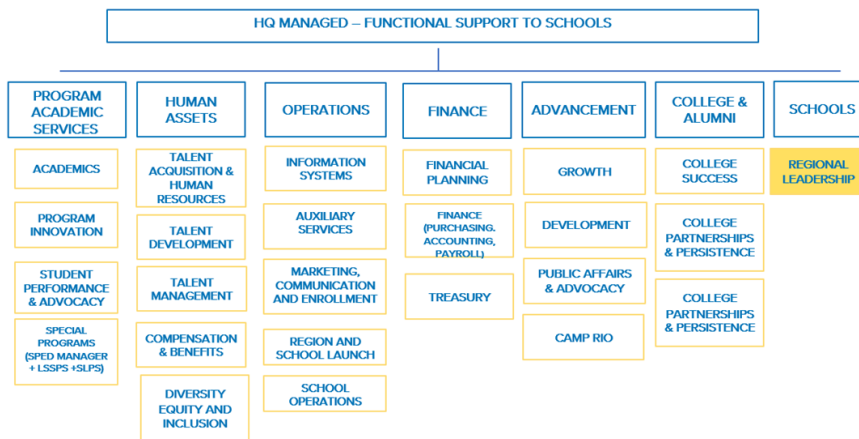


ORGANIZATION, STRUCTURE & OPERATING MECHANISMS

IDEA’s organization as a whole is made up of many different teams that are split across the network in order to best ensure students and staff have everything they need to be successful as we work toward our mission and vision. The Headquarters Teams dedicate themselves to supporting schools and staff across all campuses and regions, while the regional teams work to ensure that their campuses and stakeholders are successful. Below, you will find descriptions of the teams at both the National, as well as Regional levels and how they best support you as a staff member at IDEA.

THE ROLE OF HEADQUARTERS

IDEA’s headquarters is organized into eight functional areas/teams that support schools, so non- instructional activities are efficient and effectively delivered.



The Schools Team:

The Schools Team is responsible for supporting IDEA school leaders across all regions. The Chief Schools Officer manages regional Executive Directors or Regional Superintendents, who are each responsible for the success of their region. Executive Directors coach and manage regional staff, including the Senior Vice Presidents of Schools who each manage a cohort of school principals.

College & Alumni Success Team:

The College Success team designs and supports the implementation of the College Success program across all IDEA campuses at the national level. This team identifies resources, drives the creation of the Road to College curriculum, supports its implementation by counselors, and ensures that best practices are shared. The Chief College and Diversity Officer and their team are responsible for helping to create a strategy to ensure school-level goals are met and training school personnel to ensure they are on track to hit their goals. In addition, this team is charged with achieving college matriculation and graduation goals.

The Alumni Success team at IDEA Public Schools is responsible for ensuring that alumni complete college in four to six years. The team is led by a Senior Director of Alumni Affairs, who is responsible for the Managers of Alumni Affairs. Managers of Alumni Affairs begin working with senior students during their last year at IDEA in a series of workshops and a brunch series. The Alumni Affairs Team partners with colleges, most closely the University of Texas – Rio Grande Valley, to track student success and plan necessary interventions for students who may be struggling academically or personally. The team also manages IDEA’s internal “Give Me 5” Scholarship program and disbursement of awards to alumni enrolled in college.

Academic Services Team:

The Academic Services Team is broken up into several branches: elementary program, secondary program, Individualized Learning, and Special Services. The team studies, creates, and supports districtwide implementation of IDEA curriculum. The elementary program partners with the National Institute for Direct Instruction to train and implement DI in all of the Pre-K-2nd grade classrooms, in addition to some intervention settings. Scope, sequence, and curriculum are created for 3rd-5th grade settings. The secondary program team creates curriculum for all 6-12th classrooms and supports partnerships for training, like with the National Math and Science Institute for the AP Program. The Individualized Learning team supports all hybrid learning: Accelerated Reader, Adaptive Math Program.

Catalyst, and Online Learning. The student support team works with special education, intervention, and bilingual programs to ensure curriculum implementation.

The Academic Services Team (AST) supports teachers’ use of curriculum by working with district “course leaders” (or one of the highest performing teachers in that grade level content area) to host bi-weekly course webinars to overview curriculum, lesson plans, and potential roadblocks in student learning. The curriculum team and course leaders also host four course collaboration days throughout the year to support teachers with what’s upcoming in curriculum. The AST

team partners closely with Human Assets and the Schools team for training of teachers and coaching in the field.

Human Assets Team:

The Human Assets team works to attract, develop, and retain highly talented and committed staff across all levels of the organization. The Human Assets team leads the organization's human capital vision and strategy, while ensuring high quality training, tools, and support for managers across IDEA regions to execute on that vision with their teams. Principals, assistant principals, and other managers in the field are best positioned to impact the actual performance and experiences of staff members, particularly as IDEA continues to grow. Therefore, every manager in the organization executes strong hiring, coaching, and retention practices within their teams and is supported in doing so by the Human Assets team.

Operations Team:

The Operations team is responsible for facilitating and executing operations management throughout the district so the daily core focus of schools is student instruction and achievement. The Operations team has developed innovative and creative ways of doing so through their field software developments like the DI (Direct Instruction) Online, TCP Dashboard and the Hub. The team is divided into four vice presidents: auxiliary services, campus operations, information systems, and marketing and communications. The team works with Regional Directors of Operations to support campus operations and regional efforts on items such as student enrollment, transportation, and construction. Responsibilities of these branches include marketing and communication, construction, IT, auxiliary services, campus operations, transportation, health services, student recruitment and enrollment, campus nutrition program and farms

Executive Office: The Executive Office is made up of the Chief Executive Officer, all Chief Officers, and the VP of Board Relations & Governance. This team manages all instructional, operational and business functions. The Board Relations & Governance Committee oversees staff counsel and provides internal support to the Internal Audit Department.

Business Office Team:

The Business Office team is responsible for IDEA finance, accounting, financial reporting, regulatory compliance, institutional investor relations, budgeting and forecasting, banking and capital markets, real estate contracts, and selected areas related to construction and risk management functions. These responsibilities are executed in partnership with IDEA's Academic teams. The Business Office team maintains a focus on satisfaction through being accountable, proactive, and responsive to school needs, and efficiency.

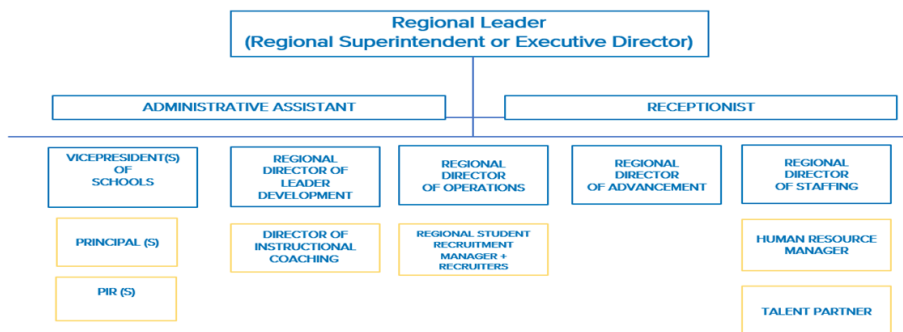
Advancement Team:

The Advancement team identifies mission-aligned communities for expansion, raises private philanthropic support, manages external and community relations with donors, elected officials, government agencies, and is ultimately charged with building relationships, raising funds and ensuring charter access in new locations in order to grow the network from 61 to 173 schools by 2022. The Advancement team engages in legislative advocacy and focuses on building a strong advocacy network to ensure that IDEA has the policies and resources necessary to best serve its students and to ensure long-term sustainability and support. As such, state and national policy advocacy efforts are managed centrally to drive better outcomes. The Advancement team also leads IDEA's partnerships with school districts, advocacy organizations, government agencies, and charter management organization coalitions.

Regional Organizational Structure:

THE ROLE OF REGIONAL OFFICES

Every region is led by an Executive Director or Regional Superintendent (for the larger regions like RGV and San Antonio) who report directly to our Chief Schools Officer, Lisa Garza. The Executive Director (ED) or Regional Superintendent (RS) is ultimately responsible for the results of the region and maintaining schools of excellence.



Regional Organizational Structure:

Each regional leader (Executive Director or Regional Superintendent) manages regional leaders of functional departments. Some of those include Regional Director of Operations (RDO), Regional Director of Staffing (RDS), Regional HR Director/Manager (RDHR/RHRM), Regional Director of Leadership Development (RDLD), etc.

When IDEA launches a new region, a regional support team is created that scales over the course of the initial growth cycle to the point of full scale with 20 schools in year six. Prior to schools opening, this team is very lean – launching with an Executive Director, an Administrative Assistant, and minimal recruitment support. At scale, a region’s team has a matrix reporting structure managed up through the Executive Director and supported by IDEA Headquarters business partners. The Executive Director reports to the President and Superintendent.

The regional support roles align with IDEA’s national structure to ensure clarity of support. IDEA’s staffing model is a recommendation and can be customized depending on regional need

or preference. However, as the local structure changes, there may be tradeoffs in the level or quality of support from headquarters.

THE ROLE OF SCHOOL LEVEL STAFF

Campus Organizational Structure:

Campus operations are led by an Assistant Principal of Operations (APO). They are dually managed by both the Academy & College Preparatory principals. The APO manages a minimum of 8 staff, and at full scale manages upwards of 40 staff members and serves 1,700 students. The APO manages campus operations for their respective schools, and is responsible for the execution of operational excellence across the following facets of work: front office management, student information systems, child nutrition, transportation, health services, business office, facility maintenance, new construction management, technology coordination, student enrollment. The APO develops operations protocols and procedures, assists with troubleshooting, and builds management capacity to ensure efficiency.

Campus instruction is led by a Principal or Executive Principal. They are managed by region ED, RS or VP of Schools. The Principal or Executive Principal manages a minimum of 6 staff, and at full scale manages upwards of 100 staff members counting indirect staff members. The principal relies on Assistant Principal of Instruction (API)s to manage teachers and co-teachers for their respective portfolio according to grade level or subject, and is responsible for the execution of instructional excellence across the following facets of work: student persistence, academic results, parent engagement, student achievement, teacher's coaching and development, etc.

OPERATING MECHANISMS

Operating Mechanisms at IDEA are tools used to communicate between team members. A key topic is clarity on what standard operating mechanisms are for the day, week, etc. At IDEA, we believe recurring operating mechanisms are a way to ensure we are holding each other accountable, prioritizing effectively, communicating consistently, and driving toward goals. These meetings range from quick huddles that give teams the opportunity to align on daily priorities, to multi-day step-backs that allow teams to reflect on outcomes.

The chart below provides a detailed description of these meetings and their purpose and structure.

| Meeting | Frequency | Time | Structure | Sample Topic |
|----------|-------------------|-----------|--|--|
| Huddle | Daily | 3-10 min | We will use TEAMS to share our priorities each day. | <ol style="list-style-type: none"> Empathy interviews with 5 new teachers Check-in with manager |
| Check-in | Weekly | 30-60 min | <p>Prioritize work and ensure job clarity and action steps. Create agenda items to discuss with your manager.</p> <p>Provide praise and feedback</p> | <ol style="list-style-type: none"> Progress towards goals and trouble areas Need to give critical feedback Talk through a challenge |
| Tactical | Weekly | 45-90 min | Build agenda together, shared notes and next-steps, determine weekly actions, clearly defined roles and processes. | <ol style="list-style-type: none"> Proactive planning Discuss shared topics with the team |
| Strategy | Monthly/Quarterly | 2-4 hours | Determine strategies needed: deep analysis of needs, brainstorming, new initiatives | <ol style="list-style-type: none"> Analyzing persistent struggles in teacher retention |

| | | | | |
|-----------|------------|------------|---|---|
| Step-Back | Biannually | 0.5-2 days | Set the team on the right track: set or re-evaluate vision, goals, team dynamics, long-term strategies. | <ol style="list-style-type: none">1. Progress towards goals2. Discuss important readings |
|-----------|------------|------------|---|---|