OUSD Enrollment Improvements Program

Board Presentation

June 8, 2016

Presented To: Oakland Unified School District Board

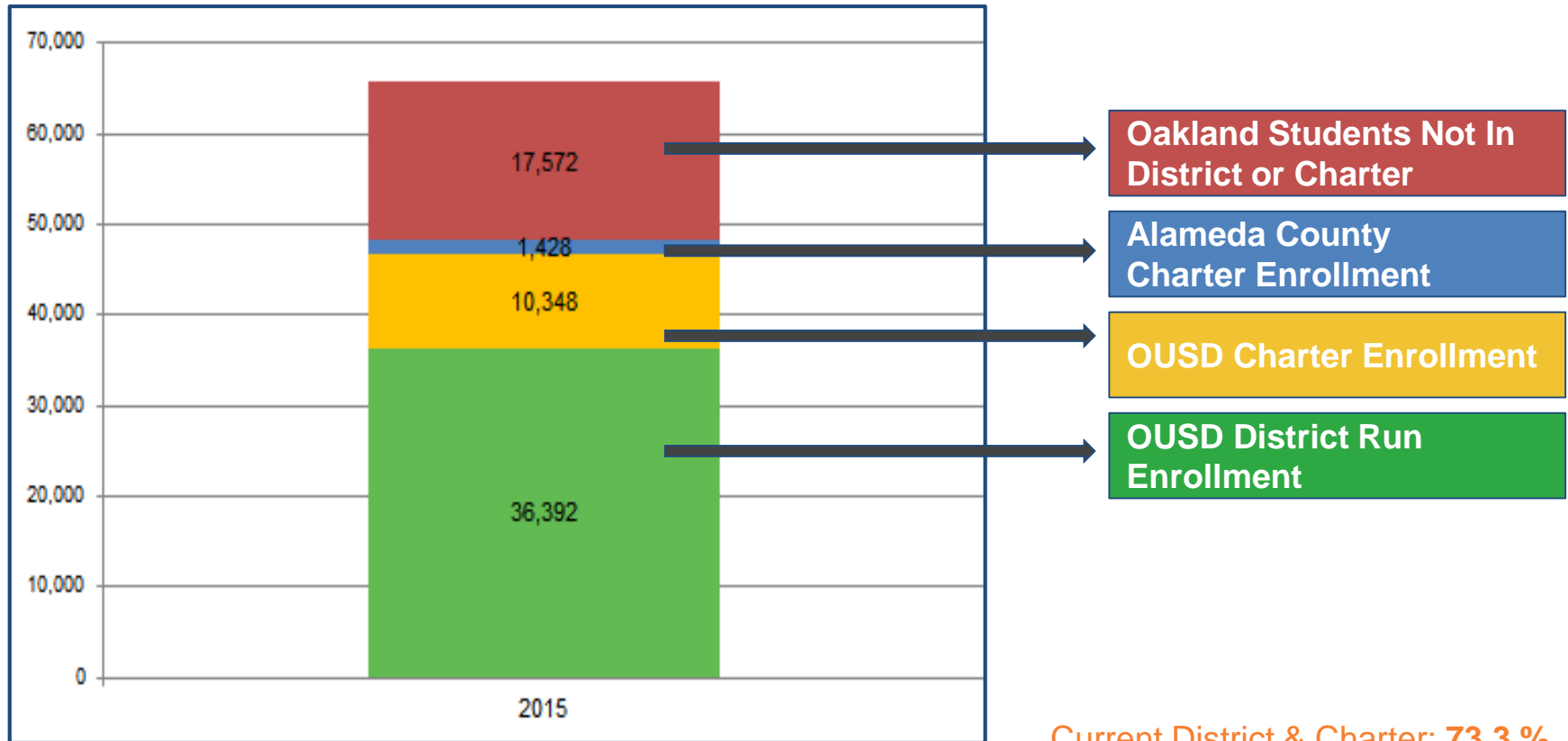By: Charles Wilson, Executive Director of Enrollment

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Where Do Oakland Students Go To School?

Oakland Students Not In District or Charter — 17,572

Alameda County Charter Enrollment — 1,428

OUSD Charter Enrollment — 10,348

OUSD District Run Enrollment — 36,392

2015

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

Current District & Charter: **73.3 %**

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

Overview

Why?

As a key part of its Public School Equity Pledge, the Oakland Unified School District is taking a deep look at public school enrollment in Oakland, **starting with improving OUSD's Enrollment Process and System.** Oakland families have a wide range of great public school options, but the process for learning about and enrolling in Oakland public schools is not working as well as it should for our families. **It's complicated, outdated and does not provide a level playing field for all communities.**

Alignment To OUSD's Strategic Plan

Goal Area 2 - Accountable School District
DISTRICT-CHARTER COMPACT We will partner with charter schools to provide access to quality schools in every neighborhood while building common systems for enrollment, transfers, discipline, performance, and serving all Oakland students.

QUALITY SCHOOL DEVELOPMENT We will engage in a Strategic Regional Analysis to inform where we need more quality programs, and to inform where district facilities need to be used more effectively. Additionally, we will develop a School Performance Framework to measure quality at all individual schools. Finally, we will begin a Call for Quality Schools focused on facilitating the development of effective school models from the ground up and to ensure that every student is able to attend a quality school in their neighborhood.

What's Not Working?

For Families

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

For Schools

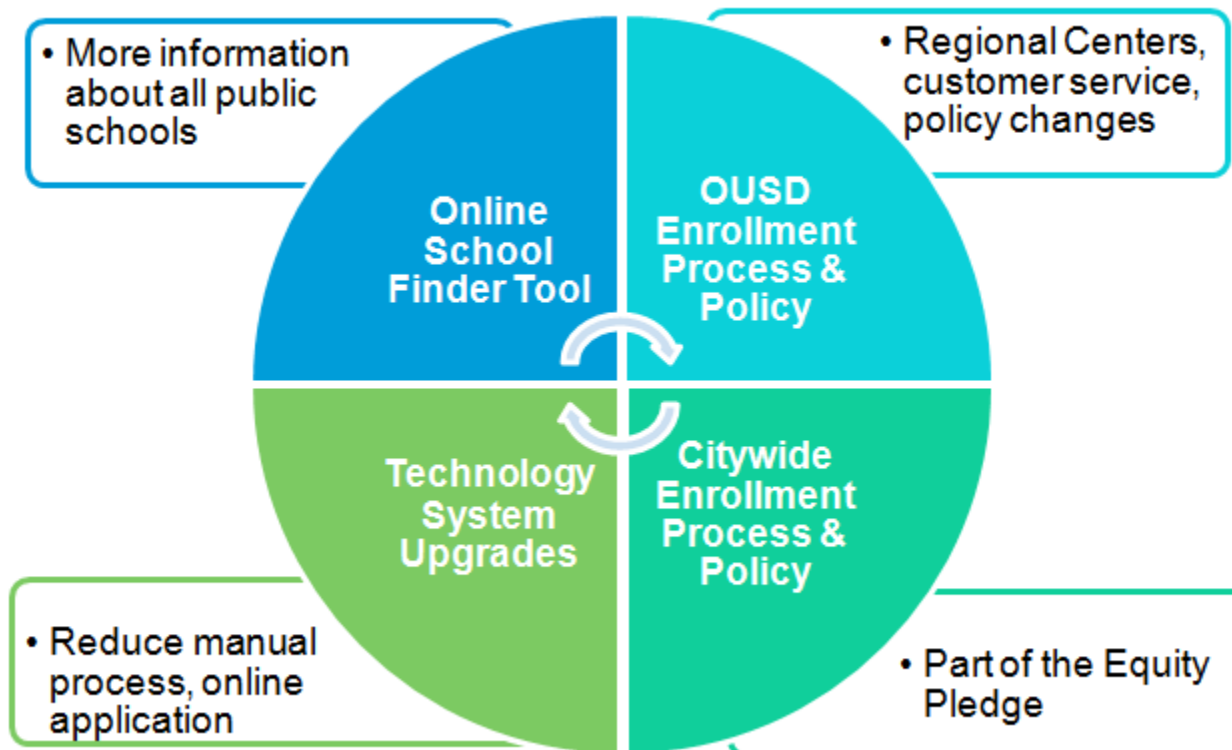- Roster instability
- Students moving between systems

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*

Enrollment Improvements Program

- More information about all public schools

Online School Finder Tool

- Regional Centers, customer service, policy changes

OUSD Enrollment Process & Policy

Technology System Upgrades

Citywide Enrollment Process & Policy

- Reduce manual process, online application

- Part of the Equity Pledge

Enrollment Improvement Projects Goals

Online School Finder	• Provide web and mobile access to find information about all Oakland Public schools from one place • Marketing metrics
Tech System Upgrades	• Select and implement a new enrollment technology system to meet OUSD enrollment needs, as well as, citywide enrollment needs • Implementation will occur in at minimum in 2 phases to mitigate the potential for risks associated with technology integration and change management • Phase 1 will launch online enrollment process, from application to registration • Phase 2 will launch the full migration a new enrollment technology system
OUSD Enrollment Process	• Move from a transaction based customer service to focusing on supporting families through the entire enrollment process • Rebrand from a Student Assignment Center to an expanded Enrollment & Welcome Center at the Lakeview campus • Open a regional center in East Oakland • Staff training and changes to support new process
Citywide Enrollment	• Equitable access to quality public school options • Single enrollment process for families • To give students in red tier schools access to green tier schools. • Improve access to quality schools while improving the quality of all schools

Online School Finder Project

Scope

Provide one place for families to search for and apply for desired Oakland public schools.

Project Status

- On Track
- Currently in Implementation Phase
- Obtained feedback from parents
- Version 2 design upgrades in progress.
- Marketing & communications plan to be started

Milestones

Beta Launch	Dec. 2016
School Information Updated	May 2016
Design upgrades completed based on parent feedback	Jun. 2016
Soft Launch (Aug. Rush)	Aug. 2016
Marketing & Communications	Nov. 2016
Official Launch (Options Window)	Dec. 2016

Tech Systems Upgrade Project

Scope

Migrate OUSD's existing in-house built enrollment technology to a system that can be sustainably maintained, modernized or readily add features such as school outreach and marketing metrics. Phase 1 will allow families to submit their enrollment application & verification documents online. Phase 2 will be the complete migration to a new enrollment technology system for OUSD.

Project Status

- On Track
- Moving into Implementation phase
- Funding in progress for Phase 2
- Technology process maps completed
- Vendor due diligence in progress for phase 2 (complete transition to new enrollment technology)

Milestones

Complete requirements	May 2016
Phase1 implementation starts	June 2016
Launch Phase 1 (Online enrollment application)	Nov 2016
Phase 2 implementation starts (full transition to new enrollment tech system)	Jan 2016
Launch Phase 2	Aug 2017

OUSD Enrollment Process & Policy Changes

Scope

Migrate from a transaction based customer service experience to a relationship and knowledge based experience. The new improved customer service process will focus on not only processing applications, but also on building the initial relationship with prospective families. Phased improvements include opening another enrollment center, improving staff skills & knowledge, streamlining processes, changing policies and rebranding the Student Assignment Center into a Welcome Center.

Project Status

- On Track

- Currently in planning & design phase

- Secured location for East Oakland Regional Enrollment & Welcome Center

- Moving existing center from the portables at Lakeview into the Lakeview building for better customer service experience

Milestones

Basic August Rush Improvements Complete	Jun. 2016
New Process Design Complete	Aug. 2016
Complete Process Changes & Staff Training	Oct. 2016
Launch Rebranded Enrollment & Welcome Centers (Lakeview & East Oakland)	Nov 2016

Citywide Enrollment Policy

Scope

Provide Equitable access to quality public school options. Provide one streamlined enrollment process for families. Provide students in red tier schools access to green tier schools. We must improve access to quality schools while working on improving the quality of our schools.

Project Status

- Still in study / design phase
- Charter concerns for demonstrating OUSD capacity to lead focused, effective, technical work
- Design & recommendation in progress from the Equity Pledge Enrollment Committee

Milestones

Equity Pledge Update	Jun 2016
Enrollment Equity Pledge Committee Recommendations	Oct 2016
Charter Schools Engagement & Joint Planning Complete	Jan 2017
Launch Citywide Enrollment System	Nov 2017

Costs

Current	
Item	**Amount**
Salaries & Benefits	$1,500,000
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	**$1.760,000**

Proposed Additional Costs	
Item	**Amount**
New Site Readiness Costs	$100,000
August Rush	$50,000
One Time Software Costs	$500,000
Ongoing Software Costs	$100,000
School Marketing	$90,000
Project Mgmt	$100,000
Additional Costs	**$940,000**

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

How Applicants Are Prioritized

What The Engagements Told Us

- 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

OAKLAND UNIFIED
SCHOOL DISTRICT
Community Schools, Thriving Students

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
- Make waitlist process more transparent to public

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) **Neighborhood Students**
    2) Siblings
    3) Students Attending a Feeder Pattern School
    4) Oakland Residents
    5) Non-Oakland Residents
- Make waitlist process more transparent to public

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

EVERY STUDENT THRIVES!

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students
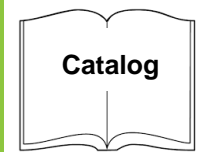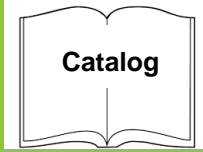
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Appendix

Enrollment Process: *Current & Proposed*

Detailed Current & Proposed Enrollment Process
(before enrollment deadline)

WINTER → ← SPRING

	-1-	-2-	-3-
Proposed Design	Parents may find information about all public schools by using the Online School Finder, Options Guide, and/or visit a regional support center.	Families submit their ranked choices of Oakland-area public schools online or by paper form. Between Dec - Mid Feb	Each student who participated in the First Round is assigned to <u>one</u> public school (notified by mid-March). No student will be waitlisted at any public school. Second Round application process in April available to students who were not assigned to a school in the First Round, those who are not satisfied with their First Round assignment, and those who did not participate in the First Round.
Current Process	Paper options catalog, but also currently includes charter information, only one enrollment center	Families have to apply separately to district and charter schools. Different enrollment processes and application dates.	First Round notified of their school assignment by mid-March. Families can appeal and select one school. They are put on a wait list. **First come first serve.** Families are notified as seats become available, sometimes this is not until the first week of school.

Detailed Current & Proposed Enrollment Process
(After Enrollment Deadline)

	SPRING →	← SUMMER →	←	FALL →
Proposed Design	**-1-** Students who move to Oakland in the spring, summer, or fall may choose a school from a list of all public schools with space available.	**-2-** All students know where they're attending school in the fall and can begin to prepare.	**-3-** Schools have accurate student rosters and can staff and prepare accordingly. Each school manages its own Registration activities.	**-4-** Schools adhere to a shared set of enrollment and withdrawal protocols, with support from and accountability to the central Enrollment team.
Current Process	**-1-** Students who move to Oakland in the spring, summer, or fall may choose a school from a list of OUSD-managed schools with space available and/or physically visit charter schools to inquire about space availability.	**-2-** Students continue to be called-in from waitlists at OUSD-managed and charter schools.	**-3-** Schools have rosters that change each day, sometimes unbeknownst to the school. Each school manages its own Registration activities.	**-4-** Schools adhere to whatever enrollment rules their LEA has established and/or enforces.