

**Getting Out of the Way:
Education Flexibility to Boost
Innovation and Improvement
in Ohio**

June 11, 2015





Ohio Context

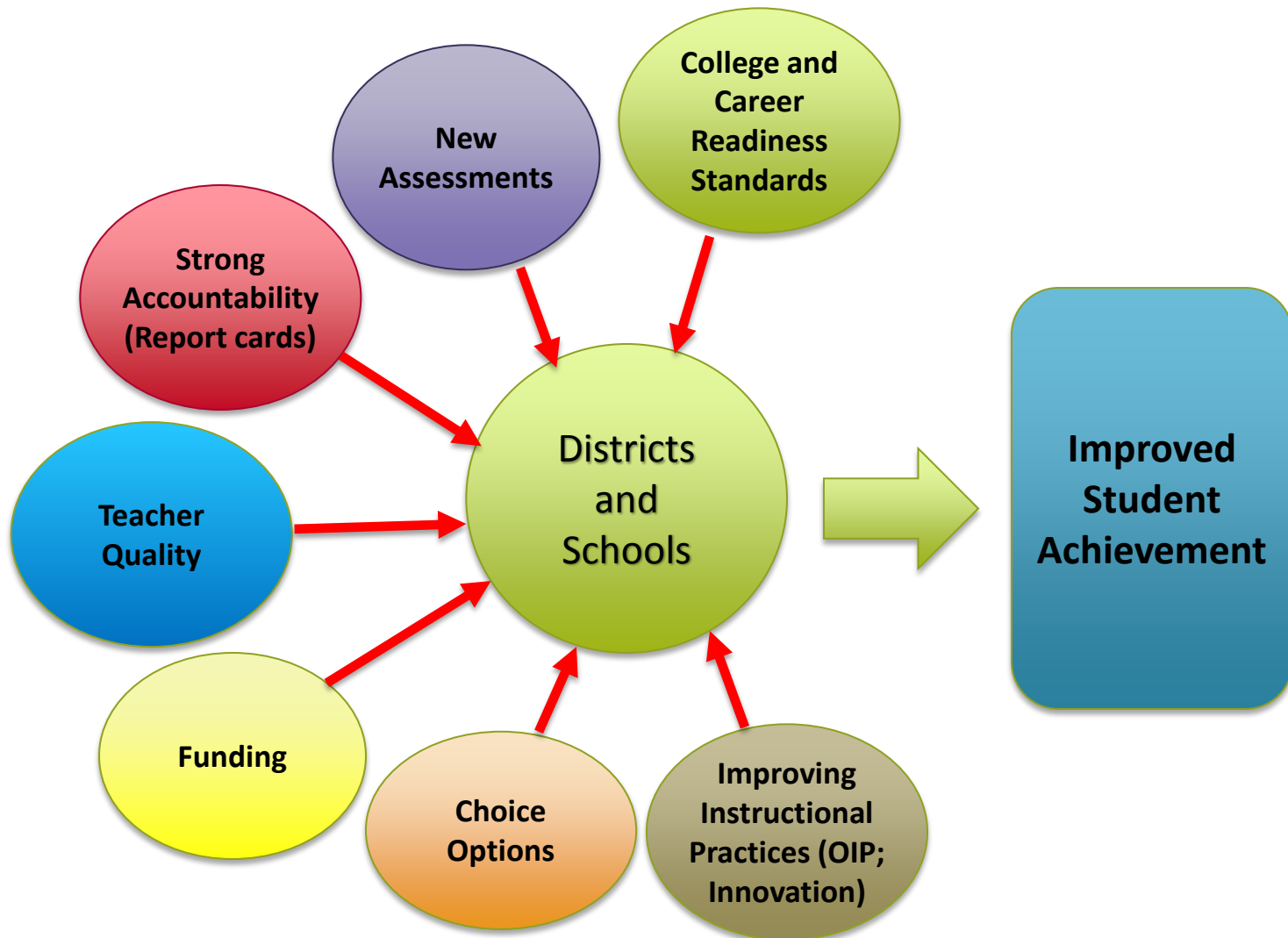
Context: Ohio's Education Results – All Schools

	SCHOOL RESULTS				
	A	B	C	D	F
Indicators Met	1141	314	277	414	1109
Performance Index	252	1760	700	511	53
4-Year Graduation Rate	364	153	108	42	128
5-Year Graduation Rate	300	237	102	49	92
Value-Added: Overall	972	279	499	210	613
Value-Added: Gifted Students	266	256	707	247	176
Value-Added: Lowest 20% in Achievement	414	397	1001	303	242
Value-Added: Students With Disabilities	436	376	854	255	275
Annual Measurable Objectives	648	412	279	337	1559

3,444 Schools

Ohio School and District Results 2013-2014

Ohio's Current School Improvement Agenda



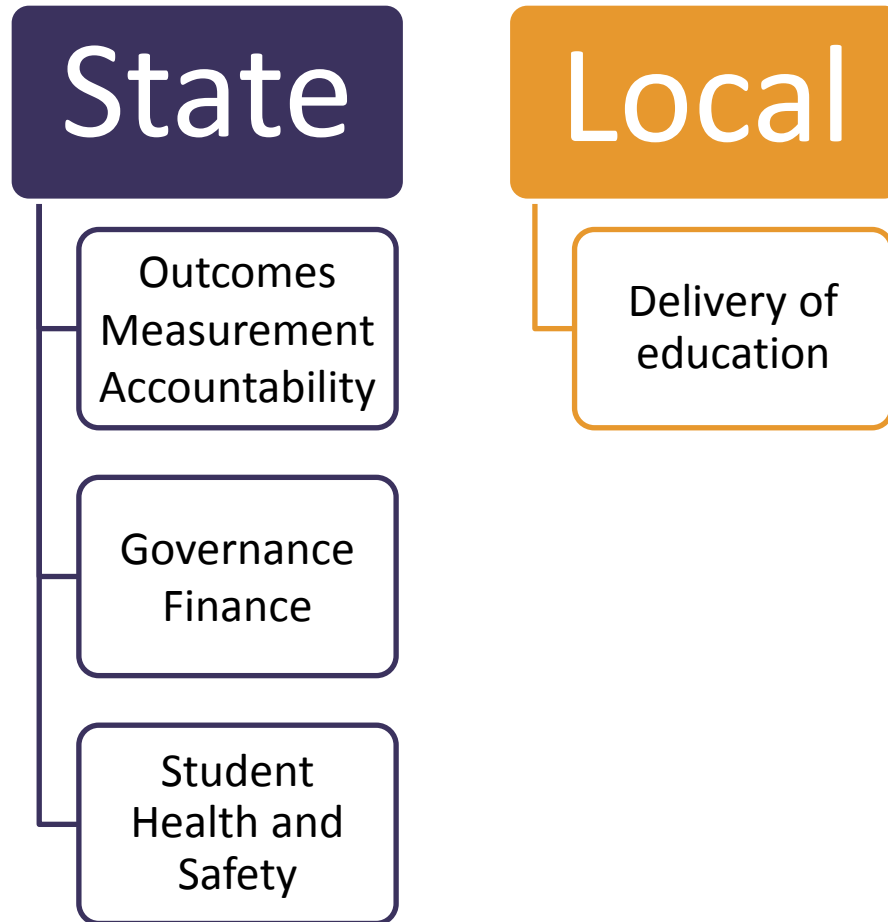
Why Deregulate, Why Now?

One-size-fits-all
doesn't work

Better
measurement and
accountability

Ohio leaders want
more flexibility

Who Decides What? Shared Responsibility



How Districts Use Autonomy

Looking at districts with building-level autonomy; six themes have implications for Ohio policy

Theory of action: Autonomy leverages innovation to improve student achievement.

Portfolio of autonomy levels: Not all districts and buildings are the same.

Restructured central office: Targeted support to schools; specialized offices to manage autonomous schools.

Focus on instruction, and teacher and leader learning: Link to performance evaluation system; career paths and compensation structures leverage the most effective professionals.

Leadership development: School leaders are critical to success (including teacher leaders).

Strong accountability systems: Applied universally; identify low-performing schools; drive support; close chronically underperforming schools.



Current Ohio Flexibility Toolbox

Current Ohio Flexibility Toolbox

High-performing district blanket exemption

- “A” districts self-exempt from selected regulations by resolution

Innovation waivers

- Innovation Schools, Innovation Zones, Districts of Innovation
- Innovative Education Pilot Program

Building-level waiver

- District process to grant building-level autonomy (Cleveland)

Current Ohio Flexibility Toolbox – 2

Statutory alternatives

- State law provides alternatives (e.g., teacher evaluations, alternative licensure, alternative compensation, etc.).

Charter schools

- Alternative regulatory framework for charters.

Emergency intervention

- Alternative regulatory frameworks for schools in Academic Distress or Fiscal Emergency.

Current Ohio Flexibility Toolbox – 3

Regulatory review

- Five year rule review

Legislative review

- Response to stakeholder or public interest



Recommendations

Recommendation 1

- **Create a regulatory, policy, and operational climate that fosters flexibility and innovation, but retains accountability**
 - Develop a strategy to foster innovation and promote the adoption of successful innovative practices to scale in schools and districts.
 - Identify and publicize examples, disseminate research, and assist districts and schools with tools that facilitate self-assessment, adoption, and implementation.
 - Promote better resource-allocation.
 - Identify better measures.

Recommendation 2

- **Modify or eliminate statutes that drive up costs or tie the hands of district leaders to flexibly implement, innovate, and manage operations.**
 - Eliminate seniority as a consideration in layoffs of nonteaching employees.
 - Allow greater flexibility for districts to manage nonteaching staff.
 - Expand opportunities for schools to use more non-licensed individuals, with proper supervision and evaluation.
 - Eliminate districts' ability to collectively bargain away management rights, including the right to assign staff.
 - Eliminate any structural requirements on teacher salary schedules.
 - Allow districts to remove teachers, including tenured teachers, if they are evaluated as ineffective for more than two years, and allow districts to remove principals if buildings do not meet established academic-performance standards.

Recommendation 3

- **Implement a simple process for allowing all districts to waive state regulations (with certain exceptions) that are inconsistent with plans for improving student achievement.**
 - District leaders should be able to decide what educational-input requirements apply or don't apply to the district as a whole or to an individual school.
 - Specify what they will do, how they decided, how stakeholders were involved, what improvements they expect in student achievement, and what state regulations will no longer apply.
 - State fail-safe feature.

Recommendation 4

- **Formally and deliberately identify targets for education deregulation and flexibility on a regular basis.**
 - Design and implement a biennial review process.
 - Online, web-enabled.
 - Small group of independent reviewers.
 - Recommendations for modification or elimination.
 - Framework of guiding questions.



Thank You

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**Ohio Education Speakers Series
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