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Board Cover Memorandum

To Board of Education

From Denise G. Saddler, Superintendent
Sondra Aguilera, Chief Academic Officer
Rebecca Lacocque, Director, High School Linked Learning

Meeting Date August 12, 2026

Subject Memorandum of Understanding - Linked Learning Alliance – Linked Learning Secondary School Redesign Network Project – High School Linked Learning Office

Ask of the Board Approval by the Board of Education of a Memorandum of Understanding by and between the District and The Linked Learning Alliance (LLA), San Francisco, CA, for the latter to provide the Linked Learning Secondary School Redesign Network Project to support ongoing pathway improvement and grow the network with Gold Certification processes, site visits, case study production and distribution, and distributed ethnography to identify areas for improvement and contribute to impact evaluation via the High School Linked Learning Office, for the period of November 1, 2025 through November 30, 2027, with the project funded by LLA in an amount not to exceed \$41,250.00, at no cost to the District.

Background Oakland Unified School District is a subgrantee in the Linked Learning Alliance’s Secondary School Redesign (SSR) Network Project. The activities and deliverables for this project include quality review (“Gold Certification”) of 1-2 pathways in OUSD high schools, attending one or more site visits and certification processes in SSR partner districts, and participating in a survey with at least 100 individual current students, alumni, or families or pathway students. The survey is designed to collect anonymous qualitative data about their experiences in Linked Learning pathways. Data from the survey will be collected into case studies that may be presented by the Linked Learning Alliance and OUSD to deepen understanding about the impact of pathways on student success; all such materials may include OUSD and Linked Learning Alliance logos.

Discussion Oakland Unified School District’s high schools have “wall-to-wall” pathways, meaning over 90% of students are in a college and career pathway program in grades 10 through 12. To support the high school improvement work through Linked Learning (pathways), OUSD adopted a set of standards that draw from those established by the Linked Learning Alliance. These standards were adopted by Measure H College and Career for All Commission on December 5, 2023, and they

are the standards against which Measure H-funded schools, High School Linked Learning, Measure H staff, and the Commission evaluate progress of pathways and schools. The standards are the basis for Gold Certification, an external review conducted by the Linked Learning Alliance to determine the overall quality of identified pathways. The three domains represented in the standards are Integrated Program of Study, Work-Based Learning, and Integrated Student Supports. The Integrated Program of Study has been the strategic focus of High School Linked Learning and Academics for multiple years, as it represents the integration of Academic, Career Technical Education, and Work-Based Learning standards into students' daily learning in pathway-cohorted core academic and career technical education classes. Connect ED has supported this work for three years with funding from multiple restricted resources, including K12 Strong Workforce and Measure H. To support this work, OUSD requested that the \$41,250 subaward from the Linked Learning Alliance's Secondary School Redesign (SSR) Network Project be paid directly to Connect ED. These funds will allow Connect ED to provide technical assistance to OUSD in 2026-27 to improve in the area of Integrated Program, which includes curriculum integration.

Fiscal Impact

OUSD will not receive funds to support their participation in this project. Instead, Linked Learning Alliance will pay a total of \$41,250.00 to Connect ED to support the District's ongoing curriculum integration work, a core element of the Gold Certification framework.

Attachment(s)

- Memorandum of Understanding, Linked Learning Alliance
- Quality Standards for Linked Learning and Measure H (Comprehensive School)
- Quality Standards for Linked Learning and Measure H (Continuation School)

Memorandum of Understanding

This is a Memorandum of Understanding ("MOU"), dated as of April 6, 2026, between Client ("Client"), The Linked Learning Alliance, a California nonprofit corporation, and Oakland Unified School District ("Collaborator"), a public school district .

Background

Client's mission is to expand access to high quality pathways that set young people on a path to both postsecondary and workforce success. Collaborator's mission is set out in the project plan ("Plan"), attached as **Exhibit A**. To further Client's mission and Collaborator's mission, Client and Collaborator will work together on a charitable project ("Project") on the basis set out in this MOU.

1. Project

1.1. Project Plan

Project objectives, activities, and timeline, and Client's and Collaborator's respective Project responsibilities, are set out in the Plan. Client and Collaborator will each carry out its responsibilities with due care and in accordance with this MOU.

1.2. Responsibility for Own Actions

Client and Collaborator will each have sole responsibility for the planning, management, and implementation of its own activities relating to Project execution, including, without limitation, managing its Project budget and selecting and overseeing employees and volunteers.

1.3. Funding

Unless otherwise stated in the Plan or an addendum to this MOU, neither Client nor Collaborator will pay fees or other compensation to the other in connection to the Project, and each will be responsible for acquiring and maintaining funding for their respective Project activities.

1.4. Promotion

The Plan sets out the external communication arrangement for the Project. For consistency of communication, except as contemplated by the Plan, neither Client nor Collaborator will issue any public statement relating to the Project without first consulting the other party.

1.5. Personnel

The Plan sets out the staffing for the Project.

1.6. Participation Documents

If the Plan provides that one party will be responsible for obtaining liability waivers, media releases, or similar agreements from all Project participants, that party will ensure that the waivers and agreements are for the benefit of both Client and Collaborator.

1.7. Project Changes

If either Client or Collaborator believes the Plan should be adjusted in any respect, it will so advise the other of the proposed changes. Client and Collaborator will discuss the proposed adjustment and, if they agree on an adjustment, confirm and document the adjustment in the form provided as **Exhibit B**.

1.8. Harassment and Discrimination

Client and Collaborator are mutually committed providing their respective employees, clients, and partners with a safe environment, free of harassment and discrimination based on sex, sexual orientation, gender identity, gender performance, race, ethnicity, nationality, religion, class, age, ability, or other characteristic protected by law. To that end, Client and Collaborator will not tolerate harassment, threatening behavior, or violence of any kind, including engaging in any verbal, physical, written, or visual harassment, discrimination, or retaliation.

Communication and Cooperation

2.1 Coordinators

Client and Collaborator will each appoint one individual to act as the principal contact person and to coordinate activities in connection with the Project. The initial appointees, or contact persons, are identified in the Plan. Each party may rely on information and instructions provided by the other party's contact person. Client and Collaborator may each change its contact person at any time and will so advise the other.

2.2 Cooperation

Client and Collaborator will cooperate with each other in connection with the Project, including: (a) carrying out their respective obligations on a timely basis; (b) keeping each other advised about potential issues; (c) promptly responding to communications from one another; (d) meeting, as provided in the Plan or as otherwise agreed, to discuss Project planning, execution, and outcomes; (e) working in good faith to resolve problems; and (f) providing one another with information and documents as may be appropriate in connection with Project activities and evaluation.

2.3 Project Evaluation

Client and Collaborator may each collect, analyze, and share data about the Project to evaluate its effectiveness, comply with external funding and reporting obligations, carry out its communication activities, and conduct outreach.

2.4 Confidentiality

Collaborator and Client may have access to strategic, program, donor, or other information that the other party considers confidential and proprietary. Collaborator and Client the other party's information only in connection with activities under this MOU and will keep it confidential. These obligations do not apply to information that is subject to customary exceptions under a non-disclosure agreement, such as information generally available to the public, information that is already known by the receiving party before entering into this MOU, or information independently developed. All non-public information furnished under this MOU is and will remain the property of the furnishing party.

2.5 Recordkeeping

Client and Collaborator will each maintain records relating to its Project responsibilities in a manner such that the other can evaluate compliance with this MOU and will make those records available for review by the other on reasonable notice during the Project and for a period of three years after its completion or termination.

2. Materials and Promotion

3.1 Methodology and Materials

In carrying out the Project, Client and Collaborator may share proprietary documents, know-how, methodologies, and other materials (collectively, "materials"). Client and Collaborator may each use the other's materials only for purposes of planning, executing, and evaluating the Project, and may not otherwise use such materials or distribute them to third parties.

3.2 Name and Logo

Client and Collaborator may use the other's name, logo, and other marks as set out in the Plan (collectively, "marks") for purposes of promoting the Project and their collaboration on their websites and social media platforms, and in posters, newsletters, brochures, and other outreach materials. Client and Collaborator will promptly cease public use of the other's name or marks upon direction by the other party.

3.3 Location Release

With advance notice, Client and Collaborator may film, record, photograph, interview, and otherwise document Project activities taking place at the other's facility or any other location. Unless otherwise stated in the Plan, Client and Collaborator may use such materials for outreach, promotion, fundraising, program improvement, archival, and evaluation purposes.

Such materials and all copyrights in these materials will be the property of the party creating them. Neither party will be entitled to receive any payment from the other for any such use. The party intending to film, record, photograph, interview, or document Project activities is responsible for obtaining needed releases, if any, from Project participants.

3. Insurance, Liability, and Indemnification

4.1 Insurance

Each party will maintain the insurance set out in the Plan at the party's own cost.

4.2 Indemnification

Client and Collaborator will each defend, indemnify, and hold harmless the other and the other's directors, officers, employees, and volunteers (collectively, "Indemnified Parties") against all claims and expenses resulting directly or indirectly from its activities under this MOU. Neither Client nor Collaborator will have any obligation to indemnify the other to the extent the liability is caused by its own gross negligence, willful misconduct, or fraud.

4.3 Limitation of Liability

Neither party will be liable to the other for any incidental, special, consequential, exemplary, punitive, or indirect damages arising out of or otherwise related to this MOU.

4.4 Force Majeure

Neither Client nor Collaborator will be liable to the other for any failure or delay in performance due to any natural disaster, government order, pandemic or other public health threat, civil unrest, or other similar event beyond its reasonable control. Should such an event occur, the affected party will give prompt written notice of such event to the other party and will use reasonable efforts to work around the situation and resume performance as soon as reasonably possible. If such an event renders the affected party remains unable to perform for 30 days or longer, either party may terminate this MOU under Section 5.1, except that the termination will be effective immediately upon receipt of notice by one party to the other.

4. Termination

5.1 Termination on Notice

Either Client or Collaborator may on its own terminate the Project and this MOU at any time by providing written notice of that decision to the other. Such a termination will be effective 90 days after receipt of notice by the non-terminating party.

5.2 Termination for Breach

Either party may terminate this MOU if the other party breaches this MOU and fails to cure the breach within 15 days after the non-breaching party delivers the breaching party a notice of the breach. The non-breaching party may in its reasonable discretion determine whether the breaching party has cured or otherwise responded adequately to the breach. The termination will be effective upon delivery by the non-breaching party of a written notice of termination under this Section 5.2.

5.3 Termination for Conduct or Institutional Concerns

Client or Collaborator may immediately terminate this MOU by giving written notice to the other party if: (a) that party has engaged or is alleged to have engaged in conduct in violation of Section 1.8 or (b) events occur or facts come to light which lead Client or Collaborator to reasonably determine that a continued relationship with the other party could damage the terminating party's reputation or be inconsistent with its values or responsibilities as a charitable organization. Such a termination will be effective upon delivery of the notice by the terminating party.

5.4 Effect of Termination

Upon the expiration or termination of this MOU, Client and Collaborator will promptly cease any use of the other's marks and materials. If the MOU terminates, Client and Collaborator will cooperate in transition activities and will use reasonable efforts to minimize interruption and any

adverse impacts of the termination. Sections 2.3, 2.4, 2.5, 3.3, 4.2, 4.3, 5.4 and 6 will survive the expiration or termination of this MOU.

5. General Provisions

6.1 Entire Agreement

This MOU, together with the Plan and any addendum, expresses Client's and Collaborator's final, complete, and exclusive agreement relating to its subject matter. If there are any inconsistencies between the Plan and this MOU, this MOU will control.

6.2 Amendment

This MOU may be amended only as stated in and by a writing signed by both Client and Collaborator which recites that it is an amendment to this MOU.

6.3 Independence

Client and Collaborator are and will remain independent contracting parties. The arrangements contemplated by this MOU do not create a partnership, joint venture, employment, fiduciary, or similar relationship for any purpose. Neither Client nor Collaborator has the power or authority to bind or obligate the other to a third party or commitment in any manner. Any use of the term "partner" or comparable term in any communication is solely for convenience.

6.4 Severability

If any provision of this MOU is held illegal, invalid, or unenforceable, all other provisions of this MOU will nevertheless be effective, and the illegal, invalid, or unenforceable provision will be considered modified such that it is valid to the maximum extent permitted by law.

6.5 Waiver

Any waiver of the provisions of this MOU must be in writing and signed by the party granting the waiver. Waiver of any breach or provision of this MOU will not be considered a waiver of any later breach or of the right to enforce any provision of this MOU.

6.6 Assignment

Neither Client nor Collaborator may, directly or indirectly, assign its rights or delegate its duties under this MOU to anyone else without the prior written consent of the other party, except that either Client or Collaborator may assign its rights and obligations under this MOU without such written consent in connection with a merger, reorganization, or transfer of substantially all of its assets, or other operation of law.

6.7 Third-Party Beneficiaries

Except as provided in Section 4.2, this MOU is for the exclusive benefit of Collaborator and Client and not for the benefit of any third party.

6.8 Governing Law; Jurisdiction

This MOU is governed by the internal laws of California, including its statute of limitations, without giving effect to any borrowing statute or other law that would result in the application of laws of any other jurisdiction. Client and Collaborator consent to the exclusive jurisdiction of the state and federal courts for San Francisco County, California.

Client and Collaborator signed this MOU as of the date set out in its first paragraph.

Client

By:



Name: Anne B. Stanton

Title: President & CEO

[Collaborator]

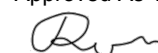
By:



Name: Sondra Aguilera

Title: Chief Academic Officer

Approved As To Form by OUSD Legal Dept:

 06/03/26

Roxanne De La Rocha, Sr. Staff Attorney

Exhibit A**Project Plan****Collaborator data and contact person**

Collaborator name	Rebecca Lacocque
Collaborator's mission	
Collaborator address	1011 Union Street, Suite 912 Oakland, CA 94607
Collaborator contact person	Name: Rebecca Lacocque Title: Linked Learning Director E-mail: rebecca.lacocque@ousd.org Telephone: 510-326-8054

Client data and contact person

Client address	Linked Learning Alliance 500 Washington Street, 8th Floor San Francisco, CA 94111.
Client contact person	Name: Anne B. Stanton Title: President & CEO E-mail: astanton@linkedlearning.org Telephone: 1-415-601-3679

Project objectives and activities

Project name (if any)	Linked Learning Secondary School Redesign Network
Project objective	To support ongoing pathway improvement and grow the Linked Learning Alliance network
Project core activity	● Gold Certification Processes ● Site Visits ● Case Study Production and Distribution ● Distributed Ethnography to identify areas for improvement and contribute to impact evaluation
Project period and expected completion date	November 2025 – November 2027

Funds disbursement to and use by Subgrantee

Term	Description
Amount	OUSD will not receive funds to support their participation in this project, instead, a total of \$41,250 will be paid to Connect ED to support the district's ongoing work on curriculum integration.

Client responsibilities

Client activities and deliverables	• Coordinate the review of 1-2 pathways • Provide support to leadership prior, during, and after the review processes to maximize learning and impact • Provide other topical technical assistance that the subgrantee and client mutually identify as supporting pathway improvement within or beyond those that will go through certification during this project. • Facilitate data collection events in coordination with district staff • These supports will not exceed 75 hours of Client staff time • Produce a teacher-facing and family/student-facing case studies for each pathway that goes through Gold Standard review
Client reporting	• Client will coordinate data collection, facilitate any data analysis and writing required by CCEE
Client insurance obligations	• Normal operating insurance is sufficient

Collaborator responsibilities

Collaborator activities and deliverables	• Identify 1-2 pathways to go through initial or renewal gold certification • Attend one or more site visits and certification processes in other SSR partner districts • Complete certification process(es) • Support the development of the survey template to be used in the distributed ethnography
Collaborator reporting	• Provide access to at least 100 individuals who are current students, alumni or families of pathway students so that anonymous qualitative data about their experiences may be collected as part of the distributed ethnography effort within the project
Collaborator insurance obligations	• Normal operating insurance is sufficient

Use of Name and Logos

Project materials	<i>Both parties may use one another's logos on work products associated with this project.</i>
External communications	<i>Case Studies will be broadly distributed, as will the cross-site findings from the distributed ethnography. Details about pathways may also be presented at conferences or shared in client or collaborator's online channels such as newsletters, blogs and social media posts.</i>

Exhibit B
Project Plan Modification

Changes in Project Plan:

Effective date of change:

Confirmed and agreed:

Client

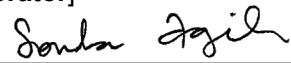
By: 

Name: Anne B. Stanton

Title: President & CEO

Date: 04/06/2026

[Collaborator]

By: 

Name: Sondra Aguilera

Title: Chief Academic Officer

Date: 7/10/2026