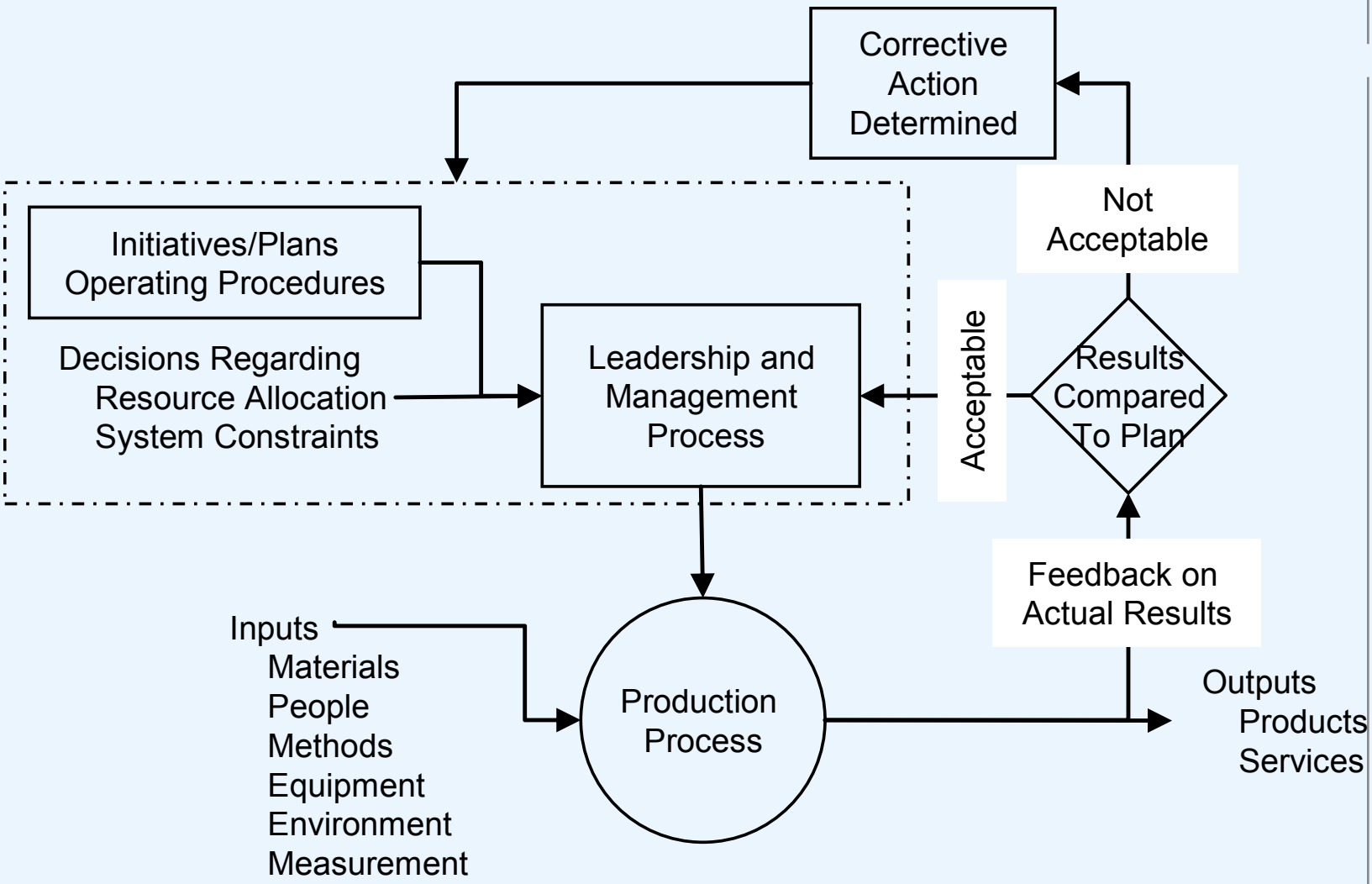


Beyond “Bottom Line” Accountability: Creating Best Practice Professional Organizations

- Current accountability drives attention to student performance on standardized tests.
- This “output” form of accountability, if left by itself, risks turning schools into “test score factories.”
- It is likely to produce limited output returns over time.
- The most successful organizations use forms of internal **process accountability** to generate continuous improvement.
- They measure not only the quality of the product, but also critical quality aspects of the process

Using Systems Engineering Methods to Develop Process Accountability in Education Organizations

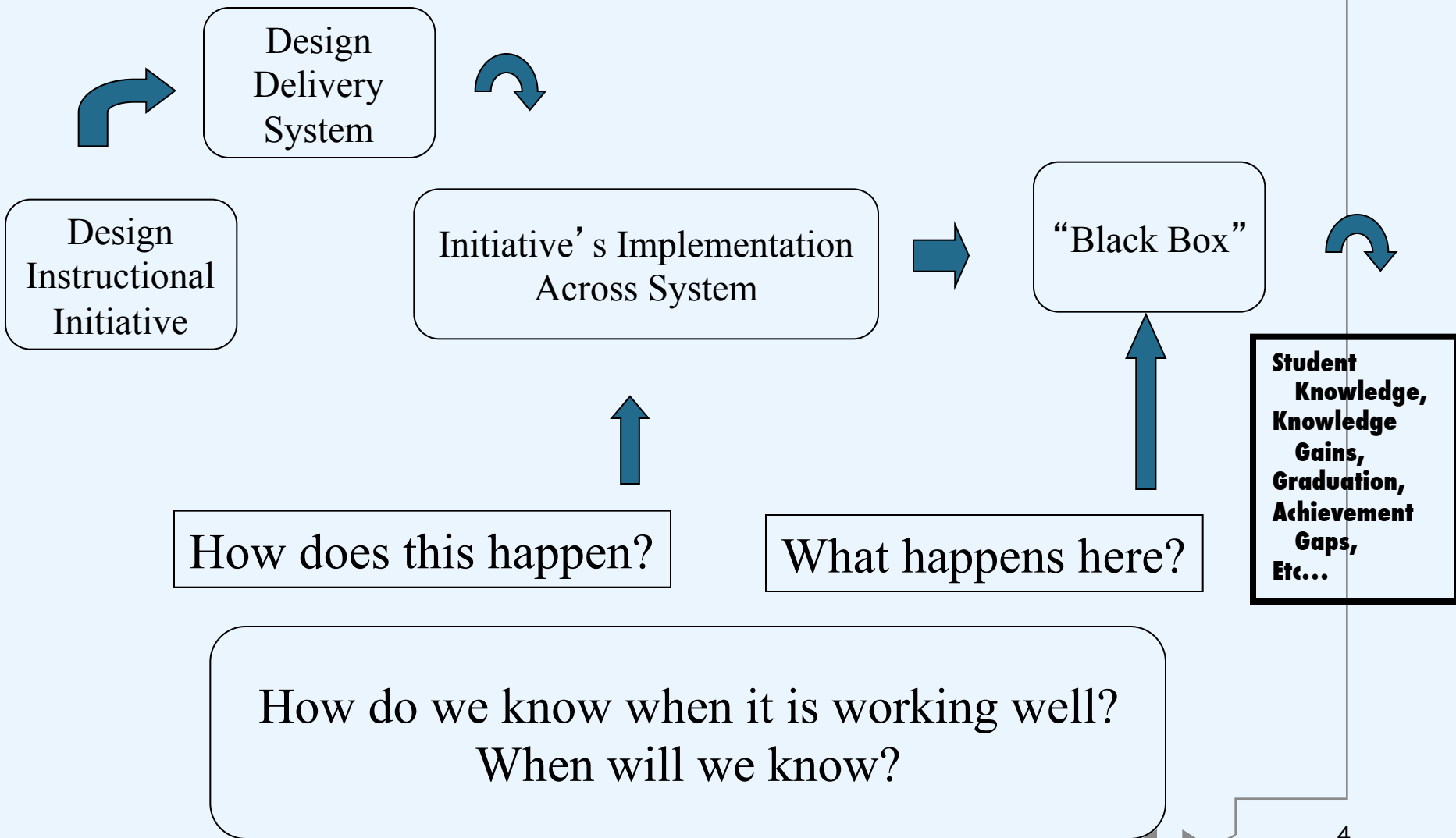
- How process mapping works in designing and managing manufacturing and service organization
- Adapting and applying process mapping to education
- Develop a process map example of a district policy
- Discuss the “state of our art”: Boundary processes and tools for building new organizational forms



DISTRICT

SCHOOL

CLASSROOM



Five (Interacting) Classroom-Level Enablers of Student Learning

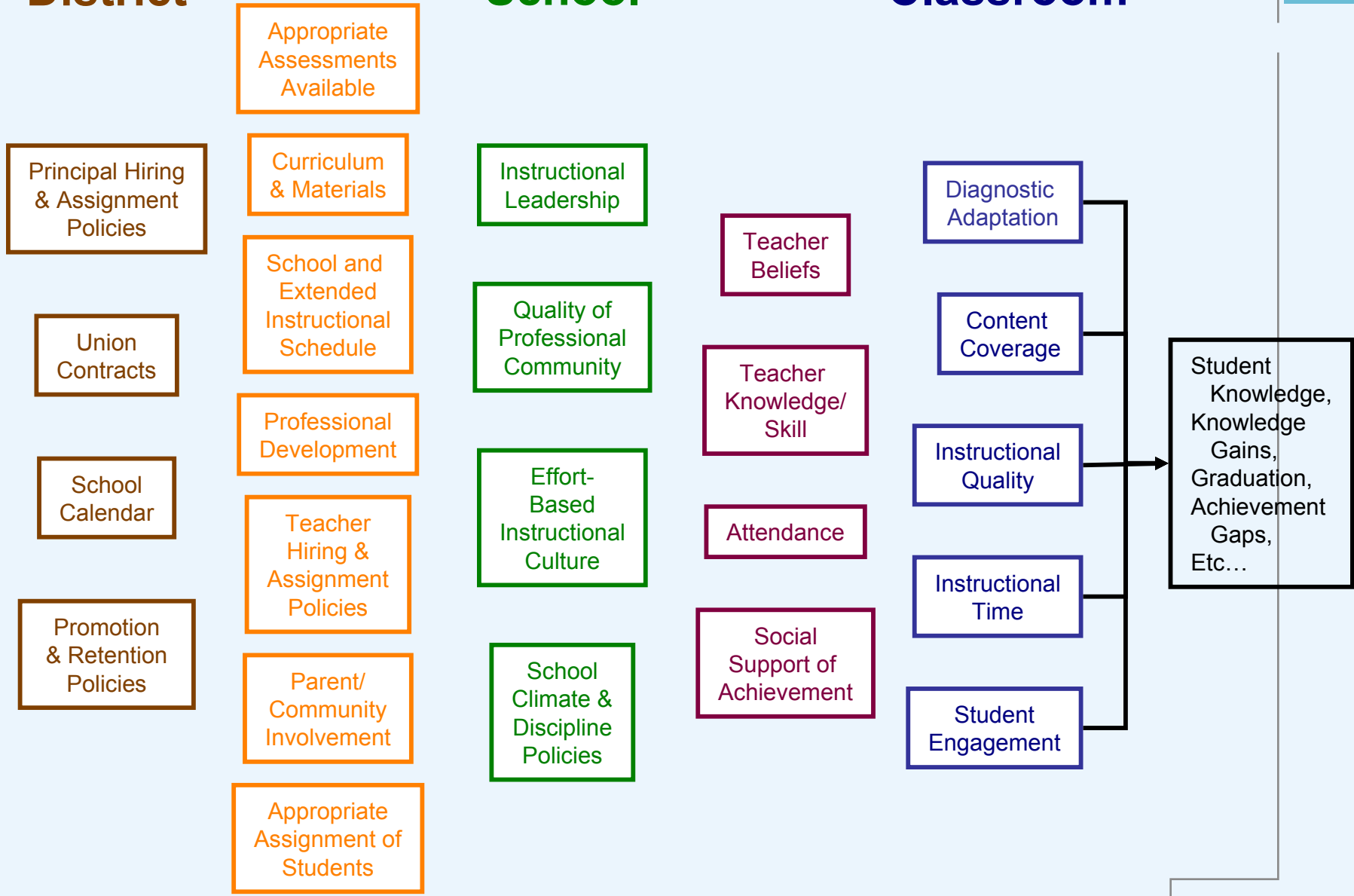
- Time
- Content Coverage
- Instructional Quality
- Diagnostic Adaptation
- Student Engagement

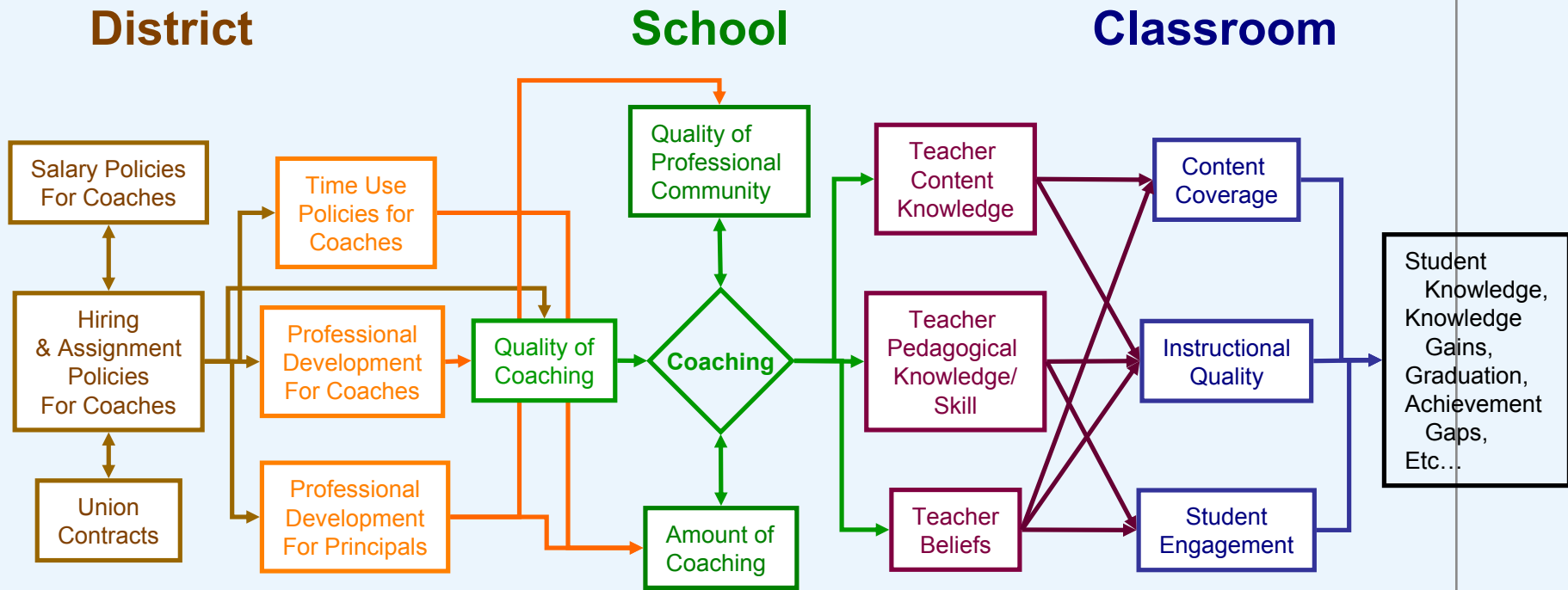
Adapted from J.B. Carroll's 1963 *Model of School Learning*

District

School

Classroom





Using the Process Mapping Concept

- As a tool for policy makers to set policies and monitor effectiveness
- As a tool to help school actors articulate their theories of action
- As a template for deciding what to measure
- As a formative assessment system for educators' work
- As a reporting system for the public

The State of Our Art (and Science): An Educated Gamble

- We are betting that established engineering systems methods *can be applied* to a very different kind of organization
- We are betting that *key actors in the organizations* will generate plausible and testable hypotheses
- We are betting that at least some of the tests will confirm current hypotheses
- We are betting that some of the tests will suggest new hypotheses worth testing
- We are betting on a continuous *formative measurement* of social, organizational and learning processes
- We are assembling a research/practice partnership