



Internal Audit

Application, Registration, and Enrollment Process Audit

Application, Registration, and Enrollment Process Audit

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Date: September 16, 2026

To: Board of Trustees
Stephanie S. Elizalde, Ed.D., Superintendent

From: Robert Rubel, MBA, CPA, CIA, CISA
Chief Internal Audit Officer

Subject: Application, Registration, and Enrollment Process Audit

Executive Summary

The Dallas Independent School District (District) Office of Internal Audit (OIA) has completed the Application, Registration, and Enrollment Process Audit.

The audit focused on processes and controls surrounding:

- The SchoolMint and PowerSchool platforms to evaluate whether current practices for guiding families through application, registration, and enrollment are clear, efficient, and effectively coordinated
- Potential redundancies in the process
- The flow of information between stages
- Communication practices with parents
- The use of analytics to monitor online and in-person registration activity and metrics
- The alignment of timelines with TEA requirements

Opportunities for improvement were identified in the following areas:

Observation	Recommendation
1	Survey users for feedback and incorporate enhancements to the application and registration process to improve the user experience.
2	Implement system enhancements to improve the efficiency and effectiveness of back-end processes.
3	Strengthen the use and functionality of data analytics within SchoolMint to allow proactive monitoring of workflow effectiveness while augmenting short and long-term planning for the District.

Implementation of the recommendations in this report would assist the District in achieving a more efficient, data-driven, and user-friendly enrollment process.

Background

Centralized Enrollment within the Office of Transformation and Innovation (OTI) oversees the District's application, registration, and enrollment for the approximately 134,308 students across Transformation, Innovation, and Choice Program schools for the 2025-2026 school year.

Key responsibilities include:

- Verifying the completeness and accuracy of enrollment documentation
- Collaborating with Educational Technology (EdTech) on system modifications, feedback, and testing
- Operating ONE Centers which support families throughout the process
- Training campus staff on the application and registration process
- Coordinating transfer approvals with campus principals
- Managing application selection and lottery outcomes
- Establishing acceptance notification timelines and issuing offer letters

Overview of the District's Student Application, Registration, and Enrollment Process.

The District's multi-lingual application, registration, and enrollment process consists of three distinct but interconnected phases: Application, Registration, and Enrollment. Each phase serves a specific purpose, and families receive significant support during each phase by centralized on-line systems, coordinated departments, and in-person resources. End users select their language at the start of each process.

Application

The application process applies only to students seeking to attend a school other than their zoned neighborhood school or a specialized program, including:

- Choice schools
- Transformation and Innovation schools
- P-TECH and Early College programs
- Dual language programs
- Transfers to a different zoned or neighborhood school

The application window for the initial round opens in November and closes in January. Students may apply for up to five schools, with a maximum of two magnet programs. Required documentation may include report cards, standardized test scores, and proof of address. Certain magnet programs require interviews or auditions, while Transformation schools select students through a lottery process. Applications are submitted through the District's centralized SchoolMint application platform and are subject to eligibility review and program-specific requirements. In addition to on-line videos, families may receive in-person and telephonic assistance at school campuses or at one of three District ONE Center support locations.

Registration

Registration is the process by which families officially submit and verify student information in the District's system. The District's Admissions Regulations require all new and returning students to complete online registration annually, regardless of whether the student is returning to the same campus. However, returning students who do not register will automatically be enrolled within the District's PowerSchool student information system prior to the new school

year. Students who must submit applications must also register after acceptance. Registration includes:

- Initial input and updates of critical information pertaining to the student, including guardianship, emergency contacts, and health information such as allergies
- Uploading required documents such as birth certificates and guardian identification
- Execution of required consents including medical treatment and counseling

Registration opens on April 1 and is completed through the District's online platform SchoolMint Enroll. In addition to on-line videos, families may receive in-person and telephonic assistance at school campuses or at one of three District ONE Center support locations.

Enrollment

Enrollment is the final step in which a student's school placement is confirmed after registration is approved. Enrollment is recorded in the District's PowerSchool Student Information System after offer, acceptance, and registration completion and directly reflects the student's assigned campus for the school year. As noted previously, returning students who have not re-registered are automatically enrolled in PowerSchool prior to the start of the new school year.

SchoolMint and PowerSchool

The District uses a third party software, SchoolMint Enroll, as its primary on-line platform for student applications and registration. SchoolMint allows families to:

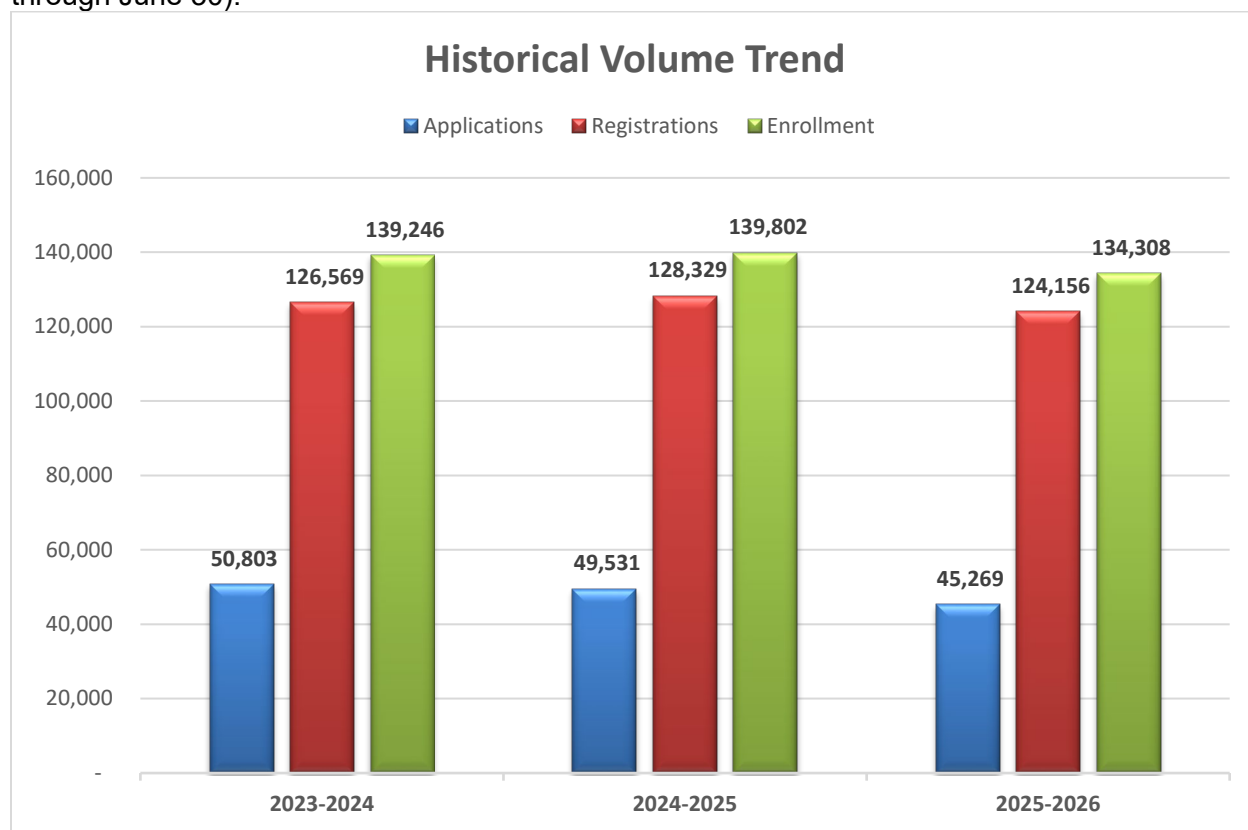
- Submit applications and registrations in multiple languages
- Upload supporting documentation
- Manage student and household information
- Execute required annual consents
- Track application status and offers

The District transitioned to SchoolMint Enroll for applications on November 1, 2025 and for registrations on April 1, 2026. Previously, the District utilized a platform from the same vendor called SchoolMint Choice, which the supplier plans to sunset. Preliminary feedback on the new system indicates that it is visually more user-friendly while offering efficiencies such as more pre-populated fields for returning students. Additionally, SchoolMint Enroll allows EdTech staff the ability to configure certain functionality in-house as opposed to paying the vendor to do so.

The District also uses PowerSchool, a third party software, as its official Student Information System (SIS) for managing student enrollment, maintaining student records, and facilitating parent communication and notifications. SchoolMint automatically uploads approved registrations into PowerSchool.

OIA requested application, registration, and enrollment figures for analysis of historical trends. Centralized Enrollment does not routinely track these statistics, but OIA was able to obtain the information from EdTech and the Public Education Information Management System (PEIMS), as follows in Table 1:

Table 1: Application, Registration, and Enrollment Trends Across Three Fiscal Years (July 1 through June 30).



Data in Table 1 was derived from PowerSchool and SchoolMint by EdTech. The underlying information has not been audited and is presented solely for background reference.

Enrollment volume is higher than registration because not all parents re-register their children annually as required by District Regulations. Returning students, including those who have not registered, are automatically enrolled in PowerSchool prior to the new school year. The ratio of unregistered students improved from 9.1% in the 2023-2024 school year to 7.6% in school year 2025-2026. Although enrollment grew by 556 in the 2024-2025 school year, it has decreased by 5,494 or 4% in school year 2025-2026. As the District's budget is partially dependent on student population, tracking these statistics in real-time is beneficial.

Campus and Centralized Support

Families may complete registration in person at school campuses with support from campus registrars, who assist parents unable or uncomfortable with using the online system. The Student Data Services (SDS) team within School Leadership oversees campus registrars and provides procedural guidance through an SDS manual. The volume of application/registration support provided to families is not tracked at the campus level.

The District also operates ONE Centers, which offer year-round, in-person and telephonic support to families including assistance with registration completion, school selection, transfers, and placement for families with multiple students. The District operates three ONE Centers, which serve both new and returning families through every stage of the process. We understand most school districts do not offer this level of support to parents. ONE Centers track the type of support

provided to families, including application and registration assistance. According to Central Enrollment, 6,503 visits to the ONE Centers dealt with application/registration assistance during the 2025-2026 school year. This represents just under 5% of the population of enrolled students.

Lottery and Transfer Process

Students in Kindergarten through Grade 12 may request transfers to schools outside their attendance zone when capacity exists. Transfer requests are initiated through SchoolMint, reviewed by the receiving principal, and finalized by the Student Transfer Office upon approval.

For schools that require an application, when a particular school or program has more applicants than available seats, lottery processes are conducted in accordance with the FDB Admissions regulation and follow established priority structures, generally ranking applicants as follows:

1. Siblings
2. In-boundary students
3. Out-of-district applicants

Students may submit up to five program choices. Once an offer is accepted, all other offers are automatically declined. Waitlist rules vary by offer rank, and families may revise their applications until January 31. Applicants not initially selected may reapply in future years. Requests to move students from waitlists to offer lists are processed within SchoolMint by program-specific staff.

Scope

The audit period included a review of current processes as of fiscal year (FY) 2025-2026. Certain other matters, procedures, and transactions outside that period were reviewed to understand and verify information.

Objective

The objective of the audit is to evaluate the District's application, registration, and enrollment processes with focus on identifying opportunities to reduce cycle time and errors; improve availability of access; strengthen data privacy and compliance; and enhance parent/guardian experience across neighborhood enrollment and school Choice applications.

Methodology

Auditors interviewed key personnel, conducted walkthroughs, and reviewed supporting documents to understand processes and controls surrounding the District's application, registration, and enrollment workflows.

Application, Registration, and Enrollment Process

To evaluate the District's application, registration, and enrollment process across neighborhood enrollment and school Choice applications, auditors performed the following:

1. User Experience - Reviewed SchoolMint Enroll to identify potential inefficiencies across areas such as online application registration, document verification, seat lotteries, campus assignment, and first-day attendance readiness as follows:

Created a test account in the parent registration portal within SchoolMint Enroll and performed the following:

- Reviewed accessibility including mobile friendly functionality, multilingual support, and assistive technologies.
- Reviewed parent support resources that are accessible within SchoolMint Enroll or outside the platform.
- Reviewed and documented the user experience and ease of use workflow including the intuitive and logical sequence, clear and understandable instructions, possible redundancies, or data entry duplications.
- Reviewed the system messaging and instructions clarity, consistency, and timeliness.
- Reviewed the reliance on in-person assistance for routine registration tasks and manual workarounds (e.g. off-system tracking).
- Reviewed document validation controls, document retention, and accuracy of feed into the SIS.

See Recommendations 1 and 2 in this report.

2. User Access - Reviewed reasonableness of user access and role-based permissions in SchoolMint as follows:

- Met with the Enterprise Applications team within EdTech and obtained SchoolMint data to review user access appropriateness, user group, user job title, role-based access permissions, and compared active against non-active users.
- Within the SchoolMint test account, auditors verified access restrictions to sensitive information, for example that no access to other student data was granted other than the user's own information. Additionally, verified that access to data from these systems requires a formal sensitive data request process.

No observations were noted.

3. Lottery Process - Reviewed Choice school program timelines, eligibility criteria, and lottery communications to ensure consistency, fairness, and accessibility as follows:

- Reviewed program timeliness for reasonableness.
- Obtained Students New to Schools data and analyzed against Offered, Accepted, and Enrolled data provided by Enterprise Applications to identify any students that could possibly skip the lottery process and be enrolled.
- Assessed current communications with parents regarding application status, offered letters, and waitlisted updates.

No observations were noted.

4. Parent Communications - Evaluated clarity of instructions, multilingual support, in-person help at ONE Center locations, peer benchmarking, and follow-up practices as follows:

Conducted interviews with campus registrars from three different grade levels/campuses, School Leadership, Central Enrollment, and the International Welcome Center to complete the following:

- Reviewed timely and automated communications to parents regarding the application

status, registration completion, missing documentation, and enrollment confirmation including:

- Parent communication and follow up practices.
- First-day readiness process.
- Inquired about benchmarking with peer school districts for process best practices.

See Recommendations 1 and 3 in this report.

5. Reporting/Data Analytics - Reviewed availability of data analytics within SchoolMint by conducting interviews with Enterprise Applications, Central Enrollment, ONE Center staff, SDS, Public School Choice management, and International Welcome Center management to inquire about registration completion reports, reporting for rejected/incomplete records, and platform usage data.

See Recommendation 3 in this report.

Primary criteria used for this audit were:

- District's FD (Regulation) - Admissions, date issued July 30, 2025
- District's FD (Local) - Admissions, date issued September 3, 2025
- District's FDA (Local) - Admissions: Interdistrict Transfers, date issued July 5, 2017
- District's FDB (Regulation) - Admissions: Intradistrict Transfers and Classroom Assignments, date issued March 11, 2024
- Government Accountability Office (GAO) Standards for Internal Control in the Federal Government (Green Book), Principle 13, Data Processed into Quality Information, dated May 2025
- 2025-2026 SDS Manual
- Texas Education Agency (TEA)'s Effective District Framework, Version 1.0 - Levers, Essential Actions, and Key Practices, dated 2024
- Texas Education Code (TEC) §25.002, Requirements for Enrollment, as of this report date

Audit Observations and Recommendations

Observation 1 - The user experience could be enhanced by improving clarity, communication, and system functionality throughout the application and registration process.

Condition

As noted in the Background section, the majority (92.4%) of enrolled students were registered in SchoolMint Choice for the 2025-2026 school year. Additionally, the District's new platform for the 2026-2027 school year, SchoolMint Enroll, has an enhanced visual appeal compared to the previous platform along with efficiencies gained from pre-population of certain data. However, improvements to the clarity and communication of the application and registration workflow would enhance the intuitive nature and efficiency of the user experience. Some applicants may not clearly understand all required steps needed to complete the process, increasing the likelihood of incomplete submissions. These issues are complicated by system limitations that hinder the District's efforts. During our campus site visits and walk throughs of the process, we noted:

- Campus personnel indicated that some parents may experience confusion about the

differences amongst application, registration, and enrollment. Some parents can be unsure whether they must complete an application before registering, and registrars noted that registration is often mistaken for enrollment. Additionally, although campuses communicate the requirements and process in multiple ways, some parents believe that returning students do not need to re-register each year. As noted previously, enrollment figures are slightly higher than registration numbers, suggesting that some parents do not fully understand the annual re-registration requirement.

- After a guardian logs in to SchoolMint Enroll, it is not entirely clear what to click to register. To register, a guardian must select the “Add Forms” button next to the student’s name, but this might not be obvious, particularly if a guardian has multiple students to register.
- Although guardians receive automated emails confirming receipt of application and registration submissions, they do not receive an email reminder to complete the submission if a user exits SchoolMint in progress. At present, to encourage guardians to register, District staff are sending generic reminder emails. Additionally, there is no clear guidance or intuitive pathway to locate and resume the session. Campus personnel believe in progress sessions will become more common because date of birth information is now required for all emergency contacts to prove adult status. This is complicated by the fact that SchoolMint Enroll cannot prevent guardians from starting multiple registrations for the same student. EdTech has incorporated eligibility rules to limit these occurrences but duplicate registrations are still possible.
- Although the District’s FD (Local) - Admissions requires annual registration, OIA found that some campus registrars may bypass the formal registration process in SchoolMint by using PowerSchool to update information for returning students for simplicity and efficiency purposes. When parents do not complete annual re-registration through SchoolMint, the process for obtaining consents required annually such as for health-related and counseling services becomes less efficient as campus staff may need to track down missing documentation in paper form prior to service provision.
- If a guardian wishes to re-instate a withdrawn application or registration, they must re-complete the submission as the information submitted previously cannot be restored.
- Current parent surveys do not collect feedback regarding their experience specific to the application or registration process. The Customer Service Survey from the ONE Center focuses on the service provided by the staff members rather than the user workflow experience. During our site visits, campus staff noted that some parents have provided feedback about the length of the process.

Cause

Although District staff provide significant on-line and in-person support to families along with regular reminders of requirements using multiple communication methods, the application and registration processes can be long and confusing. Some families may prefer or require in-person support beyond the enrollment process, which underscores the need for a mechanism that accommodates varying levels of digital readiness and language accessibility. This may be amplified, given the diverse population that uses SchoolMint, for families with limited technological proficiency, varying levels of literacy, language differences, or limited access to devices or internet.

Although SchoolMint Enroll introduced efficiencies such as greater pre-population of student information, some functionality from the prior platform, such as the re-instatement of withdrawn applications and registrations, has not rolled forward to the new platform. Furthermore, the current system configuration has not yet been enhanced to address potential opportunities for improvement.

Effect

Inadequate clarity and efficiency in user experience could lead to increased ONE Center/onsite support and staff rework/manual interventions resulting in lower stakeholder confidence. It could also result in students not being accepted, registered, and enrolled, along with relevant information for the student not being updated each school year, including residency, medical issues, guardianship, guardianship contact information and required consents.

Recommendation 1

Centralized Enrollment should collaborate with key stakeholders, including guardians, campus staff, SDS within School Leadership, EdTech, and the SchoolMint vendor to streamline the application and registration process as follows:

- Utilize parent surveys and/or focus groups to gather feedback over the application, registration, and enrollment experience and incorporate relevant and practical solutions.
- Survey campus and ONE Center staff to determine primary challenges and guide solution development.
- Review the individual components of the registration with a focus on end user efficiency.
- Work with the vendor to incorporate system enhancements including (i) email reminders with links enabling the end user to complete and submit unfinished applications and registrations, (ii) prevention of multiple registration attempts for a student, (iii) the ability to restore withdrawn applications and registrations, and (iv) improvements in the guardian's landing page clarifying how to register.
- Design a prominently displayed, front-facing decision tree to guide parents through the application, registration, and enrollment process, helping them clearly identify the appropriate pathway and required steps based on their individual circumstances.

Risk Level for Observation 1: Low¹

Management Response 1

Acknowledgement of observation:

- ☒ Agree
☐ Disagree

¹ See Attachment 1 for Definition of Risk Level.

Management Response: In collaboration with EdTech and campus staff, Centralized Enrollment (CE) has already requested numerous system enhancements of SchoolMint and will continue to do so. The requested enhancements will incorporate the suggestions made by OIA. CE will also work with School Leadership (SDS) to obtain feedback from both parents and campus staff regarding the end to end process and address critical concerns.

Estimated Implementation Date: September 30, 2027

Individuals responsible for implementation: Yesenia Cardoza Ramirez, Executive Director I, Office of Transformation and Innovation, Academic Services, Early Learning, Academic Services; Juan Fuentes, Director of Technology III, Enterprise Applications, Educational Technology Administration; and School Leadership (SDS)

Observation 2 - System limitations require manual intervention by District staff which contribute to inefficiencies in back-end processes.

Condition

During our campus site visits and walkthroughs of the registration processes, we noted:

- SchoolMint Enroll permits users to upload incorrect or incomplete documentation and to enter conflicting address and other information without generating validation warnings. As a result, applications and registrations, including all uploaded documents, must be manually reviewed, followed up as necessary, and corrected by campus staff.
- Additional system-related issues that impact back-end processes include:
 - If campus staff need to revise the deliverable fields associated with a student's economic status, the process to save the changes is not obvious. This could impact a student's lottery placement if corrections are not saved properly. EdTech has trained enrollment and campus staff on this issue, and a manual workaround is in place as well.
 - In the previous platform, email notifications to guardians of offers and wait lists were automated. In SchoolMint Enroll, District staff must click the "Publish" button for an email notification to be sent. This could impact students because guardians must accept offers within a certain time.
 - After a registration is approved by campus staff in SchoolMint Enroll, it automatically synchronizes with PowerSchool. In the previous platform, any upload errors were accompanied by messaging describing the problem. However, error messages in SchoolMint Enroll do not explain why the registration failed to load.
 - Registrations in SchoolMint can be approved for transmission to PowerSchool even if they have not been submitted by the end user. EdTech has trained enrollment and campus staff to avoid this issue until SchoolMint revises the platform.
- In SchoolMint Enroll, campus registrars no longer have access to certain functionality they previously could access. For example, all registration details must be accurate before submissions can be processed and approved. However, registrars are currently unable to update key information such as grade level, student names, or the intended school, even when corrections are needed. Also, SchoolMint Enroll automatically assigns the student's last attended school, even if the student has moved. As a result, any necessary changes or corrections must be made by the Centralized Enrollment team rather than by campus registrars. Additionally, registrars are unable to easily identify address changes, as there is

no longer a flag indicating unsubmitted or incomplete registrations as there was previously. As a result, they must access PowerSchool to determine what information is missing or what issue is preventing the registration from being completed, adding extra work to the process. Finally, the administrative interface in SchoolMint Enroll is now more time-consuming compared to the previous version. Previously, registrars could make edits directly within a single page, but now they must navigate through multiple pages to complete the same updates, increasing the time and effort required.

Cause

The functionality within SchoolMint Enroll currently does not enable automated document content validations. Although the new version of SchoolMint incorporated several new enhancements, some functionality from the previous platform was not carried forward.

Effect

Because the current SchoolMint platform lacks sufficient automated validations and other workflow functionality, the process becomes more dependent on outreach from campus or central staff, which could contribute to delays, inconsistent practices across campuses, and additional workload across teams. Additionally, the information on the student record could be incorrect.

Recommendation 2

Centralized Enrollment should collaborate with SDS within School Leadership, EdTech, and the SchoolMint vendor on the following to reduce manual intervention and improve process efficiency:

- Work with SchoolMint to implement the improvements requested by the District including changes to economic status fields, notifications, upload error messages, unapproved submissions, campus registrar access, and edit processing to ease the process for the District employees and guardians.
- In the longer term, collaborate with the vendor to enhance the SchoolMint platform by leveraging artificial intelligence and automation through validation controls. This could include adding system checks to prevent incomplete or inaccurate submissions, duplicate record detection, and automating routine workflow steps such as waitlist to offer movement e-mail notifications.

Risk Level for Observation 2: Low²

Management Response 2

Acknowledgement of observation:

- ☒ Agree
☐ Disagree

² See Attachment 1 for Definition of Risk Level.

Management Response: CE is currently collaborating with SDS and EdTech to request system enhancements of SchoolMint and will continue to do so. The requested enhancements will incorporate the suggestions made by OIA. For the longer-term suggestions, we will work with the vendor to assess opportunities to incorporate artificial intelligence and other advanced tools that will streamline processes.

Estimated Implementation Date: June 30, 2028

Individuals responsible for implementation: Yesenia Cardoza Ramirez, Executive Director I, Office of Transformation and Innovation, Academic Services, Early Learning, Academic Services; Juan Fuentes, Director of Technology III, Enterprise Applications, Educational Technology Administration; and School Leadership (SDS)

Observation 3 - Insufficient data analytics currently exist within SchoolMint that would enable District staff to monitor enrollment workflow effectiveness and trends that could aid the District's short and long-term planning efforts.

Condition

At present, SchoolMint Enroll's dashboard depicts the volume of in-progress, submitted, and approved registrations for the current school year. It can be filtered by campus and any field on the registration. Although SchoolMint can flag missing required documents, adding reporting functionality could improve data analysis. Examples include the following:

- Centralized Enrollment does not currently have access to standardized reporting and analytics to monitor application, registration, and enrollment processes. The system does not currently provide comprehensive metric reporting or trend analysis within SchoolMint or an associated dashboard to monitor application, registration, and enrollment activity. Specifically, the system lacks reporting on application and registration volumes compared to prior periods, user drop-off rates and percentages year over year, and the conversion of registrations to finalized enrollment. While staff can manually review individual records to determine where a user exited the process, identifying aggregate trends, drop-off patterns, or enrollment conversion ratios requires record-by-record analysis.
- The system does not report the percentage of registrations missing required documents or the number of requests sent to families.
- The type of application and registration assistance provided by the ONE Centers is not tracked.

Cause

Reporting capability in place for SchoolMint to generate data analytics for enrollment performance, data quality, user behavior, and data analysis has not been fully developed.

Effect

Without data analytics for identifying drop-off points, percentage of registrations missing required documents, or the number of requests sent to families, it is difficult to identify trends. As a result, opportunities to streamline processes, improve resource allocation, or enhance user experience

may be missed. Additionally, the lack of real-time trending data on applications, registrations and enrollment could result in the District not receiving information that could impact the budget and the District's short and long-term plans as timely as possible.

Recommendation 3

Centralized Enrollment should collaborate with SDS within School Leadership, EdTech, and the SchoolMint vendor on the following to implement standardized reporting and dashboard capabilities that provide comprehensive visibility into the application, registration, and enrollment lifecycle:

- Reporting may include:
 - Application, registration, and enrollment volume comparisons to prior periods and budget
 - Year-over-year drop-off rates and trends
 - Registration-to-enrollment conversion ratios
 - Application-to-registration cycle times
- Enhanced analytics could support funnel analysis within SchoolMint and Choose Dallas ISD to identify:
 - Drop-off points within the process
 - Average cycle times by campus and program
 - Exception rates for missing TEC §25.002 documentation
 - Time-to-resolution and repeat requests to families
- Additional metrics may include:
 - Document completeness rates on first submission
 - Rework rates (number of times applications get reworked/corrected over total applications)
 - Lottery transparency measures (e.g., on time decision notifications, appeal or complaint rates)
 - Customer experience indicators, including web funnel conversion, ONE Center wait times, multilingual usage, and satisfaction measures
- Reporting could be available at both the District and campus levels to support trend analysis, identify process variances, and target operational improvements.

Once established, Centralized Enrollment could benchmark these metrics against comparable districts to assess performance and identify best practices.

Risk Level for Observation 3: Low³

Management Response 3

Acknowledgement of observation:

- ☒ Agree
☐ Disagree

³ See Attachment 1 for Definition of Risk Level.

Management Response: CE will work with SDS, EdTech, and SchoolMint to implement reporting and dashboard capabilities that will assist the department with the overall management and strategic decision-making associated with the enrollment process.

Estimated Implementation Date: June 30, 2028

Individuals responsible for implementation: Yesenia Cardoza Ramirez, Executive Director I, Office of Transformation and Innovation, Academic Services, Early Learning, Academic Services; Juan Fuentes, Director of Technology III, Enterprise Applications, Educational Technology Administration; and School Leadership (SDS)

Conclusion

Overall, the District has effective processes in place to manage the application, registration, and enrollment workflows. Implementation of the recommendations in this report could assist in achieving a more efficient and user-friendly process.

We would like to thank Centralized Enrollment/OTI, Enterprise Applications/EdTech, and SDS/School Leadership for their cooperation and assistance with this audit.

The audit was conducted in conformance with the Institute of Internal Auditors' *Global Internal Audit Standards*. Those standards require OIA to plan and perform the audit to obtain sufficient, reliable, and relevant evidence to provide a reasonable basis for our observations and conclusions based on our audit objectives. OIA believes the evidence obtained provides a reasonable basis for our observations and conclusions based on our audit objectives.

Respectfully submitted,

Robert Rubel

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Definition of Risk Level

Risk Level	Definition
High	These risks could directly impact the achievement of critical strategic or operational objectives of the District. There is a high likelihood of occurrence, and if the event materializes, it could result in a significant negative impact on the District's financial stability, operational efficiency, ability to meet intended outcomes, reputation, or compliance, potentially exceeding the District's risk appetite.
Medium	These risks pose a moderate likelihood of occurrence and could have a notable adverse impact on important operational aspects of the District. While undesirable, the potential financial, reputational, strategic or compliance consequences are less severe than high-level risks and may approach the District's risk appetite.
Low	These risks have a low likelihood of occurrence and are expected to have a minimal impact on the District's operational efficiency, financial standing, reputation, or compliance. These risks are generally within the District's risk appetite but still warrant monitoring and may require basic controls.

Management Response

Observation 1 - The user experience could be enhanced by improving clarity, communication, and system functionality throughout the application and registration process.

Acknowledgement of observation:

- ☒ Agree
☐ Disagree

Management Response: In collaboration with EdTech and campus staff, Centralized Enrollment (CE) has already requested numerous system enhancements of SchoolMint and will continue to do so. The requested enhancements will incorporate the suggestions made by OIA. CE will also work with School Leadership to obtain feedback from both parents and campus staff regarding the end to end process and address critical concerns.

Estimated Implementation Date: September 30, 2027

Individuals responsible for implementation: Yesenia Cardoza Ramirez, Executive Director I, Office of Transformation and Innovation, Academic Services, Early Learning, Academic Services; Juan Fuentes, Director of Technology III, Enterprise Applications, Educational Technology Administration; and School Leadership (SDS)

Observation 2 – System limitations require manual intervention by District staff which contribute to inefficiencies in back-end processes.

Acknowledgement of observation:

- ☒ Agree
☐ Disagree

Management Response: CE is currently collaborating with SDS and EdTech to request system enhancements of SchoolMint and will continue to do so. The requested enhancements will incorporate the suggestions made by OIA. For the longer-term suggestions, we will work with the vendor to assess opportunities to incorporate artificial intelligence and other advanced tools that will streamline processes.

Estimated Implementation Date: June 30, 2028

Individuals responsible for implementation: Yesenia Cardoza Ramirez, Executive Director I, Office of Transformation and Innovation, Academic Services, Early Learning, Academic Services; Juan Fuentes, Director of Technology III, Enterprise Applications, Educational Technology Administration; and School Leadership (SDS)

Observation 3 – Insufficient data analytics currently exist within SchoolMint that would enable District staff to monitor enrollment workflow effectiveness and trends that could aid the District's short and long-term planning efforts.

Acknowledgement of observation:

- ☒ Agree
☐ Disagree

Management Response: CE will work with SDS, EdTech, and SchoolMint to implement reporting and dashboard capabilities that will assist the department with the overall management and strategic decision-making associated with the enrollment process.

Estimated Implementation Date: June 30, 2028

Individuals responsible for implementation: Yesenia Cardoza Ramirez, Executive Director I, Office of Transformation and Innovation, Academic Services, Early Learning, Academic Services; Juan Fuentes, Director of Technology III, Enterprise Applications, Educational Technology Administration; and School Leadership (SDS)

Criteria by Observation

Observation 1 – Criteria

Government Accountability Office (GAO) Standards for Internal Control in the Federal Government (Green Book), Principle 13, Data Processed into Quality Information, 13.05 - 13.07, dated May 2025.

13.05 Management processes relevant data obtained or generated from reliable sources into quality information through the entity's information system. The entity's information system comprises the people, processes, data, and information technology that management uses to obtain, generate, communicate, or dispose of information to support the entity's business processes.

13.06 Management develops the entity's information system to obtain, generate, and process relevant data into quality information to meet the identified information requirements needed to support the internal control system. Information processing can be manual, automated through the use of information technology, or a combination of both.

13.07 Management evaluates the processed information to determine whether it is quality information. Quality information meets the identified information requirements when relevant data from reliable sources are used. Quality information is appropriate, current, complete, accurate, accessible, verifiable, retained as appropriate, and provided on a timely basis. Management considers these characteristics and the information processing and information security objectives in evaluating processed information, and makes revisions when necessary, so that the information is quality information. Management uses the quality information to make informed decisions and evaluate the entity's performance in achieving key objectives, addressing risks, and fulfilling internal control responsibilities.

District's FD (Local) - Admissions, dated September 3, 2025.

Appropriate registration forms shall be completed annually and signed by the student's parent, legal guardian, or other person having lawful control. Students who have reached age 18 shall be permitted to complete and sign these forms themselves.

Observation 2 – Criteria

Government Accountability Office (GAO) Standards for Internal Control in the Federal Government (Green Book), Principle 13, Reliable Data from Reliable Sources, Data Processed into Quality Information 13.04 - 13.07, dated May 2025.

13.04 Management obtains or generates relevant data from reliable internal and external sources in a timely manner based on the identified information requirements. Relevant data have a logical connection with, or bearing upon, the identified information requirements. Reliable internal and external sources provide data that are reasonably free from error and bias and faithfully represent what they purport to represent. Management evaluates both internal and external sources of data for reliability. Management obtains relevant data through a variety of forms, including using manual input or compilation, using information technology, or coordinating with other entities to

obtain or access data. Sources of data can be operational, reporting, or compliance related. Management obtains data on a timely basis so that they can be used for effective monitoring.

13.05 Management processes relevant data obtained or generated from reliable sources into quality information through the entity's information system. The entity's information system comprises the people, processes, data, and information technology that management uses to obtain, generate, communicate, or dispose of information to support the entity's business processes.

13.06 Management develops the entity's information system to obtain, generate, and process relevant data into quality information to meet the identified information requirements needed to support the internal control system. Information processing can be manual, automated through the use of information technology, or a combination of both.

13.07 Management evaluates the processed information to determine whether it is quality information. Quality information meets the identified information requirements when relevant data from reliable sources are used. Quality information is appropriate, current, complete, accurate, accessible, verifiable, retained as appropriate, and provided on a timely basis. Management considers these characteristics and the information processing and information security objectives in evaluating processed information, and makes revisions when necessary, so that the information is quality information. Management uses quality information to make informed decisions and evaluate the entity's performance in achieving key objectives, addressing risks, and fulfilling internal control responsibilities.

Observation 3 – Criteria

Government Accountability Office (GAO) Standards for Internal Control in the Federal Government (Green Book), Principle 13, Data Processed into Quality Information 13.05, dated May 2025

13.05 Management processes relevant data obtained or generated from reliable sources into quality information through the entity's information system. The entity's information system comprises the people, processes, data, and information technology that management uses to obtain, generate, communicate, or dispose of information to support the entity's business processes.