



School Demographics and Design

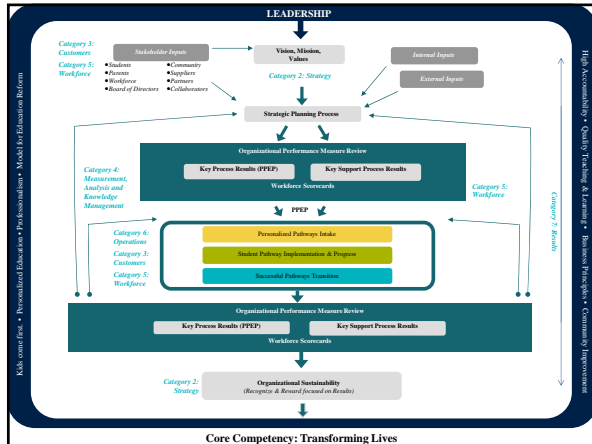
- 18 Resource Centers across San Diego
- 3 administrative offices
- Serve students in grades 7-12
- 4,000 students served annually
- Pathways Personalized Education Program
- Designated as an ASAM school by the State of California

2016 Baldrige Regional Conference

Our Students

- 156 Number of non-English speaking students
- 60% Average number of students behind on credits at enrollment
- 69% of CSSD students are socioeconomically disadvantaged
- 362 English Learners Served
- 32 Number of non-English languages spoken by CSSD students
- 28% Students with diverse who did not migrate from high school

2016 Baldrige Regional Conference





Malcolm Baldrige National Quality Award
2013 Award Recipient

The Cluster School of **SAN DIEGO**

Step 1 – Environmental Scan

All Stakeholder Information

- Review all strategic inputs
- Formally review prior year performance of Strategic Initiatives, Goals, and Action Plans
- Conduct SWOT analysis
 - Proactive vs. Reactive
- Determine strategic challenges
- Determine strategic advantages

2016 Baldrige Regional Conference

Malcolm Baldrige National Quality Award
2013 Award Recipient

The Cluster School of **SAN DIEGO**

Step 2 – Revisit and Update Vision, Mission, Values, and Core Competency

2016 Baldrige Regional Conference

Malcolm Baldrige National Quality Award 2015 Award Recipient

The Cluster School of SAN DIEGO

Step 3 – Identify Strategic Initiatives



- Identify Strategic Initiatives
 - Short Term – “2-years or less”
 - Long Term– “More than 2-years”
- Instructional Plan
- Sustainability Plan
- Educational Reform and Innovation Plan

2016 Baldrige Regional Conference

Malcolm Baldrige National Quality Award 2015 Award Recipient

The Cluster School of SAN DIEGO

Step 4 – Develop Goals, APs and Targets




- Develop Goals, Action Plans, Targets, and Champions for Leadership Team members and departments

2016 Baldrige Regional Conference

Malcolm Baldrige National Quality Award 2015 Award Recipient

The Cluster School of SAN DIEGO

Step 4 – Develop Goals, APs and Targets



Initiatives: The overarching and highest level organizational objectives that indicate both short-term and long-term perspectives.

Goals: How we will accomplish our initiatives. Each goal has a “Champion” to oversee progress.

Action Plans: How each department and employee supports the goals. This is supported through a Scorecard System to ensure accountability.

Target: Increment of measurement within our scorecard system.

2016 Baldrige Regional Conference




**The Charter School of
SAN DIEGO**

Step 5 – Board of Directors Reviews and Approves




2016 Baldrige Regional Conference




**The Charter School of
SAN DIEGO**

Step 6 – Deploy Strategic Plan and Scorecards to Workforce



2016 Baldrige Regional Conference



**The Charter School of
SAN DIEGO**

Example Scorecard

Goal 8: Develop a work opportunity model for students			
Action Plan	Target	Actual	Results/Notes
Students will have work opportunities near RC.	By June 2016, 10-15% of 11th and 12 th graders will be employed.		Met Target? <input type="checkbox"/> Yes <input type="checkbox"/> No
The school will have a collaborative relationship with merchant managers to promote student employment.	By June 2016, a minimum of 20 merchant managers will be active on the list of potential employers for students.		Met Target? <input type="checkbox"/> Yes <input type="checkbox"/> No
Work experience curriculum will be updated and modified to meet student need.	By June 2016, a comprehensive work experience resource manual will be developed and distributed.		Met Target? <input type="checkbox"/> Yes <input type="checkbox"/> No

2016 Baldrige Regional Conference



**The Cluster School of
SAN DIEGO**

Step 7 - Allocate Resources to Achieve Strategic Plan




2016 Baldrige Regional Conference



**The Cluster School of
SAN DIEGO**

Step 8 - Analyze Progress through OPMR

- Organizational Performance Measure Review (OPMR)
 - Process for tracking and monitoring Strategic Initiative progress
 - Analyze and review progress and performance in an ongoing effort
 - Communication and Knowledge Management System (CKMS)
 - Organizational Learning
 - Formal, Calendared reviews
 - Data published and reviewed (daily, weekly, monthly, and quarterly)



2016 Baldrige Regional Conference





**The Cluster School of
SAN DIEGO**

Step 9 - Leadership Team reviews Strategic Initiatives

- Quarterly Leadership Team Meetings
 - Strategic Initiative Progress Check




2016 Baldrige Regional Conference

Step 10- Formal, Quarterly review of Strategic Initiatives

- OPMR conducted by all members of the Workforce
- CKMS is the process by which the school deploys the SI, Goals, and Action Plans to the Workforce



2016 Baldrige Regional Conference

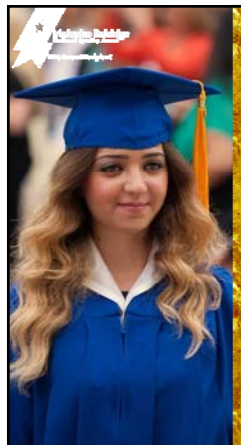



Step 11 - Leadership Team (LT) Review

- Scorecard and Performance Evaluations completed by LT and outcomes serve as inputs into next SPP cycle



2016 Baldrige Regional Conference

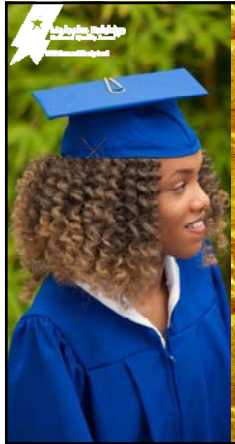





Keys to Strategic Planning Process success at CSSD

- The integration of the SPP and Scorecards
- All Stakeholders have a voice
 - Customer, Governance, Community, Suppliers and Workforce Involvement
 - Employees know when they are successful and when they are not (scorecards)
 - Employees know how their personal work *Transforms Lives*
- Organizational Sustainability (20+ years)

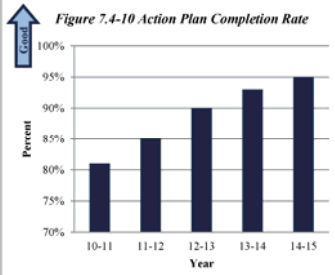
2016 Baldrige Regional Conference



**The Claret School of
SAN DIEGO**

Strategy Implementation Results

Figure 7.4-10 Action Plan Completion Rate



Year	Percent
10-11	82%
11-12	85%
12-13	90%
13-14	93%
14-15	95%

2016 Baldrige Regional Conference



**The Claret School of
SAN DIEGO**

Strategy Implementation Results

Figure 7.4-11 Strategy Results

Strategic Initiative	Figure Reference
SI 1: Instructional Plan	Fig. 7.1-1-30, 32, 34-38; Fig. 7.2-1-14, 17-19; Fig. 7.3-1-12; Fig. 7.4-9
SI 2: Sustainability Plan	Fig. 7.1-31, 33; Fig. 7.2-15, 16, 20; Fig. 7.4-5, 6; Fig. 7.5-1-6
SI 3: Educational Reform and Innovation Plan	Fig. 7.4-12

2016 Baldrige Regional Conference



**The Claret School of
SAN DIEGO**

CATEGORY 2: STRATEGY
