

San Francisco State University
Spring 2008

EDDL 941
Organizational Accountability and Strategic Planning

Select Saturdays, 9am – 1pm
Burk Hall, room 237

Instructors

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Course website: ilearn.sfsu.edu

Course objectives

In their seminal book, *Reinventing Government*, David Osborne and Ted Gaebler (1993) noted, “Measuring profit in business is fairly straightforward. Measuring results of government is not” (page 332). Indeed, while private businesses share a common goal and profit and have well-established means of measuring success, public organizations have neither. Instead, they often have multiple goals serving various stakeholders, each with their own challenges in measuring success or failure. Consider, for example, the goal of having “highly qualified teachers” in public primary and secondary schools, as established by the No Child Left Behind Act of 2001. While the goal is certainly reasonable and worthy, its measurement has been controversial. Does a college degree and credential constitute a highly qualified teacher? Furthermore, *whose* goal is this, and how was its measurement established? While the idea enjoys wide public support, teachers’ unions have objected to its methods of implementation.

This course surveys the major processes of establishing organizational and programmatic goals and measuring their performance in public organizations, with a focus on those in the field of education. It deliberately looks beyond educational institutions to the broader arena of the public sector because so many practices have been established there. Yet it will apply the lessons learned elsewhere to public education. The course is structured in three modules in temporal order of how any public organization establishes accountability. The first module reviews the processes of strategic planning, in which an organization or program establishes its goals and objectives. The second examines performance measurement, to track progress toward goals and identify opportunities for improvement. And the third surveys methods of program evaluation, to make summative conclusions on the success or failure of programs. The specific objectives of this course are as follows:

- To learn to facilitate the creation of strategic vision for organizations, leading to strategic plans and their implementation strategies.
- To learn and practice performance measurement in educational institutions.

- To learn frameworks and methods of program evaluation and apply them to educational programs.

Through this course, you will have not only a foundation for judging the qualities of existing accountability systems, but also skills and knowledge for developing new ones.

Course Requirements

The course objectives will be met through a combination of readings, written assignments, projects, and class participation. Assigned readings should be completed prior to the class meetings in which they are listed. This will facilitate class discussions and activities. Lectures and readings will supplement each other. They are not substitutes for each other. Thus, class attendance and participation is required and will enhance your and your classmates' learning.

Assuming your complete participation in the class, your grade will be based upon two projects: a strategic management project (40%) and a program evaluation project (60%). Details on these projects will be discussed in class. These projects will be broken into smaller, ungraded assignments so you get intermediate feedback before the final, graded, project is due. In general, your grade for each project will follow these guidelines:

<i>Grade</i>	<i>Standard</i>
A (90-100%)	Meets all requirements of the assignment in a sound, clear, thorough, and professionally presented manner.
B (80-89%)	Meets almost all of the requirements in a sound, clear, thorough, and professionally presented manner; or meets all of the requirements but lacks soundness, clarity, thoroughness, or professional presentation
C (70-79%)	Meets some of the requirements in a sound, clear, thorough, and professionally presented manner; or meets all of the requirements but lacks a combination of soundness, clarity, thoroughness, or professional presentation
D or F (<70%)	Less than the standard for "C". Both of these grades are failing.

Books

There are 5 required books for this course, listed below. Other required readings will be available on the course website or at other online sources identified by the professors.

- *Strategic Planning Module*
 - Bryson, John M. 2004. Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement, 3rd Edition Jossey-Bass; 3rd Edition.
 - Senge, Peter M. 2006. The Fifth Discipline: The Art and Practice of The Learning Organization. Currency Press.
 - Van der Heijden, Kees. 2005. Scenarios: The Art of Strategic Conversation San Francisco: Wiley.
- *Performance Measurement and Program Evaluation Modules*
 - Miller, Barbara A. 2007. Assessing Organizational Performance in Higher Education. John Wiley & Sons.
 - McDavid, James C. & Howthorn, Laura R.L. 2006. Program Evaluation & Performance Measurement: An Introduction to Practice. Sage.

Schedule

January 19: Orientation. (Gen and Stowers)

- Introductions
- Overview of course, readings, and assignments.

January 26: Visioning and Scenario Planning. (Stowers)

- Introduction to Strategic Management
- Scenario Planning and Visioning

Readings:

- *Everyone Reads:*
 - Van der Heijden, Kees. 2005. Scenarios: The Art of Strategic Conversation San Francisco: Wiley. Available at SFSU Bookstore.
 - Lundberg, Kristin. 2001. Private Food Service in Houston's Public Schools? Rod Paige's School-Reform Campaign and the Outsourcing Controversy. Kennedy School of Government Case Program. Available at <http://www.ksgcase.harvard.edu/>.
- *Assigned Readings With Class Presentations and 1 Page Summaries to Distribute:*
 - Bloom, Michael J. and Menefee, Mary K. 1994. Scenario Planning and Contingency Planning. Public Productivity & Management Review, (17) 3: pp. 223-230. EDDL 941 iLearn.
 - Snoek, Marco. 2003. The Use and Methodology of Scenario Making. European Journal of Teacher Education. 26 (1): pp. 9-19.

February 9: Strategic Planning. (Stowers)

- Strategic Planning
- Bring Overhead Slides of Mission Statement, Goal & Objectives.

Readings:

- *Everyone Reads:*
 - Bryson, John M. 2004. Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement, 3rd Edition Jossey-Bass; 3rd Edition.
- *Assigned Readings With Class Presentations and 1 Page Summaries to Distribute:*
 - Les Bell, 2002. Strategic planning and school management: Full of sound and fury, signifying nothing? Journal of Educational Administration, 40(4/5), 407-424. Retrieved August 13, 2007, from ProQuest Education Journals database. EDDL 941 iLearn.
 - Calder, William Berry. 2006. Educational leadership with a vision. The Community College Enterprise, 12(2), 81-89. Retrieved August 13, 2007, from ProQuest Education Journals database. EDDL 941 iLearn.
 - Collins, 2002. Shared Governance in the California Community Colleges Academe Online. Go to <http://aaup.org/AAUP/pubsres/academe2002/JA/Feat/Coll.htm> to read.
 - Hambright, Grant and Diamantes, Thomas. 2004. Definitions, Benefits, and Barriers of K-12 Educational Strategic Planning. Journal of Instructional Psychology, 31(3), 233-239. Retrieved August 13, 2007, from ProQuest Education Journals database. EDDL 941 iLearn.
 - Hambright, Grant and Diamantes, Thomas Diamantes. 2004. An Analysis of Prevailing K-12 Educational Strategic Planning Models. Education, 125(1), 97-103. Retrieved August 13, 2007, from ProQuest Education Journals database. EDDL 941 iLearn.
 - Lumby, Jack. 1999. Strategic Planning in Further Education: The Business of Values. Educational Management Administration Leadership. 27 (1): pp. 71 - 83. EDDL 941 iLearn.

- Mather, Ian. 1998. Rethinking School Planning: A Case Study of Southlands Community College. School Leadership and Management 18(4): 475-484. EDDL 941 iLearn.
- McPhail, Christine Johnson and McPhail, Irving Pressley. 2006. Prioritizing Community College Missions: A Directional Effort. New Directions for Community Colleges Winter 2006 (136): pp. 91-99. EDDL 941 iLearn.
- RP Group Center for Student Success. 2005. Environmental Scan: A Summary of Key Issues Facing California Community Colleges Pertinent to the Strategic Planning Process. Go to <http://www.rpgroup.org/documents/projects/CCC-StrategicPlan/EvScanCCC-StrategicPlan-RPCSS-07-05.pdf> to read.

February 23: Implementing the Plan—Strategic Management. (Stowers)

- Implementing the Plan: Strategic Management and Its Tools
- Quality Management and Assurance
- Connection to Performance Management.
- MBO, TQM, Quality Circles, Performance Budgeting, Contracting, Becoming a Learning Organization.

Readings:

- *Everyone Reads:*
 - Senge, Peter M. 2006. The Fifth Discipline: The Art and Practice of The Learning Organization. Currency Press.
 - Walpole, Marybeth and Noeth, Richard. 2002. The Promise of Baldrige for K-12 Education: ACT Policy Report. Iowa City, Iowa: ACT Office of Policy Research. Available at <http://www.act.org/path/policy/pdf/baldrige.pdf> and EDDL 941 iLearn space.
- *Assigned Readings With Class Presentations and 1 Page Summaries to Distribute:*
 - Burch, Patricia. 2006. The New Educational Privatization: Educational Contracting and High Stakes Accountability. Teachers College Record 108 (12): pp. 2582-2610. EDDL 941 iLearn.
 - Drapeau, Suzanne. 2002. Early Signs of Success: A Case Study in the Organizational Transformation of a Community College. Presented at the Association for Institution Research, International Forum, Toronto, May 2002. Downloaded on August 13, 2007 from ERIC. Read pages 1-19 and pages 30-35 (skim rest) available in EDDL 941 iLearn space.
 - Israel, Cary A. and Kihl, Brenda. 2005. Using Strategic Planning to Transform a Budgeting Process. New Directions for Community Colleges 132 (Winter 2005): pp. 77-86. EDDL 941 iLearn.
 - Kirby, Sheila Nataraj. 2004. Chapter 2: Malcolm Baldrige National Quality Award Program, pages 11- 33. In Brian Stecher & Sheila Nataraj Kirby (eds.). 2004. Organizational Improvement and Accountability: Lessons for Education from Other Sectors. RAND Corporation. EDDL 941 iLearn.
 - Peskin, Myron I. and Robinson, Maura. 1994. Quality in K-12 Education: Parameters for World Class Achievement. International Journal of Value-Based Management 7: pp. 275-291. EDDL 941 iLearn.
 - Smialek, Mary Ann. 1995. TQM in K-12 Education. Quality Progress May 1995: pp. 69-72. EDDL 941 iLearn.
 - Solomon, Lewis D. 2003. Edison Schools and the Privatization of K-12 Public Education: A Legal and Policy Analysis. Fordham Urban Law Journal 30(2003): pp. 1-25. EDDL 941 iLearn.
 - Spanbauer, Stanley J. 1995. Reactivating Higher Education with Total Quality Management: Using Quality and Productivity Concepts, Techniques and Tools to Improve Higher Education. Total Quality Management 6 (5-6): pp. 519-537. EDDL 941 iLearn.

March 8: Performance measurement. (Gen)

- Formative evaluations with performance measurement: process and output assessments
- Qualities of operational measures
- Performance measurement systems; California K-14 accountability frameworks

Readings:

- *Everyone Reads:*
 - Advisory Committee for the Public Schools Accountability Act of 1999. 1999. Framework for The Academic Performance Index. California State Board of Education.
 - California Department of Education. 2007. Overview of California's 2006-07 Accountability Progress Reporting System. California Department of Education.
 - Drummond, M. & Perry, P. 2007. Focus on Results: Accountability Reporting for the California Community Colleges. California Community Colleges System Office. Select excerpts.
 - McDavid, J., & Hawthorn, L. 2006. Program Evaluation & Performance Measurement: An Introduction to Practice. Sage. Chapters 8, 9, 10.
 - Miller, B. 2007. Assessing Organizational Performance in Higher Education. Jossey-Bass. Skim chapters 1, 2, 3.
- *Assigned Readings With Class Presentations and 1 Page Summaries to Distribute:*
 - General readings
 - Behn, R. 2007. What All Mayors Would Like to Know About Baltimore's CitiStat Performance Strategy. IBM Center for the Business of Government.
 - Government Performance and Results Act of 1993.
 - Osborne, D. & Gaebler, T. 1993. Appendix B: The art of performance measurement. In Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. Plume.
 - Stecher, B. & Kirby, S. (eds) 2004. Organizational Improvement and Accountability: Lessons for Education from Other Sectors. RAND. Chapters 3, 4, 5, 6, 7, 8, 9.
 - K-12 readings
 - Fountain, J. 2001. Using performance measures in K-12. School Business Affairs, November: 6-11.
 - Hamilton, L., Stecher, B., Klien, S. (eds.) 2002. Making Sense of Test-Based Accountability in Education. RAND. Summary.
 - Mintrop, H. & Trujillo, T. 2007. The practical relevance of accountability systems for school improvement: a descriptive analysis of California schools. Education Evaluation and Policy Analysis, 29(4): 319-352.
 - Patusky, C., Botwinik, L., & Shelley, M. 2007. The Philadelphia SchoolStat Model. IBM Center for the Business of Government.
 - CC readings
 - Kingsbury, A. 2007. The measure of learning. Can you test what colleges teach? Academics are appalled that the government wants to try. U.S. News & World Report. March 12. AND...
 - California Postsecondary Education Commission. 2006. On the Path to Higher Education Accountability: Recommendations from the Accountability Advisory Committee. California Postsecondary Education Commission.
 - Malandra, G. 2005. Creating a higher education accountability system: the Texas experience. National Commission on the Future of Higher Education. AND...
 - The University of Texas System. 2005. A transparent approach to higher education accountability developed and implemented by the University of Texas System. The University of Texas System.
 - RP Group. 2005. Briefing paper on performance evaluation within an accountability system: an addendum to the AB 1417 performance reporting project report. The RP Group.

Class Activities:

- Identifying performance variables and developing measures
- Frontline video: Testing Our Schools

April 5: Data collection methods; program theory. (Gen)

- DUE: Strategic planning critique
- Data collection for performance measurement and program evaluation
- Explicating theories of cause and effect

Readings:

- *Everyone Reads:*
 - Fowler, F. 2002. Survey Research Methods. 3rd edition. Sage. Chapters 5-6.
 - Hatry, H., Fisk, D., Hall, J., Schaenman, P., & Snyder, L. 2006. How Effective Are Your Community Services? Procedures for Performance Measurement. 3rd edition. The International City/County Management Association and The Urban Institute. Chapters 9, 10, 13, 14, appendices 4, 5, 9
 - McDavid, J., & Hawthorn, L. 2006. Program Evaluation & Performance Measurement: An Introduction to Practice. Sage. Chapters 1, 2.
 - Miller, B. 2007. Assessing Organizational Performance in Higher Education. Jossey-Bass. Chapters 4, 5, 6.
- *Assigned Readings With Class Presentations and 1 Page Summaries to Distribute:*
 - Miller, B. 2007. Assessing Organizational Performance in Higher Education. Jossey-Bass. Worksheets 5.1 through 5.16.

Class activities:

- Data collection instrument design competition.
- Developing logic models based on program descriptions. (Select a program at your workplace. Bring program literature that provides an overview of the program, its goals and objectives, its services or components, its eligibility requirements or target population, etc.)

April 26: Evaluation of outcomes. (Gen)

- Summative evaluations: outcome assessments
- Evaluation designs

Readings:

- *Everyone Reads:*
 - McDavid, J., & Hawthorn, L. 2006. Program Evaluation & Performance Measurement: An Introduction to Practice. Sage. Chapters 3, 4, 5.
- *Assigned Readings With Class Presentations and 1 Page Summaries to Distribute:*
 - General readings
 - Abbott, D.A., Meredith, W.H., Self-Kelly, R. & Davis, M.E. 1997. The influence of a Big Brothers program on the adjustment of boys in single-parent families. Journal of Psychology, 131: 143-156.
 - Smith, G.C.S. & Pell, J.P. 2003. Parachute use to prevent death and major trauma related to gravitational challenge: systematic review of randomised controlled trials. British Medicine Journal, 327: 1459-1461.
 - K-12 readings

- James-Burdumy, S., Dynarski, M., & Deke, J. 2007. When elementary schools stay open late: results from the national evaluation of 21st Century Community Learning Centers program. Educational Evaluation and Policy Analysis, 29(4): 296-318.
- Kremer, M. 2005. The role of randomized evaluations in making progress towards universal basic and secondary education. Brookings Institution. Retrieved January 18, 2008 at http://www.brookings.edu/papers/2005/11education_kremer.aspx.
- CC readings
 - Gen, S. 2007. Evaluation of the Student Support Services (SSS-TRIO) Program at San Francisco State University: First Time Freshmen in Academic Year 2005-2006. Public Research Institute.

Class Activity:

- Class experiments with and without humans.

May 3: Analytic methods in performance measurement and evaluation. (Gen)

- Frameworks for analysis
- Select descriptive and inferential tools

Readings:

- *Everyone Reads:*
 - Poister, T. 2003. Measuring Performance in Public and Nonprofit Organizations. Jossey-Bass. Chapters 6 and 7.
 - Weiss, C. 1998. Evaluation. 2nd edition. Prentice Hall. Chapter 12.
 - Other readings on statistics to be determined.

Class Activity:

- Trouble shoot program evaluation projects. (Come to class with any data analysis or other problems.)

May 17: Organizational accountability symposium. (Gen & Stowers)

- DUE: Program evaluation project

Readings:

- *Everyone Reads:*
 - McDavid, J., & Hawthorn, L. 2006. Program Evaluation & Performance Measurement: An Introduction to Practice. Sage. Chapter 11.
 - Joint Committee on Standards for Educational Evaluation. N.D. The Program Evaluation Standards. Retrieved August 8, 2005 at <http://www.eval.org/EvaluationDocuments/progeval.html>

Class Activity:

- Present either your strategic planning critique or your program evaluation project.