Superintendent's Report

February 25, 2015

OAKLAND UNIFIED
SCHOOL DISTRICT

Community Schools, Thriving Students

EVERY STUDENT THRIVES! EVERY STUDENT THRIVES! EVERY STUDENT THRIVES!

Information Sharing & Discussion Items

1. Central Kitchen Project Update
2. Glenview Interim Site Report
3. Discipline Policy Update
4. Superintendent Work Plan Update, Item #5
    - Update on the Strategic Plan
    - Organizational Effectiveness & Culture Overview

Central Kitchen, Education Complex & Instructional Farm Update

OAKLAND UNIFIED SCHOOL DISTRICT

Community Schools, Thriving Students

FOSTER CENTER

FARM STAND

FARM FRESH PRODUCE

FARM STAND
Honey Eggs
Jam Produce

CODY ANDERSON WASNEY ARCHITECTS

Anticipated Timeline & Major Milestones

- Technology Services Move- complete
- Structural Designs- 90% complete
- Construction Designs- begun
- Programs for Exceptional Children Move- by July 2015
- Site Prep- July 2015
- Demolition- August 2015
- Department of State Architecture Submittal- October 2015
- Anticipated Completion Date- May 2017

Technology Services & Programs for Exception Children

- ## Technology Services
  - Moved to McClymonds & Lafayette Campuses
  - Aligning the work of Technology Services with the STEM West Oakland Corridor
  - Participating & support school activities & student learning
- ## Programs for Exceptional Children
  - Moving to Cole Campus July 2015
  - Facilities, PEC & Nutrition Services Staff key collaborative

Taste Test at West Oakland Middle School

CALIFORNIA THURSDAYS

CALIFORNIA THURSDAYS

Today's Recipe #1 ...

Today's Recipe #2: Sloppy Joes

1. How **tasty** is this dish?

BAD ... OKAY ... 4

1 ... 2 ... 3 ... 4

2. Do you like how this dish looks?

BAD ... OKAY ... 4

1 ... 2 ... 3 ... 4

3. Would this dish get you in the lunch line?

NO ... MAYBE ... 4

1 ... 2 ... 3 ... 4

East Oakland Pride Taste Tests

West Oakland Middle

Education Program

Glenview Interim Site Update

February 25, 2015

Community Engagement

- Community participated in a discovery process of identifying what their needs (and desires are) for an interim site;

- Community survey and Community forum that included site-visits to both Lakeview and Santa Fe; and

- Information was shared that detailed for the Community a cost analysis of both sites and findings from surveys, forum and values

Community Recommendation and Report Findings:

- **Community preference for the Santa Fe** site as their interim site.
- Superintendent recommending to the Board **Santa Fe** as interim site. Opening up the former Santa Fe attendance area 2016-17 to Santa Fe neighborhood students to attend Glenview at interim location.

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Update: Discipline Policies and Matrix Development

Curtiss Sarikey, Deputy Chief
Community Schools & Student Services

Theresa Clincy, Coordinator
Attendance and Discipline Support Services

February 25, 2015
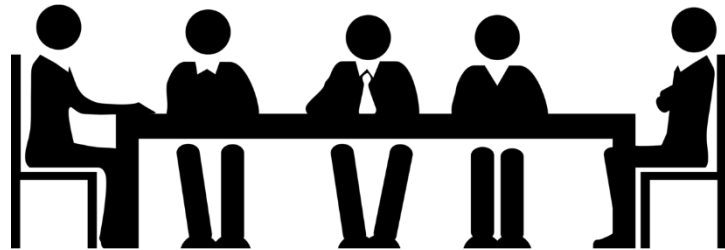
Photo Credit: Mindy Pines

Photo Credit: Lacy Atkins / The Chronicle

Timeline

- VRP approved by Board Sept. 2012
- Drafts of new policies developed and shared with stakeholders 2013-2014
- New discipline policies approved by Board in April 2014
- First Draft of Matrix developed July 2014
- Matrix engagement with stakeholders from Fall 2014-present

Policy Updates Needed

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- AB 420 eliminated suspensions for defiance in grades K-3 and eliminated expulsions for defiance in grades K-12
- Administrators notified in December 2014
- AB 420 became effective January 1, 2015
- Discipline Matrix

Matrix Development

- Researched Baltimore, Denver, and LAUSD

- Engaged OEA, UAOS, ACLU, BOP, Public Counsel, Network Superintendents, PAC, students and parents to gather feedback

Purpose of the Matrix

- A reference guide for administrators to use to address student discipline matters

- Ensure consistency on how discipline incidents are handled across the district – *fairness for all students*

- Ensure compliance with education code and district policies – *including significant restrictions on the use of suspension for willful defiance*

Next Steps/Proposed Timeline

- Presentation to Board by the April 22nd meeting of updated policies and matrix

- New policies to include a phasing out of suspensions for willful defiance as school staffing and supports increase

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Community Schools, Thriving Students

Superintendent Strategic Plan Committees

Wednesday, February 25, 2015

Committee Charges

Effective Talent Programs Committee
- Develop the key components of a Recruitment Policy
- Provide feedback on an Orientation Plan
- Develop a set of key retention strategies

Accountable School District Committee
- Provide feedback on the Administrative Regulations for Quality School Development
- Develop prioritization criteria for use of bond funds
- Develop parameters for a District-Charter Compact

Quality Community Schools Committee
- Develop the key components of an Equity Policy
- Provide feedback on Measure N implementation.
- Provide feedback on the English Language Learner Strategic Plan
- Provide feedback on the 2020 Community Schools Framework

Sub-Committees

Effective Talent Programs Committee
- Sourcing
- Early Employee Experience
- Retention

Accountable School District Committee
- District-Charter Compact
- Asset Management
- Quality School Development

Quality Community Schools Committee
- Equity-Based Education
- Linked Learning
- English Language Learners
- Community Schools

Committee Workflow

Understand the Context

Identify the Issue

Research Potential Solutions

Recommend to the Supt and Board
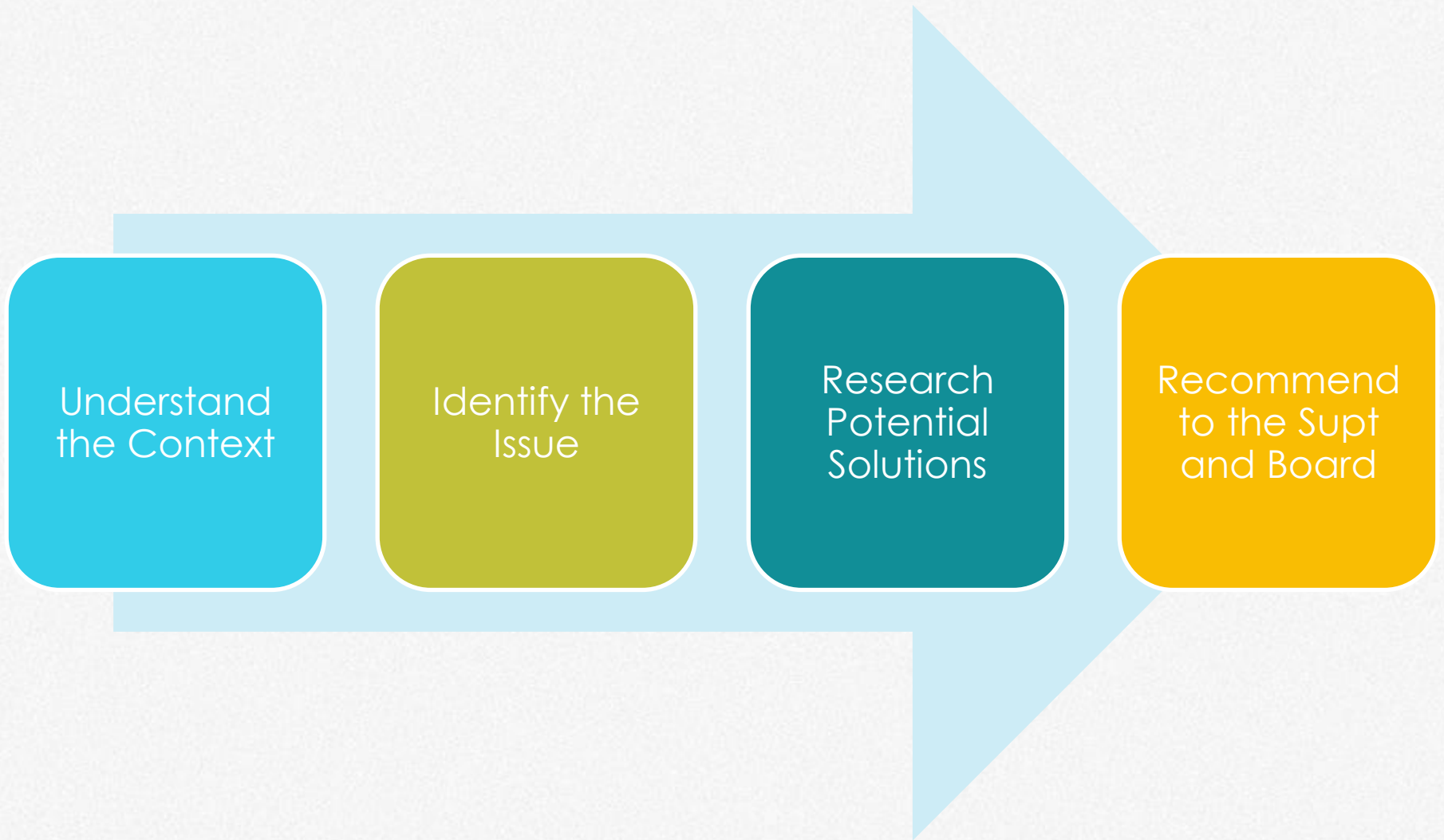
Reflections

The First Committee Meeting was held on Thursday, February 12.

Strategic Plan Committees Website

EVERY STUDENT THRIVES

Photo Credit: Hasain
Rasheed Photography

**OAKLAND UNIFIED
SCHOOL DISTRICT**

Community Schools, Thriving Students

ORGANIZATIONAL EFFECTIVENESS & CULTURE OVERVIEW

Presented by: Yana Smith
Chief, Organizational Effectiveness & Culture
Office of the Superintendent

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Community Schools, Thriving Students

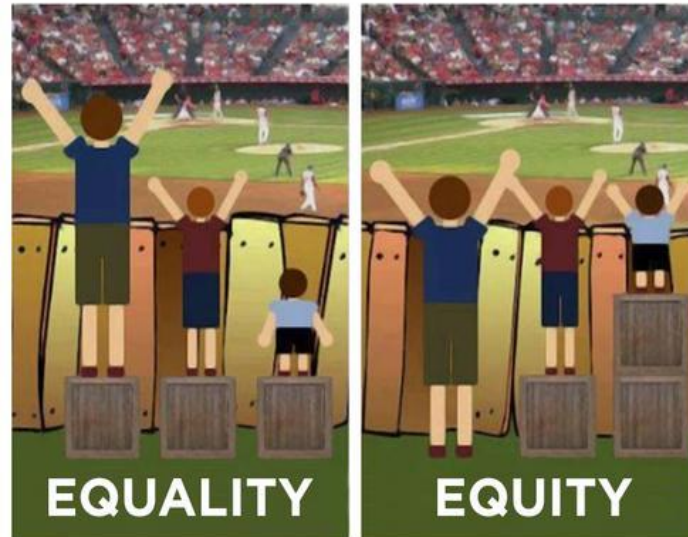VISION: OUSD will be the premier education employer in the country.

OAKLAND UNIFIED SCHOOL DISTRICT
Pathway to Excellence · 2015–2020

Every Student Thrives!

RELEASED NOVEMBER 2014

PRIORITY 1: EFFECTIVE TALENT PROGRAMS
STRATEGY 2
SUPPORTING & EVALUATING
STRATEGY 3
LEADING & RETAINING

PRIORITY 2: ACCOUNTABLE SCHOOL DISTRICT
STRATEGY 1
IMPLEMENTING DISTRICT CORE VALUES

Caring for the adults who care for our students will ensure that *Every Student Thrives!*

CONNECTING TO OUR PREVIOUS WORK

Student, Family & Community Engagement;

Peer tutoring & Leadership Development; Curriculum & Instruction (LCI): Empowering schools to disrupt inequitable instructional practices, African American Male Achievement; Social Emotional Learning & Leadership Development; Alignment to Evaluation Tools & Rubrics

Volunteer Resolution on Discipline Policies; Restorative Justice; African American Male Achievement

Effectiveness
Improving our stakeholder experience by working to strengthen our internal systems of both engagement and accountability are vital to creating an effectively managed and operated organization that is student-centered and mission focused.
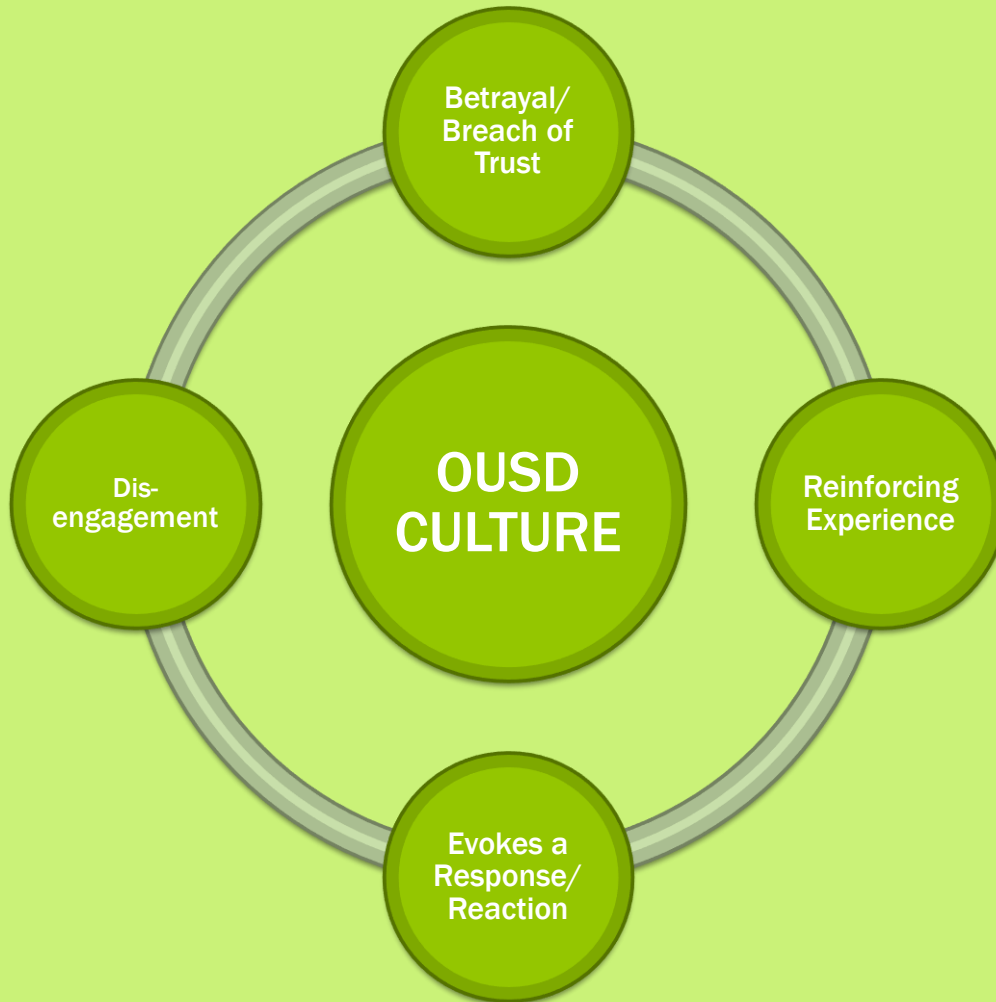
Leadership Development
Leveraging the strengths of initiatives and programs, professional development and technical skill-building to invest in the development of our talent will create an equitable environment to grow leaders at every level within our organization.

Culture
Recognizing who we are as an organization and identifying the values we bring to this work will allow us to reflect and refine our practices and tap into our collective assets

WHY ORG EFFECTIVENESS WORK IS NEEDED AT OUSD?

Betrayal/ Breach of Trust

Dis-engagement

OUSD CULTURE

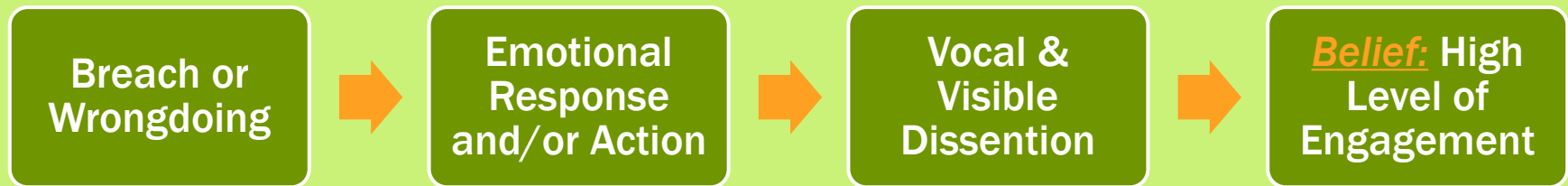Reinforcing Experience

Evokes a Response/ Reaction

The **BETRAYAL OF DISENGAGEMENT** is more dangerous than distrust itself.

Symptoms of Disengagement:
- Cutting corners
- Covering up mistakes
- Breaking confidence
- Failing to defend what's right & equitable
- Giving up - Not caring
- Using vulnerabilities against the org/the people
- Apathy

MISINTERPRETATION & MISUNDERSTANDING OF ENGAGEMENT

Breach or Wrongdoing → **Emotional Response and/or Action** → **Vocal & Visible Dissension** → ***Belief:*** **High Level of Engagement**

In this construct, individuals are seeking to protect themselves and their individual interests versus engaging the organization in productive conflict that drives values-based solutions.

Organizational Effectiveness & Culture work rests at the intersection between these constructs.

WHAT DOES EFFECTIVENESS & CULTURE MEAN?

Transforming an organizations employee *(and stakeholder)* **experience from:**

- ▪**Fear** (Surviving)
- ▪**Compliance** (Existing)
- ▪**Engagement** (Thriving)

BECOMING AN EFFECTIVE ORGANIZATION

Organizational Culture:
- People
- Execution
- Systems

Engaged Employees:
- Say
- Stay
- Strive
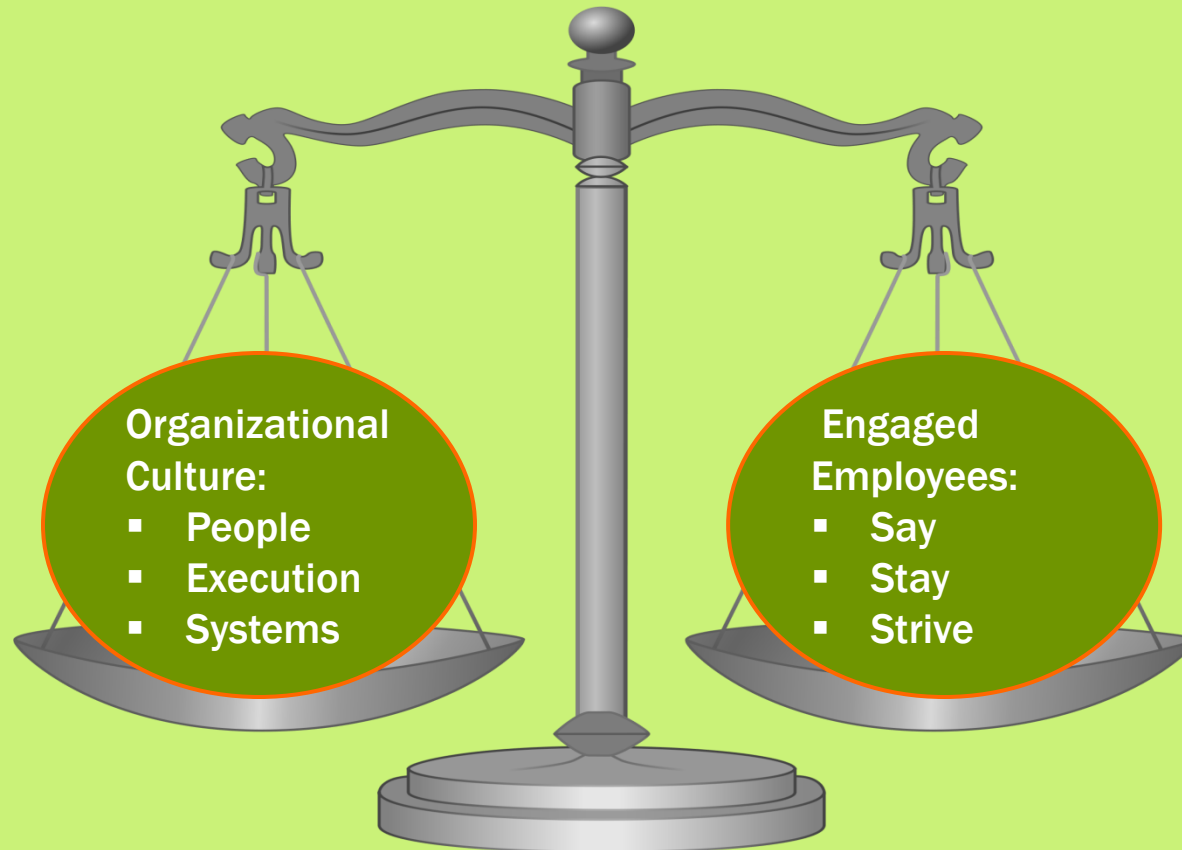
When we create an environment that allows adults to thrive, our students WIN.

EMPLOYEE ENGAGEMENT STRATEGIES

1. **Provide Leadership Development Opportunities**

2. **Become a Values-based Organization**

3. **Measure Effectiveness**

LEADERSHIP DEVELOPMENT

We must invest in the development of our people and provide them the tools and resources they need to be successful.

- Challenge by Choice
- Core Competencies
- Transformative Experiences
- Systems that Support
- Recruitment and Retention
- Accountability

True leaders don't create followers... they create more leaders!

J. SAKIYA SANDIFER

CORE VALUES

Identify our "culture champions" and empower them to select our organizational Core Values.

Our Core Values will:

- Drive our recruitment and hiring practices
- Define our onboarding, orientation and induction experiences
- Align our budget, staffing and program/project priorities
- Inform our performance management processes
- Guide our Cycles of Inquiry
- Provide a common language for accountability
- Norm our internal and external interactions

"IT'S NOT HARD TO MAKE DECISIONS ONCE YOU KNOW WHAT YOUR VALUES ARE."
-ROY E. DISNEY
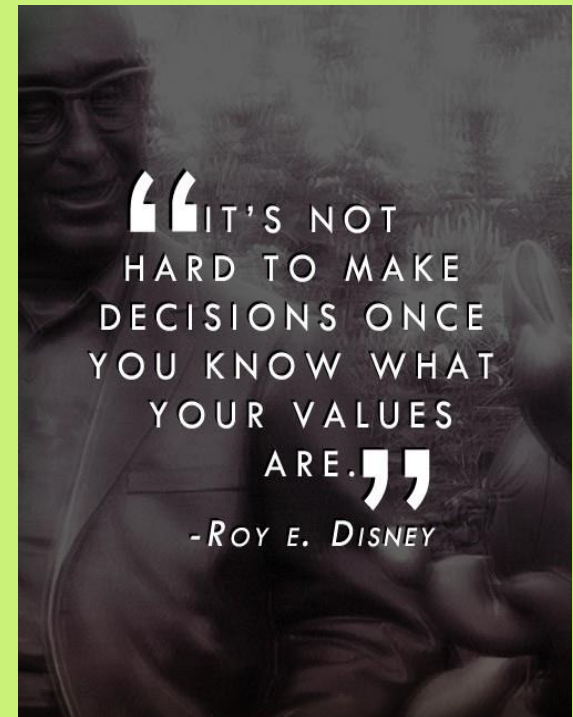
MEASURE EFFECTIVENESS

Employee Engagement surveying will allow us to keep a pulse on how well we're doing.

Employee engagement surveys must:

- Be conducted regularly
- Include employees at every level
- Measure "Actual" engagement vs. "Self-perceived" engagement
- Generate responses that allow an organization to take meaningful and visible action
- Not be used as a performance management tool

Employee Engagement: The state at which there is reciprocal trust between the employee and leadership to do what's right however, whenever and with whomever.

Dan Pontefract

meetville.com

TREAT EMPLOYEES LIKE THEY MAKE A DIFFERENCE… AND THEY WILL.