# SCHOOL PERFORMANCE FRAMEWORK SYSTEM

"SPF"

OUSD | SPRING, 2015

Draft Version 1.0



### OAKLAND UNIFIED SCHOOL DISTRICT

Community Schools, Thriving Students



#### **GOALS**



 Develop Working Knowledge of DRAFT SPF Version 1.0 Metrics

Introduce Soft Roll-Out of School Performance Framework



### **TEAM**

#### **SPF Project Team:**

- Deputy Chief, Continuous School Improvement
- Exec. Director, Research Assessment & Data (RAD)
- Director Analytics
- Analytic Specialists, Special Projects
- Deputy Network Superintendent
- Director, Continuous School Improvement
- Communications; Publications Manager



# RELEVANT ENGAGEMENTS TO DATE & TO OCCUR



#### TO DATE

- Site-Based Balanced Scorecard Activities: 2013-14 / 2014-15
- LCAP Balanced Scorecard Engagements: Spring 2014
- Charter "Collective Measurable Pupil Outcomes" Working Group: Spring 2014
- OUSD Cabinet: Winter/Spring 2015
- Principal Advisory Committee Introduction: Spring 2015
- Data Governance Executive Board Feedback Session: Spring 2015

#### TO OCCUR

- Principal Institute Training: Fall 2015
- Site-Based SPF Orientations / Feedback Sessions: Fall 2015
- Charter Leader Orientations / Feedback Sessions: Fall 2015
- Regional Engagements: Winter 2015





### SCHOOL PERFORMANCE

### VISION

# What we want for ALL students: SCHOOL DISTRICT Our Graduate Profile

# College, Career, Community Ready







# PURPOSE OF SCHOOL PERFORMANCE FRAMEWORK

### Differentiated Supports



### Equitable Outcomes

HOW CAN WE BEST PROVIDE DIFFERENTIATED SUPPORTS TO ACHIEVE EQUITABLE OUTCOMES FOR ALL STUDENTS?

# DEFINING QUALITY PERFORMANCE



**BEFORE:** School Quality was measured with ONE INDICATOR



State Test Scores

**NOW:** Quality is measured with multiple indicators of the whole child and whole community school



# MULTIPLE SYSTEMS DEFINE QUALITY PERFORMANCE

Other Student

Outcom

Commo

Course

Access

Student

Achievement

8 State

**Priorities** 

Under LCFF

Basic Services

Student

Engage-

ment

**School** 

**Climate** 

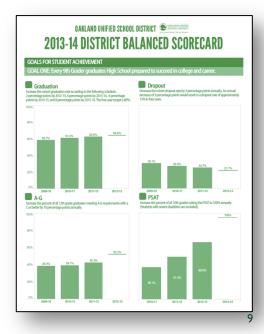


\* Several systems of accountability inform the School Performance Framework

n Core **Federal Parent** Involvement SOII SOCIAL **CULTURE & ACADEMIC EMOTIONAL** CLIMATE **Parent** SEL Chronic Perform Growth Grad Suspend Survey Survey HS Ready

State

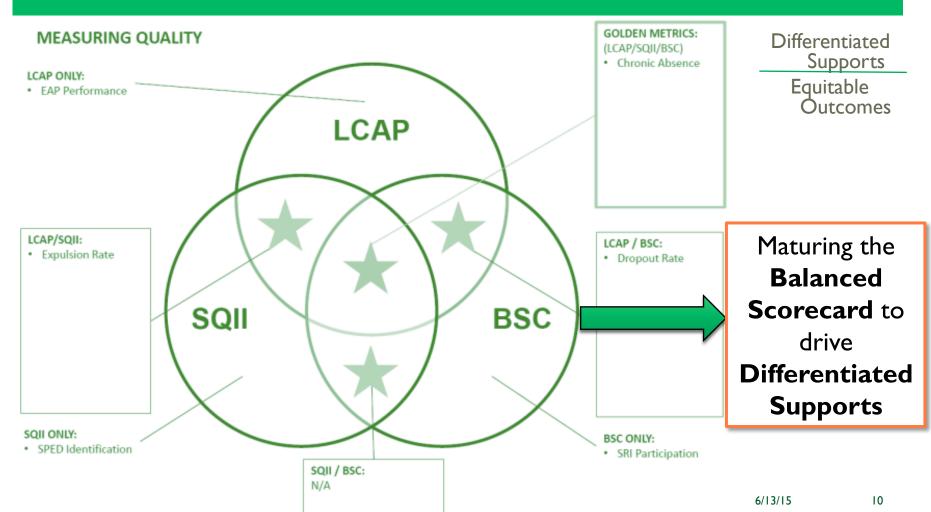
#### Local



# STUDYING HOW THE SYSTEMS INTERACT



20



# STUDENT CENTERED PERFORMANCE VALUES



60%

**PERFORMANCE** 

40%

Differentiated Supports

Equitable Outcomes

**ACADEMIC** 

SOCIAL EMOTIONAL & CULTURE & CLIMATE



# VITAL SIGNS & PRIORITY DATA SETS





Priority Data Sets

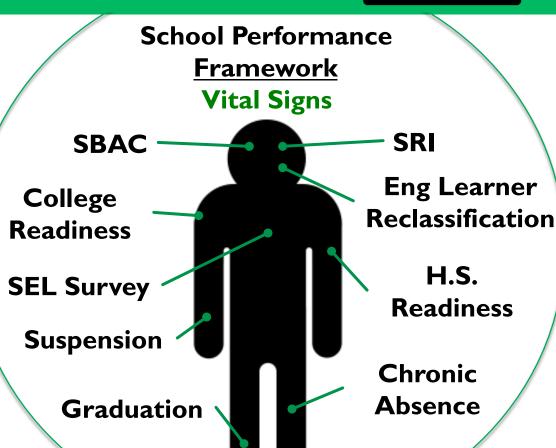
Teacher Turnover

Leadership Turn-over

**Enrollment Trends** 

Parent Involvement

**Environmental Factors** 



Priority
Data Sets

Formative Assessments

**Early Literacy** 

**AP Courses** 

**CAHSEE** 

**Concurrent** enrollment

Other...

# VITAL SIGNS & PRIORITY DATA SETS





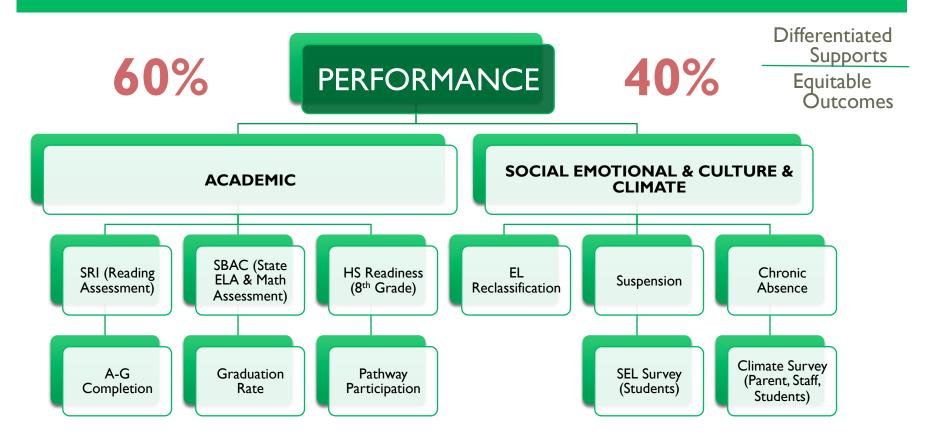
The <u>School Performance Framework</u> will isolate a set of vital sign indicators to show status (how are we doing today) and growth (how are we doing relative to last year)

The District will continue to report on and track a broader set of related school performance indicators and school-based conditions to drive continuous improvement.





#### **VITAL SIGN INDICATORS**



# SCHOOL PERFORMANCE FRAMEWORK SYSTEM DIFFERENTIATED SUPPORTS

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# **PURPOSE** OF SCHOOL PERFORMANCE FRAMEWORK



### Differentiated Supports



### Equitable Outcomes

HOW DOES THE SYSTEM RESPOND TO PERFORMANCE?

# TIERED SUPPORT & INTERVENTIONS FOR SCHOOLS



Outcomes

Tier III: Few Schools

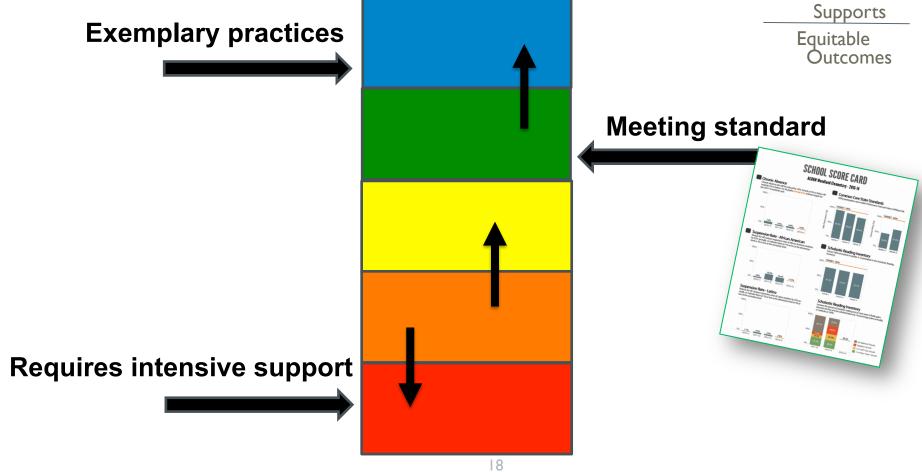
Tier II: Some Schools

Tier I: All Schools

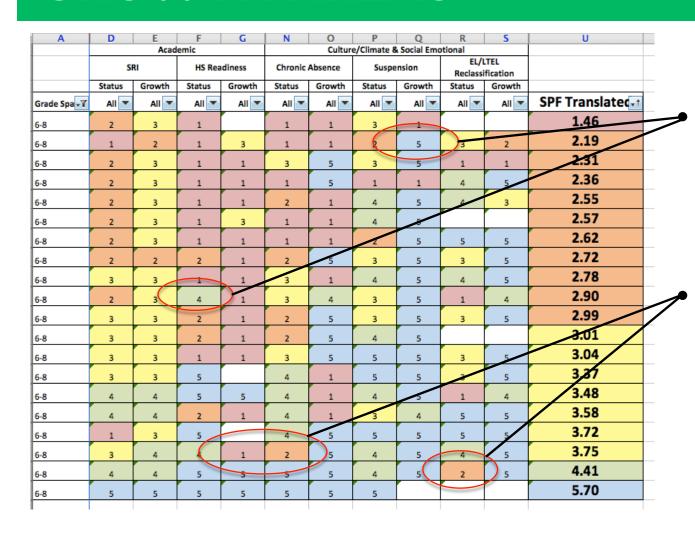
# TIERS OF PERFORMANCE TO DRIVE DIFFERENTIATED SUPPORTS

OAKLAND UNIFIED

Differentiated



# IDENTIYING STRENGTHS & GROWTH AREAS

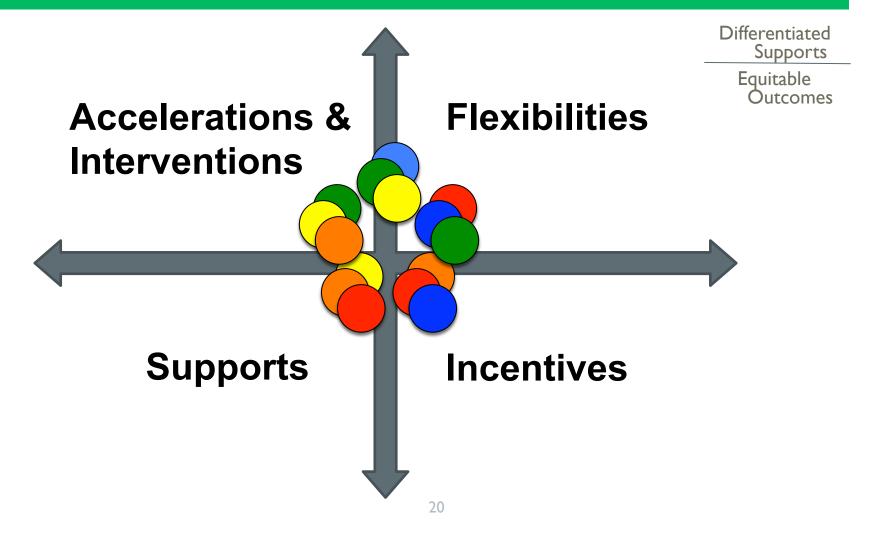


**Quickly**identify **Strengths** 

Quickly Identify Growth Areas

# A MIX OF RESPONSES TO ADDRESS THE NEEDS OF EACH TIER

2112115



# **EXAMPLES OF RESPONSES**TO THE TIERS?

### POSSIBLE DISTRICT INCENTIVES for GREEN

- Recognition for closing achievement gaps
- Funding to conduct summer PD w/ other schools on a particular strength

### POSSIBLE DISTRICT SUPPORT for ORANGE

- Provide targeted Coaching for Language development for high EL populations
- Exemplary Practices school visitations funded to explore replicating models and programs

#### POSSIBLE DISTRICT FLEXIBIITY

#### for **BLUE**

- Opting into Site-based PD vs of District-sponsored PD
- Flexible spending options for typically mandated positions

### POSSIBLE DISTRICT ACCELERATIONS for RED

- Investment in intensive math tutoring to get students up to grade level
- Multi-year family & community liaison to increase parent involvement

# **EXAMPLES OF RESPONSES**TO THE TIERS?

FLEXIBILITIES Flexibility to request autonomy in calendar, schedule, staffing, budget, curriculum	ACCELERATION/ INTERVENTIONS Targeted student Interventions to address achievement gap	FLEXIBILITIES  Pilot new human capital, curriculum, schedule, calendar, program, or assessment models	SUPPORTS  Leadership development opportunity and site- based support	SUPPORTS  Additional funding for above initiatives	SUPPORTS  Specific PD based on site needs to accelerate student performance and get to blue status			SUPPORTS Succession planning in key roles ex. HR support in identifying strong candidates, vetting, and prioritizing	SUPPORTS Supports for student leadership	INCENTIVES Incentive to build community pertners
			ACCELERATION/ INTERVENTIONS Exemptions from selected reforms	INCENTIVES  Financial incentive for school leaders, teachers, and/or all staff to recognize dedication and performance	Seed innoval these school	NTIVES he programs at is (i.e., NGLC, s program)				INCENTIVES Teachers and Lead work in to Superintendent
	FLEXIBILITIES Flexibility to set PD scope & sequence (after vetting)	ACCELERATION INTERVENTIONS Special intervention for high performing students to reach their potential	FLEXIBILITIES  More flexibility about budget, hiding, retention strategies	FLEXIBILITIES Flexible scheduling for acceleration/enrichment	Incentive t assume lead	NTTVES by leaders to lership roles at ig schools	ACCELERATION INTERVENTIONS Accountability to show performance of most shuggling sub-groups	INCENTIVES  Work as a *Lab School* for principal pipeline development, teacher beining and staff beining	INCENTIVES  Recognition as a Blue School via Superintendent visit, school celebration, Board recognition	Recognition as a Green school wift school-wide celebration (If on way up)
			SUPPORTS  Facilities supports, including specific classrooms for learning models	FLEXIBILITIES Increased curricular autonomy						
				ACCELERATION/ INTERV ENTIONS Expectations to lead pilots selected innovations or initiatives	Career Po develops placement of	NTIVES shways with nent and/or Master Mentor where				

# **EXAMPLES OF RESPONSES**TO THE TIERS?

HIGH Li	kelihood (	of Positiv	e Impact / S	SIMPLE to	Imple:	nent	RED/O	RANGE/YELLOW	HIG	H Likel	ihood of Po	ositive I	mpact	/ COM	PLEX to	Implemen
ACCELERATION/ INTERVENTIONS Analysis and discussion each year about whether to close, phase out, restart	ACCELERATION INTERVENTIONS Active guidance from Chief of Schools and Issan in setting annual SIP goals	Engagement on agreement from	FLEXIBILITIES  Extending day & year (depending	ACCELERATION/ INTERVENTIONS Extended instructional day	Extended day and/or Saturday school required (depending on resources)	Annual bonuses as recognition for staff members on way up	SUPPORT nd Content n meter coaching for teachers	INTERVENTIONS  Full-time iteracy	FLEXIBILITIES Flexibility in how students demonstrate learning	ACCELERATION INTERVENTION Leadership hith includes no fire year leaders	SUPPORTS Facilities & spec beautification	SUPPOR Jumped to top of all Cy	othe De	UPPORTS ata Training	Student incentive for high achievement in attendance, behavior, performance	Driving the Valley
FLEXIBILITIES Flexibility on staffing	SUPPORTS Strategic staffing assistance	FLEXBILITIES Enable priority transfers out	Additional pay, materials, PD, coaching for effective teachers and school leaders who make multi- year commitment to teach in these schools	Protection against bumpl and forced placement	coachi	nel pey, is, PD, ing for A leachers is leaders we multi- mitment in these	FLEXIBILITIES ibility to choose staff, as well as avoiding direct placement & bumping		ACCELERATION INTERVENTION Strong school-governance pressupported	NS Help site includent	SUPPORTS with enrollment, ling branding and narketing and engagement	FLEXIBILI Community students invo	y and olved in	ACCELER INTERVEN Active guide Chief of 8ch team in setti SIP go	mons Prince from S. o	INCENTIVES oritize hiring of diverse effective teachers and administrators
FLEXIBILITIES  Expect families to choose schools, informed with schoperformance information	Prioritze diverse i adminis	& effective trators &	FLEXIBILITIES Additional funds for before school, effer hool, summer school	FLEXIBILI Extending de (dependin resource	y & year ig on	Stipend for performing s ove to Yellow in cohort sta	high- staff to s	SUPPORTS  Increased staffing in support roles (ELL, counseling, SEL, climate/culture)	ACCELERATION INTERVENTION Diagnostic to in strategy (needs more clarification)	NS Mor storm scho	INCENTIVES e preschool, after ol, summer school resources	INCENTIVE Student engal Incentives, spir for trips, inter college co	gement ecifically mships,	SUPPO Leadership 5 hiring & mane	upport for line	INCENTIVES sentives for perents to come more engaged in the school (i.e., morning coffee)
	Staffing su	poort to keep	SUPPORTS Sefore school, effer hool, summer school enrichment	FLEXIBILI  Frotection a  bumping and placeme	against i forced	ACCELERA: INTERVENT Leadership hi first-year lea	NONS Iring no Me	ACCELERATION/ INTERVENTIONS intership for students in & out of school	ACCELER/ INTERVEN Follow district curriculum, asses	TIONS Happroved	SUPPORT Visiting, learning t having access to a programs	from, and successful	Depending of and trust in Conduct she assessment	ERATION/ VENTIONS on validation assessment noter cycles of t to have bett mation	of Depen	CELERATION/ TERVENTIONS sing on trajectory, annual review of as and whether to close
									Student engagement incentives, specifically for tips, internships college courses	SUM	ACCEL NTIONS INTER thip for Diagr	ERATION/ VENTIONS nostic to i strategy	SUPPORT Prioritized at of all Op: priorities it:	et top 8	BUPPORTS chool leader cohort	SUPPORTS Visiting, learning from, and having access to high performing programs

### PROGRESS MONITORING



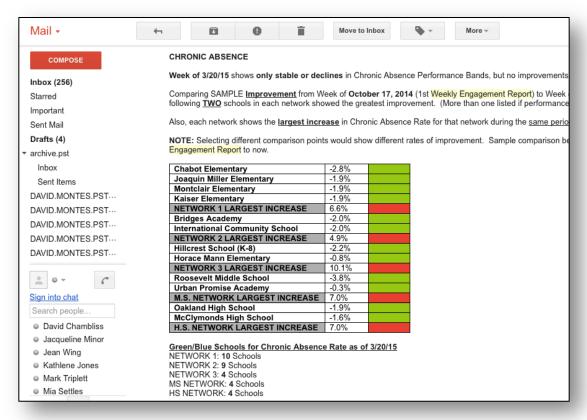
We are pleased to announce that work is underway to bring interactive dashboards to school and district leaders in the 2015-16 school year. What is an interactive dashboard? Interactive dashboards allow you to explore data and answer questions on your own through filtering, sorting, drilling down and more. Click on any of the images or links below to get started!

If you have any thoughts, questions, or trouble logging on, email our team at data@ousd.k12.ca.us.



New Leadership **Data Portal** transforms data from **School Performance** Framework into interactive tool w/ one-click to Student Level Data in order to immediately respond to gaps in progress.

### PROGRESS MONITORING



- Using School Improvement and Data Assessment Partners to engage more deeply with higher need schools.
- Pushing data out to schools vs. waiting for leaders to go look for it.

# USING ADDITIONAL INFORMATION WITHIN & ACROSS SCHOOLS

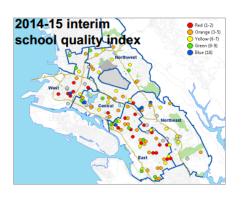
Within...

Conduct
School
Quality
Reviews
(SQR) to
inform
decisions

Across...



Differentiated
Supports
Equitable
Outcomes



# **SOFT ROLL-OUT:** DETERMINE VALUES, REFINING SPF DEVELOPMENT, AND COMMUNICATION

#### June 2015 Create Version 1.0

Use the Balanced Scorecard as base for version 1.0

Align to State and Federal Accountability

#### **Sept 2015** Socialize SPF Concept

Provide tools for principals, staff, SSC's, parents to understand concept & implications

Build Central Capacity to differentiate support

Provide performance on indicators w/o weights or Tiering

Continue iterating version 1.0

### Jan 2016 Dry-Run Tiering 1.0 - Discussion ONLY

Provide Dry-Run Tier for budgeting & planning

Further socialize concept

Aug 2016 Tiering 2.0 Begin Implementation

Run Tiering
Initiate Flexibilities,
Accelerations, Incentives,
Interventions, & Supports

SCHOOL DISTRICT

# **SOFT ROLL-OUT:** DETERMINE VALUES, REFINING SPF DEVELOPMENT, AND COMMUNICATION

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- Use the Balanced Scorecard as base for version 1.0
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### **Sept 2015** Socialize SPF Concept

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- Build Central Capacity to differentiate support
- Provide schools their performance on the indicators w/o weights or Tiering
- Continue refining version 1.0

# **SOFT ROLL-OUT:** DETERMINE VALUES, REFINING SPF DEVELOPMENT, AND COMMUNICATION

### Jan 2016 Dry-Run Tiering I.0 - Discussion ONLY

- Provide Dry-Run Tier for budgeting & planning
- Further socialize the concept of SPF



### Aug 2016 Tiering 2.0 Begin Implementation

- Run Tiering
- Initiate 1<sup>st</sup> Round Flexibilities, Accelerations, Incentives, Interventions, & Supports

# APPENDIX I: SCHOOL PERFORMANCE FRAMEWORK SYSTEM COMMUNICATIONS PLANNING

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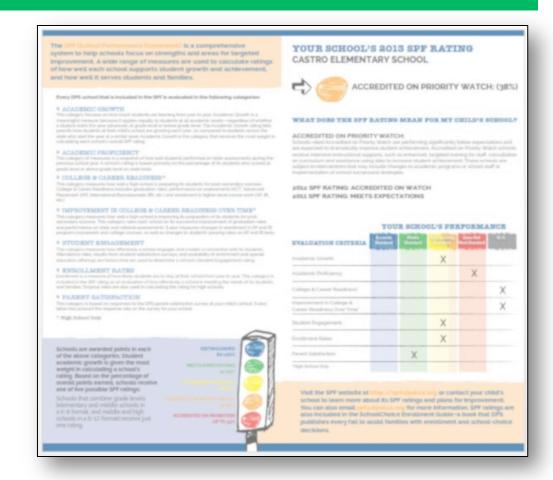


#### TABLE OF CONTENTS

- I. View of collateral for various audiences
  - Parent
  - Principal
  - Central Office
  - Board views of summary information
- II. Chart of communications tools for various audiences
- III. Annual timing of communications rollout

# I. PARENT / PUBLIC VIEW OF A SCHOOL'S TIERING TO INFORM IMPROVEMENTS

- In this annual report mailed to families, schools are tiered and the categories are explained
- SPF Website is introduced
- This format is translated into multiple languages and mailed to all families soon after final tiering being distributed; documents also uploaded to SPF site.

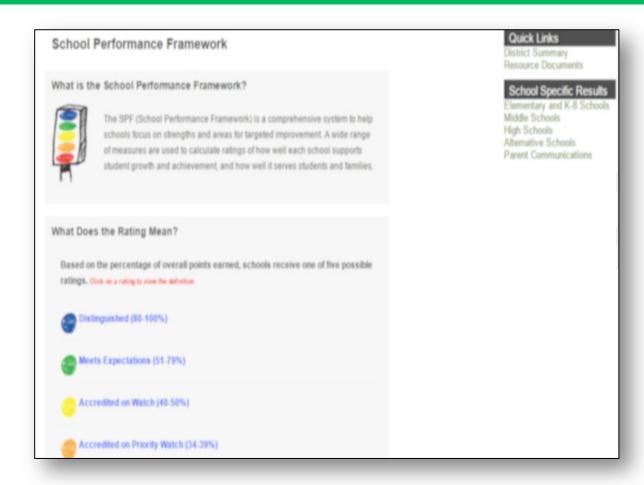


OAKLAND UNIFIED



#### I. SPF WEBSITE WITH TIERING AND RESOURCES

- SPF website
   has resource
   information for
   all public
   audiences
- Rubrics, data descriptions, and school-byschool ratings are all available for current and prior year





#### I. PRINCIPAL'S VIEW OF A SCHOOL'S TIERING

- Principals receive tiering information at the measure level to assess performance
- Within another report, principals can drill down to see studentlevel information on several measures
- This level of information also may become available by school on SPF website





### I. PRINCIPAL'S VIEW ON SCHOOL SUBGROUP PERFORMANCE

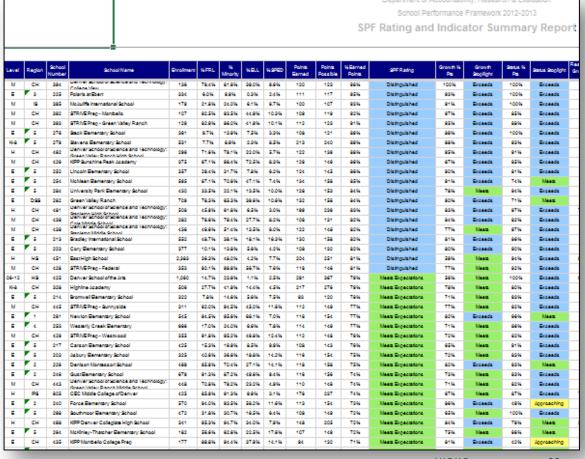
- In this report, principals and school leadership teams can compare school performance by subgroups
- Subgroups include race / ethnicity, special education, Free & Reduced Lunch status, and English Language learner status
- This level of information may also become available by school on SPF website





### I. CENTRAL OFFICE'S VIEW OF SCHOOL TIERING

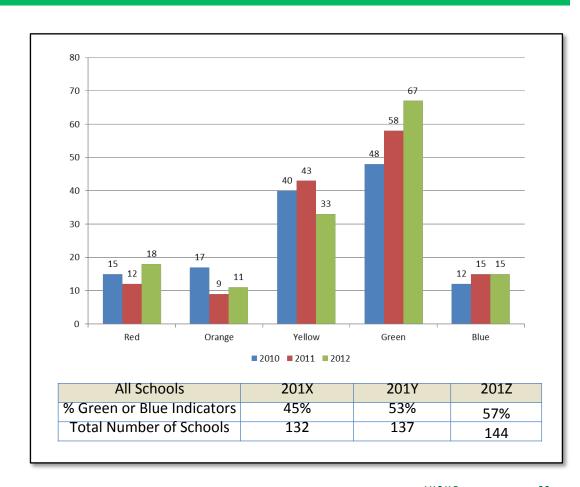
- In this report, school district leaders can compare across schools at a glance; often used as reference in meetings
- Relevant data include student population, FRL %, ELL %, SwD %, and category ratings on the SPF
- A chart comparing the rating information over time is also helpful to observe trends



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

### I. BOARD OF EDUCATION VIEW ON SCHOOL PERFORMANCE TRENDS

- In this format, Board of Education members can understand year-overyear performance trends
- Specific recognition may be given to schools who performance at high levels in specific indicators or with specific student groups
- Movement between performance levels is also called out







Month	Message	Medium	Audience
Fall 2015	Introduce Concept of SQII and SPF Ratings, including Timing & Tiering	Training	District Leaders, Principals / Charter School Leaders
Fall 2015	Introduce concept of SPF ratings, including Timing & Tiering	One-Pager	Community Orgs
October 2015	Intensive Training to Understand & Explain Concepts, Release SPF Results with no Tiering	Train-the-Trainer, Website, Movie, One- Pager	Principals / Charter School Leaders, Academic & School Supervisory Staff
October 2015	Editorial Board Meeting to introduce concept & applications	Meeting, One-Pager	Press, Community Organizations
January 2016	Introduce Tiering concepts	Presentation, Budget guidance	Principals / Charter School Leaders
Throughout Year	Connections to Other Data Releases	Newsletter Blurbs in Email	Principals / Charter School Leaders
May 2016	One-Pager to Explain SPF	Document in Email	All OUSD Staff
September 2016	Release SPF with Tiering (aligned with annual process in next slide)	Announcement, Reports	All Internal & External Stakeholders



### III. **ANNUAL** SPF ROLLOUT - COMMUNICATIONS STRATEGIES - DRAFT

Month	Message	Medium	Audience		
February	Recommended changes to this year's and next year's SPF from analytics team	Presentation	District Leadership		
August	Refresher Training Available	Training	New Principals		
Early September	Initial SPF Release – used to proof data & adjust measures as needed	Presentation & Report	District Leadership		
Mid- September	Internal SPF Release – used to proof data as needed	Email & Report	Principals		
Late September	Editorial Board Meeting – used to share trend information & strategies	Report & Meeting	Press		
Late September	External SPF Release	Presentation & Report	Board of Education, Public		
October	School-Specific Reports Mailed	Mailer & Online	Parents		

# APPENDIX II: DRAFT VERSION 1.0 SCHOOL PERFORMANCE FRAMEWORK

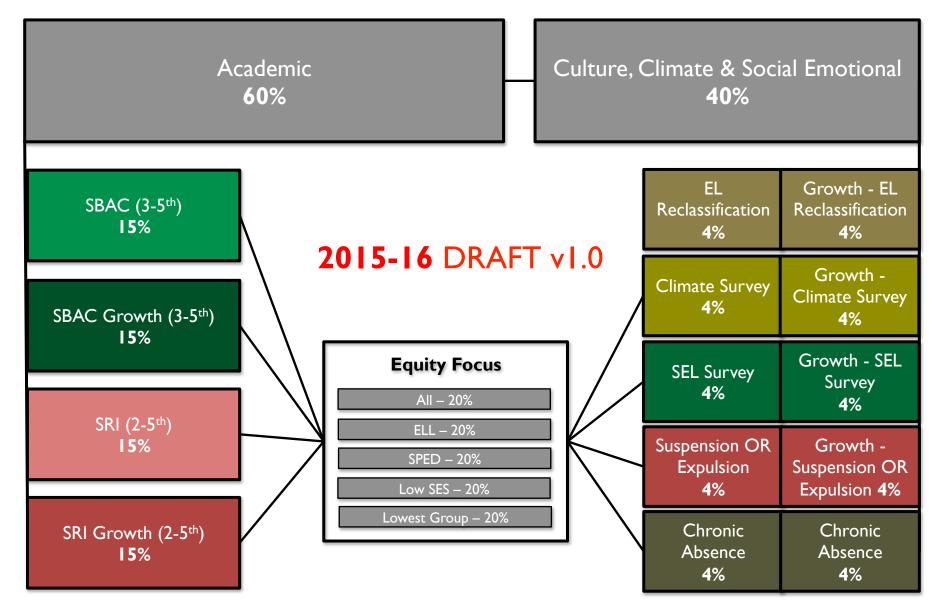
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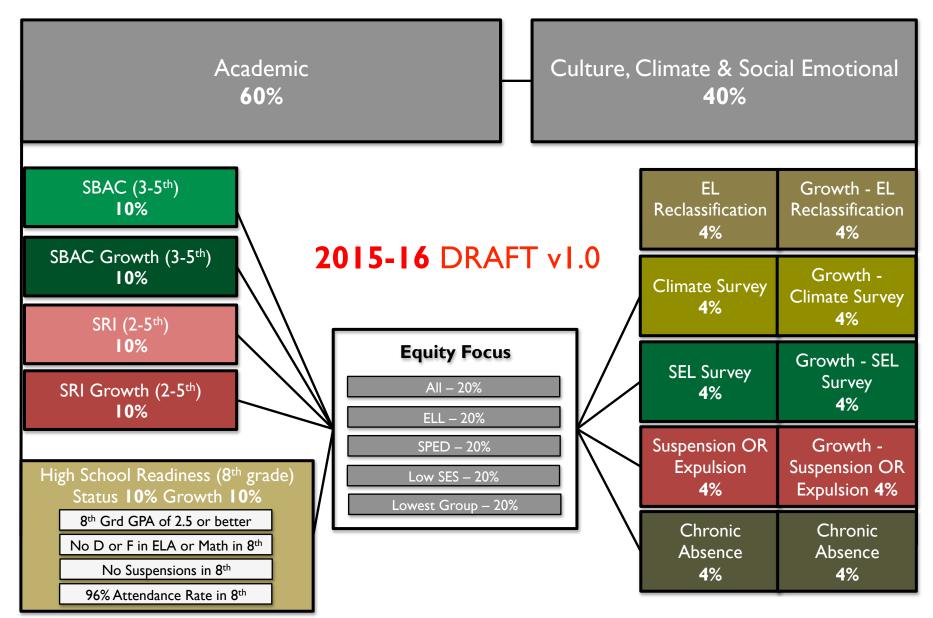
#### School Performance Framework DRAFT I.0: **Elementary Schools**

\* Alternative Education & Charter Schools on 2<sup>nd</sup> phase SPF development plan



#### School Performance Framework DRAFT I.0: Middle Schools

\* Alternative Education & Charter Schools on 2<sup>nd</sup> phase SPF development plan



#### School Performance Framework DRAFT1.0: High Schools

\* Alternative Education & Charter Schools on 2<sup>nd</sup> phase SPF development plan

