OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

Enrollment Improvements Program Year 2
Stabilizing & Increasing Enrollment

Spring Update - February 28, 2018

3 **CONFIRM** **Enroll OUSD**   **3** **CONFIRM** **Enroll OUSD**   **3** **CONFIRM** **Enroll OUSD**

Presented by:

Charles Wilson, Executive Director of Enrollment

Manisha Patel, Project Manager

Nana Xu, Director of Strategic Policy & Planning

www.ousd.org   @OUSDnews

Improve family enrollment experiences, communication & change narratives

Current Progress (Tech & Process Upgrades Project)

- Enrollment Season opened Nov. 13 with the launch of a new pre-filled online application for current transition grade students (PK, 5, 8)
- Completed seven enrollment fairs
- Preparing online confirmation & waitlist

ENROLL OUSD
in 4 easy steps!

1 FIND
2 APPLY
3 CONFIRM
4 REGISTER

Summer 2018 Milestones

- Implement online registration & begin planning Enrollment Nov. 2019-2020
- Launch policy testing software
- Determine PEC placement requirements

Current OUSD Marketing & Outreach

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

OUSD Enrollment Video

Community Outreach (Limited reach this year)

Social Media Ads

Enroll Oak Charter & OUSD School Report Card Video

Enrollment Fairs

Postcard

Monitoring
Success & Improvements

Successes Highlights

- Majority of families, school staff and enrollment staff had positive experiences with the online system
- 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: *"it's too hard to connect with difficult to reach families that have incomplete or missing information, or who have a low response rate."* Reality: We received immediate responses from families (for example: a message was sent to 340 families and over 100 families called/emailed within 15 minutes. By the end of the third day about 230 families responded.)

Improvement Highlights For May 2018-May 2019

- Additional changes to procedures to address which school applications require address verification documents, along with enhancements to the online system to support the procedural changes.

- Examine how to free current enrollment staff from CELDT testing so that we can focus on customer service and communication improvements.
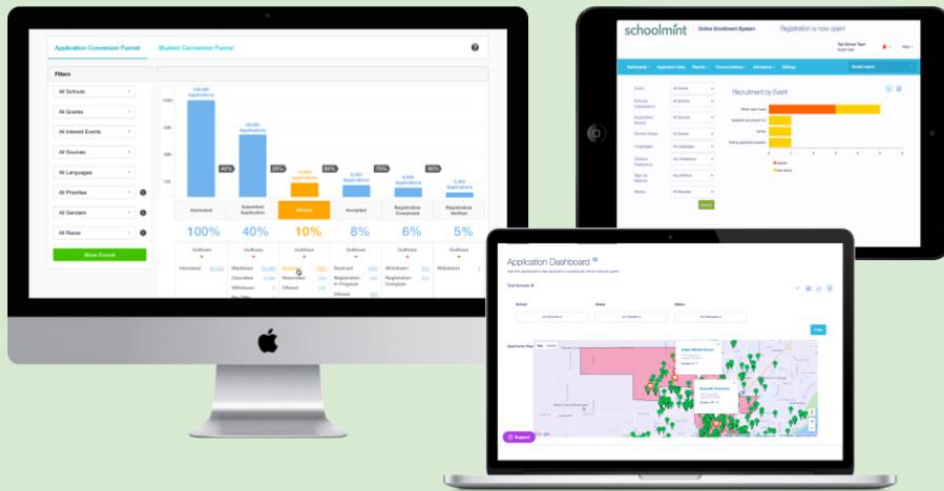
Current Progress (Enrollment Data Analytics Project)

- Enrollment impact analysis administrative regulations complete for BP 3650
- Analysis on charter impact completed in November 2017 and presented to board
- Working on March 2018 Enrollment Impact Analysis Report on analysis of Proposition 39 Preliminary Offers

Summer 2018 Milestones

Ongoing enrollment impact analysis
Automation of metrics

Success Highlights

- 18-19 Enrollment projections: 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.

- Enrollment impact analysis: Completed admin regulations for enrollment impact analysis BP 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).

Improvement Highlights For May 2018-May 2019

- Day 20 Counts: continued visibility for Board and public as to drivers of enrollment increases and decreases.

- 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.
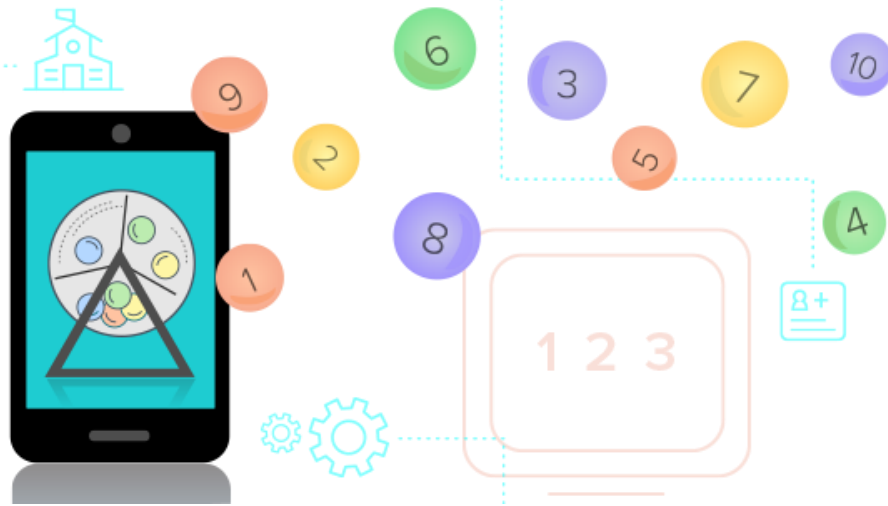
More Equitable Access to Quality Community Schools

Current Progress (Policy Development Project)

- Assessing timeline, implementation, and implications of potential policy change.
- Updated enrollment policy and admin regulations for BP 5116.1

Summer 2018 Milestones

- Test impact of potential policy changes in algorithm sandbox

Monitoring
Success & Improvements

Success Highlights

- 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.

- Enhanced partnerships with parents and parent groups interested in potential policy changes: cumulation of 7-8 potential policy changes for exploration.

Improvement Highlights For May 2018-May 2019

- Community and board engagement regarding potential policy changes; build upon successes of Integration Conference in April 2017.

- Creation of a committee/group to review and study the data from the sandbox and determine how to best implement policy changes.

Align enrollment planning & school portfolio management

OAKLAND UNIFIED
SCHOOL DISTRICT
Community Schools, Thriving Students

Current Progress **(Align SPM & Enrollment Project)**
- School Portfolio Management is driven by ongoing Blueprint work
- Financial modeling and research around sustainable school size; establishment of decision-making framework and process

BLUEPRINT FOR QUALITY SCHOOLS

Summer 2018 Milestones
Incorporate enrollment planning into portfolio decisions
Blueprint Community engagements
Initial recommendations for portfolio improvements

Monitoring
Success & Improvements

Success Highlights

- Led Blueprint retreats to share information about sustainable school size, facilities updates, and metrics to inform Blueprint decisions.

- Increased collaboration with RAD, School Site Decision team, and finance departments.

Improvement Highlights For 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.

Thank You!

SchoolMint Team
Kate O'Mahoney Sikora, Director of Special Projects
HillaryLounsbury, Project Manager
Victoria Pacchiana-Rojas, Product Manager
Michelle Neider, Customer Success Specialist

Research, Assessment & Data
Susan Radke, Mapping Analytics Specialist

School Teams
Sheila Brown, Coordinator, PreK-12 Systems & Operations & LCFF
School Clerical Staff!
Amazing OUSD Principals!

Technology Services Team
Susan Beltz, Chief Technology Officer
Michael Lin. Software Engineer
Marcus Silvi, Coordinator
Taslim Shaikh, Information System Specialist IV/DBA

Enrollment Team
Alanna Lim, Director of Operation
Enrollment Specialists:
Kair-Ta Chao, Neyda Cuesi-Reviero, Gabriela Diaz, Cheri Hsieh, Amanda Lam, Xochilt Monterossa, Lorena H. Reyas, Truongha Tran, Sophiny Ung, Marian Zambrano

Continuous Improvement

What Can We Do Better?

Key Enrollment Dates

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

OUSD Open Enrollment Assignment Notification Early March

Deadline for Parents To Confirm March 29
March 29, 2018

3 CONFIRM

Confirm
By March 29

Visit us at **www.ousd.org/enroll**

Appendix

www.ousd.org @OUSDnews

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

Goals & Actions

Goals Year 2	Actions Year 2
1 Improve family experiences, communication & change narratives **(Tech & Process Upgrade Project)**	New software system, clearer information, targeted outreach, & family centered processes
2 Improve assessment and data use **(Enrollment Data Analytics Project)**	Develop new assessment, data analysis and enrollment projections practices
3 More Equitable Access to Quality Community Schools **(Policy Development Project)**	Assess, Develop & implement enrollment policies; increase number of high quality schools
4 Align enrollment planning & school portfolio mgmt. **(Align SPM & Enrollment Project)**	One leader over both depts., continue redesign of both depts.; enact Impact Analysis Policy

15

New software system, clearer information, targeted outreach, & family centered processes (paper forms will still be made available)

Outcomes	Progress/Milestones	
- Families can apply and register online. - Less data entry/more engagement - Increase on-time applications - Decrease school student roster changes in August - Move families through school waitlists faster and earlier - Increase the number of first choice schools & reduce number of families on waitlists - Faster response time to phone calls & emails - More transparency, and clear information	**Fall**	School Options window Opens
	Winter	Options Fairs Year 3 planning begins Options Closes Jan 26 Launch policy testing software
	Spring	Launch online notification & confirmation Launch Pre-Registration
	Summer	Launch Online Registration Launch Online Application (Current Year)

16

2 Improve assessment and data analysis

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

Develop new assessment, data analysis and enrollment projections practices		
Outcomes	**Milestones/Progress**	
- Improve District level enrollment projections accuracy at the district and school level - More robust analytics to assess and support policy changes, enrollment operations, and portfolio changes	**Fall**	Enrollment 20 day counts Implement improved enrollment projections process & methodology
	Winter	Scenario and impact analysis for changes in school portfolio: ongoing
	Spring	
	Summer	

More Equitable Access To Quality Schools

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

Develop & update enrollment policies

Outcomes	Progress towards Milestones	
● New / Updated enrollment policies to increase equitable access ● Provide data-based Feeder Pattern recommendations	**Fall '17**	Benchmarking, research, assessment, and community engagement
	Winter '18	
	Spring '18	
	Summer '18	Scenario analysis using new enrollment software

4 Align enrollment planning & school portfolio management

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

One leader over both depts., continue redesign of both depts., Enact Impact Analysis Policy comprehensively across OUSD

Outcomes	Milestones	
• Improved and aligned planning and implementation of school portfolio, enrollment planning, facilities, teaching & learning plans and budget. • Design & Implement Blueprint for Quality Schools	**Fall**	Internal & External Outreach, Design & Planning
	Winter	
	Spring	
	Summer	Recommendations and phase 1 Implementation

Path To Changing OUSD Enrollment Policies

OAKLAND UNIFIED
SCHOOL DISTRICT
Community Schools, Thriving Students

Task	Month	Status
Community engagement to gather feedback on policy changes	June 2017	Completed
Research & Benchmarking	June 2017	Completed
Revisiting of transportation policy (for equity related policies)	January 2018	In process
OUSD Legal assessment of enrollment policy changes	January 2018	In process
Implementation of policy software testing environment *	**April-June 2018**	**To Be Started**
Impact analysis conducted through vendor testing environment to assess impact of policy changes)	**June-August 2018**	**To Be Started**
Implementation plan to operationalize all changes: legal review, fiscal review, internal and external feedback	September 2018-February 2020	To Be Started
Review and approval by OUSD Board of Directors	June 2019	To Be Started
Implementation of changes in SchoolMint and testing	July 2020-Mar 2020	To Be Started

*Note: timing of policy change implementation dependent on availability of software testing environment

Options and Timelines to Implement Policy Change

Option A (Finish technical upgrade in SchoolMint (SM) for 18-19 school year first and then work on policy)	Option B (Implement policy changes for 20-21 in SM)	Option C (Implement policy changes for 21-22 in SM)
Timeline: We get to policy changes after operational items have been prioritized whenever possible.	**Tentative Timeline:** • Jun 2018 - Policy sandbox complete • Jun - Aug 2018 - data analysis with policy sandbox • Sep 2018 - legal review • Sep - Dec 2018 - network buy-in • Jan 2019- Jun 2019 - community engagement • Jun 2019 - board approval • Jul -Nov 2019 - Make necessary changes to SchoolMint, functionality enabled • Dec - Mar 2020 - System Testing • Mar 2020 - implementation	**Tentative Timeline:** • Jun 2018 - Policy sandbox complete • Jun - Aug 2018 - data analysis with policy sandbox • Sep 2018 - legal review • Sep - Dec 2018 - network buy-in • Jan 2019- Jan 2020 - community engagement • Feb 2020 - board approval • Mar 2020-Jul 2020 - Make necessary changes to SchoolMint, functionality enabled • Aug - Nov 2020 - System Testing • Mar 2021 - implementation

Note: timing of actual implementation depends on the scope and specifics of the policy change; for instance, adding entrance criteria for dual-language schools could involve additional time dedicated to selecting and implementing the appropriate language assessment criteria as well as legal review of such criteria; other policy changes depend on the scope: policy changes impacting more students could reasonably require more community engagements and more time dedicated to Schoolmint build relative to those that impact fewer students

Options and Implications to Implement Policy Change

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

Option A (Finish technical upgrade in SchoolMint (SM) for 18-19 school year first and then work on policy)	Option B (Implement policy changes for 20-21 in SM)	Option C (Implement policy changes for 21-22 in SM)
Implications Pros: • Focuses on delivering excellent service for operational responsibilities in Spring 2018; mitigates against risks running current lottery Cons: • May have timing misalignment with Board/community expectations.	**Implications** Pros: • Continue with enrollment policy change momentum. • Earlier deadline helps strengthen relationships with board and community. • Attract families back to schools. Cons: • Little time for community engagement. • Change may not be in place until 20-21 application cycle.	**Implications** Pros: • Better able to market change to community in order to attract them back to OUSD. • Longer lead and planning time for successful implementation • More time to test and more time for community engagement. Cons: • May have timing misalignment with Board/community expectations. • Change may not be in place until 21-22 application cycle.