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Board Cover Memorandum

To Board of Education

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Meeting Date October 27, 2021

Subject Implementation Update regarding Board Policy 5115 – Enrollment Stabilization and Proposed New Administrative Regulation 5115 – Enrollment Stabilization

Ask of the Board Receive update on the implementation of Board Policy 5115 – Enrollment Stabilization; Approval by the Board of Education of proposed new Administrative Regulation 5115 – Enrollment Stabilization

Background On April 28, 2021, the Board of Education approved new Board Policy 5115 – Enrollment Stabilization (“BP 5115”). The purpose of BP 5115 is as follows: “affirms that enrollment stabilization and growth is a top priority for OUSD and that all OUSD employees and officials are expected to make every effort to stabilize and grow enrollment in OUSD-operated schools.” To that end, BP 5115 called for dedicating central staff positions to supporting schools to reach out to families; for schools, Board members, and central departments to identify ways to support enrollment growth and stabilization; for the identification and implementation of strategies to make enrollment more accessible for OUSD families; and for the District to stop using resources to promote enrollment in competing schools.

BP 5115 also directs the Superintendent or her designee to produce administrative regulations (“ARs”) to guide implementation. Unlike most ARs, BP 5115 requires that the Board approve the first iteration of AR 5115. (Any subsequent changes to AR 5115, while not requiring Board approval, must be provided to the Board at least 60 calendar days before they take effect.)

Discussion District staff have been diligently implementing BP 5115 since its passage. These implementation efforts have included:

- Hiring enrollment stabilization liaisons to support schools directly with recruitment and marketing.
- Scheduling virtual tour weeks with middle schools and high schools for prospective families.

- Preparing other marketing materials for the launch of the application window: billboards, social media ads, and new promotional videos for 3 high schools.
- Hiring additional Student Welcome Center counselors to continue to make enrolling in OUSD more accessible for families.
- Ensuring families do not need to come to Lakeview in person to enroll.
- Developing a new SchoolFinder tool (not inclusive of charter schools) to promote District schools for the upcoming application cycle.

Additionally, staff has drafted a proposed AR 5115 – Enrollment Stabilization (“AR 5115”) for consideration by the Board. It more clearly establishes staff responsibilities and it adds dates and timeline to provide the required documents (e.g., Annual Enrollment Stabilization Plan Template). The proposed AR 5115 also gives examples of the prohibition on using OUSD resources to support the enrollment or marketing of competing schools.

Fiscal Impact

At adoption of BP 5115, the annual cost was estimated to be \$1.5 million. At the same time, the fiscal impact noted that the expected increase in revenue from higher enrollment was estimated to be \$950,000, with this increasing to an estimated \$1.8 million in the second year of implementation. (These increases are based on enrollment growth seen by the Oakland in the Middle campaign, which saw an increase in enrollment of 4% for 6th grade enrollment over 3 years.)

The implementation of BP 5115 has not changed the estimated cost and the AR does nothing to alter it. It is too soon to know whether the expected increase in enrollment (and, thus, revenue) will materialize.

Attachment(s)

- Presentation
- Proposed New Administrative Regulation Policy 5115 - Enrollment Stabilization

OAKLAND UNIFIED SCHOOL DISTRICT
Administrative Regulations
Students

Administrative Regulation 5115
Enrollment Stabilization

Initial Approval and Subsequent Changes

Board Policy 5115 (“BP 5115”) directs the Superintendent or her designee to produce administrative regulations to guide the implementation of that policy. It also states that the Board must approve the first iteration of the administrative regulations and that any subsequent changes to the administrative regulations, while requiring Board approval, must be provided to the Board at least 60 calendar days before they take effect.

Responsibilities of Central Office

Budget. All expenditures required by BP 5115 shall be included in the annual budget brought to the Board for approval, provided that any one-time resources used will sunset once they are exhausted and the Board must then determine whether to provide on-going resources. These expenditures may include the cost of dedicated staff whose job duties are to support schools with:

- outreaching to families and non-OUSD feeder schools,
- marketing and community outreach,
- updating and maintaining school websites and social media accounts,
- creating videos and other marketing materials,
- creating, if needed, and supporting PTAs or booster organizations, and
- holding community events.

The Superintendent or designee shall report to the Board - no less frequently than annually as part of the Budget development and adoption process - whether the estimated cost of BP 5115 has been offset by revenue generated by the corresponding increase in enrollment from the impact of BP 5115.

Work Plans/Evaluations. The Superintendent and District senior leaders shall annually identify one or more actions for each division or department to undertake to stabilize enrollment. As appropriate, these actions may be codified in annual work plans or evaluations.

Annual Enrollment Analysis and Report. The Superintendent or designee shall annually conduct an analysis of the reasons why families leave the District and/or select alternate educational options. This analysis shall include a review of the District’s policies and practices regarding interdistrict transfers and, if appropriate, shall make recommendations regarding possible policy changes that would support District efforts to stabilize enrollment. Starting in January 2023, and every subsequent January thereafter, the Superintendent or designee shall present a summary of the analysis and any recommendations at a Board meeting.

Annual Enrollment Stabilization Plan Template. By April 2022, the Superintendent or designee shall create a template for the annual enrollment stabilization plan. The template shall ask each school to: detail the school’s plans to maintain or grow its enrollment to a sustainable size; explain its efforts to maintain

and/or increase racial and ethnic diversity consistent with District policies such as BP 5116 – School Assignment; describe its recruitment and outreach efforts; and conduct a root cause analysis of its enrollment successes or struggles, as appropriate. The Superintendent or designee shall annually review and, if necessary, update the template no later than every subsequent April.

Annual Enrollment Stabilization Plan Toolkit. By April 2022, the Superintendent or designee shall also create a toolkit of resources, examples, and other content to support principals (and network superintendents) in completing the annual enrollment stabilization plans. The Superintendent or designee shall annually review and, if necessary, update the toolkit no later than every subsequent April.

Responsibilities of Schools

Starting with the 2022-23 Single Plans for Student Achievement (“SPSAs”), each school shall include an annual enrollment stabilization plan in its SPSA. For any school that has met or exceeded its enrollment target in either of the past two years, its annual enrollment stabilization plan shall focus on how the school is maintaining its enrollment and/or increasing its racial and ethnic diversity. The annual enrollment stabilization plan for all other schools shall focus on how the school will grow its enrollment to a sustainable size as determined by the Superintendent or designee.

No Resources for Competing Systems

No OUSD resources shall be used to support the enrollment or marketing of competing schools, whether charter or private, unless required by law. The following are illustrations of what is covered by this prohibition:

- No OUSD-produced publicly accessible publication, database, or webpage may provide charter-specific information regarding how to enroll in competing schools or that is otherwise likely to be used to promote enrollment in or market competing schools. Examples at the time of adoption of BP 5115 of such publications, databases, or webpages include (but are not limited to):
 - Fast Facts (published annually)
 - Oakland Public Schools & Boundaries Map (interactive)
 - Oakland Public Schools Map (published annually)
 - California School Dashboard OUSD's Dashboard of Results (interactive)
 - Oakland Public School Report Cards (published annually)
 - CORE Growth Dashboard (interactive)
- No OUSD employees, contractors, or volunteers may suggest families enroll in competing schools or provide contact information for (or a means to contact) competing schools.
- No staff or student recruitment event organized by OUSD or OUSD staff or held at an OUSD school may involve staff from complete schools, provide information regarding how or where to enroll in competing schools, provide contact information for (or a means to contact) competing schools, or suggest that student or staff apply to competing schools.

The following are illustrations of what is not covered by this prohibition:

- OUSD staff, contractors, and volunteers, may attend or participate in events (e.g., student or staff recruitment events) organized by other organizations and held not at an OUSD-operated school or facility that staff from competing schools also attend or participate in.
- Staff trainings organized hosted by OUSD in which teachers from competing schools are invited to attend, provided that competing schools properly and adequately compensate the District for such attendance.

- OUSD and OUSD staff may publish data about, share data with, and receive data from competing schools for research purposes or to improve the effectiveness of District programs or practices. Examples at the time of adoption of BP 5115 of such permitted published data include (but are not limited to):
 - Official Enrollment Based On CDE Data (interactive)
 - ArcGIS Online Webmap of OUSD Sites/Campuses (interactive)
 - Live/Go (interactive)
 - Feeder Patterns (interactive)

If there is uncertainty regarding whether the prohibition applies to a particular activity, the Chief Governance Officer shall make such a determination and shall subsequently inform the Board of the determination in case the Board then deems it necessary to amend BP 5115 to change or clarify its application.