



Partnership for Los Angeles: *Outcomes from Strategic Planning Process*

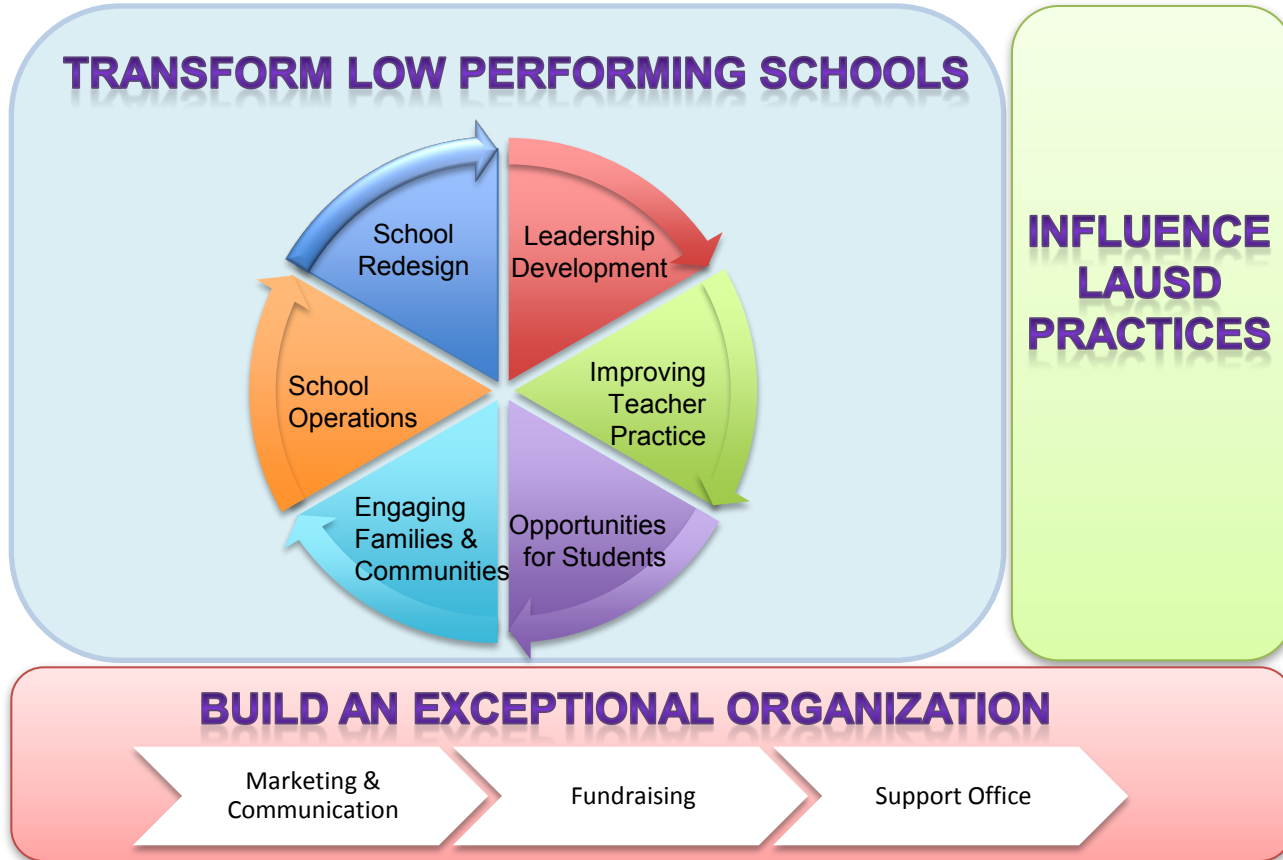
September 16, 2010

Strategic Planning Background



- Began a process in late April to “step back” and assess the way the Partnership is working given two years of experience supporting schools
- Engaged a consultant to help facilitate the strategic planning process which lasted through August
- Original objective was to define a three-year strategy with particular clarity around supports to schools in the 2010-2011 school year
- Adjustment made early in the process to focus primarily on the 2010-2011 school year and also to expand focus to include both **what** supports we were providing to schools and **how** we were working together to most effectively provide those supports
- This current phase of strategic planning is complete, however, we are embedding planning deeper into our work going forward
 - We will revisit developing a three year plan in the future

Focus of the Partnership's Work

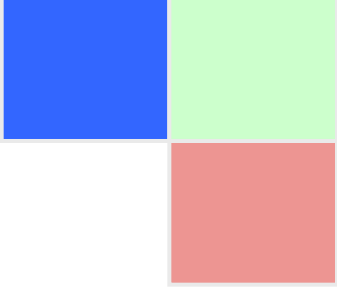


Transforming Underperforming Schools

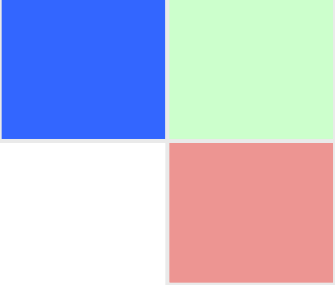


- Overarching strategies for school transformation remain the same
 - We believe strongly in the strategies we have focused on to date
 - Strategies are still generally aligned with the original Schoolhouse framework
- Initiatives we will deliver within each strategy have been more clearly defined
- Fewer initiatives are prioritized and we are going deeper in those areas
- Not adding new initiatives – implementing existing initiatives more effectively
- School support plans being developed to more explicitly articulate what our priority services will be for each individual school (*based on school's guidance and student achievement data*)
 - Will be sent to schools and the Board in first half of October
- Human and financial resources better aligned with priority focus areas

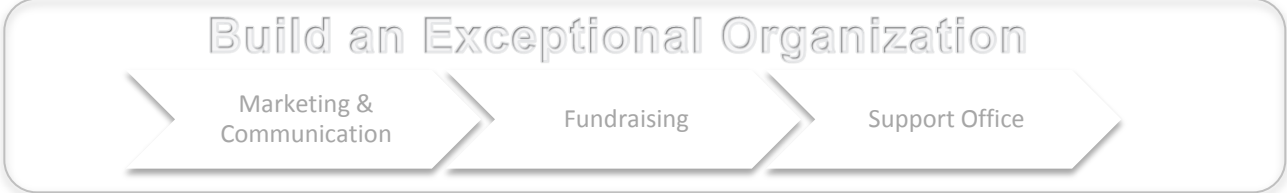
Top Priority: Transforming Underperforming Schools



Influencing LAUSD Practices



INFLUENCE LAUSD PRACTICES

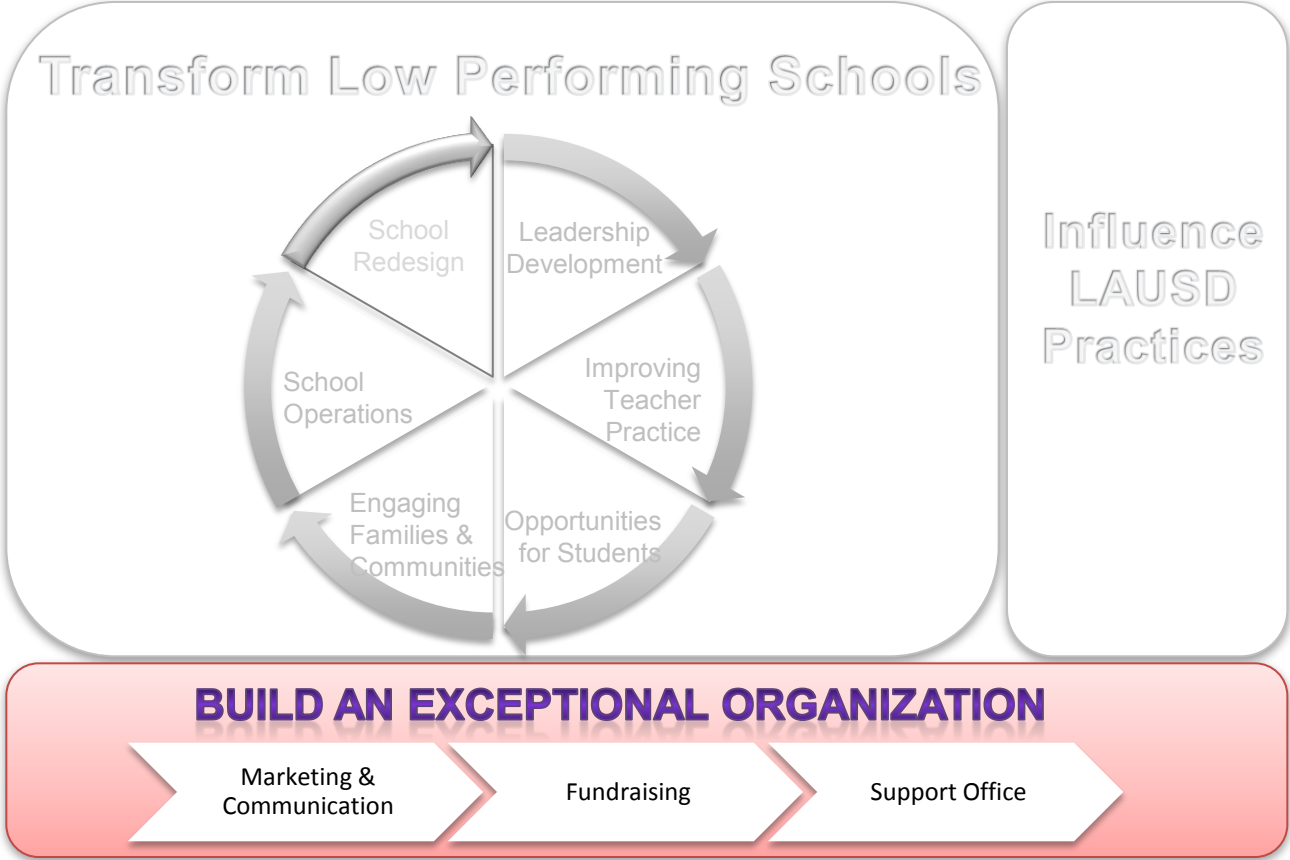
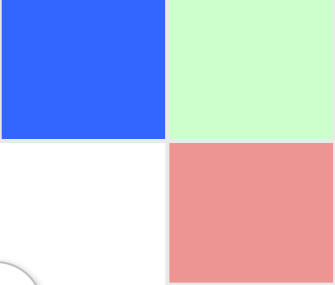


Focus Areas for Influencing LAUSD policy

- The Partnership is unique in that its work both improves historically low performing schools **and** influences changes in LAUSD that lead to improved services for all students in the district
- While improving student achievement at the Partnership schools continues to be the top priority, we will continue to focus on influencing impactful change at LAUSD

Impacts on LAUSD Practices to Date	2010-2011 Focus
<ul style="list-style-type: none">• School Report Card• My Data student information system• Per-pupil funding pilot• APEX credit recovery• GATE testing for 2nd graders• Protecting most impacted schools from RIFs (ACLU/Public Counsel lawsuit)	<ul style="list-style-type: none">• Protecting most impacted schools from RIFs• Roles and responsibilities between iDesign, Network Partners and Local Districts• Administrator and teacher effectiveness• Continued roll-out of per-pupil funding

Build an Exceptional Organization



Organizational functions required to implement school improvement model

I. Fundraising

i. Increase Fundraising Capabilities (Foundation, Corporations, Individuals, Board)

ii. Conduct regular fundraising/special events

iii. Develop Corporate Advisory Board

iv. Develop strategy for Federal and State Grants

II. Marketing & Communications

i. Partnership Branding and Marketing

ii. Develop Partnership Collateral

iii. Media/Speaker Training for School Leaders

iv. School Site Support: Websites, Signage, Develop Site Capacity

v. Public Affairs: UTLA, LAUSD Policy, Alliance Strategy

III. Support Office

i. Develop and implement Partnership operating model

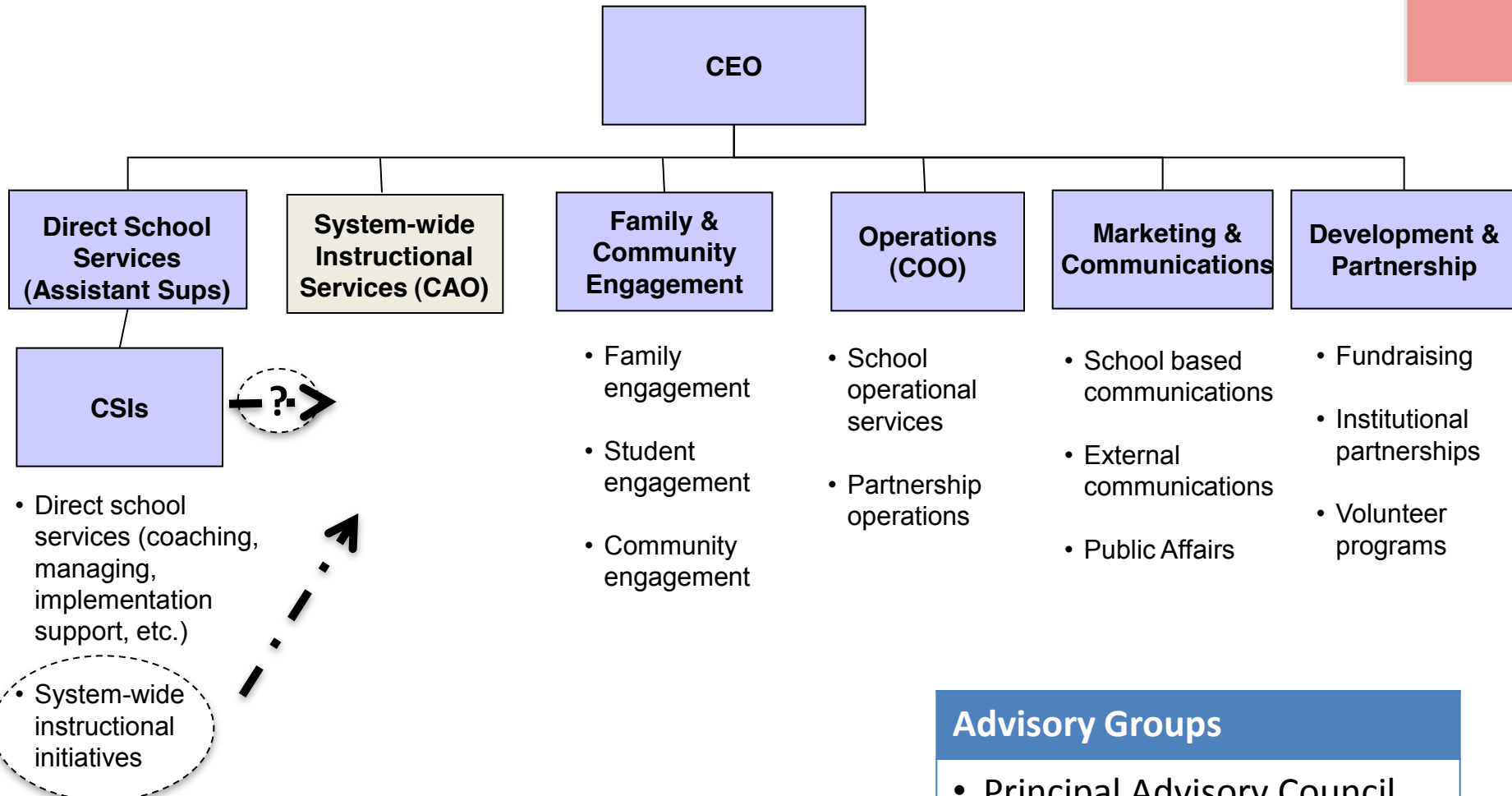
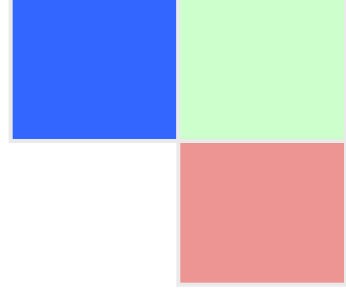
ii. Data-Driven Decision Making (MyData, Core K12, Surveys) for Partnership Staff

Organizational Structure– Adjustments



- Changes to reporting relationships
 - Assistant Superintendents report to CEO
 - CSIs organized in teams with Assistant Superintendents
 - Data and performance management function reporting to COO
- Search begun to hire a Chief Academic Officer/Assistant Superintendent
 - Focus in 2010-2011 will be some direct support of schools and responsibility for Partnership system-wide instructional work
 - Title will depend on experience and history of achievement of candidates
 - Principals and teacher leaders will be included in the process
- Expect to have Chief Development Officer/VP of Development hired by mid-October (interviews have been set up)
- “Assistant Superintendents of Instruction” are now titled Assistant Superintendents to reflect focus on full spectrum of school improvement priorities
- Advisory Councils are being established to give more leadership voice to principals, teachers, parents and students in Partnership strategy and direction
- In the process of hiring two new Coordinators of School improvement - other new hires are on hold until more progress in fundraising

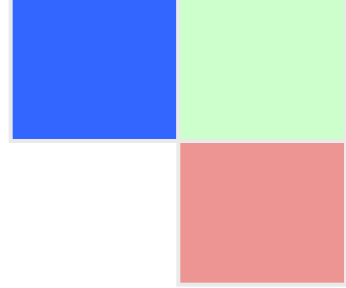
Reporting Relationships/Org. Structure



Advisory Groups

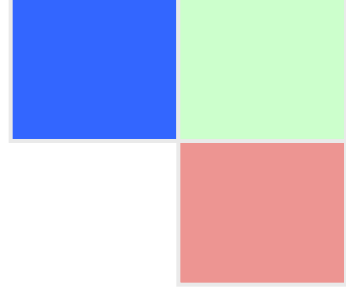
- Principal Advisory Council
- UTLA Chapter Chairs
- Parent Executive Team
- Youth Leadership Council

Focus on Operating Model - Background



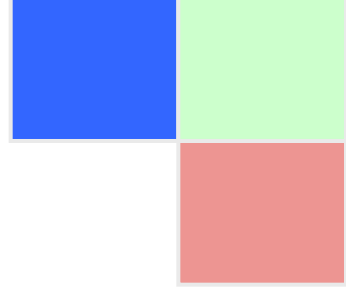
- Significant focus of Strategic Planning process was on improving our Operating Model (*how we work together efficiently*)
- Realization by the team that regardless of what we focused on, we needed to improve the structures, systems and processes of the organization so we could work more efficiently with each other and with our schools
- Operating model will help us more effectively implement on our initiatives as well as lift up overall staff morale
- Most of the focus related to the operating model has been on the Partnership support team (501c3) but we expect many of these areas to also improve at schools in the coming year

Focus for Operating Model Improvements



- Start simple-- develop solutions that can be readily implemented. We can always develop more elegant and comprehensive solutions over time
- Look for solutions that provide near-term benefit and don't involve a significant time investment to learn or use
- Leverage best practices-- implement good general management and operating practices that almost all successful organizations of our scale use
- Each person in the Partnership (and over time at schools) needs to support operating model improvements-- this is about the way we all work together. It isn't any one person's or one group's responsibility.
- Every team member must allocate time to work on operating model for the organization to improve (it can't be an afterthought in terms of resource allocation)

Progress Made in Key Parts of Operating Model



1

Focus on Highest Priorities

- Articulated what services the Partnership is providing in 2010-2011 and allocated resources accordingly

2

Integrate Work Across Departments

- Systems created to integrate Partnership services. This will improve overall service offerings to schools as well as minimize confusion at schools from different “Partnership initiatives”

3

Improved Master Calendar

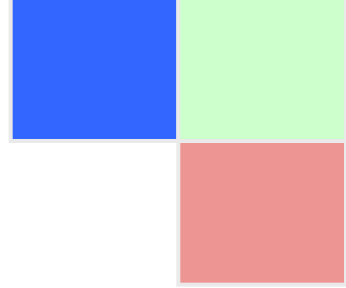
- Created master calendar for shared visibility around key dates allowing for better planning for both schools and the Partnership support team
- Master Calendar updated regularly and reviewed weekly in Friday leadership meetings

4

Friday Meeting Schedule

- Focus meeting time around reviewing schools, reviewing key initiatives and tactical school support
- Ensure leadership has enough time for communication, decision-making, planning and reviewing our work

Additional Operating Model Priorities in 2010-2011



5 Job Descriptions, Annual Expectations/ Goals & Evaluation Tool

- Create system to improve role clarity and development
- Implement evaluation process for all Partnership employees
- Phase 1 will be complete by October 29th

6 Robust planning, review and performance management function

- Create a simple process that will allow us to ensure we make progress on our initiatives, revisit and adjust initiatives as appropriate, and plan for the key deliverables we need to complete across the school year
- Framework for School Reviews developed; finalizing process in September

7 Project scoping, management and resource allocation tools

- Create simple set of tools that can be used by project leads to more effectively scope and manage projects and communicate with Executive Sponsors

8 Codified decision-making process for “Top 10” common decisions

- Identify the most common decisions that burn up management effort (e.g., spending authorization, who should be involved in AP hiring, etc.) and develop an agreeable answer/process that will ease decision-making