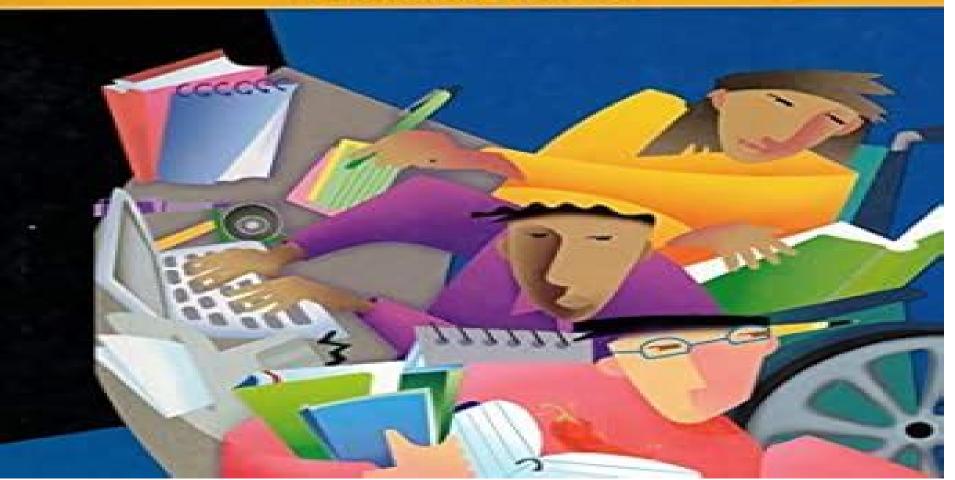




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Resources in Education .2000 Managing School Districts for High Performance Stacey Childress, 2007 Managing School Districts for High Performance brings together more than twenty case studies and other readings that offer a powerful and transformative approach to advancing and sustaining the work of school improvement At the center of this work is the concept of organizational coherence aligning organizational design human capital management resource allocation and accountability and performance improvement systems to support an overarching strategy This central idea provides a valuable conceptual framework for current and future school leaders. The case studies presented in Managing School Districts for High Performance grow out of the Public Education Leadership Project PELP a unique partnership between the Harvard Business School the Harvard Graduate School of Education and a network of urban school districts This rich array of cases explores the managerial challenges districts face as they seek to ensure rich learning opportunities and high achievement for all students across a system of schools This book of insightful case studies fills a void long felt by educational administrators in search of practical real world training tools It will serve as a catalyst for the tough conversations district leaders need to have about achieving high quality outcomes for all students The Broad Center for the Management of School Systems has used many of these cases with great success and we are excited that they are now compiled into a single collection Dan Katzir Managing Director The Broad Foundation This volume is not a treatise about how schools and districts should work Rather it provides a deep immersion in the real dilemmas involved in advancing school district reform Anyone who works through these cases cannot help but come away with a more informed vision for change a more reflective orientation about the interrelationships among the multiple tasks involved and a more prudent grasp of what it takes to educate all children to high academic standards The course of study presented by Managing School Districts for High Performance should be required professional education for anyone charged with advancing a coherent agenda of school improvement in our diverse demanding and rapidly changing society Anthony S Bryk Spencer Professor of Organizational Studies Stanford University This set of case studies offers practitioners policymakers and scholars the opportunity to learn from the collective wisdom and real life experiences of educational leaders involved in systemic transformation Implementing coherent reform strategies designed to improve and sustain student performance often takes place in a vacuum As a former urban superintendent I believe that these selected educational case studies provide a compelling forum for shared experiential teaching and learning Arlene Ackerman Christian A Johnson Professor of Outstanding Educational Practice Teachers College Columbia University This collaboration between the Harvard Business School and the Harvard Graduate School of Education provides a set of analytical tools to address the most complex and challenging issues facing urban public schools The contemporary case studies document actual choices and constraints and point to patterns and similarities across organizations from urban schools to corporate environments Carol Johnson Superintendent Boston Public Schools Stacy

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