



Forming and Utilizing your 21st Century Community Learning Center (21st CCLC) Management Team

What is a 21st CCLC Management Team?

One of the first tasks a 21st CCLC project director should undertake is to form a management team. The management team is a group of individuals who provide direction and guidance while assisting your program towards its goal of continuous improvement. Management team members will bring knowledge, experience, and a variety of perspectives to the leadership of your program. Team members will have an interest in the program's success and will be instrumental in gaining access to the resources necessary in implementing the program.

The 21st CCLC Survival Guide describes a management team in this way...

*"Grantees should identify a program **management team** that includes the individual(s) responsible for performing administrative functions for the entire program (includes all 21st CCLC sites), to include the project director, school administrator, fiscal agent, district information management system expert, local evaluator, at least one community partner, and others identified by the grantee. If the grantee administers multiple sites, each site should identify a site management team that includes the building principal, project director, site supervisor, and others identified by the site. These teams should conduct regular meetings throughout the year and are responsible for shared decision making, reviewing evaluation data, participating in the annual CIP meeting, developing action plans and reporting to NDE on the annual CIP Meeting Summary Report."*

Grantee Assistance Guide: A Survival Guide for Program Management, Revised September, 2010. p. 2.

What are the roles and responsibilities of members of the Management Team?

Shared decision making regarding:

- Evaluation data and the CIP process
- Fiscal management
- Establishing and maintaining school and community partnerships
- Engaging families
- Sustainability
- Recruiting and retaining staff and students
- Programming (e.g., aligning school day and afterschool, positive youth development, enrichment activities)
- Grant administration (e.g., make sure all deadlines are met)
- Increase program capacity (e.g., program adaptation for special need students, support of ELL students)

Who are the Members of a Management Team?

The management team could include these individuals who will work together to accomplish your identified program goals:

- building principal
- project director
- site coordinator, if applicable
- community partner
- local evaluator
- teacher
- parent/family member
- representative from local community-based faith-based organization, if applicable
- others as identified by your team

How often should a management team meet?

It is recommended the management team meets monthly (at least 8 times per year).

Management team meeting tips:

- Prior to each meeting, send out a brief reminder and agenda
- Provide management team members access to the 21st CCLC Grant Management Guidebook
- Begin and end on time
- Follow the agenda
- Designate a person to take notes
- Encourage all members to voice their opinions
- Delegate responsibilities as needed
- After the meeting, send a brief summary of any decisions and follow-up items

Possible Management Team Agenda Topics by Month

Month	Topics
August	<ul style="list-style-type: none"> • Review CIP Data Snapshot summarizing previous year's evaluation data, draft CIP Meeting Summary Report • Establish or revise local program policies (e.g., vision and mission statement, program hours, use of building, fiscal management, interviewing and hiring policies and procedures) • Provide feedback/make recommendations regarding local recruiting/retention plan • Provide feedback/make recommendations regarding strategies for aligning school day and afterschool curriculum • Review/revise school year calendar • Schedule management team meetings for the upcoming school year
September	<ul style="list-style-type: none"> • Review and finalize CIP Meeting Summary Report; Submit to NDE by September 30. • Review plans for current school year (e.g., calendar, programming, staffing, professional development) • Review program policies for possible revision (e.g., vision and mission statement, program hours, use of building, fiscal management, recruiting, interviewing/hiring policies and procedures) • Review progress towards aligning school day and afterschool curriculum
October	<ul style="list-style-type: none"> • Review progress towards goals identified in CIP improvement plan • Local evaluator meets with teaching faculty and school administration, along with management team, to review purpose of all tools being used (observation, all surveys with particular focus on Teacher Survey) • Review process and work plan for success stories for this program year with all members of the management team (might include staff)
November	<ul style="list-style-type: none"> • Review progress towards goals identified in CIP improvement plan
December	<ul style="list-style-type: none"> • Review progress towards goals identified in CIP improvement plan • Formal interview, observation, and debrief
January	<ul style="list-style-type: none"> • Review progress towards goals identified in CIP improvement plan
February	<ul style="list-style-type: none"> • Review progress towards goals identified in CIP improvement plan • Develop plans for gathering collaboration surveys from all

	<p>school partners (all teachers and administrators in each school building)</p> <ul style="list-style-type: none"> • Develop plans for gathering collaboration surveys from all community partners • Continue to work on success stories
March	<ul style="list-style-type: none"> • Review progress towards goals identified in CIP improvement plan • Review the collaboration surveys which have been collected and discuss whether the return rate is satisfactory, problem solve as appropriate • Develop plans for collecting student, parent, and teacher surveys • Ensure local evaluator is interviewing staff, families, and/or students for success stories
April	<ul style="list-style-type: none"> • Review progress towards goals identified in CIP improvement plan • Review the student surveys which have been collected and discuss whether the return rate is satisfactory, problem solve as appropriate • Review the parent surveys which have been collected and discuss whether the return rate is satisfactory, problem solve as appropriate • Review the teacher surveys which have been collected and discuss whether the return rate is satisfactory, problem solve as appropriate • Review final success stories and decide whether they are ready for submission to statewide evaluator
May	<ul style="list-style-type: none"> • Review final return rates and early outcomes on all data sources (observations, collaboration surveys, teacher surveys, parent surveys, student surveys, student demographic and participation data contained in the "Student Roster" table) • Identify areas of weakness that might still be improved (e.g., gathering more data) • Approve submission of database (agree that is ready for review by the statewide evaluator) • Establish before and afterschool calendar for the upcoming school year