



Change Management Case Study: Orleans Parish School Board

Colleston Morgan Jr., Chief Strategy Officer, OPSB
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Context for Unification



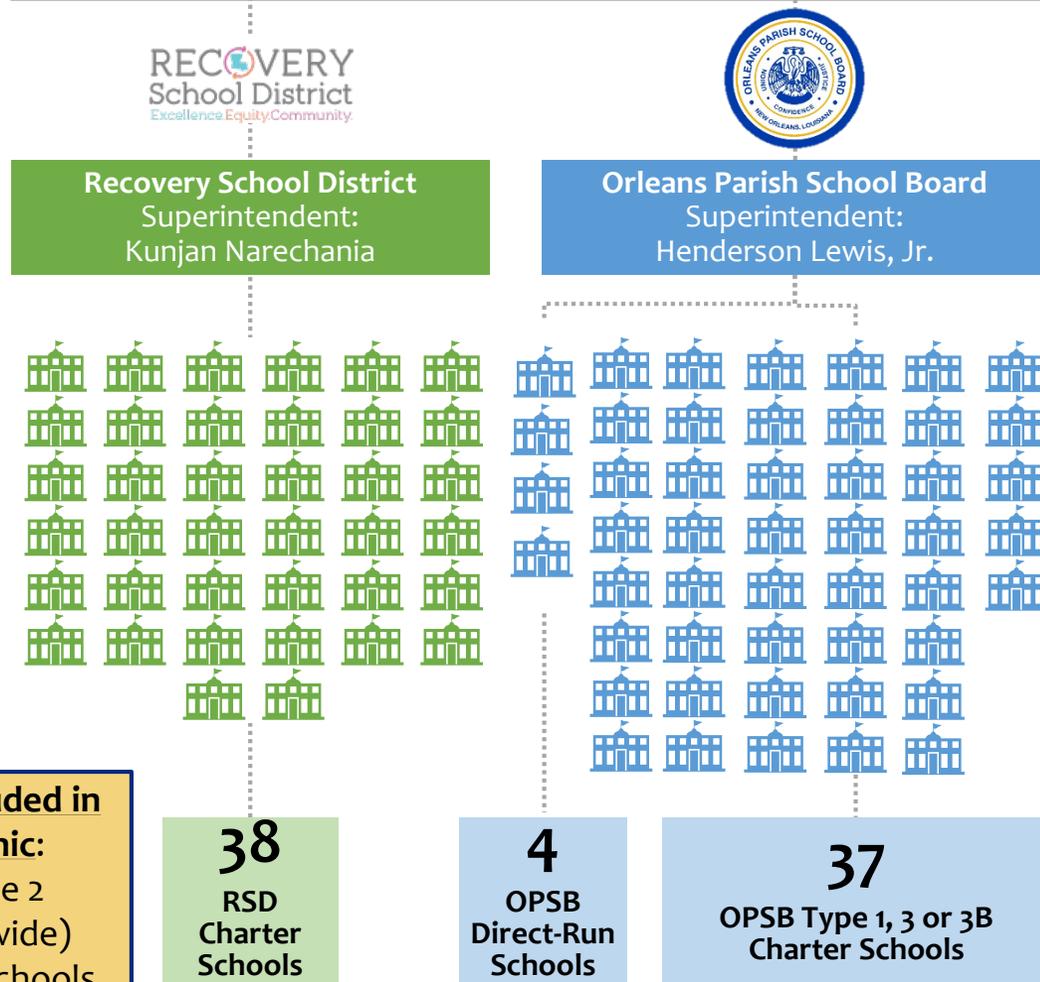
- ▶ In the current school year, approximately 45,600 students are served across 86 public schools
 - ▶ All are charter schools, except 4 schools currently directly operated by OPSB
- ▶ In May 2016, the Louisiana Legislature passed Act 91, which calls for all RSD schools and system functions to return to OPSB oversight by July 2018
- ▶ On August 30th, 2016 the School Board approved the Unification Plan

We have an opportunity to define what a unified public school system can mean for our students and our city

Orleans Parish Schools



Authorizers in Orleans Parish, 2017-18 School Year



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We have an opportunity to define what a unified public school system can mean for our students and our city

The process of Unification has anchored deep, fundamental and transformative change in our district



- ▶ **We created a plan approved by the school board for 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**

Link to text of Act 91, full Unification Plan, and additional Unification resources:
<https://opsb.us/about/nola-schools-unification/>

Role of a New Kind of District

Unlike traditional districts, OPSB will oversee a city of autonomous schools



What a Typical School District Does

- ▶ Manage schools and school leaders
- ▶ Direct teaching and learning strategies
- ▶ Oversee human capital (recruiting, evaluation, PD)
- ▶ Manage school operations (food service, transportation, maintenance, etc.)
- ▶ Set school budgets and staffing

What Our Future District Will Do

- ▶ Represent the voice of the community
- ▶ Set and measure school accountability
- ▶ Monitor school performance, and take action when needed, including sanctioning and closing schools
- ▶ Develop new schools and programs to fill gaps
- ▶ Manage school choice and equity
- ▶ Make decisions on facilities and capital planning

In New Orleans, schools will have the autonomy to make the decisions that a typical school district might make, as well as associated accountability

Role of a New Kind of District

Our new responsibilities meant our organization had to change



OPSB in 2015

OPSB Today

Schools

Oversaw 6 direct-run schools and 14 charter schools

Will oversee ~80 schools by July 2018 in a unified school district

Finances

District provided significantly less than 98% of funds intended for network schools

District will provide 98% of state and local funding to all schools

Organization

Large, organization reminiscent of the historic school district

Streamlined district focused on authorizing and overseeing schools

Citywide

Fragmented district with both the RSD and OPSB authorizing schools

Will become a unified district by July 2018



Role of a New Kind of District

We had to redefine the district office's responsibilities

DRAFT

- ▶ In the new and unique public school system we are building, families and community members need to know what they can expect from OPSB. In short, we are focused on five key questions that help shape public education in the city:

As a regulator of schools, which schools are allowed to open, and which need to be sanctioned or closed?



School Oversight and Planning

How do families and community members have a voice in decisions regarding public education?



Family & Community Engagement

How do students and families enroll in schools and access the services they need?



Equity and Student Support

How do we invest to preserve and improve our school facilities?



Facilities Planning & Preservation

How do we fund our schools and other citywide educational programs?



Finance and Administration

Redesigning a District

What does the work look like when you are redesigning a district from the ground up?



Strategic Planning and Vision Setting

- Launched a visioning and goal setting process that will result in a strategic plan for the district that will guide our work as a future public system
- Facilitating Board visioning sessions, administering a community-wide survey, and convening a student advisory committee that is leading this process

Creating new policies

- Building a new school performance framework that will hold schools accountable across a variety of dimensions: academically, organizationally, and financially
- Updating or creating numerous policies related to accountability, monitoring, differentiated funding, facilities, etc.

Organizational and Financial Restructuring

- Preparing to be the district that can deliver on all of this work while honoring commitments to the community to be fiscally lean and maximize resources to schools
- Transforming the organization for FY18 and FY19 to find \$4.6M in efficiencies long term and completely redesign its org structure

Stakeholder Engagement

Engaging with numerous stakeholders along the way, including our Board, school leaders, charter board chairs, parents, community advocacy groups, and students—leadership is committed to a new level of engagement and transparency

Redesigning a District

Creating a strategic planning process with real community input



Planned future engagement to create strategic goals and vision for the future of education in New Orleans

Student Input

The Superintendent's Student Advisory Committee is currently meeting bi-weekly and will provide the Board and the Superintendent their and their peers' perspective on issues that matter most to them (May 2017)

Community Input

OPSB's Community Visioning Survey (April 2017) and subsequent town halls (Summer 2017) will provide OPSB with community perspectives on priorities for the school system, satisfaction with the current system, and OPSB's role in the system

School Leader Input

OPSB will continue to engage with School Leaders through focus groups, school leader meetings, and other venues throughout the Summer of 2017 to inform the strategic goals and vision for the system of schools

Board Input

The Board will work with the Superintendent to synthesize the input from various stakeholder groups to create strategic goals and a vision for a unified system of schools

Input from all members of the community will inform the creation of a new Vision for the Public Education System in New Orleans

Redesigning a District

The strategic planning process is well underway...



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22 students. 14 public schools. Grades 8-12.

Read more about the Superintendent's Student Advisory Committee:
opsb.us/2017/01/opsb-a ...



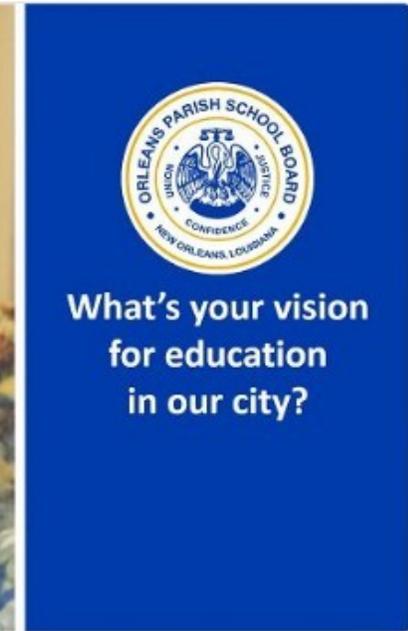
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Shape the future of public education in Orleans Parish. Take the OPSB's NOLA Education Survey: bit.ly/opsbsurvey #NolaEd



RETWEETS
10

LIKES
6



6:33 AM - 29 Mar 2017

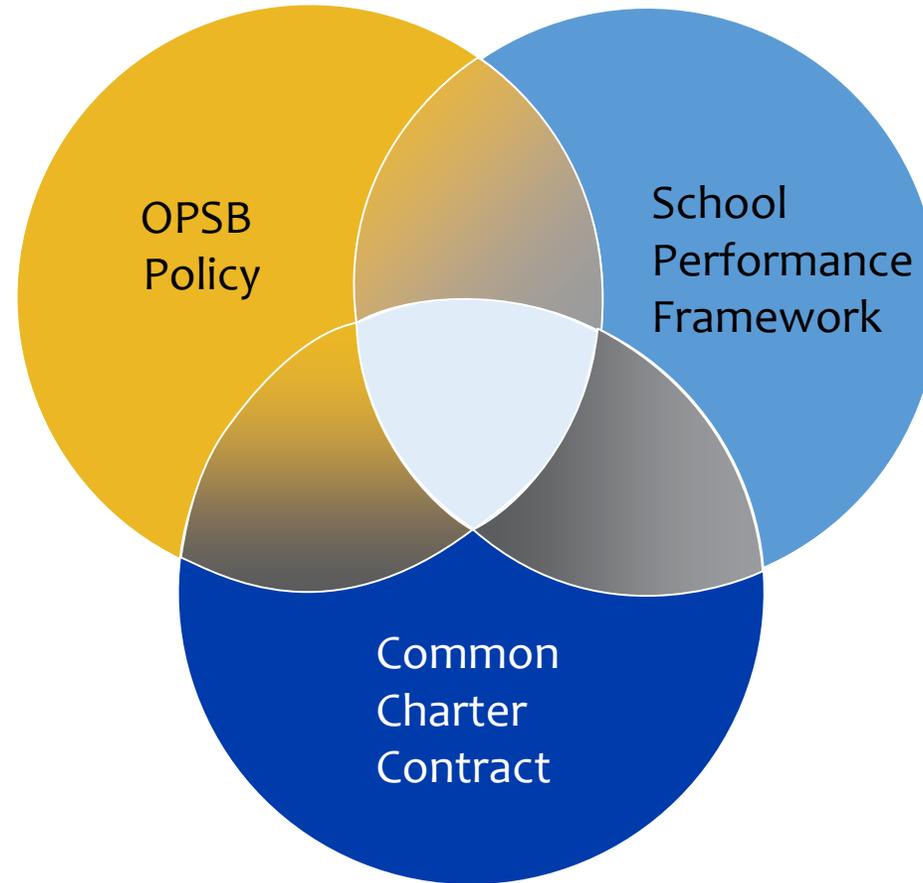
Redesigning a District

Building a set of inter-related policies to define school accountability



Written regulations that set up the basic structure and parameters for charter monitoring, evaluation, intervention, and renewal decisions; provides specific measures for most important evaluation components

**Anticipated Completion:
Winter 2018**



Evaluation rubric and informational tool on all financial, operational, and academic measures, requirements, and processes for holding schools accountable

**Anticipated Completion:
Late Fall 2017**

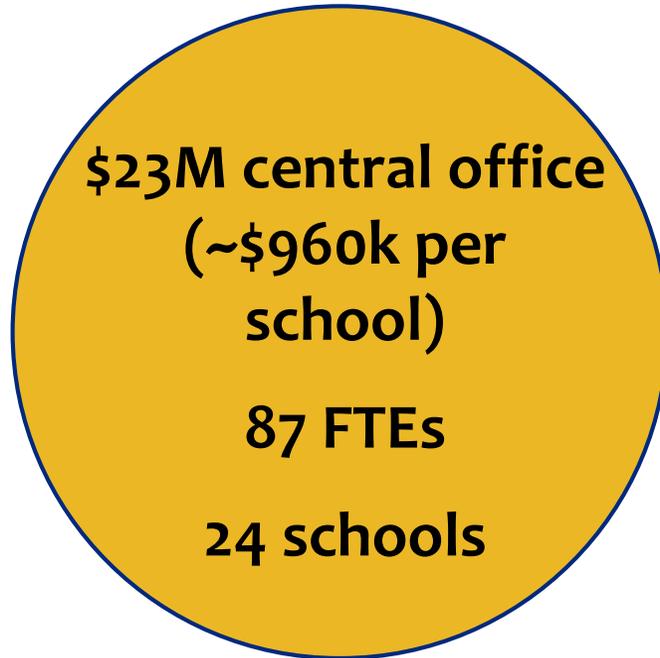
Legal document that formalizes OPSB's agreement to authorize a charter school and allow it to operate for a set term of years, subject to terms of revocation
Completed: April 2017

Redesigning a District

By FY19, OPSB will have transformed around its new priorities

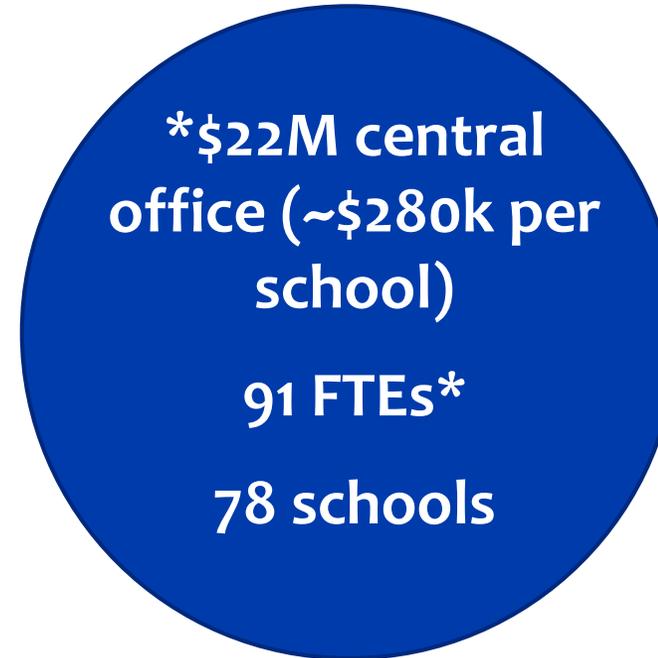


OPSB Today



- ▶ 54% of staff focused on three areas: direct-run schools, services and compliance for LEA schools, or back office operations such as Finance and IT

OPSB 2018-19



- ▶ 17% of staff focused on the same three areas
- ▶ New investments that strengthen our oversight and accountability, leadership and engagement, and facilities—as well as absorb EnrollNOLA

Note: Today's OPSB schools' MFP includes the state and local MFP for schools currently in OPSB's LEA and excludes 3B's; the 2018-19 citywide schools' MFP includes the state and local MFP of all schools currently in OPSB's LEA, Type 3Bs, and Type 5s

*This central office view excludes 30 additional FTE and \$3M for NOTDP and YOC program staff—but their staff and funding levels are accounted for more broadly in this analysis.