MEASURE N COMMISSION
1000 Broadway, Suite 680
Oakland, CA 94607-4099

**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

Measure N - College & Career Readiness - Commission

Jason Gumataotao,
Chairperson
jason@ibew595.org

Louise Waters,
Vice Chair
louise.bay.waters@gmail.com

Whitney Dwyer,
Secretary
whitney.dwyer@ousd.org

Emma Paulino,
Member
emmap@oaklandcommunity.org

James Harris,
Member
james@510media.com

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Memo

To   Board of Education

From   Measure N Commission
Jason Gumataotao, Chairperson
Louise Waters, Vice Chair
Whitney Dwyer, Secretary
Emma Paulino, Member
James Harris, Member

Board Meeting Date   April 22, 2021

Subject   2021-2022 Measure N Education Improvement Plan
Services for: Sojourner Truth Independent Study

Action Requested and Recommendation   Adoption by the Board of Education of Sojourner Truth Independent Study proposed 2021-2022 Education Improvement Plan and the Linked Learning 4 Pillars, in an amount not to exceed $161,152.27.

Background
(Why do we need these services? Why have you selected this vendor?)

Adoption by the Board of Education of Sojourner Truth Independent Study proposed 2021-2022 Education Improvement Plan and the Linked Learning 4 Pillars, in an amount not to exceed $161,152.27.

Competitively Bid

Was this contract competitively bid? No

If no, exception: N/A

Fiscal Impact

Funding resource(s): Measure N

Attachments

- Measure N Education Improvement Plan

2021-2022 MEASURE N BUDGET

School: SOJOURNER TRUTH INDEPENDENT STUDY
Site #: 330

Resource	Allocation	Total Expended	Total Remaining
Measure N	$161,152.27	$161,152.27	$0.00

BUDGET ACTION NUMBER	BUDGET JUSTIFICATION	COST	OBJECT CODE	OBJECT CODE DESCRIPTION	POSITION TITLE	FTE	WHOLE SCHOOL / PATHWAY NAME
330-1	Hire a Pathway Coach, at .25 FTE. The pathway coach will support pathway development.	$24,800.00	2305	Supervisor & Administrator Salaries	College & Career Pathway Coach	.25 FTE	
330-2	Consultant Contract to hire an College and Career Readiness Specialist through East Bay Consortium to provide college and career readiness support for all students	$25,500.00	5825	Consultant Contracts			
330-3	Consultant Contract: hire support to provide targeted tech skills support for students who need assistance and align with WBL opportunities	$40,000.00	5825	Consultant Contracts			
330-4	Computers: for Technology Classes to buildout technology pathway classes, more specifically, Graphic Design.	$15,000.00	4420	Computers			
330-5	Teacher Salary Stipends: Extended Contracts for Planning Time for teachers to integrate, collaborate, and training for incorporation of technology pathway	$18,812.80	1120	Teacher Salaries Stipends			
330-6	Conference Expenses: Travel expenses for Teacher Professional Development. Opportunities for teachers to engage in teacher externships to learn more about technology industry in order to incorporate tech pathway	$1,039.47	5220	Conference Expenses			
330-7	Consultant Contract for the Exploring College, Career, & Community Options Program (ECCCO) to provide student internships and issue student internship stipends as part of the technology pathway	$12,000.00	5825	Consultant Contracts			
330-8	Consultant Contract to hire a Family Tech Liaison: Liaison will connect with students' parent(s)/guardian(s) to assess and support family digital needs. The vision for the pathway is to have a hub where the family tech liaison and SJT students supporting Oakland families with bridging the Digital Divide that exists--that is: access to hardware, software, online access, maintenance, and repair.	$20,000.00	5825	Consultant Contracts			
330-9	Licensing Agreements: Northstar Digital Licensure Agreement for one year that assesses students' skill levels in the use of technology. We will utilize the data to focus on gaps to build on students' technology skills through pathway classes and projects such as Graphic Design class and Fab Lab.	$500.00	5846	Licensing Agreements			

330-10	Meeting Refreshments for the Pathway Exhibition students share their technology learning with the community. Funds will be used for refreshments for events in which industry and community members will be invited.	$1,000.00	4311	Meeting Refreshments	
330-11	Facility Rental for the Pathway Exhibition event.	$1,500.00	5624	Rental - Facility	
330-12	Equipment Rental: chairs, tables, and Audio Visual for the Pathway Exhibition event.	$1,000.00	5622	Rental - Equipment	

School: SOJOURNER TRUTH INDEPENDENT STUDY	School ID:	330

School Description

This school community is located on the King Estates campus sharing the facility with Rudsdale Continuation High School and the BayTech charter school program. This school campus is located in a safe city neighborhood of middle class homes. While Oakland is considered a major urban city, this school's particular location is away from the high crime that prevails in many areas of the city of Oakland. However, most students who attend come from other poorer and majorly urban neighborhoods of this city. Thus, students may have to take several city buses or find transit across the greater Oakland area to get to this school's campus.

The students who attend Sojourner Truth are generally socially-economically disadvantaged and face challenges to their overall welfare that result from living in high crime-related neighborhoods of poverty. Unemployment within the adult population is pandemic, with sixty percent or more of the households receiving some economic subsidy. Sojourner Truth students are adversely impacted by substantial environment risks and poor health conditions. Students' daily interactions include exposure to gang activities, crime and substance dependency. A significant percentage of students either come from single-parent homes or are being raised by another adult than a parent. All these descriptors are contributing factors that substantially impact student learning. The independent study program, however, seems to enroll students and their families who more readily support and sustain a stable environment and for several, these students come to the independent study program due to cultural and religious safety issues.

Sojourner Truth Independent Study Program follows the guidelines of the California Department of Education and has developed a comprehensive school program. This program offers classes from Kindergarten to twelfth grade. This high school program has weekly curriculum assignments that have been developed and written by the School Pathways Company. This company worked with Sojourner Truth and the Oakland Unified School District to develop independent study modules that are aligned with the Common Core Curriculum Standards, and meet state department of education guideline for independent study regulations. This computer-assisted program allows all students to have access to the core curriculum and matriculate through the high school program within the semester sequence.

The Sojourner Truth Electronic Learning Program (ELP) is an adjunct program that integrates the core curriculum with technology (Blended Learning) or a method that shift teacher instruction and attend to differentiation by incorporating technology in the useful, meaningful ways to enhance student learning. This program has two sections: a morning and an afternoon program that allows up to 45 students at one time to access online computer courses. Students work at their own pace and receive credits following completion of specific course modules and performance assessments.

School Mission and Vision

VISION: Our students will graduate from high school with the tools to further their academic or career goals. They will possess a willingness to continually challenge themselves to achieve excellence and become socially responsible. Students will be empathetic citizens with an appreciation for diversity.

MISSION: The mission of Sojourner Truth School Community is to awaken the minds of our students by creating a nurturing environment that empowers students to achieve excellence through individualized instruction.

School Demographics

Special Populations	% Male	% Female	% Oakland Residents	% LCFF	% English Learners	%LTEL	% SPED RSP	% SPED Mild-Moderate	% SPED Severe
	39.7%	60.3%	97.6%		7.2%	6.7%			0.5%

Student Population by Race/Ethnicity	African-American	American Indian/Alaskan Native	Asian	Hispanic/Latino	Filipino	Pacific/Islander	Caucasian	Multiracial	Newcomers
	35.6%	0.0%	5.7%	42.3%	0.5%	0.5%	7.7%	5.2%	0.5%

Target Student Population	Which student population will you focus on in order to reduce disparities?	Latinx students

SCHOOL PERFORMANCE GOALS AND INDICATORS

Whole School Indicator	18-19 Baseline Data	19-20 Data	20-21 Goal	20-21 Data	21-22 Goal	21-22 Data	22-23 Goal (3-Year Goal)
Four-Year Cohort Graduation Rate	45.0%	Not Available	50.0%	Not Available Yet	20-21 Data + 5%		
Four-Year Cohort Dropout Rate	23.3%	Not Available	20.0%	Not Available Yet	20-21 Data + 5%		
A-G Completion	30.6%	Not Available	35.0%	Not Applicable	Not Applicable		
On Track to Graduate- 9th Grade	9.1%	Not Available	5.0%	Not Applicable	Not Applicable		

Indicator	18-19 Baseline Data	19-20 Data	20-21 Goal	20-21 Data	21-22 Goal	22-23 Goal (3-Year Goal)
Percentage of students who participated in at least 1 Work-Based Learning activity	30.7%	6.5%	40.0%	Not Available Yet	20-21 Data + 5%	
Percentage of students who have passed dual enrollment courses with a C- or better	Not Applicable	Not Applicable	Not Applicable	Not Available Yet	20-21 Data + 5%	
Percentage of students in Linked Learning pathways	100.0%	96.70%	100.0%	Not Available Yet	20-21 Data + 5%	
et Student Population Indicator (Latinx Students)	**18-19 Baseline Data**	**19-20 Data**	**20-21 Goal**	**20-21 Data**	**21-22 Goal**	**22-23 Goal** (3-Year Goal)
Four-Year Cohort Graduation Rate	32.0%	Not Available	50.0%	Not Available Yet	20-21 Data + 5%	21-22 Data + 5%
Four-Year Cohort Dropout Rate	32.0%	Not Available	20.0%	Not Available Yet	20-21 Data + 5%	21-22 Data + 5%
A-G Completion	7.0%	Not Available	35.0%	Not Applicable	Not Applicable	21-22 Data + 5%
On Track to Graduate - 9th Grade	11.1%	Not Available	5.0%	Not Applicable	Not Applicable	21-22 Data + 5%
Percentage of students who participated in at least 1 Work-Based Learning activity	37.0%	7.1%	40.0%	Not Available Yet	20-21 Data + 5%	21-22 Data + 5%
Percentage of students who have passed dual enrollment courses with a C- or better	Not Applicable	Not Applicable	Not Applicable	Not Available Yet	20-21 Data + 5%	21-22 Data + 5%
Percentage of students in Linked Learning pathways	100.0%	96.1%	100.0%	Not Available Yet	20-21 Data + 5%	21-22 Data + 5%

ROOT CAUSE ANALYSIS

Indicator	Strengths	Highest Leverage Challenge — *What is the challenge that, if dissolved, would result in elimination, or substantial reduction, in disparities within the indicator identified?*	Root Cause Analysis — *What is the deepest underlying cause, or causes that, if dissolved, would result in elimination, or substantial reduction, of the challenge?*
Four-Year Cohort Graduation Rate	Flexible schedule; highly personalized learning environment	Increase teacher-student contact hours	Master schedule and low demands in terms of student attendance and contact with primary teacher
Four-Year Cohort Dropout Rate	Flexible schedule; highly personalized learning environment	Increase teacher-student contact hours	Master schedule and low demands in terms of student attendance and contact with primary teacher
A-G Completion	Flexible schedule; highly personalized learning environment	Increase teacher-student contact hours; conducting in-person transcript reviews	Master schedule and low demands in terms of student attendance and contact with primary teacher; student need to review and understand transcript
On Track to Graduate - 9th Grade	Flexible schedule; highly personalized learning environment	Students matriculating into Sojourner Truth after 9th grade	Early recruitment
Percentage of students who participated in at least 1 Work-Based Learning activity	Career Symposium; onboarding of WBL lead with youth development framework	Broader student participation	Increasing the visibility of the WBL lead and increasing the connections between primary teachers, the WBL lead, and students.
Percentage of students who have passed dual enrollment courses with a C- or better	Not Applicable	Not Applicable	Not Applicable

Percentage of students in Linked Learning pathways	All students participating in pathway.	More meaningful engagement in Pathway.	Common expectation that all students will learn more tech skills

PATHWAY QUALITY ASSESSMENT

Using the Measure N Self Assessment Rubric, assess the following:	Evidence of Strengths	Areas For Growth	Next Steps
Rigorous Academics (pages 3, 4, 5 of rubric)	Flexibility in format, independent study and electronic learning platform	Formalizing and standardizing curriculum, offering more long distance learning options (e.g. virtual one-on-ones, Google Classroom, etc) - going beyond "packet" work.	Focus on 4Cs: Collaboration, Community Engagement, Creativity, and Critical Thinking
CTE (pages 3,4,5 of rubric)	Digital Media, Google Sherpa, Computer Sci electives	Assessing tech literacy and skills	Administar NorthStar Tech Literacy assessments throughout the year to monitor student growth in tech literacy.
WBL (page 6 of rubric)	Career Symposium	Increasing student participation in WBL opportunities.	Schedule times for WBL to visit classrooms and share WBL opportunities.
Comprehensive Student Supports (page 7 of rubric)	Campus Culture and Climate; Flexible schedule; highly personalized learning environment; high availability of wrap-around supports	Creating a student tracker to do targeted interventions.	Create Student Tracker
Pathway Student Outcomes (page 2 of rubric)	Campus Culture and Climate; Flexible schedule; highly personalized learning	Creating a student tracker to do targeted interventions.	Create Student Tracker

Pathway Strategic Goals

2020-2021: YEAR ONE ANALYSIS

Pathway Quality Strategic 3 Year Goal		What evidence will you look for to know you are successful?
In the 2020-21 academic school year, we will ensure every student a) builds their breadth of knowledge of post-secondary options (i.e. immediate educational and/or employment opportunities after graduating) b) builds depth (knowledge, skills, and experience) in their most preferred option (Year 1) and c) connects to some form of support after graduation. (e.g. community college, community-based organization, industry partner, etc.) (Year 2 or 3)		Evidence of Implementation/Improvement: a) 1-2 deep industry partnerships b) students demonstrate an increased awareness of post-secondary career options and provide evidence of reflection and making an informed decision about their next steps career and college-wise (ongoing student work and student portfolios) c) 1-2 deep partnerships with community-based organizations that serve and help case manage "opportunity youth" (student tracker, persistence in college and career, graduate/alumni feedback) d) High rates of application to college e) Increased college persistence rates

Strategic Actions

Strategic Actions *What are the 3-5 key strategic actions for enabling conditions to support high quality pathway development for the whole school?*	What evidence will you look for to know you are successful?
Identify 1-2 deep industry partnerships and create an Advisory Board	Advisory Board including industry partners and community-based organizations
Identify 1-2 deep community-based organization partnerships and create an Advisory Board	Advisory Board including industry partners and community-based organizations

Connect each student with a mentor, industry partner, and/or community-based organization. | Collect and capture student-level data onto existing student tracker.

Revise Master Schedule to maximize teacher-student contact hours. | Revised master schedule and increased amount of contact hours between teachers and students.

Budget Expenditures

2020-2021 Budget

Budget Justification:
One to two sentences that provides the following information:
- What the specific expenditure, vendor, or service is?
- How the specific expenditure, vendor, or service provided is aligned to pathway development?
- What need this specific expenditure or service addresses?

	COST	OBJECT CODE	OBJECT CODE DESCRIPTION	POSITION TITLE	FTE	PATHWAY NAME (if applicable)
Fund .25 FTE salary for the Pathway Coach: Hire a pathway coach to support pathway development	$24,800.00	5708	Enter object code at left.	Pathway Coach	.25 FTE	
Consultant Contract to hire an College and Career Readiness through East Bay Consortium to provide college and career readiness support for students	$17,000.00	5825	Enter object code at left.			
Technology Equipment: Purchase equipment to buildout technology pathway classes, more specifically, Graphic Design.	$10,000.00	4410	Enter object code at left.			
Hire support to provide targeted tech skills support for students who need assistance and align with WBL opportunities	$40,000.00	5825	Enter object code at left.			
Computers for Technology Classes to buildout technology pathway classes, more specifically, Graphic Design.	$15,000.00	4420	Enter object code at left.			
Teacher Salary Stipends: Extended Contracts for Planning Time for teachers to integrate, collaborate, and training for incorporation of technology pathway	$18,812.80	1120	Enter object code at left.			
Conference Expenses for Teacher Externships: Opportunities for teachers to engage in teacher externships to learn more about technology industry in order to incorporate tech pathway	$2,500.00	5220	Enter object code at left.			
Consultant Contract with BACR to provide Student Internships with the ECCCO Program: issue student internships for as part of the technology pathway	$8,000.00	5825	Enter object code at left.			
Family Tech Liaison: Liaison will connect with students' parents(s) /guardian(s) to assess and support family digital needs. The vision for the pathway is to have a hub where the family tech liaison and SJT students supporting Oakland families with bridging the Digital Divide that exists—that is: access to hardware, software, online access, maintenance, and repair.	$20,000.00	5825	Enter object code at left.			
Northstar Digital Licensure Assessment for one year that assesses students' skill levels in the use of technology. We will utilize the data to focus on gaps to build on students' technology skills through pathway classes and projects such as Graphic Design class and Fab Lab.	$500.00	5846	Enter object code at left.			
Meeting Refreshments – Pathway Exhibition students share their technology learning with the community. Funds will be used for refreshments for events in which industry and community members will be invited.	$1,000.00	4311	Enter object code at left.			

Facility Rental including equipment like chairs, tables, and Audio Visual for the Pathway Exhibition event.	$2,500.00	5624 / 5622	Enter object code at left.

Pathway Strategic Goals

Pathway Quality Strategic 3 Year Goal		
In the 2020-21 academic school year, we will ensure every student a) builds their breadth of knowledge of post-secondary options (i.e. immediate educational and/or employment opportunities after graduating) b) builds depth (knowledge, skills, and experience) in their most preferred option (Year 1) and c) connects to some form of support after graduation. (e.g. community college, community-based organization, industry partner, etc.) (Year 2 or 3)		

2021-2022: YEAR TWO ANALYSIS

Strategic Actions
- What are the 3-5 key new or revised strategic actions to support pathway development in 2021-2022?

We are in the process of redesigning Sojourner Truth's master schedule, curriculum and instructional focus (a seamless core ,CTE, Work-Based learning, and student support program) with the goal of becoming an integrated project-based and technological pathway that will lead to students graduating college, career, and community ready.

What actions did you take that improved outcomes? How do you know you were successful?	What will you do different next year to continue to improve?
Due to the COVID-19 pandemic and the ongoing economic, social and emotional impact it has had on students and families as well as the challenges of rolling out Distant Learning, we have not manage to make any meaningful gains in our Pathway Strategic Goals.	We will assess the impact the pandemic and distant learning have had on students and families and began to provide the necessary support to mitigate the effects it has had and then began to revisit our pathway strategic goals.

Budget Analysis of 2020-2021 Measure N Budget

Impact of 2020-2021 Budget Expenditures
- How did distance learning impact your budget expenditures?
- What did you find was the most effective use of resources towards your goals and strategic actions and why?

For the most part, we expended a small percentage of our funds allocated for pathway coach, college and career readiness consultant, and extended contracts for teacher planning, but the bulk of the funds that were allocated for computers, technology equipment and support,student internships, and family support were not expended, due to the COVID-19 pandemic and distant learning challenges.

What evidence will you look for to know you are successful? - How are you considering adapting your strategic actions for 2021-2022 given what you have learned this year about how to best support students?
Our goal is to have 100 % of our students enrolled in a technology pathway and graduating being college, career, and community ready.

Budget Expenditures

2021-2022 Budget: Enabling Conditions Whole School

Budget Justification: Enter one to two sentences to create a *Proper Justification* using the questions below. *Explicitly describe the expenditure - no vague language, no acronyms, no hyperlinks and quantify when applicable.* - What is the specific expenditure or service type? - How does the specific expenditure or service type support or is aligned to pathway development? - How does this expenditure improve student engagement and how many students will be served? -What need does this specific expenditure or service type address?	COST	OBJECT CODE	OBJECT CODE DESCRIPTION	POSITION TITLE	FTE	PATHWAY NAME (if applicable)
Hire a Pathway Coach, at .25 FTE. The pathway coach will support pathway development.	$24,800.00	2305	Supervisor & Administrator Salaries	College & Career Pathway Coach	.25 FTE	
Consultant Contract to hire an College and Career Readiness Specialist through East Bay Consortium to provide college and career readiness support for all students	$25,500.00	5825	Consultant Contracts			

Description	Amount	Code	Category
Consultant Contract: hire support to provide targeted tech skills support for students who need assistance and align with WBL opportunities	$40,000.00	5825	Consultant Contracts
Computers: for Technology Classes to buildout technology pathway classes, more specifically, Graphic Design.	$15,000.00	4420	Computers
Teacher Salary Stipends: Extended Contracts for Planning Time for teachers to integrate, collaborate, and training for incorporation of technology pathway	$18,812.80	1120	Teacher Salaries Stipends
Conference Expenses: Travel expenses for Teacher Professional Development. Opportunities for teachers to engage in teacher externships to learn more about technology industry in order to incorporate tech pathway	$1,039.47	5220	Conference Expenses
Consultant Contract for the Exploring College, Career, & Community Options Program (ECCCO) to provide student internships and issue student internship stipends as part of the technology pathway	$12,000.00	5825	Consultant Contracts
Consultant Contract to hire a Family Tech Liaison: Liaison will connect with students' parent(s)/guardian(s) to assess and support family digital needs. The vision for the pathway is to have a hub where the family tech liaison and SJT students supporting Oakland families with bridging the Digital Divide that exists—that is: access to hardware, software, online access, maintenance, and repair.	$20,000.00	5825	Consultant Contracts
Licensing Agreements: Northstar Digital Licensure Agreement for one year that assesses students' skill levels in the use of technology. We will utilize the data to focus on gaps to build on students' technology skills through pathway classes and projects such as Graphic Design class and Fab Lab.	$500.00	5846	Licensing Agreements
Meeting Refreshments for the Pathway Exhibition students share their technology learning with the community. Funds will be used for refreshments for events in which industry and community members will be invited.	$1,000.00	4311	Meeting Refreshments
Facility Rental for the Pathway Exhibition event.	$1,500.00	5624	Rental - Facility
Equipment Rental: chairs, tables, and Audio Visual for the Pathway Exhibition event.	$1,000.00	5622	Rental - Equipment