PROJECT MANAGEMENT 101

LET'S TAKE A POLL

Text "sierra1" to 22333 to join the poll

ZERO, people. ZERO. Rich, Shenita, and Erin: teach me your ways!

Meh. Somewhere in the middle?

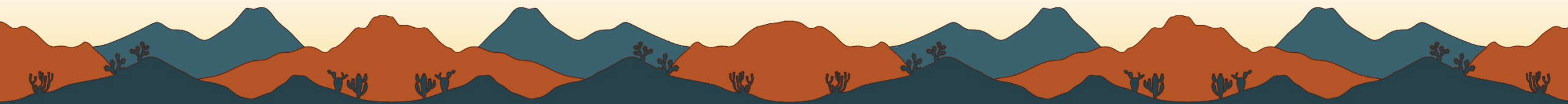Project Management Whiz appears on my business card.

IMPORTANT!

Text "leave" to 22333 to leave the poll

PROJECT MANAGEMENT OVERALL

Rich Richards

South Carolina Public Charter School District

rrichards@sccharter.org

WHY DO WE EXIST?

BUT WHY?
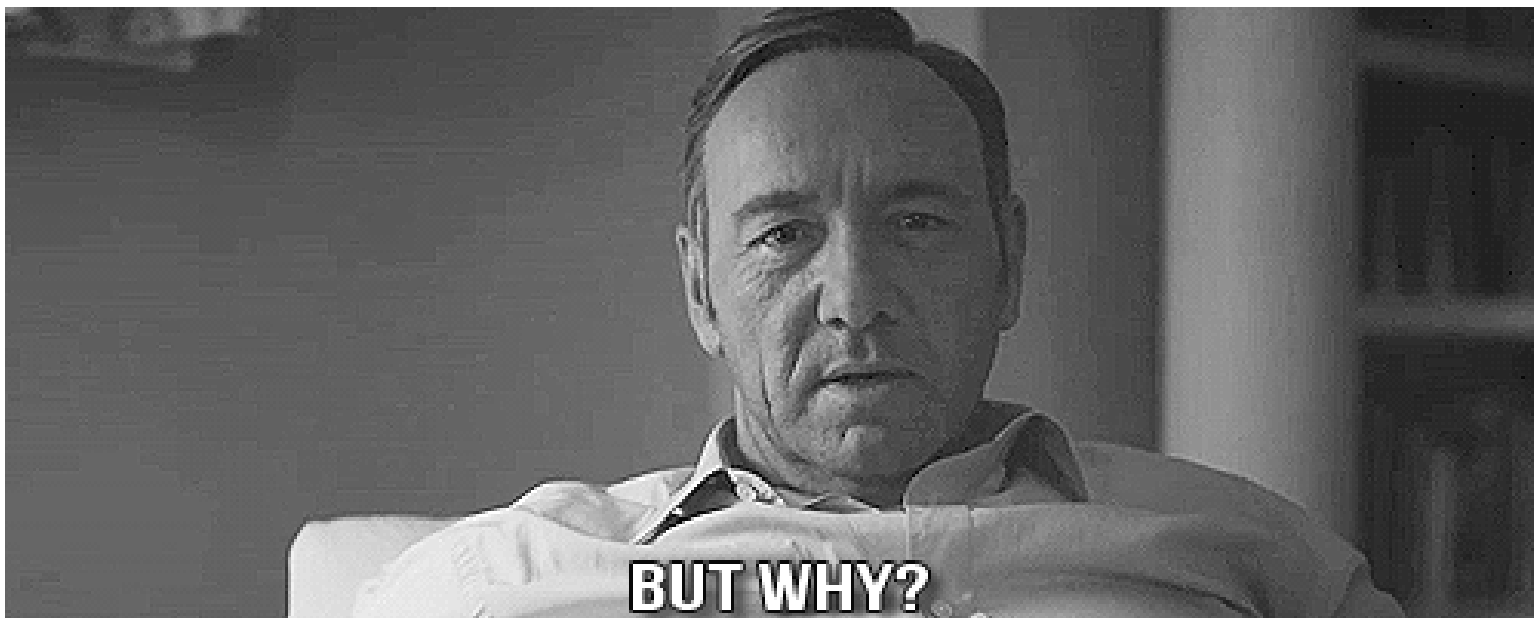
WITHOUT A CORE PURPOSE OR REASON FOR BEING...

NON-STARTER

1. No collective commitment from team
2. Reactive, shortsighted decision making

HOW DO WE BEHAVE?

CORE VALUES 🤝 ACCOUNTABILITY

- We quickly and publicly own our mistakes.
- We are "norms-checkers"—we hold ourselves and the team to account.
- We challenge behaviors that are inconsistent with our values.
- We are always on time.
- We respond quickly to calls and emails.
- We crave feedback.

nacsa
NATIONAL ASSOCIATION OF
CHARTER SCHOOL AUTHORIZERS

THE ORDER:

1. ~~Why do we exist?~~

2. ~~How do we behave?~~

3. What do we do?

4. How will we succeed?

5. What is most important, right now?

6. Who does what?

Project Management = Annualized theory of action

WHAT DO WE DO?

A/E	Comms	Compliance/Support	Management/LT	Data	
~~Enrollment audit~~	~~Social presence~~	~~Good standing w/ state/feds~~	Goals	~~Internal data systems~~	
~~Recruitment audit~~	~~New brand~~	~~Menu of Supports~~	Strat Plan	~~External data systems~~	
~~PI recs~~	~~Media relations~~		Meeting cadence		
~~Monthly dashboard~~	~~Schools of distinction~~				
~~Ombudsman~~	~~Legislator engagement~~				
	~~Annual Report~~				

NSA	Fellowship	SPED	Policy	Fin/Ops	
~~New charter app~~	~~Recruitment of two beasts~~	implementation of CGI	~~New charter overhaul~~	~~Consolidated contracts~~	
~~App Cycle~~	~~New school design + applicat~~	clean audit	~~Opp schools~~	~~Timely disbursements~~	
~~Accountability~~			~~Proviso (budget)~~	~~IT support (internal)~~	
~~School board trainings~~				HR audit	
~~Our board training~~				~~District budget management~~	
~~New school onboarding~~				~~Charter funding~~	
~~Transfer recruitment~~					

THE NASTY NINE

We exist to open and promise excellent and equitable schools

Accountability
- Core Performance System 3.0

Authorization
- Application Cycle
- New Schools SC Fellowship
- Board Development

Access and Equity
- Dashboard
- Enrollment, recruitment, lottery

Conditions
- Policy development
- Data Infrastructure
- Technical Assistance Framework

CADENCE OF ACCOUNTABILITY

	January	February	March	April	May	June	July	August	September	October	November	December
Monthly Goals Check-In w/ ES & RR												
SY 16-17 Q3												
SY 16-17 Q4												
SY 17-18 Q1												
SY 17-18 Q2												
SY 16-17 Q3 Project Update					May 8, 9, 16							
SY 16-17 Post-Mortem							July 10 and 12					
SY 17-18 Q1 Project Launch									All-Staff Retreat			
SY 17-18 Q2 Project Update												TBD
SY 17-18 Goal and Project Sheet Development							Draft 1 due at July check-in					
LT Retreat, Share 17-18 Project Sheets								Aug 8-10				

LAUNCHES, UPDATES, POST-MORTEMS

- The role of the presenter:
    - Project team – Who does what? Who is ultimately responsible?
    - Gantt chart – What are the key activities? When will they be accomplished?
    - Objectives– How will we know if we are successful?
    - SWOT – To what degree can we anticipate and prepare for challenges?
- The role of staff:
    - Persecute, affirm, and inquire
- The role of leadership:
    - Advise adjustments
    - Advise resource allocations
    - Ensure proper execution

nacsa
NATIONAL ASSOCIATION OF
CHARTER SCHOOL AUTHORIZERS

MONTHLY CHECK-INS

Projects, Deliverables, and Goals SMART (specific, measureable, attainable, relevant and time-bound)	August
Design and manage authorizer training curriculum for the SCPCSD board, SCPCSD staff, and school boards. Outcomes: x for our board (this should likely relate to our recs during app cycle), y for our staff (this should be something regarding our staff's understanding of auth role), z for our schools (this might be our school board's understanding that they own the charters, not the school ldrs - this could also be a % of school boards that create academic performance committees).	Former VP of auth dev for NACSA is available to come in November to coach our board on authorization. Call is scheduled with William Haft on Sept 19th - ~$150/hr rate, has recently workd with Orleans Parrish Board. William also interested in working w/ staff on our role. On Sept 14th, DA will survey board on when they will be available for William's training.
Oversee best-in-class (as rated by NACSA) authorization process, with new state application and portal, resulting in >90% of staff recommendatinos being executed by the SCPCSD board.	Asked for update from state by Aug 11 - called Donna and Kayla but they had full mailboxes. Called Latoya and did not hear back from her. ES to check in with Molly on status of state charter application - we gave revisions in early June and have heard nothing back. Also, what is their decision around approving charter board partners? ES going to start with Emly Heatwole to talk through communication deficits.

nacsa
NATIONAL ASSOCIATION OF
CHARTER SCHOOL AUTHORIZERS

CHALLENGES

- Time commitment (15 hours/mo COS, 10 hours/mo Supe, 2 hours/mo LT)
- Buy-in (even with a compelling "why")
- Authentic peer accountability
- Organizational and managerial styles
- What else?

PROPS

- Patrick Lencioni, *The Advantage*
- Reed Hastings, *Netflix Culture: Freedom and Responsibility*
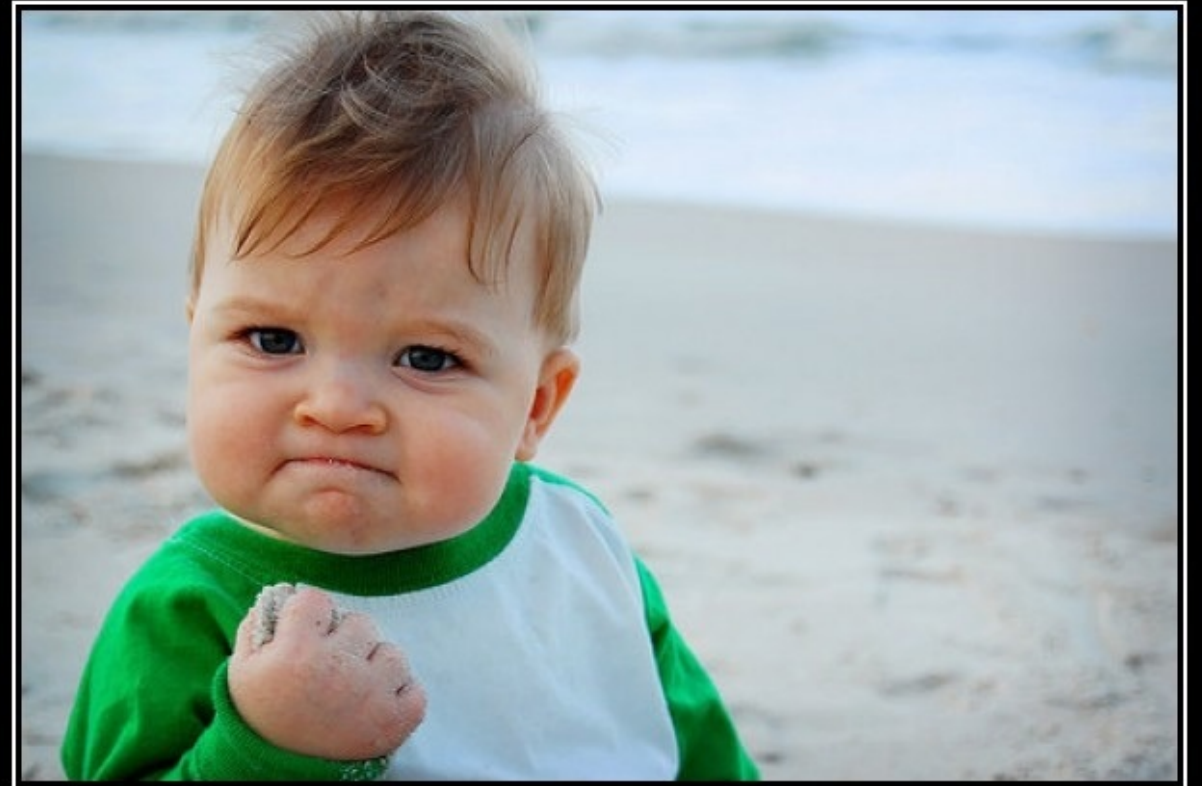- Chris Barbic, The Achievement School District

MANAGING A LARGE PROJECT

Erin Kupferberg

ekupferberg@dcpcsb.org

5 W'S FOR NEW PROJECTS

- What

- When

- Where

- Why

- Who

http://www.managementcenter.org/tools/

SUCCESS

Because you too can own this face of pure accomplishment

DIY.DESPAIR.COM

MOCHA – ASSIGN RESPONSIBILITIES

MANAGER

OWNER

CONSULTED

HELPER

APPROVER

http://www.managementcenter.org/tools/

TIMELINE & WEEKLY PLANNING

- Work backwards

- Plan every detail with dates

- One hour weekly planning

Task	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
Build layout in flash																									
Write code to load things dynamically																									
Make animations																									
Write code to play animations																									
Write code to load messages dynamically																									

Notes:

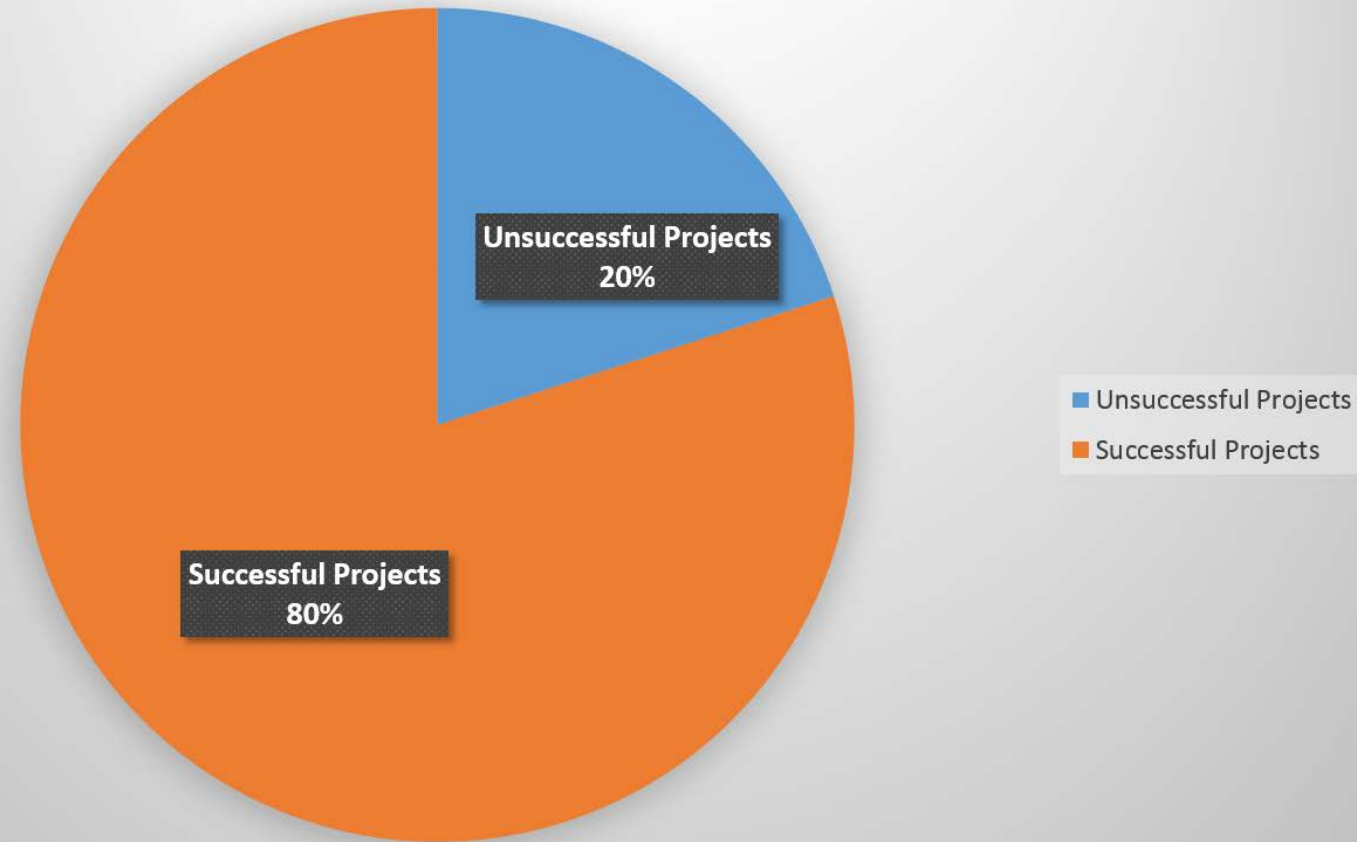Milestone 5 – Part 1-Proof of assets due the 18th

Milestone 5 – Part 2-Proof of assets and progress due the 25th

COMMUNICATE!

- Constantly

- Consistently

- Debrief at the end of every project

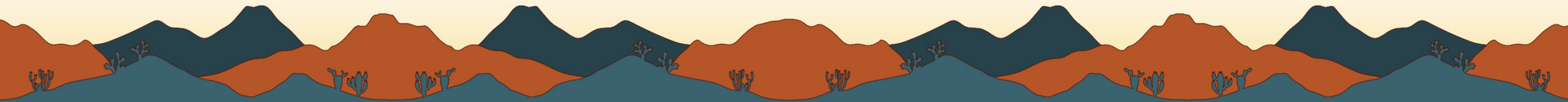## One out of five projects is unsuccessful due to ineffective communications

Unsuccessful Projects
20%

Successful Projects
80%

Unsuccessful Projects
Successful Projects

PROJECT MANAGING THE RENEWAL PROCESS

Shenita Johnson

Illinois State Charter School Commission

shenita.johnson@illinois.gov

ILLINOIS STATE CHARTER SCHOOL COMMISSION

- Established in 2011, as an independent body with statewide authorizer
- Only authorizer with jurisdiction an authority to review appeals and reverse district decisions
- 9 schools* (10 campuses), more than 3,600 students – top 25% districts
- 9 Commissioners, 2 FTE, 2 PTE, 1 Fellow
- 12 – 15 Experts in areas of Academic, Organization, Financial
- The **vision** of the Commission is that all Illinois children and families have access to a high quality public education and experience high performing schools and academic experiences.
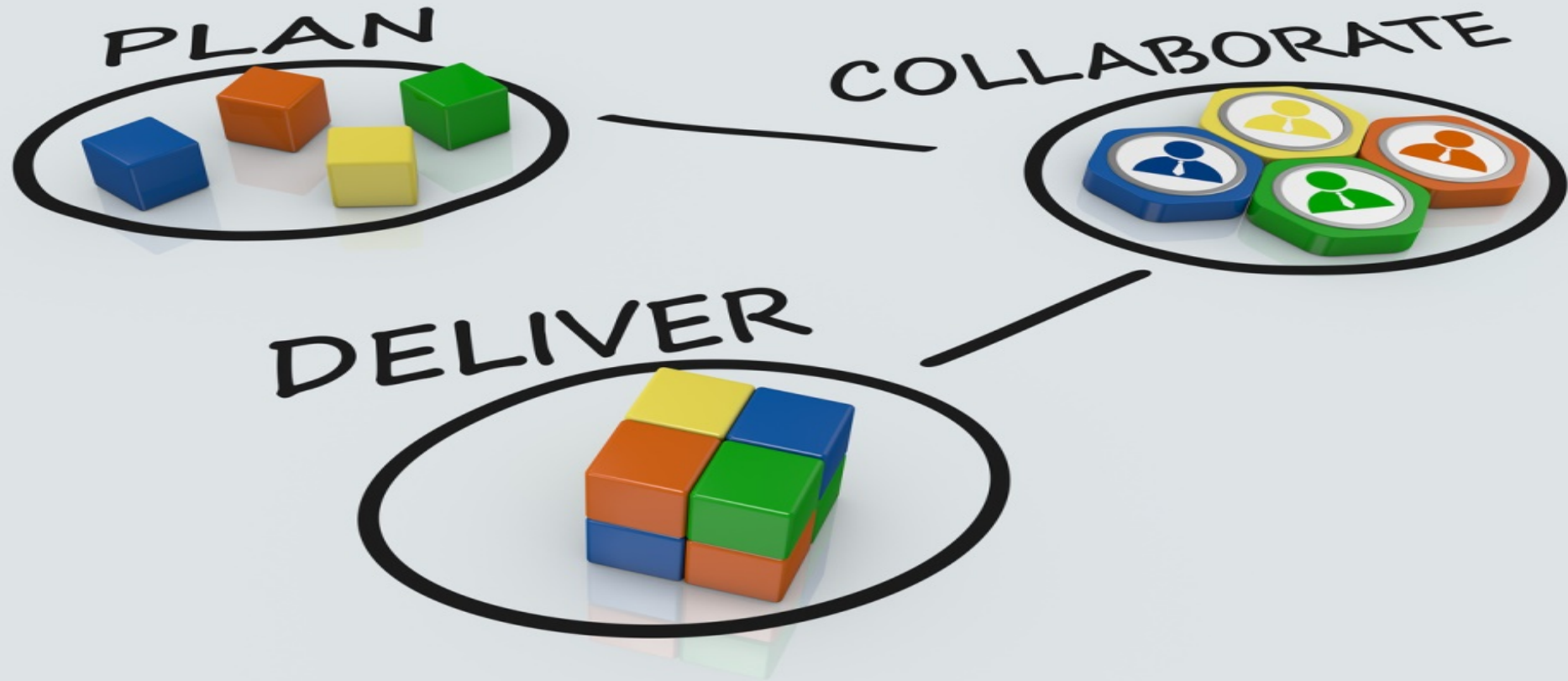
THREE PHASES OF PROJECT MANAGEMENT

PLAN
- Timeline, Tools and Tasks

COLLABORATE
- Assign Roles and Allocate Resources

DELIVER
- Execute & Evaluate

nacsa
NATIONAL ASSOCIATION OF
CHARTER SCHOOL AUTHORIZERS

PLANNING: TIME, BUDGET & QUALITY

➢ Resources spent/school
➢ % of overdue tasks
➢ # of requests for additional
 information
➢ # of attendees/speakers
➢ at hearings/forums
➢ # of revisions to documents
➢ Timeline variance
➢ # of school representative touchpoints/contacts
➢ # or % of due diligence activities
➢ # of calls from community, parents, teachers
➢ # of follow-up inquiries/questions by Commissioners

AN HOUR OF
PLANNING CAN
SAVE YOU 10 HOURS
OF DOING

DALE CARNEGIE

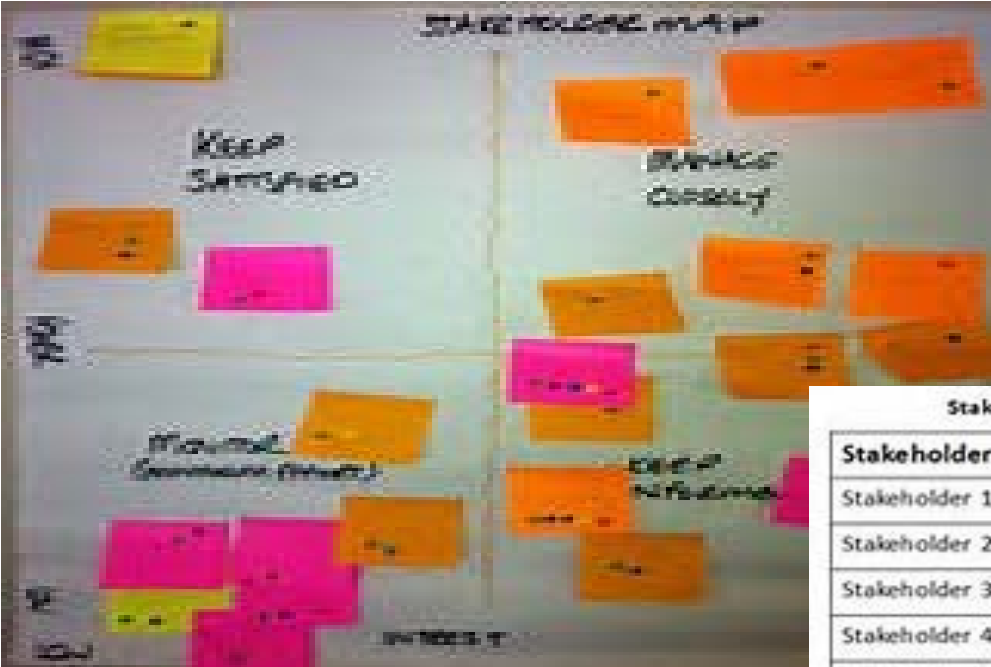PICTUREQUOTES.com

PICTUREQU♥TES

KEY
PERFORMANCE
INDICATORS

Successful engagement with project stakeholders is about ensuring that the perception *of your project* is what you hoped for, as much as achiving *any objective, measurableroutcome.*

A Practical Guide To Dealing With Difficult Stakeholders

COLLABORATION: STAKEHOLDER MAPPING & COALITION BUILDING

Stakeholder Analysis showing change in attitude over time

Stakeholder	Ally	Neutral	Opponent
Stakeholder 1	🟩		
Stakeholder 2	🟩	⬜	
Stakeholder 3	🟩		
Stakeholder 4	🟩		
Stakeholder 5		🟨	⬜
Stakeholder 6	🟩		
Stakeholder 7			🟥
Stakeholder 8		🟨	
Stakeholder 9		🟨	⬜
Stakeholder 10		🟨	⬜

DELIVER: EXECUTION & EVALUATION

MANAGING MULTIPLE RENEWALS

Develop and Execute Rigorous and Transparent Renewal Process Consistent with Commission's Vision and the Principles and Standards of Quality Authorizing

Timeline, Tasks & Tools	Resources & Roles	Troubleshoot & Triage
• Decision Date • Public Hearings • Due Diligence Activities	• Internal & External Communication	• Initial Findings • Board Engagement
• Staff – Team Leads • Evaluators – Analysts	• School Boards • Elected Officials • Commission(er) Connection	• Conflicts • Community Communication • Press/Public Notice
• Project Plan Grid • Slack/Kyper • Google/Dropbox	• Setting Expectations	• Identified Feedback Loops • Consistent & Frequent Touchpoints

nacsa
NATIONAL ASSOCIATION OF
CHARTER SCHOOL AUTHORIZERS

SMALL GROUP CONSULTANCIES

Rich – utilizing the Nasty Nine in your office

Erin – use MOCHA for someone's real time project management needs

Shenita – project management in real life for renewals

Please remember to complete your session evaluation via the app!