2018–2019 Recommended Use Funds

Replicating Successful School Models

<table>
<thead>
<tr>
<th>TEA Strategic Priority:</th>
<th>#4—Improving Low-Performing Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutorily allowable use of funds:</td>
<td>Title I, Part A: Improving Basic Programs—Schoolwide Programs: Supplemental programs or activities that strengthen the academic program of the school, targeting specific, identified needs and providing students, particularly those failing, or at risk of failing to meet standards, opportunities to meet State academic standards.</td>
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</tbody>
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Project Summary

The Texas Education Agency is committed to improving low-performing schools and supporting LEAs in school improvement efforts. Evidence suggests that replicating a proven school model can generate results for students. Under this initiative, LEAs could convert the original campus to a campus charter, support the school leadership team to build the capacity to replicate their school by creating an “Innovation Management Organization”, and allow the Innovation Management Organization to manage multiple low-performing campuses.

LEA Financial Commitment (estimated start-up and annual costs)

Start-Up Costs

<table>
<thead>
<tr>
<th>Expense</th>
<th>Estimate</th>
<th>Expense</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel salaries, wages, benefits</td>
<td>$200,000–$400,000</td>
<td>Consulting services</td>
<td>$50,000–$250,000</td>
</tr>
<tr>
<td>General supplies and materials</td>
<td>$0–$100,000</td>
<td>Miscellaneous operating expenses</td>
<td>$100,000–$300,000</td>
</tr>
<tr>
<td>Equipment</td>
<td>$0–$100,000</td>
<td></td>
<td></td>
</tr>
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Annual, Ongoing Costs

<table>
<thead>
<tr>
<th>Expense</th>
<th>Estimate</th>
<th>Expense</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel salaries, wages, benefits</td>
<td>$0</td>
<td>Consulting services</td>
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</tr>
<tr>
<td>General supplies and materials</td>
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<td>Miscellaneous operating expenses</td>
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</tr>
<tr>
<td>Equipment</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

When possible, TEA staff has estimated costs by major expenditure categories used in the ESSA Consolidated Application and the Expenditure Reporting (ER) System. Costs, such as locally-determined salaries, benefits, and wages, could not be estimated.

Project Description

LEAs should consider taking dramatic action to ensure students in persistently struggling schools have access to better opportunities. LEAs should also consider how they can expand and replicate existing schools and programs ran by the LEA that generate successful results for low income students. This process entails an LEA finding successful existing school or programs within the LEA and deciding if these existing schools or programs could be expanded or replicated to serve more students and, in particular students that are now in persistently struggling schools. If so, the LEA could convert the original campus to a campus charter, support the school leadership team to build the capacity to replicate their school by creating an “Innovation Management Organization”, and allow the Innovation Management Organization to manage multiple campuses.
Goals and Student Achievement Objectives

The goal of the Replicating Successful Schools replicate or expand existing evidence-based schools to service more students. By using replication to redesign existing persistently struggling schools, redesigned campuses will – as a result – increase student and school performance.

Expected Outcomes

The list below offers a sample of expected outcomes from successful school improvement initiatives formatted as SMART goals (the percentage of _______ will increase from X% to Y% by Z (target date) or the number of _______ will increase from X to Y by Z):

- The percentage of students working at or above grade level on a specific STAAR content area assessment will increase from X% to Y% by Z.
- The percentage of students graduating career or college reading will increase from X% to Y% by Z.
- The percentage of parents that say they are satisfied with school climate or academic instruction, as documented in parent surveys, will increase from X% to Y% by Z.
- The number of highly effective teachers assigned to the specific school in need of comprehensive or targeted support will increase from X to Y by Z.
- The number of students attending schools in need of comprehensive support will decrease to X from Y by Z.
- The number of students attending schools in need of targeted support will decrease from X to Y by Z.
- The percentage of students enrolled in Improvement Required schools (Texas accountability system) will decrease from X% to Y% by Z.

How Will Success Be Measured and Data Sources Available

The success of a replicating a high-performing campus is ultimately measured by the sustained quality and performance at the newly replicated campus. These new campuses will replicate proven academic and operational models to improve student outcomes. Improved student outcomes at the new campus will decrease the number and percentage of students in persistently struggling schools and increase the number and percentage of students in highly rated schools. The restarted campus(es) and the LEA will receive A-F* report cards offering data for assessing the quality of the initiative. LEAs should also track student-level data from the state assessment year-to-year to monitor the campus charter performance and develop a value-add measure for student performance. LEA and school-level data is also available in Texas Academic Performance Reports (TAPR), available online. Resources for the new A-F accountability system are available on the TEA web site.

Training or Support TEA Offers

The Division of System Support and Innovation (DSSI) will offer support, resources, and training related to replicating successful schools. These services are expected to be available to LEAs in 2018. DSSI also offers competitive grant opportunities for LEAs with strong redesign plans. In addition, the twenty regional educational service centers (ESCs) offer training and other resources for IR schools, and schools in need of comprehensive or targeted support, previously known as Priority and Focus schools. TEA collaborates with the Texas Center for District and School Support to provide TAlS training and guidance publications.

Required Activities or Components

The authorizing authority for federal funds is Elementary and Secondary Education Act of 1965 [As Amended by ESSA Through P.L. 114–95, Enacted December 10, 2015]. Per ESSA, LEAs are a required to meet the following statutory
requirements:

- Give a description of LEA’s required School Support and Improvement Activities.
- Align other Federal, State, and local resources to carry out the activities supported with these funds.
- Change practices and policies to give operational flexibility for effective implementation of campus improvement activities.
- Use a rigorous review process to recruit, screen, select, and evaluate any external partners with whom the local educational agency will partner.
- An assurance that each school the local educational agency proposes to serve will receive all the State and local funds it would have received in the absence of these funds.

Program Duration, Timeline, Significant Milestones

The program duration varies is dependent on local context and LEA campus charter authorizing policies. A typical program duration for a campus replication could range from one to three years. There are significant milestones related to replicating an existing school model, and LEAs should account for the following in the redesign plans:

- Reviewing LEA authorization policies and authorizing the campus charter for the original campus
- Creating an Innovation Management Organization (IMO) responsible for management of existing campus and new replications
- Authorizing the campus charter for replication campus(es)
- Developing and implementing a performance contract between LEA and IMO

Ideally, the LEA will use a full planning year prior to authorizing a new campus charter and implementing the replication.

Staffing Requirements for LEAs

There are no specific staffing requirements associated with replicating a school model. However, the creation of an IMO may require limited leadership and support staff. LEA should also consider budgeting for campus charter authorizing support, legal services, and possible pre-implementation year costs.

Resources

- CREDO. “Charter School Growth and Replication”.
- Denver Public Schools – Grant Beacon Schools

TEA Contact Information

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