Microsoft

Organizational Capacity, Strategic Planning and Quality Assurance – Monitoring and Evaluation

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

The goal

Schools can quickly achieve a complete, whole-system transformation when quality assurance is effectively deployed.[1] Although each school needs to tailor their approach to their own goals, monitoring and evaluation help transformation programs define and measure quality, gauge progress, increase stakeholder participation and empower leaders to drive change.

How do you enact whole-system reform?

Begin by defining the measurable changes in students, teachers, staff and schools that will indicate a successful transformation. Typical key indicators of a positive transformation are: a supportive school culture, participatory principal leadership, collaborative peer mentoring, engaged professional learning and adoption of new innovative teaching methods. To deploy quality assurance, indicators such as these need to be agreed upon and tracked, giving you a framework for monitoring and evaluation.[2]

Once your vision of success is defined, it is recommended to use a mix of summative and formative assessment to measure it.[3,4]

The steps to successful quality assurance

School transformation is only as good as your ability to measure it. Quality assurance enables schools to define success, develop clear goals, promote high levels of engagement, foster ongoing communication, monitor progress, identify problems and develop solutions.

To achieve this, follow four key steps:

- Ensure your desired outcomes are created with staff and teacher input, are realistic, and, where possible, within the control of the program
- Make sure the strategies you select are flexible, so they can be adapted as needed
- Build local buy-in through participatory monitoring and evaluation, to create the capacity to sustain an effective program
- Plan for monitoring and evaluation from the outset.

Education Transformation Framework

Developing a Learning Community

Curriculum and Assessment

Teacher and Leader Capacity

Establishing a Vision

21st Century Pedagogy

Leadership and Policy

Physical Learning Environments

Designing Technology for Efficient and Effective Schools

Organizational Capacity, Strategic Planning and Quality Assurance

Partnerships and Capacity Building

Personalized Learning

Inclusion, Accessibility and Sustainability

Guiding questions

What are the current global trends relating to measurement, monitoring and evaluation?

How should we measure success and what system of metrics should we employ? What are the Key Performance Indicators?

How ready is our community for change?

Are we settling for incremental improvements when we could be introducing innovation that will fundamentally transform learning?

Are we targeting change in too few or too many areas?

What processes will ensure quality in content, professional development, leadership, and academic results?

How can technology help quality assurance?

Since many forms of assessment are moving online, technology is becoming a core part of monitoring and evaluation. This paper acknowledges several Microsoft technologies that are being used to enable new 21st century quality assurance methods.

- Microsoft Surface devices equipped with Windows 10, Office 365 Education, OneNote and Moodle are being used to organize and monitor teaching and learning

- Online assessments are being managed with Windows InTune for Cloud-based Mobile Device Management, as well as cross-platform mobile devices equipped with Office

- Microsoft SharePoint is being used to manage e-Portfolio services and resources.

Resources

Whitepaper: Quality Assurance: Monitoring and Evaluation to Inform Practice and Leadership

Written by Dr. Tom Clark, President of TA Consulting, this whitepaper analyzes how monitoring and evaluation can be used to improve school systems and education results. It also provides guides and examples for leaders.

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

Workshop: Deep Dive on Monitoring and Evaluation

To organize a workshop, contact your Microsoft Education Specialist.

References
1. Fullan, M. (2011). Whole system reform for innovative teaching and learning. In Microsoft-ITL Research (Ed.), Innovative Teaching and Learning Research (pp. 30-39).
2. Cavanaugh, Hargis, Soto & Kamali, 2013; Greaves, Hays, Wilson, Gielniak, & Peterson, 2013.
3. Patton, M. Q. (2008). Utilization-focused evaluation. 4th ed. Thousand Oaks, CA: Sage Publications.
4. Wholey, J. S., Hatry, H. P., & Newcomer, K. E. (Eds.). (2010). Handbook of practical program evaluation. 3rd Ed. San Francisco: Jossey-Bass.

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