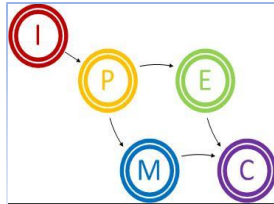


## Cambridge Education, LLC – Program Monitoring

Disciplined program management is a hallmark of the Cambridge Education approach. We adopt a 5 stage process which follows industry best practice.



**Initiation** - we help establish the purpose and scope to facilitate project authorization; organizational buy-in; and provide clarity of purpose and benefits.

**Planning** - we develop project management plans that establish the resource, costs and time-scales for completion, allowing organizations to determine how they achieve the right outcomes.

**Execution** - we work alongside clients to ensure the job gets done.

**Monitoring & Controlling** – we establish a continuous process that tracks performance, anticipates problems and takes corrective actions to ensure delivery of valued outcomes.

**Closing** – we assist in completion of this final phase of the project to confirm benefits realization, and that lessons are learned and embedded within the organization.

At first, we play the role of program manager, facilitating monthly meetings in which progress on program benchmarks is collaboratively assessed. We gradually release responsibility for program management as we build the capacity of staff members to play this critical coordinating role. Drawing on the findings of the initial needs assessment, we engage all stakeholders in the development of a motivating school vision and theory of action and a tight strategic plan focused on a few core improvement strategies. Guided by vision, theory of action, and a progression of achievable benchmarks, this plan is used, referenced, implemented and *lived* throughout the implementation process.

Program management meetings are an opportunity to identify bottlenecks and obstacles and coordinate solutions across teams and departments, and they play an important accountability function as well. A key focus of program management is using data-driven inquiry to monitor early evidence of change and short-term outcomes and adjust action plans to ensure the greatest impact on student learning.

Principals typically report that using the customized templates and acting upon the training, coaching and advice that our staff and consultants provide enables the school leadership team to develop improvement plans that are:

- **Focused:** Effective plans target a few priorities that will lead to sustained improvement of learning
- **Coherent:** Cross-functional teams communicate and implement a tight set of inter-related initiatives
- **Driven by outcomes:** Strategic plans clearly demarcate early evidence of change, short-term outcomes, and long-term outcomes; plans are adjusted flexibly and dynamically in light of evidence to ensure accelerated progress
- **Supported by progress monitoring tools:** We develop progress-monitoring tools and processes to improve coordination among multiple stakeholders and maintain accountability throughout the system

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