



# Unification Plan Presentation

## August 30, 2016

Orleans Parish School Board Meeting

# Agenda



- ▶ **The opportunity of unification**
- ▶ Summary overview of the plan
- ▶ The path forward



# An historic opportunity

- ▶ **We are here to discuss the plan to create a public education system in New Orleans that is the first of its kind in the US:**
  - ▶ A district of almost all charter schools
  - ▶ With a democratically-elected School Board
  - ▶ Empowering families with choice
  - ▶ Empowering educators to run schools
  - ▶ Ensuring equity for all students
  - ▶ **Dedicated to the vision that every New Orleans child in every neighborhood should have access to great public schools**

# Our plan is guided by five principles that have been validated through our discussions with the community



- ▶ **High Standards:** Every child in every neighborhood should have access to great public schools
- ▶ **Continued Progress:** We cannot be comfortable with the gains of the last 10 years; we must continually raise expectations, expand what is working, and cultivate new leaders and new ideas
- ▶ **Choice for Families:** Every family should have access to a diverse set of school options for their child through a clear and fair process
- ▶ **Ensuring Equity:** Differentiated resources and attention must go to ensuring that schools are succeeding for each individual student, based on his or her unique gifts, talents, and needs
- ▶ **Empowering Schools and their Communities:** Educators closest to students and families are empowered to make instructional decisions, and the community has a transparent understanding of their school options, the progress being made, and the way in which funds are being used

# These guiding principles define a unique role for OPSB



## What Schools Do

- ▶ Make all curriculum and instructional decisions, based on the best interests of their students
- ▶ Provide training and support to educators and staff
- ▶ Make all personnel decisions consistent with their mission
- ▶ Control their own budgets, including (increasingly) facilities planning

## What the District Does

- ▶ Promote standards of school quality that create a focus on improvement and equity
- ▶ Monitor school performance, and take action when needed
- ▶ Work to develop new schools and programs for students and/or neighborhoods that need better options
- ▶ Promote choice and equity through Enrollment and other citywide programs
- ▶ Set policy that directs school and facilities funding to reflect student and citywide needs

# We have received extensive input from the community over the past three months



**We have engaged more than 500 people in the planning process since June, in a variety of settings:**

- ▶ **Four public meetings of the Advisory Committee**, including presentation of a draft plan in July and subsequent opportunities for public comment through public meetings, office hours, and our website
- ▶ **Over 250 community members** participated in four community meetings in July and August
- ▶ **More than 100 leaders were invited to eight Task Force meetings**, convened in June and August to focus on Authorization, Accountability, and Planning; Facilities; Systemwide Services; and Transparency
- ▶ **Focus groups with parents and educators**
- ▶ **Meetings with Charter Board Chairs, School Leaders, elected officials, clergy, and community groups**

# We are committed to continuing deep engagement throughout the transition process



## Our Commitment

## Purpose

Beginning  
Fall 2016

**Citywide Vision and  
Strategic Goals Task  
Force**

- ▶ Build off themes from community meetings to-date
- ▶ Help articulate a vision for the future of public education in New Orleans and OPSB's role in supporting that vision

Monthly

**Public Engagement  
Opportunities**

- ▶ Provide opportunities for the public to be involved in specific decisions related to unification (e.g., accountability)

Quarterly:

Nov 29  
Feb 16  
May 25  
@ OPSB

**Unification Advisory  
Committee Meetings**

- ▶ Report on progress against quarterly milestones
- ▶ Gather community feedback and discuss key issues

# We are ready for the work ahead



- ▶ **Strong OPSB leadership team**
- ▶ **Aligning our approach to accountability**
- ▶ **Readiness for hard decisions**
- ▶ **Financially sustainable structure**
- ▶ **Clear roadmap of the work to be done**

# Agenda



- ▶ The opportunity of unification

- ▶ **Summary overview of the plan**

- ▶ The path forward

# This plan marks the first key milestone in a two-year transition process



- ▶ Act 91 requires:
  - ▶ 13-member Advisory Committee of school and community leaders
  - ▶ “Unification Transition Process Plan” presented to OPSB by September 1
- ▶ In addition, we have conducted task forces, community meetings, focus groups, and other engagement efforts
- ▶ OPSB continues to prepare to serve all schools and families:
  - ▶ Organizational transformation
  - ▶ New policies to support transition plan
  - ▶ Ongoing community engagement
- ▶ Some schools will continue gradual and voluntary transfer over this time period (like the four schools that just returned)
- ▶ OPSB and schools move forward together under unified local governance
  - ▶ OPSB and/or BESE have the authority to delay unification by one year, based on specified triggers identified in Act 91

# Our final plan includes six main sections



1. Guiding Principles for Unification
2. Strategic Priorities
3. Policy and Operational Decisions
4. Organizational Capabilities
5. Budget Implications
6. Timeline and Responsibilities

# Strategic Priorities

Our strategic priorities relate directly to some of the most important and urgent work we will begin



## Our Strategic Priorities...

- ▶ Uphold stringent standards for school authorization, performance, and accountability
- ▶ Ensure citywide services and policies address equity issues for all students
- ▶ Be financially efficient and operationally lean
- ▶ Ensure that facilities are well maintained
- ▶ Collaborate with stakeholders to define policies in the best interest of students
- ▶ Set long-term goals and a vision for a unified school district by engaging our community

## ... Inform the Work to be Done

- ▶ Creation of a modified school performance framework, charter operating agreement, and related Board policies
- ▶ Responsible transition of EnrollNOLA and other citywide services
- ▶ Restructuring of OPSB central office to focus on citywide needs
- ▶ Alignment of maintenance standards and launch of facilities preservation fund
- ▶ Detailed set of policy decisions defined for next two years
- ▶ Citywide Vision and Strategic Goals Task Force to be launched in 2016-17

# Policy and Operational Decisions

The unification plan lays out key decisions that need to be made over the course of the next two years



**Policy and operational decisions are organized according to key capabilities:**

Portfolio  
Management

Citywide  
Services and  
Enrollment

Facilities

Finance and  
Operations

LEA  
Responsibilities



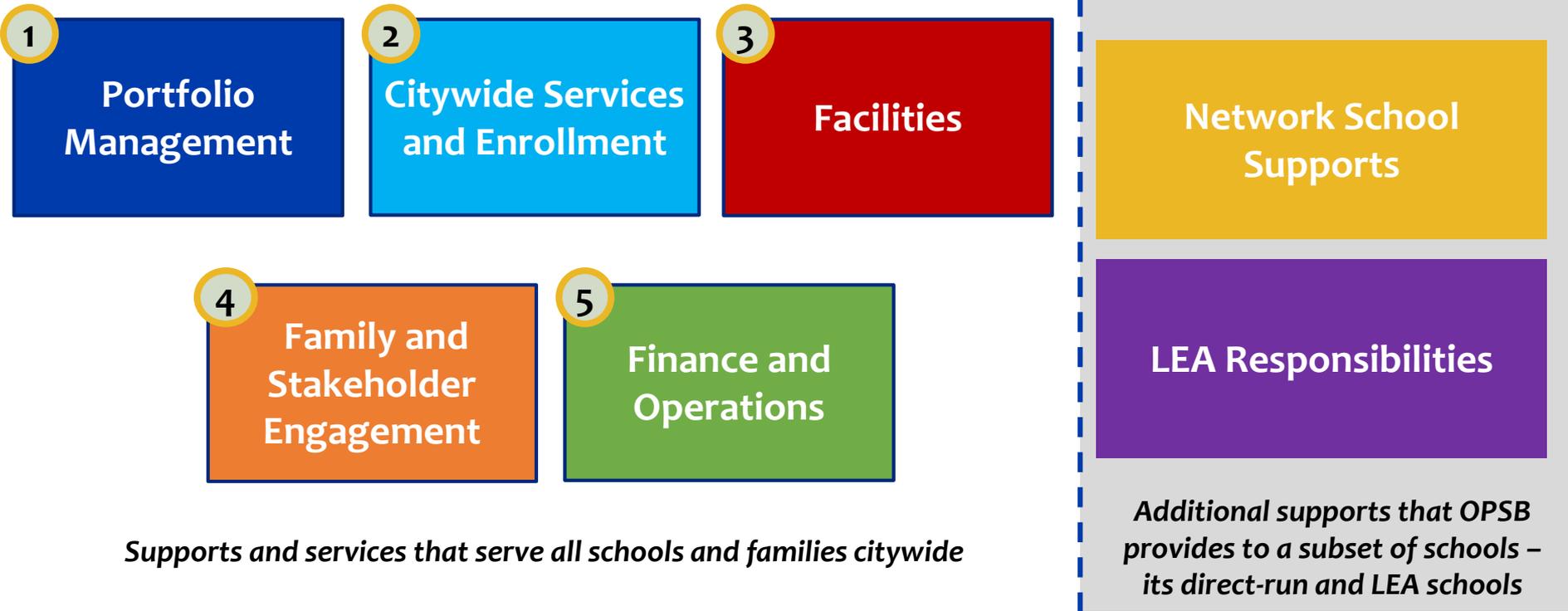
- ▶ For each of the decisions identified in the plan, we also provide a quarter-by-quarter timeline to achieve key milestones, so that the community has the transparency required to hold us accountable for continued progress
- ▶ The Board will be ultimately responsible for vetting and approving any formal policy proposals as they are developed

# Organizational Capabilities

Our plan highlights key capabilities that will be critical to OPSB's success as a unified district



*The Orleans Parish School Board has a policy-making role that spans all of these functions*



# Organizational Capabilities

Effective authorization, accountability, and planning is at the heart of strong “portfolio management”



## Portfolio Management

- ▶ As the authorizer of public schools for the city, OPSB aims to provide great schools for every child in every neighborhood and diverse options for all families

### Accountability

- ▶ Our School Performance Framework must:
  - ▶ Reflect high standards as we strive for mastery
  - ▶ Recognize an important role for student growth
  - ▶ Appropriately differentiate for alternative schools and turnaround situations
  - ▶ Monitor issues of equity in areas such as enrollment and special education

### Authorization

- ▶ The Superintendent will have the authority to recommend decisions, subject to a 2/3rds Board override:
  - ▶ Authorize new schools
  - ▶ Renew schools that are currently operating
  - ▶ Close schools that fail to meet established standards
- ▶ OPSB may also publicly elevate monitoring issues such as enrollment, special education, or Charter Board governance

### Planning

- ▶ Planning (e.g. for new schools) is a collaborative process that involves many stakeholders:
  - ▶ Community input
  - ▶ Demographic and school performance data from our Strategy team
  - ▶ Enrollment data from EnrollNOLA
  - ▶ Building quality and utilization from our Facilities team

# Organizational Capabilities

The OPSB portfolio today contains different categories of support for different kinds of schools



	Charter Schools with LEA Status	Charter Schools in OPSB's LEA	Network Schools
Citywide Functions (e.g. Portfolio Mgmt, Enrollment, Facilities)	✓	✓	✓
LEA Responsibilities	Provided by School / CMO	✓	✓
Instructional and Operations Support	Provided by School / CMO	Provided by School / CMO	✓

# Organizational Capabilities

A key early milestone of the plan is to help schools and stakeholders understand the implications of LEA status



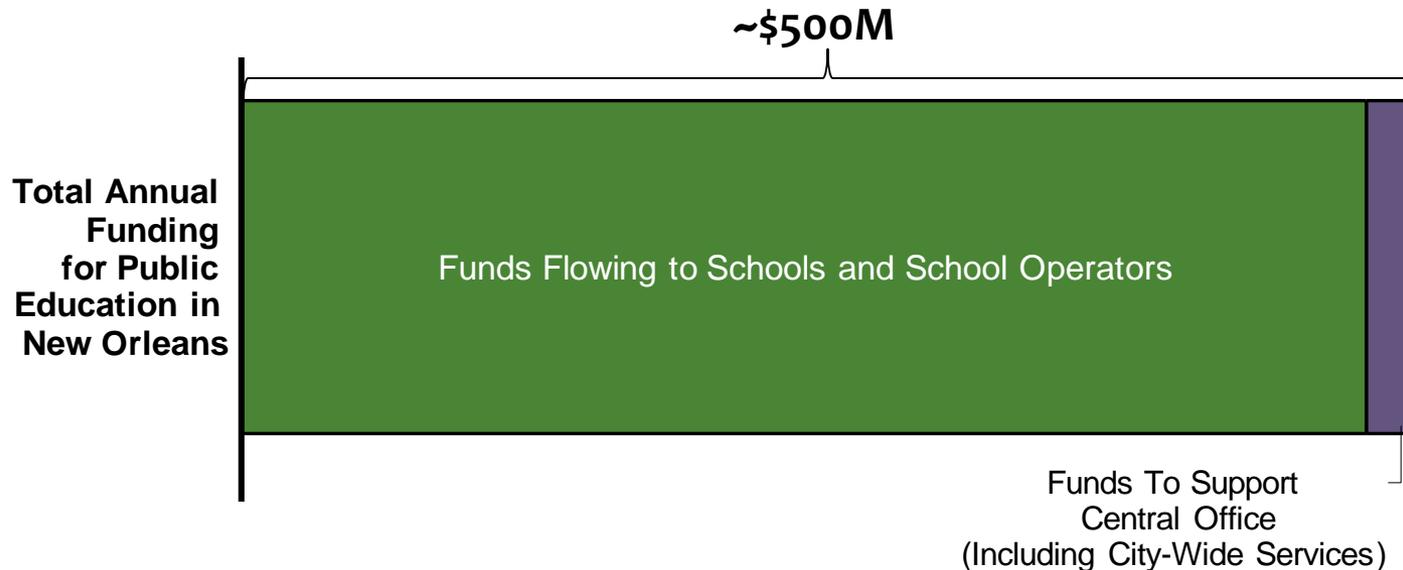
LEA  
Responsibilities

Network  
School  
Supports

- ▶ In 2016-17, we need to work with our schools and stakeholders to create a more transparent understanding of our work as an LEA:
  - ▶ What supports will OPSB provide to schools in its LEA?
  - ▶ What are the costs of those supports – to the school and to OPSB?
  - ▶ What are the implications of a decision for a school to exit OPSB’s LEA?
- ▶ OPSB will support all schools in making an informed choice, and help the Board understand the potential financial impact on the district
  - ▶ This analysis will likely imply a need for restructuring of LEA offices, including the Special Education function
- ▶ Our financial plan will ensure that OPSB is structured to be sustainable and effective regardless of schools’ decision on their LEA status

# Budget Implications

Of ~\$500M for public education in the city, roughly ~\$20M is available for central office and citywide services



**This ~\$20M to support central office and citywide services includes the 2% admin fee for all schools, funding from Harrah's, and some other ancillary revenues**

# Budget Implications

Half of this \$20M goes to support services for students and families



## What do we mean by central office and citywide services?



- ▶ **About half of all revenue goes directly to serve students and families**, in the form of services like EnrollNOLA and programs like the Therapeutic Day Program, Youth Opportunity Center, etc. that schools alone cannot provide



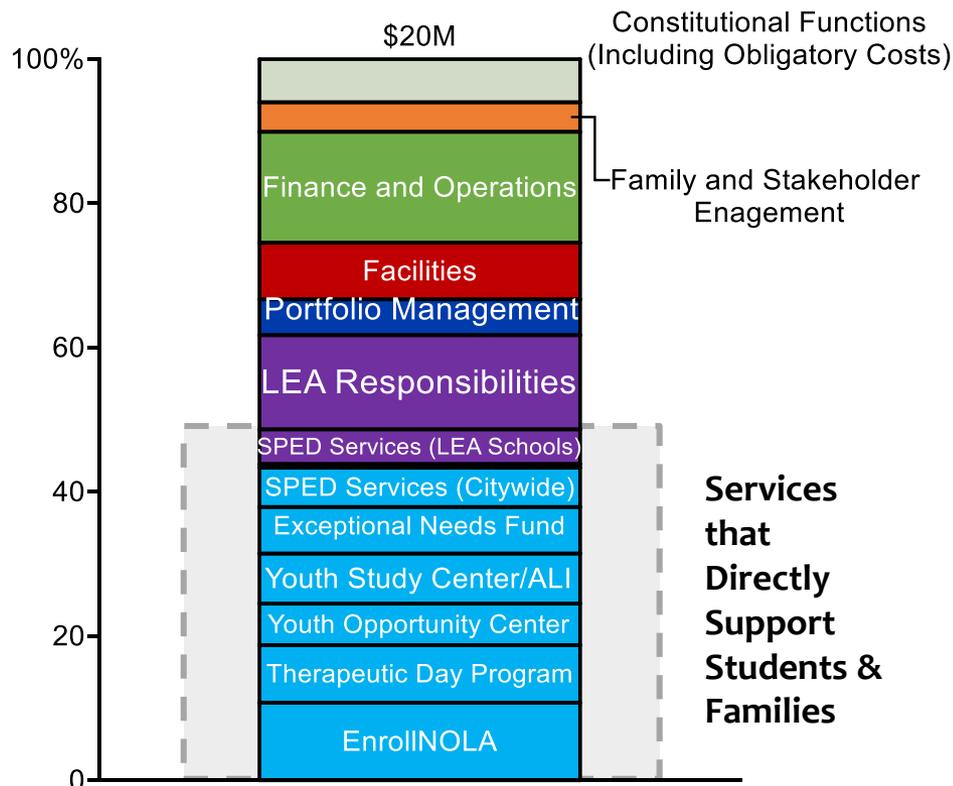
- ▶ **The other half goes to a limited central office team**, to lead key systemwide work like portfolio management, facilities, family engagement, and finance

# Budget Implications

The plan includes a financially sustainable scenario for how OPSB will succeed as a unified district



Estimated 2018-19 Budget for  
OPSB Central Office and Citywide Services



This structure:

- ▶ Fulfills the core capabilities that OPSB must excel in
- ▶ Maximizes dollars that flow directly to students and schools
- ▶ Meets strategic priority of being financially efficient and operationally lean
- ▶ Does not rely upon the district's fund balance reserve or other one-time revenues
- ▶ Continues the restructuring work that OPSB has undertaken in the last year

We will work with the Board over the next two years on specific decisions to put this structure into place

# Agenda



- ▶ The opportunity of unification
- ▶ Summary overview of the plan
- ▶ **The path forward**

# We are beginning to invest now in building the capacity to support unification



## Unification will be a gradual process – not a sudden shift

- ▶ **Use the Unification Fund to strengthen our capabilities in Portfolio and Facilities:**
  - ▶ Invest in capacity to focus on policy and implementation for the School Facilities Preservation Fund
  - ▶ Take on coordination of Early Childhood work in partnership with NOEEN
  - ▶ Increase capacity within the Portfolio team to focus on Alternative Schools, including our work with the ALI and YSC programs
  - ▶ Increase capabilities in our Data and Analytics team to be able to manage citywide analysis for portfolio planning and other purposes
- ▶ **OPSB and RSD are also committed to a responsible transition of EnrollNOLA:**
  - ▶ Development of a transition plan specifically for EnrollNOLA functions by December 2016
  - ▶ Throughout this period, ensure a comprehensive expulsion and re-entry program

# Over time, we will continue to engage the community on the resources required to serve all students



- ▶ **Our plan is financially sustainable, but involves tradeoffs**
  - ▶ Limited ability to engage in new and emerging community priorities or to absorb unexpected costs
  - ▶ Reliance on non-profit sector to support key citywide services on an ongoing basis
  
- ▶ **We also know – and our community engagement has reinforced – that our students have many needs that are not being fully met by the services available to them today**
  
- ▶ **This points to the need for continued engagement and leadership**
  - ▶ Build a shared vision of citywide needs for public education
  - ▶ Understand the resources required to meet those needs
  - ▶ Work with stakeholders to align citywide priorities with the resources available to deliver



# Recap: Key Themes

- ▶ **A unified district in New Orleans will be the first of its kind in the nation:** a district of almost all charter schools, with a locally-elected Board, dedicated to empowering families, empowering educators, ensuring equity, and **dramatically improving student outcomes**
- ▶ **This plan reflects extensive input from the community,** which will continue over the next two years in preparing for unification
- ▶ **Unification calls for OPSB to be the authorizer for all public schools in New Orleans,** and OPSB is committed to making hard decisions about school openings and closures, driving continual improvement through school turnarounds, and ensuring that we are providing the right choices for our students
- ▶ **We have a clear view of the work to be done over the next two years** to make unification a reality, and offer this plan with clear quarterly milestones in order to allow the community to hold us accountable for progress