

# SCHOOL REDESIGN

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A GUIDE TO OPERATIONAL FLEXIBILITY

# Outline

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- **Operational Flexibility**
- **Alternative Management**
- **Campus Charter**
- **District of Innovation**

# Operational Flexibility

For districts applying for Title I funds, ESSA requires districts to *“modify, as appropriate, practices and policies to provide operational flexibility that enables full and effective implementation of the plans.”* To achieve this statutory requirement, district can leverage several tools...

## Alternative Management

District partners with a managing entity under a performance contract. The contract outlines the necessary operational flexibilities granted to the campus.

## Campus Charter

District uses state charter policies to authorize the campus as a charter. This campus receives then operational flexibility afforded to a charter and outlined in the performance contract.

## District of Innovation

District creates an innovation plan which, if approved, would outline exemptions from requirements imposed by the TEC that inhibit a full and effective implementation of the school redesign

## Example Operational Flexibilities

Assessing the extent to which the campus-level leadership can control...

- **Staffing**
  - Ability to hire, train, and evaluate staff
  
- **Curriculum**
  - Ability to tailor curriculum to meet the need of the anticipated student population
  - Ability to create, modify, and eliminate programs
  - Authority to contract for academic support services
  
- **General Operations**
  - Determine the daily schedule? Year-long calendar
  - Ability to select or opt-in to district services
  - Ability to control discretionary funds

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## Resources

- Sample Performance Contract: [Mass Insight Lead Partner Playbook](#).
- Process Guide: [Restart Authorization Guide \(PublicImpact & EdPlex\)](#)
- Charter School Restarts: [The Role of Charter Restarts in School Reform](#)
- Empowered-management Approach: [School Turnaround in Shanghai](#)
- Renaissance Public School Initiative: [Progress Report](#)

## Overview

- Eligible management partners include: charter operators, CMOs, EMOs, and ESPs.
- The contract between the district and managing entity should outline agrees upon performance measure and operational flexibilities?
- Managing entities should be rigorously selected and demonstrate a track record of success in similar learning environments.

## Guiding Questions

- How will the district source a management partner that has demonstrated success in similar environments?
- How will the district monitor and evaluate the managing entity? What performance measures will the managing entity be responsible for?
- How will the district and managing entity clarify roles and responsibilities?
- What operational flexibilities need to be afforded to the managing entity?
- Will the campus under new management be authorized as a campus charter?
- What services will the district provide to the campus charter?

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## Overview

- TEC Chapter 12, grants districts the ability to authorize in-district charter schools with increased operational flexibility.
- Authorization policies are locally developed but should model after best practices.
- Charter contracts and initiated between the district board and charter holder. The charter holder can be...
  - The principal/COO equivalent.
  - A independent governing board (ex: non-profit).
- Charter contract should include performance measures and outline operational flexibilities granted to the campus charter.

## Guiding Questions

- What is the district's charter authorizing policy? How does this policy control for quality?
- How will the new campus charter be governed?
- What performance measures will the campus charter be responsible for?
- What services will the district provide to the campus charter?

## Resources

- Texas Education Code: [Chapter 12 Subchapter C](#).
- Texas Education Agency Resources: [Campus Charter](#).
- Process Guide: [Restart Authorization Guide \(PublicImpact & EdPlex\)](#)
- NACSA: [Principles & Standards for Quality Charter School Authorizing](#).
- Center on School Turnaround: [Chartering Turnaround](#).

# District of Innovation

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## Resources

- Texas Education Agency: [Districts of Innovation](#).
- Texas Association of School Boards: [Districts of Innovation](#).
- Raise Your Hand Texas: [DOI Map](#).
- Example District: [Spring Branch Innovation Strategic Planning](#).

## Overview

- TEC Chapter 12, as amended by H.B. 1842, allows district to request exemptions for more flexibility.
- Requests must be made as part of a local innovation plan. This plan TEA for approval – including approval of exemptions.
- Common exemptions:
  - *School start date*
  - *Class-size*
  - *Length of the school day*
  - *Contract provisions*

## Guiding Questions

- Does the district's local innovation plan support its' school improvement initiatives?
- How will the district determine which DOI waivers might provide operational flexibility specific to the school redesign?
- Do local policies need to be amended in order to correspond with exemptions?