CENTER FOR CHARTER SCHOOLS

# AN OUTLINE OF THE CENTER'S PLANNING PROCESS

### OFFICE PLANS AND CMU EMPLOYEE PERFORMANCE MANAGEMENT:

### HOW THEY RELATE



### AN EXAMPLE

	The development and adherance to planning is a way to help coordinate and focus office efforts on advancing The Governor John Engler Center for Charter Schools' mission. As such, they are organized in a hierarchy, outlining:
Charter Accountability Plan 2016-2017 Wa Wa Karan Kara Wa Wa Wa Wa Wa Wa	<ul> <li>The plan's goals to further the Center's mission.</li> <li>The broad objectives established to accomplish these goals.</li> </ul>
	• The <b>disciplined actions</b> that will be taken to accomplish objectives.



### MEASURING PROGRESS:

### THE PLAN ASSESSMENT MATRIX (PAM)

Center Objective	R	AN Objective/Schedule of Deliverables	Completion Date	Qu- Time?	Unit Goal (Net Impact)	Metric (critical questions)	Overall Deliverable	Actual	Status	NOTES
	STAN	DARD OPERATING PROCED	ukes							
6	11	lead and Manage the School Operations Mail	80 Jun	•	Encire that the School Operations that operators effectively to carry out the that PLAIN through the implementation of sound business processes.	bars the School Operations team have the resources to perform high quality work that is valued and respected?	Receipt 1.1 and anti-meeting- anninaal meteras will assess whether the fished Operations, team has be resources if needs to perform high spating work that is solved and respected.	84 of 06/3036,	•	Reekly report; mer nachtly with train nenders: for 1.1   attended occon 2 a basin, held quarterly reverse to acce overall progress toward the FLAN as will a the overall mathadow of the train.
5	1.3	Develop and Maintain Charter Assourtability Budget		•		bid the tichool Operations budget provide the necessary resources to fulfil the unit needs and were year-end expenditures, within the approved pendents?	budget.	The year and actual expenditures related to taboal Operations were within the final Leadership- approved budgetted levels.	•	Budget amendments were receasely for o term examplecy due to
5	1.8	Manage and toplement the associated Business Processes	30-Jun	0		the business processes inviewed annually and updated, as necessary, in order to continually improve consistency and efficiencies within the unit?	At lead 1976 of all buchest processes reviewed, updated and maintained is accordance with the Center's established schedule.	Rubiest processo were updated in 2008 - includingCharter Accountability (N) and related to 1976At (N)	•	Charter Accountability budness processors were not spdated during 2008- 18
2,5	MAN	AGE THE CONTRACT D	EVELOPMEN	T PROC	155					
	2.1	Develop and Execute the Annual Rejituthorization Cycle	30-Jah	•	Ensure the timely and accurate execution of the Charter Contract (and Amendments) that will guide the relationship between the Feature and the schools	there the Cantracts meculied property, timely and accurately?	Contracts for Class of 2028 (18) plus any new schools with a fail 2028 opening.	Contracts were executed property, timely and accurately.	0	B2 Charter Carrinachy users Basard approved prin B6/35/202_ and users dedusered to MDE within flags of listing hilly semanted as required by task all standard Cardwait Amendments were flags menuted and routed to MDE by volves/2020.
	2.2	Manage the Charter Cantract Amendment Process	3D-last	•	the Center and the schools.	Nere-Contract Execution property, timely and accurately?	for the Alexandroux Advancements for the Alexandroux Advancements of the Alexandroux Advancement for the Internet process always always processing the Contemp always and the Internet always always and the Alexandroux and The parts ware;	Cantract Amendments were executed property, timely and accurately.	•	Contrast Journalisesis affecting site addition and/in guarte addition, were exercised properly foreigned associately and filed with MOE prior 05/03/2004.

The **plan assessment matrix (PAM)** is the part of the plan that measures progress in the plan's implementation. The PAM is divided into two sections:

- A **schedule of deliverables** that tracks the completion of unit objectives/ disciplined actions and outlines their outcomes.
- A **measurement of changes (the plan's net impact)** that shows the alignment of the unit plan's goals to the Center's organizational goals.

### UNIT PLANNING MAP EXAMPLE: CHARTER ACCOUNTABILITY PLANNING MAP

### CENTER 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.

### UNIT GOALS

### STANDARD OPERATING PROCEDURES

Ensure that the School Operations Unit operates effectively to carry out the Unit PLAN through the implementation of sound business processes.

### MANAGE THE CONTRACT DEVELOPMENT PROCESS

Ensure the timely and accurate execution of the Charter Contract (and Amendments) that will guide the relationship between the Center and the schools.

### MANAGE THE OVERSIGHT PROCESS AND COMPLIANCE SYSTEMS

Ensure reporting requirements are completed and submitted timely in accordance with the Contract and all applicable law allowing schools to focus on moving from compliance to performance.

1.1 Lead and manage the Charter Accountability staff	<b>1.2</b> Develop and maintain the Charter Accountability budget	1.3 Manage and implement the associated business processes	2.1 Develop and execute the annual re/ authorization cycle	2.2 Manage the Charter Contract Amendment process	3.1 Manage compliance reporting requirements	3.2 Create and manage the Master Calendar of Reporting Requirements process	3.3 Review proposed board meeting minutes	3.4 Conduct school staff reviews	3.5 Oversee the site/facility reviews	3.6 Monitor the schools' Student Application and Enrollment process	3.7 Monitor Certificates of Use and Occupancy

### 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.

### MANAGE THE DOCUMENT REVIEWS CONDUCTED BY THE CHARTER ACCOUNTABILITY UNIT RELATED TO THE SCHOOL'S ORGANIZATIONAL DOCUMENTS

Ensure reporting requirements are completed and submitted timely in accordance with the Contract and all applicable law allowing schools to focus on moving from compliance to performance.

### MANAGE THE FLOW OF INFORMATION

Ensure Charter Accountability maintains effective communications via direct and indirect methods.

3.8 Monitor Pre-K licenses and review early childhood education questionnaire	<b>3.9</b> Manage clock hours compliance	3.10 Develop/ manage the Notices of Intent to Revoke and Plans of Correction	4.1 Review educational program documents	4.2 Review curriculum documents	4.3 Review educational goal documents	4.4 Review position descriptions documents	<b>4.5</b> Review physical plant descriptions documents	5.1 Manage the School Complaint process	5.2 Manage the Charter Accountability portal page	5.3 Manage the Charter Accountability content on the Center's website	5.4 Communicate timely with applicable regulatory agencies (including MDE, BCC, BFS)	5.5 Manage the Operation Performance Report process

### CHARTER ACCOUNTABILITY PROGRESS REPORT

Center Objective		AN Objective/Schedule of Deliverables DARD OPERATING PROCED	Completion Date	On- Time?	Unit Goal (Net Impact)	Metric (critical questions)	Overal	
6		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: continual re whether th team has th to perform that is value	
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 utilized an Leadershij budget.	
5	1.3	Manage and Implement the associated Business Processes	30-Jun	0		Are business processes reviewed annually and updated, as necessary, in order to continually improve consistency and efficiencies within the unit?	At least 95 processes updated a accordanc Center's e schedule.	
3, 5	MAN	AGE THE CONTRACT D	EVELOPMEN	NT PROC	CESS			
	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 (13) plus a with a fall	
	2.2	Manage the Charter Contract Amendment Process	30-Jun	•	- the Center and the schools.	Were Contract Amendments executed properly, timely and accurately?	Contract amend for 2015-2016 a Contract amend follow the busin adequate proce apprpriate notif MDE).	

### **CENTER GOAL ALIGNMENT:**

How do the goals in the plan align to the Center's objectives? This is intended to focus each unit's plans to the Center's objectives.

### **DISCIPLINED ACTION:**

Where in the plan is the expected outcome of the disciplined action? This directs the reader to where to find more detail.

### **COMPLETION DATE:**

When is the expected outcome of the disciplined action? This aligns to dates established in the plan.

### ON-TIME?

Was the outcome completed in a timely manner?

### UNIT GOAL:

What are the overall goals of the plan (what is it trying to accomplish)? Generally, a plan's goals are found in its executive summary. The goals show alignment of the plan's goals to the Center's objectives.

Deliverable	Actual	Status	NOTES
s and unit meetings views will assess School Operations e resources it needs igh quality work d and respected.	As of 06/2016,	0	Weekly reports; met monthly with team members for 1:1; attendedsession(s) as a team; held quarterly reviews to assess overall progress toward the PLAN as well as the overall motivation of the team.
be efficiently l aligned with -approved	The year-end actual expenditures related to School Operations were within the final Leadership- approved budgeted levels.	0	Budget amendments were necessary for <line examples="" item=""> due to</line>
% of all business eviewed, d maintained in with the tablished	Business processes were updated in 2016 - including Charter Accountability (%) and related to FP&A (%).	0	Charter Accountability business processes were not updated during 2016 due to; FP&A business processes were not updated during 2016 due to
or Class of 2016 by new schools 2016 opening.	Contracts were executed properly, timely and accurately.	0	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
e addressed timely; nents for 2016-2017 ss process allowing sing time (including ration and filing with	Contract Amendments were executed properly, timely and accurately.	•	and/or grade additions were executed properly, timely and accurately and filed with MDE prior to 09/03/2016.



**DISCIPLINED ACTION:** 

#### NET IMPACT:

There has been positive movement toward this goal in the last period.



#### DISCIPLINED ACTION:

Moderate progress has been made on this item, or this item is in progress, but is not currently on track for completion by its expected time.

#### NET IMPACT:

This goal has neither been advanced nor declined.



#### **DISCIPLINED ACTION:**

This item has not been successfully completed, or is not currently on track for successful completion.

#### NET IMPACT:

There has been negative movement toward this goal in the last period.

#### DISCIPLINED ACTION:

This item has not begun. In other words, a blank means there is nothing to say on this item at this time.

#### NET IMPACT:

A blank is not an option for Measurement of Changes. (Remember, our actions are only one of many things that affect progress toward these goals.)

### **METRIC:**

What questions should be asked to determine whether progress is being made to the unit goal (net impact)? These questions can have either quantitative or qualitative answers.

### **OVERALL DELIVERABLE:**

What is the impact that was expected? This is intended to provide for a benchmark to measure progress.

### **ACTUAL AND STATUS:**

How much progress was made toward the goal? This section is informed by reviewing the established "metrics" and can be simply and graphically represented.

### NOTES:

Are there any notes about the completion, schedule changes, observations or other elements that should be recorded? These can help inform leadership and also provide direction in plan revisions.

## — THE GOVERNOR JOHN ENGLER CENTER FOR CHARTER SCHOOLS — CENTRAL MICHIGAN UNIVERSITY

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