

Enterprise Alignment and Accountability System for Education (EA²SE)



The Enterprise Alignment and Accountability System for Education (EA²SE) is a framework of tools and processes designed to support educational leaders in managing strategic progress and continuous quality improvement.

- Does your organization effectively align effort at all levels to implement the Strategic Plan?
- Do you struggle to complete important improvement initiatives on time, on budget, with the desired results?
- Do you have timely access to the data and information needed to evaluate and/or adjust strategies?

Aligning Leadership, Learning, and Technology for Nearly Three Decades

ENTERPRISE ALIGNMENT AND ACCOUNTABILITY SYSTEM FOR EDUCATION (EA²SE)

For over a decade, the Center for Educational Leadership and Technology (CELT) has worked with a number of organizations to adapt a set of essential private sector management techniques for public education organizations. This work included the University of Virginia's Darden School of Business and Curry College of Education, the US Department of Education, notable foundations and education industry thought leaders. The result of this work is that a number of private sector management disciplines have been adapted for education agencies – both state and local. These disciplines include the Balanced Scorecard (BSC) approach to strategic planning and measurement, change management, executive project oversight, continuous process improvement, data and IT governance, enterprise architecture and organizational capability modeling. These disciplines, when used together, form the key components of an Enterprise Alignment and Accountability System for Education (EA²SE).

EA²SE initially grew out of the Charlotte-Mecklenburg Schools (CMS) where Project Management and BSC components were implemented in 1998. As their careers grew, CMS leaders carried these techniques to new assignments across the country. In 2004, the Darden/Curry Partnership for Leaders in Education (PLE) at the University of Virginia made components of EA²SE a key cornerstone of an executive leadership program offered to six state agencies and 25 select local agencies through funding from the Wallace Foundation. EA²SE continues to grow and expand to education agencies across the nation including management of the massive reform efforts funded by Race to the Top grants in Hawaii, Florida, Tennessee and Delaware.

How can EA²SE Benefit your Educational Organization?

Education is difficult to manage, yet most educational leaders are educators first, leaders second, and managers perhaps not at all. Management techniques have been well developed in the private sector, but many have failed to transfer to education due to essential differences between the two. There are at the same time similarities between many aspects of private and public institutions, and educational leaders can take advantage of much their counterparts in the private sector have learned.

EA²SE provides a framework for organizing a wide range of proven management and technology techniques to support the core

processes and strategic needs of school systems in improving their students' achievement. The Balanced Scorecard Process places the Strategic Plan at the center of operations while Project Management and Process Improvement disciplines assure effective implementation and continuous improvement. The Strategic Plan should also inform the structure of the organization and the technological infrastructure that supports learning, teaching, and administration. When the EA²SE framework and processes are applied throughout the organization, efforts and resources at all levels are aligned for maximum effectiveness.



"Staying the course to success requires a strategic management system that provides for organizational discipline regarding focus, tracking of metrics and consistent accountability."

– Dr. James Pughsley

Closing the Knowing-Doing Gap challenges all organizations

The EA²SE framework organizes a wide variety of tools and processes to let you do a better job serving your students' needs. CELT supports your staff to develop new skills, tools, and ways of working that will make your organization more effective at implementing strategic plans. You already know what you need to do – let EA²SE help you do it!



Contact CELT so that we may custom design a program especially for you and your organization!

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MAJOR COMPONENTS OF THE EA²SE MODEL

Project Management Oversight Committee

Implementation and management of the EA²SE framework is the responsibility of the leadership team, requiring the commitment of time and attention to the process of managing the organization. The Project Management Oversight Committee (PMOC) blends the concepts of change management, executive project oversight and project management into a weekly forum of the leadership team focused on strategic planning, implementation, and continuous quality improvement.

Organizational Capacity

Moving any organization from good to great requires the right people with the right skills in the right places. Most strategic plans address attracting, developing, and retraining a highly effective workforce. But this is only part of the equation for operational excellence. A workforce needs to be aligned in their roles and supportive of strategic intent and reform initiatives. CELT has adapted private-sector tools and techniques for modeling future-state organizational capabilities and processes that define how roles, skills and information align in support of strategic intent and reform initiatives. These tools close the gap in understanding organizational change that often exists between strategic thinking and execution.



Process Improvement

Strategic progress resulting from the BSC and PMOC processes needs to be sustained in order to have an impact on student achievement. In addition, many other important operating processes in educational organizations need to become both more efficient and more effective. Process improvement techniques support leadership in defining, assessing, and managing work for more consistent quality and results.

Balanced Scorecard

The Balanced Scorecard (BSC) process as adapted for education by EA²SE is an ongoing, continuous plan-do-check-act cycle for establishing and executing the organization's strategic direction. This process assures implementation of existing strategic plans by defining measurable objectives and targets along with clear plans of action and accountability. Leadership uses this process to monitor and manage strategic progress.

Project Management

The best strategic plan is of little value unless it is effectively implemented. The EA²SE framework connects the BSC with Project Management to ensure strategic intent is turned into well-organized work that is managed carefully to completion. This places the organization's leadership at the center of a well-coordinated method for defining, launching, overseeing and assessing the key projects defined as necessary for strategic success, blending organizational change management with executive leadership accountability and oversight.

Knowledge Environment

An organization's Knowledge Environment is the landscape in which employees work and students learn. It includes the full range of information from educational digital content and assessment data to information on how students learn individually to HR and financial data. Managing this much information effectively in such a way as to ensure quality as well as data privacy requires organizational discipline. CELT has adopted data and IT governance practices for education that help an agency get its arms around this vexing data management issue. Additionally, CELT has an information architecture approach to designing data systems that facilitates data integration and management.

How does an organization get involved with EA²SE?

The initial step for any organization interested in implementing the EA²SE framework and techniques is the formation of the PMOC – a regular, one-hour meeting of the leadership team that will focus on strategic planning and implementation. This group will manage the transition of the existing Strategic Plan to a BSC format, developing measurable objectives, strategies, and measures. The PMOC can begin to apply the EA²SE Project Management process to any organizational initiatives currently in development. Ultimately the BSC will indicate a set of PMOC projects to implement the strategies. The PMOC can also begin to apply the EA²SE Process Improvement techniques to important organizational activities and to sustain strategic improvements.

CELТ provides training for executive leadership, project managers, process owners, and other staff on the PMOC, BSC and PI processes, and facilitates working sessions to:

- Implement PMOC process
- Facilitate initial meetings
- Develop initial set of project agreements
- Develop initial set of Process Definitions
- Develop BSC from Strategic Plan

The PMOC is at the center of the EA²SE approach, using the BSC to identify the most important things to do and assuring the work is done well. Specific initiatives in the areas of Organizational Capacity and the Knowledge Environment should be driven by the strategic plan and overseen by the PMOC.

Because the needs of every educational organization are different, CELТ partners with you from the onset starting with a consultation designed to identify how to best tailor EASE tools and approaches to your organization's particular needs.

About CELТ... For nearly three decades CELТ has helped align leadership, learning, and technology in support of improved student achievement by working collaboratively with educational organizations to support and transform teaching, learning, and administrative processes. CELТ is one of the largest and most comprehensive providers of research, planning, and implementation services for public/private schools, education service agencies, and departments of education. CELТ's purpose is to help learning organizations attain their vision, mission, and goals by integrating high-quality, mission-critical programs, services, and technology with the organization's people and processes in a timely, efficient, and cost-effective way.



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