



**OFFICE of
EDUCATION INNOVATION**

State Board of Education Petition Rationale

Turnaround Oversight Approach

Efforts to Date

The Mayor received unanimous approval in February to provide oversight for Indianapolis Turnaround Operators



Pursuant to IC 20-31-9.5 and PL 229-2011, SEC. 190, the Mayor of Indianapolis requested full oversight responsibility, under the direction of the State Board of Education, of the special management teams that operate the four turnaround academies in Indianapolis.



**Thomas Carr Howe
Community High School**

Emmerich Manual High School

Emma Donnan Middle School



EdPower
Excellence without Exception



**Arlington Community High
School**

Rationale for the Mayor's petition



*There is **clear alignment** with the **Mayor's vision and priorities** and providing oversight for the four Turnaround Academies in Indianapolis. The Mayor and our team are **committed to the success of the students and families** enrolled in these schools.*

Vision Alignment

- The Mayor's vision is that every child in Indianapolis will have access to a high-quality education
- OEI anticipates oversight of 31 schools
- The Mayor's Performance Framework provides rigorous standards and accountability structures for schools

Local Control

- As a locally elected official, the Mayor is accountable to the public for results
- Spanning multiple administrations led by members of both parties, the Mayor's office has a track record of overseeing quality local schools

Local and Statewide Support

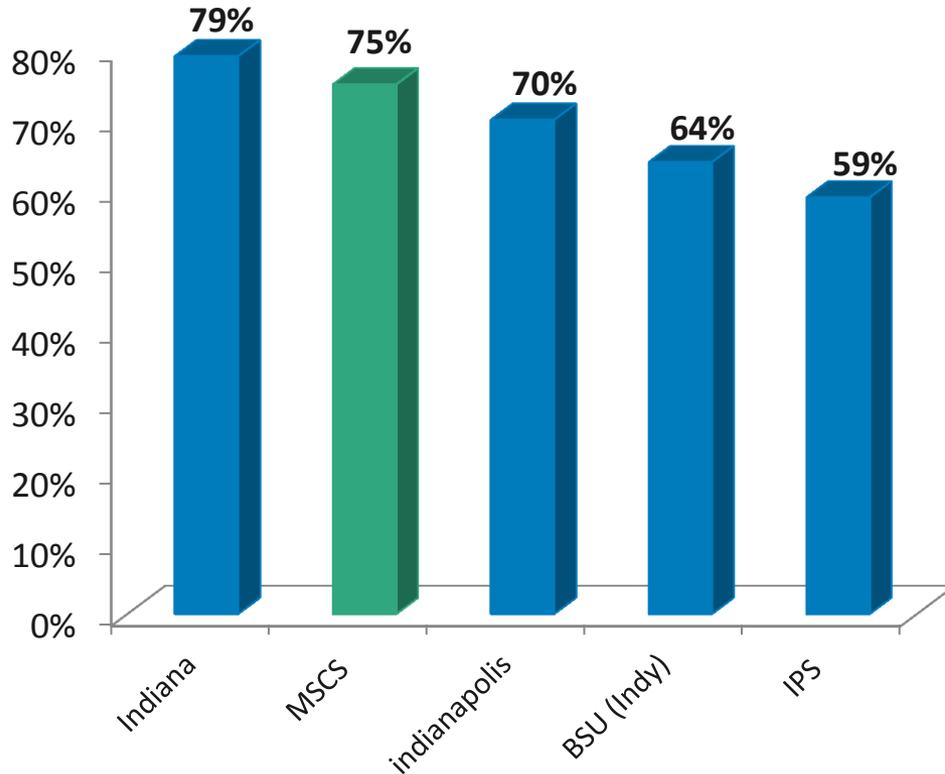
- The State Superintendent of Public Instruction, President of the IPS School Board, and bipartisan leaders of the Indianapolis City-County Council supported the Mayor's petition

The Mayor has a track record for holding schools accountable and producing high quality results

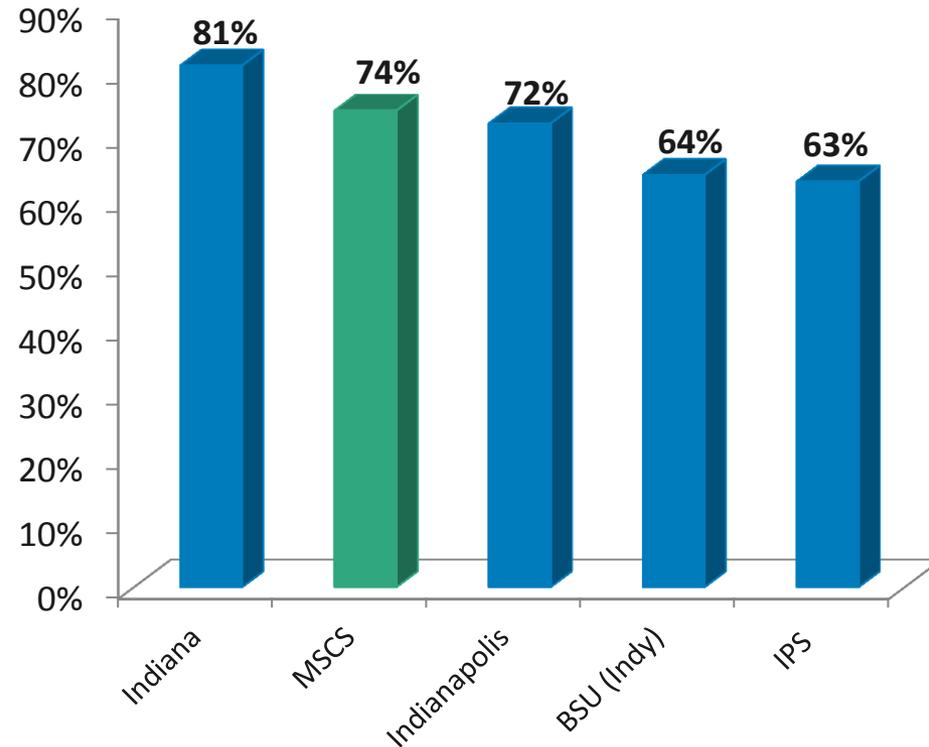


On average, students attending Mayor Sponsored Charter Schools outperform IPS, charter schools in Indianapolis sponsored by Ball State, and the Indianapolis average in both ELA and math.

English Language Arts ISTEP+ Results 2012¹



Math ISTEP+ Results 2012²



Please note: The results for Mayor Sponsored Charter Schools do not include Fall Creek, Fountain Square, and The Project School as they were closed or not renewed.

State Board of Education Petition Rationale

Turnaround Oversight Approach

Efforts to Date

The Mayor's research-based performance framework will drive evaluation of Turnaround Academies



The Mayor's Performance Framework has been modified to effectively evaluate the Turnaround Academies and will serve as a tool to provide ongoing feedback resulting in improved academic outcomes.

Question 2: Is the organization in sound fiscal health?

- Are financial resources being utilized to maximize academic growth?

Question 1: Is the educational program a success?

- Is academic performance meeting state expectations?
- Is the school preparing students to graduate on time and for college and careers?
- Are students making sufficient and adequate gains by the IGM and improving the longer they are enrolled?

Question 3: Is the organization effective and well-run?

- Is the school leader strong in his or her academic and organizational leadership?
- Does the operator foster a school environment that is viable and effective?
- Do the school leader and operator comply with all obligations as stated in the MOU and contract?

Question 4: Is the school providing appropriate conditions for success?

- Does the school have a high-quality curriculum and supporting materials?
- Does the school effectively use learning standards and assessments to inform and improve instruction?
- Is there ongoing communication and engagement with students, families and stakeholders?

The Mayor's Performance Framework will build upon existing oversight efforts and benchmarks



Turnaround Operators will be overseen by the Director of Turnaround Schools

Monitoring	Data Analysis	Reporting
<ul style="list-style-type: none">▪ Develop and refine protocol and metrics for conducting on-site monitoring▪ Conduct site visits (weekly, month, quarterly) to assess for leading indicators of school improvement▪ Write and present actionable feedback with turnaround school leadership and operators	<ul style="list-style-type: none">▪ Identify leading and lagging indicators of school improvement▪ Develop data tracking and analysis systems▪ Collect leading and lagging indicator data from on-site monitoring, focus groups with family and community members, and student- and school-level data (e.g., attendance, ISTEP+)▪ Analyze and track data collected during site visits to identify trends	<ul style="list-style-type: none">▪ Develop reporting structures that ensure efficient communication with turnaround school leaders, operators, State Board of Education members, and key stakeholder groups (e.g., family members, community members)▪ Disseminate regular, targeted updates to key stakeholder groups

The oversight process will include regular meetings culminating in a yearly evaluation



*The Director of Turnaround Schools will engage in **regular site visits** and remain in **consistent communication** with the four turnaround academies to **monitor progress**.*

Regular Meetings

- Director meets with school leaders and operators on a regular basis
- Schools leaders and operators provide evidence of progress on the Mayor's Performance Framework



Annual Reports

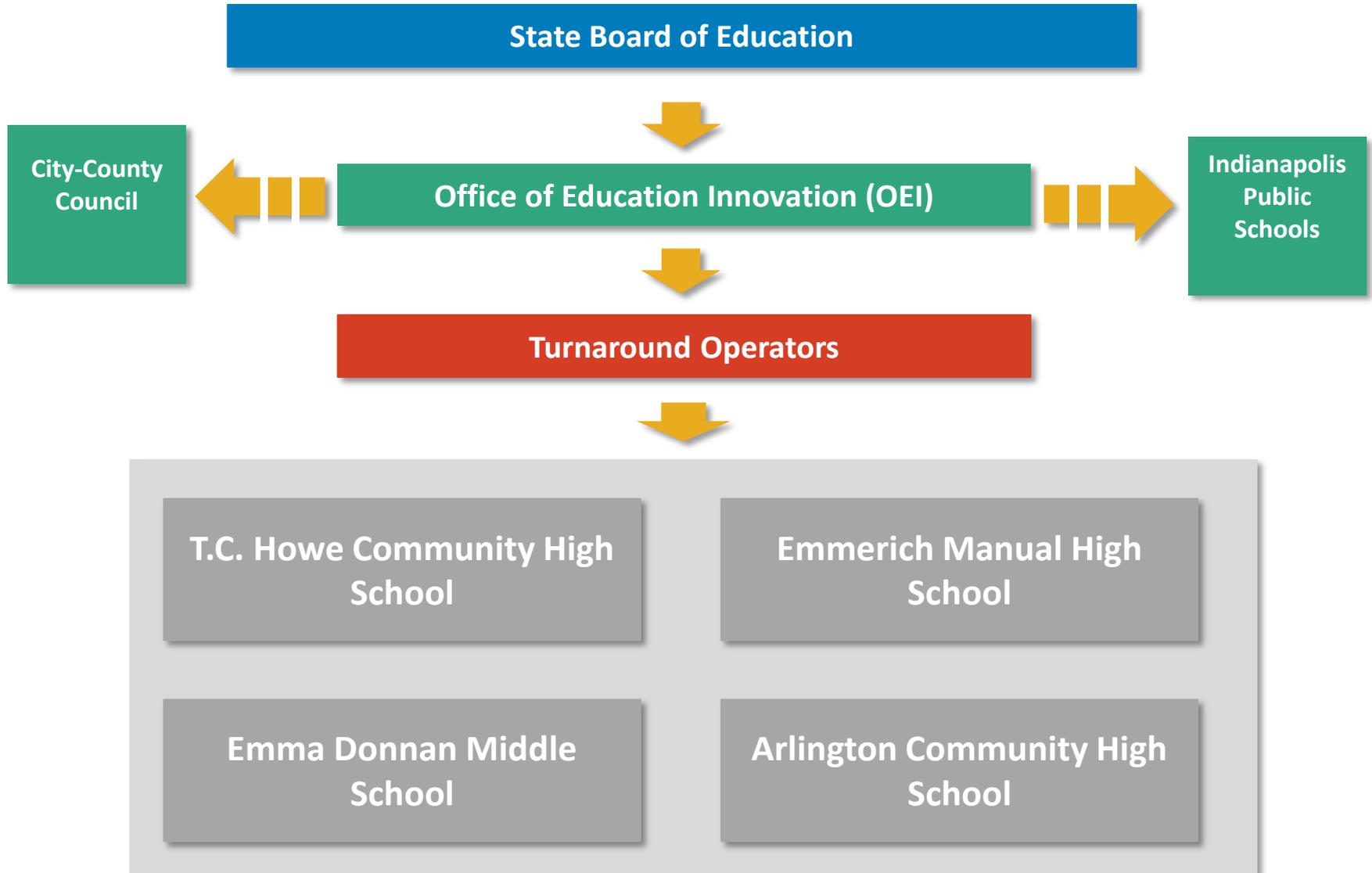
- A formal report is created demonstrating progress against the Mayor's Performance Framework and benchmarks



External Evaluations

- Evaluators conduct a comprehensive audit of school progress, systems and policies

The Mayor's staff will work alongside community stakeholders to ensure the schools are successful



State Board of Education Petition Rationale

Turnaround Oversight Approach

Progress

*After the Board unanimously voted in February to shift oversight responsibility to the Mayor's Office, we have **laid the groundwork to ensure effective oversight***

Finalized Memorandums of Understanding for Performance and Finance

- Adherence to standards set forth in the Mayor's Performance Framework, including academic, financial, operational, and governance indicators
- Financial resources necessary to provide quality oversight
- Clarified relationship between IDOE and Mayor's Office

Developed a Comprehensive Plan

- Developed expectation for operators and OEI's work in preparing for the upcoming school year
- Identified key actions in priority areas: Accountability, Community Engagement, Operations, and Communications
- Developed Turnaround Master Calendar of Reporting Requirements

Completed Site Visits and Engaging Weekly

- Completed site visits for all 4 schools with Deputy Mayor and Director of OEI to engage administration, staff, and students
- Facilitating weekly conversations with the operators to discuss school performance and needs
- Met with schools to review expectations, progress to date, performance framework and schedule for the upcoming year

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE CITY OF INDIANAPOLIS, MAYOR'S OFFICE OF EDUCATION INNOVATION
AND
THE INDIANA DEPARTMENT OF EDUCATION
EDS # A58-4-14OT-1314**

This Memorandum of Understanding ("MOU") is entered into by and between the City of Indianapolis, Mayor's Office of Education Innovation ("City") and the Indiana Department of Education ("Department" or "State.")

RECITALS

WHEREAS, on August 29, 2011, the Indiana State Board of Education ("Board") determined that four (4) schools located in Marion County would be designated as Turnaround Academies as provided by IC 20-31-9-4 and IC 20-31-9.5-7. Specifically, these schools are Arlington High School ("Arlington"), Thomas Carr Howe Community High School ("Howe"), Emmerich Manual High School ("Manual") and Emma Donnan Middle School ("Emma Donnan"); and

WHEREAS, in 2011, special management teams were identified and selected to operate these Turnaround Academies; Ed Power (for Arlington) and Charter Schools USA (for Howe, Manual, and Emma Donnan) pursuant to IC 20-31-9-4 and IC 20-31-9.5; and

WHEREAS, in 2011, the Department entered into contracts ("operational contracts") for the operation of the Turnaround Academies with Ed Power (for Arlington) and Charter Schools USA (for Howe, Manual, and Emma Donnan) pursuant to IC 20-31-9.5-3; and

WHEREAS, pursuant to IC 20-31-9.5-5, on February 6, 2013, the City petitioned the Indiana State Board of Education and the Board has approved City to provide oversight of the operational contracts between the Department and the special management teams which now operate the four Turnaround Academies; and

WHEREAS, the State Superintendent of Public Instruction, along with City, believe in the importance of local oversight of the operational contracts for the Turnaround Academies located in the Indianapolis Public School Corporation; and

WHEREAS, the parties desire to memorialize their mutual commitments with respect to the Turnaround Academies as detailed in this MOU.

AGREEMENT

NOW, THEREFORE, in consideration of the above representations, mutual benefits, premises, and other good and valuable considerations, the receipt of which is hereby acknowledged, the City and Department agree as follows:

1. REPRESENTATIONS

Each party represents to the other party that:

- a. The party has all requisite power and authority to carry out the obligations set forth in this Agreement.
- b. The party has the power, authority, and legal right to enter into and perform its obligations set forth in this Agreement.
- c. This Agreement has been duly entered into and delivered and constitutes a legal valid and binding obligation of the party, enforceable by its terms and the party is stopped from making a claim based upon the unenforceability of this Agreement.

2. OBLIGATIONS OF THE CITY

The City, by virtue of its interest in providing supervision for Turnaround Academies, shall:

- a. Hire and retain a person to fill the position of Director of Turnaround Schools to manage the City's oversight of the Turnaround Academies.
- b. Provide oversight of the Turnaround Academies' safety, instructional quality, organizational issues, compliance, and school improvement through site visits, communication with TSO Contractor employees, and other data collection activities.
- c. Report its oversight to the Board. Reports to the Board will provide information in all of the following areas: school safety, instructional quality, organizational issues, compliance, and school improvement. Reports to the Board shall include information specific to the Turnaround Academies' progress towards accountability goals outlined in the scope of work in the operational contract (Arlington may be found starting at p. 91, Donnan starting at p. 222, Howe starting at p. 248, and Manual starting at p. 286).

3. OBLIGATIONS OF DEPARTMENT

Department, by virtue of its interest in providing local oversight of the operational contracts for the Turnaround Academies located in the Indianapolis Public School Corporation, shall:

- a. Fund the costs associated with the City's oversight of the Turnaround Academies in an amount not to exceed \$450,000 over the course of this MOU for as long as the City provides oversight of any of the operational contracts between the Department and the TSO contractors pursuant to IC 20-31-9.5. The Department shall provide payment as conditioned below:
 - i. Funds shall be paid by the State to the City on a reimbursement basis beginning June 1, 2013.
 - ii. The City shall have the ability to offer an amendment to this MOU to request additional funds after 18 months of oversight.
 - iii. All services provided by the City under this MOU must be performed to the State's reasonable satisfaction and in accordance with all applicable federal, state, local laws, ordinances, rules and regulations. The State shall not be required to pay for work found to be unsatisfactory, inconsistent with this MOU or performed in violation of and federal, state or local statute, ordinance, rule or regulation.
 - iv. The City, subject to the review of the State Budget Agency and Department for payment purposes, determines how the funds are expended in regard to its oversight of the turnaround academies.
 - v. The City shall complete and submit the invoices prescribed by the State in order to be reimbursed for expenditures. After the State receives the prescribed form(s), the State shall process and make payments pursuant to this MOU. All payments shall be made 35 days in arrears in conformance with State fiscal policies and procedures and, as required by IC §4-13-2-14.8, by electronic funds transfer to the financial institution designated by the City in writing unless a specific waiver has been obtained from the Indiana Auditor of State. No payments will be made in advance of receipt of the goods or services that are the subject of this MOU except as permitted by IC §4-13-2-20.

All accounts will be closed sixty (60) days after the Expiration Date of this MOU Agreement.

Any invoice submitted after sixty (60) days will not be reimbursed by the State.

The City agrees to abide by an MOU Budget that shall be submitted by the time of the first invoice; except that, subject to written approval of the State Project Director, budget line item amounts may be transferred to other MOU budget line items. The maximum amount that may be transferred from any one MOU budget line item is equal to ten percent (10%) of the original budget line item amount.

- b. Payment by the State shall commence upon invoice beginning June 1, 2013 through the balance of this MOU. All other funds shall be paid pursuant to the terms and conditions of their funding source.
- c. If the Director of the State Budget Agency makes a written determination that funds are not appropriated or otherwise available to support continuation of performance of this MOU, this MOU shall be canceled. A determination by the Director of State Budget Agency that funds are not appropriated or otherwise available to support continuation of performance shall be final and conclusive.
- d. When appropriate and if necessary under federal grant requirements, the State will apply for the benefit of the Turnaround Academy or allow a non-profit entity to apply on behalf of the Turnaround Academy
- e. Shall provide to the City available data and documents pertaining to the Turnaround Academies that may be provided under the Family Educational Rights and Privacy Act (FERPA), 20 USC 1232g and 34 CFR Part 99.

4. TERM , EXPIRATION and AMENDMENT

- a. This Agreement shall commence on June 1, 2013 and shall remain effective through June 30, 2016, unless otherwise terminated in accordance with this Agreement.
- b. The City may end its oversight of the operational contracts for the Turnaround Academies located in the Indianapolis Public School Corporation, and all contractual obligations relative to the assignment of oversight, by providing 90 days written notice to the Board and to the Department.
- c. The Department may terminate the City's oversight of the operational contracts for the Turnaround Academies located in the Indianapolis Public

School Corporation, and all contractual obligations relative to the assignment of oversight, only upon approval by the Board and by providing 90 days written notice to the City.

- d. The Department shall cease to provide payment to the City under Section 3 of this Agreement if the Agreement is terminated by either party.
- e. This Memorandum may be amended only in writing signed by each of the parties.

5. NOTICE

Any notice required to be given under this MOU shall be mailed by certified mail, return receipt requested, properly addressed to party to be notified, at the address set forth below:

To DEPARTMENT:

Indiana Department of Education
Office of Legal Affairs
South Tower, Suite 600
115 W. Washington Street
Indianapolis, IN 46204

To CITY:

City of Indianapolis
Office of Education Innovation
200 E Washington St., Suite 2501
Indianapolis, Indiana 46204

6. INTERPRETATION

This Agreement is the result of negotiations between the parties and their respective legal counsel, and no party shall be deemed to be the drafter of this Agreement. The language of all parts of this Agreement shall in all cases be construed as whole, according to its fair meaning, and not strictly for or against either party.

7. NON-DISCRIMINATION

City shall not discriminate against any employee or applicant for employment to be employed in the performance of this Agreement, with respect to her or his hire, tenure, terms, conditions, or privilege of employment, or any matter directly or indirectly related to employment, because of her or his race, sex, sexual orientation, gender identify, color, national origin, ancestry, age, disability, or United States military service veteran status. Breach of this covenant shall be regarded as a material breach of this Agreement.

THE REMAINDER OF THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY.

NON-COLLUSION AND ACCEPTANCE

The undersigned attests, subject to the penalties for perjury, that the undersigned is the properly authorized representative, agent, member or officer of the City or State. Further, to the undersigned's knowledge, neither the undersigned nor any other member, employee, representative, agent or officer of the City or State, directly or indirectly, has entered into or been offered any sum of money or other consideration for the execution of this MOU other than that which appears upon the face hereof.

IN WITNESS WHEREOF, the parties hereto have executed this MEMORANDUM OF UNDERSTANDING as follows:

Indiana Department of Education

By: J. Kl. M Date: 5.16.13
Printed: Jason Kl. M
Title: Deputy Mayor

Consolidated City of Indianapolis, on behalf of the Mayor's Office of Education Innovation

By: [Signature] Date: 5/16/13
Printed: CRAIG E. HARTZEN
Title: Chief of Staff

State Budget Agency

By: [Signature] Date: 5/31/13
Printed: Chad Timmerman
Title: Asst. Director

AMENDMENT #1
EDS #A58-3-13OT-0912

This is an Amendment to the Contract (the "Contract") entered into by and between the **Indiana Department of Education** ("State" or "IDOE") and **Charter For Accelerated Learning, Inc. d.b.a. EdPower**, the Turnaround School Operator ("TSO Contractor") approved by the last State signatory on July 12, 2012.

In consideration of the mutual undertakings and covenants hereinafter set forth, the parties agree as follows:

This Amendment #1 revises duties to include oversight details.

The Contract is amended as follows:

1. Duties of the TSO Contractor

Paragraph 1. relating to Duties of the TSO Contractor, is hereby deleted in its entirety and replaced by the following:

In addition to any other duties and obligations set forth herein, the TSO Contractor shall perform all duties and obligations necessary to operate **Arlington Community High School** (the "School" or "Turnaround Academy"). Unless otherwise excepted by law, the TSO Contractor shall have the powers and provide the services to operate the School consistent with those of a local education agency ("LEA") operating a public school in Indiana. These services include, but are not limited to:

- A. Transportation for special education students and students covered under the McKinney-Vento Homeless Assistance Act;
- B. Food Service;
- C. Education and administrative technology and technology support;
- D. Special education services under IC 20-35 and 511 IAC 7;
- E. Career and technical education services under IC 20-20 and 511 IAC 8;
- F. Custodial, maintenance, grounds keeping, and other services;
- G. Instructional services in a particular curriculum area;
- H. Textbooks and supplemental materials under IC 20-26-12, and 511 IAC 9;
- I. Student services under 511 IAC 4;
- J. Extracurricular activities.

In addition to and consistent with the services identified above, the TSO Contractor shall provide all services identified in the Final Turnaround Plan submitted to and approved by IDOE's Office of School Improvement and Turnaround ("Final Turnaround Plan"), which is attached hereto as **Exhibit A** and incorporated herein by reference. The TSO Contractor shall provide all services in accordance with all applicable federal, state and local laws and/or rules relating to the operation of public schools in Indiana and pursuant to any guidance provided by IDOE.

The State shall provide technical assistance to the TSO Contractor for special education services that the TSO Contractor is required to provide to students attending the Turnaround Academy. The TSO Contractor shall work with the State and any contractors the State hires to provide technical assistance to the TSO Contractor relating to special education services. The TSO Contractor shall consider the recommendations, guidance, and action plans offered by the State or its technical assistance contractors with respect to Individuals with Disabilities Education Act and 511 IAC 7.

The State shall provide oversight of the TSO Contractor regarding the schools' safety, instructional quality, organizational issues, compliance, and school improvement through site visits, communication with TSO Contractor employees, and other data collection activities. The TSO Contractor shall cooperate with the State relating to oversight responsibilities, including access for site visits, facilitation of communication with TSO Contractor employees, and provision of data. The TSO Contractor shall comply with the recommendations, guidance, and action plans offered by the State with respect to the schools' safety, instructional quality, organizational issues, finances, compliance, and improvement, which arise from the State's oversight responsibilities.

The services outlined above shall constitute the scope of work to be performed by the TSO Contractor and shall hereinafter be referred to in the Contract as "the Work" or "Services."

31. Notice to parties.

Paragraph 31. relating to Notice to Parties, Item A, is hereby modified as follows:

A. Notices to the State shall be sent to:

Glenda S. Ritz
Superintendent of Public Instruction
Indiana Department of Education
115 W. Washington Street, South Tower, Suite 600
Indianapolis, IN 46204

- with a copy to -

Michelle Gough
General Counsel
Indiana Department of Education
115 W. Washington Street, South Tower, Suite 600
Indianapolis, IN 46204

47. State Boilerplate Affirmation Clause.

Paragraph 47. relating to State Boilerplate Affirmation Clause, is hereby modified by addition of the following:

51. Assignment of Antitrust Claims (Clause added)

52. No investment in Iran (Clause added)

51. Assignment of Antitrust Claims.

As part of the consideration for the award of this Contract, the Contractor assigns to the State all right, title and interest in and to any claims the Contractor now has, or may acquire, under state or federal antitrust laws relating to the products or services which are the subject of this Contract.

52. No investment in Iran.

As required by IC §5-22-16.5, the Contractor certifies that the Contractor is not engaged in investment activities in Iran. Providing false certification may result in the consequences listed in IC §5-22-16.5-14,

including termination of this Contract and denial of future state contracts, as well as an imposition of a civil penalty.

The State may terminate for default if the Contractor fails to cure a breach of this provision no later than thirty (30) days after being notified by the State.

All matters set forth in the original Contract and not affected by this Amendment shall remain in full force and effect.

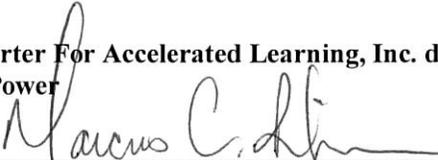
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Non-Collusion and Acceptance

The undersigned attests, subject to the penalties for perjury, that the undersigned is the Contractor, or that the undersigned is the properly authorized representative, agent, member or officer of the Contractor. Further, to the undersigned's knowledge, neither the undersigned nor any other member, employee, representative, agent or officer of the Contractor, directly or indirectly, has entered into or been offered any sum of money or other consideration for the execution of this Amendment other than that which appears upon the face hereof.

In Witness Whereof, Contractor and the State have, through their duly authorized representatives, entered into this Amendment. The parties, having read and understood the foregoing terms of this amendment, do by their respective signatures dated below agree to the terms thereof.

**Charter For Accelerated Learning, Inc. d.b.a.
EdPower**

By: 
Printed Name: MARCUS C. ROBINSON
Title: Chancellor & CEO
Date: 5.8.13

Indiana Department of Education

(for)
Printed Name: Glenda S. Ritz
Title: Superintendent of Public Instruction
Date: _____

Approved by:
Indiana Office of Technology
By: N/A (for)
Paul Baltzell, Chief Information Officer
Date: _____

Approved by:
Department of Administration
By: _____ (for)
Brian E. Renner, Acting Commissioner
Date: _____

Approved by:
State Budget Agency

(for)
Christopher D. Atkins, Director
Date: _____

APPROVED as to Form and Legality:
Office of the Attorney General

(for)
Gregory F. Zoeller, Attorney General
Date: _____

Memo

To: State Board of Education
From: Mayor Gregory A. Ballard, City of Indianapolis
Date: February 6, 2013
Re: Petition to oversee special management teams in Indianapolis

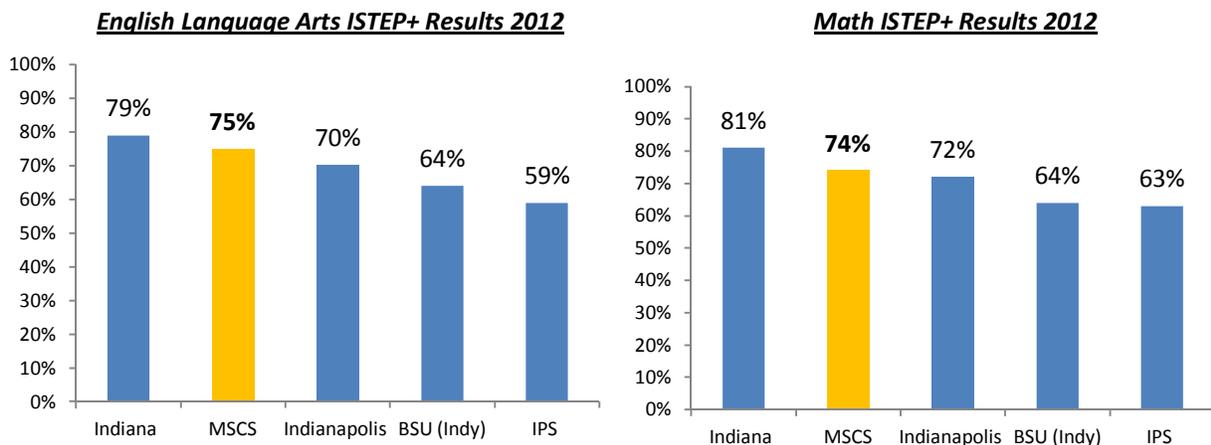
Overview

Pursuant to IC 20-31-9.5 and PL 229-2011, SEC. 190 and pending the amendment of existing contracts between the Indiana Department of Education (IDOE) and the special management teams, the Mayor of Indianapolis requests full oversight responsibility, under the direction of the State Board of Education (SBOE), of the special management teams that operate the four turnaround academies in Indianapolis. We request that the oversight begins no later than June 1, 2013 and that the granted authority includes monitoring of instructional quality, school safety, organizational issues, compliance, and improvement through ongoing site visits, as well as the authority to give updates and make recommendations to the SBOE regarding the turnaround academies. The schools include the EdPower-operated Arlington Community High School, as well as the Charter Schools USA-operated Thomas Carr Howe Community High School, Emmerich Manual High School, and Emma Donnan Middle School. This petition is contingent upon the Mayor’s Office receiving funding from the IDOE to execute the oversight.

The Mayor’s Office of Education Innovation (OEI) was established after the passage of the Indiana charter school law in 2001. As the only mayor’s office in the country with the ability to authorize charter schools, OEI currently oversees 20 charter schools on 23 campuses across Indianapolis. The Mayor’s Performance Framework ensures rigorous standards and accountability structures for all schools in the OEI portfolio. Existing systems and structures, which have been refined over the past 10 years, will enable OEI to provide effective oversight of the Turnaround School Operators (TSOs). With our track record of holding schools accountable for performance, we are confident in our capacity to oversee the TSOs and their management of the four turnaround academies in Indianapolis under the direction of the SBOE.

Results of Existing Schools

OEI has a proven track record of overseeing schools that consistently outperform neighboring schools with similar student demographics. Below is an overview of pass rates for Mayor-sponsored charter schools (MSCS) on the 2012 Indiana Statewide Testing for Educational Progress – Plus (ISTEP+) compared to averages for all public schools in the state, all public schools in Indianapolis, Ball State University (BSU) charter schools in Indianapolis, and Indianapolis Public Schools.



Mayor's Performance Framework

The Mayor's Performance Framework is designed for OEI to provide direct oversight of schools in its portfolio. Monthly conversations between OEI staff and schools explicitly address performance relative to the framework. OEI publishes yearly reports that measure schools' performance against each standard in the framework. Schools that do not meet standards must create written plans that address how they intend to improve practices so that they meet standards within a reasonable timeframe. The framework will be used in addition to the existing turnaround academy benchmarks and will be adapted to match the unique context of the turnaround academies.

Oversight Plan

In March of 2012, Mayor Greg Ballard appointed Jason Kloth as the City's first Deputy Mayor of Education. Deputy Mayor Kloth is responsible for the overall vision and direction of OEI. As the number of schools and responsibilities within OEI's portfolio has increased, Deputy Mayor Kloth has increased staff capacity at a commensurate rate.

The Director of Charter Schools oversees the 20 MSCS and directly manages three performance analysts. Each performance analyst has a specific area of focus – one analyst oversees academics, one oversees finance, and one oversees governance and leadership. Performance analysts meet monthly with schools to engage in conversations around progress relative to the Mayor's Performance Framework in each of the three overarching areas. Schools receive comprehensive feedback on their performance and problem solve with OEI staff around identified gaps.

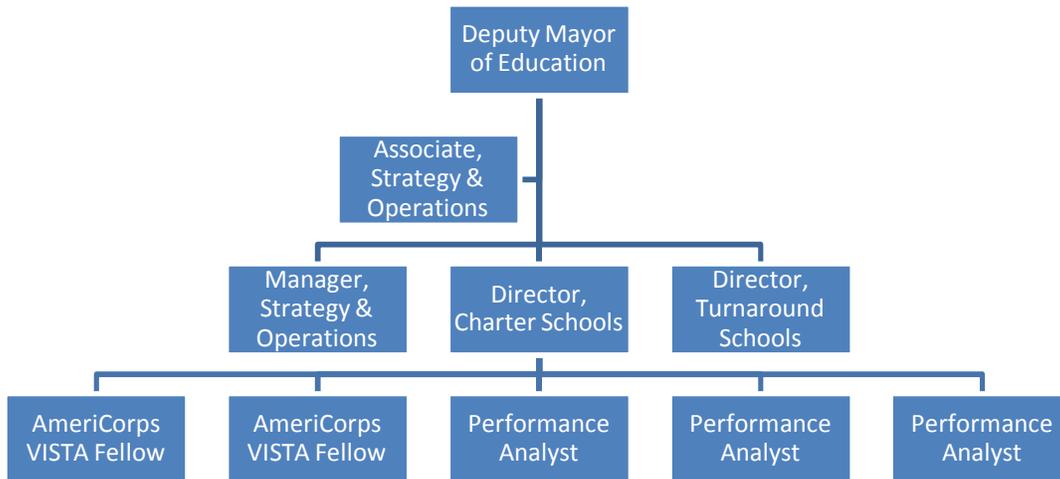
Once funding is secured from the IDOE, OEI will immediately begin the search for a Director of Turnaround Schools to work with the four turnaround academies in Indianapolis. The Director of Turnaround Schools will have experience in public education and will possess a wide-ranging skill set that includes strong analysis, communication, and problem solving skills. This person will also draw upon a variety of experts who have worked with OEI in the past in areas such as special education, law, and school administration.

The Director of Turnaround Schools will manage relationships at the four turnaround academies and will serve as a point-of-contact for the academies and TSOs. OEI understands that the turnaround academies are not charter schools and will tailor its approach accordingly. The Director of Turnaround Schools will engage in weekly site visits and remain in consistent communication with the four turnaround academies to monitor progress. The IDOE will continue to administer funds to the academies and will also provide special education technical assistance. Specific activities and interventions conducted by OEI will include, but will not be limited to, the following:

- Monitoring
 - Develop and refine protocols and metrics for conducting on-site monitoring that are aligned with leading indicators of school improvement
 - Conduct weekly site visits to assess leading indicators of school improvement
 - Analyze and track data collected during site visits to identify trends
 - Write and present actionable feedback with turnaround academy leadership and work with them to modify their school improvement plan accordingly
- Data collection and analysis
 - Identify leading and lagging indicators of school improvement to be tracked regularly
 - Develop data tracking and analysis systems for identified indicators of school improvement
 - Collect information from on-site monitoring, as well as student- and school-level data compiled by the IDOE (e.g., attendance, ISTEP+)
- Reporting
 - Develop reporting structures that enable data analysis results to be effectively communicated with turnaround academy leaders, SBOE members, and key stakeholder groups (e.g., family members, community members)
 - Disseminate regular, targeted updates to key stakeholder groups

- Communicate recommendations to the SBOE regarding turnaround academy performance
- Technical assistance
 - Based on findings from site visits, feedback from community stakeholders, and state and federal school law, provide ongoing technical assistance to the turnaround academies

Figure 1: Tentative Office of Education Innovation organizational chart



Statutory Responsibilities

Pursuant to IC 20-31-9.5 and PL 160-2012, SEC. 52, OEI will communicate to the special management teams the need to conduct a public meeting twice a year to provide a report concerning student achievement and the condition of school property. OEI will also monitor the teaching credentials of teachers employed by the special management teams as indicated by IC 20-28-5. Further, OEI will monitor the participation of staff employed by the special management teams in the state teachers’ retirement fund created by IC 5-10.4 or the public employees’ retirement fund created by IC 5-10.3. Finally, OEI notes that employees of a special management team are not required to organize and collectively bargain under IC 20-29-6.

Collaboration with Indianapolis Public Schools (IPS)

In an effort to ensure we provide the best possible education for students in Indianapolis, OEI is committed to collaborating with the IPS Board of Commissioners. By granting oversight responsibility of the turnaround academies to the Mayor’s Office, IPS will be better positioned to work with a local entity to help ensure the success of the schools.

Conclusion

Given the Mayor’s vision that every child in Indianapolis will receive a high-quality education, OEI is focused on the success of the students in the four Indianapolis turnaround academies. Our track record of results, research-based Mayor’s Performance Framework, and ongoing support structures make our office an ideal entity to oversee the TSOs and their operations of the four schools. We are committed to working effectively with the SBOE and turnaround academies in an effort to provide students with the academic opportunities they deserve.