



## Business & Operations

February 28, 2018

### Enrollment Improvements Program Year 2 – Stabilizing & Increasing Enrollment May 2017 - May 2018

The scope of Year 2 is best illustrated in the context of four goal areas, each goal focuses on process improvement activities that will contribute to stabilizing or increasing enrollment:

**Goal 1:** Improve family experiences, communication, and change narratives

**Goal 2:** Improve assessment and data use

**Goal 3:** More Equitable Access to Quality Community Schools

**Goal 4:** Align enrollment planning and school portfolio management

Below is a detailed view of the successes and identified improvements for each goal area. Please note, the list of improvements is not exhaustive. As we progress through the remainder of year two, additional improvements may be added by our next scheduled reporting period (May/June 2018 - Enrollment Improvements Program Year 3)

### Goal 1: Improve Family Experiences, Communication, and Change Narratives

**Project Name:** Technology Upgrade

#### Successes

- Majority of families, school staff and enrollment staff had positive experience with the online system.
- Ability to monitor daily, the number of applicants by grade and by school in comparison to projections
- Breaking old beliefs about applicants and the need for processing practices to remain unchanged

**Belief 1:** *“Most families won’t be able to use the online tools.”* Reality: We have received more applications online than on paper.

**Belief 2:** *“Every family must provide residence verification documents before any parts of the lottery can proceed.”* Reality: The new system allows us to easily know which applicants have a priority at a high demand school, helping to sequence and streamline work.

**Belief 3:** *“Difficult to reach families with incomplete or missing information, low response rate.”* Reality: We have received immediate responses from families (For example: we sent a message to 340 families, and over 100 families called/emailed within 15 minutes. By the end of day 3 about 230 families responded.)

#### Improvements May 2018 - May 2019

Further enhancements to the pre-filled online application experience

- Additional changes to practices and procedures to address which school applications require address verification documents, and enhancements to the online system to support policy changes



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- Customize enrollment system for use by Principals and school clerical staff
- Support school sites with micro fairs (site based enrollment fairs)
- More communication with families earlier
- Focus on customer service and communication improvements, and support enrollment staff with practicing decision making during planning phases vs. using reactive decision making practices during processing phases

### Goal 2: Improve Assessment and Data Use

Project Name: Enrollment Data Analytics

#### Successes

- Enhanced insights and analysis regarding day 20 counts shared with staff, board, and public
- Established more robust methodologies, process, and communication to develop the 2018-19 projections: including accuracy testing of different methodologies, using data/evidence to evaluate requests to modify preliminary projections, additional considerations of charter activity
- Completed the administrative regulations for the Enrollment Impact Analysis Board Policy 3650 to provide the Board and public increased visibility about the impact of program changes on enrollment
  - Presented the first enrollment impact analysis on November 8, 2017 about two charter high schools (Latitude 37.8 High and Oakland Charter High)
  - Will share in March 2018 the next enrollment impact analysis on Prop. 39 preliminary offers for the 2018-19 school year

#### Improvements May 2018 - May 2019

- Enrollment Projections: explore multi-year enrollment projections; explore establishing partnerships with developers and city to gather more robust housing data; identify resources and processes needed for more robust methodology for Special Education and newcomer projections
- Enrollment Impact Analysis: ongoing enrollment impact analysis and metrics development, including using 2018 - 2019 to automate reporting of metrics; after we build in capacity to automate sections of the enrollment impact report in year 1, we will look to produce more thorough analysis in future years

### Goal 3: More Equitable Access to Quality Community Schools

Project Name: Policy Development

#### Successes

- Synchronization of District Blueprint for Quality Schools with enrollment priority policy changes
- Updated Board Policy 5116.1 Intradistrict Open Enrollment and clarified language on the priorities, placement, and open enrollment process; described how the technology update with SchoolMint will allow the district to test potential policy changes:



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Proposed Policy Change	Description	Rationale
<b>Clean up language related to No Child Left Behind</b>	Update language from No Child Left Behind that is now outdated	Ensure policies are updated and in line with requirements in ESSA
<b>Prioritize staff at school sites</b>	Give higher priority to OUSD staff relative to general public	Incentivizes longer tenure with OUSD staff
<b>Pilot SES requirements</b>	Save spaces in schools for low income students to improve socioeconomic diversity	Allows schools to reap academic, socioemotional, and economic benefits of diversity
<b>Prioritize students at site ECE or state pre-K</b>	Give students from state early childhood programs higher priority relative to general public	Improves equity by allowing low-income families increased opportunities to enroll in desired elementary
<b>Prioritize OUSD 8th graders</b>	Give higher priority to OUSD 8 <sup>th</sup> graders relative to general public	Awards loyalty for staying with OUSD through 8 <sup>th</sup> grade
<b>Implement programmatic/cohort feeder patterns</b>	Allow groups of students to stay together through consistency in program or relationships	Awards loyalty for staying with OUSD programs; allows students and parents to build deep relationships
<b>Prioritize higher performing feeder for low performing schools</b>	Give students who go to low performing schools a higher performing feeder school	Improves equity and mitigates compounded impact of low-performing schools

- Planning for policy changes to ensure we have the capacity, processes, and systems in place before implementing

### Improvements May 2018 - May 2019

- Ongoing testing after policy sandbox is in place
- Policy change operationalization: legal review, network buy-in, community engagement, functionality enabled in SchoolMint
- Community and board engagement regarding potential policy changes; build upon successes



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- of Integration Conference in April 2017
- Will create a committee/group to review and study the data from the sandbox and determine how to best implement policy changes

### **Goal 4: Align Enrollment Planning & School Portfolio Management**

**Project Name:** Align the SPM & Enrollment Services

#### **Successes**

- Led Blueprint retreats to share information about sustainable school size, facilities updates, and metrics to inform Blueprint decisions
- Increased collaboration with RAD (Research, Assessment and Data), School Site Decision team, and Finance

#### **Improvements May 2018 - May 2019**

- Proposal: Director of Strategic Planning and Policy to formally bridge RAD (Research, Assessment and Data) and enrollment teams, allowing portfolio management function to leverage the unique talent and existing data structures of the RAD team as well as support portfolio management work
- Merging recommendations and planning cycles into existing Blueprint processes

### **Past Board Meetings & Community Engagements:**

**2015- Present**

#### **2015-2016**

- December 2, 2016 (Better Enrollment Oakland Study Session)
- January 25, 2016 (Enrollment Improvements Projects)
- June 8, 2016 (Enrollment Improvements Program Year 1)

#### **2016-2017**

- February 8, 2017 (Superintendent's Report, Enrollment Projections Overview)
- February 27, 2017 (Feeder Pattern)
- March 22, 2017 (Feeder Pattern)
- May 10, 2017 (SchoolMint Contract for Tech Upgrade Phase 1-School Apply & School Finder Annual Maintenance)
- May 24, 2017 (Enrollment Improvements Program Plan Year 2, including Phase 2 technology costs)

#### **2017-2018**

- September 13, 2017 (Enrollment Improvements Program Year 2 - Fall Update)
- September 27, 2017 (Summary of day 20 counts)
- October 11, 2017 (Enrollment Improvement Program Year 2 - Technology Contract)