



# 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

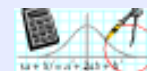
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## *All Students...*

12<sup>th</sup> Grade: Ready for College and Career



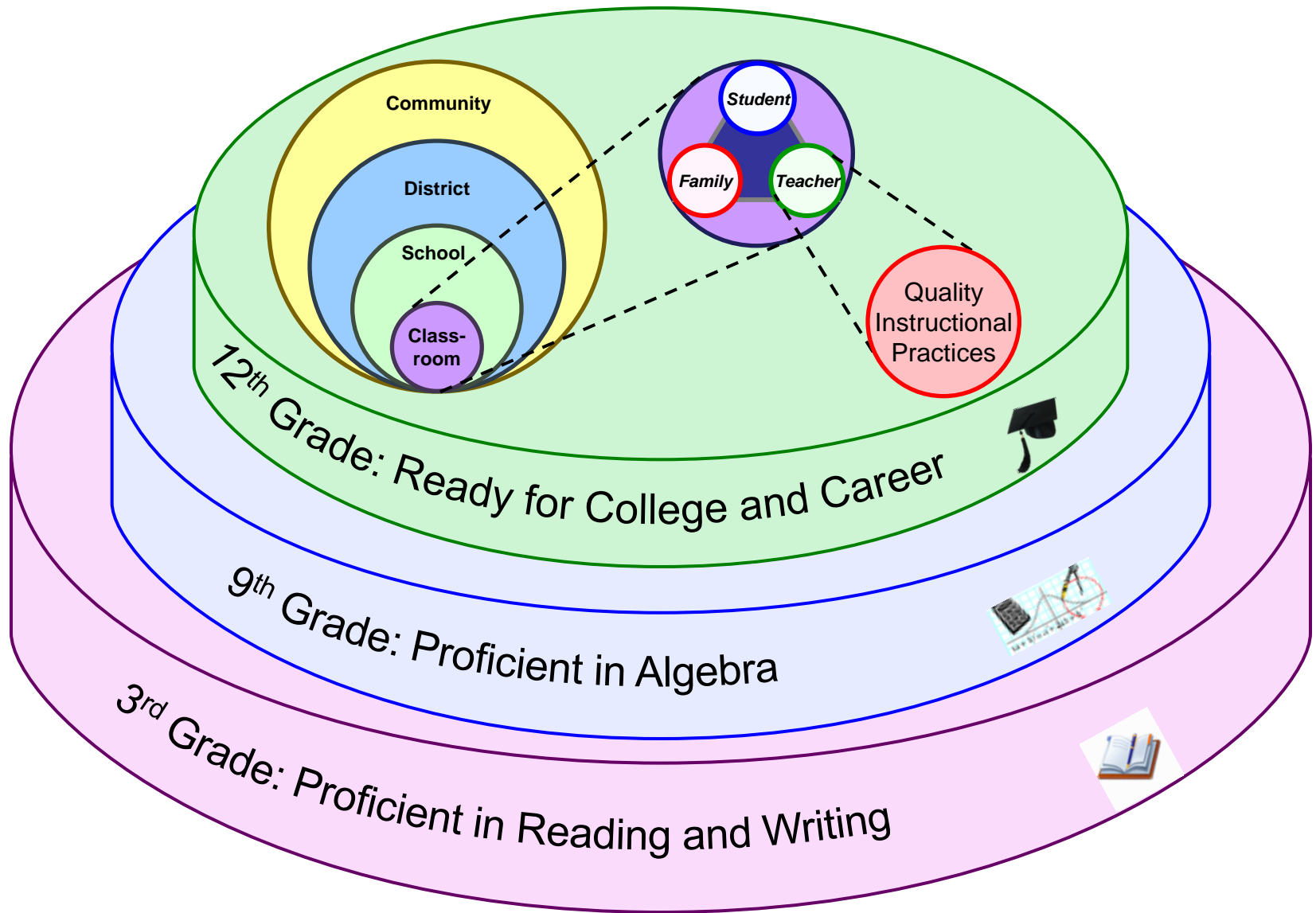
9<sup>th</sup> Grade: Proficient in Algebra



3<sup>rd</sup> Grade: Proficient in Reading and Writing

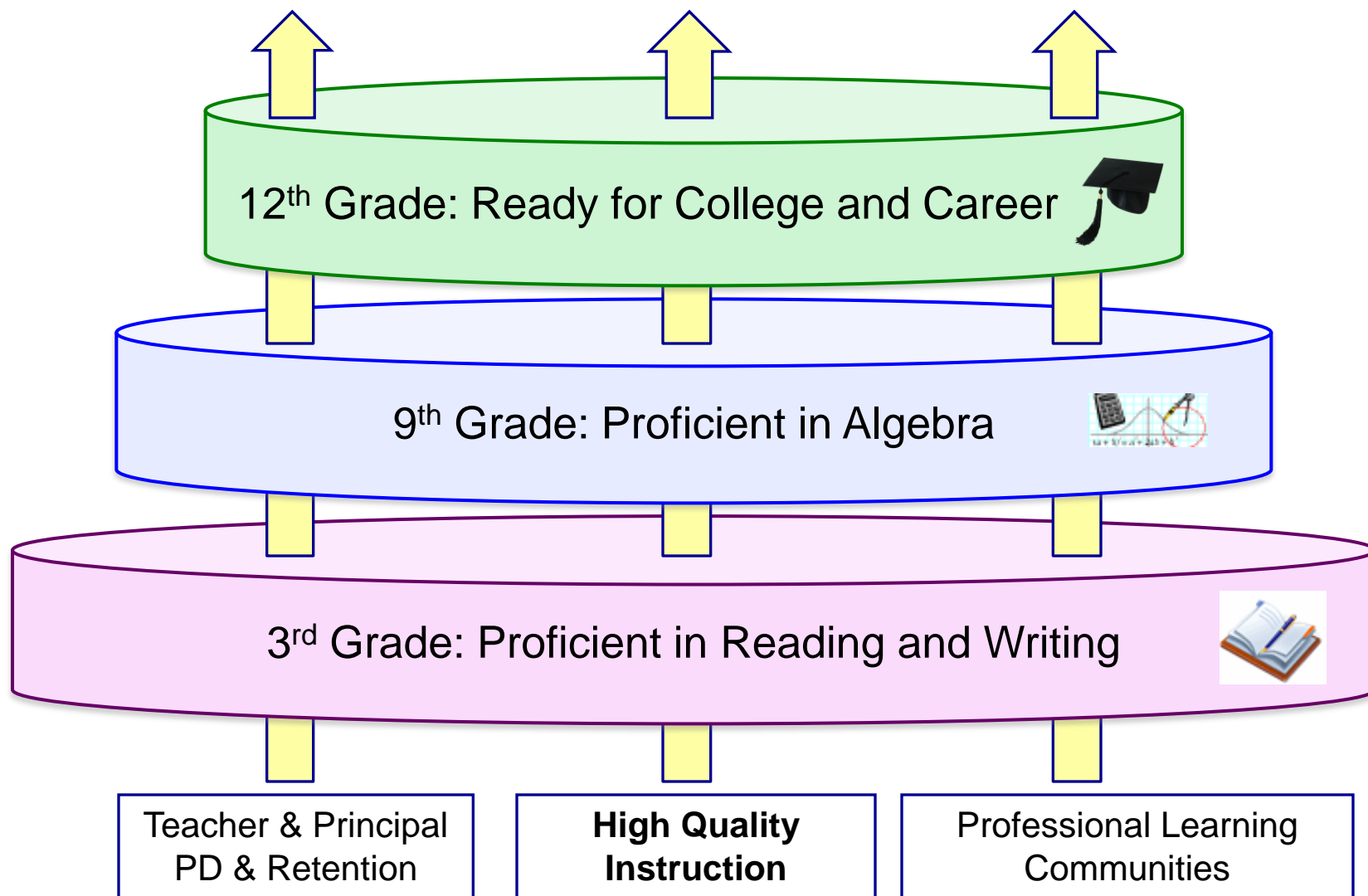


# Focus on High Quality Instruction



# 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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# Overview of Central Office Investments Aligned to Board Priority and District Strategies

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- Strategic Investments
- Aligned Board Results Policies and Operational Expectations
- 2009—2010 Priority Level
- Key Metrics
- 2008—2009 Funding Sources



# 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 Priority
A. Network-Based Principal Development and School Support - Regular Professional Dev't, Support, and School Walkthroughs by Network Officers - Rigorous Principal Evaluations	High
B. Robust Principal Recruitment, Selection, and Induction - Partnerships with Quality Preparation Programs - Leadership Development Pathways, including Aspiring and Assistant Principal Prof. Dev.	High
C. Coaching of Principals for School Improvement	Medium
D. Operational and Management Resources to Support Principals - Operations Support and Coaching and Certification-based Training - Online Tools and Dashboards	Medium

Key Metrics
<ul style="list-style-type: none"> <li>• Student Achievement Results</li> <li>• Principal Evaluation Ratings</li> <li>• Use Your Voice Survey Results</li> <li>• Feedback on Professional Development from Principals</li> <li>• Purchase of Coaching Services by Networks and Schools</li> </ul>

08-09 Funding
<ul style="list-style-type: none"> <li>• GP, Title I, Title II, TIIG, AB-430, Measure E, Private Funding, School Purchases, Leadership Development Grant</li> </ul>

## 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 Priority
A. Pipeline Partnerships - Teach For America, The New Teacher Project, Universities	High
B. Teach Tomorrow in Oakland	Medium
C. Classroom Management Support for New Teachers	High
D. Instructional Coaching, Prioritized Services at Red & Orange Schools	High
E. Potential Retention Incentives (Must Negotiate with OEA)	Medium
F. Central Office Service Improvements	High

### Key Metrics

- Student Achievement Results
- Recruitment and Retention data
- Use Your Voice Survey Results
- BTSA Intern Satisfaction Surveys
- Teacher and Student Attendance data

### 08-09 Funding

- GP, Title I, Title II, Measure E, Private Funding, School Purchases

### 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 Priority
A. Professional Learning Communities: <ul style="list-style-type: none"> <li>- School-wide Focus on Individual Student Results</li> <li>- Data-Driven Collaborative Cycles of Inquiry</li> <li>- Data Coaching</li> <li>- Peer Observation and Feedback</li> </ul>	High
B. Instructional Program Initiatives: Swun Math/Algebra, Writing, ELD/AED	High
C. Comprehensive Curriculum and Instruction Guides	High
D. Professional Development on Core Curriculum	High
E. BTSA and Intern Teacher Mentoring	High

#### Key Metrics

- Student Achievement Results
- Program Evaluation Results
- Coach/ PD Evaluations by Teachers and Principals
- Use Your Voice plus other Teacher Surveys
- Classroom Walkthrough/ Observation Data

#### 08-09 Funding

- GP, Title I, Title II, Measure E, Private Funding, School Purchases, BTSA/ Intern Funding, LEP/ Title III

## 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 Priority
A. Small Schools	High
B. Small Learning Communities at Large Schools	High
C. School Restructuring/ New School Design Process - Coaching Support - Community Engagement	High
D. Multiple Pathways to Graduation, including Career Academies and Work-based Learning Opportunities	High

Key Metrics
<ul style="list-style-type: none"> <li>• Student Achievement Results</li> <li>• School Master Schedules (i.e. Student Load)</li> <li>• Restructuring Plans/ New School Design Plans</li> <li>• GPA, Attendance, Credit Accrual, Graduation, AP, Internship and Career Academy Participation</li> <li>• College Enrollment Rates</li> </ul>

08-09 Funding
<ul style="list-style-type: none"> <li>• GP, TIIG, Title I, QEIA, Private Funding, California Partnership Funding, Perkins</li> </ul>

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

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

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

Key Metrics
<ul style="list-style-type: none"> <li>• Student Achievement Results</li> <li>• School Site Plan/ Budget Alignment</li> <li>• Curricular Flexibility Approvals</li> <li>• School Site Council Summit/ Parent Workshop Attendance</li> <li>• Use Your Voice Survey Results</li> </ul>

08-09 Funding
<ul style="list-style-type: none"> <li>• GP, TIIG, Title I, Private Funding</li> </ul>

## 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 Priority
A. Complementary Learning <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>	High
B. School Safety Planning and Services <ul style="list-style-type: none"> <li>- OUSD Police and School Security Officers</li> <li>- Attend &amp; Achieve</li> </ul>	High
C. Education for Students: Violence Prevention, Wellness, Restorative Justice	High
D. Family and Community Engagement	High

Key Metrics
<ul style="list-style-type: none"> <li>• Violence Prevention Curriculum Completion Rates</li> <li>• California Healthy Kids Survey (CHKS)</li> <li>• Use Your Voice Survey Results</li> <li>• School Safety Plan Completion and Quality</li> <li>• Attendance Rates for Extended Learning Programs</li> </ul>

08-09 Funding
<ul style="list-style-type: none"> <li>• GP, TIIG, LEA Medical, ASES, 21<sup>st</sup> Century, Title I, OFCY, First Five, Alameda County, Program-Generated Revenue, Measure E, The California Endowment, Atlantic Philanthropies, Measure Y. Private Funding</li> </ul>

## 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 Priority
A. Facilities Modernization, including incorporation of Green Building Practices	High
B. Routine Repair and Maintenance	High
C. Information Technology Upgrades (Bandwidth, Aeries, IFAS, Internet, Intranet)	High
D. Smart Classrooms Technology Upgrades	High

### Key Metrics

- Use Your Voice Survey Results
- FCMAT Reviews
- FIT- Williams Evaluators
- Service Scorecard Metrics (including Technology Services, Custodial Services, Buildings & Grounds)
- Help Desk Service Statistics

### 08-09 Funding

- GP, Title I Private Funding, Deferred Maintenance, Development Fees, School Facilities Program, GOB-Measure B, William ERP, ORG Grant

## 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**

<b>Strategic Investments</b>	<b>09-10 Priority</b>
A. Comprehensive Assessment System (District Benchmark Assessments, Placement, Diagnostic, and Classroom Formative Assessments)	High
B. Network Executive Officers/ School Portfolio Management - School Tiers and Scorecards - School Quality Reviews and School Walkthroughs	High
C. Use Your Voice Survey Implementation	High
D. Service Department Scorecards and Improvement Planning	High
E. Instructional and Strategic Program Research and Evaluation	High

<b>Key Metrics</b>
<ul style="list-style-type: none"> <li>• Student Achievement Results</li> <li>• Assessment Bank</li> <li>• School Scorecards and School Tier Distribution</li> <li>• School Quality Rubric Ratings</li> <li>• Service Scorecards and Mid-Year Executive Reviews</li> <li>• Walkthrough Feedback to Principals and Teachers</li> </ul>

<b>08-09 Funding</b>
<ul style="list-style-type: none"> <li>• GP, Title I, Title II, TIIG, Private Funding</li> </ul>



# Organizational Learning for Continuous Improvement

