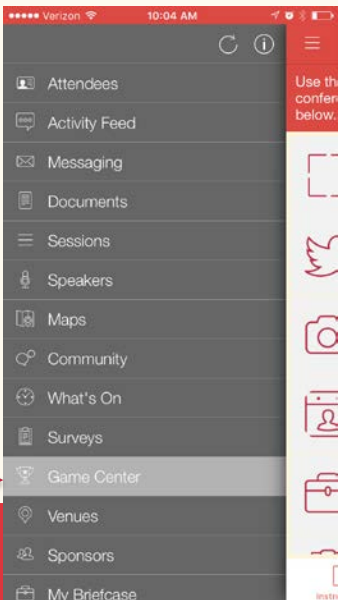
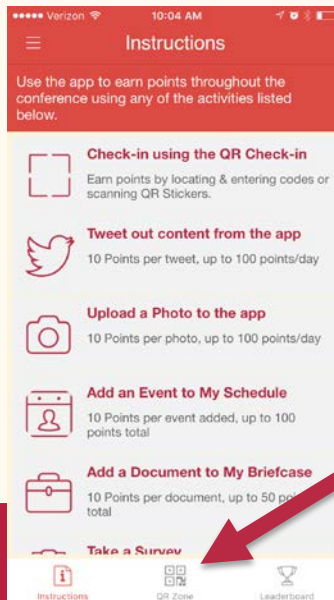


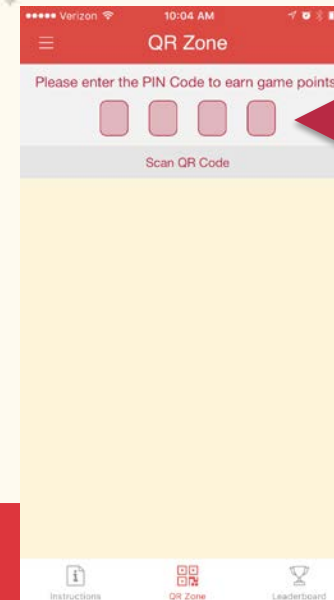
Workshop:
You need a laptop to access the session materials!



GO TO THE GAME CENTER



CLICK "QR ZONE"



ENTER YOUR SESSION'S PIN

SESSION NAME: Stakeholder Mapping to Navigate School Restart

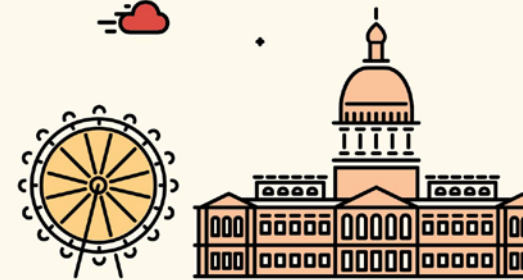
SESSION PIN:

8586

LET YOUR PRESENTERS KNOW YOU'RE HERE, AND EARN POINTS!



STAND TOGETHER TO FACE THE FUTURE



Workshop: You
need a laptop
to access the
session
materials!

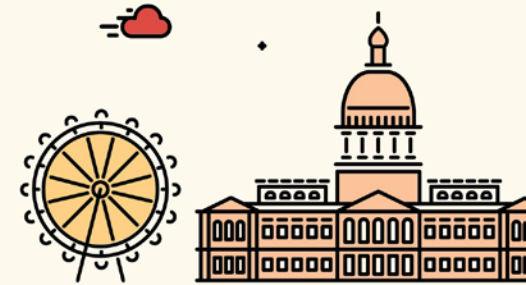
2016 NACSA LEADERSHIP CONFERENCE | ATLANTA, GA

Workshop: You
need a laptop
to access the
session
materials!

STAKEHOLDER MAPPING TO NAVIGATE SCHOOL RESTART

OCT 25TH, BREAKOUT 3

3:15 – 4:30



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TODAY'S AGENDA

- 1) Agenda & Introductions
- 2) Learning About Stakeholder Mapping
- 3) Example: Mississippi Charter School Board Experience
- 4) Practical Application: Participants Start Building Out Their Own Maps (*You Need Your Laptop*)
- 5) Closing: Stakeholder Mapping in Complex Processes Like School Restart

WHO'S IN THE ROOM? PLEASE INTRODUCE YOURSELF WITH NAME & ORGANIZATION!

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FACILITATORS

Brenna Copeland,
EdPlex

Tim Field,
Public Impact

Marian Schutte,
Mississippi Charter
School Authorizer
Board



*“ In a free enterprise,
the community is not
just another stakeholder
in business but is in
fact the very purpose
of its existence.”*

– Jamsetji Tata



WHO IS A STAKEHOLDER?

“A person such as an employee, customer or citizen who is involved with an organization, society, etc. and therefore has responsibilities towards it and an interest in its success.”

– *Cambridge Dictionaries Online*





pmoplanet.com
just for fun ;-)

STAKEHOLDERS

Some stakeholders are completely behind the project, so they can stab it
in the back



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STAKEHOLDER MAPPING – A TOOL IN STAKEHOLDER MANAGEMENT

Let's see what we already know about stakeholder management in charter authorizing . . .

Why do it?

What steps does it entail?

KEY STEPS

Identification

Analysis

Communication

Engagement

Stakeholder Management



Stakeholder Identification



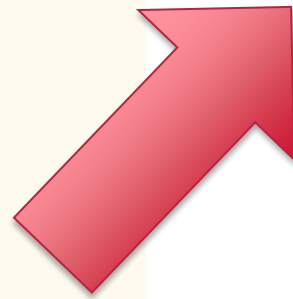
Stakeholder Analysis



Stakeholder Communication



Stakeholder Engagement



Maps are useful tools in these two steps



Umbrella designed by Jardson Araújo, Tag designed by Stephen JB Thomas, Conversation designed by Takao Umehara, all from The Noun Project

MAPS – A QUICK NOTE

What makes for a good map, in any application?

- Clearly stated purpose, with design that aligns to that purpose.
- Utilizes visual hierarchy to emphasize most important parts and minimize clutter.
- Uses legends, detail boxes or other mechanisms to capture detail information so that primary image is clear and simplified.

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Who's
this guy?



BEFORE YOU START: DEVELOP A CLEAR PURPOSE STATEMENT

Your stakeholder management efforts are only effective when deployed in service of a clear purpose statement.

- What is your goal?
 - Project based – or –
 - Whole organization based
- What does success look like?
 - Describe in as much detail as possible
 - Articulate what change you are trying to motivate



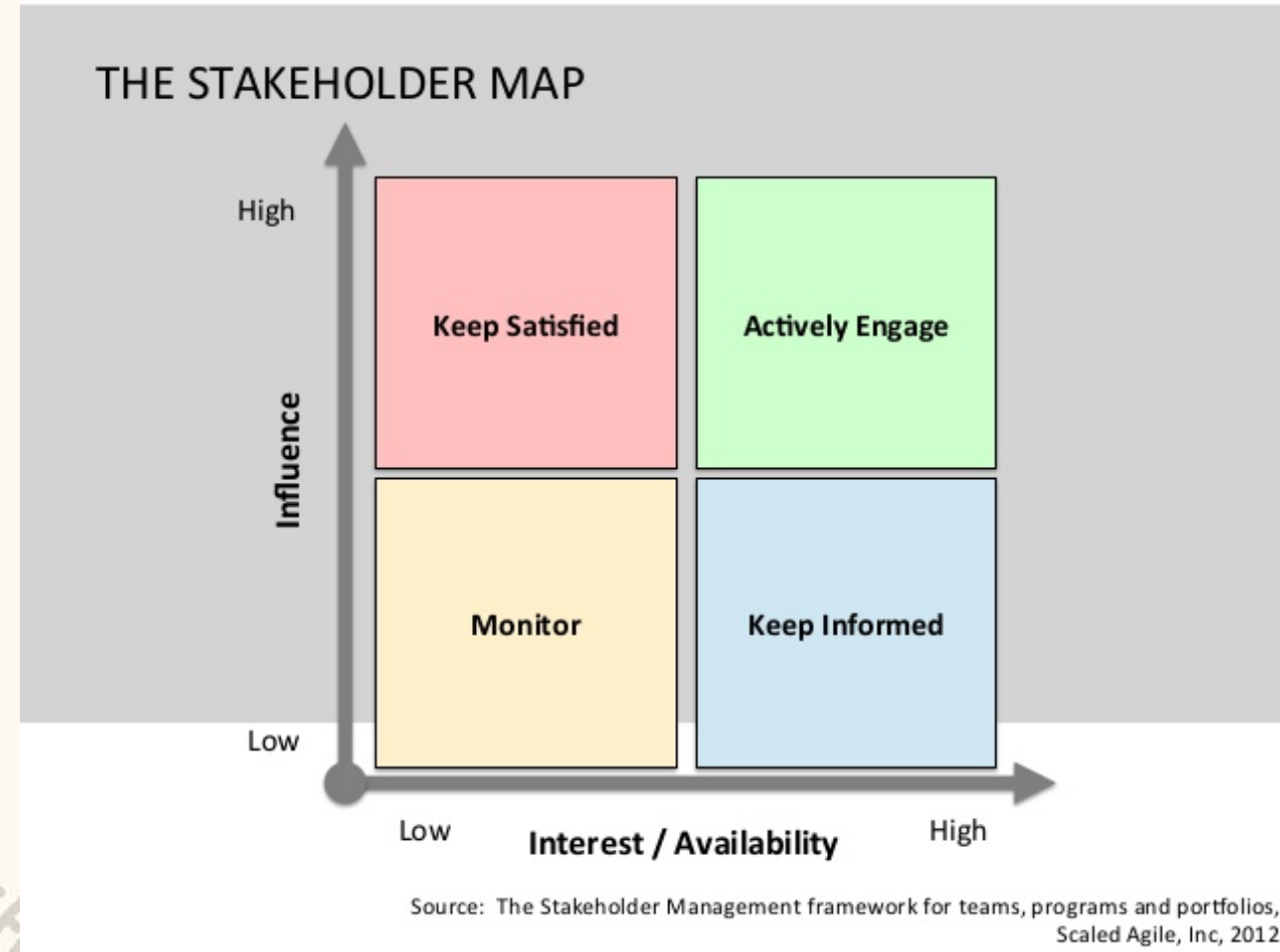
IDENTIFICATION STEP: STAKEHOLDER MAP

The visual stakeholder map helps us located our various stakeholders (individuals or groups) along two key axes:

- Influence (low to high)
- Interest/Availability (low to high)

Once stakeholders are arranged, the grid of boxes informs our approach:

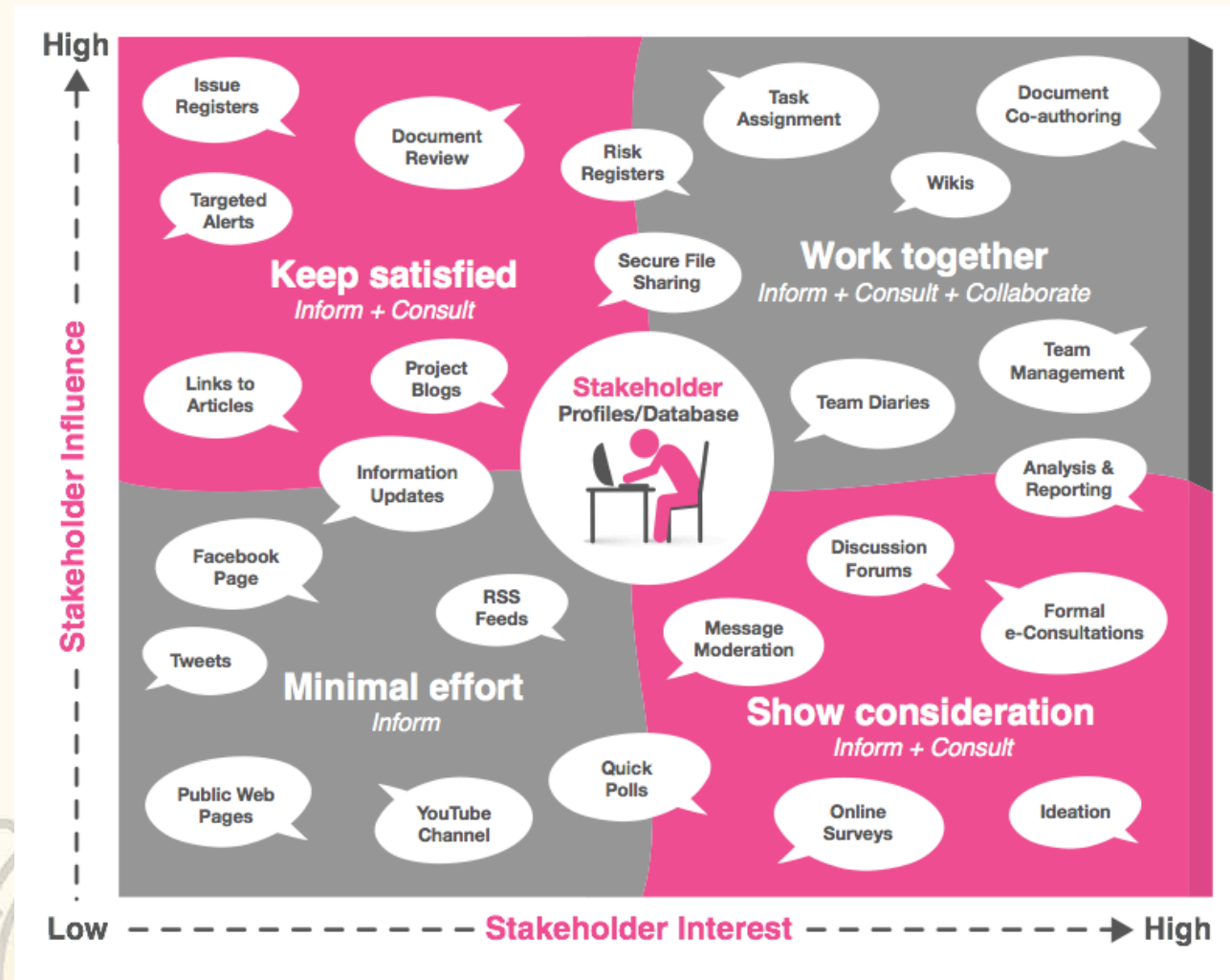
- Monitor
- Keep Satisfied
- Keep Informed
- Actively Engage



ALIGNING ACTION TO STAKEHOLDER MAP

Communication and engagement tools vary across the now mapped stakeholder groups.

- Graphic example shows a sample of digital tools appropriate for different categories of stakeholders.
- In your work, tools should extend beyond just digital – point is to be strategic in selecting the right approach for each group based on where they fell in your map.



ANALYSIS STEP: BUILDING OUT THE “LEGEND” TO YOUR STAKEHOLDER MAP

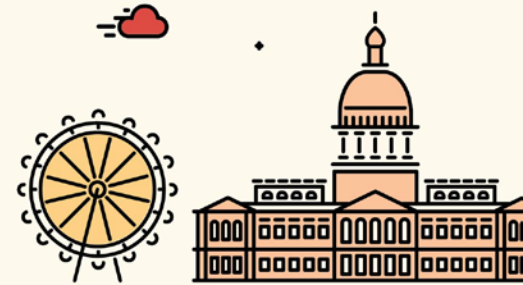
In analyzing, add data like:

- Narrative about what they currently stand for and why they care – their starting point
- Narrative about where you want them to be – the goal
- Potential role in the project or effort
- Current level of commitment, availability, and resources
- Engagement approach you will take with them
- Coordinating Details:
 - Individuals who can exert influence on stakeholders
 - Point person from your org who leads contact
 - Contact info for the stakeholders

The
“Legend” is
the real
meat and
bones of the
steak!

EXAMPLE FROM THE FIELD

MISSISSIPPI CHARTER SCHOOL
AUTHORIZER BOARD



MISSISSIPPI CHARTER SCHOOL AUTHORIZER BOARD

Background

- Established in September 2013
- Independent charter school board with seven politically appointed members
- Sole charter school authorizer in the state

Stakeholder Mapping Was Vital to Achieving Strategic Plan Goals

- New organization
- ED new to the location – transplant from Louisiana
- Charter schools are new to the state
- ED is sole employee



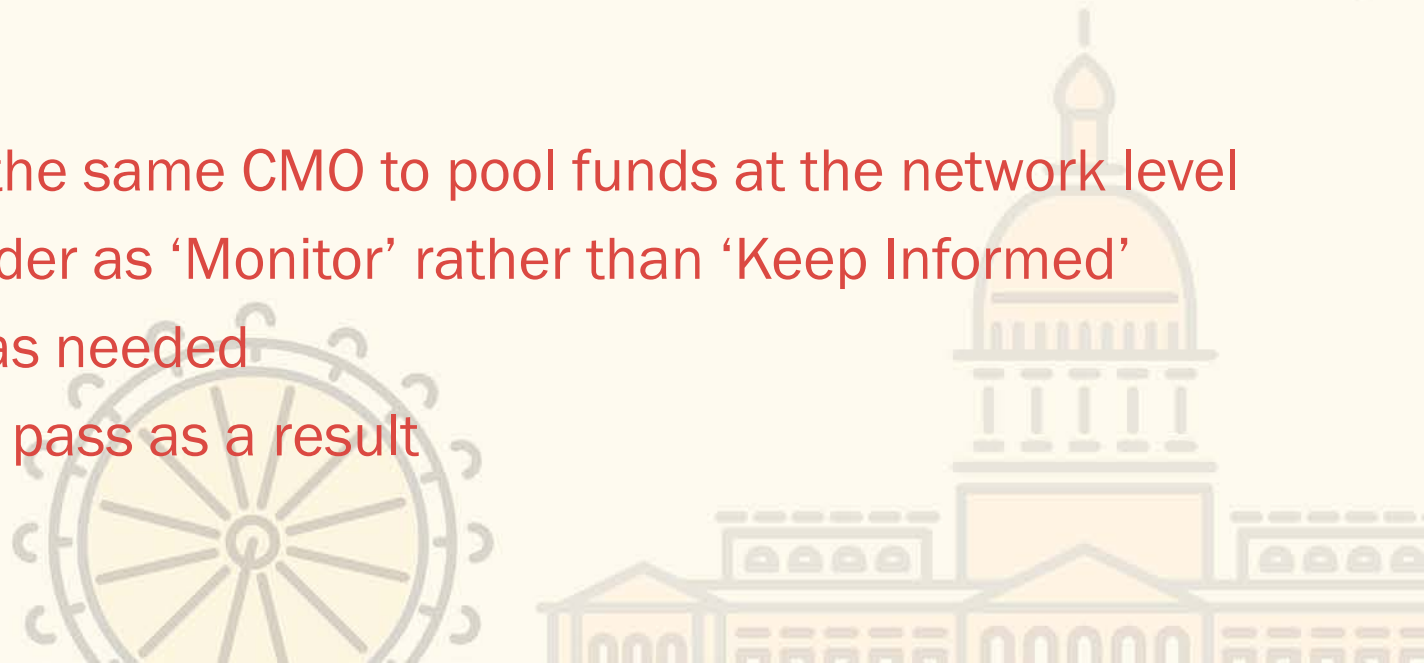
MISSISSIPPI CHARTER SCHOOL AUTHORIZER BOARD

Success! Stakeholder Mapping Saved the Day

- Charter School Performance Framework policy changes requested by specific Board member
- Testimony from organization at public Board meeting, coaching of Board member through additional activities with this nonprofit organization

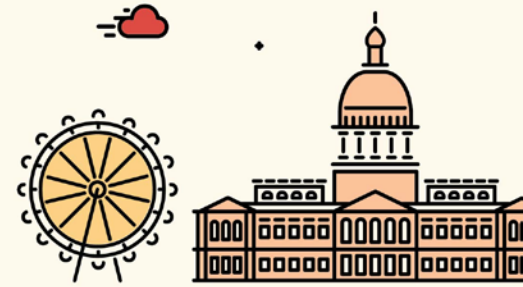
Hindsight is 20/20

- Legislation to allow school under the same CMO to pool funds at the network level
- Incorrectly categorized a stakeholder as 'Monitor' rather than 'Keep Informed'
- Additional relationship building was needed
- Simple but beneficial law failed to pass as a result



PRACTICAL APPLICATION

USING TEMPLATES TO START THIS
WORK FOR YOURSELF



STAKEHOLDER ANALYSIS MAP

Instructions:

- As individuals, or with a partner that is familiar with your context, you will:
 - 1) Draft a Purpose Statement
 - 2) Begin to Map Stakeholders

Access the word document to facilitate this work at:

<http://bit.ly/2epz4KV>



Work for about 12 minutes, then we will do a quick pair-share.

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PAIR SHARE: STAKEHOLDER ANALYSIS MAP

Turn to someone next to you:

- 1) Share your purpose statement
- 2) Show your progress on the map
- 3) Discuss:
 - Do you think this type of map will be a helpful tool in planning for key strategic initiatives and why, or why not?



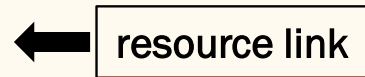
STAKEHOLDER ENGAGEMENT PLAN

Instructions:

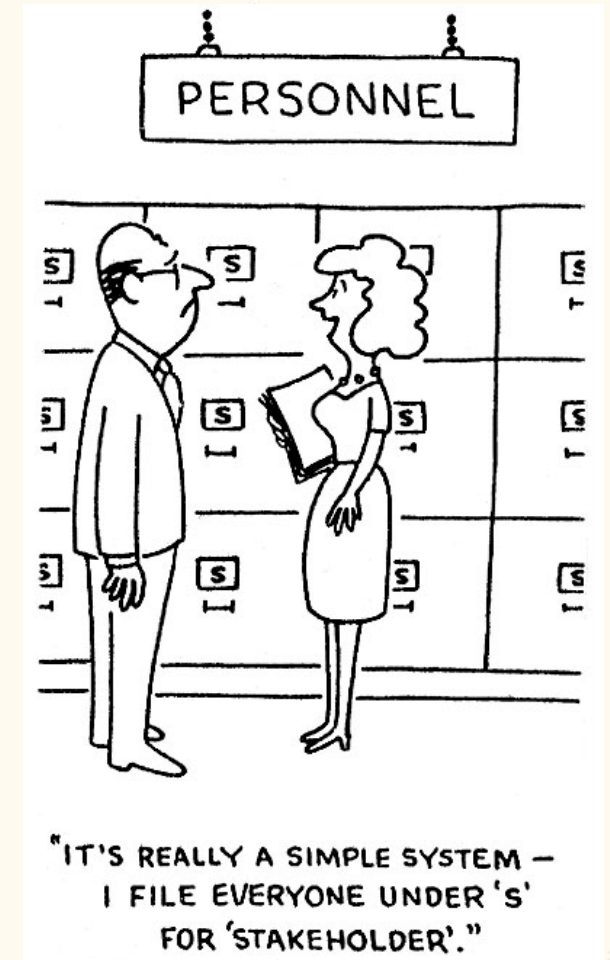
- As individuals, or with a partner that is familiar with your context, you will:
 - 1) Begin creating a stakeholder engagement plan

Access the excel spreadsheet to facilitate this work at:

<http://bit.ly/2e8JbnG>



Work for about 6 minutes, then we will do a quick shareout.



SHAREOUT

Who thinks they might use some version of these tools to help guide planning for stakeholder management? (show of hands)

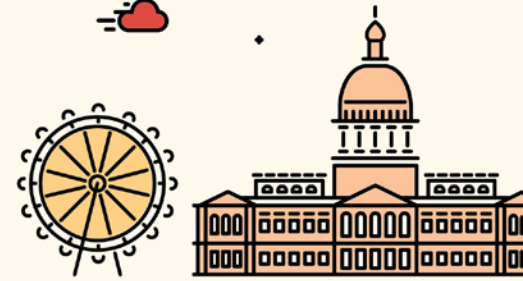
What adaptations might you make?

Are there other resources that you would recommend to your colleagues?



CLOSING

NOTES ON IMPORTANCE OF STAKEHOLDER MANAGEMENT IN AUTHORIZING SCHOOL RESTART



AUTHORIZING RESTARTS FOR DRAMATIC SCHOOL IMPROVEMENT

re • start (verb)

1. a new start or beginning
2. closing one underperforming school and opening a new school, often in the same building, to serve the same students under new management

Restarts have led to swift and dramatic improvements in low-performing schools when a high-performing organization leads the new school, and systems are in place to facilitate a smooth transition and strong community support.



STAKEHOLDER MAPPING IN SCHOOL RESTARTS

We originally identified the importance of stakeholder mapping in the context of providing guidance to authorizers who seek to replace a low-performing school with a new high quality operator as part of restart.

- While the practice is applicable in other aspects of authorizing, it's critical in restart given the complicated political and community interests.
- Check out: www.schoolrestarts.org
- Copies of our printed guide are in the back



SCHOOL RESTART AUTHORIZATION PROCESS GUIDE

Written by Public Impact and EdPlex | www.schoolrestarts.org

THANK YOU FOR PARTICIPATING!

We want your
feedback!

Please fill out the
session survey on
the NACSA
Conference App!



KEEP IN TOUCH

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