THE GOVERNOR JOHN ENGLER
CENTER FOR CHARTER SCHOOLS
CENTRAL MICHIGAN UNIVERSITY

Organizational Assessment

Organizational Strategy

To what extent does the organization use a strategic plan to organize program and initiative priorities?

Basic	Emerging	Strong	Exemplary
No strategic plan; or if strategic plan exists, fails to inform major initiatives	Strategic plan informs some major initiatives	Strategic plan informs most major initiatives	Strategic plan informs all major initiatives
Major initiatives/programs frequently generated, crisis-driven and uncoordinated with strategy	Major initiatives superficially aligned with strategy	Major initiatives significantly aligned with strategy	Major initiatives tightly aligned with strategy; alignment understood well by all stakeholders
Limited understanding of current initiatives. No complete list of initiatives in one place.	Some understanding of current efforts	Significant understanding of current efforts	Deep understanding of current efforts. New projects not authorized without assessing current initiatives.
No effort to avoid duplication across programs. No effort to eliminate old initiatives	Some effort to avoid duplication across programs	Efforts exist to coordinate programs and avoid duplication	Limited number of major initiatives. No duplication across programs

Goal Setting

To what extent does the organization use data and analysis to set goals for programs and major initiatives?

Basic	Emerging	Strong	Exemplary
Major initiatives are introduced without outcome of implementation goals	Major initiatives are introduced with established goals, but goals not informed by analysis, nor aligned with strategic plan	Major initiatives introduced with goals, levers, drivers, descriptions, aligned actions; all aligned with the strategic plan	Major initiatives introduced with goals, levers, drivers, descriptions, aligned actions; all aligned with the strategic plan; clear measures/metrics set for monitoring progress
Goals and measures/metrics non-existent	Goals and measures/metrics exist but not created with evidence or analysis	Goals and measures/metrics exist, established from trend data and research	Goals and measures/metrics exist, are both challenging and realistic and established from trend data, research, and predictive analytics.
	Goals and measures/metrics are not well connected to implementation, operational outputs or outcomes	Goals and measures/metrics are largely connected to implementation, operational outputs or outcomes	Goals and measures/metrics are always connected to implementation, operational outputs or outcomes
No monitoring or progress	Little monitoring or progress	Monitoring of progress largely focused on implementation, but not measureable outcomes	Monitoring of progress includes review of implementation, measurement of outcomes and use of predictive analytics to anticipate progress and adjust tactic

Adapted from Harvard SDP

Program Management Monitoring

To what extent are data used to understand, manage and monitor current program operations?

Basic	Emerging	Strong	Exemplary
No monitoring of program operations	Occasional monitoring of program operations	Formal monitoring of program operations against goals and measures/metrics, and timelines established at program launch	Formal monitoring of programs against goals, measures/metrics, and timelines. Examination of different scenarios that may alter program to increase impact, lower cost, or respond to change
Unaware of relevant research	Awareness of relevant research, but not used to make decisions	Awareness of relevant research; research used to make decisions	Relevant research used to drive further internal research that informs and evaluates after pertinent information collected
No attention on results from prior programs	Little attention on results from prior programs	Some attention on results from prior programs that were evaluated with pre-established criteria	High attention to results that use data from prior programs and were evaluated with rigor and explicit pre-established criteria
Similar programs not compared in terms of value to student outcomes	Similar programs superficially compared in terms of value to student outcomes	Similar programs compared with some depth in terms of value to student outcomes	Similar programs compared in terms of impact on student outcomes and cost-effectiveness

Evaluation and Decision Making

To what extent does the organization evaluate the outcomes of its programs and major initiatives?

Basic	Emerging	Strong	Exemplary
No evaluation plans exist	Some evaluation plans exist, often created after program start, but are often vague and lack actionable results	Many evaluation plans exist before program starts, are explicit and moderately strong	Evaluation plans exist for all major initiatives, and are explicit to determine initiatives' impact and next steps
Outcome evaluation not considered in decisions to continue, expand, or terminate programs	Outcome evaluations occasionally influence decisions to continue, expand, or terminate programs	Outcome evaluations often influence termination or expansion decisions	Outcome evaluations always influence termination or expansion decisions, including standard use of sunset clauses to allow program expansion to be periodically evaluated
Decisions based on prior beliefs and assumptions rather than evaluation results	Decisions sometimes based on evaluation results, though these still may support prior beliefs or assumptions	Decisions more often based on evaluation results and sometimes are contrary to prior beliefs or assumptions	Decisions always based on and driven by evaluation results
Termination decisions made erratically due to politics, shifting priorities or immediate resource needs (i.e., budget crisis)	Termination decisions rarely based on results; more often based on politics, shifting priorities or immediate resource needs (i.e., budget crisis)	Termination decisions often based on results; sometimes politics, shifting priorities or immediate resource needs (i.e., budget crisis)	Termination decisions always based on results of evaluations; results generally immune to external influence

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