

# 2014 CCSA Annual Conference: Making Strategy Real

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*March 4, 2014*  
*San Jose, CA*



Camino  
Nuevo  
Charter  
Academy





**Dr. Ana Ponce**  
Chief Executive Officer



**Atyani Howard**  
Chief Academic Officer



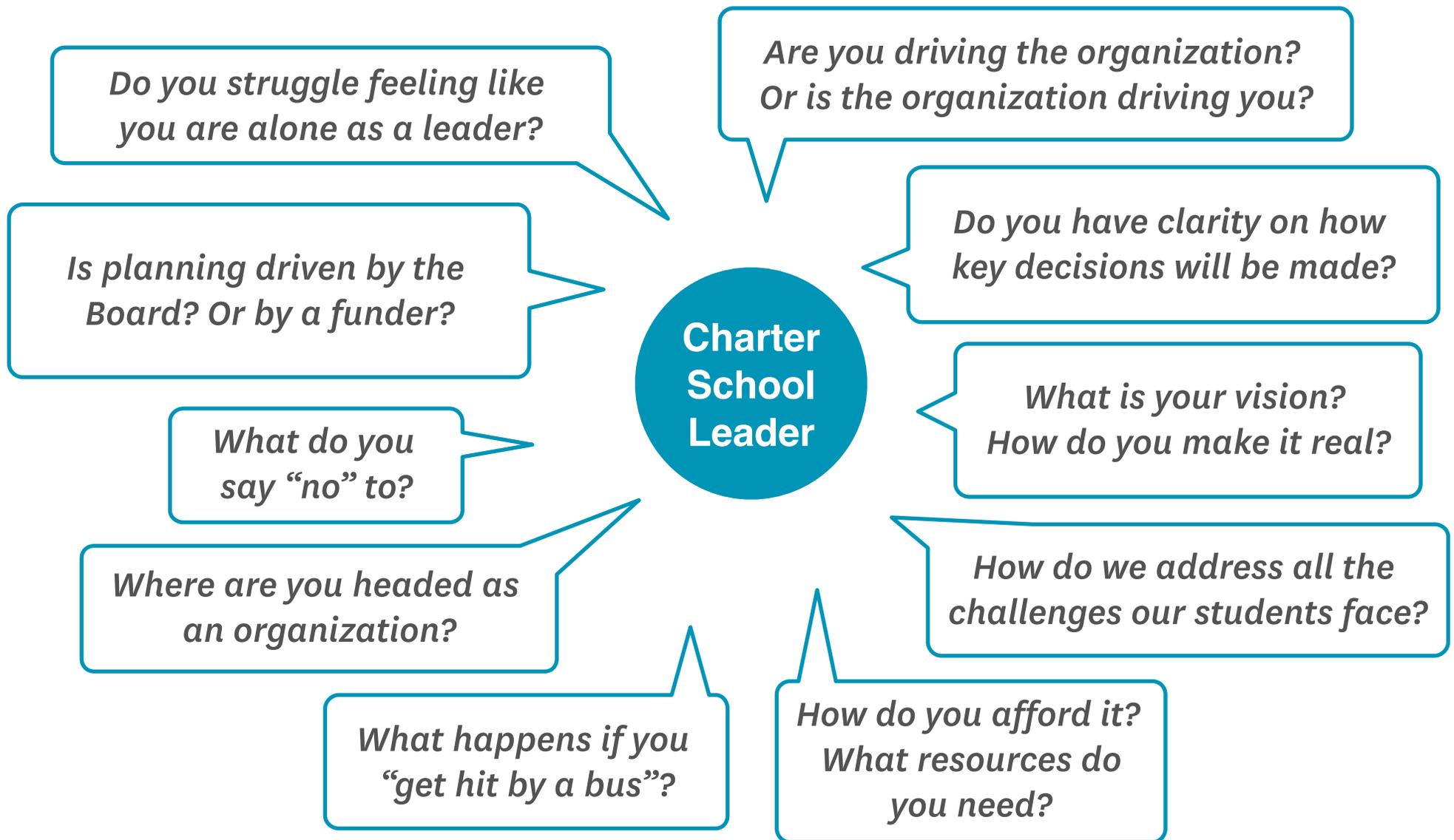
**Jennifer Li Shen**  
Partner & Co-Founder



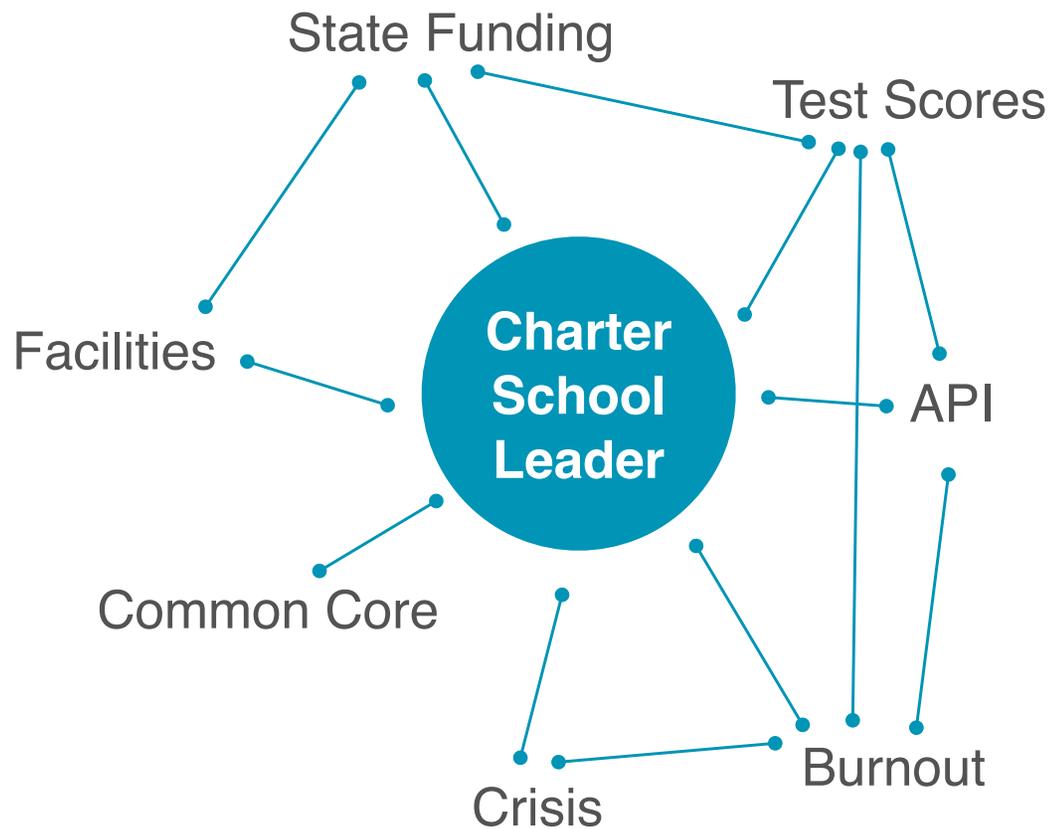
### Learning Objectives:

- 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

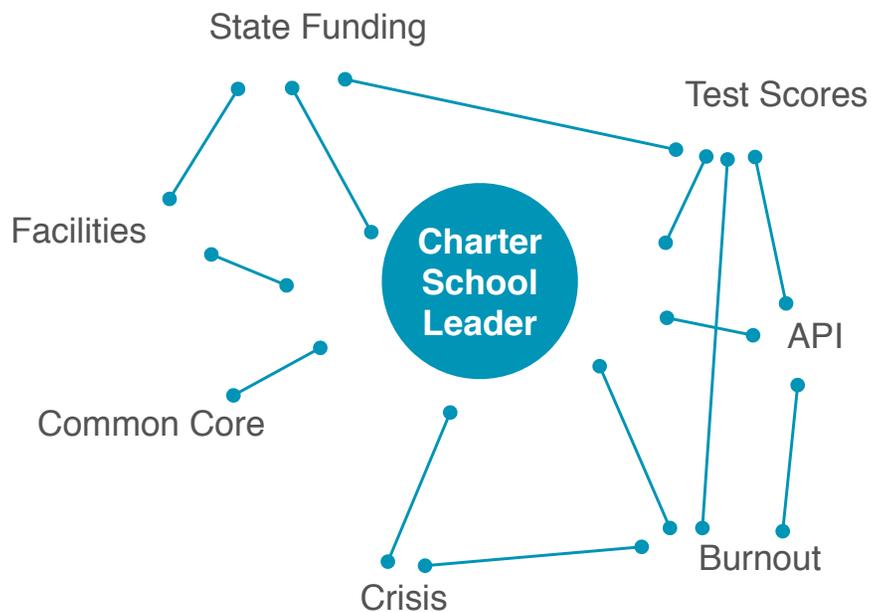


# We work in a messy world...

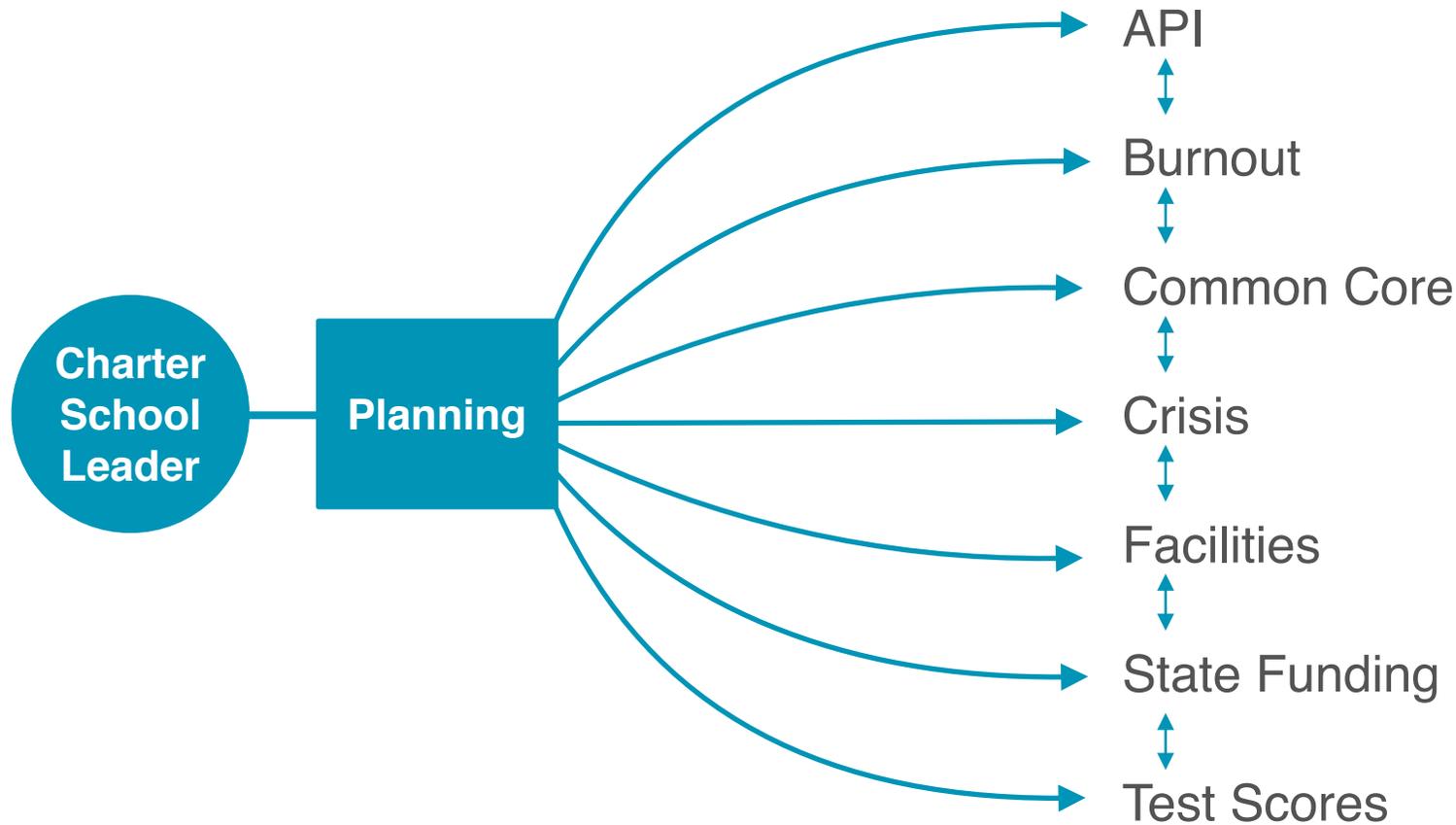


...and planning seems  
a far-away luxury removed  
from the day-to-day reality

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  
Des  
Opportu

*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?

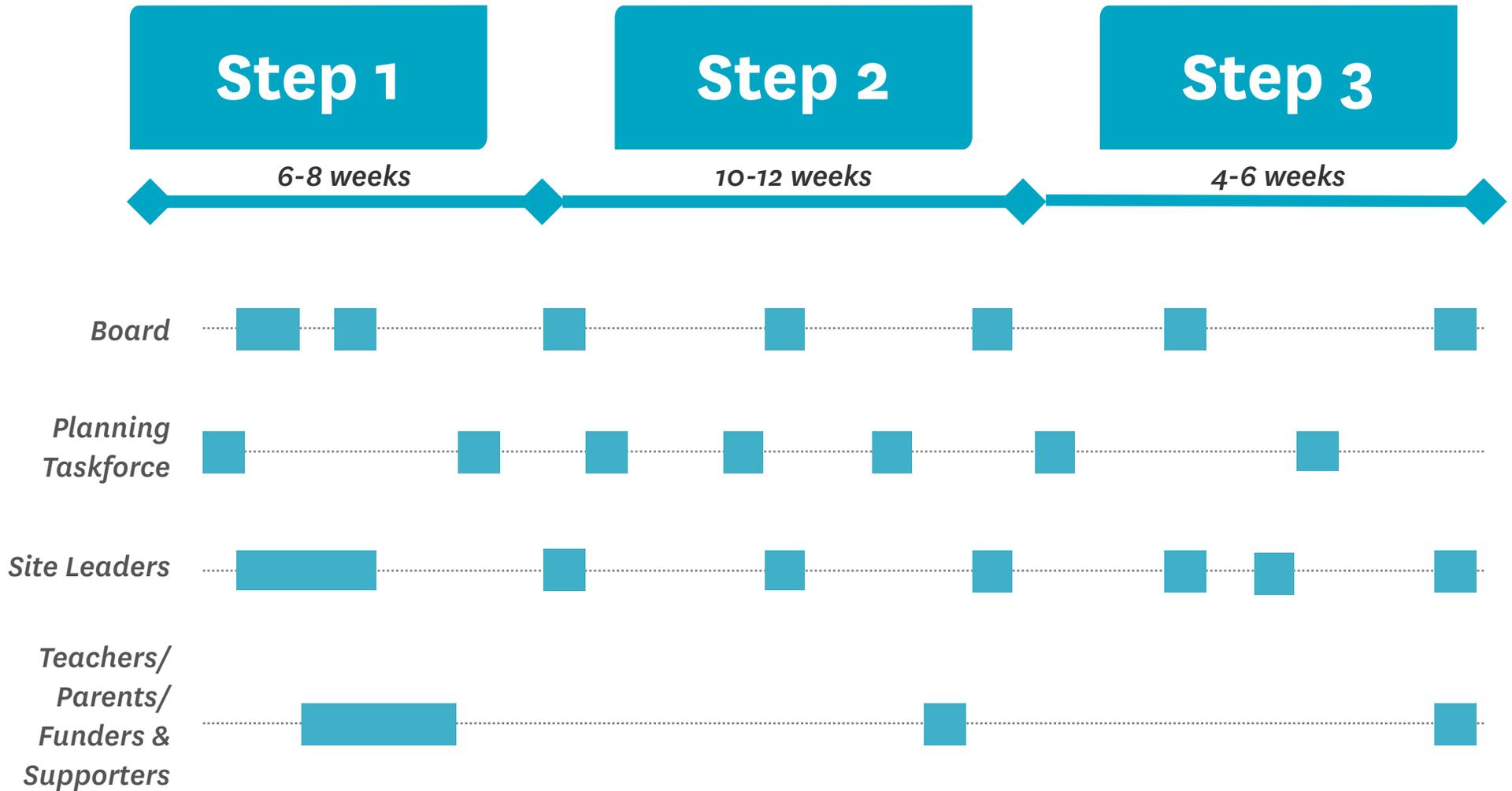
Org. Implications,  
Roadmap, and Dashboard

*4-6 weeks*

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

Final Deliverable:  
Completed Business Plan

# Engaging stakeholders throughout was critical to process





**S**

**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

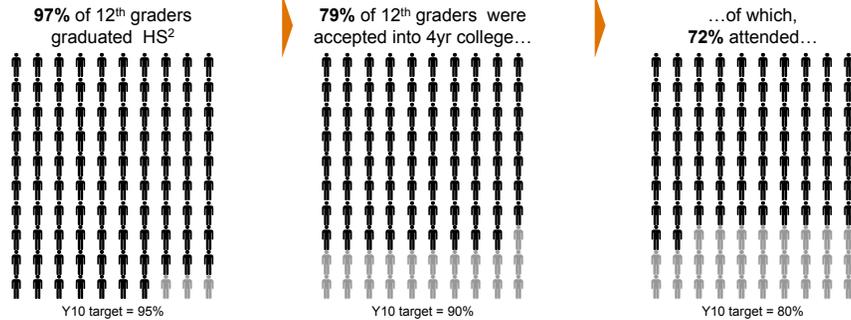
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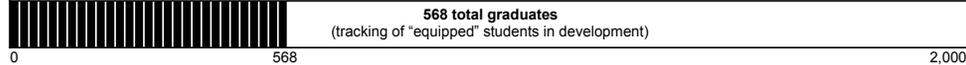
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**S CNCA Graduates are Equipped, and College-Ready, College-Bound**

During the 2012-13 School Year...

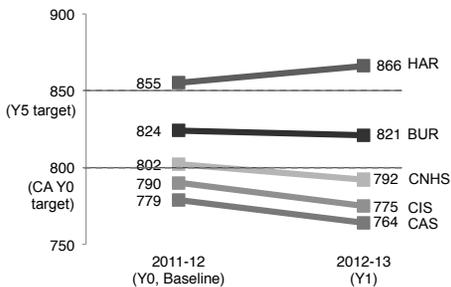


By 2022, CNCA will have cumulatively graduated 2,000 "equipped" students

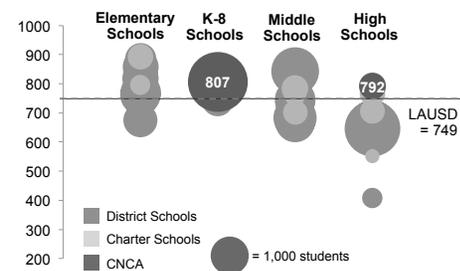


**A Academics**

**A1. API Performance by School**



**A2. API Performance Compared to Local Schools**



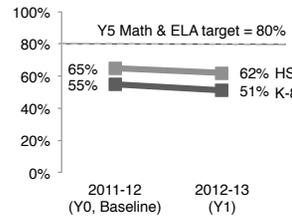
(1) This represents 43% of CNCA 12th graders graduating from 4yr college within 6yrs. In comparison, only 31% of all high school graduates in the US (and only 17% of Hispanic students) will graduate from 4yr college in 6yrs (Source: National Center for Education Statistics, 2010)  
 (2) High school graduation rate is calculated internally  
 (3) API school averages calculated internally.  
 Note: HSO Management Dashboard includes more details by site  
 CNCA-Annual Board Dashboard-2013

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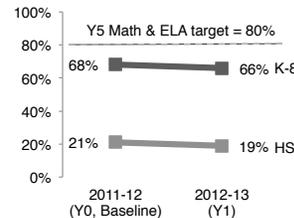
November 2013

**A Academics (continued)**

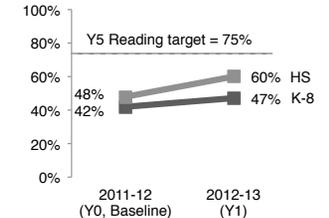
**A3. CST ELA Proficiency**



**A4. CST Math Proficiency**



**A5. Reading Proficiency**



**B Place-Based Approach**

Percentage of eligible students, who each year...

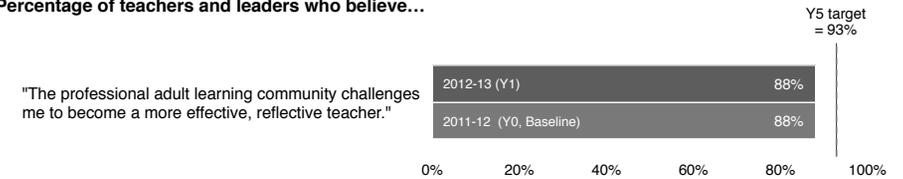
	2012-13 (Y1, Baseline)	2015-16 (Y5 target)
B1. Participate in 4+ experiential learning opportunities	38%	80%
B2. Receive 1+ semester of visual or performing arts	77%	85%

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%

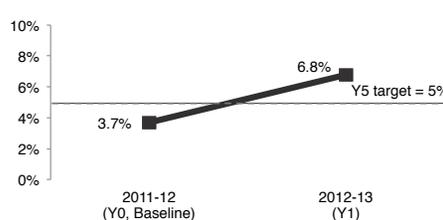
**C Educators and Leaders**

Percentage of teachers and leaders who believe...

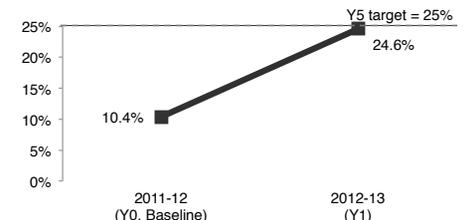


**D Organizational Sustainability**

**D1. Private philanthropy as % of operating budget**



**D2. Annual reserve as % of operating budget**



**CNCA Strategy Business Plan 2012-17  
Annual Board Performance Dashboard (Y1, 2012-13)** November 2013

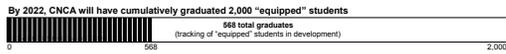
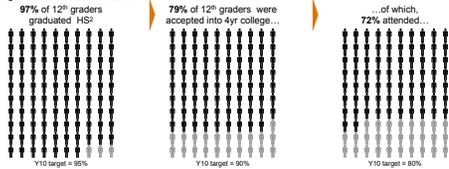
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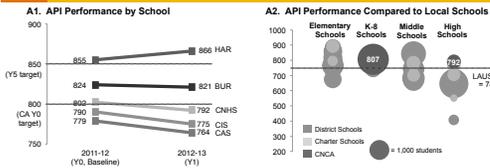
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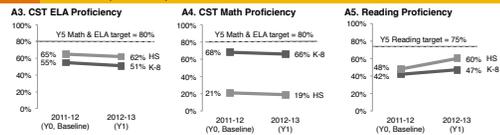
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CNCA Annual Board Dashboard 2013

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**A Academics (continued)**



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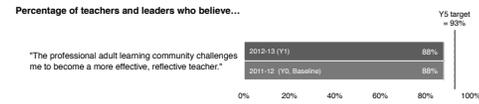
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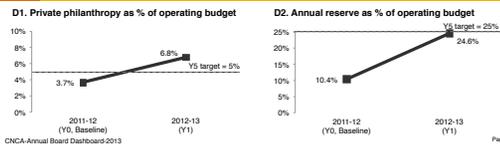
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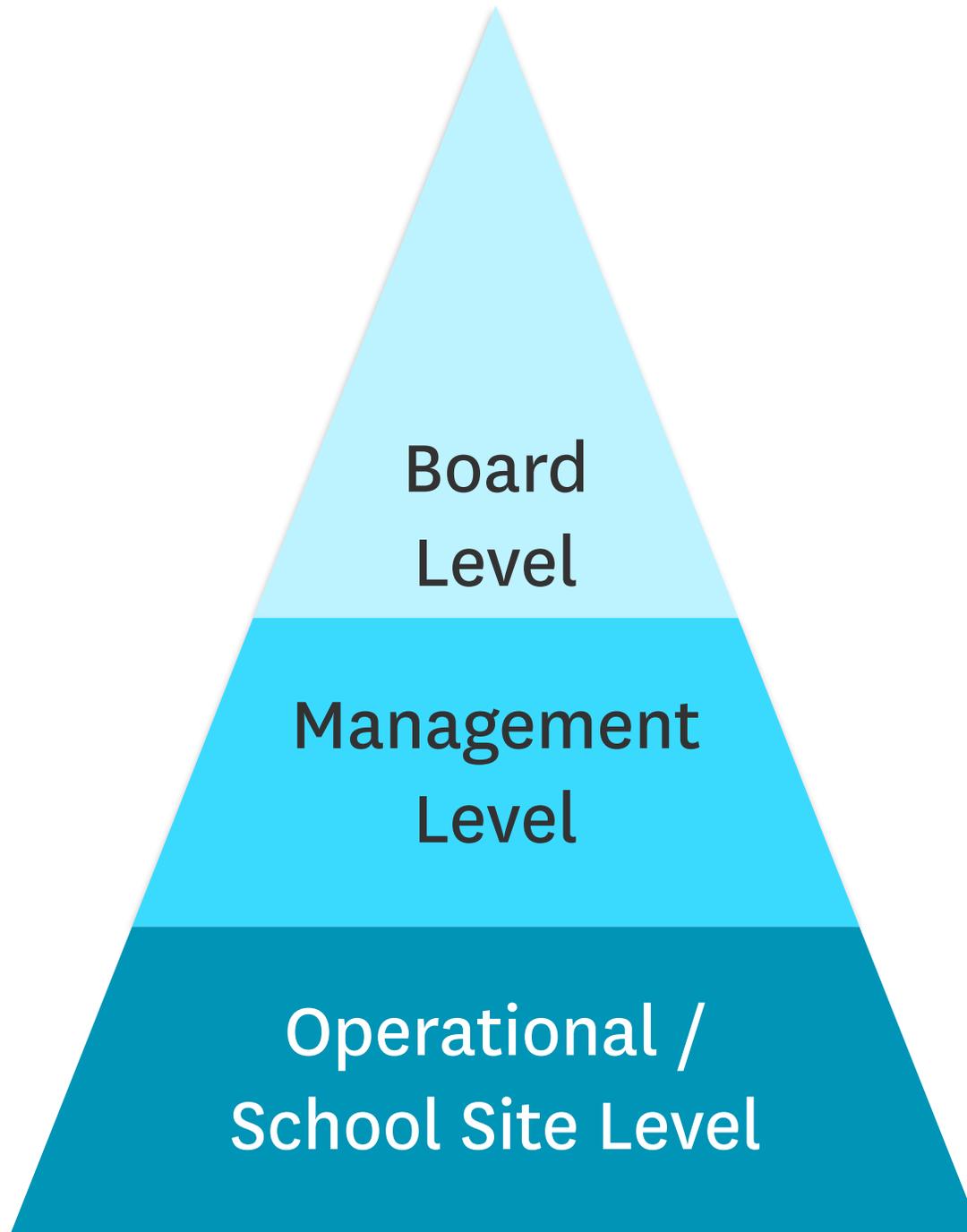
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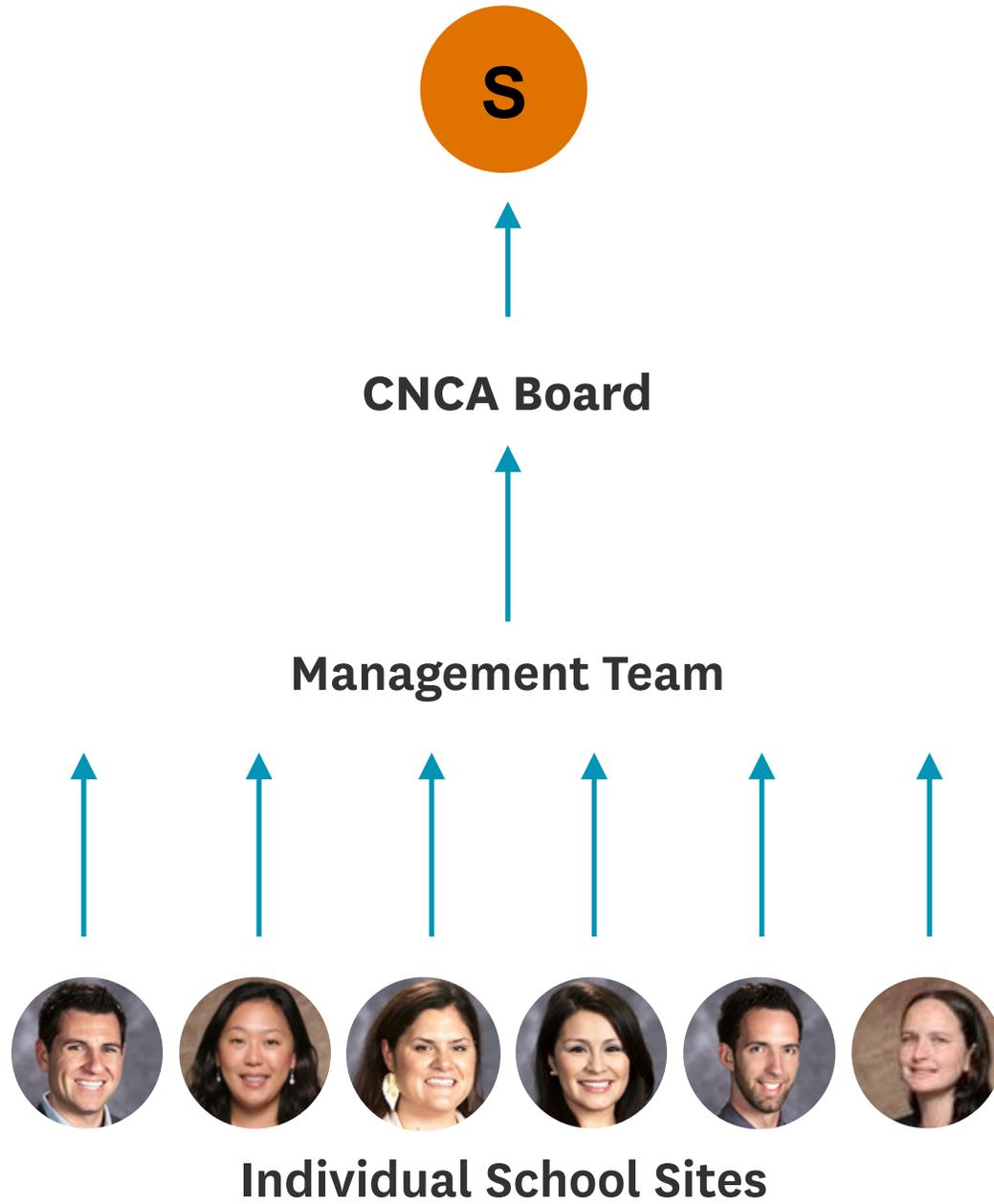


**D Organizational Sustainability**



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?**