grow
with
us

Enrollment Overview & Stabilization
Budget & Finance Committee
December 14, 2023

OAKLAND UNIFIED
SCHOOL DISTRICT
Community Schools, Thriving Students

Our Vision

All OUSD students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.

Our Mission

Oakland Unified School District (OUSD) will build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.

grow with us

- Diverse & Inclusive Schools
- Quality Early Literacy Instruction
- Expanding After-School Programs
- Eight Dual Language Programs
- Extensive arts, athletics, language, and technology programs
- World-class college & career pathways

Outcomes

1) Factors impacting enrollment for OUSD
2) Analyze impact of investments from BP 5115--Enrollment Stabilization.
3) Review and discuss ongoing enrollment stabilization efforts and work streams.

State Context

Enrollment Projections: declining enrollment in most counties, statewide

The majority of counties saw a net enrollment decline since 2017, including many of the most populous counties. Alameda county is part of this trend.

Enrollment Projections: declining enrollment, across systems, statewide

Inclusive of all systems, California's total student enrollment is in a multi-year decline.

Enrollment Projections Methodology

Enrollment Projections

More

than

Enrollment Projections

Birthrates are used to determine the pool of eligible students for TK and K. This pool is then adjusted by the capture rate: the percentage of eligible students enrolled in the District on Census Day.

Cohort progression determines non-entry grades (1st-4th; 7th-8th; 10th-12th). We track the historic rate of gain/ loss at the district- and school-level for each grade to project the number of students to expect.


Significant growth in new residential and affordable housing can influence projections. Because of a variety of factors, the new housing stock in Oakland has not led to increases in enrollment projections.
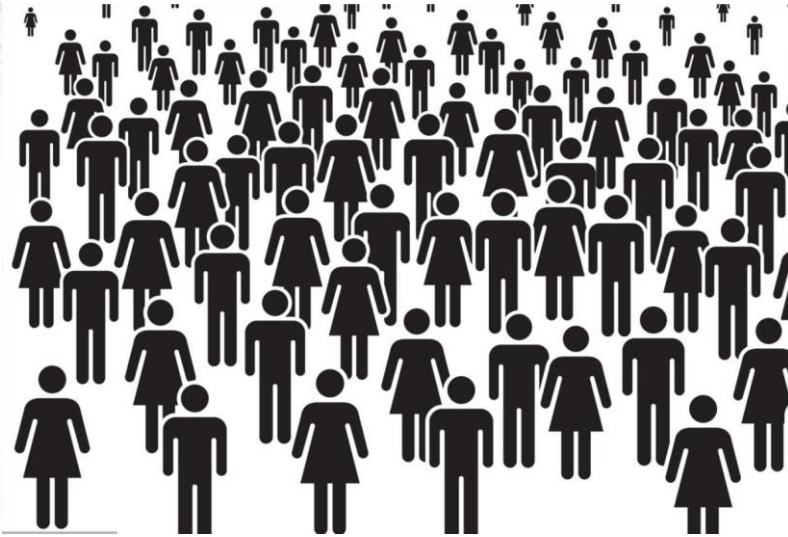
Why do we keep projecting District enrollment to decline?

Enrollment Projections: declining birthrates, statewide

A significant factor is the decline in birth rates in California. This trend is impacting both Alameda County and the city of Oakland.
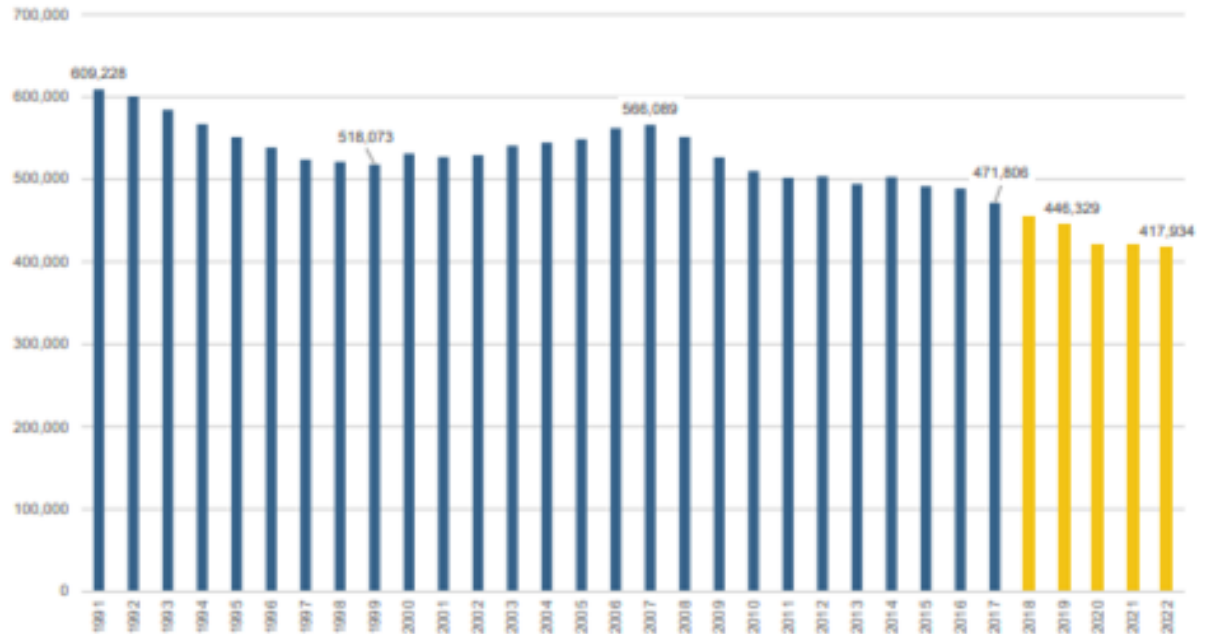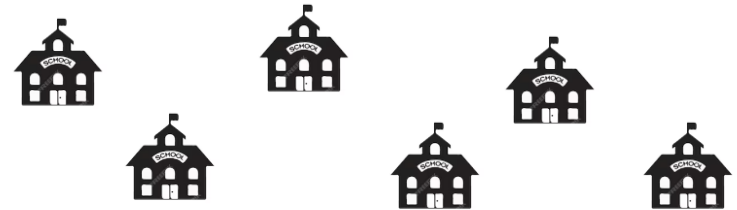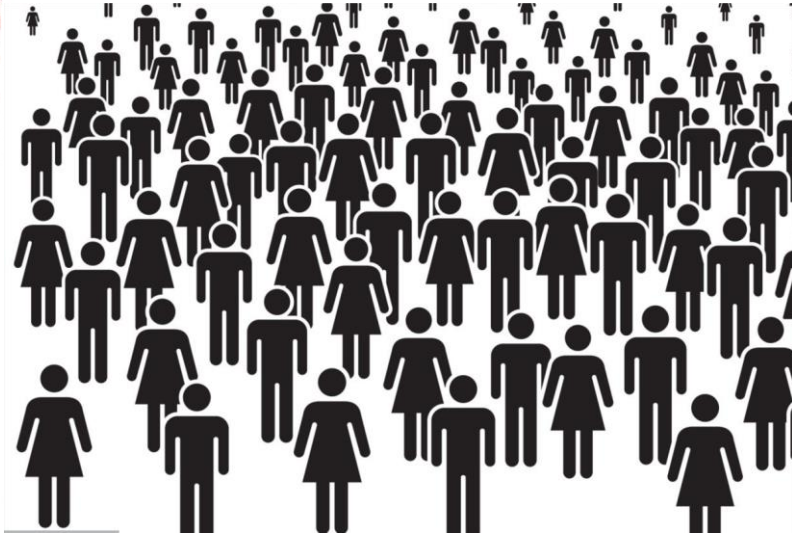
Projections Methodology

Pool of TK or K eligible live births in Oakland.

Calculate historic percentage that enroll in OUSD when eligible
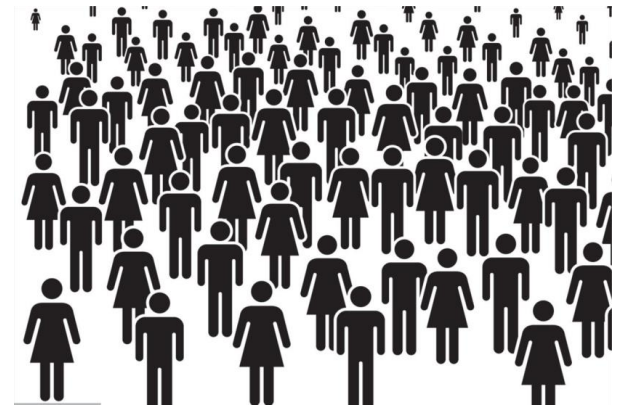
Last ten years:
49.5% ➜ 50.5%

Projections Methodology

2008:
Start of birthrate decline

2022:
150,000 fewer children born in California than in 2008.

Declining Kindergarten Enrollment

Historical Aeries TK-12 Enrollment

Data Source: Aeries, Grades TK - 12. **Network/School:** All Schools. **Grade(s):** Grade TK, Grade K, Grade 6 and 1 more
Notes: Preliminary enrollment data extracted from Aeries SIS immediately on Fall Census Days (first Wednesday of each October). Enrollment data includes only OUSD district-run schools.
For any comments or questions about this dashboard, email james.tharp@ousd.org

View by Ntwk/Sch: District
Select Ntwk/Sch: All Schools
Select Grade(s): (Multiple values)
View by Subgroup: Grade
Select Subgroup: (All)

Legend:
- Grade TK
- Grade K
- Grade 6
- Grade 9

95 fewer
4 classes

144 fewer
6 classes

TK Opportunity Curve
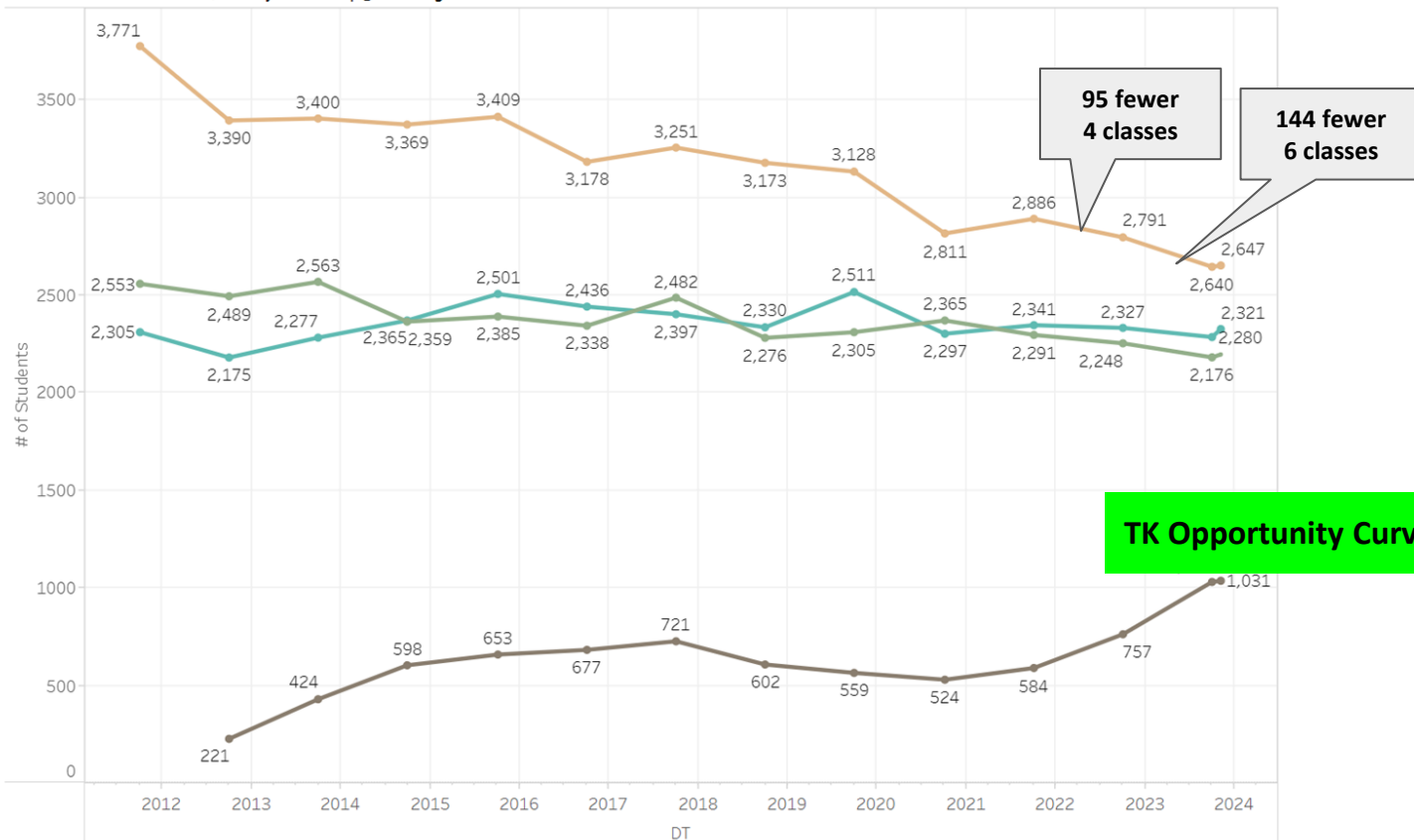
Declining Kinder enrollment has downstream impacts

	School Level 1-time decline	
	change	enrollment
Year 1	-24 kinder reduction	360
Year 2	stable	336
Year 3	stable	312
Year 4	stable	288
Year 5	stable	264
Year 6	stable	240
Total		-120

Grade Levels Bar by Subgroup

Grade	Value
Grade TK	24
Grade K	37
Grade 1	59
Grade 2	60
Grade 3	47
Grade 4	61
Grade 5	61
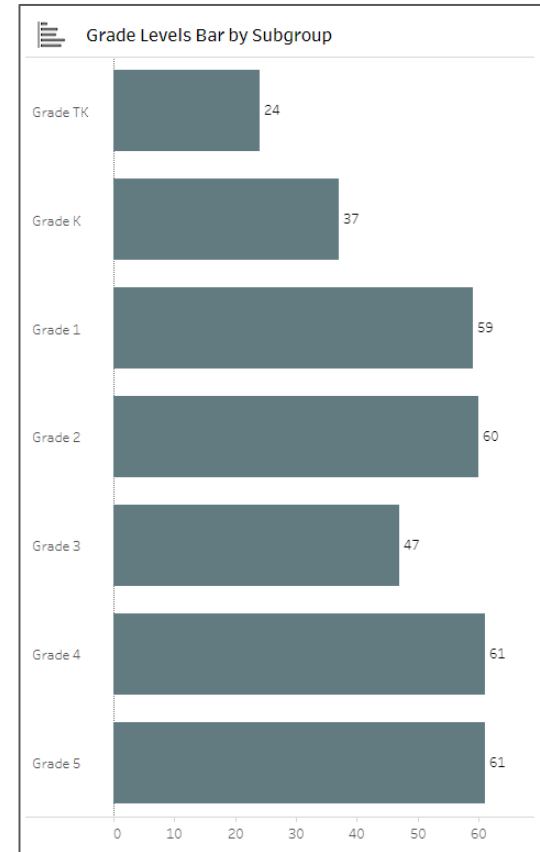
Declining Kinder enrollment impact

GRADE	TK	K	1st	2nd	3rd	4th	5th	Total
Class Size Max	24	25	28	28	28	29	29	191
24-25 Unassigned Seats (using Aeries)	24	32	40	53	53	56	58	316
24-25 Projection to be Assigned	**0**	**0**	**0**	**0**	**0**	**-12**	**3**	**9**
TCH 1	24	16	20	27	27	28	29	171
TCH 2		16	20	26	26	28	29	145

Lower grades are below sustainable size and will result in loss of teacher positions over time and require additional general fund contributions to maintain the school.

Upper grade cohorts are a healthy and robust size.

Declining Kinder enrollment has cumulative impact

	District Level Projecting forward w/ 1-time decline		District Level Projecting forward w/ two years of decline	
	change	total	change	total
Year 1	-6 K classes (-144)	17,660	-6 K classes (-144)	17,660
Year 2	stable	17,516	-3 K classes (-74 kids)	17,442
Year 3	stable	17,371	stable	17,224
Year 4	stable	17,288	stable	17,006
Year 5	stable	17,084	stable	16,788
Year 6	stable	16,940	stable	16,570
Total		**(-720)**		**(-1,090)**

Enrollment Flow

34% fewer 6th graders from the time they entered kindergarten 7 years before. We lose 24% at the 5th to 6th grade transition.

Five Year Enrollment Flow

Year 1 School
(All)

Select Year 1	Select Year 2	Select Year 3	Select Year 4	Select Year 5
2017-18	2018-19	2019-20	2020-21	2021-22

Grade Year 1	Grade Year 2	Grade Year 3	Grade Year 4	Grade Year 5
2	3	4	5	6

Bret Harte, CCPA, Claremont, Edna Brewer, Elmhurst, Greenleaf, Left OUSD, Life, Madison Upper, Montera, Roosevelt, Sojourner Truth, UPA, Westlake

Franklin, Garfield, LSA, Left OUSD, Lincoln, Montclair, Garfield, Left OUSD, Lincoln

Data was last updated on **October 26, 2022**. For more information about the data on this report, please contact **Kevin Schmidke** at **kevin.schmidke@ousd.org**.

Enrollment projections: student attrition leads to declining enrollment

Grade Chan..		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
							Ending Year				
5 to 6	Starting Rate	%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Transferring Out Rate		0%	0%	0%	0%	0%	0%	0%	0%	0%
	Leaving District Rate	6	35%	37%	35%	39%	39%	33%	36%	34%	37%
	Outgoing Rate	6	35%	37%	35%	39%	39%	33%	36%	34%	37%
	Retention Rate	6	65%	63%	65%	61%	61%	67%	64%	66%	63%
	Transferring In Rate		0%	0%	0%	0%	0%	0%	0%	0%	0%
	Entering District Rate	6	11%	11%	11%	11%	11%	11%	13%	13%	13%
	Incoming Rate	6	11%	11%	11%	11%	11%	11%	13%	13%	13%
	Net Transfer Rate		0%	0%	0%	0%	0%	0%	0%	0%	0%
	Net District Rate	%	-24%	-26%	-24%	-28%	-28%	-22%	-23%	-21%	-24%
	Net Change Rate	%	-24%	-26%	-24%	-28%	-28%	-22%	-23%	-21%	-24%
	Net Progression Rate	6	76%	74%	76%	72%	72%	78%	77%	79%	76%

The 5th to 6th transition represents the largest loss of enrollment year over year.

Enrollment Stabilization Implementation

Board Policy 5115
Enrollment Stabilization

Rationale:

"Enrollment is the chief driver of revenue for the District... This policy affirms that enrollment stabilization and growth is a top priority for OUSD."

District Office Support for Schools:

"The Superintendent or designee shall include expenditures in the annual proposed budget, starting with the proposed budget for 2021-22 fiscal year, to help each school to stabilize and grow as appropriate, with both universal and targeted supports."

OUR VALUES

How we hold ourselves in the work

Persist
Challenge
Respect
Listen
Reflect
Collaborate
Take Joy

What we're working toward

We believe that the excellence in OUSD's schools far exceeds the public perception of their quality. Through clear and compelling storytelling of joyful schools, and strategic promotion of the District's four programmatic differentiators--**early literacy, dual language, middle school enrichment, and high school linked learning**--we work to gain the community's trust and confidence, and significantly increase the demand for all of our schools.

MISSION

The work we do

In order to realize BP 5115 and grow OUSD's share of city-wide enrollment, our team works to promote the district as a whole, and a group of focal schools in particular, through the development of three social media brands, targeted outreach and advertising, and strategic partnership with schools and community-based organizations.

Universal Supports

- ✓ New enrollment website with increased functionality on mobile
- ✓ Improved trainings for school stakeholders
- ✓ Increased customer service, improved physical space, greater staff training
- ✓ Creation of Enrollment Marketing Team to drive enrollment-focused strategic communication
- ✓ Promotion of three social media brands
- ✓ Creation/ distribution of enrollment "playbook" to all schools
- ✓ Ongoing website support and improvement
- ✓ Advertising: Facebook, IG, La Raza,
- ✓ Virtual school showcases

Targeted Supports

- ✓ Creation of Enrollment Health metric and identification of 20 enrollment focal schools
- ✓ Creations of enrollment assets for focal schools
  - ✓ 18 principal welcome videos
  - ✓ 15 sets of lawn signs
  - ✓ 13 school-level billboards
  - ✓ 7 logo revisions
  - ✓ Templates for promotional flyers
- ✓ Outreach material creation and/or revision
- ✓ Increased visibility / promotion on social media
- ✓ Targeted digital advertising, paid social media promotion, google search optimization
- ✓ Creation of custom offer message
- ✓ SWC outreach to families with pending offers
- ✓ Immediate reinstatement of expired offers

Targeted Supports

- ✓ Creation of Enrollment Health metric and identification of 20 enrollment focal schools

We employed a data-driven approach for identifying enrollment focal schools, bringing together a wide-range of data.

Schools with the most need have lowest scores.

	1-Year % Change	3-Year % Change	Survival Rate	Demand Rate	Net Progression Rate	Charter Rate *	Overall Points
MSN	-12.87%	-25.87%	59.68%	33.33%	85.48%	46.56%	-18
MSN	-8.27%	-25.93%	61.11%	46.11%	97.62%	25.21%	-12
MSN	-1.58%	-18.09%	62.03%	74.67%	92.41%	50.90%	-11

Schools with the least need have highest scores.

	1-Year % Change	3-Year % Change	Survival Rate	Demand Rate	Net Progression Rate	Charter Rate *	Overall Points
MSN	0.27%	-3.50%	84.58%	222.08%	103.33%	15.86%	8
HSN	10.88%	29.55%	77.59%	151.18%	109.48%		10
HSN	6.94%		86.89%	195.00%	101.64%		12

Key Strategy: Enrollment Focal Schools

Group of schools that receive targeted enrollment support

Elementary (23-24)		Middle (23-24)	High School (23-24)
- Brookfield *(new)* - Burckhalter - Carl Munck *(new)* - Esperanza - Garfield - Grass Valley *(new)* - Hoover - Horace Mann *(new)* - Korematsu *(new)* - Laurel	- La Escuelita *(new)* - MLK - MPA Primary - OAK - Piedmont *(new)* - Prescott - Pride - Sankofa *(new)* - TCN Allendale, Highland, and Reach exited this focal work.	- Bret Harte - Frick - Roosevelt *(new)* - Westlake - WOMS	- Castlemont - Madison Upper - McClymonds - Skyline *(new)*

Key Strategy: Enrollment Focal Schools

Group of schools that receive targeted enrollment support

Assets	Adaptive Support	Technical Support
- Flyers & direct mailers - Lawn Signs - Principal welcome videos - Revised logos (as needed) - Support with outreach materials - School-level billboards - Stipend for content creators - Swag	- Content creator coaching - Enrollment outreach coaching and support - Community engagement support	- Custom offer message sent to families - SWC outreach to families after offer - School access to expired offer list → automatically reinstate expired offers

Core work: TK promotion

Concerted outreach and eligibility information drive increased TK enrollment.

Which grade should I choose for my kiddo?

Pre-K: Born between 9/2/19-12/1/21
Apply for preschool at one of our 28 child development centers.

TK: Born between 9/2/19-6/1/20
Apply for transitional kindergarten at one of our 47 elementary schools.

K: Born between 9/2/18-9/1/19
Apply for kindergarten at one of our 49 elementary schools.

Visit www.chooseousd.org
to find your next school and apply today!

TK Enrollment update

	Day-20 21-22	Day-20 22-23	Day-20 23-24
Full TK classes 24 students	**3 (10%)**	**9 (27%)**	**13 (32%)**
Sustaining TK classes 18-23 students	**10 (30%)**	**17 (52%)**	**23 (56%)**
Under-enrolled classes <17 students	13 (43%)	6 (18%)	2 (5%)
Overenrolled classes 25 students	4 (13%)	1 (3%)	3 (7%)
TK-K combo classes	6 (20%)	5 (14%)	1 (2%)
Average class size	**17.9**	**19.4**	**22.1**

95% of our TK classrooms are filled at a sustainable size and those students are gaining access to early socialization, literacy and numeracy acceleration. Our outreach efforts are working to drive enrollment into OUSD.

Core work: Principal welcome video

Roosevelt MS

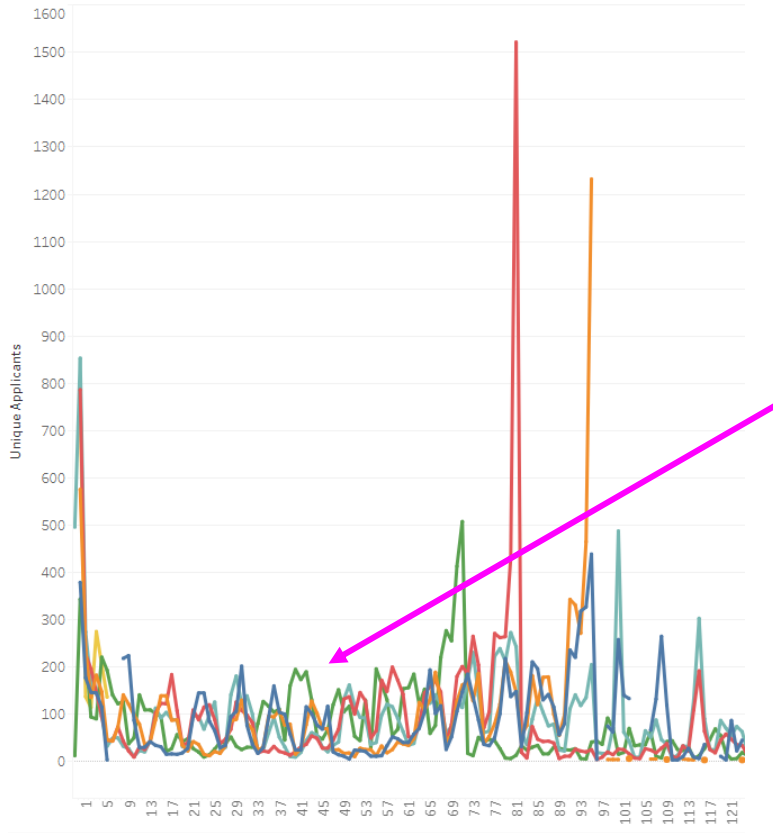Laurel Elementary

Oakland Academy of Knowledge

Welcome videos replace website text, promote schools, and honor the rich experience of OUSD leaders.

Core work: logo revision

Updated logos are sources of pride and indicators of quality.
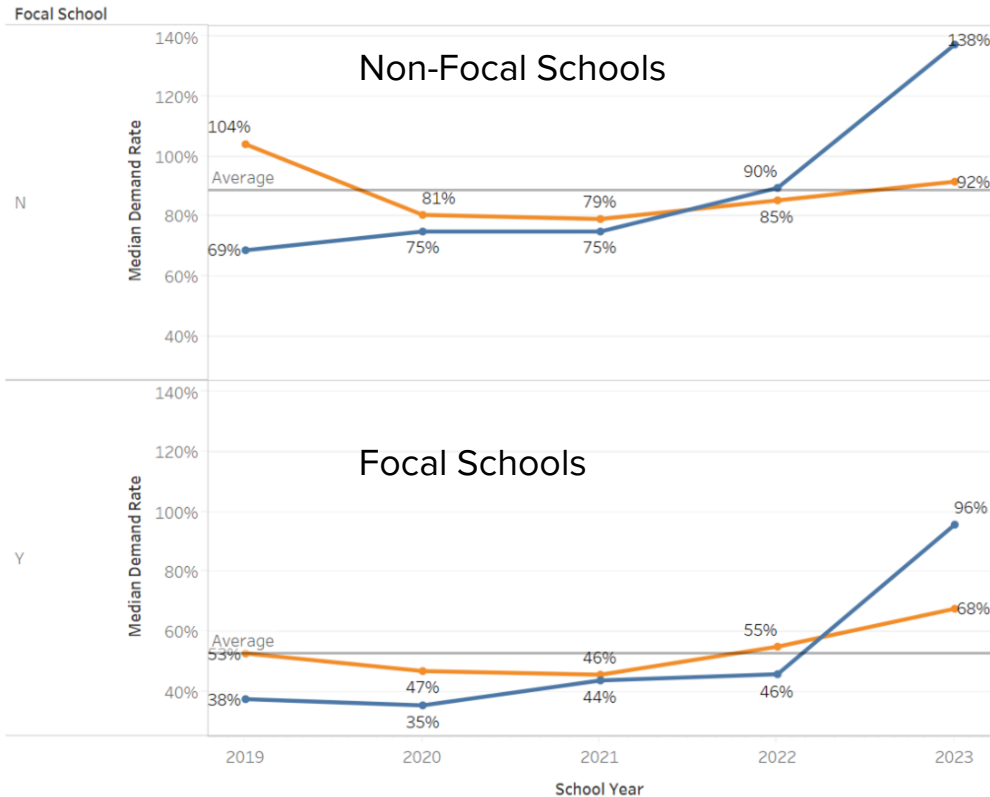
Emerging: more direct mail

Last year, we saw a spike in enrollment applications (green line) after sending a mailer to prospective 6th and 9th families.

This year, we plan to send more universal mailers (enrollment info) and more targeted mailers (school-level promotion).

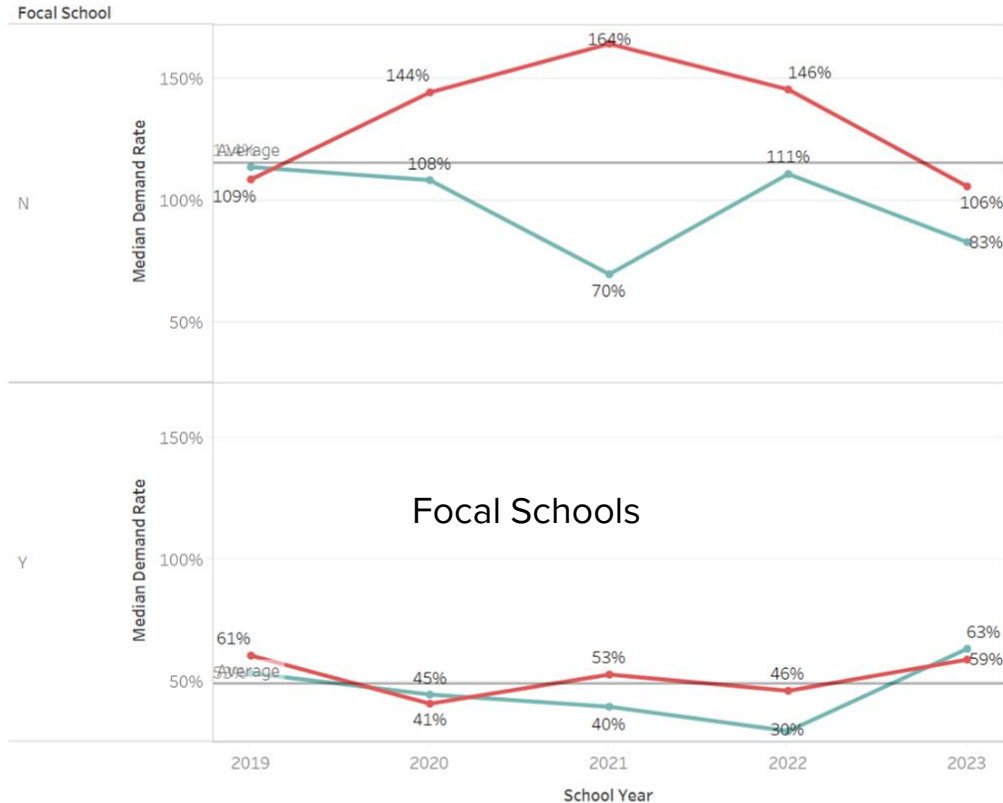# Enrollment Stabilization Impact

TK & K Demand Rates 23-24

Focal School

Non-Focal Schools

Year	2019	2020	2021	2022	2023
Orange	104%	81%	79%	85%	92%
Blue	69%	75%	75%	90%	138%

Focal Schools

Year	2019	2020	2021	2022	2023
Orange	53%	47%	46%	55%	68%
Blue	38%	35%	44%	46%	96%

For TK, both focal and non-focal schools increased demand rate by nearly +50 percentage points.

For Kinder, non-focal school demand rates increased +7 percentage points. Focal schools increase +13 percentage points.

6th & 9th Demand Rates 23-24

Non-Focal Schools

Focal Schools

For 6th and 9th, demand rate decreased at non-focal schools.

At focal schools, 6th grade demand increased +13 percentage points and 9th grade demand increased +17 percentage points.

Enrollment Stabilization Impact

Year	Projection	Census Day	Difference
20-21	35,731	34,927	**(804)**
21-22	35,631	34,627	**(1,004)**
22-23	33,208	34,250	**1,042**
23-24	33,590	33,989	**399**
		(938)	

Investment Begins →

Potential Impacts (ROI) →

Because of local, regional, and state-wide factors, enrollment is declining, but we are not starting to **exceed** our mathematical modeling, bringing additional resources to the District.
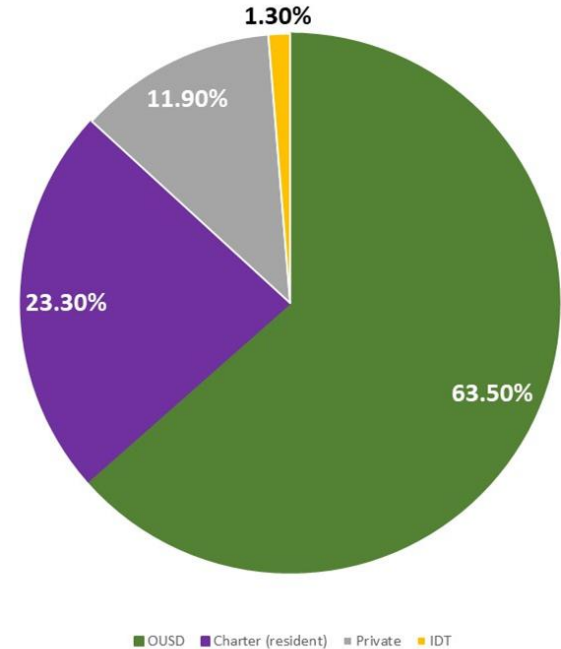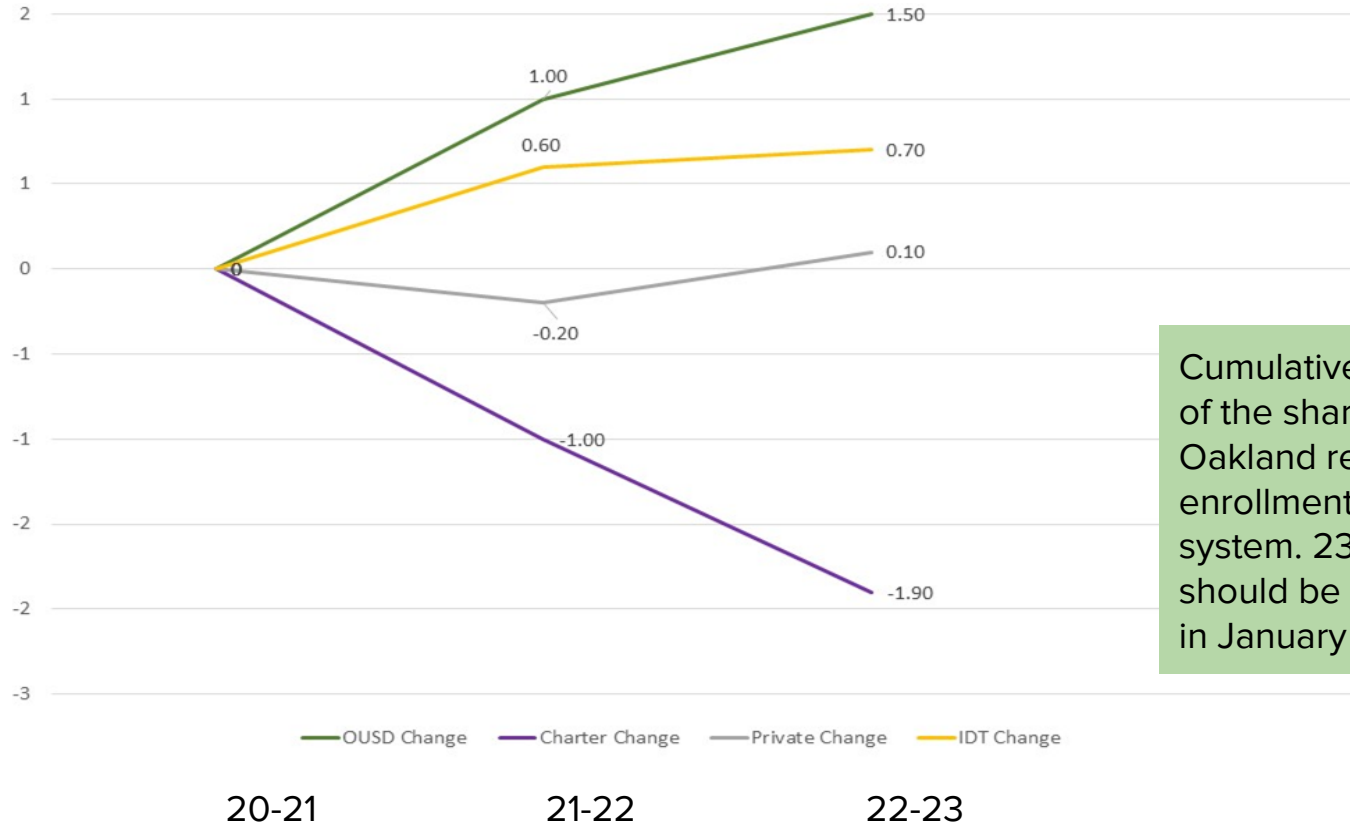
Enrollment Stabilization Impact
2020-21 to 2022-23

Share of Oakland enrollment by system 2022-2023
54,076 students
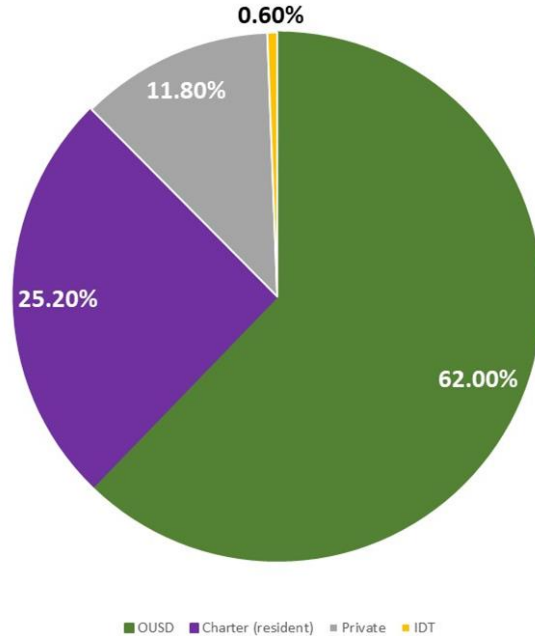
Share of Oakland enrollment by system 2020-2021
55,965 students

The total enrollment city-wide is declining, but OUSD's **share of residential enrollment is increasing** relative to competing systems.

Enrollment Stabilization Impact

Cumulative change of the share of Oakland resident enrollment, by system. 23-24 data should be available in January 2024.

How are we doing right now?

Year of Sch..	Day of App Open Date	-1	0	1	2	3	4	5
2019	November 5, 2018		377	552	696	839	952	953
2020	November 4, 2019		574	808	941	1,122	1,267	1,311
2021	November 16, 2020		785	1,010	1,204	1,349	1,442	1,485
2022	November 15, 2021	494	1,346	1,618	1,780	1,925	2,018	2,048
2023	December 1, 2022	10	352	586	678	766	985	1,176
2024	December 1, 2023		764	899	1,011	1,284	1,487	1,621

445 more applications than this time last year.

Factors driving early success:

1) Outreach work funded through BP 5115.
2) Investments in continuing to make the Enrollwise tool accessible and intuitive.
3) Ongoing training and support for community, staff, and partners.
4) Continuing expansion of TK.

Appendix

Enrollment Projections: TK/ K Methodology

❖ TK & K Projections Driven by birthrates.

Eligible Births

(Eligible births are live births in Oakland that would be age eligible for TK or K in the enrollment year)

✕

Capture Rate

(The capture rate is determined by dividing the students enrolled on Census Day by the number of eligible births in Oakland)

Enrollment Projections: 6th & 9th Methodology

❖ 6th and 9th projections driven by progressions rate.

Previous Year's Enrollment	✕	**2-year Average of Progression Rate**
(Start with the Census Day enrollment for 5th grade and 8th grade)		(Progression rate is 6th or 9th grade enrollment divided by previous year's 5th or 8th enrollment.)

Enrollment Projections: Entry Grade School Level Methodology

❖ The previous methodologies determine whole district enrollment projections. We determine school-level by calculating the school's share of enrollment.

District-level projections		Previous year's enrollment share
(Determined by using the previously discussed methodologies)	✖	(Determined by dividing previous year's grade level enrollment by each school's enrollment at that grade)

If a school had 7% of total kinder enrollment in 23-24, our starting projection would show them with 7% of the new kinder pool.

Enrollment Projections: Non-entry Grade Methodology

❖ Non-entry grade enrollment calculated for each school using progression rates.

Previous Year's Enrollment		**3-year Median of Progression Rate**
(Start with the Census Day enrollment for every non-entry grade)	✖	(Progression rate is Census Day enrollment in current year divided by Census Day enrollment at the previous grade in the previous year).

Enrollment Projections: Late-Arriving Student Methodology

❖ We project a late-arriving allocation for Alternative Education, Newcomer, and SDC students to reflect the planned variance in those programs.

	23-24 On-time projection (Census Day)	23-24 Late arriving projection	23-24 Total Projection
Bunch	51	31	82
Dewey	67	67	134
Rudsdale	270	90	360

Enrollment Projections: Manual Adjustments Methodology

❖ Manual adjustments are used when methodology cannot incorporate dramatically shifted conditions or when projections are insufficient to justify labor costs

	Modeled Kinder projections	Number of Kinder cohorts	Adjusted Kinder Projections	Adjusted Kinder cohorts	Notes
School-A	47	2	48	2	
School-B	50	3	48	2	decrease by 2 students to maintain 2 cohorts
School-C	47	2	48	2	

Enrollment Projections: Key Takeaways

1. Birthrates are significant determinants of enrollment projections and **birth rates are declining.**
2. Cohort progression is a significant determinant of enrollment projections and **the District loses students at every transition point except K➜1 and 8th➜ 9th**
3. Late-arriving projections for Alternative Education, Newcomers, and SDC allow us to maintain the integrity and availability of programs, plans for predicted variance in special populations, and **ensures we do not fund multiple seats for a single student**.
4. Manual adjustments are used to make sure that we are **projecting sufficient enrollment to justify labor costs** as well as projecting within the capacity of the physical plant.