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# Board Cover Memorandum

**To** Board of Education

**From** Benjamin “Sam” Davis, Board President  
Kyla Johnson-Trammell, Superintendent  
Dexter Moore, Jr., Chief of Staff  
Curtiss Sarikey, Chief Partnerships Officer

**Meeting Date** August 14, 2024

**Subject** Fall Board Study Session/“Unfinished and/or New Business Items”

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**Ask of the Board** For the Board to continue planning and preparing for the 2024-25 academic year.

**Background** The fall board study session items, taken up as unfinished and/or new business during the August 14 board meeting, are as follows:

- 2024-25 Board Work Plan
- BB 9322 Agenda Meeting Materials (Proposed Revisions)
- Board Protocols
- 2024-25 Superintendent Work Plan

The Board Work Plan serves as our strategic roadmap, guiding our collective efforts and reflecting our commitment to the district's overarching goals. This session will continue the work we began during the June retreat, where we identified key goals and priorities.

Following our review of the Board Work Plan, we will revisit the board protocols and Board Bylaw 9322, building on the conversations started during our June retreat. This includes revisiting and reinforcing the protocols we have previously adopted to ensure they are effectively guiding our operations. Strengthening our governance practices will enable us to function more cohesively and effectively as a board. Revisiting these protocols and bylaws will allow us to identify areas for improvement and ensure our governance structures are robust and aligned with our district's evolving needs. This step is essential for fostering effective decision-making and maintaining the integrity of our board's operations.

An integral part of our discussion will also include a first review of the key initiative deliverables for the Superintendent Work Plan, which will cascade from the Board Work Plan. This alignment is vital for fostering a cohesive and

collaborative environment where every stakeholder is working towards common objectives.

By prioritizing the Board Work Plan and subsequently addressing our protocols, bylaw, and Superintendent goals, we will ensure that we are well-prepared to collectively meet the challenges and opportunities of the new academic year.

**Discussion** None.

**Fiscal Impact** There are no fiscal impacts for this discussion.

**Attachment(s)** [2024-25 Board Work Plan \(Draft\)](#)  
[BB 9322 Agenda Meeting Materials \(Proposed Revision\)](#)  
[Board Protocols Presentation](#)  
[BOE Feedback\\_Superintendent WorkPlan 2024-2025](#) (Draft)



## 2024-25 SUPERINTENDENT WORK PLAN

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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 Local Control & Accountability Plan (LCAP) Goals**

Goal 1: All students graduate college, career, and community ready.

Goal 2: Focal student groups demonstrate accelerated growth to close our equity gap.

Goal 3: Students and families are welcomed, safe, healthy, and engaged.

Goal 4: Our staff are high quality, stable, and reflective of Oakland's rich diversity.

Goal 5-8: Equity Multiplier goals and investments for specific schools: Korematsu, Castlemont, Sojourner Truth, Rudsdale, Oakland International,



## 2024-25 SUPERINTENDENT WORK PLAN

### End of Year Evaluation Work Plan Achievements

Date of review: August 1, 2023

#### Performance Outcomes

[Link to full dashboard of student & staff outcomes](#)

Goal 1: All students graduate college, career, and community ready.	Metric (aligned with LCAP)	BASELINE 2023-2024	2024-25 Desired Outcome	2024-25 Actual Data (Year 1)	2025-26 Data (Year 2)	2026-27 Data (Year 3)	DESIRED GROWTH IN 3 YEARS	DESIRED 26-27 OUTCOME (Year 3)
Early learners are achieving at grade-level.  Initiative 1: Ensuring Strong Readers by the 3rd Grade	Increase the percentage of K and 3rd graders reading at mid/above grade level on Spring i-Ready assessment by 18pp over three years.	GrK: 38.5% Gr3: 29.1%	GrK: 40.5% Gr3: 31.1%				6 percentage points (2 per year for three years)	GrK: 44.5% Gr3: 35.1%
Middle grade students are prepared for success in high school mathematics  Initiative 2: Supporting Empowered Graduates	Increase average distance from standard on smarter balanced/SBAC state assessments in 8th grade Mathematics by 15 distance from standard points.	2023-24: -112.0* (preliminary)	-107				15 points (5 per year for three years)	-97
All students graduate and are A-G ready.  Initiative 2: Supporting Empowered Graduates	Increase the graduation rate to 80% and increase the A-G completion rate to 60%.	23-24 data Available Nov 2024  (For reference 22-23 combined Grad Rate: 75.0%, A-G: 41.1%)						Graduation: 80% A-G: 60%



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Goal 2: Focal student groups demonstrate accelerated growth to close our equity gap.	LCAP Metric(s)	BASELINE 2023-2024	2024-25 Desired Outcome	2024-25 Actual Data (Year 1)	2025-26 Data (Year 2)	2026-27 Data (Year 3)	DESIRED GROWTH IN 3 YEARS	DESIRED 26-27 OUTCOME (Year 3)
English Learners are gaining English proficiency  Initiative 1: Ensuring Strong Readers by the 3rd Grade	Increase the English Learner (EL) reclassification rate.  Increase the percentage of English learners who make progress toward English proficiency as measured by the state English Learner Progress Indicator	<b>Reclass: 23-24 data Available Oct 2024</b> (22-23: 11.5%)  <b>ELPI: 23-24 data Available Nov 2024</b> (22-23: 44.2%)					4 percentage points	Reclassification : 15.4%?  ELPI: 50%
Black, Latinx, and Foster Youth are reading at grade level.  Initiative 1: Ensuring Strong Readers by the 3rd Grade	Decrease the percentage of grade 6-11 students in targeted groups reading 3+ years below grade level on Spring <u>iReady</u> .	<b>24-25 will be the first year when all Gr6-11 students take iReady.</b>					-6 percentage points (-2 per year for 3 years)	
Goal 3: Students and families are welcomed, safe, healthy, and engaged.	LCAP Metric(s)	BASELINE 2023-2024	2024-25 Desired Outcome	2024-25 Actual Data (Year 1)	2025-26 Data (Year 2)	2026-27 Data (Year 3)	DESIRED GROWTH IN 3 YEARS	DESIRED 26-27 OUTCOME (Year 3)
Students are continuously engaged in learning and attending school regularly.  Initiative 3: Creating Joyful Schools	Reduce chronic absenteeism rates (missing 10% or more of school days) for all students.  Increase average daily attendance (ADA) by 1 %	Chronic Absence: 31.9%	Chronic Absence: 28.9%				Chronic Absence: -9 percentage points (-3 per year for 3 years)  Daily Attendance: -3 percentage	Chronic Absence: 22.9%



## 2024-25 SUPERINTENDENT WORK PLAN

							points (-1 per year for 3 years)	
Schools are inclusive of all students and schools are using alternatives to suspension to address behavioral issues.  Initiative 3: Creating Joyful Schools	Reduce the out-of-school suspension rate and student expulsions for Black and SWD.	Suspension Black: 9.0% Suspension SWD: 6.4% Expulsion Black: 9 Expulsion SWD: 0					Suspension: -3 percentage points (-1 per year for 3 years) Expulsion: -6 (-2 per year for 3 years)	Suspension Black: 6.0% Suspension SWD: 3.4% Expulsion Black: 3 Expulsion SWD: 0
Students and families are connected to schools through formal structures of engagement..  Initiative 3: Creating Joyful Schools	Increase the number of schools with at least 70% of students and parents who feel connected to their school.	26					6 (2 per year for 3 years)	32
<b>Goal 4: Our staff are high quality, stable, and reflective of Oakland's rich diversity.</b>	<b>LCAP Metric(s)</b>	<b>BASELINE 2023-2024</b>	<b>2024-25 Desired Outcome</b>	<b>2024-25 Actual Data (Year 1)</b>	<b>2025-26 Data (Year 2)</b>	<b>2026-27 Data (Year 3)</b>	<b>DESIRED GROWTH IN 3 YEARS</b>	<b>DESIRED 26-27 OUTCOME (Year 3)</b>
New teachers are prepared and successful.  Initiative 4: Growing a Diverse & Stable Staff	Increase the one-year teacher retention rate.	<b>23-24 Data Available Sep 2024</b> (22-23 Black teachers: 81.3% 22-23 Latino teachers: 80.7%)					1.5 percentage points (0.5 per year for 3 years)	



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All schools are trained to serve all students.	Increase the number of sites engaged in equity/anti-racist learning.	<b>23-24 Data Available ? 2024</b> (22-23: 74%)						100%
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## 2024-25 SUPERINTENDENT WORK PLAN

<p><b>Strategic Plan Initiative #1:</b> Ensuring Strong Readers by the Third Grade: <i>Accelerating Citywide Efforts to Guarantee Literacy for all.</i></p> <p><b>LCAP Goal 1.2:</b> <i>Early Childhood Learning &amp; Early Literacy: Offer opportunities for early childhood learning and invest in early literacy supports to ensure that all students are strong readers by third grade.</i></p> <p><b>LCAP Goal 2.9</b> <i>Expanded Learning Opportunities: Provide expanded learning opportunities to students furthest from success in academic recovery and literacy acceleration.</i></p>			
<p>Deliverable #1: [insert text]</p> <p><b>2023-24 Deliverable #1:</b> Student learning and classroom instruction will be strengthened via improved tier 1 curriculum implementation at school sites as evidenced by site walkthrough data</p> <p><b>2024-25:</b> Early learners are achieving at grade level, add specificity of growth targets (eg., daily foundational skills, assessment cycles, i-ready analysis)</p>		<p>Deliverable #2: [insert text]</p> <p><b>2023-24 Deliverable #2:</b> Improve using multiple sets of data to adjust Tier 1 instruction and associated tiered supports by providing support to focal schools, analyzing curriculum embedded assessments, and implementing tier 2 and 3 student supports.</p> <p><b>2024-25:</b></p>	
<p><b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b></p> <p>[insert text]</p>		<p><b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b></p> <p>[insert text]</p>	
<b>Key Strategies &amp; Investments:</b>		<b>Key Strategies &amp; Investments:</b>	
Milestone	What will be true at the district level? How will we know?	Milestone	What will be true at the district level? How will we know?
S1 Milestone (Jan 2025)		S1 Milestone (Jan 2024)	
S2 Milestone (End of June 2025)		S2 Milestone (End of June 2025)	





## 2024-25 SUPERINTENDENT WORK PLAN

<p><b>Strategic Plan Initiative #2:</b> <i>Supporting Empowered Graduates: Developing Essential Skills to Secure Post-Secondary Success</i></p> <p><b>LCAP Goal 1.1:</b> <i>Comprehensive &amp; Cohesive Instructional Program: Offer a comprehensive and cohesive instructional program to ensure that all students continuously grow towards meeting or exceeding academic standards.</i></p> <p><b>LCAP Goal 1.4:</b> <i>Equitable Access to High Quality Programs: Create equitable access to high quality programs for all students.</i></p>			
<p>Deliverable #1: [insert text]</p> <p><b>2023-24 Deliverable #1:</b> Middle School students will achieve a 10% increase in proficiency for student cohorts on each interim from 2022-23 to 2023-24.</p> <p><b>2024-25:</b> Focus has been on mathematics (add lagging data from SBAC and local assessment data. First time all schools using iReady as local tracking mechanism)</p>		<p>Deliverable #2: [insert text]</p> <p><b>2023-24 Deliverable #2.1:</b> School sites will increase the number of students per grade level on-track to meeting graduation requirements each semester;</p> <p><b>Deliverable #2.2:</b> School sites will increase the number of students per grade level n-track to meeting A-G requirements each semester;</p> <p><b>Deliverable #2.3:</b> School sites will increase the number of 12th grade students graduating with a completed post-secondary plan (inclusive of an identified goal, completed financial aid application)</p> <p><b>2024-25: Targeting 80% grad rate/ALL schools will increase</b></p>	
<p><b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b></p> <p>[insert text]</p>		<p><b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b></p> <p>[insert text]</p>	
<p><b>Key Strategies &amp; Investments:</b> [insert text]</p>		<p><b>Key Strategies &amp; Investments:</b> [insert text]</p>	
Milestone	What will be true at the district level? How will we know?	Milestone	What will be true at the district level? How will we know?
S1 Milestone (Jan 2025)	[insert text]	S1 Milestone (Jan 2025)	[insert text]
S2 Milestone (End of June 2025)	[insert text]	S2 Milestone (End of June 2025)	[insert text]



## 2024-25 SUPERINTENDENT WORK PLAN

<b>Strategic Plan Initiative #3: <i>Creating Joyful Schools: Reimagining schools to be places of joy, inclusion, and beauty</i></b> <b>LCAP Goal 3.2: <i>Creating Safe Schools: Provide services and support to create conditions for safe schools.</i></b> <b>LCAP Goal 3.3: <i>Attendance Supports: Implement programs to improve attendance and reduce chronic absence.</i></b>			
<b>2023-24 Deliverable #1:</b> All schools will increase daily attendance by 1%, compared to EOY 23-24. All schools will decrease chronic absenteeism by 3%, compared to EOY 23-24.  <b>2024-25:</b> Maintain focus on attendance completion as we still have exposure to audit findings; while we decreased chronic absence by 28% during 2023-24, we are still above 30%, continue focus on attendance teams etc. to bring down chronic absence rates  Consider a staff attendance metric,  Consider metrics about increasing actual attendance rates; increase attendance/reduce chronic absence; 2023-24 is a baseline of non-interrupted school year.		<b>Deliverable #2:</b> [insert text] <b>2023-24 Deliverable #2:</b> Improve safety outlined in the four pillars according to the Safer School Solutions recommendations as measured by progress towards <b>quality of implementation</b> and completion.  <b>2024-25:</b> (Progress was made on this deliverable, perhaps consider specific focus on some key areas in the 4 pillars for this year).	
<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  [insert text]		<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  [insert text]	
<b>Key Strategies &amp; Investments:</b> [insert text]		<b>Key Strategies &amp; Investments:</b> [insert text]	
Milestone	What will be true at the district level? How will we know?	Milestone	What will be true at the district level? How will we know?
S1 Milestone (Jan 2025)	[insert text]	S1 Milestone (Jan 2025)	[insert text]



## 2024-25 SUPERINTENDENT WORK PLAN

S2 Milestone (End of June 2025)	[insert text]	S2 Milestone (End of June 2025)	[insert text]
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<b>Strategic Plan Initiative #4:</b> <i>Growing a Diverse and Stable Staff: Attracting and retaining staff reflective of Oakland's rich diversity</i> <b>LCAP Goal 4.3:</b> <i>New Teacher Support &amp; Development: Provide mentoring, coaching, and other supports to develop and retain new teachers.</i>			
Deliverable #1: [insert text] <b>2023-24 Deliverable #1:</b> Ensure new educators, including emergency credentialed teachers, credentialed teachers and substitutes have the knowledge, skills, and resources to establish strong classroom culture from day one.  <b>2024-25:</b> (Continue to focus on support to new teachers as well as growth and development for more experienced teachers and staff - and provide more data to guide this deliverable work).		Deliverable #2: [insert text] <b>2023-24 Deliverable #2:</b> Assess the ROI and long-term investment needed to sustain the current pipelines, apprenticeship and educator learning pathways for classified, teachers and leaders.  <b>2024-25:</b>	
<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  [insert text]		<b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b>  [insert text]	
Key Strategies & Investments: [insert text]		Key Strategies & Investments: [insert text]	
Milestone	What will be true at the district level? How will we know?	Milestone	What will be true at the district level? How will we know?
S1 Milestone (Jan 2025)	[insert text]	S1 Milestone (Jan 2025)	[insert text]
S2 Milestone (End of June 2025)	[insert text]	S2 Milestone (End of June 2025)	[insert text]



## 2024-25 SUPERINTENDENT WORK PLAN

<b>Strategic Plan Initiative #5: Creating a Sustainable and Thriving District</b> <b>LCAP Goal 3.1: Positive School Culture &amp; Climate:</b> <i>Implement a multi-tiered system of support to coordinate strategies that foster positive school culture and climate in order to accelerate student learning.</i> <b>LCAP Goal 3.5: Student Health &amp; Wellness:</b> <i>Implement student health and wellness programs.</i> <b>LCAP Goal 3.6: Youth Engagement:</b> <i>Provide enrichment and leadership opportunities for students.</i>	
<p>Deliverable #1: [insert text]</p> <p><b>2023-24 Deliverable #1:</b> Preparing to exit Receivership (adopt a balanced, multi-year budget)</p> <p><b>2024-25:</b> (Continue to prepare and take steps to exit Receivership, and align with board direction on reorganization)</p> <p><i>Note: The district has a very lean adopted budget for the 2024-25 fiscal year and significant deficits in the out years. The District adopted a restructure plan that lists several strategies designed to create efficiency in spending and the District's structure. The District is prepped to perform the Fiscal Systems Audit in the 2024-25 Fiscal year, which therefore allows us to remit the last loan payment in August 2026 and for the County and SPI to assess the District's eligibility and framework to obtain full local control.</i></p>	<p>Deliverable #2: [insert text]</p> <p><b>2023-24 Deliverable #2:</b> Increase the percentage of scratch cooked meals from 20% to 40% while making progress on modernizing school sites so they are equipped to receive scratch cooked bulk meals from the central kitchen while remaining within Fund 13.</p> <p><b>2024-25:</b> (Continue to focus on increasing scratch cooked meals; also note that new partnerships and funding through Oakland Children's Initiative and County AA opportunity to also bolster sustainability with focus on pipeline from PreK to TK and K)</p>
<p><b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b></p> <p>[insert text]</p>	<p><b>Why Does this Align to our Vision and How Does it Allow Us to Implement our Vision for Students?</b></p> <p>[insert text]</p>
<p>Key Strategies &amp; Investments: [insert text]</p>	<p>Key Strategies &amp; Investments: [insert text]</p>



## 2024-25 SUPERINTENDENT WORK PLAN

Milestone	What will be true at the district level? How will we know?	Milestone	What will be true at the district level? How will we know?
S1 Milestone (Jan 2025)	[insert text]	S1 Milestone (Jan 2025)	[insert text]
S2 Milestone (End of June 2025)	[insert text]	S2 Milestone (End of June 2025)	[insert text]