



Continuous School Improvement

Business & Operations

Superintendent Work Plan Area 2d: Pathways & Feeder Patterns

Enrollment Improvements Program Year 2 – Stabilizing & Increasing Enrollment

May 24, 2017

2015-2016: Enrollment Improvements Program Year 1- Improving Enrollment Services

June 8, 2016 we presented the Enrollment Improvements Program Year 1 Plan (205-2016.) The scope of year 1 included 4 projects, with a focus on improvements to how families find and apply to our schools.

- Online School Finder
- Tech System Upgrade (Phase 1 - Online Application)
- Improve Enrollment Processes (Phase 1 – Increase access to information & engagement)
- Implement Common Enrollment

Since June 2016 the District transitioned away from Common Enrollment and instead chose to move towards researching enrollment policy changes, included socioeconomic integration, to create more equitable access to quality schools. Midway through our first year research work began to formulate new feeder pattern recommendations. Planning work to launch the Access Study (socioeconomic integration) was also initiated during the 2015-2016 school year.

This past March we marked the end of Year 1 successfully. We received a total of 9000 applications, and about 1000 applications were successfully processed online by 10 Enrollment Specialists. Over 900 families attended citywide options fairs and gave an average of 4.5 rating. We opened a second Welcome Center in East Oakland and we improved the Lakeview facilities to provide families with more comfortable waiting areas and more privacy when speaking with our Enrollment Specialist. This past year we also saw close to 90% confirmation of new and current students that plan to attend OUSD next year. We believe reduce the amount of the movement and enrollment activities at the start of the start of the school year. The staff at the Welcome Center is now being prepared for Phase 2 of their transformation: completing the migration to a new enrollment system and thereby changing how the support our families.

2017-2018: Enrollment Improvements Program Year 2 - Stabilizing & Increasing Enrollment

The scope of Year 2 also includes 4 projects, with a focus on process improvement activities that will contribute to stabilizing or increasing on enrollment:

- Tech System Upgrade (Phase 2 – School Enroll)
- Improve Enrollment Processes (Phase 2 – Transactional to Relational Customer Support Models)
- Policy Development
- Develop Enrollment Data Analytics

High level scope of each of these items is provided in the presentation. As we neared the finish line for year 1, we kicked off our preparations for Year 2 by embarking on an RFI process to better understand the landscape of the enrollment technology system offerings. The Bloomberg foundation will provide funding through the Oakland ED Fund for Phase 2 of the Tech Upgrade. OSUD will pay a smaller portion to cover additional costs to build custom reports, and other items that will reduce our manual processing work. The new enrollment system will also allow our families to complete more services online from their phones or other device. In 2017-2018 we will launch online school assignment, confirmation and registration. The new system will also allow the Enrollment Dept. and school sites to start engagement activities with prospective families earlier, as well as allow us to easily send information and enrollment reminders. Additionally in order to compete with the extended enrollment window of Enroll Oakland Charter Schools, OUSD most move to a modern enrollment technology system that will allow us to process applications in a shorter amount of time. The new technology system will also help drive process change within the Enrollment Dept. more online services and automation will free up more time for the specialists to provide more support in helping families select schools, as well spend time on outreach activities.



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Our enrollment policy changes are also dependent upon moving to a new tech system that can be configured to meet our demands. Our current technology cannot accommodate more than a few simple enrollment prioritization policies. To enact new policies we must first complete the technology implementation. Below are some high-level steps towards changing our enrollment policies.

1. Approval of technology upgrade (SchoolMint)
2. Completion of SchoolMint testing (to ensure algorithm produces quality results)
3. Research conducted on policy changes
4. Legal clearance of policy
5. Revisiting of transportation policy (for equity related policies)
6. Impact analysis conducted through SchoolMint sandbox with last year’s data (to assess impact of policy changes)
7. Community engagement/communication with a broad population across Oakland
8. Internal approval with staff and Superintendent
9. Sufficient time/space with board members for policy approval
10. Engineering/programming time to program new board policy

We have considered how to improve our existing technology, processes, and policies and stay competitive with Enroll Oakland Charter Schools without replacing our existing enrollment system. We have completed a deep assessment of our existing system, including mapping the existing processes and data flow to determine if for a lower cost we could achieve the same results by modifying our current basic in-house built technology system. The system was built by a single consultant and cannot be programmed to provide the same amount of functionality and security that a “store bought” system will. Lastly, since the current system is wholly dependent on the programming and knowledge of one person, the current system cannot be easily sustained, even with the support from our Tech Services Dept.

Tech System Upgrade Budget								
On-Time Costs				Ongoing				
Item	Funding Source	Amount 2016-2017	Amount 2017-2018	Item	Funding Source	Amount 2017-2018	Amount 2018-2019	Amount 2019-2020
School Enroll Implementation & Customizations	Ed Fund/Bloomberg	\$135,000	\$40,000	Annual Licensing School Finder	OUSD	\$27,000	\$27,000	\$27,000
	OUSD	N/A	\$51,000	Annual Licensing School Apply	OUSD	\$125,000	\$125,000	\$125,000
				Annual Licensing	OUSD	\$40,000	\$146,250	\$195,000
Total		\$135,000	\$91,000	Total		\$192,000	\$298,250	\$347,000