



# **STRATEGIC PLAN 2020-23**

## **UPDATE TO BOARD OF EDUCATION**

**OAKLAND UNIFIED SCHOOL DISTRICT**

v3



## **AGENDA:**

- ▶ Provide the Oakland Unified School District Board of Education an update on strategic planning.
- ▶ Tell the storyline and the framework for the strategic plan.
- ▶ Elicit feedback on the strategic actions and identify potential gaps.
- ▶ Provide insight on the engagement process.



## **WILL** / wəl / (noun):

Mental powers manifested as wishing, choosing, desiring, or intending; a disposition to act according to principles or ends; the collective desire of a people.



# PROCESS

## ► Getting smart

“Focus. Focus. Focus.”

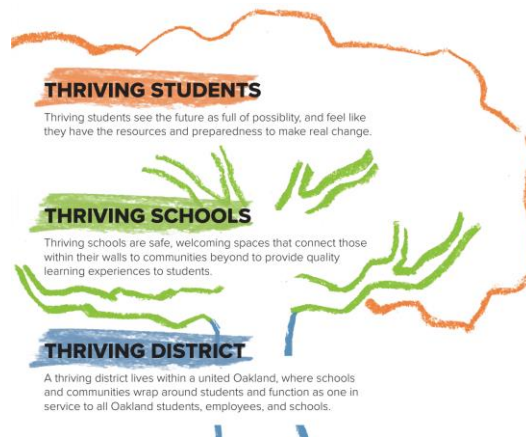
“Be clear about what we are doing.”

“Focus on our students and families.”

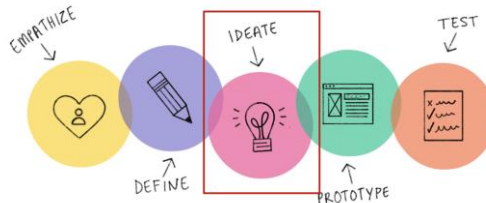
“The plan should reflect the Oakland community.”

“It needs to Inspire families, students, and staff to see how the plan directly impacts them.”

## ► Determining approach



## ► Creating content



### thriving students

HOW MIGHT WE... take a community approach to addressing literacy gaps for all of Oakland's youth?

What if we...

**SAMPLE**

### DESIGN

#### CONSIDERATIONS

What is the community telling us?

What do we know about our community?

How will it impact the lives of those in the community? What value will it bring them?

Given the current context we're living in - is this what the community wants and needs?

Take us there: how will it work? What will we see, feel, experience when it's finished and a success?



## **STORYBOARD**

- ▶ Letter from the Superintendent.
- ▶ Mission, Vision, and Values.
- ▶ Introduce Framework: Thriving Student, Thriving School, and Thriving District.
- ▶ List of Strategic Actions and Key Metrics.
- ▶ Call to Action.



## OUR VISION

All Oakland Unified School District (OUSD) students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.

## OUR MISSION

OUSD will build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.

## OUR VALUES

- ▶ **Students First:** We support students by providing multiple learning opportunities to ensure students feel respected and heard.
- ▶ **Equity:** We provide everyone access to what they need to be successful.
- ▶ **Excellence:** We hold ourselves to uncompromising standards to achieve extraordinary outcomes.
- ▶ **Integrity:** We are honest, trustworthy and accountable.
- ▶ **Cultural Responsiveness:** We resist assumptions and biases and see the gift of every student and adult.
- ▶ **Joy:** We seek and celebrate moments of laughter and wonder.

**OUR PRIORITIES:**  
**THRIVING STUDENTS.**  
**THRIVING SCHOOLS.**  
**THRIVING DISTRICT.**

Mobilizing the resources and collective energy needed to prepare Oakland youth for college, career, and community requires an unwavering belief in the linked fate that exists between Oakland schools and the City of Oakland.

Our three priorities underscore the importance of this relationship, and the interconnectedness between our students, schools, and district. Simply said: Oakland thrives when its students thrive. Students thrive when their schools thrive. And schools thrive when their district thrives.







## THRIVING STUDENTS

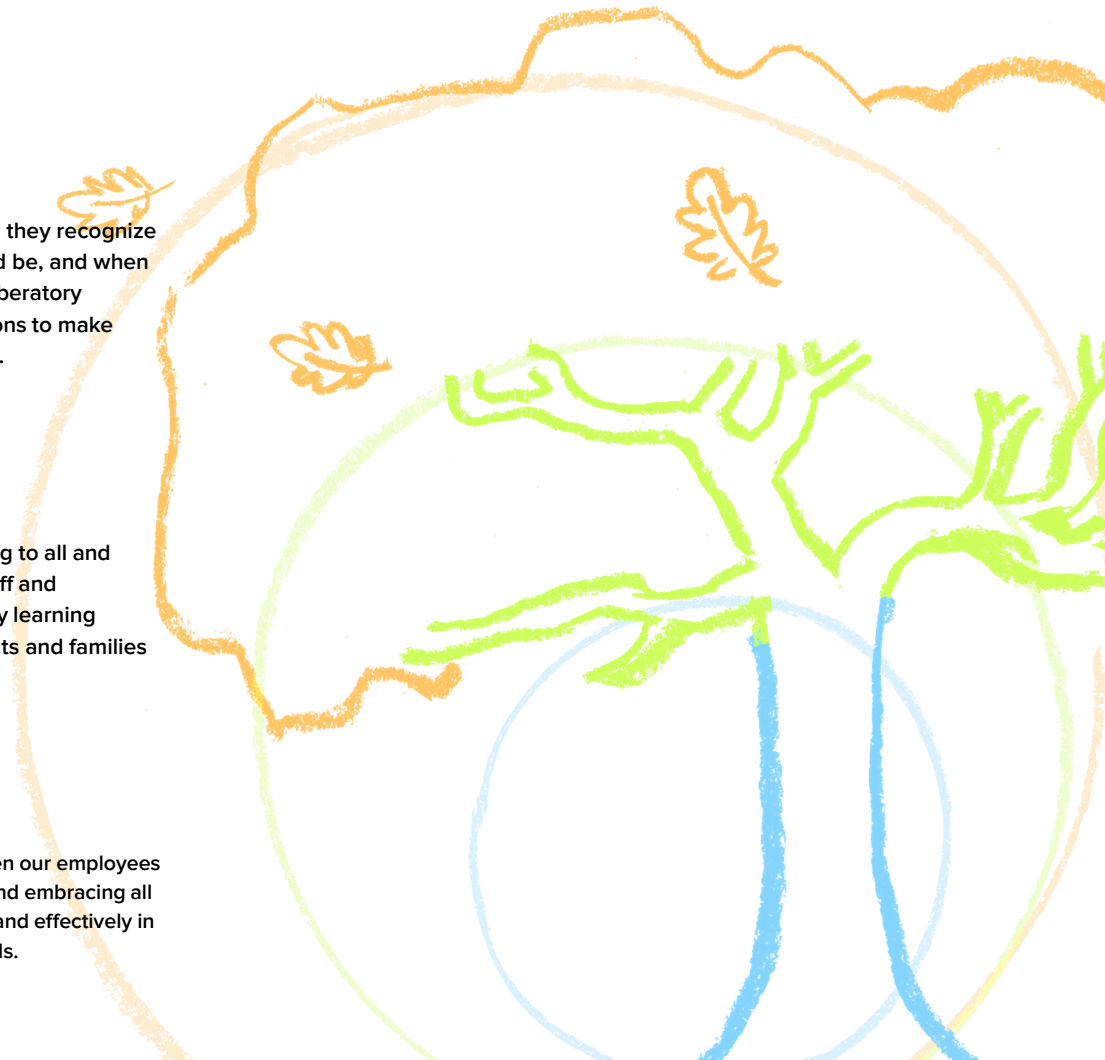
Our students thrive when they have purpose, when they recognize that the way things are isn't the only way they could be, and when they have been equipped through a rigorous and liberatory education with the knowledge, skills, and dispositions to make things better for themselves and their communities.

## THRIVING SCHOOLS

Our schools thrive when spaces are safe, welcoming to all and beautiful, and when principals, teachers, school staff and community lead together to provide the high quality learning experiences and personalized supports that students and families want and deserve.

## THRIVING DISTRICT

Our district thrives when we are a united Oakland, when our employees and community find collective purpose in prioritizing and embracing all students, and when it functions smoothly, coherently, and effectively in service to all Oakland students, employees, and schools.





# FRAMING “STRATEGIC” ACTIONS



## STRATEGIC ACTIONS aka “Big Rocks”

- High impact, **bold**, and potentially very risky
- Creates conditions for fulfilling SF priorities (and therefore brings us significantly closer to OUSD vision)
- Requires cross-functional collaboration across teams + groups
- Requires detailed strategy (change management, engagement plan, etc.)

## DEPT. KEY ACTIONS

- Impact concentrated within department, or just beyond
- Still moves us closer to vision
- May need some cross-functional expertise / actions across teams
- Still requires thoughtful planning

## WORKSTREAMS

- Everyday tasks that keep departments and our organization running

# ONE VISION. ONE PLAN. ONE COLLECTIVE EFFORT.

This is **not** a new vision for the school district. These are not new goals.

This is an outline of strategic actions, organized under three priority areas, for the next 3 years to move our district closer to our mission and vision.

We must not fall for the trap of trying to do everything, especially given limited resources and uncertain times. We need to focus!

I NEED YOUR FEEDBACK.

## IMPACT

Is this strategic action aligned with the district's mission of becoming a full service community district and will move student outcomes?

## ALIGNMENT

Is this a strategic action aligned to the district's values of ensuring that those furthest from opportunity are getting what they need in order to be successful, and college, career, and community ready?

## DEMAND

Is this strategic action realistic in the next 3 years given the realities of the district current resources (time, people, money)?

# PRIORITY #1: THRIVING STUDENTS

## WHAT IT LOOKS LIKE

- Our students thrive when they have purpose, when they recognize that the way things are isn't the only way they could be, and when they have been equipped through a rigorous and liberatory education with the knowledge, skills, and dispositions to make things better for themselves and their communities.

## HOW WE'LL GET THERE

We've outlined a number of strategic actions for this priority area, and we're looking for your feedback. As you read through them, consider which strategic actions:

- ▶ Are foundational? Do some projects need to get done for others to happen?
- ▶ Address the district's focus on equity? Do any have the potential to address the inequities that have been exposed by the pandemic?
- ▶ Have positive ripple effects? Do any unlock possibilities or have beneficial side effects beyond their core purpose?



# STRATEGIC ACTIONS: THRIVING STUDENTS

## ERADICATE ILLITERACY

**The Problem:** Significant achievement gaps in literacy exist across racial and socioeconomic lines. The pandemic has likely exacerbated these gaps.

**The Action:** A city-wide effort between the District and the entire Oakland community to address issues of literacy (reading, writing, listening and speaking)- which is the foundation for all learning. A coordination of resources by the District, the city, and community partners will be needed to ensure every 2nd grader is reading at grade level while also addressing gaps at all grade levels.

**What we'll see:** Improved early literacy - 2nd grade reading. Closing gaps 3-8, 11.

## EMPOWER STUDENTS WITH A TRUE UNDERSTANDING OF THEIR STRENGTHS & AREAS FOR GROWTH

**The Problem:** There is no one-size fits all approach that works for all students so learning needs to be personalized and based on a broader, deeper set of competencies needed for college, career, and community.

**The Action:** Create a holistic transcript that measures progress on 21st century skills, both academic and socioemotional, as aligned with the OUSD Graduate Profile. Such a transcript makes learning more personalized and student-driven, builds upon OUSD's CTE/Linked Learning work, and opens doors to new innovative programming.

**What we'll see:** Increase graduation rates for all students and targeted student populations; Increase A-G complete, Increase % students enrolled in dual enrollment, AP, and linked learning pathways.



# PRIORITY #2: THRIVING SCHOOLS

## WHAT IT LOOKS LIKE

Our schools thrive when spaces are safe, welcoming to all and beautiful, and when principals, teachers, school staff and community lead together to provide the high quality learning experiences and personalized supports that students and families want and deserve.



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# STRATEGIC ACTIONS: THRIVING SCHOOL

## REIMAGINING SAFE, HEALTHY AND WELCOMING LEARNING ENVIRONMENTS

**The Problem:** We have yet to fully address issues of disproportionality.

**The Action:** A process to bring youth to the center of a deliberate planning process to restructure current policies, practices, and resources so OUSD can take the next bold steps forward on a more holistic and restorative approach to student discipline. We must create safe, healthy, and welcoming learning environments for every student and adult at every school.

**What we'll see:** Decreased suspension rates for all students and targeted student populations.

## ENSURE ACCESS TO HIGH-QUALITY AND NUTRITIOUS FOOD THROUGHOUT OUSD

**The Problem:** School lunches are not healthy, which impacts learning, behavior, and overall health of Oakland's students.

**The Action:** Critical to the serving the whole child is promoting the intersection between nutrition and learning. That is why OUSD will successfully open operations of "The Center"- Central Kitchen, Instructional Farm, and Education Center. This hub of the new district-wide school food program network connects nutrition, education, and community programs at OUSD's schools, kitchens, gardens, and produce market stands.

**What we'll see:** Improved school climate. Increased lunch participation rates.

# PRIORITY #3: THRIVING DISTRICT

## WHAT IT LOOKS LIKE

Our district thrives when we are a united Oakland, when our employees and community find collective purpose in prioritizing and embracing all students, and when it functions smoothly, coherently, and effectively in service to all Oakland students, employees, and schools.

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# STRATEGIC ACTIONS: THRIVING DISTRICT

## **MAKE OUSD THE PREMIER EMPLOYER IN OAKLAND**

**The Problem:** There is a lack of affordable housing and workforce development opportunities that make it difficult for OUSD employees to live and work in Oakland.

**The Action:** This city-wide effort involves affordable housing, mentorship, professional development, competitive compensation, certificate pathways, partnerships with colleges and universities. Superintendent embodies this.

**What we'll see:** Increased retention of employees. Increased teacher diversity.

## **TRANSFORM CENTRAL OFFICE INTO A SCHOOL AND COMMUNITY CENTERED ORGANIZATION**

**The Problem:** Schools and communities have expressed the need for more effective and customized supports from central office.

**The Action:** Develop a performance management system for central office based on relationship-building and customer service metrics. This will include an operational dashboard that tracks departmental performance and outcomes over time.

**What we'll see:** Increased net promoter scores.





## **FOR DISCUSSION:**

1. Which strategic actions will have the greatest impact, are the most aligned?
2. Which strategic actions are foundational and can have the most positive ripple effects?
3. Are there glaring gaps that need to be considered?

# WE ALL MUST MOBILIZE.

What are suggestions that you may have to get feedback from the broader community in a safe way this summer and early Fall? How can you help?



# PERFORMANCE METER MOCK-UP

	BASELINE	2020-21	2021-22	2022-23
Improve early literacy & closing of gaps at all grade levels	XX%	XX%	XX%	XX%
Increase reclassification rates for English Learners and Long-Term English Learners	XX%	XX%	XX%	XX%
Increase graduation rates for all students & targeted subgroups	XX%	XX%	XX%	XX%
Improved family & student engagement	XX%	XX%	XX%	XX%
Decrease suspension rates for all students and targeted student populations	XX%	XX%	XX%	XX%
Increase lunch participation rates.	XX%	XX%	XX%	XX%
Increase % students enrolled in dual enrollment, AP, and linked learning pathways.	XX%	XX%	XX%	XX%
Increase retention of employees. Increase teacher diversity.	XX%	XX%	XX%	XX%
Increase net promoter scores.	XX%	XX%	XX%	XX%