



OAKLAND UNIFIED
SCHOOL DISTRICT

expect **Success**

School Portfolio Management

December 2009

Recommendations for Focus Schools

12/9/2009



Agenda

- ❖ School Portfolio Management Framework
- ❖ Focus and Program Improvement Schools
- ❖ Focus and Program Improvement School Timeline
- ❖ Board of Education Approved Focus School Criteria
- ❖ 2008-2010 Focus Schools and Recommendations
- ❖ Supporting Students, Families, and Staff
- ❖ Spring 2009 and Fall 2009 Community Engagement



School Portfolio Management Framework

School Portfolio Management: Managing the Success and Quality of Schools

Every family will have access to at least two quality school options in their neighborhood, and the ability to select from a diverse range of educational options throughout Oakland

Quality

Enrollment / Capacity

Programmatic
Diversity

OUSD is continually managing its dynamic portfolio of schools across these three dimensions

SUPPLY

High quality and
diverse educational
options

DEMAND



Focus and Program Improvement Schools

Program Improvement Schools

Schools that have not made Adequate Yearly Progress for multiple years
(PI Year 4 and 5)

Focus Schools

Schools that have not performed well academically **and** have underutilized facilities



Program Improvement and Focus School Timeline

October 2008

Initial Focus School analysis presented to Board of Education and 2008-2010 Focus Schools identified.

February - June 2009

Community Engagement for Focus and Program Improvement Schools

June 2009

Spring Update on Focus Schools and Board of Education approval of PI School Restructuring Plans.

October 2009

Fall Update on Focus schools and Board of Education approval of revised Focus School criteria.

October - December 2009

Community Engagement for Focus Schools



Program Improvement and Focus School Timeline

December 2009

- Superintendent's recommendations on Focus Schools presented to the Board of Education. (December 9, 2009)
- Board of Education votes on Superintendent's recommendations on Focus schools. (December 16, 2009)

January 2010 -

- Staff implementation of Board of Education decisions on Focus Schools.
- Continued community engagement around regional solutions to address number of schools, school size, and class size.



Board of Education

Criteria for Identifying Focus Schools (Approved 12/2008; Revised 10/2009)

Academic	Absolute Performance	2008-2009 API School-wide and Subgroup Performance
	Lack of Student Growth	% of students moving from one performance band to the next, evaluated over one, two and three year periods
	Lack of Closing Achievement Gap	Change in the difference between School and Lowest performing subgroup API
Enrollment	Enrollment	School size based on CBEDS count, % loss of students over 1 year, % loss of students over 4 years
	Neighboring School Impact	The sum of the underutilized facilities capacity within all of the schools in a particular neighborhood megaboundary. Comparing the number of students who live and go to school in their neighborhood with the underutilized facilities capacity within its megaboundary will determine whether it can be absorbed if closed/phased out.
Financial Viability	Cost Per Student	Includes General Purpose (GP) and TIIG only and takes everything into consideration except for utilities, which is an expense that is not under the control of schools
	School Budget Health	Schools with budgets in "the red," or negative balances
Equity	% of Free/Reduced	% of Free/Reduced Lunch population at a school
	Nearby Closures	Schools that have had closures within their megaboundary. Focusing on nearby historical closures will determine the impact on a given neighborhood
	# of nearby higher performers	# of nearby schools that have a higher level of academic performance as measured by a school's Academic Performance Index (API)



2008-2010 Focus Schools

Enrollment Challenges

Sankofa Academy (K-5), Burckhalter ES, Howard ES

Enrollment and Academic Challenges

- Far West HS
- Leadership Preparatory HS
- East Oakland School of the Arts (EOSA) (9-12)
- Castlemont Business Information & Technology (CBIT) (9-12)
- Youth Empowerment School (YES) (9-12)
- Martin Luther King Jr. ES
- Lafayette ES
- Explore MS

Board/State Administrator Previously Approved Phase Out/Closure

Tilden ES

State Administrator Previously Approved Phase Out/Closure

- Robeson School of Visual and Performing Arts (9-12)
- Business & Entrepreneurship School of Technology (BEST) (9-12)



Burckhalter, Howard & Sanokfa: Recommendation

North Oakland

Sankofa Academy (K-5)

East Oakland

Burckhalter ES & Howard ES

Recommendation:

- Continue implementation of strategies to increase academic growth.
- Implement District-approved plan to increase facility utilization and financial sustainability with multi-year enrollment growth targets.
- Develop a pre-K to 5 continuum for students with special needs to improve equity of services and increase facility utilization.



Focus High Schools: Recommendation

Leadership Preparatory HS

East Oakland School for the Arts (EOSA) (9-12)

Castlemont Business Information & Technology (CBIT) (9-12)

Youth Empowerment School (YES) (9-12)

Far West (9-12)

Recommendation:

- Increase academic rigor
- Enhance development of high-quality, clearly defined thematic and/or career pathways
- Implement District-approved plan to increase facility utilization and financial sustainability with multi-year enrollment growth targets.
- Engage with families, staff, and community partners to evaluate current regional pre-K to 12 pathways and explore dramatic restructuring options including:
 - School Redesign
 - School Consolidation
 - Charter Conversion



ML King Jr. ES and Lafayette ES: Recommendation

West Oakland

ML King Jr. ES

Lafayette ES

Recommendation:

- Revise school-wide restructuring plan and increase academic rigor.
- Establish one-, two-, and three-year enrollment growth targets and a District-approved plan to increase facility utilization and financial sustainability.
- Engage with families, staff, and community partners to evaluate current regional pre-K to 12 pathways and explore dramatic restructuring options including:
 - Intensive staff development for teachers and staff
 - School-wide balanced literacy program
 - Consolidation and/or School Redesign
 - Charter Conversion



Explore MS, Robeson HS, BEST HS, & Tilden ES: Recommendation

Explore MS

- Closure of Explore MS at end of 2009-2010 School Year and support for students, families, and staff to transition to other higher-quality middle school options.

Robeson HS & BEST HS

- Closure of Robeson HS & BEST HS at end of 2009-2010 School Year and support for students, families, and staff to transition to other higher-quality high school options.

Tilden ES

- Closure of Tilden ES at end of 2009-2010 School Year and support for students, families, and staff to transition to other higher-quality elementary school options.



Supporting Students and School Staff

Our commitment is to ensure that students, families, and staff are supported and cared for in their transition to a new school.

Students:

- Individual meetings in early January with students and families with principal, counselor, and District staff to support students to transition to a neighborhood school or another OUSD school.
- Support for receiving schools to effectively transition students and families into the school community

Staff:

- Informational sessions with District staff and representative unit leadership in March and April to support school staff in possibly transitioning to a new site.



Spring 2009 Community Engagement

REGIONAL/INTENSIVE SCHOOL ENGAGEMENT STAGES

Regional/Significant Engagements		January 5 - April 30	
School	Comm. Eng. # 1	Comm. Eng. # 2	Comm. Eng. # 3
North Oakland: Claremont (Sankofa)	1/29 7-8:30 p.m.	2/26 5-6:30 p.m.	4/16 6-7:30 p.m.
West Oakland: Martin Luther King (Lafayette secondary)			
East Oakland: Madison (Brookfield)	Madison - December	1/13 3 p.m. - Brookfield	1/17 9 a.m.-12 p.m. (Brookfield only)
Explore	2/10 6-7:30 p.m.	3/12 6-7:30 p.m.	5/7 6-7:30 p.m.
Castlemont	3/17 6-8:00 p.m. Frick	3/18 6-8:00 p.m. Elmhurst	
Far West	2/25 1:30 p.m.(Staff)	3/12 6:30 -8, Board member	5/19 Board member

Facilities Issues Engagements

January 5 - February 6					
School	Task Force Date		Monthly Community Meeting		
Tilden	1/13 4:30-5:30	2/5 4:30-5:30	4/14 5:30-6:30	5/12 6-7PM	6/2 6-7PM

RED SPSA/Restructuring Plans Only

January 5 - April 30			
School	SSC meeting	SSC meeting	SSC meeting
Roosevelt	1/27	4/14	5/19
Westlake	2/19	4/16	
Frick	2/10	3/10	
Garfield	1/27	2/19	2/24, 3/19
Horace Mann	2/4	3/4	
Urban Promise Academy	2/18	3/18	

Comprehensive High Schools (Engagements incorporated into restructuring/SPSA process)

January 5 - April 30				
School	Engagement #1	Engagement #2	Engagement #3	Engagement #4
Oakland High	1/8, 5 p.m. SSC	1/27 5 p.m. Restructuring Co	5/7 SSC with Board Member	5/11 SSC with Board member
Oakland Tech	1/5 6 p.m. SSC	3/25 1:30 p.m. Staff	4/13 6 p.m. Parents/Board member	
Skyline	Every Thursday			



Fall 2009 Community Engagement

ML King Jr. ES & Lafayette ES West Oakland Brain Trust Meetings: 10/5, 10/19, 11/2, 11/16, 11/23
8:30 - 10:00am
ML King Jr. ES PTA Leadership: 12/2 4:15 - 5:00pm

Explore MS Explore MS Community Meeting: 12/2 6:45 - 8:00pm

Robeson HS Robeson HS Community Meeting: 11/30 5:30 - 7:30pm

BEST HS BEST and EXCEL HS Meeting with Staff: 10/30 1-3:30pm
BEST and EXCEL HS Community Meeting: 12/3 6:30-8:30pm

Tilden ES Professionally facilitated monthly meeting with Tilden Parent
Community: 9/8, 10/6, 10/20, 11/3, 11/10, 12/17 6:00-8:00pm

Focus Schools with Enrollment Challenges Preliminary enrollment projections meeting with Principals: 12/3



Appendix



Overview

Focus Schools with Enrollment Challenges

Focus Schools with Enrollment and Academic Performance Challenges

Far West - Evidence for Recommendation

East Oakland Focus High Schools - Evidence for Recommendation

Academic Performance

Enrollment and Facility Utilization

East Oakland Focus Middle Schools - Evidence for Recommendation

Academic Performance

Enrollment and Facility Utilization

West Oakland Focus Elementary Schools - Evidence for Recommendation

Academic Performance

Enrollment and Facility Utilization

Board/State Administrator Previously Approved Closure

Update on Status of Tilden ES Transition

Projected Implications of Focus School Recommendations



Focus Schools with Enrollment Challenges

	Overall Tier	09-10 Enrollment	10-11 Projected Enrollment	Current Facility Utilization	K-5 Residents within 1.5 miles	Current SDC Services
Sankofa Academy (K-5)		135	114	34%	893	None
Burckhalter (K-5)		162	163	82%	878	Pre-K to 5 Autism Pre-K LE
Howard (K-5)		195	190	62%	902	Pre-K SH K to 5 Autism



Far West: Evidence for Recommendation

Focus School Category: Enrollment and Academics

Recommendation:

- Continued implementation of strategies to accelerate academic growth
- Strengthen the Arts academy and partnership with California College for the Arts
- Establish one-, two-, and three-year enrollment targets and an District-approved plan to increase facility utilization and sustain financial viability.

Enrollment Factors

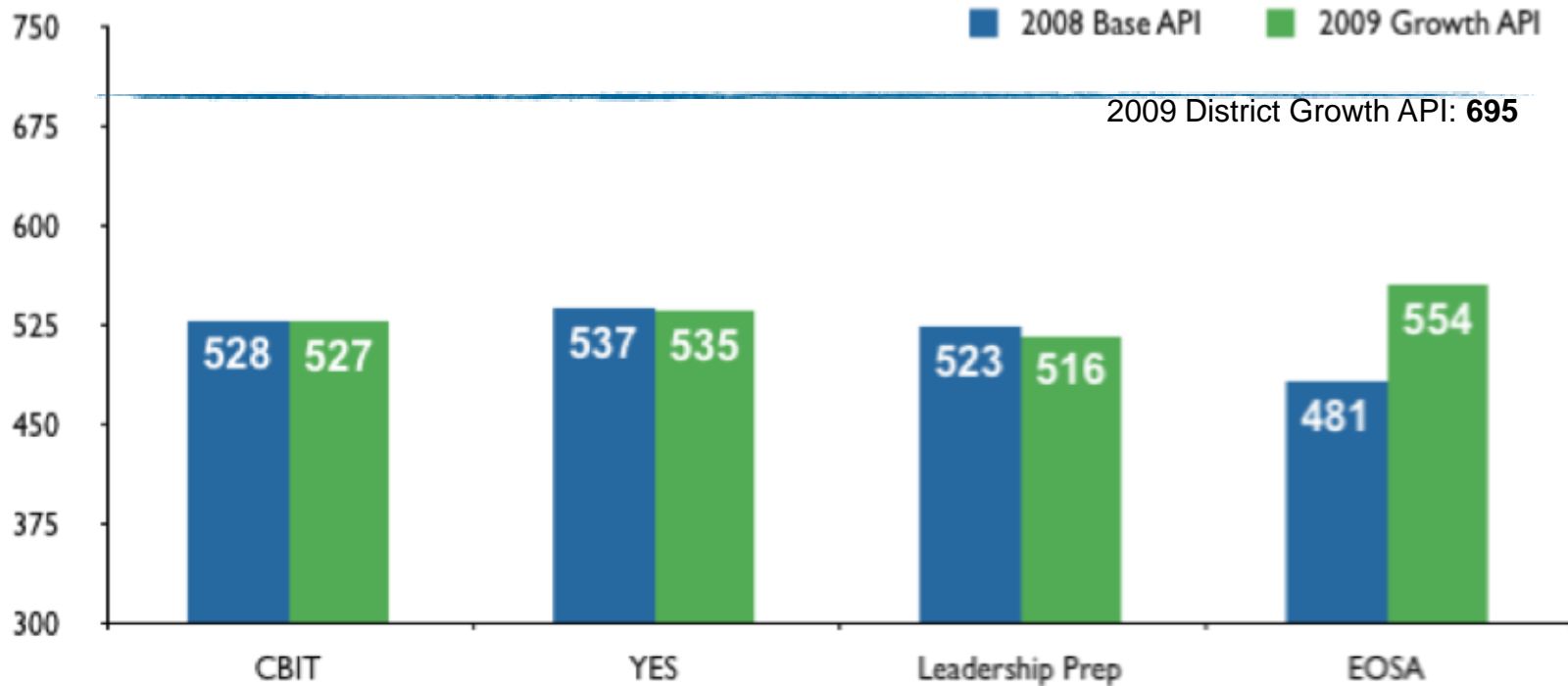
09-10 Enrollment: **170**
10-11 Projected Enrollment: **161 (-5%)**
08-09 Attendance Area Residents: **984**
Facility Utilization: **51%**

Academic Factors

2009-2010 OUSD Tier: **ORANGE**
2009 Growth API: **578 (+29)**
PI Status: **None (Never entered PI)**



Academic Performance: East Oakland Focus High Schools



Academic Performance at the East Oakland High Schools has declined slightly over the past year with the exception of EOSA; however, for the past three years, each of the four high schools has shown overall growth.



Enrollment Challenges: East Oakland Focus High Schools

	Overall Tier	2009 API Growth	09-10 Enrollment	10-11 Projected Enrollment	Current Facility Utilization
Leadership (9-12)		-7	371	371	75%
CBIT (9-12)		-1	329	319	85%
YES (9-12)		-2	215	220	53%
EOSA (9-12)		+73	257	242	61%



Underutilization: East Oakland Focus High Schools



Youth Empowerment School

09-10 Enrollment: 224

Capacity: 425 (53%)



Castlemont Business and Information Tech

09-10 Enrollment: 321

Capacity: 376 (85%)



Leadership Preparatory HS

09-10 Enrollment: 283

Capacity: 376 (75%)



East Oakland School for the Arts

09-10 Enrollment: 217

Capacity: 355 (61%)

1,641 HS Students leave
the Castlemont Attendance Area to
attend school in OUSD.



Academic Performance: Explore MS

Frick MS

2009 Growth API: 597 (+40)

Explore MS

2009 Growth API: 552 (-46)

	Overall Growth	One-Year Growth	Two-Year Growth	Three-Year Growth	Achievement Gap
Explore MS	Rapidly Declining	Rapidly Declining	Flat (Performance)	Rapidly Declining	Rapidly Declining
Frick MS	Declining	Improving	Improving	Flat (Performance)	Rapidly Declining

Note:

Data obtained by comparing overall school API and cohort-matched growth for 1,2, and 3 years.

Achievement Gap data obtained by comparing school API with lowest subgroup API over a 2-year span.

Improving

**Flat
(Performance)**

Declining

**Rapidly
Declining**



Facilities Utilization: Explore MS



Frick Middle School
09-10 Enrollment: 406
Capacity: 757 (54.2%)



EXPLORE Middle School
09-10 Enrollment: 190
Capacity: 308 (61.8%)

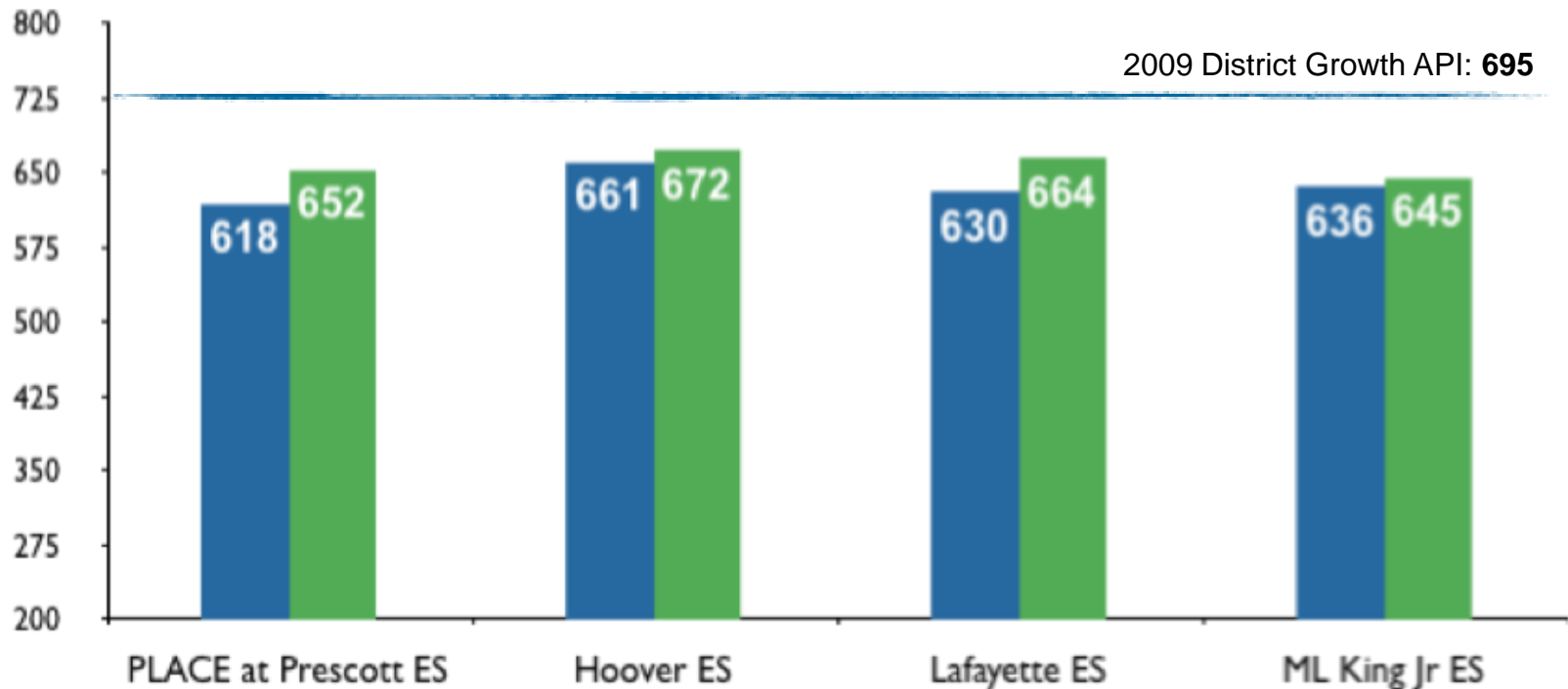
The average middle school capacity in East Oakland is **533 seats**.

596 MS Students currently **attend** middle school in East Oakland.

1.2 Schools would be needed to support the current East Oakland MS attendance.



Academic Performance: West Oakland Elementary Schools



■ 2008 Base API ■ 2009 Growth API

Note:

API Data for MLK from 2007-2008 School Year. ML King Jr. ES does not have 2008-2009 API data.



Student Achievement Growth in West Oakland Elementary Schools (2008-2009)

	Overall	One-Year Growth	Two-Year Growth	Three-Year Growth	Achievement Gap
PLACE at Prescott Elementary	Declining	Improving	Rapidly Declining	Rapidly Declining	Improving
Hoover Elementary	Declining	Flat (Performance)	Improving	Improving	Rapidly Declining
Lafayette Elementary	Declining	Flat (Performance)	Improving	Improving	Rapidly Declining
ML King Jr. Elementary	Rapidly Declining	Flat (Performance)	Flat (Performance)	Flat (Performance)	Rapidly Declining

Note:

Data obtained by comparing overall school API and cohort-matched growth for 1,2, and 3 years.

Achievement Gap data obtained by comparing school API with lowest subgroup API over a 2-year span.

Improving

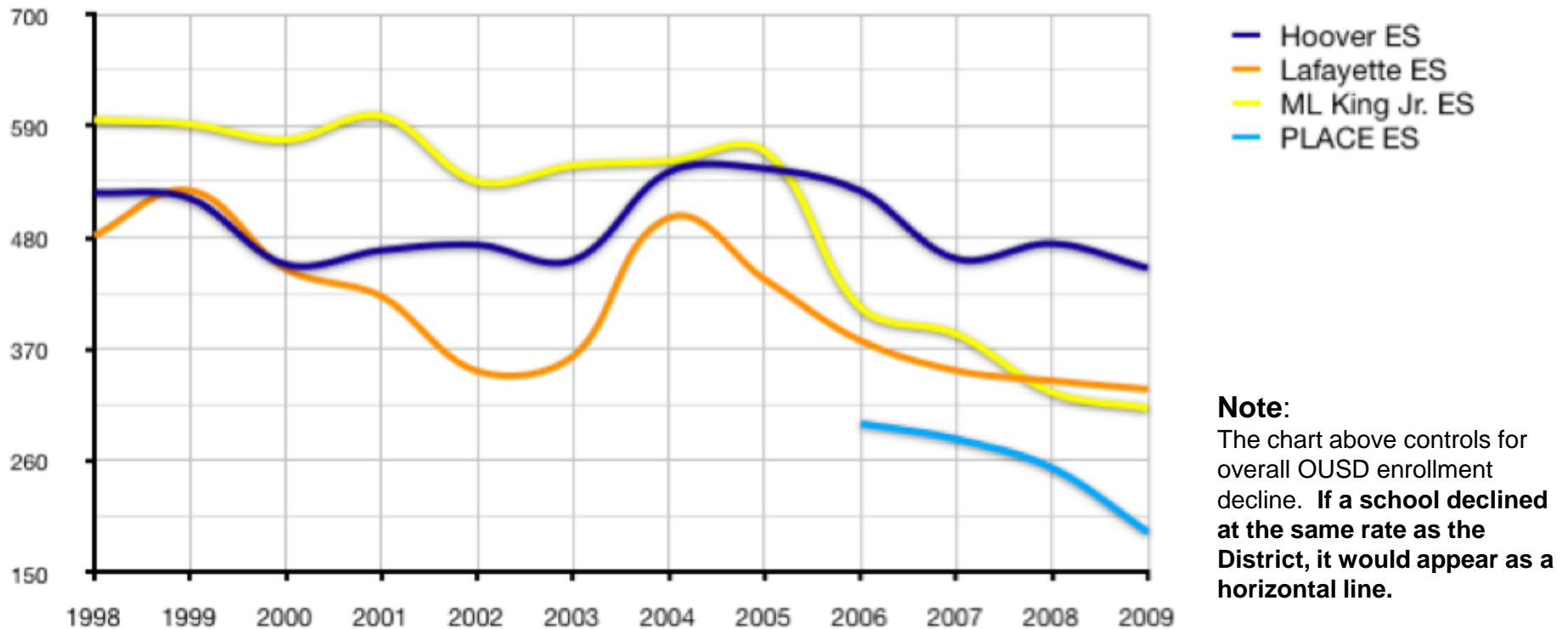
**Flat
(Performance)**

Declining

**Rapidly
Declining**



West Oakland non-SDC Enrollment (1998-2009)



In Elementary Schools in West Oakland, enrollment has declined at a greater rate than OUSD enrollments.



Board/State Administrator Previously Approved Closure

Tilden Elementary School

Board/State Administrator Previously Approved Decision:

Closure at end of 2009-2010 School Year

Current Status:

- Monthly meetings with Tilden ES Community to develop transition plans for students and special education services to school sites.
- Regular communication with receiving schools and parents to ensure that strengths of Tilden ES program are developed at receiving schools.



Projected Implications of Focus School Recommendations

Explore MS

Robeson HS

BEST HS



Projected Enrollment Impact of Closure of Explore MS

Students currently attending Explore from other neighborhoods

Students currently living in Explore attendance area attending Explore

52

+

7

=

Frick MS

59 Additional Students

20

+

0

=

ROOTS/CCPA

20 Additional Students

0

+

22

=

Montera

22 Additional Students

0

+

7

=

Bret Harte

7 Additional Students

52

+

30

=

Other OUSD Schools

(Madison, Melrose, etc)

82 Students

Note:

Projected enrollment impact determined by using Live/Go patterns from 2008-2009 school year. Given current enrollment at Explore and projected grade progressions, the expected number of 7th and 8th graders would be relatively equal.



Projected Enrollment Impacts of Robeson and BEST Closure

BEST

- Individual meetings with students and families to transition students to EXCEL
- Majority of current students (35) plan to transition to EXCEL

Robeson

- Individual meetings with students and families and other Fremont Federation schools to transition students to other Fremont schools or other high schools in OUSD.



Projected Financial Implications From Focus School Recommendations

Site-Funded Staffing	\$620,000
Custodial Services	\$332,000
Utilities	\$281,000
Net Additional District Subsidy to Balance Site Budgets	\$328,000
Costs of supporting and transitioning students, families, and staff	-\$560,000
Projected Approximate Savings	\$1,001,000

Note: Approximate savings based on closure of Robeson HS, BEST HS, and Explore MS and the end of SY 2009-2010.

