

2014 CCSA Annual Conference: Making Strategy Real

*March 4, 2014
San Jose, CA*



Camino
Nuevo
Charter
Academy

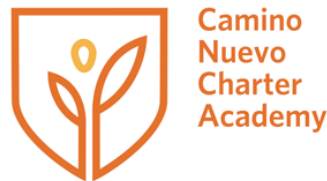




Dr. Ana Ponce
Chief Executive Officer



Atyani Howard
Chief Academic Officer



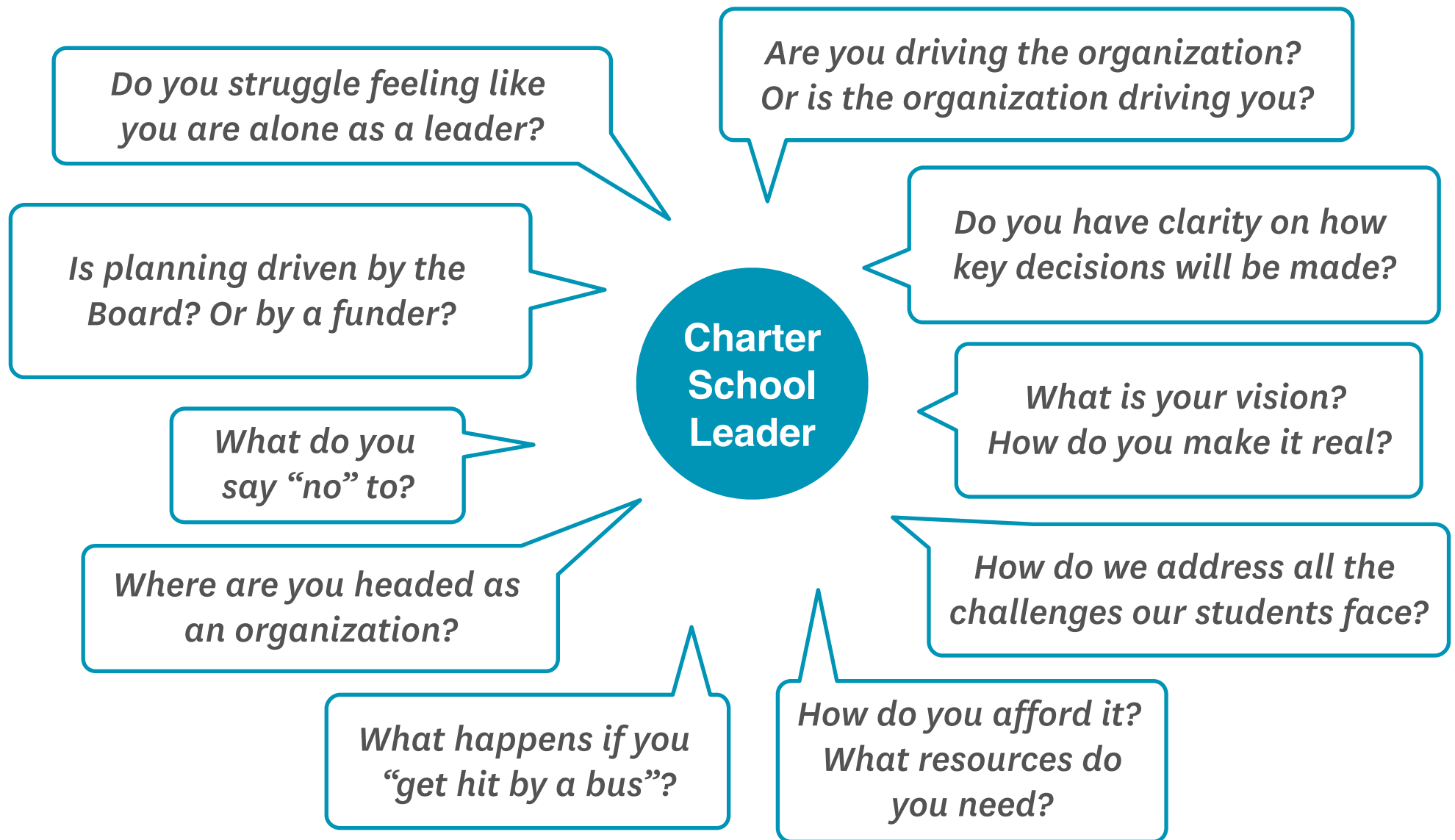
Jennifer Li Shen
Partner & Co-Founder



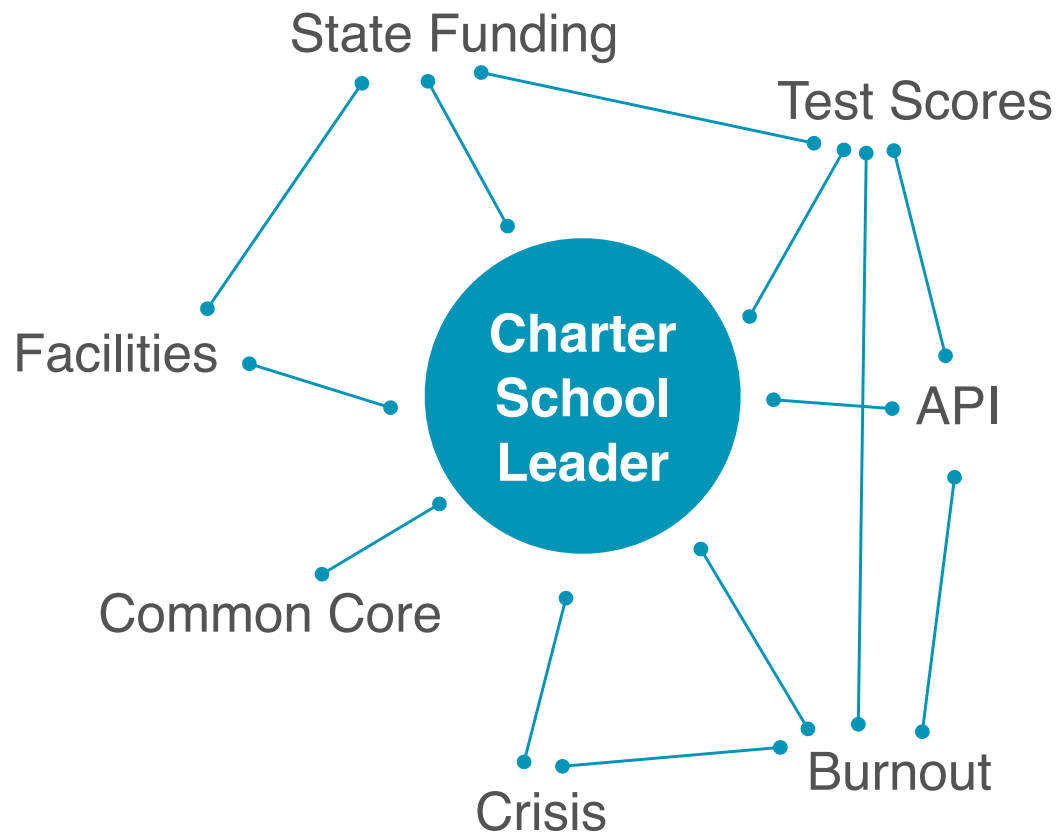
Learning Objectives:

- Determine if you are ready for strategic business planning
- Understand what aspects of planning are important for your school
- Learn how dashboards can guide organization-wide efforts and track progress towards common impact

As charter school leaders, we struggle (often alone) with so many questions

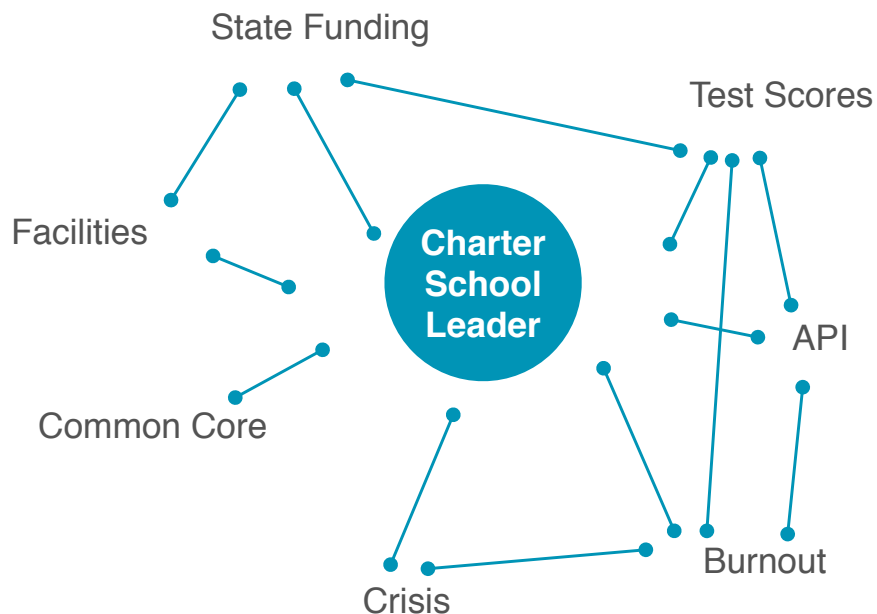


We work in a messy world...

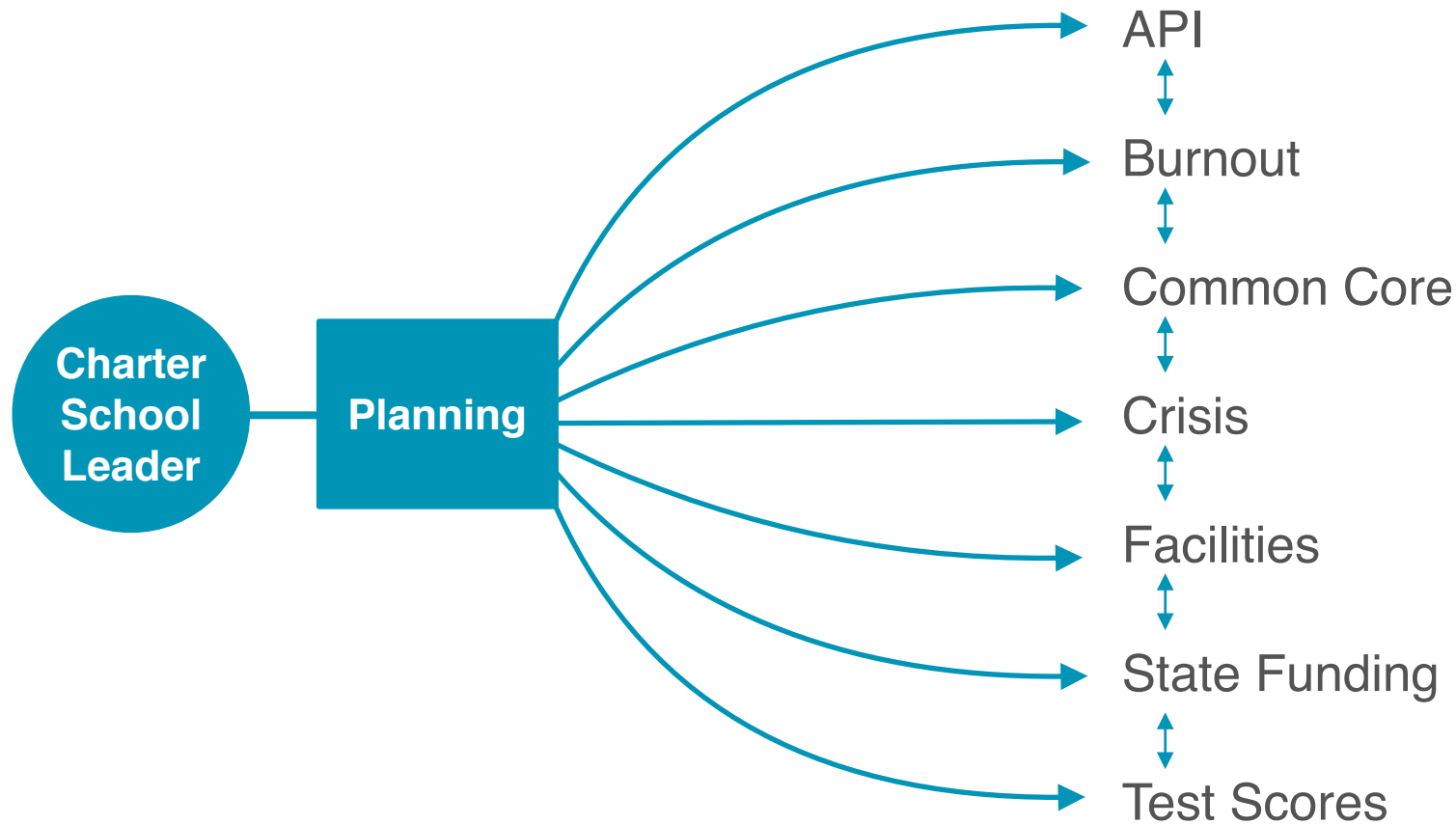


...and planning seems
a far-away luxury removed
from the day-to-day reality

Planning



Planning helps you be a nimble, flexible organization,
to meet new opportunities in an *intentional* way



Ultimately, it builds *discipline* of strategic thinking
and decision-making for the people on your team

Why do planning?

Here's what our partners say...

[The plan will] define our legacy for generations to come

[The plan is] providing the framework for our discussion and when necessary, pulling us out of the weeds to refocus on the big picture

Through this planning process, we have developed agreement over what [we] have to do, clarity on how to meet this challenge, and specific strategies tied to financial requirements

Our strategic plan is a living, breathing document. We review it at each board meeting. It is a map that guides us

What do you think of when
you hear “strategic plan?”

- ▶ What have you heard?
- ▶ What are you unsure of?

For CNCA, planning helped us with...



Camino
Nuevo
Charter
Academy



Engagement

Prioritization

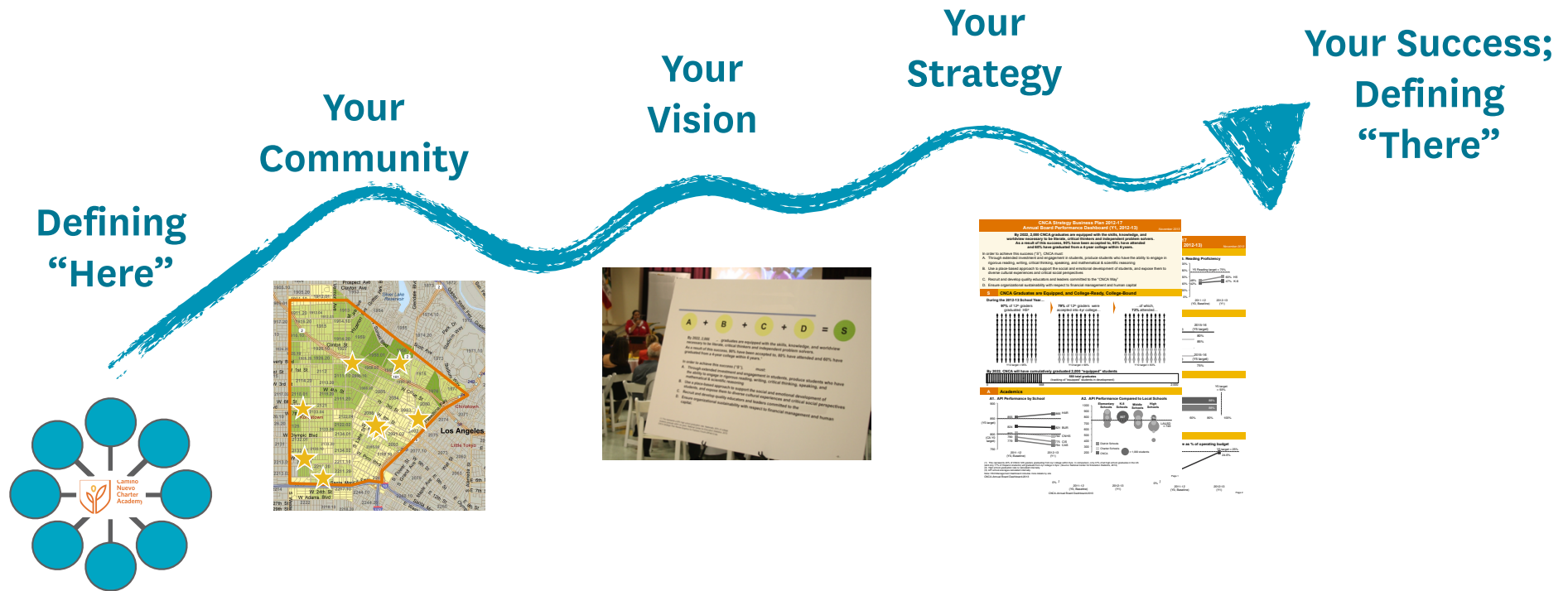
Alignment

Culture-Building

Accountability

So what does strategic
planning look like...
...when done *well*?

Planning is a journey...



...and it's worth it

Typically, a 3-step approach



Step 1: Where are we today?

Org. Baseline & Assessment
and Vision for Growth

Step 2: Where do we want to go?

Desired
Opportunities

6-8 weeks

Project
Kick-off

Step 1 Deliverable:
Org. Baseline & Assessment

today?
sment
wth

Step 2: Where do we want to go?
Desired Impact,
Opportunity, and Strategy

Step 3: Ho
Org.
Roadma

10-12 weeks

Step 1 Deliverable:
Org. Baseline & Assessment

Step 2 Deliverable:
Desired Impact, Market Oppty
& Business Strategy

go?

Step 3: How do we get there?

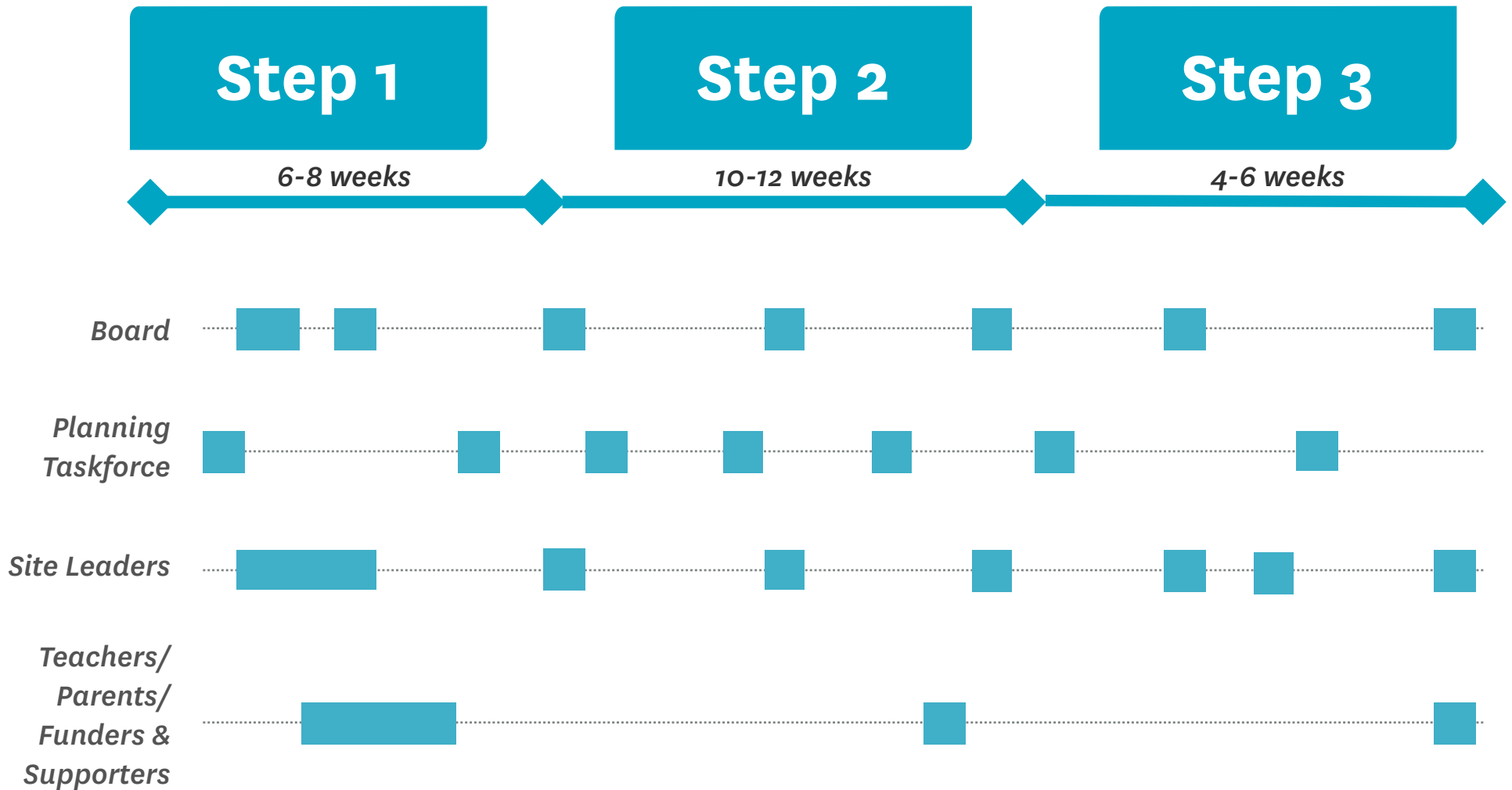
Org. Implications,
Roadmap, and Dashboard

4-6 weeks

Step 2 Deliverable:
Desired Impact, Market Opportunity
& Business Strategy

Final Deliverable:
Completed Business Plan

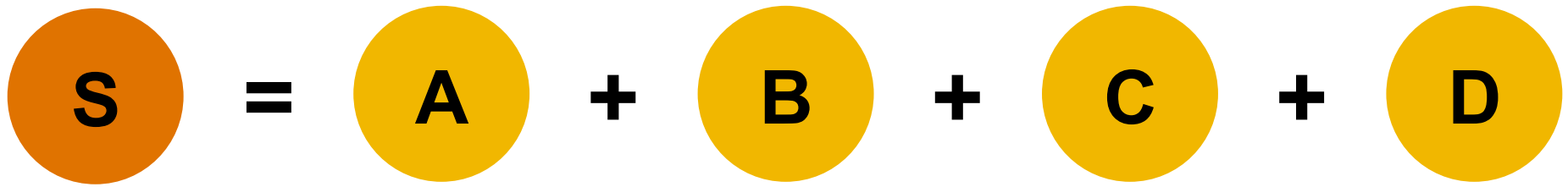
Engaging stakeholders throughout was critical to process





By 2022, 2000 CNCA graduates are equipped with the skills, knowledge, and worldview necessary to be literate, critical thinkers and independent problem solvers.

As a result of this success, 90% have been accepted to, 80% have attended and 60% have graduated from a 4-year college within 6 years.



In order to achieve “S”, CNCA must:

- A)** Through extended investment and engagement in students, produce students who have the ability to engage in rigorous reading, writing, critical thinking, speaking, and mathematical & scientific reasoning
- B)** Use a place-based approach to support the social and emotional development of students, and expose them to diverse cultural experiences and critical social perspectives
- C)** Recruit and develop quality educators and leaders committed to the “CNCA way”
- D)** Ensure organizational sustainability with respect to financial management and human capital

CNCA Strategy Business Plan 2012-17 Annual Board Performance Dashboard (Y1, 2012-13)

November 2013

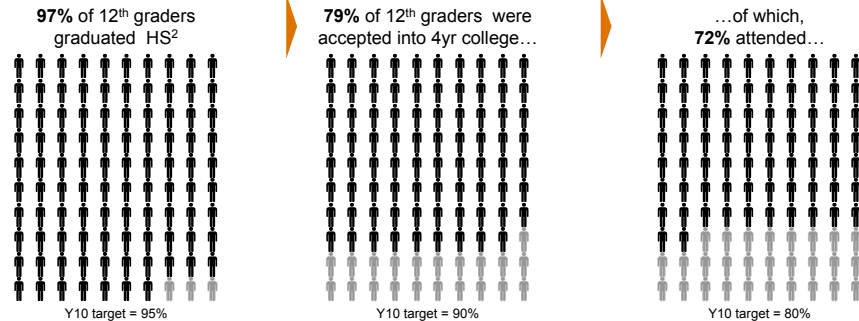
By 2022, 2,000 CNCA graduates are equipped with the skills, knowledge, and worldview necessary to be literate, critical thinkers and independent problem solvers. As a result of this success, 90% have been accepted to, 80% have attended and 60% have graduated from a 4-year college within 6 years.

In order to achieve this success ("S"), CNCA must:

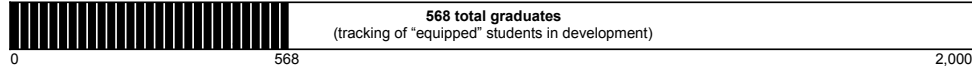
- Through extended investment and engagement in students, produce students who have the ability to engage in rigorous reading, writing, critical thinking, speaking, and mathematical & scientific reasoning
- Use a place-based approach to support the social and emotional development of students, and expose them to diverse cultural experiences and critical social perspectives
- Recruit and develop quality educators and leaders committed to the "CNCA Way"
- Ensure organizational sustainability with respect to financial management and human capital

S CNCA Graduates are Equipped, and College-Ready, College-Bound

During the 2012-13 School Year...

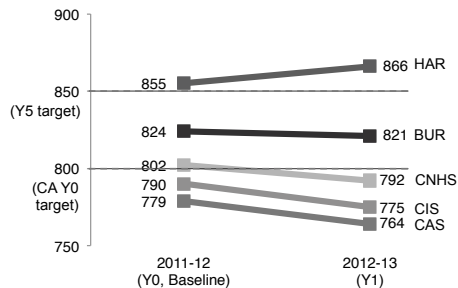


By 2022, CNCA will have cumulatively graduated 2,000 "equipped" students

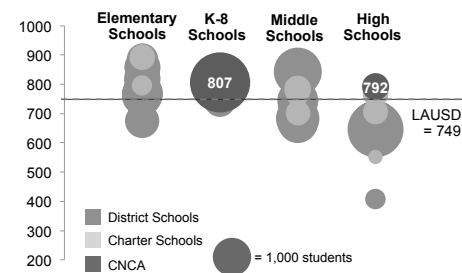


A Academics

A1. API Performance by School



A2. API Performance Compared to Local Schools



(1) This represents 43% of CNCA 12th graders graduating from 4yr college within 6yrs. In comparison, only 31% of all high school graduates in the US (and only 17% of Hispanic students) will graduate from 4yr college in 6yrs (Source: National Center for Education Statistics, 2010)

(2) High school graduation rate is calculated internally

(3) API school averages calculated internally.

Note: HSO Management Dashboard includes more details by site

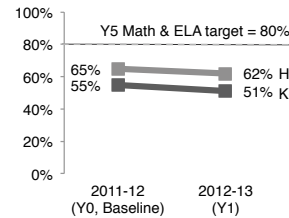
CNCA-Annual Board Dashboard-2013

CNCA Strategy Business Plan 2012-17 Annual Board Performance Dashboard (Y1, 2012-13)

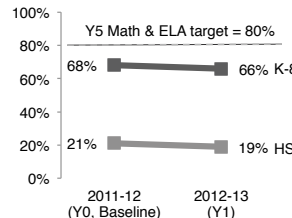
November 2013

A Academics (continued)

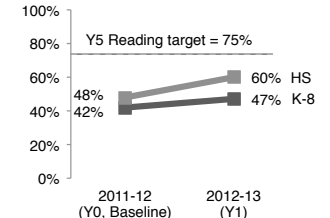
A3. CST ELA Proficiency



A4. CST Math Proficiency



A5. Reading Proficiency



B Place-Based Approach

Percentage of eligible students, who each year...

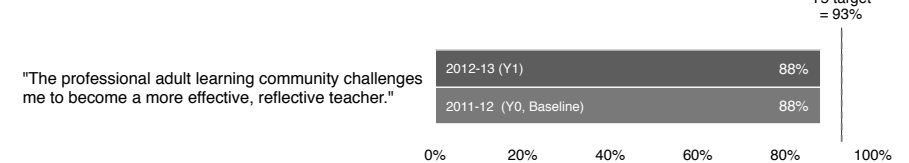
	2012-13 (Y1, Baseline)	2015-16 (Y5 target)
B1. Participate in 4+ experiential learning opportunities	38%	80%
B2. Receive 1+ semester of visual or performing arts	77%	85%

Percentage of identified students and families, who each year...

	2012-13 (Y1, Baseline)	2015-16 (Y5 target)
B3. Successfully access social service & mental health resources	64%	75%

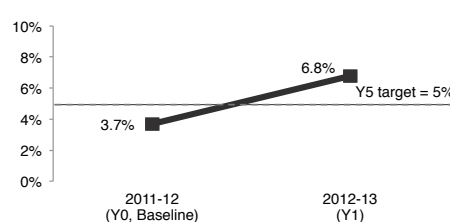
C Educators and Leaders

Percentage of teachers and leaders who believe...

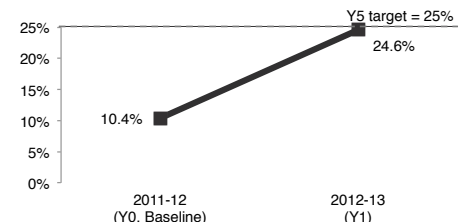


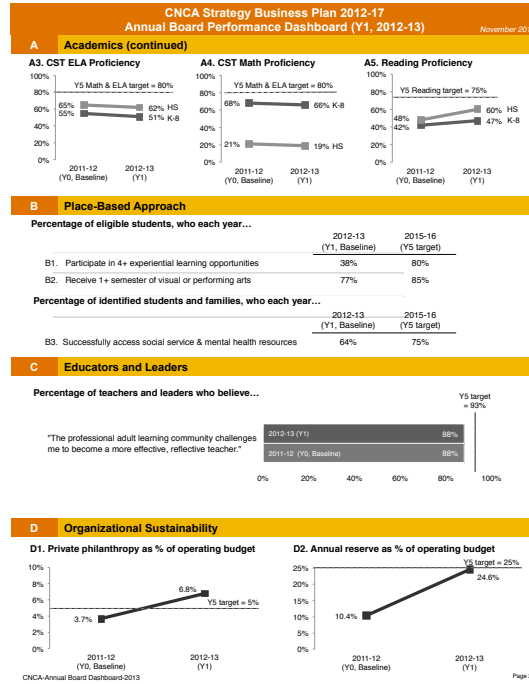
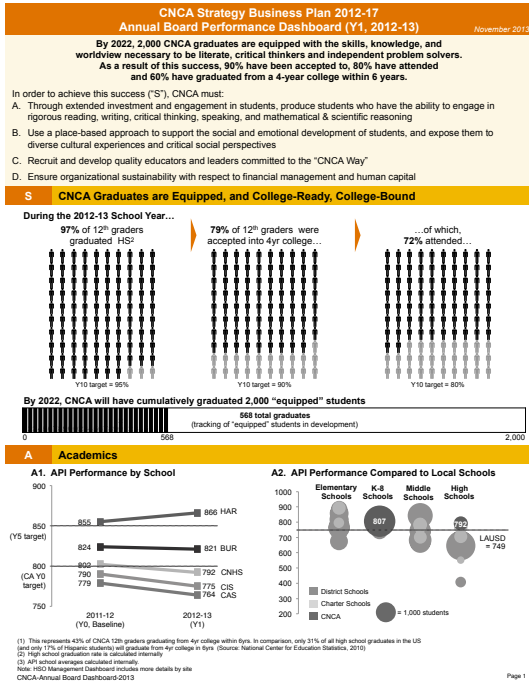
D Organizational Sustainability

D1. Private philanthropy as % of operating budget

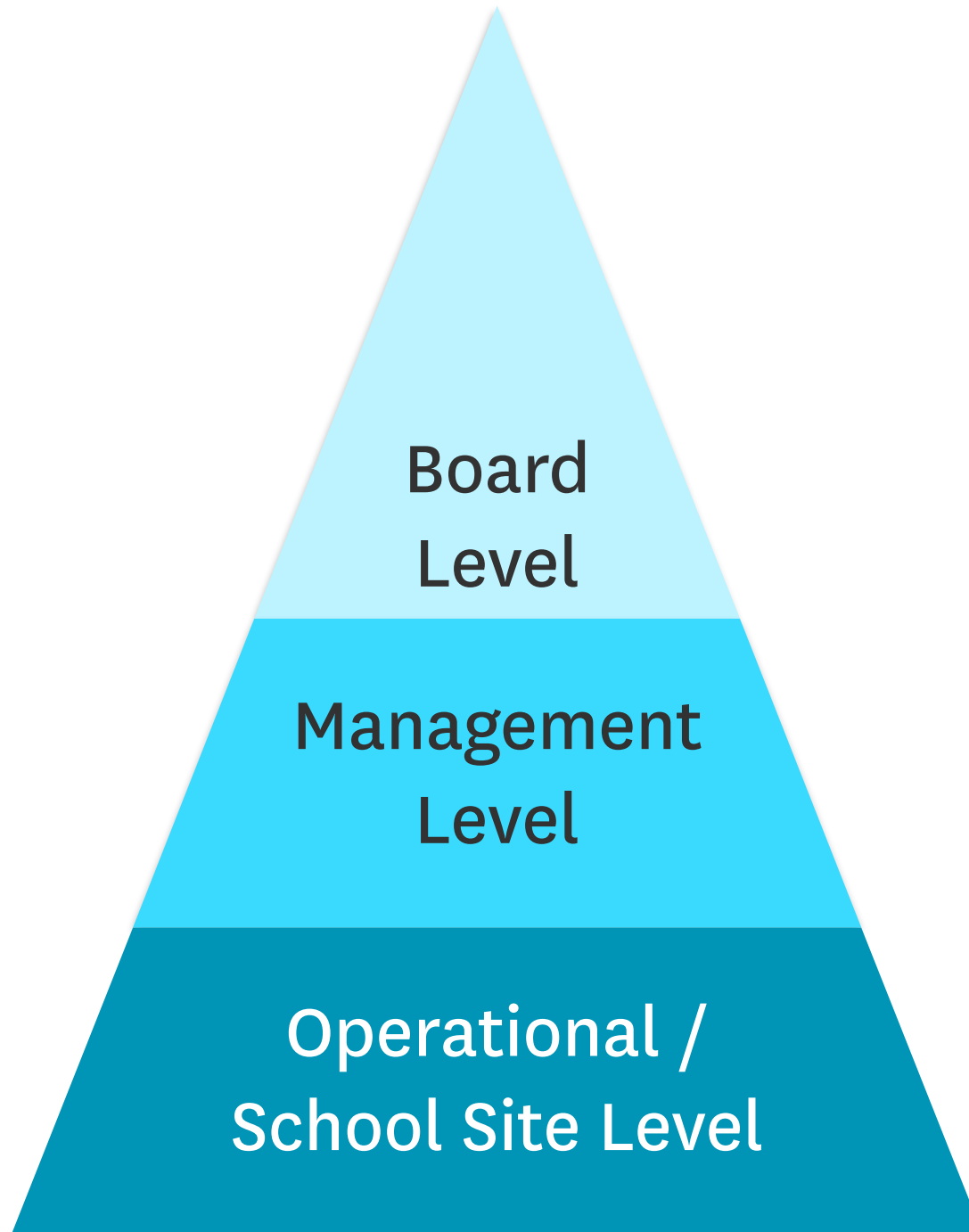


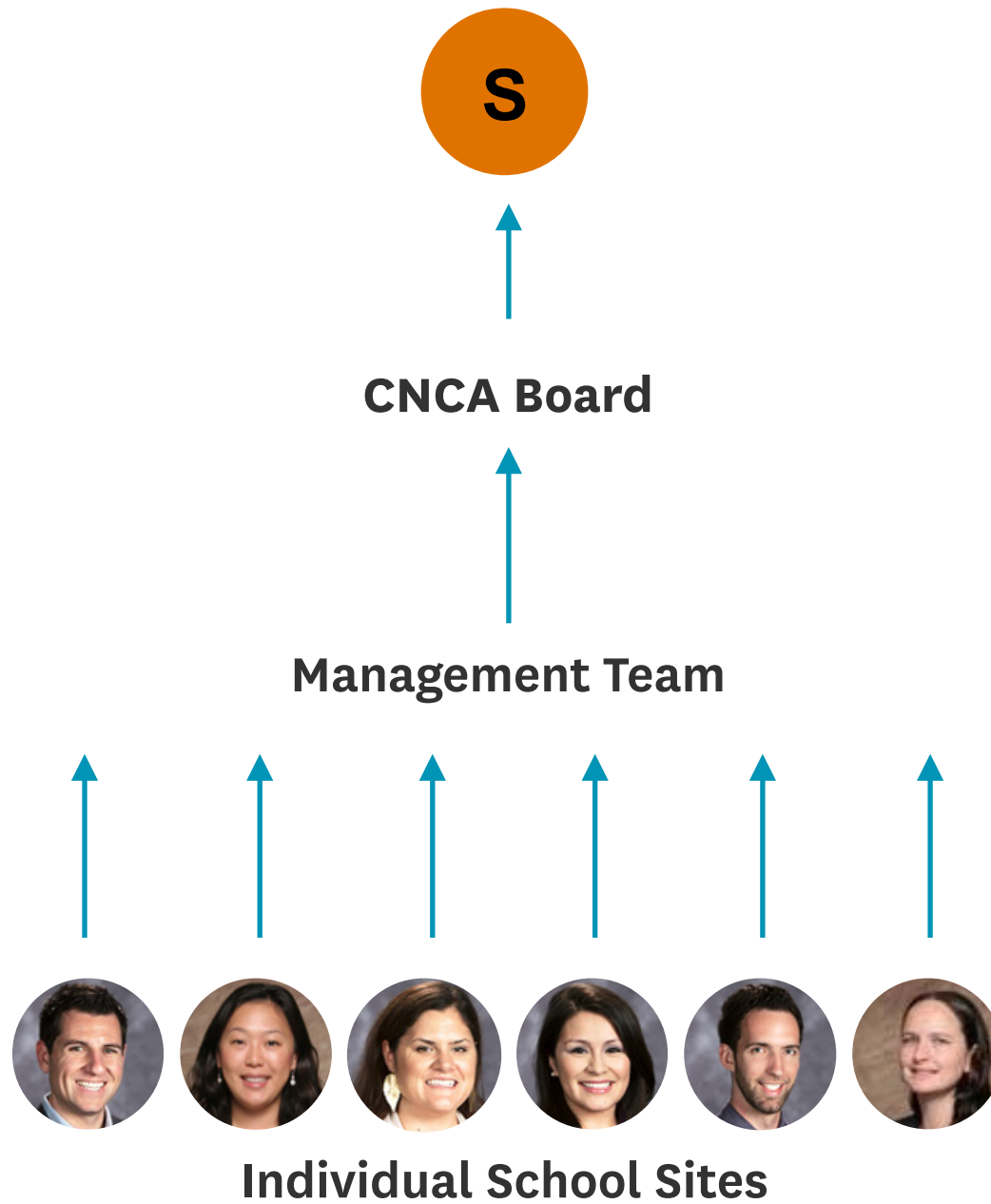
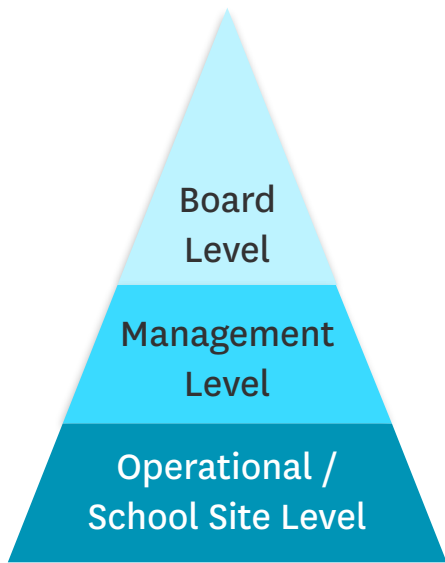
D2. Annual reserve as % of operating budget





Board Level







Camino Nuevo's core beliefs:

- Every child is a human being worthy of investment
- Their failure is our failure, their success is our success

“So what?”

What does this
mean for you?