

Organizational Capacity, Strategic Planning and Quality Assurance – Enabling Transformation

What does success look like and how do you get there?

The goal

To improve student outcomes, most schools focus on improving the level at which students learn. But to truly usher in impactful change, we must transform behaviors – both learning behaviors of students and teaching behaviors of staff.

How do you update behaviors?

There are four main steps to ensuring your proposed implementations align with behavioral change.

1. Craft a rationale for change that illustrates how specific changes to learning and teaching will increase learning outcomes¹
2. Map out how your system and school leaders will role-model new behaviors and practices²
3. Strengthen the capacity of your leaders and teachers so they can make the required changes
4. Introduce evaluation and accountability mechanisms that continually reinforce behavioral change.³

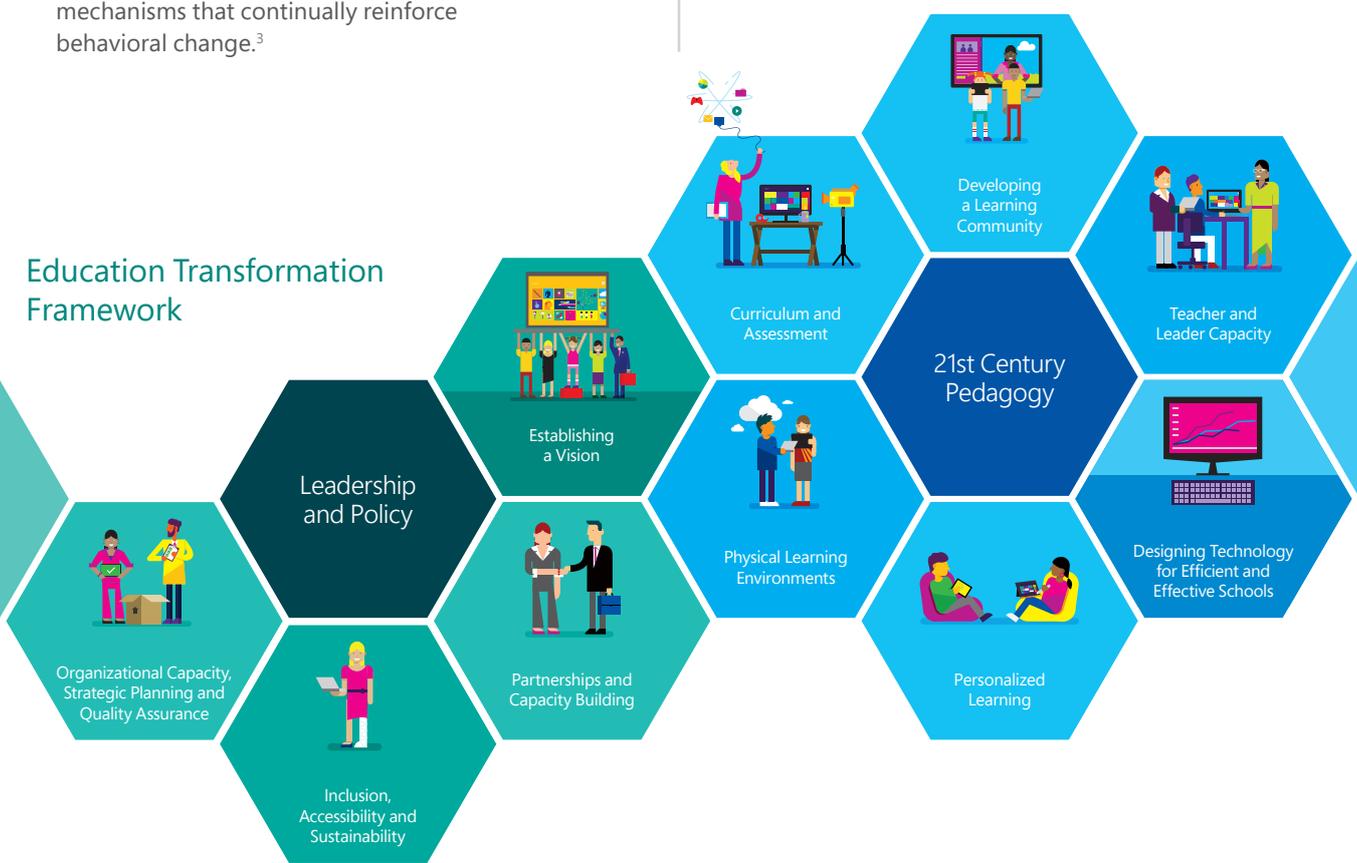
Professional development is a key lever

Quality professional development is crucial. It creates success stories like Hong Kong: in 2001, the country ranked 17th in the Progress in International Reading Literacy Study (PIRLS), but by changing teaching behaviors, Hong Kong jumped to 2nd in 2006, improving again in 2011.⁴

There is a natural flow of changes that stem from improving professional development. Firstly, evidence points to the crucial importance of feedback for teachers.⁵ Implementing this teacher feedback then requires more collaboration, classroom observation and evaluation tools,⁶ which, in turn, necessitates top-down organizational and behavioral change.⁷

Hong Kong invested in teachers' skills and provided resources for curriculum and pedagogy changes. This included an induction toolkit, 150 hours' professional development, in-school support programs and more.⁸

Education Transformation Framework



Guiding questions

What current practices and approaches work? What don't?

What is our vision for an innovative learning environment?

Which learning outcomes and curriculum requirements need to be developed to achieve this vision?

How do our staff and teachers currently behave? What works? What doesn't?

What are the minimum qualifications/expectations for new and existing teachers?

Which policies will need to be created, changed, enhanced or developed to support teachers and staff in their work and continual learning?

What impact will the vision have on learning outcomes?

On teacher requirements and expectations? Funding, costs and parents?

How can technology help change behaviors?

Once your vision is in place, technology is a great way to support students, staff and teachers. You can provide new learning capabilities, upgrade professional development and enhance communication.

- Microsoft Office 365 Education and Lync supports collaboration between teachers and students in schools
- Microsoft 21st Century Learning Design Rubrics help schools develop pedagogical approaches to develop 21st century skills
- The Microsoft Educator Network is used as a professional development resource and support network for thousands of teachers and professionals.

Resources

Whitepaper: Enabling Transformation with Strategic Planning, Organizational Capacity and Sustainability

Written by Ben Jensen, the CEO of Australian education consultancy firm Learning First, this paper proposes behavioral change, alignment and implementation strategies.

The complete version is available at microsoft.com/education/leaders

Workshop: How to Build a Strategic Plan

To organize a workshop, contact your Microsoft Education Specialist.

References

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8. A range of school-based support services and resources is provided for each level of schooling – Kindergartens, primary and secondary schools. See Education Bureau (2014). A whole suite of in-school support programs operate including a Principal Support Network, Professional Development Schools Scheme for schools to share their learnings with each other, University – School Support Program to provide Education Bureau (2014) Assessment for Learning, retrieved 29 May 2014 from <http://www.edb.gov.hk/en/curriculum-development/assessment/about-assessment/assessment-for-learning.html>

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