

MEASURE N COMMISSION

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**OAKLAND UNIFIED
SCHOOL DISTRICT**

Community Schools, Thriving Students

Measure N - College & Career Readiness - Commission

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Memo

To Measure N Commission

From Matin Abdel-Qawi, High School Network Superintendent

Board Meeting Date _____

Subject 2022-2023 Measure N Education Improvement Plan and Assessment
Services For: MetWest High School

**Action Requested and
Recommendation**

Adoption by the Measure N – College and Career Readiness Commission of the 2022-2023 Education Improvement Plan and Assessment for MetWest High School as “Approved – Developing and Implementing” in an amount not to exceed \$231,200.00.

Background

(Why do we need these services? Why have you selected this vendor?)

Competitively Bid

Was this contract competitively bid? No
If no, exception: N/A

Fiscal Impact

Funding resource(s): Measure N

Attachments

- 2022-2023 Measure N Education Improvement Plan
- 2022-2023 Measure N Education Improvement Plan Assessment

2022-2023 MEASURE N BUDGET

School: METWEST HIGH SCHOOL

Effective July 1, 2022-June 30, 2023

<i>Resource</i>	<i>Allocation</i>	<i>Total Expended</i>	<i>Total Remaining</i>
Measure N	\$231,200.00	\$231,200.00	\$0.00

Site #: 338

BUDGET ACTION NUMBER	BUDGET JUSTIFICATION	COST	OBJECT CODE	OBJECT CODE DESCRIPTION	POSITION TITLE	FTE	WHOLE SCHOOL / PATHWAY NAME
338-1	Textbooks for the Dual Enrollment & Peralta courses. The textbooks to be purchased include textbooks required for DE Peralta courses. This expenditure supports students in the Pathway by ensuring they are prepared for their internship. It also supports the strategic action to reduce academic disparities based on race or ELL status and support exposure to post-secondary experiences.	\$7,500.00	4100	Textbooks			
338-2	AC Transit & BART Tickets for internships and college visits, career exploration visits, field trips and integrated learning opportunities. These opportunities enable students to access experiential learning; learn about careers, college programs, financial aid and admission, meet and interact with professionals in different organizations aligned with the Education & Community Health Pathway theme. This expenditure aligns with our 2022-23 Strategic Action of increasing scholars' exposure to pathway-specific post-secondary opportunities.	\$2,500.00	4310	Supplies & Materials			
338-3	Transportation Costs: Charter Buses for college visits, career exploration visits, field trips and integrated learning opportunities. These opportunities enable students to access experiential learning; learn about careers, college programs, financial aid and admission, meet and interact with professionals in different organizations aligned with the Education & Community Health Pathway theme. This expenditure aligns with our 2022-23 Strategic Action of increasing scholars' exposure to pathway-specific post-secondary opportunities.	\$5,040.26	5826	Transportation Costs			
338-4	Meeting Refreshments for Pathway specific events. Our pathway will have events for students that include guest speakers and workshops. These meetings benefit Pathway students by exposing them to a variety of community partners and industry professionals in a variety of fields. These opportunities support our Pathway Quality goal of increasing community partnerships.	\$2,000.00	4311	Meeting Refreshments			

MetWest_2021-2022 Measure N Education Improvement Plan

338-5	<p>Teacher Salaries: Hire a Humanities Teacher, 1.0 FTE, to support the development of the internship program by working directly with students, other staff, and internship mentors at school and at internship sites. Measure N funds will support the development of curriculum aligned with CTE standards and the fostering of new community partnerships to support to work-based learning as MetWest expands. This teacher will design and implement learning opportunities aligned with MetWest's work based learning program and will collaborate on an interdisciplinary team across the two MetWest campuses. (PCN 3103 Daniel Harbarger)</p>	\$82,699.61	1105	Teacher Salaries	TCHRSTREN GIM	1.0 FTE	Whole School
338-6	<p>Hire a Counselor at 0.2 FTE The counselor will support the development of the internship program by working to support advisors and students, and the implementation of embedded CTE standards in classes. Measure N funds will support the development of the curriculum aligned CTE standards and fostering of new community partnerships to support work-based learning as MetWest continues to expand. (PCN 8324 Dayana Merino Canos)</p>	\$16,460.13	1205	Counselor		.20 FTE	Whole School
338-7	<p>Classified Support Salaries: Hire a College and Career Readiness Specialist, at 1.0 FTE, to expose scholars to colleges and career opportunities, provide access to future educational & career opportunities by hosting on site college events, assist scholars with FAFSA, community college support, community outreach, supports with dual enrollment, college and career counseling. (Salary & Benefits)</p>	\$100,000.00	2205	Classified Support Salaries	College & Career Readiness Specialist	1.0 FTE	Whole School
338-8	<p>Consultant Contract: Contract with a Linked Learning consultant (Patricia Clark) to serve as a Pathway Coach to assist us in reaching our 2022-23 Strategic Actions around MetWest pathway development. The services to be provided include meeting with our Pathway team to align our Pathway programming, connect us with resources and other schools, support our work-based learning, and provide guidance to teachers and staff who are supporting pathway buildout. Contract deliverables include an aligned Program of Study for our Pathway. All MetWest students and staff will benefit from this expenditure. No administrative fees associated with this contract.</p>	\$15,000.00	5825	Consultant Contract			

School:	METWEST HIGH SCHOOL	Site #:	338
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Pathway Name:	Entrepreneurship
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School Description

MetWest is one of the highest performing schools in Oakland, both academically and in terms of school culture. We are small, safe, personalized and innovative school. In fact, MetWest was named a Big Picture School, one of the thirteen most innovative school models in the world! For fourteen years, we have been the leaders in developing relevant, individualized and engaging education for our students. All MetWest students participate in real world internships, chosen by students themselves, alongside professionals in their fields, two days a week starting in 9th grade. In addition, we have a robust concurrent and dual enrollment partnership with Peralta Community Colleges. At any time, 20% of our students are enrolled in college classes. Our school also has a powerful social justice lens for curriculum that gives all our students the ability to be agents of change in their communities, if they so desire. Our students receive strong college and career readiness skills in core academics. MetWest is a very special corner of the education world, loved by staff, students and families.

School Mission and Vision

MetWest prepares young adults to recognize and take advantage of all resources to further their personal well-being and the well-being of their communities. Our graduates will have the skills, habits, knowledge, and networks to overcome obstacles to their success, access four-year colleges, engage in fulfilling work, and contribute positively to our world.

School Demographics

Special Populations	% Male	% Female	% Oakland Residents	% LCFF	% English Learners	% LTEL	% SPED RSP	% SPED Mild- Moderate	% SPED Severe
	54.1%	45.9%	95.6%		15.6%	15.1%			
Student Population by Race/Ethnicity	African-American	American Indian/Alaskan Native	Asian	Hispanic/Latino	Filipino	Pacific/Islander	Caucasian	Multiracial	Newcomers
	17.6%	0.5%	5.9%	62.0%	0.0%	0.5%	8.3%	2.4%	0.0%
Target Student Population	Which student population will you focus on in order to reduce disparities?					We are focused on ELL students to ensure that they are building academic language and fluency needed to access and succeed in internships and college and career.			

SCHOOL PERFORMANCE GOALS AND INDICATORS

Whole School Indicator	18-19 Baseline Data	19-20 Data	20-21 Goal	20-21 Data	21-22 Goal	21-22 Data	22-23 Goal (3-Year Goal)
Four-Year Cohort Graduation Rate	91.9%	90.5	95%	97.60%	95.0%	Not available	100%
Four-Year Cohort Dropout Rate	2.7%	7.1	5.0%	0	5.0%	Not available	0.0%
A-G Completion	90.9%	83.3	95.0%	62.50%	95.0%	Not available	100.0%
On Track to Graduate- 9th Grade	68.3%	69.5	5.0%	41.50%	75.0%	75.60%	100.0%
Percentage of students who participated in at least 1 Work-Based Learning activity	91.3%	100.0%	100.0%	24	100.0%	Not available	100.0%
Percentage of students who have passed dual enrollment courses with a C- or better	Not available	Not Available	Not Available	64.7%	80.0%	Not available	85%
Percentage of students in Linked Learning pathways	69.7%	99.5%	100.0%	Not Available	100.0%	Not available	100.0%
Target Student Population Indicator	18-19 Baseline Data	19-20 Data	20-21 Goal	20-21 Data	21-22 Goal	21-22 Data	22-23 Goal (3-Year Goal)
Four-Year Cohort Graduation Rate	70.0%	100.0%	85.0%	100.0%	90.0%	Not available	100.0%
Four-Year Cohort Dropout Rate	10.0%	0	2.0%	0.0%	2.0%	Not available	0.0%
A-G Completion	100.0%	Not Available	100.0%	72.7%	100.0%	Not available	100.0%
On Track to Graduate - 9th Grade	66.7%	Not Available	75.0%	71.4%	80.0%	Not available	100.0%
Percentage of students who participated in at least 1 Work-Based Learning activity	93.5%	Not Available	100.0%	100%	95.0%	Not available	100.0%
Percentage of students who have passed dual enrollment courses with a C- or better		Not Available		79.7%	80.0%	Not available	85.0%

Percentage of students in Linked Learning pathways	100.0%	100%	100.0%	100%	100%	Not available	100%
ROOT CAUSE ANALYSIS							
Indicator	Strengths		Highest Leverage Challenge <i>What is the challenge that, if dissolved, would result in elimination, or substantial reduction, in disparities within the indicator identified?</i>		Root Cause Analysis <i>What is the deepest underlying cause, or causes that, if dissolved, would result in elimination, or substantial reduction, of the challenge?</i>		
Four-Year Cohort Graduation Rate	Overall our trend is that we have a graduation rate close to 90% which is strong - above average for OUSD and the state. In 18-19 we maintained 91.9% graduation rate.		We have a high graduation rate. For the 1-2 students who don't graduate, we have provided multiple interventions. Credit recovery options are a struggle with students being behind in multiple classes, and thus, some choose to transfer.		A possible shift could be in better utilizing strong internship mentors when students are struggling to stay on track		
Four-Year Cohort Dropout Rate	Because of our relationship-based advisory model and other factors, we have a low dropout rate.		We continue to struggle with ensuring all students are receiving what they need and are able to access resources beyond the classroom to support their academic achievement. While we have many supports in place, we aren't always able to meet the needs of every single student.		Students living in poverty and experiencing multiple forms of trauma can present significant challenges to success in school.		
A-G Completion	We have a high rate of A-G completion. In 18-19 it was 90%		The issue typically arises with transfer students who are coming behind in credits or coming to MetWest with Ds and need to recover credit. Sometimes there is not time for them to complete all the A-G courses.		We do not have enough opportunities embedded in our program for kids to make up classes that they have failed. This is due to school size and resource. We also need to systematically teach habits of work such as time management, organization, self-advocacy, etc in the lower grades so students can leverage these practical skills across discipline in the upper grades.		
On Track to Graduate - 9th Grade	Due to our model, students and families participate in three lengthy family meetings a year, reviewing transcript and graduation readiness. We actively work with our 9th graders to find innovative ways of getting them on track to graduate, utilizing our internship model and internship mentors.		With 9th graders, we struggle with students who fail advisory, which is their English and History class, and this leads to challenges with credit recovery.		We need stronger interventions for ninth grade students in particular to support their transition to high school. We need to work with teachers to offer more universal (tier 1 supports) as well as increase access to tier 2 and 3 supports for ninth grade students.		
Percentage of students who participated in at least 1 Work-Based Learning activity	100% of our students participate more than 1 work based learning activity		Our most significant challenge is finding work-based learning opportunities that meet the array of interests that our students have.		There are no challenges with students participating in this, as it's part of their school program.		
Percentage of students who have passed dual enrollment courses with a C- or better	We don't implement dual enrollment due to our small size. We do concurrent enrollment, and approximately 20-25% of our students take concurrent enrollment classes.		n/a		n/a		

Percentage of students in Linked Learning pathways	Because of our internship model, all students participate in linked learning pathways.	Internships are a key component of our program. We continue to struggle with ensuring that all students have high quality internships and engaging all students in their internships.	We have found an interesting shift with students - approximately 15-20% of students are not passionate about internships and are thus not fully engaging. We are working at what we can do, school-wide, to re-motivate students around this. We need to do a deeper analysis of patterns in who is not feeling connected to internships so that we can plan more effective interventions as internship is central to our program model.
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PATHWAY QUALITY ASSESSMENT

<u>Using the Measure N Self Assessment Rubric, assess the following:</u>	Evidence of Strengths	Areas For Growth	Next Steps
Rigorous Academics (pages 3, 4, 5 of rubric)	Rigorous project-based learning that requires critical thinking and public defense , students apply new knowledge in internship sites and regularly interact with community partners and community colleges	Increase vertical alignment of curriculum across grade levels and increase alignment with and measure of growth toward schoolwide learner outcomes.	We need to develop common rubrics aligned with our learner outcomes so that we can better assess how we are meeting them. Increase standards alignment including CTE alignment for internship work.
CTE (pages 3,4,5 of rubric)	Grade level advisor pairs co-plan and align the internship component of their work and internship projects are aligned at each grade level.	While internship work is aligned at each grade level, we can grow in terms of developing an arc over the four years that is grounded in the CTE standards.	Provide more PD supporting alignment with CTE standards and developing the four year arc for internship work.
WBL (page 6 of rubric)	All students participate in our WBL program - it is part of what we do. Every student engages in authentic WBL experiences through informational interviews with industry partners, shadow days at organizations, and year-long internships at organizations and businesses.	Stronger practices for gathering data from all internship mentors and aligning curriculum and our work with students based on those findings; more collaboration with internship mentors/industry partners to create rigorous, student-centered project work that is grounded in internship/industry standards and job/career trends.	Collaborate with internship mentors/industry partners to create rigorous, student-centered project work that is grounded in internship/industry standards and job/career trends.
Comprehensive Student Supports (page 7 of rubric)	All students, families, and internship mentors participate in hour long family meetings, reviewing students Individual Learning Plans and discussing strengths/areas of growth. These happen 3 times a year. All advisors and our Internship Coordinator work with students, families, and industry partners to support student growth.	Increase use of data, and varying data points, to analyze the learning and achievement of students (academic and SEL) based within their internship experiences.	More cycles of inquiry as a regular part of our practice; improved utilization of student's Individual Learning Plans (ILP) for more student ownership and yearly engagement around college and career plans.

<p>Pathway Student Outcomes (page 2 of rubric)</p>	<p>All of our students participate in any WBL opportunity/internship they chose, based around their interests and passions. There are no admissions policies and students are not tracked in any way.</p>	<p>We need to work on ensuring that all students are meeting WBL/internship benchmarks, aligned with our curriculum, in all grade levels, that encompasses students' varying internship experiences.</p>	<p>Internship coordinator will work with all advisors to develop strong and engaging curriculum that is aligned to serve all our students.</p>
<p>2020-2021: YEAR ONE ANALYSIS</p>			
<p>Strategic Goals</p>			
<p><i>Pathway Quality Strategic 3 Year Goal</i></p>	<p>What evidence will you look for to know you are successful?</p>		
<p>WBL curriculum will be aligned implemented in advisories across grade levels</p>	<p>During exhibitions 100% of students present on internship learning and these are aligned with CTE standards.</p>		
<p>Better utilize our WBL/Internship program to reduce disparities in achievement between student achievement based on race and English-learner status.</p>	<p>Students in sub-groups (ELL and African-American students) will make equal or greater gains to other student groups as measured by SRI, SBAC, and local assessments.</p>		
<p>Build more alignment with our internship program - including articulation of internship/industry/21st Century skills standards, clarity on career pathways, more intense college counseling and support, and more opportunities for students to engage in career opportunities.</p>	<p>Our school has expanded from 160 to 204 students over the past year. Our actions have been successful because all students have been able to access rigorous and transformative internships. From the beginning of the year, we implement our robust systems of career exploration, peer networking, industry exposure, informational interviews, shadow days, group site visits, and focus on 21st century skills in the classroom. Advisors create independent learning plans with each student, conferring with the internship coordinator, families, the college counselor. These conversation ensure that students are exposed to a variety of opportunities that are at the zone of proximal development. Students can deepen their internship learning by taking college courses in their professional industry. Our key interest pathways have all expanded to allow for more students internships, for example, over 50 students participated in health internships as opposed to 10 last year. Students who chose CTE standards to deepen their knowledge have increased development of key vocabulary, skills, and content knowledge. Many of our students are better prepared for college programs; our internships allow students to better choose college programs and majors.</p>		
<p>Strategic Actions</p>			
<p>Strategic Actions <i>What are the 3-5 key strategic actions for enabling conditions to support high quality pathway development for the whole school?</i></p>	<p>What evidence will you look for to know you are successful?</p>		
<p>Internship coordinator will support in cultivating partnerships with mentors and will provide professional development and supports for WBL teachers.</p>	<p>- Metwest will host a minimum of 2 cultivation events with mentors/community partners in the first quarter - Internship coordinator will plan and implement professional development and offer 1-1 coaching for WBL teachers</p>		
<p>Advisors will collaborate with internship coordinator to increase rigor on internship projects in order to leverage them for improved academic outcomes and college and career readiness.</p>	<p>- Student internship projects assessed on a shared rubric and presented to the public in exhibitions</p>		
<p>Increase diversity of internship opportunities so that all youth can access interest-driven internships as a core part of their MetWest education.</p>	<p>Increased community building in advisories and opportunities for students, particularly in 9th and 10th grade, to explore what they are interested in and passionate about. If we increase these opportunities with advisors, we will see a decrease amount of students who are not passionate about their internships and who do not have an internship secured or are fired from internships.</p>		
<p>Budget Expenditures</p>			
<p>2020-2021 Budget</p>			

MetWest_2021-2022 Measure N Education Improvement Plan

Budget Justification: One to two sentences that provides the following information: - What the specific expenditure, vendor, or service is? - How the specific expenditure, vendor, or service provided is aligned to pathway development? - What need this specific expenditure or service addresses?	COST	OBJECT CODE	OBJECT CODE DESCRIPTION	POSITION TITLE	FTE	PATHWAY NAME (if applicable)
Fund .20 FTE salary for the advisor to support development of internship program by working directly with students, other staff, and internship mentors at school and at internship sites. The increased student body size was not accompanied with a commensurate increase in teacher FTE, so Measure N dollars are needed to fund a portion of the salaries of the advisors who are leading the 9th and 10th grades at the new campus.	\$36,150.00	1105	Enter object code at left.	Advisor	.20 FTE	
Fund .20 FTE salary for the advisor to support development of internship program by working directly with students, other staff, and internship mentors at school and at internship sites. The increased student body size was not accompanied with a commensurate increase in teacher FTE, so Measure N dollars are needed to fund a portion of the salaries of the advisors who are leading the 9th and 10th grades at the new campus	\$36,150.00	1105	Enter object code at left.	Advisor	.20 FTE	
Fund .20 FTE salary for the advisor to support development of internship program by working directly with students, other staff, and internship mentors at school and at internship sites. The increased student body size was not accompanied with a commensurate increase in teacher FTE, so Measure N dollars are needed to fund a portion of the salaries of the advisors who are leading the 9th and 10th grades at the new campus.	\$36,150.00	1105	Enter object code at left.	Advisor	.20 FTE	
Fund .20 FTE salary for the advisor to support development of internship program by working directly with students, other staff, and internship mentors at school and at internship sites. The increased student body size was not accompanied with a commensurate increase in teacher FTE, so Measure N dollars are needed to fund a portion of the salaries of the advisors who are leading the 9th and 10th grades at the new campus	\$36,150.00	1105	Enter object code at left.	Advisor	.20 FTE	
Teacher Salary Stipends: Extended Contract pay the internship coordinator to lead and support schoolwide internship program and work with all industry mentors. Provide more PD supporting alignment with CTE standards and developing the four year arc for internship work. Amount includes benefits and extended contract pay.	\$12,000.00	1120	Enter object code at left.	Internship Coordinator		
Teacher Salary Stipends: Extended Contract pay for 10th grade team lead, Whitney Dwyer, to lead and support Gateway students (9th/10th grade) internship program and work with industry mentors. These stipends are associated with the ongoing program development work required by expanding the pathway. Amount includes benefits and extended contract pay.	\$10,000.00	1120	Enter object code at left.	Advisor		

2021-2022: YEAR TWO ANALYSIS

Pathway Strategic Goals

Pathway Quality Strategic 3 Year Goal	What actions did you take that improved outcomes? How do you know you were successful?	What will you do different next year to continue to improve?
WBL curriculum will be aligned implemented in advisories across grade levels	This year advisors collaborated to align the integration of WBL and CTE standards across grade-level teams.	We will continue to build upon this work as we grow to serve more students. As we grow two campuses, this alignment across campuses is critical to student success and equity. We will continue to develop rubrics to assess student learning in work-based learning opportunities.

Better utilize our WBL/Internship program to reduce disparities in achievement between student achievement based on race and English-learner status.	All students from 9-12th grade participate in our internship program.	As we grow, we will need to continue to nurture community partners who can serve as mentors for our growing student population. We will need to work closely with these partners to ensure safety for all given the increased safety risk because of COVID. Our Internship Coordinator and Advisors are key to this success.
Build more alignment with our internship program - including articulation of internship/industry/21st Century skills standards, clarity on career pathways, more intense college counseling and support, and more opportunities for students to engage in career opportunities.	This year advisors funded focused on alignment and incorporation of CTE standards in our Learning Through Internship program and continued to build partnerships with community mentors even in distance learning. LTI coordinator and advisors continued to develop the arc of internship work for students.	The addition of a College and Career Readiness Specialist will deepen this work and will increase college and career focus for all grade levels.

For 2021-2022 are there any revisions to the strategic actions or new strategic actions, list below:

2021-2022 Strategic Actions - What are the 3-5 key new or revised strategic actions to support pathway development in 2021-2022?	What evidence will you look for to know you are successful? - How are you considering adapting your strategic actions for 2021-2022 given what you have learned this year about how to best support students?
Add CCRS position to strengthen college-readiness for all grade levels and to provide services for students transitioning from 12th grade to prepare them for admission and success in college	By being able to increase our college-readiness support, we hope to see an increase in ninth grade students on-track to graduate.
Internship coordinator will work with all teachers, but particularly with 9th grade teachers to support the transition from 8th grade to high school with a strong focus on key skills related to our pathway program to increase engagement in internships.	In distance learning, ninth grade students were able to learn from industry partners and to create documentaries based on their passions and interests. By pairing CTE standards and student interest, we hope to see

Budget Analysis of 2020-2021 Measure N Budget

Impact of 2020-2021 Budget Expenditures
 - How did distance learning impact your budget expenditures?
 - What did you find was the most effective use of resources towards your goals and strategic actions and why?

We were able to use our expenditures as planned even in distance learning in 2020-21 school year. We were also able to use our measure N carryover to provide more science supports to increase our A-G completion and college readiness.

Our most effective uses of resources continue to be in the Internship Coordinator and in teacher salary to continue to develop our internship work. This year in distance learning, their efforts enabled us to pivot our Learning Through Internship program through creative career exploration and engagement with community partners even during the pandemic when students' opportunities were limited.

Budget Expenditures

2021-2022 Budget: Enabling Conditions Whole School

Budget Justification: Enter one to two sentences to create a Proper Justification using the questions below. Explicitly describe the expenditure - no vague language, no acronyms, no hyperlinks and quantify when applicable. - What is the specific expenditure or service type? - How does the specific expenditure or service type support or is aligned to pathway development? - How does this expenditure improve student engagement and how many students will be served? -What need does this specific expenditure or service type address?	COST	OBJECT CODE	OBJECT CODE DESCRIPTION	POSITION TITLE	FTE	PATHWAY NAME (if applicable)
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<p>Hire a Teacher, at .40 FTE, as the Science Advisor (L. Trinh) to support development of internship program by working directly with students, other staff, and internship mentors at school and at internship sites. Measure N funds will support the development of curriculum aligned with CTE standards and the fostering of new community partnerships to support work-based learning as MetWest expands. Advisors will design and implement learning opportunities aligned with MetWest's work based learning program and will collaborate on an interdisciplinary team across the two MetWest campuses. The science advisor is a new role at MetWest and as we continue to grow, we need to supplement our work-based learning resources to be able to offer more interdisciplinary supports and to integrate our pathway work across the school. Amount includes salaries and benefit costs.</p>	<p>\$32,986.55</p>	<p>1105</p>	<p>Teacher Salaries</p>	<p>Science Advisor</p>	<p>.50 FTE</p>	
<p>Hire a Teacher, at .40 FTE, as the Humanities Advisor to support development of internship program by working directly with students, other staff, and internship mentors at school and at internship sites. Measure N funds will support the development of curriculum aligned with CTE standards and the fostering of new community partnerships to support work-based learning as MetWest expands. Advisors will design and implement learning opportunities aligned with MetWest's work based learning program and will collaborate on an interdisciplinary team across the two MetWest campuses. (Salary and Benefit Costs)</p>	<p>\$33,950.33</p>	<p>1105</p>	<p>Teacher Salaries</p>	<p>Humanities Advisor</p>	<p>.40 FTE</p>	
<p>Hire a Teacher, at .40 FTE, as the Humanities Advisor to support development of internship program by working directly with students, other staff, and internship mentors at school and at internship sites. Measure N funds will support the development of curriculum aligned with CTE standards and the fostering of new community partnerships to support work-based learning as MetWest expands. Advisors will design and implement learning opportunities aligned with MetWest's work based learning program and will collaborate on an interdisciplinary team across the two MetWest campuses. (Salary and Benefit Costs)</p>	<p>\$30,577.10</p>	<p>1105</p>	<p>Teacher Salaries</p>	<p>Humanities Advisor</p>	<p>.40 FTE</p>	
<p>Hire a Science Teacher at .80 FTE to support college readiness and to support student success in science-related work based learning opportunities. In the 2020-2021 school year, MetWest had to rely on dual enrollment to meet science needs of students. By increasing our science offerings, we will increase percent of students meeting A-G requirements and graduating ready for college and career. The Science teacher will teach courses at both campuses and will collaborate with Science Advisor and Humanities advisors to connect Science learning to interdisciplinary real-world learning through internships. (Salary and Benefit Costs)</p>	<p>\$81,844.49</p>	<p>1105</p>	<p>Teacher Salaries</p>	<p>Science Teacher</p>	<p>.80 FTE</p>	
<p>Teacher Salaries Stipends: Extended Contract to pay for teachers to lead and support through design team work to expand our internship and pathway program that support improvement of internship program and work with industry mentors. These stipends are associated with the ongoing program development work required by expanding the pathway. (Salary and Benefit Costs)</p>	<p>\$18,691.53</p>	<p>1120</p>	<p>Teacher Salaries Stipends</p>			

2022-2023: YEAR THREE ANALYSIS

Pathway Strategic Goals

Pathway Quality Strategic 3 Year Goals	What actions did you take that improved outcomes? How do you know you were successful?	What will you do differently next year to continue to improve?
WBL curriculum will be aligned implemented in advisories across grade levels	The WBL curriculum was somewhat implemented in advisories across grade levels.	We are putting a monitoring system in place to track WBL curriculum alignment and progression.
Better utilize our WBL/Internship program to reduce disparities in achievement between student achievement based on race and English-learner status.	There is no data to provide evidence that WBL/Internship program reduces disparities in achievement between student achievement based on race and english-learner status.	We will continue to leverage our internship program to reduce disparities in achievement between student achievement based on race and ELL status. We need to develop a system to monitoring this goal.
Build more alignment with our internship program - including articulation of internship/industry/21st Century skills standards, clarity on career pathways, more intense college counseling and support, and more opportunities for students to engage in career opportunities.	This is still an area of growth.	We are still working to build out our pathway and program of studies. Our counselor will work with community partners such as East Bay Consortium and Oakland Promise to ensure all students are receiving college counseling, and exposure to post-secondary experiences and career opportunities.
Pathway Strategic Actions		
2021-2022 Strategic Actions	Impact of 2021-22 Strategic Actions - Which strategic actions were most effective in helping you meet your goals? Why? - Which strategic action did not work as effectively as you would have liked? Why?	
Add College & Career Readiness Specialist position to strengthen college-readiness for all grade levels and to provide services for students transitioning from 12th grade to prepare them for admission and success in college	This is still an area of growth. We need a College & Career Readiness Specialist to help with this work.	
Internship coordinator will work with all teachers, but particularly with 9th grade teachers to support the transition from 8th grade to high school with a strong focus on key skills related to our pathway program to increase engagement in internships.	This is still an area of growth. The internship coordinator position needs more of a defined role, with specific outlined outcomes that supports the strategic actions.	
For 2022-2023, if there are any revisions to the strategic actions or new strategic actions, list below		
2022-2023 Strategic Actions - What are 3-5 key new or revised strategic actions to support pathway development in 2022-2023?	What evidence will you look for to know you are successful? - How are you considering adapting your strategic actions for 2022-23 given what you have learned this year about how to best support students?	
Develop CTE Course sequence	An identified pathway with outlined CTE course sequence will be a measure of success.	
Develop partnerships with Laney College	We have an intentional focus around ensuring students have access to CTE at Laney. This has not been an area of focus prior. We will know we are successful when students enroll in CTE classes at Laney.	
Develop Met West Program of Study	Our completed program of study will be a measure of success.	
Budget Analysis of 2021-2022 Measure N Budget		
Impact of 2021-2022 Budget Expenditures - What did you find was the most effective use of resources towards your goals and strategic actions and why?		
The most effective resource toward our goals were the transportation funding for the internships and funding for Peralta courses. Both of these resources supports the strategic action to reduce academic disparities based on race or ELL status and support exposure to post-secondary experiences.		
2022-2023 Budget Expenditures		
2022-2023 Budget: Enabling Conditions Whole School		

MetWest_2021-2022 Measure N Education Improvement Plan

<p>BUDGET JUSTIFICATION For All Budget Line Items, enter 3-5 sentences to create a Proper Justification that answers the below questions. For Object Codes 1120, 5825 and all FTE, please also make sure to respond to the additional Budget Justification questions outlined in the EIP Instructions. - What is the specific expenditure or service type? Please provide a brief description (no vague language or hyperlinks) and quantify if applicable. - How does the specific expenditure impact students in the pathway and support your 2022-23 pathway goals/strategic actions?</p>	COST	OBJECT CODE	OBJECT CODE DESCRIPTION	POSITION TITLE	FTE	PATHWAY NAME (if applicable)
<p>Supplies and Materials for the Dual Enrollment & Peralta Courses. The supplies and materials to be purchased are required for DE Peralta courses. This expenditure supports students in the Pathway by ensuring they are prepared for their DE Courses. It also supports the strategic action to reduce academic disparities based on race or ELL status and support exposure to post-secondary experiences.</p>	\$2,500.00	4310	Supplies & Materials			
<p>Books-Other Than Textbooks for Dual Enrollment & Peralta courses. The books other textbooks to be purchased include novels required for the DE Peralta courses. This expenditure supports students in the Pathway by ensuring they are prepared for their internship. It also supports the strategic action to reduce academic disparities based on race or ELL status and support exposure to post-secondary experiences.</p>	\$2,500.00	4200	Books-Other Than Textbooks			
<p>Textbooks for the Dual Enrollment & Peralta courses. The textbooks to be purchased include textbooks required for DE Peralta courses. This expenditure supports students in the Pathway by ensuring they are prepared for their internship. It also supports the strategic action to reduce academic disparities based on race or ELL status and support exposure to post-secondary experiences.</p>	\$7,500.00	4100	Textbooks			
<p>AC Transit & BART Tickets for internships and college visits, career exploration visits, field trips and integrated learning opportunities. These opportunities enable students to access experiential learning; learn about careers, college programs, financial aid and admission, meet and interact with professionals in different organizations aligned with the Education & Community Health Pathway theme. This expenditure aligns with our 2022-23 Strategic Action of increasing scholars' exposure to pathway-specific post-secondary opportunities.</p>	\$2,500.00	4310	Supplies & Materials			
<p>Transportation Costs: Charter Buses for college visits, career exploration visits, field trips and integrated learning opportunities. These opportunities enable students to access experiential learning; learn about careers, college programs, financial aid and admission, meet and interact with professionals in different organizations aligned with the Education & Community Health Pathway theme. This expenditure aligns with our 2022-23 Strategic Action of increasing scholars' exposure to pathway-specific post-secondary opportunities.</p>	\$5,040.26	5826	Transportation Costs			
<p>Meeting Refreshments for Pathway specific events. Our pathway will have events for students that include guest speakers and workshops. These meetings benefit Pathway students by exposing them to a variety of community partners and industry professionals in a variety of fields. These opportunities support our Pathway Quality goal of increasing community partnerships.</p>	\$2,000.00	4311	Meeting Refreshments			

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<p>Teacher Salaries: Hire a Humanities Teacher, 1.0 FTE, to support the development of the internship program by working directly with students, other staff, and internship mentors at school and at internship sites. Measure N funds will support the development of curriculum aligned with CTE standards and the fostering of new community partnerships to support to work-based learning as MetWest expands. This teacher will design and implement learning opportunities aligned with MetWest's work based learning program and will collaborate on an interdisciplinary team across the two MetWest campuses. (PCN 3103 Daniel Harbarger)</p>	<p>\$82,699.61</p>	<p>1105</p>	<p>Teacher Salaries</p>	<p>TCHRSTRENGIM</p>	<p>1.0 FTE</p>	<p>Whole School</p>
<p>Hire a Counselor at 0.2 FTE The counselor will support the development of the internship program by working to support advisors and students, and the implementation of embedded CTE standards in classes. Measure N funds will support the development of the curriculum aligned CTE standards and fostering of new community partnerships to support work-based learning as MetWest continues to expand. (PCN 8324 Dayana Merino Canos)</p>	<p>\$16,460.13</p>	<p>1205</p>	<p>Counselor</p>		<p>.20 FTE</p>	<p>Whole School</p>
<p>Classified Support Salaries: Hire a College and Career Readiness Specialist, at 1.0 FTE, to expose scholars to colleges and career opportunities, provide access to future educational & career opportunities by hosting on site college events, assist scholars with FAFSA, community college support, community outreach, supports with dual enrollment, college and career counseling. (Salary & Benefits)</p>	<p>\$100,000.00</p>	<p>2205</p>	<p>Classified Support Salaries</p>	<p>College & Career Readiness Specialist</p>	<p>1.0 FTE</p>	<p>Whole School</p>
<p>Consultant Contract: Contract with a Linked Learning consultant (Patricia Clark) to serve as a Pathway Coach to assist us in reaching our 2022-23 Strategic Actions around MetWest pathway development. The services to be provided include meeting with our Pathway team to align our Pathway programming, connect us with resources and other schools, support our work-based learning, and provide guidance to teachers and staff who are supporting pathway buildout. Contract deliverables include an aligned Program of Study for our Pathway. All MetWest students and staff will benefit from this expenditure. No administrative fees associated with this contract.</p>	<p>\$15,000.00</p>	<p>5825</p>	<p>Consultant Contract</p>			

Measure N 2022-2023 Education Improvement Plan Assessment

MetWest High School

Checklist of Required Elements:

- ✓ Submitted Measure N Education Improvement Plan
- ✓ Submitted Measure N Budget
- ✓ Submitted Measure N 4 Pillars of Linked Learning

Criteria 1: Measure N Overall Pathway: Has the School Developed the 4 Essential Elements of a Linked Learning Pathway?

NOTE: If you do not receive a 4 in this category, the highest final recommendation you can receive is "Developing" and the final recommendation will reflect the quality of the plan and the alignment of expenditures to build out Linked Learning Pathways.

Category	Full Implementation 4	Developing 3	Planning 2	No Implementation 1
<p>Evidence of Comprehensive Pathway Program: Whole School Tab <i>Instructions: Review Linked Learning 1-Pager(s), Analysis of 3 Year Pathway Quality Goals and 2021-22 Strategic Actions for evidence of:</i></p> <ul style="list-style-type: none"> ● Rigorous Academics Integrated in Pathway ● Integrated Students Supports ● Work Based Learning ● Industry Theme and CTE Sequence 	<p>Score: 2</p> <p>Rationale: MetWest looks and feels like a Linked Learning school but really it's a Big Picture school that has elements that are similar to Linked Learning. Almost every student has an internship and many students take courses at Laney college and the Big Picture model values student supports that support students academically and behaviorally. They don't have CTE classes or an industry theme, which are integrals to a comprehensive pathway program.</p> <p>Feedback for continued progress monitoring: How can MetWest implement a CTE sequence of courses within their Big Picture model?</p>			

Criteria 2: Quality of the Measure N Education Improvement Plan

Category	Excelling 4	Meeting 3	Approaching 2	Beginning 1
<p>2022-23 Strategic Actions: Whole School Tab <i>Instructions: Review 2022-23 Strategic Actions in WHOLE SCHOOL TAB for evidence</i></p>	<p>Score: 3</p>			



<p>of:</p> <ul style="list-style-type: none"> ● Strategies meet the goals, address the needs, are research-based, and have proven effective for improving equitable student outcomes and building the following pillars of Linked Learning: <ul style="list-style-type: none"> ○ Rigorous Academics ○ Career Technical Education ○ Work-Based Learning Pillar ○ Student Supports ● Strategies are embedded in inquiry design so as to produce evidence of their enacting the theory of action and achieving the goals. ● Coherence is evident as a clear theory of action that bridges from their root cause analysis logically into their goals and strategies 	<p>Rationale: Hiring a teacher to further develop the internship program with a curriculum focused on making the internship a real learning opportunity is an appropriate next step in moving towards a more aligned pathway program.</p> <p>Feedback for continued progress monitoring: How and when will the advisors be trained on the new curriculum?</p>
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Criteria 3: Alignment of Funding to Linked Learning Criteria, Permissible Expenses, and Measure N Plan

Category	Compliant & Aligned 4	Compliant & Partially Aligned 3	Non-Compliant ● Supplanting ● Not Allowable 2	Missing 1
<p>2022-23 Budget <i>Instructions: Review Budget in Whole School, Pathway Tabs and 9th Grade Tab for evidence that school has thoughtfully allocated Measure N funds to support the continuous improvement of Linked Learning career academies.</i></p> <ul style="list-style-type: none"> ● Expenditures clearly support of and come from the needs and logical through line that is evident in the Education Improvement Plan ● Expenditures provide proper justification that demonstrates the alignment to build out and integration of the four pillars of Linked Learning ● Expenditures address the Root Cause Analysis, and should ensure the implementation of the Strategies in order to meet the goals of the plan and the purpose of Measure N ● Expenditures are in addition to, and not in place of, services that would otherwise be provided to participating students with state and local funds if Measure N funds were not available ● Expenditures are not being used to cover the expenses of programmatic elements, staff salary, and costs that were previously being funded by the school ● Expenditures are necessary due to the existence of Linked Learning pathways at the school site 	<p>Score: 3</p> <p>Rationale: All budget items are consistent with the HSLLO's permissible expenses.</p> <p>Feedback for continued progress monitoring: Patricia Clark's coaching is essential for MetWest to become a comprehensive pathway program. When will the contract be developed and what specifically is her scope of work?</p>			



Final Recommendation

Instructions: Based on the entirety of the school’s EIP, provide your assessment rating for the EIP, a summary of the Plan’s Strengths, note any Key Questions, overall Budget feedback and identify Next Steps for the Site. See Rating descriptions below.

Rating: Approved: Developing and Implementing

- School is actively implementing Linked Learning as is evidence by the establishment of the Career Technical Education and Work-Based Learning pillars of Linked Learning, at minimum
- School is actively developing the remaining pillars, the integration of all four pillars, and key Linked Learning elements as is evidenced by the Measure N Education Improvement Plan

Strengths:

- Internship program
- Hiring a Linked Learning consultant

Key Questions:

- N/A

Budget Feedback:

- Continue to use the questions or prompts that were created by the Measure N Commission and Staff to explicitly describe the expenditure when creating the strategic action. This information will ensure you create a proper justification - it is required for all Measure N approval requests. The questions are in the Measure N EIP, under Budget Justification.

Next Steps:

What	Suggested Lead	Deliverable	Date
Develop the Linked Learning coach’s scope of work	Admin	Consultant contract	9/1/22
Identify a team to develop the CTE sequence and master schedule	Admin	Team roster and mission	10/1/22