



**OAKLAND UNIFIED
SCHOOL DISTRICT**

Community Schools, Thriving Students

Oakland Unity High School

2016-17 Measure N Commission Presentation



Presented by Oakland Unity High School

Presented to Measure N Commission

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Grounded: Root-Cause Analysis



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Highest Leverage Challenge	Root Cause Analysis of Highest Leverage Challenge
LTEL academic performance and reclassification	<ul style="list-style-type: none"> • LTELs make up 31% of those who are not on track to graduate • Lack of vertical progression of supports • Best practices are not structured and/or uniformed from grade level to grade level and across discipline
Dual Enrollment Support	<ul style="list-style-type: none"> • Little to no supports in place to ensure students are successful in their community college classes. • Insufficient meaningful course offerings for seniors. Only 5 enrolled in community college classes during their senior year. • Seniors choose to work to earn money or have family situations where there is strong need. • Creates a dip in academic intensity before the much greater academic intensity of college.
Developing and fostering our students' academic identities and resilience.	<ul style="list-style-type: none"> • Minimal opportunities for students to struggle with and to fail at high-stakes academic challenges. • Many of our alums reflect that they had received too much support. • Direct instruction model does not lend itself to developing self-regulated learners. • Need to create a culture where students take more ownership of their learning, successes, and failures.
Lack of consistent rigor across disciplines and grade levels.	<ul style="list-style-type: none"> • Strong vertical alignment and progression in the math department. Not uniformly replicated in other departments. • Higher teacher attrition and less consistent teacher leadership in humanities departments. • Find balance between increasing rigor and vertical alignment in departments without sacrificing teacher autonomy and sustainability.
Transitioning from isolated pilot programs to full school implementation	<ul style="list-style-type: none"> • Established Advisory program must be integrated into our 21st Century Learning pathway. • Advisors place more focus on their core academic class. • Advisors do not consistently implement high-quality and coherent curriculum from year to year.



Implementation Successes

Strategy	Evidence of Success
Positive Student Culture and Recognition	<ul style="list-style-type: none">• Student of the Month assemblies linked to new ESLRs in order to positively reinforce the behaviors desired among 21st century citizens.• Series of workshops targeted toward social and civic awareness during our Solidarity Day activities. 70% of students report that they were overwhelmingly positive about the experience• Unity staff and Parent committee planned and held Spring Festival which was attended by over 200 students, faculty and alumni and their families.• Suspension and expulsion rate has decreased.
Pilot Internship Program	<ul style="list-style-type: none">• Hiring of a full-time Internship Coordinator.• Pilot internship program was launched this year with 9 fully placed senior students (expanded schedule).• 55+ hours of internship experience completed and enrollment in Work-Based Learning class.• Exhibitions of their internship experience on May 17 & 24 both at the school and on-site.
Academic Literacy Program	<ul style="list-style-type: none">• Hiring of a full-time Literacy Specialist for 9th grade literacy Intervention to target LTEL English literacy.• 34 students enrolled in the 2016-17 school year.• Students have gained an average of 400 lexile points since the beginning of the year.• 28 students were "At-risk" at the beginning of the year, only 9 are "At-risk currently."• 0 students in the academic literacy course were "Low risk," but currently 7 are designated "Low risk" and performing at grade level.
Socio-Emotional Support	<ul style="list-style-type: none">• Director of Wellness Services hired and established a multi-tiered system of support.• Supports include crisis intervention, individual counseling, family counseling, group counseling, teacher/admin consultation, in-class behavioral support, peer mediation, advocacy, home visits, parental support and resource coordination.• 117 students at Unity High School have received at least one support of which 46 receive ongoing weekly individual counseling by intern counselors, and 25 receive ongoing group counseling.



Implementation Challenges

Strategy	Evidence of Challenges
Promoting LTEL engagement and Academic Mindset	<ul style="list-style-type: none">• Full grade-level inquiry cycles have been effective at building teacher awareness of issues.• Teachers observed that LTELs were more than twice as likely (41%) to struggle academically than non-LTEL students (13%).• Grade level independently elected to develop strategies focused on growing academic mindset and identity. Junior and senior teachers tried explicitly teaching growth mindset, but did not find any positive impact on student outcomes as a result.• Difficult to quantify “engagement” and “mindset”
Pilot Internship Program	<ul style="list-style-type: none">• Novel program at Unity, with no precedent--small cohort of 9 students.• Very labor intensive for our Internship Coordinator (administrative and internship class responsibilities).• Scaling from 9 students to 30 will require a different approach to developing the community relationships and monitoring student participation.
Pathway Development	<ul style="list-style-type: none">• Pathway framework requires teacher awareness, leadership, and commitment to this school-wide instructional shift.<ul style="list-style-type: none">◦ Long tradition of teacher autonomy and teacher leadership• Requires leadership of our advisors to implement a consistent and rigorous curriculum that integrates the internship program.<ul style="list-style-type: none">◦ Advisors have historically been autonomous in determining style of the Advisory arc at Unity.◦ This year, we did not have Advisory leaders who were able to lead both their grade level in providing a replicable experience and develop a vertically aligned experience that would be consistent between academic years.
Facility Challenges	<ul style="list-style-type: none">• Facility challenges with supporting any additional classes at Unity.<ul style="list-style-type: none">◦ Student population has grown over the last few years we have been unable to relocate.◦ Without additional space, we cannot promote additional changes to the master schedule.◦ We would like to expand our programming to include more 21st Century Learning aligned electives but we cannot without a place to house them.



Learning from Implementation Year 1

Growth in development of teacher leaders

Growth of high capacity teacher leaders:

- Modeled and implemented the various programs and strategies.
- Experimented with **Project Based Learning** instruction and learnings were shared with other teachers.
- Conducted authentic inquiry into **academic supports for LTELs**.
- Participated in a redesign for a **Summer Academy** that remediates skills as well as credits.
- Participated in **Measure N Steering Committee to:**
 - Develop a plan for expanding the **Internship Program** for the Class of 2018
 - Develop an **Advisory curriculum** based on the 21st Century Learning framework to be implemented at the 9th and 10th grade levels that will build up the senior-year internship as a capstone of education at Unity.

New teacher leadership positions have also successfully been implemented including:

- Department leads
- Grade-level leads
- Advisory leads.

With grassroots teacher leadership we hope to achieve continuity, longevity, and consistency of the programming.



Moving forward

Building on established Advisory program to thread the work-based learning experience with core curriculum

Through Advisory Arc, students are supported by the same teacher mentor all four years thus, substantial leverage for implementing systemic visioning for combining work-based learning experience with the core academic values of the Unity community.

Moving Forward:

- Developing and implementing an Advisory pathway framework beginning in the 9th and 10th grades during the 2017-18 school year that will then naturally continue into the 11th grade Advisory curriculum and ultimately the 12th grade internship.
- Developing teacher leadership at the Advisory level has the greatest potential for maintaining the momentum of progress and continuity.
- Due to facilities challenges, Advisory is also uniquely capable of providing the physical space needed to implement a cohesive 21st Century Learning pathway model that culminates with a 12th grade internship.

Possible setbacks:

- Advisor teacher sustainability and capacity
- Consistent implementation of pathway curriculum



2017-18 Measure N Budget Allocations

Expense	Description	Rationale
\$240,000	Staff Salaries (Internship Coordinator, Internship Teacher and Case Manager, Entrepreneurship Pathway Teacher)	Continue to grow and expand Internship Program, Alumni Support Program, and Pathway Teaching
\$35,000	Summer Academy Programming	Provide differentiated remediation and acceleration Summer Learning programs
\$25,000	21st Century Learning Pathway Development	Continue PBL Initiative and develop 21st Century Learning Pathway

Implementation Year 2

The Measure N Steering Committee will continue to meet to monitor success and challenges of implementation.

- Gather data about intern participants enrollment, attendance, diversity of pathways as well as post-secondary outcomes with the assistance of alumni support
- Develop consistent curriculum of 21st Century Pathways; check-in with Advisors about successful strategies and emergent challenges
- Dedicated professional development time to look at data of student progress periodically
- Consider multiple data points to determine effectiveness of pathway development and integration of work-based learning experience with the core curriculum
 - SBAC scores
 - GPA
 - Attrition
 - LTEL performance
 - African American performance
 - Male vs Female academic performance
 - Graduation Rate
 - College Success

We will continue teacher inquiry work towards root causes and efficient supports based on data.

- Involve all teachers and teacher leaders in developing inquiry aligned with 21st Century skills
- Push for vertical alignment and best practices across departments and grade levels to promote continuity and consistency
- Involve teachers in assessing effectiveness of 21st Century Framework implementation

EVERY STUDENT THRIVES!



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