Oakland Unified School District

Board Balanced Scorecard Accountability Report

Study Session: School Quality Review

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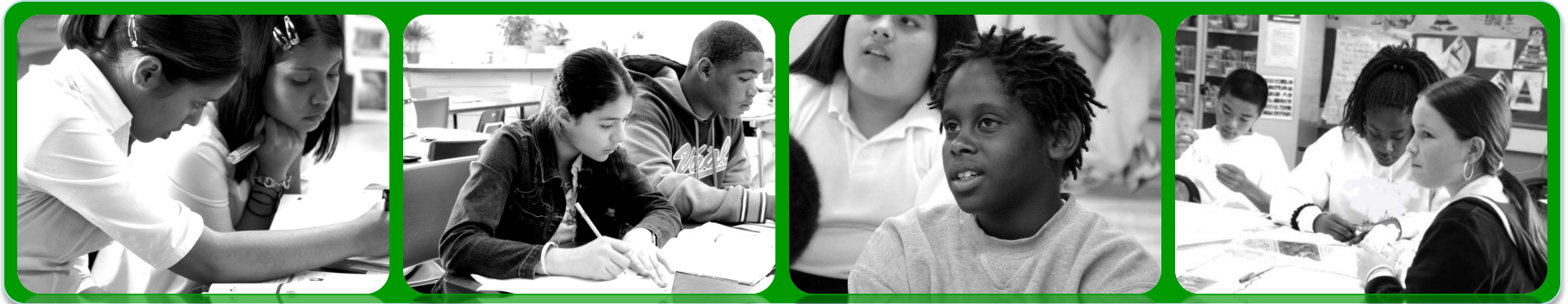
April 10, 2013

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*"**Quality is never an accident;** it is always the result of high intention, sincere effort, intelligent direction, and skillful execution; **it represents the wise choice among many alternatives."*** - William Foster

Agenda & Road Map

Focus on School Quality

    A. Measuring School Quality: District Target

    B. Purpose of the School Quality Review Process

    C. Key elements of the School Quality Review process

    D. Results for Cohort 1 and for Cohort 2

    E. Improvements, Additions, and Eliminations from the SQR process

    F. Respondents

A. District-wide Targets

Achieve growth of two rating bands or attainment of Sustaining/ Refining by 75% of schools in their subsequent School Quality Reviews

B. What is the purpose of the School Quality Review Process?

Provide a **WINDOW** to students, parents, central office and community

Provide a **MIRROR** to staff, partners, and central office

Provide a **DATABASE** of Effective Practices

- **Evaluate extent to which quality standards are present in schools**
- **Provide meaningful feedback to drive continuous improvement**
- **Engage broad range of stakeholders in school improvement process**
- **Inform central office re: strengths and challenges of schools and the system**
- **Provide vehicle for central office and schools communities to work together in service of quality community schools**

C. What are key elements of the School Quality Review process?

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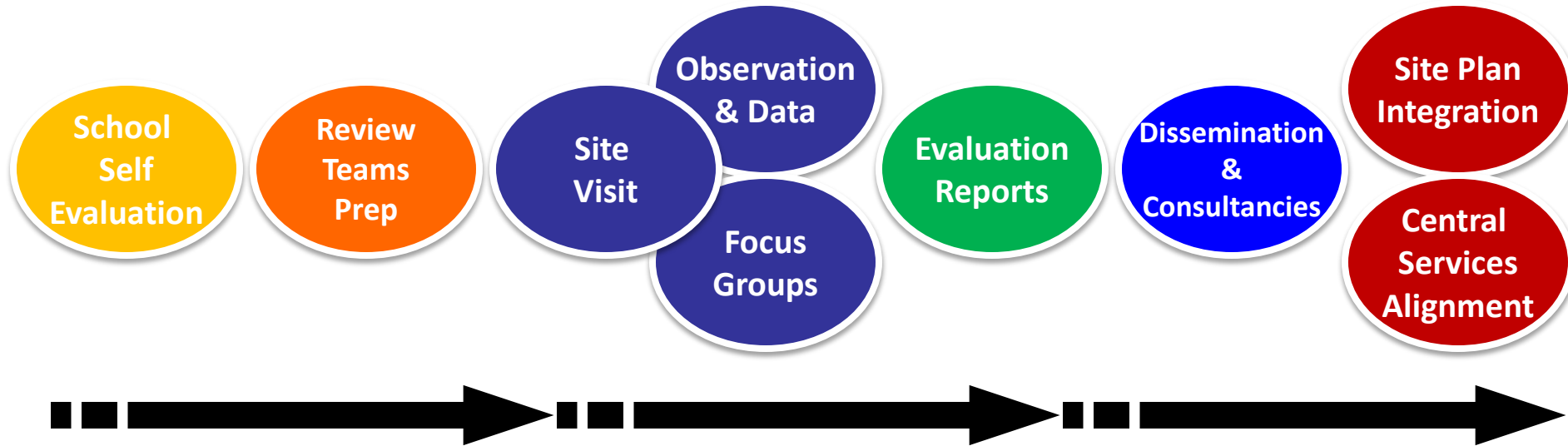
- **Review Teams comprised of a cross-section of district leadership**
- **Triangulation of evidence to support the school quality findings**
- **Site visits includes data, observations, and stakeholder engagements**
- **Dissemination of Evaluation Report across multiple school groups**
- **Findings inform site planning and central office service alignment**

D. What are the results for Cohort 1 and for Cohort 2?

OUSD Quality Standards that are assessed in the SQR

Quality Indicators 1: *Quality Learning Experiences for All Students*

Quality Indicators 2: *Safe, Supportive, Healthy Learning Environments*

Quality Indicators 3: *Learning Communities Focused on Continuous Improvement*

*Quality Indicators 4:* *Meaningful Student, Family, Community Engagement / Partnerships*

Quality Indicators 5: *Effective Leadership & Resource Management*

D. What are the results for <u>Elementary Schools</u> in Cohort 1 and Cohort 2?

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Type	SUMMARY RATING	Quality Learning	Safe & Supportive	Continuous Improvement	Stud/Family Engagement	Effective Leadership
Elementary	4.2	3.4	4.8	4.0	4.0	4.6
Elementary	3.9	3.4	4.5	4.3	3.5	3.7
Elementary	3.8	3.2	4.3	4.0	3.5	4.2
Elementary	3.6	3.0	4.0	4.0	3.3	3.8
Elementary	3.5	3.4	3.5	4.7	2.3	3.8
Elementary	3.1	2.7	3.0	3.7	2.8	3.3
Elementary	3.0	3.4	3.0	3.3	2.0	3.3
Elementary	2.7	2.6	3.3	3.0	2.0	2.8
Elementary	2.7	2.1	3.0	3.0	2.3	3.2
Elementary	2.5	2.6	2.8	2.7	2.0	2.4
Elementary	2.3	2.4	2.3	1.3	3.0	2.3
Elementary	2.0	2.1	1.8	3.0	1.3	2.0
Elementary	2.0	1.6	2.5	2.3	1.5	2.0
Elementary	1.9	1.9	2.3	2.0	1.8	1.8

LEGEND | 0.0 - 1.5 | 1.6 - 2.0 | 2.1 - 3.3 | 3.4 - 4.0 | 4.1 - 5.0

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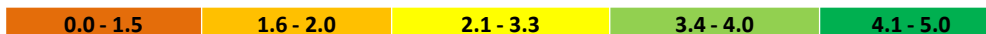
D. What are the results for <u>Middle Schools</u> in Cohort 1 and Cohort 2?

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Type	SUMMARY RATING	Quality Learning	Safe & Supportive	Continuous Improvement	Stud/Family Engagement	Effective Leadership
Middle School	3.7	3.1	4.5	3.0	4.0	4.0
Middle School	3.7	3.0	4.0	3.7	3.8	4.0
Middle School	3.2	2.6	3.8	2.7	3.8	3.2
Middle School	3.1	2.7	3.3	3.3	3.0	3.0
Middle School	2.6	2.9	3.3	2.7	1.8	2.7
Middle School	2.6	2.9	3.3	3.0	2.0	2.0
Middle School	2.5	2.6	3.3	2.3	2.3	2.2
Middle School	2.4	2.2	2.3	3.5	1.2	2.7
Middle School	1.9	2.0	2.3	1.7	2.0	1.8
Middle School	1.7	1.7	2.0	2.3	1.3	1.3

LEGEND	0.0 - 1.5	1.6 - 2.0	2.1 - 3.3	3.4 - 4.0	4.1 - 5.0
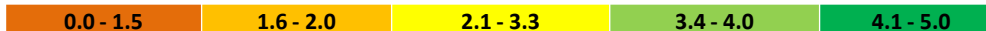
D. What are the results for <u>High Schools</u> in Cohort 2?

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Type	SUMMARY RATING	Quality Learning	Safe & Supportive	Continuous Improvement	Stud/Family Engagement	Effective Leadership
High School	**4.0**	3.3	4.0	4.0	4.8	4.0
High School	**1.8**	1.7	2.5	1.7	1.8	1.5
High School	**1.8**	2.1	2.5	1.3	1.0	2.0

LEGEND	0.0 - 1.5	1.6 - 2.0	2.1 - 3.3	3.4 - 4.0	4.1 - 5.0

D. What are the results for Cohort 1 and for Cohort 2?

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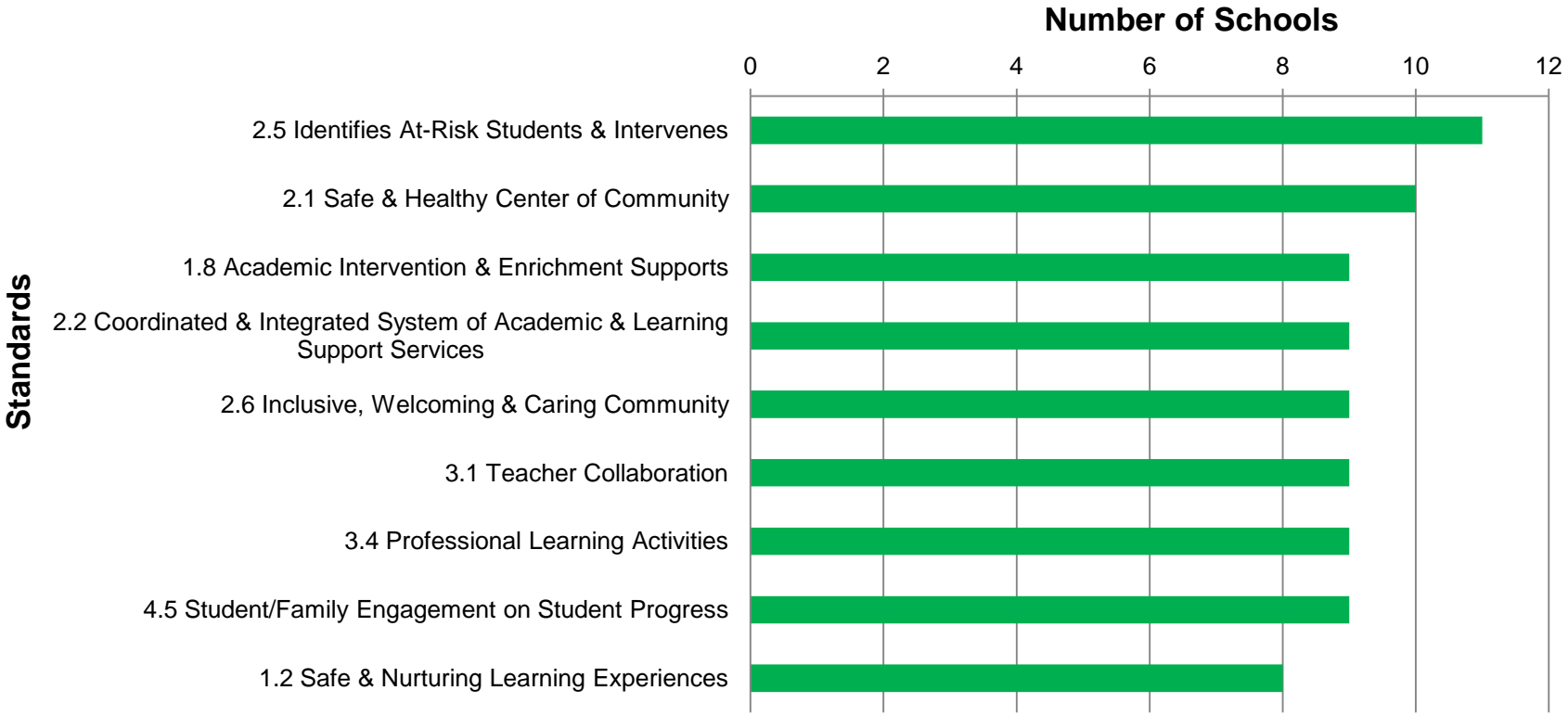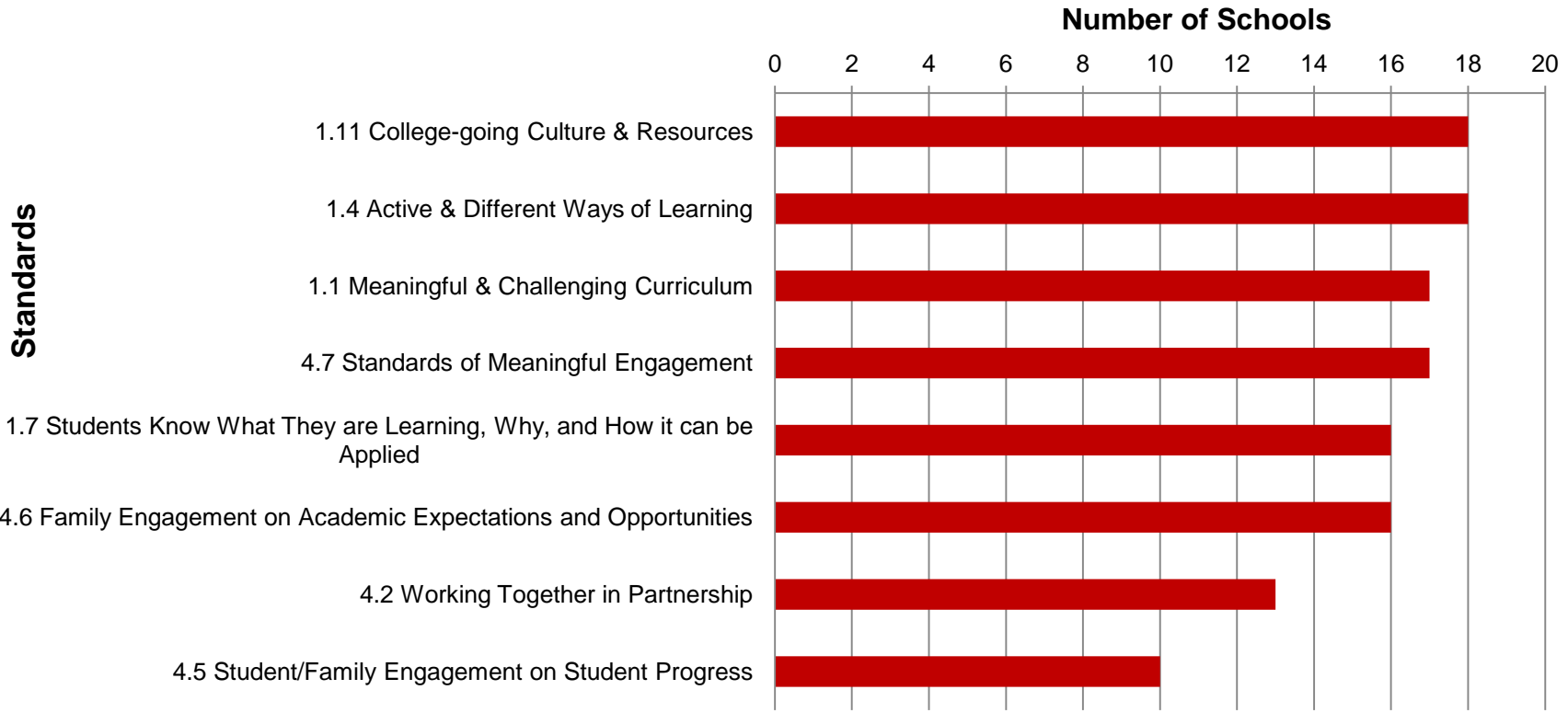
Was participating in this SQR a good use of your time as an OUSD employee?
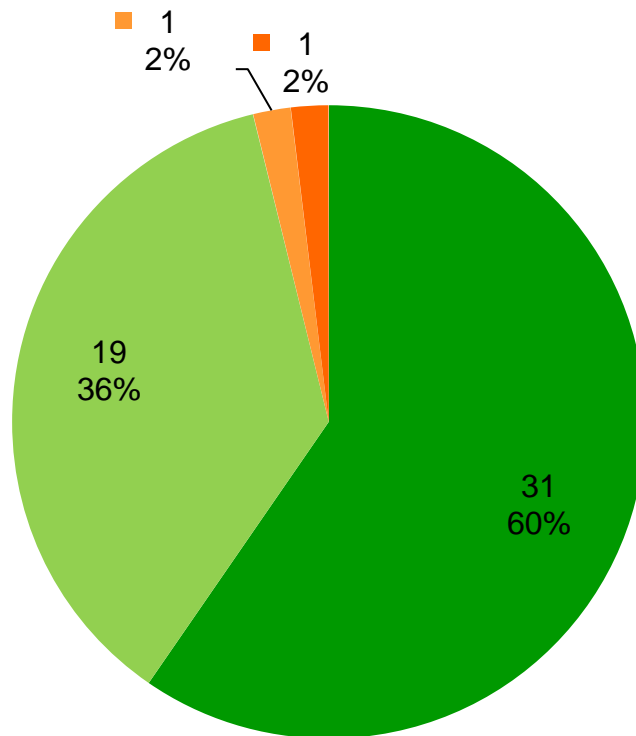
Review Team Members Survey results for 2012-13:
> Asked to rate the experience from 1 to 4, where 1 = Waste of time and 4 = Excellent use of time.

■ 4 ■ 3 ■ 2 ■ 1

D. What are the results for Cohort 1 and for Cohort 2?

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Quotes of Review Team Members

I see this as an amazing PD opportunity. I have internalized questions that I can now ask about my own site as I self-reflect on my own practice as a leader.

- Principal

I feel as though it is an invaluable process in guiding school progress in the fight for equity in student achievement. I believe that the impact of the process will outweigh any personal sacrifice.
– Teacher on Special Assignment

Imagine what might happen if 4 or 5 people with the skills, knowledge, experience that our team had were able to support a school in a transformation effort? Such potential in getting good minds together!

- Central Office Leader

Originally I was apprehensive about participating in the process for fear of giving negative reviews of a fellow high school site but I quickly realized how this process can help schools grow and work collaboratively to ensure that their goals are met.

- Principal

The team, the process, the facilitation- it was grueling, but really, really beneficial for me personally. I've never had the opportunity to view a school through the lens of SQR and it prompted me to do some deep reflection of my own leadership and school site context. Turns out that getting out of one's "bubble" actually IS helpful!

- Principal

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PROCESS IMPROVEMENTS

- **"Tighter" SQR Team preparation training**

  – More focused trainings, taking less time

- **Enhanced Role of OUSD Staff in Writing Preliminary Findings**

  – More WASC-like: during the SQR site visit, more "draft" writing completed by all members of the site visit team

- **Immediate Sharing of Preliminary Findings with the School**

  – Jump start the school's reflection at end of site visit

- **Use of New Technology Tools to Collect and Report Data**

  – Continue development of Bloomboard ® and other data gathering tools

PRODUCT IMPROVEMENTS

- **Shorter, More User-Friendly SQR Reports**
  - Emphasis on summary analyses to support more effective reflection

- **New SQR Report "Summary of Findings" Tools**
  - For use by variety of stakeholders in different settings

- **Web-site**
  - Posting of SQR Reports, Central Analyses, and SQR "process" documentation

- **Faster Completion of SQR Reports**

- **Establish "School Study Teams" w/ Central Office Support**

- **Expanded Role of Lead Evaluator in Supporting School/ExO**
  - Ensuring SQR evaluation leads to effective strategic decisions & implementation

Guiding Questions

- *Did the SQR process **help build a common understanding of our school's strengths and weaknesses** among our administrators, teachers, support staff, parents, and key community partners?*

- *Did the SQR process help our school leadership team **develop a more useful and ambitious site plan**?*

- *Did the SQR process help our school leadership team **become more accountable for achieving results**, as per our site plan?*

Accountable for Quality…