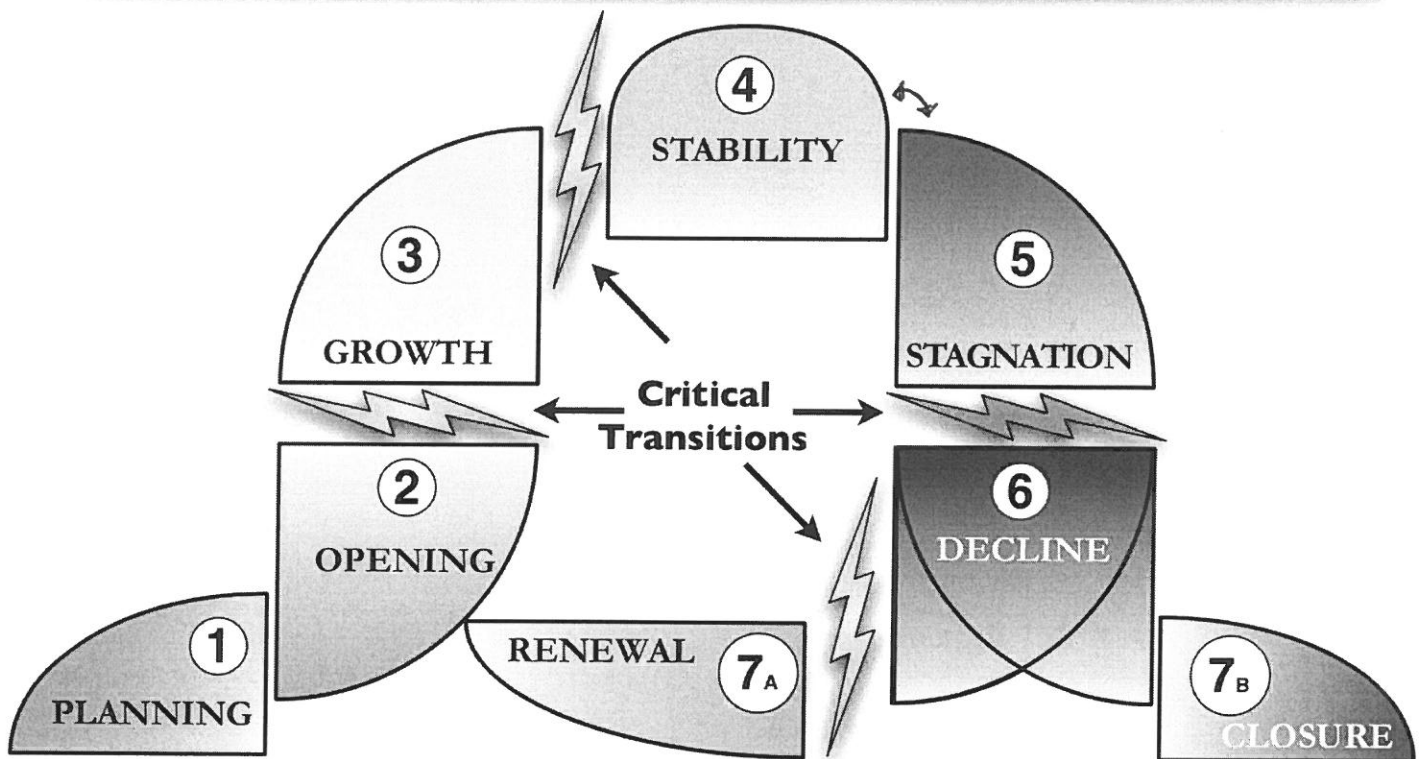


Life Cycles for Charter Schools



GROWTH PHASE

- Increased Expertise
- Standardized Policies
- A loss of "fun spirit"
- Improved programs

we will afford the best vs. the best we can afford

OPENING PHASE

- Entrepreneurial Energy
- Reactive Management
- "Jacks-of-all-Trades"
- Leaders are doers
- Unsustainable Effort

Adjust (for surprises)
Outsource
Report
Educate

PLANNING

- Visionary Leadership
- Evangelistic Zeal
- Irrational Optimism
- Minimal Viability

Accuracy
Necessity
Reality
Strategy

STABILITY PHASE

- Not about resting - not easy prepared

- Things just work
- Confidence abounds
- Security, not urgency
- Predictable order

- Evaluate
- Sacred cows
- Plan*
- Reserves 10%/13%

Board should be a governance board
Evaluate Board Policy

STAGNATION PHASE

- Status Quo
- Power shifts to control
- Deliberate change
- Traditions & rituals

change outside Program

Growth vs Satisfied mentality

DECLINE PHASE

- Institutional Nostalgia
- Personal Survival
- Rumors & Restrictions
- Broad Disaffection

Facelift
Traditions
Rebranding
to keep parents from leaving

* Budget for change
- consultant for insulant
have to be a priority

Prune off → new growth

CLOSURE PHASE

- Loss of enrollment
- Loss of relevance
- Resorption
- Trauma without drama

RENEWAL PHASE

- Launch new ventures
- Invest in training
- "Sharpen the saw"
- Serve more better

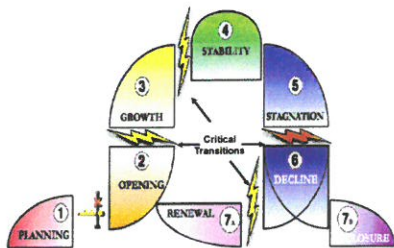
- Turnaround
- Leadership
- Startup

Do manage the crisis

Are people impeding change?
We've never done that b/f.

crisis time → allows us to make changes/cuts that needed to be done a while ago

Financial Strategies for every stage of the life cycle



Peter Hiltz - The Classical Academy
Doug Hering - Charter School Management Corp.

Life Cycles in Charter Schools

① PLANNING Phase	⑤ STAGNATION Phase
Gateway	Red Tape Crisis
② OPENING Phase	⑥ DECLINE Phase
Leadership Crisis	Survival Crisis
③ GROWTH Phase	⑦ RENEWAL Phase
Delegation Crisis	Closure Phase
④ STABILITY Phase	

Financial Strategies for Planning and Gateway

- Determine cash sources and schedule of flows
- Get accurate start up costs
- Focus on necessities, not nice to haves
- Don't over promise
- Get start up grant
- Produce accurate (and safe) student enrollment estimates
- Create a facilities plan

Financial Strategies for Opening

- Begin to adjust for the surprises carefully
 - Are they permanent
 - One time
- Use consultants or outsourcing for positions that may not need to be permanent
- Develop consistent monthly reporting for leaders and the board
- Educate board members in both
 - How to read financial reports
 - Their responsibility for the financial oversight of the school
 - How the finances of the school operate
- Make sure you have a way of getting financial information into the CDE required account code structure

Financial Strategies for Growth

- Begin building a budget without volunteers (or as many volunteers)
- Begin educating new board members in financial management
- Make sure new school leaders understand the financial operations of the school
- Begin looking at areas that need more specialized staff, programs, supplies
- Revisit facilities plan, begin exploring what it might take to issue bonds
- Create a financial picture of the school at maturity
 - Not just a P&L and Balance Sheet
- Hire or outsource to qualified financial management people
- Begin planning or saving reserves

Financial Strategies for Stability

- Begin reviewing past decisions about the budget
- No sacred cows
- New five year strategic plan
- Make reserves a priority

Financial Strategies for Stagnation

- Set aside a portion of the budget for change efforts, even if you don't know what they are right now
- Set aside money for organizational or cultural consulting and analysis
- Develop budget for new curriculum/programs

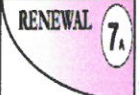
Financial Strategies for Decline

- Priorities become
 - Reversing enrollment trends
 - Rebranding
 - Marketing
 - New leader
 - Restartup
- Budget to "break things up"
- Budget for development of new traditions or revamp of old traditions
- Budget for
 - Facelift

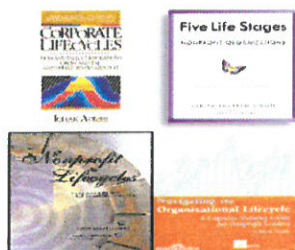
Strategies for Renewal

- Budget for turnaround consulting help
- Create a two to three year turnaround financial plan
- Eliminate "fatty" positions
- Budget for new "leaders"

Systems Needs of Specific Phases

 2 OPENING	Use it up Wear it out Make it do
 3 GROWTH	Build to last Recruit professional expertise Support vision with systems
 7 RENEWAL	Smash the monolith Give autonomy & accountability Retire the dinosaurs

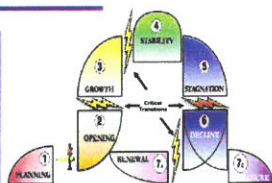
Lifecycles Resources



Life Cycle Renewal for Charter Schools

Peter Hilt
hiltsp@asd20.org
Doug Hering
dhering@csmpi.com

Read Colorado charter
school news
by Doug Hering
at www.examiner.com



Visit
charterinsights.blogspot.com
for more on charter
school life cycles.

Resource Needs of Specific Phases

② OPENING	Equipping the school Establishing minimal infrastructure Save every penny
③ GROWTH	Upgrade existing systems Refine HR—especially compensation Develop induction programs
⑦ RENEWAL	Train, learn and assess Support team performance Collaborate and solicit feedback

Leadership Needs of Specific Phases

② OPENING	Decisive, reactive, instinctive Innovative and entrepreneurial
④ STABILITY	Diplomatic and political Polished and inspirational Willing to challenge assumptions
⑥ DECLINE	"Outsider perspective" No deference to tradition Courage

Program Needs of Specific Phases

② OPENING	Meet the minimum Let demand drive supply Stay basic
④ STABILITY	Revalue the vision Planned abandonment Set "BHAG's"
⑤ STAGNATION	Fiddle with program links Switch program leaders/teachers Benchmark against best practices
