Better Enrollment System Oakland

Board of Education Study Session

Presented by Yusef Carrillo and Charles Wilson

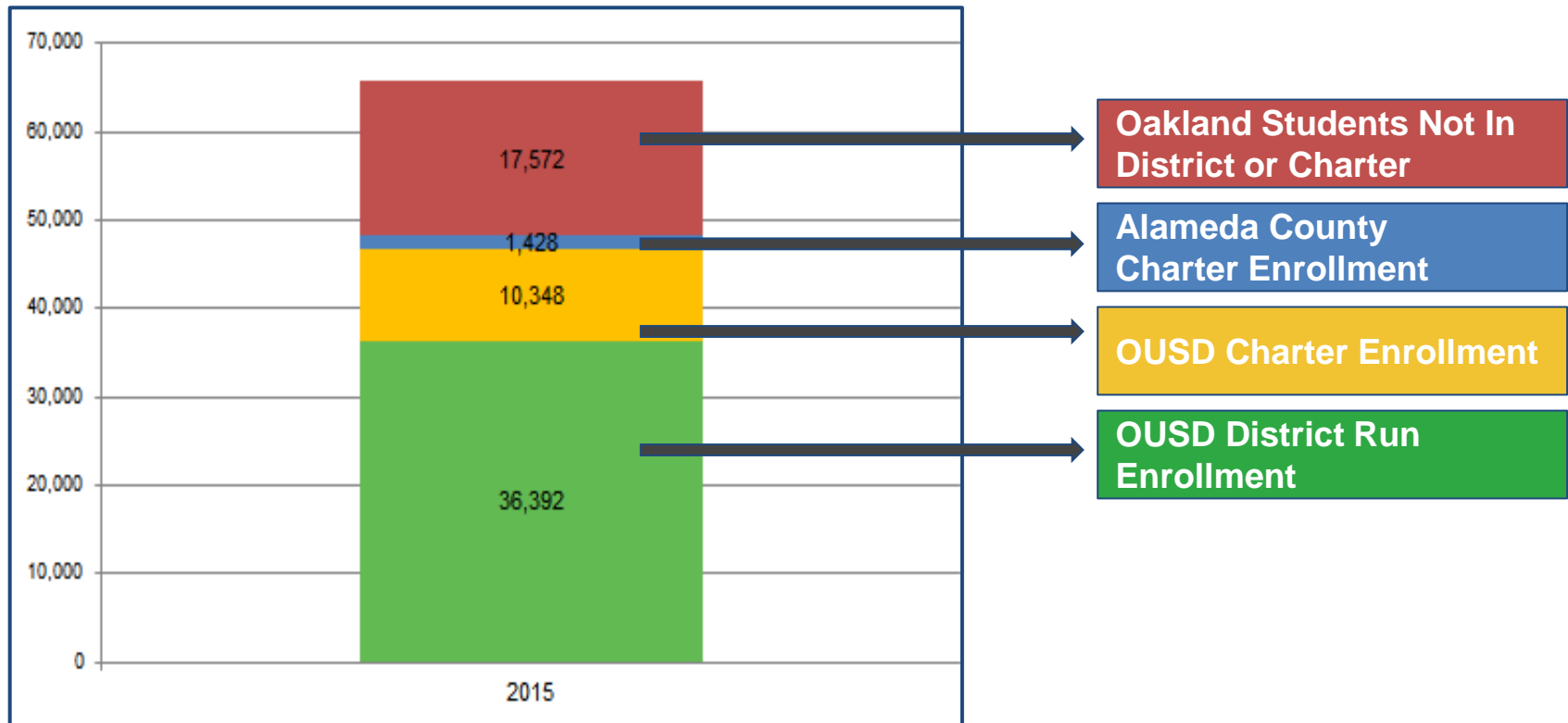Presented to OUSD Board of Education

December 2, 2015

Today's Asks of the Board

1. Engage in dialogue about implementation of a citywide enrollment system in Oakland, in preparation for a proposed resolution and vote in January 2016

1. Provide guidance as to which option to pursue, relative to the prioritization of applicants to OUSD schools (Option A or B)

Where Do Oakland Students Go To School?

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Oakland Students Not In District or Charter

Alameda County Charter Enrollment

OUSD Charter Enrollment

OUSD District Run Enrollment

Current District & Charter: **73.3 %**

Current Pool of Oakland School Age Children: **65,740**

* Capture rate analysis includes only children living within Oakland; it does not account for students living outside Oakland attending Oakland schools.

Overview

Current State
- OUSD Principles & Strategic Plan
- Enrollment System in Oakland
- What's Not Working?

Engagement
- Engagement Events
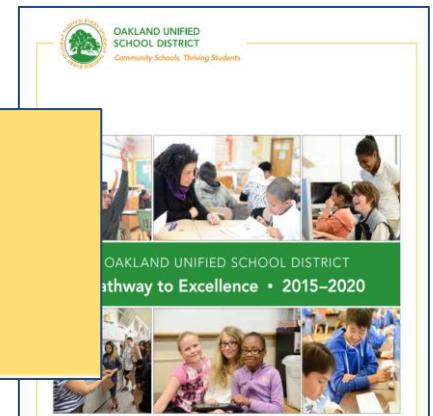- Enrollment Survey Focus Areas
- Survey Results

Recommendation
- Requirements
- Phases
- Costs & Benefits
- Proposed Next Steps

OUSD Principles & Priority Areas

1. PUTTING STUDENTS FIRST

2. EQUITY

3. INTEGRITY

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Priority 2   Accountable School District

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Current Enrollment System in Oakland

- **One** central enrollment center; relocated **Three** times in **Seven** years.

- Given the geography of Oakland it leaves **remote communities** underserved

- 2 Managers
- 1 Counselor (TSF)
- 2 Admin Assistants
- 12 Language Testing & Placement Specialists

Same
Centralized Enrollment System
Since 2006

1 Sibling

2 Neighbor

3 Open Lottery

Policy

OUSD and charter schools are not coordinated, parents have to apply independently

Current Budget -----> Costs $1.8 Million

What's Not Working?

For Families

- Lack of information
- Multiple processes difficult to navigate
- No supports to help make a good choice
- Lack of Feeder Patterns
- Location inaccessibility

For Schools

- Roster instability
- Students moving between

For The Community

- Lacks transparency
- No system-wide data
- Fragmented access to schools, transportation

> **"Our enrollment process is too difficult to navigate...especially for families who don't have access"**
>
> *- District 7 Parent*

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How Do We Know These Problems Exist?

January → **Independent Listening Tour**

Conducted by Institute for Innovation in Public School Choice (IIPSC)
3 focus groups including 20 **parents**
23 interviews with **OUSD leaders and staff**
10 interviews with **charter school** leaders and staff
10 interviews with **community organizations**

Very few individuals interviewed last winter felt the current system was equitable for all families.

September → **Parent & Community Meetings**

We have **researched and engaged** our community in discussions about enrollment

October → **Enrollment Survey**

450 submissions with **representation from every district and school level** (preschool, elementary, middle, high).

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Where Have We Engaged Our Community?

Principals, Teachers & Staff	Parents
Session #1 (Teachers) - 10 Attendees *Sept. 21st @ Think College Now*	Session #1 - 50 Attendees *Sept. 24th @ Think College Now*
Session #2 (Teachers) - 20 Attendees *Sept. 24th @ New Leaders Teachers Forum*	Session #2 - 10 Attendees *Oct. 20th @ Hoover Elementary*
Session #3 (Principals) - 10 Attendees *Sept. 29th @ 1000 Broadway*	Session #3 - 40 Attendees *Oct. 28th @ Greenleaf Elementary*
Session #4 (Principals) - 14 Attendees *Oct. 29th @ 1000 Broadway*	Session #4 - 7 Attendees *Nov. 2nd @ Melrose Leadership Academy*
Session #5 (Teachers) - 10 Attendees *Nov. 18th @ West Oakland MS*	Session #5 - 27 Attendees *Nov. 16th @ Edna Brewer MS*
Principal Engagement	District 1 Superintendent Forum

Enrollment Survey Focus Areas

What is your greatest challenge with finding a school for your child?

Lack of information/access to information

Language barriers

Not enough quality options nearby

Going through the Options process

Application at OUSD/Charter too confusing

Waitlist at school(s) of choice

Time spent at OUSD enrollment office

Lack of communication from OUSD

Other

Parents' experience with the Student Assignment Center

Parents experience with the Options Lottery

Understand how Parents rank priorities

Measure the desire to streamline the enrollment process

All questions & results available at www.ousd.org/enrollmentsurvey

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Survey Results Citywide Enrollment System

38% of parents would not or did not choose their neighborhood school option

73% prefer one application for all Oakland public schools

49% applied only to OUSD District schools

66% were accepted in their top school choice in first round

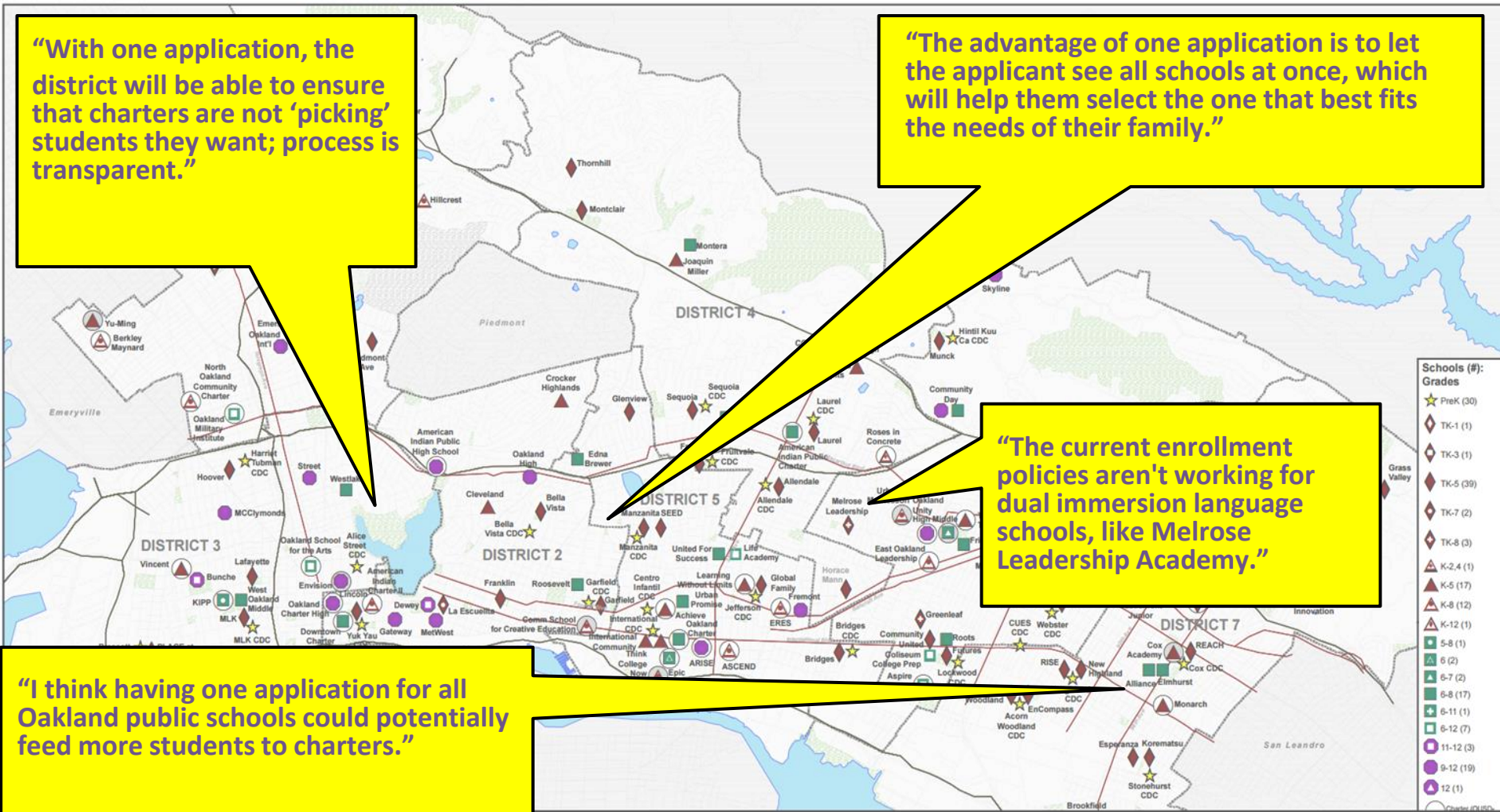**77% believe current enrollment system should be updated or replaced**

What Work Has Been Done?

Tasked by the Superintendent, teams have been providing input, designing, and gathering feedback **since early 2015** to draft a blueprint for an improved enrollment:

- ❏ **Parent Advisory Group**
- ❏ **Steering Committee**
- ❏ **Executive Committee**

Theses diverse committees spent over 450 person-hours working together to create Oakland's Improved Enrollment Blueprint

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How Do We Plan To Address These Issues?

Improve our current enrollment system over 2-3 years

A new enrollment process and system must meet the following requirements:

Equitable – for ALL families

Transparent – with clear and timely information

Universal – to include all public schools

User-friendly – to support all families

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Sounds Like a Big Undertaking...

INDEED!

Successful Implementation

REQUIRES

Authorizers, LEAs, and Schools To Collaborate On Behalf of Kids

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Two Streams Of Parallel Work

OUSD Enrollment Policy & Operations

Enrollment Prioritization Policy:
- "My child travels across the city to attend school because our neighborhood school is full."
- "I think there should be an enrollment priority for kids who attend our neighborhood high school's feeder school."

Operations:
- "The Student Assignment Center location is inconvenient for me."
- "The OUSD Options process is not fair."

Citywide Public School Enrollment Improvements

Available Information and Outreach:
- "I am not fully informed about the public school options available to my child."
- "It is challenging to find unbiased information about schools."

Enrollment Process:
- "No one can explain to me how and why my child did not get into our most-preferred school."
- "Our school had many students withdraw in late August because they got called in off the waitlist of another public school."

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Phases Of Work

"**Progress is impossible without change, and those who cannot change their minds cannot change anything.**"

-George Bernard Shaw

Phase I – Fall 2015 for 2016/17 SY

Technology Changes: Online School Finder Tool

Realignment of Resources: Ensure current enrollment office and all school sites are aware of new resources available to families

Phase II – Fall 2016 for 2017/18 SY

Technology Changes: Integrated application and enrollment software

Better Citywide Coordination: Single timeline, single application, single lottery, single set of enrollment rules. Move from LEA-specific enrollment operations to one enrollment operation

Realignment of Resources: Cost budgeting, groundwork for implementation

Phase III – Fall 2017 for 2018/19 SY

Better Targeted Support: for ECE, Special Education, and other specific populations

Feeder Patterns

A New Priority for Oakland Students

- Within a geographic boundary parents have access to **multiple feeder patterns** for Elementary, Middle or High

- Feeder Patterns: Creating robust options for students

- Providing **continuity** and articulation of curriculum (language, Intl Baccalaureate program, etc.)

- Articulation of programming from Elementary → Middle→ High School

- Parents may **exercise choice transportation** within the geographic boundary.

Transistortation

- Current transportation is only for special ed students and some re-directed students.
- School choice options for all students without transportation support, choices are not accessible for most.
- Transportation is a great barrier to access and integration
- Options:
  - Create feeder patterns
  - Transportation study
    - Need, Options, Cost
  - Providing transportation will eliminate inequity in our choice system and reduce chronic absence.
  - Creating overlapping boundaries

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Oakland's Blueprint

Proposing a coordinated citywide system that puts *families* front-and-center

Future State → Winter Prior to School Year:

- LEAs responsible for:
  - ✓ Marketing & recruiting
  - ✓ Determining number of students to enroll
  - ✓ Determining school-specific enrollment priorities

  •Proactive outreach conducted each December to transitioning students (i.e., those entering kinder, middle, or high school)

- Online and paper-based school finder tools available to families

- Citywide and regional school expos and tours available to families

- Media/PR campaign conducted to alert families of upcoming enrollment window

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Oakland's Blueprint

Future State → Spring Prior to School Year:

- Enrollment window #1: opens in December and closes in mid-February
  - One application, including all public schools, will be used → families may rank up to 6 school choices (exact number TBD)
  - Applications may be submitted at an Enrollment Center or any participating school
  - Number of enrollment offers to give at each school will be determined by each LEA
  - One combined lottery will be used to match each student to a school
  - Families will be notified by early March of their child's school assignment

- Enrollment window #2: open during the month of April to any student who is new-to-Oakland, who did not participate in the first enrollment window, or who is not satisfied with his/her school assignment from the first enrollment window
  - One application will be used for all participating schools → families may rank up to 6 school choices (exact number TBD)
  - Applications may be submitted at an Enrollment Center or any participating school
  - Number of enrollment offers to give at each school will be determined by remaining space available
  - One combined lottery will be used to match each student to a school
  - Families will be notified by late May of their child's school assignment

Oakland's Blueprint

Future State → Summer Prior to School Year:

- Students who are new to Oakland and current students who did not participate in either of the two enrollment windows must visit an Enrollment Center, where they will be presented with school options (based on space availability)
  - When/if a school's enrollment number drops below its self-determined target, the Enrollment Management System flags the school as being "open" for new students, at which point an Enrollment Team member may offer it as a choice to a student in need of a school assignment

- Each school manages its own registration activities (e.g., collection of required documents, emergency contacts, orientation, etc.)

Oakland's Blueprint

Future State → During the School Year:

- Students who are new to Oakland must visit an Enrollment Center, where they will be presented with school options
  - When/if a school's enrollment number drops below its self-determined target, the Enrollment Management System flags the school as "open" for new students, at which point an Enrollment Team member may offer it as a choice to a student in need of a school assignment

- Current students who want to transfer to a new public school mid-year must submit a Transfer Request at an Enrollment Center
  - While mid-year transfers are strongly discouraged, some extreme circumstances may warrant a transfer approval, if the student's ability to thrive is in jeopardy
  - Transfer Requests are decided-upon based on input from the parent, the student's current school, the school where the student wants to attend, and others

- Student withdrawals are monitored by the Enrollment Team and will require rigorous documentation on the part of the student's current school

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Oakland's Blueprint

The Steering Committee's Blueprint focuses on
equity, transparency, and *efficiency*

Future State → Miscellaneous:

- One common timeline for all schools and families

- Participating schools are held accountable for adhering to one set of enrollment, withdrawal, and transfer "rules"

- Elimination of waitlists to ensure equitable access

- Multiple enrollment centers open year-round throughout the city

- Each student may be on the roster at only one public school at any given point in time

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Oakland's Blueprint

Families will only fully realize benefits if <u>all</u> public schools participate

<u>Why Include Charter Schools?</u>

○ OUSD is responsible to support all kids in Oakland, ~12,000 of whom are currently choosing charter options

○ At most schools, roster instability cannot be solved unless charter schools are part of the system

○ By agreeing to participate in a common system, charter schools will be held accountable to the same enrollment "rules" and etiquette as district-run schools

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How Applicants Are Prioritized

What The Survey Told Us

- Survey results show that respondents prefer sibling and neighborhood as the top two priorities

- Respondents voiced a desire for feeder patterns, both school and program based

- Respondents also valued "Oakland Students First"

- How to translate these results into action

- Options for the board to consider

Prioritizing Applicants

Option A: Prioritizing applicants to OUSD schools

- Current prioritization structure would remain unchanged:
  1) Siblings
  2) Neighborhood Students
  3) Oakland Residents
  4) Non-Oakland Residents
- Cap enrollment at schools
- Eliminate waitlists

Benefits: more Oakland residents would get their most-preferred school; parents are acclimated to current process/tribulations

Risk: possibility of continuing enrollment dip in middle school grades

Prioritizing Applicants

Option B: Prioritizing applicants at OUSD schools

- Implement new prioritization structure:
  1) Siblings
  2) Neighborhood Students
  3) Students Attending a Feeder Pattern School
  4) Oakland Residents
  5) Non-Oakland Residents
- Cap enrollment at schools
- Eliminate waitlists

Benefits: more Oakland residents would get their most-preferred school; Students would have incentive to remain in OUSD for 6th grade

Risk: families who don't get in at a feeder school may be "edged out" for opportunity to attend next school

Evaluating Costs and Budget

Current	
Item	**Amount**
Staff Salaries & Benefits	$1.5 million
Consultants	$25,000
Temporary Workers (August Rush, Options Window)	$35,000
Supplies	$20,000
Publications & Paper Forms	$90,000
Printing & Mailing (Options Notifications)	$40,000
Transportation Costs (Re-directed Students)	$50,000
Current Costs	**$1.8 million**

Proposed Additional Costs	
Item	**Amount**
Staff Salaries & Benefits	1 million
Site Readiness Costs	$150,000
*Ongoing Software costs (Commitments from philanthropy for nearly all of the one-time startup costs)	$100,000
School Expo	$90,000
August Rush	$50,000
Project Mgmt.	$100,000
Additional Costs	**$1.4 million**

OUSD has evaluated costs based on necessary updates to our own systems - Part of the budget planning (2016-2017)

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Benefits To Improving Enrollment

Equitable – ALL families will have easy access to an enrollment center, robust academic programming, enriched feeder pattern options, transportation and more integrated schools

Transparent – with clear prioritization, timely information and auditable results

Universal – to include all public schools, every family fills one application for all public schools

User-friendly – to support all families, easy to use, one process for Oakland

What Happens Next?

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Providing equitable enrollment processes for our families

- Launching online school finder tool by mid December 2015
- Defining system requirements for Enrollment software and issuing RFP
- Asking Board of Education to support OUSD's participation in and administration of Oakland's new enrollment system
  - Presentation of Resolution → Jan. 11, 2016
  - Vote on Resolution → Jan. 27, 2016
  - Researching possible locations for regional site
- Board to decide if Feeder Pattern should be included in Board Policy
  - Feeder Patterns Resolution → Jan. 11, 2016
  - Based on resolution, study and creation of patterns for board approval/enaction.

This change is an important part of achieving our mission and living our values

We Are:

- A Full Service Community District

- Committed to equity and access

- Serving all public school children in Oakland

EVERY STUDENT THRIVES!

Appendix

Team Members

Parent Advisory Group

Ana Renderos	*Roosevelt MS*	Hilda Garcia-Ramirez	*Think College Now*
Aurora Pedroza	*Skyline HS*	Kandie Randolph-Mercadel	*Aspire Berkley-Maynard*
Cassandra Dunn	*Kaiser Elem.*	Liliana Arreola	*Skyline HS*
Chanda May	*Oakland HS*	Luz Maria Lopez-Diaz	*San Antonio CDC*
David Guerra	*Oakland School for the Arts*	Mireya Chavarria	*Edna Brewer MS*
Duc Nguyen	*Skyline HS*	Situ Li Liang	*Franklin Elem.*
Elizabeth Gessel	*Claremont MS, Oakland Tech*	Tarya White	*Unity HS, Aspire Triumph*
Guadalupe Gomez	*Achieve Academy*	Teresha Freckleton	*North Oakland Comm. Charter School*

Steering Committee

Anne Soto	*Educate78*	Kathy Hatzke	*OUSD – Kaiser Elementary*
Betty Olson-Jones	*OEA (Retired)*	Melia Franklin	*Parent Leadership Action*
Brian Stanley	*Oakland Ed Fund*		*Network*
Charles Wilson	*OUSD – Network Supt.*	Mirella Rangel	*GO Public Schools*
		Pete Cordero	*Amethod Public Schools*
Farah Charania	*OUSD – Enrollment Team*	Priscilla Zamora	*Aspire Public Schools*
		Yusef Carrillo	*OUSD – Enrollment Team*
Kate Nicol	*Vincent Academy*		

Executive Committee

Antwan Wilson	*OUSD*	James Harris	*OUSD Board*
Hae-Sin Thomas	*Education For Change*	Mia Settles-Tidwell	*OUSD*
Hilary Harmssen	*CCSA*		

Timeline – Better Enrollment Oakland

Pathway to Excellence Approved

WE ARE HERE

J A S O N D | J F M A M J J A S O N D | J F M A M J J A S O N D | J F M A M
2014 | 2015 | 2016 | 2017
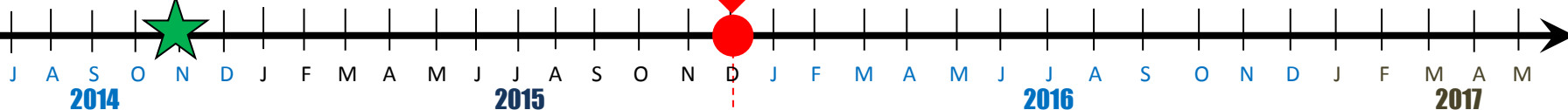
Phase I

Phase II

Phase III

Timeline – Phase I

Timeline – Phase II

WE ARE HERE

J A S O N D | J F M A M J J A S O N D | J F M A M J J A S O N D | J F M A M
2014 | **2015** | **2016** | **2017**

Define the Problem

4 Key Issues:
1. **Difficult for parents**
2. **Inefficient school resource allocation**
3. **Lacks transparency & equity**
4. **Governance & structure**

Create Blueprint

Get Feedback & Approval

Build System (People + Process + Technology)

Go Live!

PARENT ADVISORY GROUP
- 15 parents from diverse areas of Oakland
- Meets roughly once per month
- Shares ideas, feedback, and insight about enrollment and school choices with Steering Committee

STEERING COMMITTEE
- 12 people representing various Oakland-area stakeholders (OUSD, charters, community)
- Meets roughly twice per month
- Considers input from Parent Advisory Group and makes recommendations to Executive Committee

EXECUTIVE COMMITTEE
- 4 leaders representing both OUSD and charter sector
- Meets roughly once per month
- Considers recommendations from Steering Committee and makes final decisions