐ Mar ☒ Jun	-	2	-	2
Board Governance *Connected Supt Key Strategy: N/A*	- Conduct board self-evaluation (mid-year) - Conduct board self-evaluation (annual) - Hold 5 governance retreats	☐ Jul ☒ Oct ☐ Jan ☐ Apr	☒ Aug ☐ Nov ☒ Feb ☐ May	☒ Sep ☒ Dec ☐ Mar ☒ Jun	2	15	-	17
Grand Jury Report Follow-Up	- Receive fiscal analysis of Local Business Utilization policy - Adopt revised Governance Handbook - Adopt Whistleblower policy - Consider approval, as appropriate, of recommendations from 2017-18 Bond Audit Report	☐ Jul ☐ Oct ☒ Jan ☐ Apr	☐ Aug ☐ Nov ☒ Feb ☐ May	☐ Sep ☒ Dec ☒ Mar ☐ Jun	8	-	2	10
				Totals	12	23	2	37

Appendix

In determining which items to prioritize within the Board Work Plan, the Board started with a much longer list. In the interest of good governance and public transparency, the Board has opted to share the list of the items that did not make the high priority list detailed above.

- Act on 7-11 Committee findings re real property for revenue generation
- Adopt plan to address repeat findings raised by audit
- Approve best practice policy for revising/adopting board policies
- Approve new charter authorization/oversight policy
- Approve new community schools cost structure policy
- Approve new policy on vacation accrual
- Approve plan in response to Citizen's Bond Oversight Committee annual report
- Approve plan in response to facilities financial audit
- Approve revised procurement policy (including adding environmental sustainability)
- Approve revision to reserve policy
- Approve revisions to board meeting structure
- Approve revisions to Governance Handbook
- Evaluate General Counsel (annual and mid-year)
- Receive update on procurement and contracting processes
- Receive update(s)/presentation(s) on employee retention and attendance
- Receive update/presentation on Health Benefits Governing Board financial impacts
- Review analysis and consider revisions to local business utilization policy
- Review collective bargaining agreements