



2020-2021 SUPERINTENDENT WORK PLAN

Dear Board of Education and Beloved Community,

Amidst times of great uncertainty and seemingly insurmountable challenges coming from all fronts, Oakland has never let up. From the unexpected and unprecedented impact of Covid-19, to the continued assault waged by systemic racism against Black and Brown bodies throughout this country, our resolve has been tested in ways never seen before.

Yet time and again, Oakland and our community of schools have risen together, with relentless courage, to face it all with a gritty, determined resilience to step into a better world. It is this spirit - this *will* - of the people that unites us and continues to move us forward.

The *Oakland will* is relentless, unshakeable, beautiful. It is Oakland.

And, it is this *will* that will shepherd Oakland Unified towards a future where all students, schools, and staff are thriving.

A future where students are challenged academically and personally, finding meaning and purpose in what they're learning and where their path in life may lead. A future where Oakland schools serve as models of innovation and academic excellence in the nation, providing all families - particularly those long harmed by racial injustice - with an abundance of opportunity and access to great public schools. A future where all staff have access to powerful learning and growth experiences, and continually choose Oakland schools because they are empowered, equipped and embraced inside and outside of classrooms. A future where the system emerges with a renewed vitality through and through, functioning in a way that creates and sustains the conditions where all these realities and more are possible.

Dr. Kyla Johnson-Trammell
Superintendent





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Mission

Oakland Unified School District (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.

Vision

All 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 Graduate Profile

Resilient Learners | Collaborative Teammates | Community Leaders
Critical Thinkers | Creative Problem Solvers

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.

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



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Performance Outcomes

[2018-19 to 2019-20 Performance Outcome Data](#) aligned to the Local Control Accountability Plan. The performance outcome data for the 2019-20 school year accounts for the mid year closing of physical schools and the shift to online learning due to sheltering in place.

*The 2020-21 Performance Outcomes are aligned to the newly required Learning Continuity and Attendance Plan.

Performance Outcomes Aligned to the Learning Continuity and and Attendance Plan	2020 -21 (Targets TBD)
Improve early literacy & closing of literacy gaps at all grade levels	XX%
Increase reclassification rates for English Learners and Long-Term English Learners	XX%
Increase graduation rates for all students & targeted subgroups	XX%
Increase daily attendance rates of students participating in learning (distance, blended or in-person settings)	XX%
Increase evidence of participation in online activities, completion of regular assignments, completion assessments and contacts between employees and families	XX%



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Increase participation and satisfaction rates in Employee Covid 19 Survey	XX%
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Priority Area #1: 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, liberatory and anti-racist education with the knowledge, skills, and dispositions to make things better for themselves and their communities.

Priority Area #1: Thriving Students		
<p>Goal 1.1:</p> <p>Provide high quality instruction in a distance learning and blended environment</p>	<p>Actions for SY 20-21</p> <ul style="list-style-type: none"> • We will implement the Four Building Blocks of our Instructional Focus Plan with a focus on adapting it to Distance and Blended Learning • We will support PreK-12 sites to create strategies that align to our Learning Continuity and Attendance Plan • We will engage and support all students in distance or blended learning every day and ensuring that all students have a meaningful connection with at least one school staff member everyday 	<p>Key Deliverables for Thriving Students</p> <ul style="list-style-type: none"> • Distribute Devices and internet access to every student with a demonstrated need
<p>Goal 1.2:</p> <p>Assess and address learning gaps as a result of learning loss.</p>	<p>Actions for SY 20-21</p> <ul style="list-style-type: none"> • We will support school site COST and Attendance Team structures to progress monitor: student health/wellness needs, academic needs, and family needs • We will support students to make academic progress in blending learning environments 	<ul style="list-style-type: none"> • Develop a Learning Continuity and Attendance Plan • Develop a Disproportionality Plan



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	<ul style="list-style-type: none"> We will provide learning acceleration services; including targeted behavioral intervention, additional academic intervention services within the school day, additional services outside of the school day, social skills groups, and assistive technology or occupational therapy services. 	<ul style="list-style-type: none"> Reach agreements with labor partners around implementation of the goals for Thriving Students
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Priority Area #2: Thriving Schools

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

Priority Area #2: Thriving Schools		
<p>Goal 2.1: Launch the reimagination of safe, healthy and welcoming learning environments.</p>	<p>Actions for SY 20-21:</p> <ul style="list-style-type: none"> We will develop a plan for multi-year implementation of district-wide anti-racist and implicit bias training for all staff and board members We will establish a committee with diverse stakeholders to create an District Safety Plan We will partner with community based organizations to provide supports for tutoring, childcare, and other supports to serve the whole child 	<p>Key Deliverables for Thriving Schools</p> <ul style="list-style-type: none"> Develop a District Safety Plan for all Schools We will increase participation rates in the school meal program (breakfast and lunch)



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<p>Goal 2.3: Ensure access to high-quality and nutritious food throughout OUSD.</p>	<p>Actions for SY 20-21:</p> <ul style="list-style-type: none">• Serve meals to OUSD at 24 distribution sites across the city• Establish a multistakeholder design team and committee to develop a district safety plan	<ul style="list-style-type: none">• Open operations of “The Center”- Central Kitchen, Instructional Farm, and Education Center to support healthy meal distribution to all schools.
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Priority Area #3: Thriving District

Our city thrives when we are a united Oakland, when our employees and community find collective purpose in building just systems and prioritizing and embracing all students, and when the district operates coherently and effectively in service to all Oakland students, families and employees.

Priority Area #3: Thriving District		
<p>Goal 3.1: Provide quality, accessible and fiscally sustainable school options in every neighborhood.</p>	<p>Actions for SY 20-21:</p> <ul style="list-style-type: none"> We will implement the Blueprint for Quality Schools Action Plan. 	<p>Key Deliverables for Thriving Schools</p> <ul style="list-style-type: none"> Develop a Comprehensive Organizational Wellness 3-year Plan Recommend to the board for Cohort 3 schools. Recommend Amendments to the Board Policy 5116 (Open Enrollment) with short term and long term changes Increase revenue generation from leases of property Develop and Implement System for Quality Service to Schools Data and Improvement Plans Develop a 2020-23 Strategic Plan
<p>Goal 3.2: Create conditions for improved employee wellness.</p>	<p>Actions for SY 20-21:</p> <ul style="list-style-type: none"> We will review current Grow Our Own teacher pipelines in order to strengthen programming and increase diversity of OUSD staff. We will create the conditions for improved employee wellness, and employee recognition programs. We will hire and get feedback on key priorities and strategic actions for a 2020-2023 Strategic Plan 	
<p>Goal 3.3: Improve central department service to school sites</p>	<p>Actions for SY 20-21:</p> <ul style="list-style-type: none"> Develop and Implement System for Quality Service to Schools Data and Improvement Plans 	