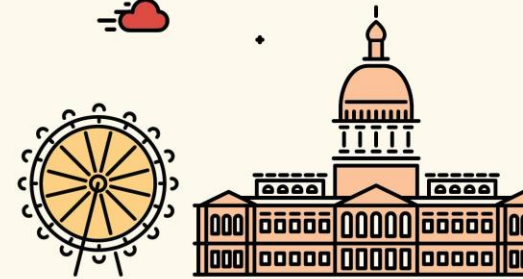


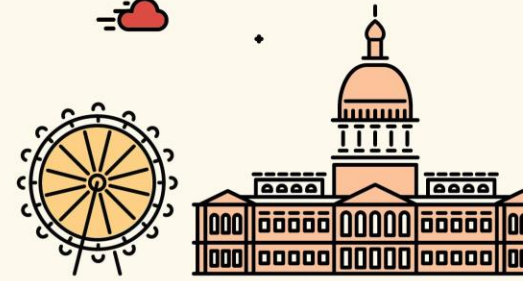


STAND TOGETHER TO FACE THE FUTURE



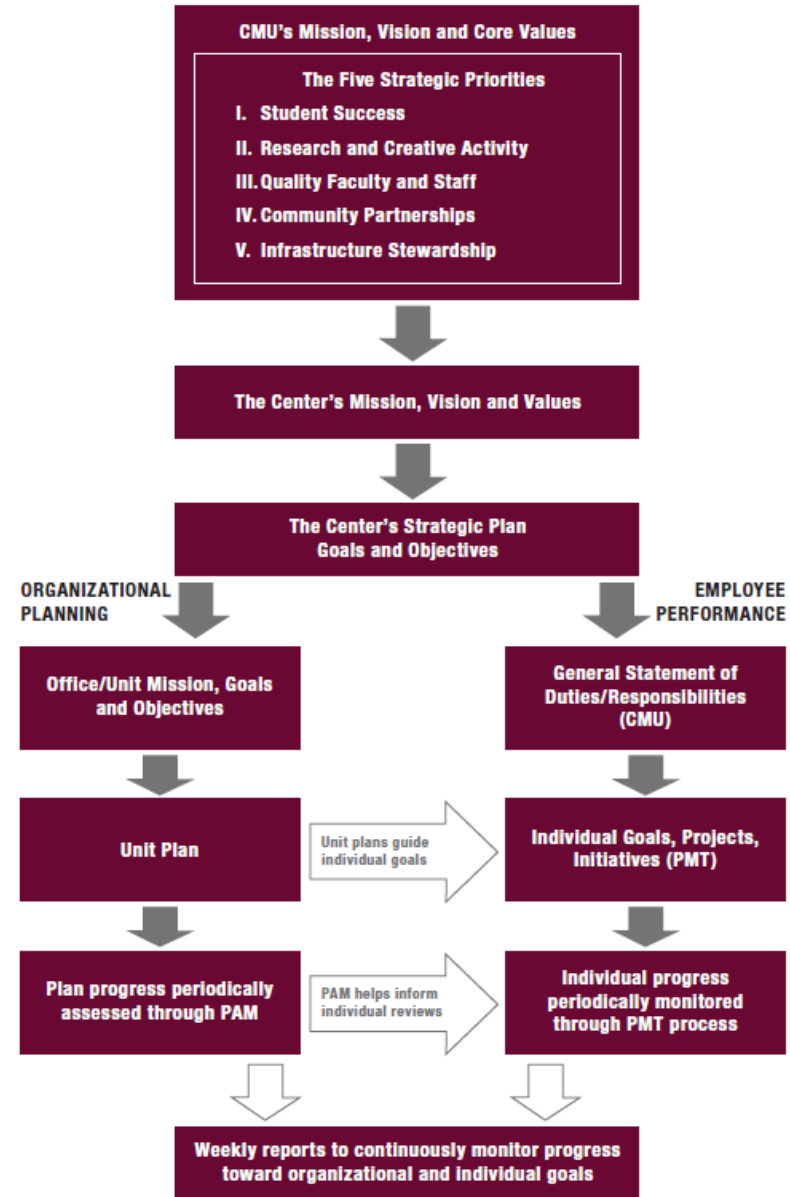
2016 NACSA LEADERSHIP CONFERENCE | ATLANTA, GA

STRATEGIC PLANNING WORKSHOP



#NACSAcon

CMU AND THE CENTER'S STRATEGIC PLAN



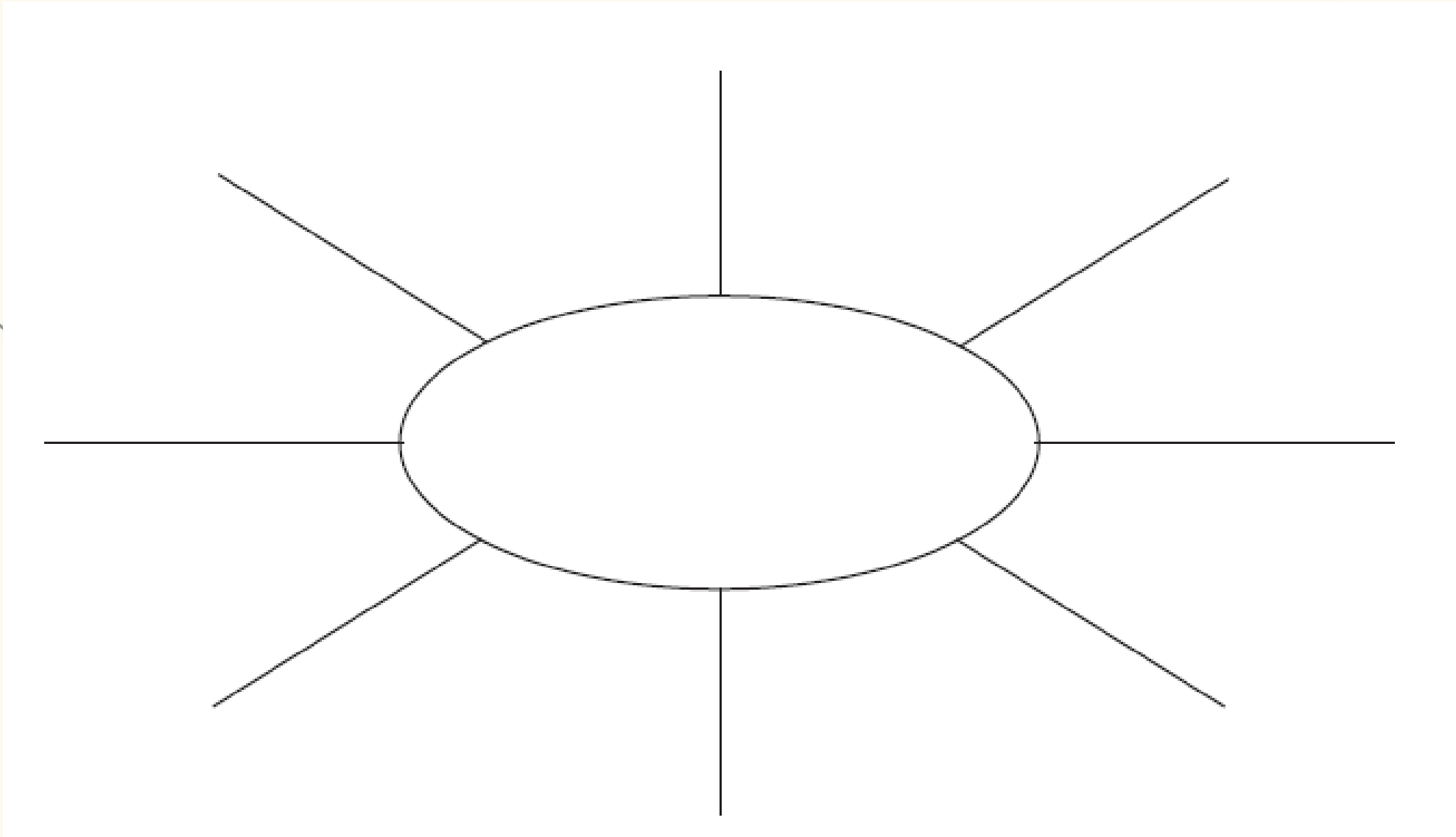
MISSION, VISION, VALUES

MISSION:

VISION:

VALUES:

EXAMINING THE MISSION



ORGANIZATIONAL GOAL PLANNING MAP – CMU EXAMPLE

MISSION: To transform public education through accountability, innovation and access to quality education for all students.

VISION: We envision a diverse and dynamic public education marketplace that fosters academic excellence for all children.

VALUES: Integrity | Respect | Compassion | Inclusiveness | Social Responsibility | Excellence | Innovation

ORGANIZATIONAL GOALS

PORTFOLIO MANAGEMENT

Provide access for all students to a quality education and ensure that the educational option being offered is of the highest quality.

STRATEGIC PARTNERSHIPS

Build relationships and establish partnerships that will create opportunities to further the Center's mission, increase state and national visibility, and further authorizing and oversight best practices throughout the state and nation.

ACADEMIC SUPPORT

Provide expert academic support to increase overall academic performance of CMU-authorized schools.

COMMUNICATIONS

Develop and implement a communication and marketing strategy, incorporating the Center's branding proposal, that targets audiences and stakeholders while positioning the Center as the authority and resource on charter public schools, charter authorizing and quality public education choices.

DATA

Develop critical data elements and analytical practices that provide for effective oversight, accountability and decision-making that yields improved organizational performance at the Center and fosters improved outcomes within CMU-authorized schools.

LEADER DEVELOPMENT AND ORGANIZATIONAL CAPACITY

Recruit, retain and develop a team of diverse and passionate professionals who are committed to the mission of the Center.

WILDLY IMPORTANT GOALS (WIG)

1. Develop a dashboard to monitor performance at the portfolio and academy level.
2. Evaluate the impact of academy specific support/oversight strategy.
3. Explore the opportunity to formalize the integration of quantitative and qualitative data for unit wide decision-making around staff intervention, supports and incentives that aim to fulfill the practice of differentiated oversight.

WIG

1. Establish partnerships with five high quality operators by June 30, 2017 that will positively impact our portfolio's performance.
2. Identify and agree upon a critical issue to educate, discuss with and advocate to state and national education stakeholders that positions the Center as a thought leader in public education and enhances our ability to impact public education.
3. Advance identified initiatives that stem from partnerships with the University and leverage CMU's resources in a way that will promote and ensure value add to our schools while increasing CMU's reputation as a leader in education.

WIG

1. Establish systems of measurement to formally track progress with Falcon Initiative schools to determine viability and long-term potential for continuation or expansion.
2. Utilizing research-based evidence in charter public school success, explore opportunities to provide support, technical assistance or facilitate the development of a school leadership learning platform.

WIG

1. Develop a plan to target stakeholders with key messages to position the Center as setting the standards for charter public school authorizing and charter public school innovation, education, choice and accountability.
2. Develop marketing/communications materials that target key audiences and stakeholders about the Center, specific programs, services and activities.
3. Utilizing the website, explore the short and long-term potential for designing and embedding a resource library that would provide access to key resources, possible module-simulated training pathways and resource referral to multiple audiences and stakeholders.

WIG

1. Design and implement a system of organizational evaluation that will allow for quantitative and qualitative measurement and monitoring of program and initiative effectiveness Center wide.
2. Using advanced statistical methodology and reporting, create and provide reporting templates and supplemental tools that will assist the Center and schools in understanding truly significant successes, disparities and trends in academic data.
3. Relying upon educational research and best practice resources, advance the understanding of trends in data analysis and data utility that will ensure the Center remains at the forefront of analytical practice.

WIG

1. Identify and implement ongoing opportunities for moving staff towards the categorization of Level 5 leadership.
2. Evolve targeted efforts in the areas of staff orientation, development, engagement and satisfaction.

ORGANIZATIONAL GOAL PLANNING MAP – CMU TEMPLATE

MISSION:

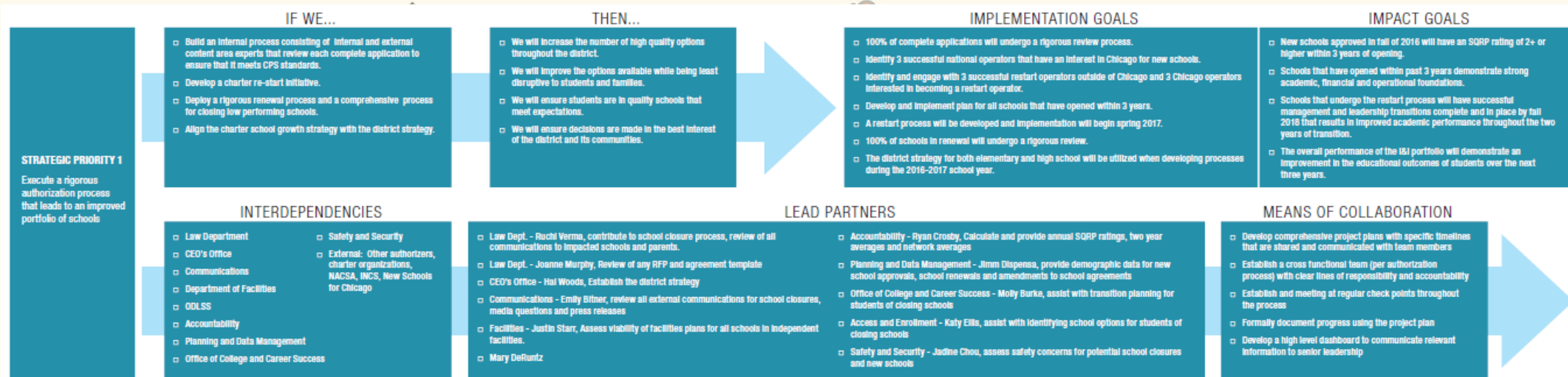
VISION:

VALUES:

ORGANIZATIONAL GOALS

CURRENT SITUATION	CURRENT SITUATION	CURRENT SITUATION	CURRENT SITUATION	CURRENT SITUATION	CURRENT SITUATION
WILDLY IMPORTANT GOALS (WIG) 1. 2. 3.	WIG 1. 2. 3.	WIG 1. 2. 3.	WIG 1. 2. 3.	WIG 1. 2. 3.	WIG 1. 2. 3.

ORGANIZATIONAL GOAL PLANNING MAP – CHICAGO PUBLIC SCHOOLS EXAMPLE

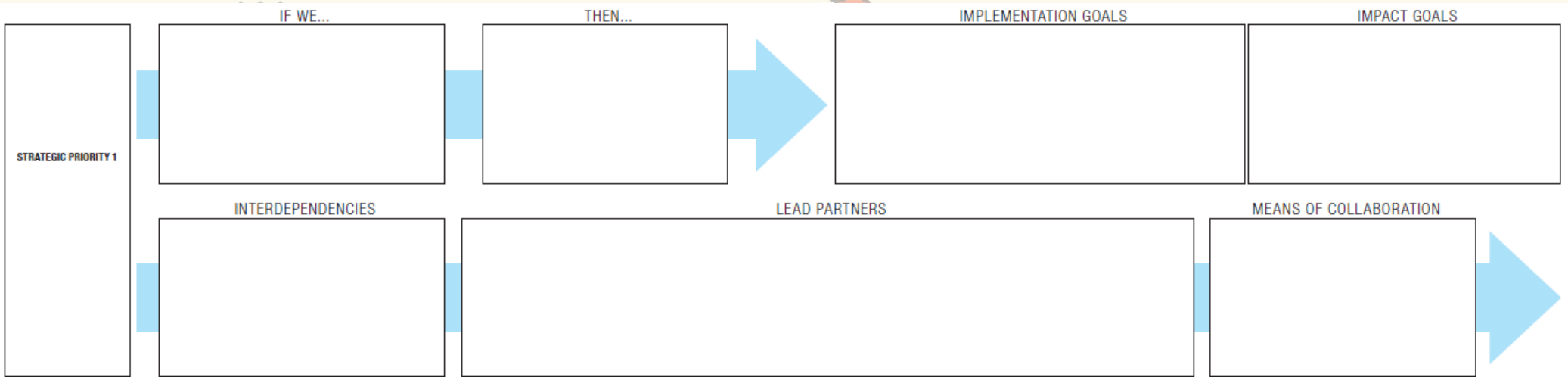


STRATEGIC PRIORITY 1: Execute a rigorous authorization process that leads to an improved portfolio of schools

What are the significant milestones (e.g. actions, deliverables) for deep implementation of our Strategic Priority? What are the measurements of Implementation & Impact?

SIGNIFICANT MILESTONES: ACTIONS & DELIVERABLES	RESPONSIBLE LEAD	TARGET START DATE	TARGET END DATE	BASELINE	CHECK-IN	CHECK-IN	CHECK-IN	FINAL STATUS
New Schools RFP Conduct rigorous reviews Approve new high quality schools to open Executive final agreements Plan and launch 2017 RFP		April 2016	May 2017		FY16 Aug. 2016	FY16 Aug. 2016 FY17 Oct. 2016	Y16 Sept 2016 FY17 May 2017	
Restart Initiative Develop process Development and approval of policy Release RFP Identify and engage quality restart providers Engage with stakeholders Match providers with closing schools Execute final agreements	Elisa M. Botello	Sept. 2016 Nov. 2016	July 2018		Oct. 2016	Jan. 2017	Mar. 2017	
Renewal Launch renewal process Complete school evaluations including site visits and conduct comprehensive review/evaluation Renew high quality school operators Close low performing schools Execute final renewal agreements	Elisa M. Botello	May 2016 Aug. 2016	Oct. 2016 Nov. 2016		June 2016 #1: Aug. 2016	#2: Aug. 2016	#1: Sept. 2016	
Incubation Develop individualized plan for communication and engagement for schools opened within past 3 years Review of academic, financial, operational (compliance, staff turn-over, parent engagement/concerns, enrollment, STLS, EL, DL), Governance, CMO/EMO changes Quarterly check-ins and visits if needed	Yesica Rufino-Perez							
School closure Engage consultant in process revisions Identify student options Execute wind down agreement Complete wind down process	Yesica Rufino-Perez	Nov. 2016 Oct. 2016	June 2017		Dec. 2016	Mar. 2017	May 2017	
Strategy Alignment Clarification of high school and elementary district strategy Identification of areas in need of quality seats Aligned processes and communication	Mary Bradley	June 2016	June 2017		Sept. 2016	Jan. 2016	Mar. 2017	

ORGANIZATIONAL GOAL PLANNING MAP – CHICAGO PUBLIC SCHOOLS TEMPLATE



STRATEGIC PRIORITY 1:
What are the significant milestones (e.g. actions, deliverables) for deep implementation of our Strategic Priority? What are the measurements of Implementation & Impact?

SIGNIFICANT MILESTONES: ACTIONS & DELIVERABLES	RESPONSIBLE LEAD	TARGET START DATE	TARGET END DATE	BASELINE	CHECK-IN	CHECK-IN	CHECK-IN	FINAL STATUS











TRACKING TOOL – CHICAGO PUBLIC SCHOOLS EXAMPLE

	INDICATORS (KPIs)	TARGET	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	FINAL/EOY
IMPLEMENTATION INDICATORS	Complete applications submitted will undergo a rigorous review process	100%	On-Track	On-Track								
	# of successful Chicago and national operators identified and engaged	3 national operators (new schools) 6 Restart (3 existing & 3 new to Chicago)	Not On-Track	Not On-Track								
IMPACT INDICATORS	% of schools in renewal that undergo a rigorous process	100%	On-Track	On-Track								
	% of new schools with SQRP ratings of Level 2+ or higher after 3 years	100%	N/A	Under Review								
	% of school closures who became "restart schools"	1-2	N/A	N/A								
	% increase in academic performance of entire I&I portfolio	Overall increase of 10% of level 2+ and higher schools	N/A	Under Review								

TRACKING TOOL – CHICAGO PUBLIC SCHOOLS TEMPLATE

	INDICATORS (KPIs)	TARGET	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	FINAL/EOY
IMPLEMENTATION INDICATORS												
IMPACT INDICATORS												

UNIT PLAN ASSESSMENT MATRIX (PAM) EXAMPLE

Center Objective	PLAN Objective/Schedule of Deliverables	Completion Date	On-Time?	Unit Goal (Net Impact)	Metric (critical questions)	Overall Deliverable	Actual	Status	NOTES	
	STANDARD OPERATING PROCEDURES									
6	1.1	Lead and Manage the School Operations Staff	30-Jun		Ensure that the School Operations Unit operates effectively to carry out the Unit PLAN through the implementation of sound business processes.	Does the School Operations team have the resources to perform high quality work that is valued and respected?	Through 1:1s and unit meetings continual reviews will assess whether the School Operations team has the resources it needs to perform high quality work that is valued and respected.	As of 06/2016, ...		Weekly reports; met monthly with team members for 1:1; attended _____session(s) as a team; held quarterly reviews to assess overall progress toward the PLAN as well as the overall motivation of the team.
5	1.2	Develop and Maintain Charter Accountability Budget				Did the School Operations budget provide the necessary resources to fulfill the unit needs and were year-end expenditures within the approved amounts?	Funds will be efficiently utilized and aligned with Leadership-approved budget.	The year-end actual expenditures related to School Operations were within the final Leadership-approved budgeted levels.		Budget amendments were necessary for <line item examples> due to....
5	1.3	Manage and Implement the associated Business Processes	30-Jun			Are business processes reviewed annually and updated, as necessary, in order to continually improve consistency and efficiencies within the unit?	At least 95% of all business processes reviewed, updated and maintained in accordance with the Center's established schedule.	____ Business processes were updated in 2016 - including ____ Charter Accountability (____%) and ____ related to FP&A (____%).		____ Charter Accountability business processes were not updated during 2016 due to ____; ____ FP&A business processes were not updated during 2016 due to
3, 5	MANAGE THE CONTRACT DEVELOPMENT PROCESS									
	2.1	Develop and Execute the Annual Re/Authorization Cycle	30-Jun		Ensure the timely and accurate execution of the Charter Contract (and Amendments) that will guide the relationship between the Center and the schools.	Were the Contracts executed properly, timely and accurately?	Contracts for Class of 2016 (13) plus any new schools with a fall 2016 opening.	____ Contracts were executed properly, timely and accurately.		All Charter Contracts were Board-approved prior to 06/30/20__ and were delivered to MDE within 10-days of being fully executed as required by statute; all standard Contract Amendments were fully executed and routed to MDE by xx/xx/2016; ____ Contract Amendments affecting site additions and/or grade additions were executed properly, timely and accurately and filed with MDE prior to 09/03/2016.
	2.2	Manage the Charter Contract Amendment Process	30-Jun			Were Contract Amendments executed properly, timely and accurately?	Contract amendments deemed necessary for 2015-2016 are addressed timely; Contract amendments for 2016-2017 follow the business process allowing adequate processing time (including appropriate notification and filing with MDE).	____ Contract Amendments were executed properly, timely and accurately.		

KEEP IN TOUCH

Mary Bradley

*Executive Director, Chicago Public
Schools Office of Innovation and
Incubation*



MBradley15@cps.edu



773-553-1530

Cindy Schumacher

*Executive Director, The Governor John
Engler Center for Charter Schools at
Central Michigan University*



CSchumacher@TheCenterForCharters.org



989-774-2100

#NACSAcon

