OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

Measure N Education Improvement Plan Implementation Assessment

Measure N Implementation Process: 2017-18 Measure N Plan

Skyline High School

Checklist of Required Elements:

- ✓ Submitted Measure N Education Improvement Plan (SPSA)
- ✓ Submitted Measure N Budget for 2017-18
- ✓ Submitted Measure N Self Assessment
- ✓ Submitted Measure N Presentation
- ✓ Submitted Program of Study
- ✓ Presented to Measure N Commission

Criteria 1: Measure N Overall Pathway Assessment: 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 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
Evidence of Comprehensive Pathway Program (Measure N Self Assessment**)** ● Rigorous Academics Integrated in Pathway ● Integrated Students Supports ● Work Based Learning ● Industry Theme and CTE Sequence	**Score: 4** **Rationale:** During the presentation, site visits, and Measure N plan, the school site demonstrates that there is a need to develop a clear vision for integrating the International Baccalaureate program with the Linked Learning Pathways. The is a high level of coherence in each pathway but the Linked Learning model has not been adopted across the supporting school structures. The lack of coherence between the vision and the school structures is the primary issue that is impeding progress.			

Criteria 2: Quality of the Measure N Education Improvement Plan (SPSA)				
Category	**Excelling 4**	**Meeting 3**	**Approaching 2**	**Beginning 1**
Implementation and Progress Monitoring • Work plan Identifies how key stakeholder groups will be involved in implementation of the plan, how they will be supported, and accountability structures for ensuring quality implementation • Work plan leads to cycles of inquiry and continuous improvement for the school community • Implementation includes a realistic timeline and "project management" plan including adequate and persisting resources to support key goals and strategies • Work plan is embedded into a well articulated team structure for the school site to distribute leadership across the school community • The school/pathway has developed a plan and procedures for entering into a cycle of continuous improvement with leadership and pathway teams charged with implementing the plan • A clear cycle of continuous improvement is embodied in the focus on Design, Continuous Improvement of Signature Practices, and Instructional Strategies that are the foci for the school site's SPSA	**Score: 2.5** **Rationale:** In reviewing the site proposal, there are many different initiatives that the school is undertaking that are not aligned. In order to successfully implement and progress monitor each area, the school needs a clear plan for weaving together each of the pieces.			
Coherence (Measured by alignment of plan) • Site leadership is redesigning larger school structures, systems, and processes to support quality pathway development • Site leadership and staff understand pathway development plans and the role they play in ensuring the implementation of these plans	**Score: 2.5** **Rationale:** During the presentation, site visits, and Measure N plan, the school site demonstrates that there is a need to develop a clear vision for integrating the International Baccalaureate program with the Linked Learning Pathways. The is a high level of coherence in each pathway but the Linked Learning model has not been adopted across the supporting school structures. The lack of coherence between the vision and the school structures is the primary issue that is impeding progress.			
Root Causes for Outcomes • Review of Measure N outcome data analysis that must address all 6 areas for reflection including cohort graduation rates, dropout rates, A-G rates, students who are not on track to graduation because they have D's and F's, student attrition, climate and culture indicators. • Schools and pathways have disaggregated data based on demographics to identify subgroups (LCAP) that are not achieving key outcome indicators. • Root Cause Analysis is a deep reflection of school site or pathway uncovering key issues that are impacting student achievement in each of the areas outlined. • Data includes Measure N Self-Assessment (rubric) against categories of Linked Learning Pathway Design criteria	**Score: 4** **Rationale:** There is a deep level of analysis that was conducted across multiple layers in the school and reflect the key issues impacting overall student performance that are academic, structural and adaptive. School has identified key subgroups that need additional support and needs to effectively implement the supports necessary.			
Clear Theory of Action • Design Team has articulated a theory of action that bridges from their root cause analysis logically into their goals and strategies. • For large comprehensive schools, there is alignment between school site plan and pathway plans so that	**Score: 2** **Rationale:** The school is struggling to integrate the different school systems			

they complement each other.	into one coherent theory of action. The key systems that need to get integrated into a Linked Learning approach are the administrative structures, 9th grade house, International Baccalaureate and how to manage climate and culture and intervention through the Linked Learning Structure.
Strategies ● Strategies meet the goals, are research based, and have proven effective for improving equitable student outcomes ● Strategies are embedded in inquiry design so as to produce evidence of their enacting the theory of action and achieving the goals. ● The school/pathway have articulated goals that: establish new practices to support student outcomes, current strategies that are effective in meeting Measure N outcomes, the purpose of Measure N, and the instructional focus for professional development in the upcoming year.	**Score: 3** **Rationale:** The school has selected key strategies that align with effective integration of Linked Learning. However, the school must continue to work on the integration of those structures to create a comprehensive program. A key concern is the use of data to drive decision making to ensure that more students are on track for graduation and meeting the A-G requirements. Many students fall off track in the 9th grade which makes it difficult for students to catch up. There needs to be a careful tracking of student data.
Reflection and Continuous Improvement ● Annually reviews and revises pathway-specific student learning outcomes in light of data on student performance and to ensure continued alignment with current expectations for college and career readiness and industry standards ● Uses pathway-specific student learning outcomes to guide the design of the pathway program of study, curriculum, instruction, and assessment ● Engages students, parents, and community members in the review and revision process ● Reviews all available disaggregated data on student performance and progress on at least a quarterly basis to identify areas of pathway strength and areas needing improvement ● Analyzes the impact of action items and develop an Implementation/Progress Monitoring plan to review at least semi-annually	**Score: 2.5** **Rationale:** Skyline has individualized systems for reviewing data within pathways but this practice needs to be commonly shared across all pathways with teams reviewing data periodically. Needs: Develop a calendar and scope and sequence for when pathway teams will review and analyze student data and create opportunities to provide more systematic supports that allow for more personalized supports.

Criteria 3: Alignment of Funding to Linked Learning Criteria and SPSA				
Category	**Complaint & Aligned** 4	**Compliant Partially Aligned** 3	**Non-Compliant** • Supplanting • Not Allowable 2	**Missing** 1
Budget • Expenditures must be clearly in support of and come from the logical thruline that is evident in the Education Improvement Plan (SPSA) • Expenditures should support and align to specific parts of your SPSA to support students and pathway development. All students receive benefit from Measure N Funding with the resources following the students directly students identified in the root cause analysis. • Expenditures should support the Theory of Action, should address the Root Cause Analysis, and should ensure the implementation of the Strategies in order to meet the Goals of your SPSA and the purpose of Measure N • Budget provides clear resources that are embodied in the school/pathways master schedule in clearly articulated ways. • Implementation includes a realistic timeline and "project management" plan including adequate and persisting resources to support it • Expenditures must be used to supplement (increase the level of services) and not supplant (replace) funds from any sources • 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	**Score: 3** **Rationale:** High level of alignment with most expenditures. Please see feedback below in the supplanting area. Continue to focus resource (time, people, and money) into the newly developed pathways to ensure that they have the necessary supports to grow the new pathway.			

Final Staff Recommendation	Funding

Approval- Developing and Implementing Measure N Education Improvement Plan (SPSA) demonstrates school site is on track to developing career pathways in alignment with the purpose of Measure N and meeting the outcomes of Measure N.	**Full Funding** ($850 per student) Site will receive feedback and recommendations to make a stronger plan and ensure the essential elements of a quality pathway are developed. Site will receive a follow up site visit from Linked Learning Office staff during the year. Site will provide a mid-year status update to the Linked Learning Office Staff that will then be reported to the Measure N Commission.

Measure N Commission Recommendation*:
On June 20th, 2017 the Measure N Commission voted 5-0 to endorse staff recommendation of "Approved-Developing and Implementing" for the 2017-18 school year based on the progress made, observations, site visits, and presentations over the past two years. The Commission agreed with the feedback included within the report and agreed to forward this recommendation to the governing board for final approval.

Measure N Commission Final Recommendation to School Board	**Funding**
Approved-Developing and Implementing	**$850 per student**

Strengths:

- Skyline has 3 Certified Linked Learning Pathways with a high level of Linked Learning knowledge in the pathway directors.
- Skyline has a strong core of veteran teachers that provide amazing experiences for students.

Key Questions:

1. How are you going to create alignment among the high quality Linked Learning pathways to ensure that students in each pathway ?
2. How will you develop the culture among the pathway teams including the assistant principal, counselor,
3. How are you assessing and having conversations around the overall instructional quality embedded within the pathway?
4. What is the key climate and culture lever that the school will focus on and do it well?

Possible Supplanting:

Latino Men and Boys *This is a program that has been in place at Skyline in previous years? How is this service either different or going to support improved outcomes.*	**A5.1: School Culture & Climate (Safe & Supportive Schools)**	**Latino Students**	**$25,000.00**
Care Manager's Consulting Strategy for Pathway Students: *How will this align to the pathway structure and be tracked to provide intensive supports for students?*	**A5.1: School Culture & Climate (Safe & Supportive Schools)**	**Low-Income Students**	**$160,000.00**
Scholar Success Team Coordinator *Need to identify clear roles and responsibilities for this position to show that it aligns to the Measure N outcomes.*	**A5.1: School Culture & Climate (Safe & Supportive Schools)**	**Low-Income Students**	**$50,000.00**
Dual Enrollment/Testing Coordinator *Need to identify clear roles and responsibilities for this position to show that it aligns to the Measure N outcomes.*	**A1.1: Pathway Programs**	**Low-Income Students**	**$68,000.00**
Continue to include 100% of SDC students in pathways. *How will this funding be used to support these students? How will the funds be used to ensure that the SDC students are included in the pathway experience.*	**A1.1: Pathway Programs**	**Students with Disabilities**	**$20,000.00**
Teacher Leader Professional Tracks *Need a specific plan as to what this will entail. A key root cause is to improve the retention of the staff, however, it must be articulated clearly how you intend on doing this.*	**A2.4: Teacher Recruitment & Retention (including culturally responsive & bilingual)**	**All Students**	**$70,000.00**
Teacher Professional Learning (SEL--Engaging Schools) *Skyline has been supported by Engaging Schools in the past. How will this contract be aligned to support the instructional improvements in pathways and the Atlas houses. The Linked Learning office will need to see a PD plan and calendar that aligns to the pathway strategy and identifies how the teachers will receive feedback and support on the strategies that are identified during the training.*	**A2.2: Social Emotional Learning**	**All Students**	**$50,000.00**

Next Steps:

What	Suggested Lead	Deliverable	Date
Create clear administrative structures that align the school's resources to the overall plan.	Principal	Administrative Organization Plan	August 1

Develop clear protocols for tracking students data, assigning care managers, RJ into the overall pathway plans so that school site has a clear plan and scope and sequence.	Culture and Climate Team	Culture and Climate Plan	June 30
Update budget justification items and provide deliverables to ensure that they are not supplanting or non-compliant use of funds.	Pathway Coach Principal	See Above	August 1