This course supports the assessment for Process Management for Educational Leaders. The course covers 6 competencies and represents 3 competency units.

Introduction

Overview

This course reviews best practices in process management for educational leaders, as well as an evaluation of your case study site’s process management policies and practices.

Getting Started

The assessments for this course will require you to interview administrators in your case study setting, conduct observations, and collect data.

Understanding process management is an integral component of educational leadership. Principals must ensure a fluid process in implementing their initiatives. How principals lead schools from point A to point B will determine whether goals are reached.

Competencies

This course provides guidance to help you demonstrate the following 6 competencies:

- **Competency 610.7.0: Readiness**
  This competency exists to assess the readiness of students.

- **Competency 610.7.1: Organizational Competencies**
  The graduate investigates the core competencies of an educational organization.

- **Competency 610.7.2: Work System Design**
  The graduate investigates how a PK-12 school organization designs its work systems and key processes.

- **Competency 610.7.3: Work Processes**
  The graduate evaluates how a PK-12 school organization implements, manages, and improves its key work processes to deliver student and stakeholder value.

- **Competency 610.7.4: Achieving Organizational Success**
  The graduate examines how a PK-12 school organization plans for organizational success and sustainability.

- **Competency 610.7.5: Decision-Making Process Management**
  The graduate evaluates the use of decision-making process management models in educational organizations.

Teaching Dispositions Statement

Please review the [Statement of Teaching Dispositions](#).
Course Instructor Assistance
As you prepare to demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals.

Successful students report that working with a course instructor is the key to their success. You should expect to work with course instructors for the duration of your coursework, so you are welcome to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources

The learning resources listed in this section are required to complete the activities in this course. WGU has provided automatic access through the course. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Learning Resources

You will be automatically enrolled at the activity level for the following learning resources. Simply click on the links provided in the activities to access the learning materials.

VitalSource E-Texts

The following textbooks are available to you as e-texts within this course. You will be directly linked to the specific readings required within the activities that follow.


Note: These e-texts are available to you as part of your program tuition and fees, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.

TeacherPrep Modules

You will use the articles associated with each of these modules throughout this course.
Other Learning Resources

You will use the following learning resources for this course.

Education Criteria for Performance Excellence
You will access the following Baldrige National Quality Program resource:

- [Education Criteria for Performance Excellence](#)

Optional Textbook
The following textbook is recommended as a supplement for students seeking additional understanding of the concepts addressed in this course.


*Note: You may purchase the textbook through a retailer of your choice. Be sure to use the ISBN listed to ensure that you receive the correct edition.*

Pacing Guide

The pacing guide suggests a weekly structure to pace your completion of learning activities.

**Week 1:**

- Analyzing and Improving the Organizational Competencies of an Educational Institution or Organization
- Task 610.7.1-01-05

**Week 2:**

- Designing Effective Work Systems
- Task 610.7.2-01-04

**Week 3:**

- Crisis Planning and Response
- Work Processes in Educational Institutions and Organizations
- Task 610.7.3-01-06

**Week 4:**

- Leading Organizations
- Task 610.7.4-01-03
Week 5:
- Identifying the Next Leader
- Case Study Application

Week 6:
- Managerial Decision Making

Organizational Competencies in Educational Leadership

Organizational competencies in educational leadership encompass an array of behaviors and actions of educational leaders. These are important factors in the pursuit of meeting the organization's or institution's measurable performance objectives.

Analyzing and Improving the Organizational Competencies of an Educational Institution or Organization

This section will show you ways to analyze and improve the organizational competencies relevant in your case study. You will develop the perspective necessary to evaluate this critical component.

Organizational Core Competency

Read the following article by Marin and Leinbach (February, 2016).

- Core Competencies

Vision and Change

Read the following chapters in The Principal's Companion:

- chapter 7 ("Understanding, Planning, and Implementing Change")
- chapter 8 ("Building a Vision and a Mission Together")

Answer the following discussion items in your notebook.

- What are the espoused organizational competencies of your case study site?
- Are they aligned with the authors' suggestions?

Approaching Administrators: A Discussion

Discuss with your mentor any questions you have regarding the case study approach as well as how to approach administrators in your case study setting, particularly in reference to the material you have just read and reviewed.
Case Study Application for Performance Task 610.7.1-01-05

Review the directions for performance task 610.7.1-01-05 and discuss them with your supervising administrator at your case study site.

Complete: 610.7.1-01-05 Performance Task

Complete the following task in your course:

- Proc. Mngt. for Ed. Ldrs.: 610.7.1-01-05

For details about this performance assessment, see the "Assessment" tab in this course.

Work System Design

Work system design in educational institutions and organizations is a critical topic. School leaders, particularly at the administrative level, bear responsibility for designing work systems that ensure a smooth progression toward meeting the school system's performance objectives.

Designing Effective Work Systems

In this section, you will examine your organization's core competencies, work systems, and design of work processes, with the aim of creating value for your students and other key stakeholders. It also aims to improve your organization's educational effectiveness, prepare for potential emergencies, and achieve organizational success and sustainability.

School Policy

Module 11

Read the following articles and respond to the reflection questions at the end of each article. Your responses will automatically be sent to your course instructor.

Article 1: Decisions That Have Shaped U.S. Education
Article 2: Making Inclusive Education Work
Article 3: No Homework Left Behind

After reading the articles in this module, you should be able to:

- Review landmark Supreme Court rulings that have shaped educational policy in regard to equality in education, freedom of expression, discipline and school safety, and religion.
- Gain insight into how practice can influence policy and, conversely, how policy shapes practice.
- Examine the influence of governmental policy and law on school district policies and programs.
Examine policy management at both the school and district levels.

Discussion and Reflection

Complete the reflective activities at the end of module 11 and discuss them with your mentor. How would you evaluate the effectiveness of the work systems present in your case study school setting?

Case Study Application for Performance Task 610.7.2-01-04

Watch the following video to gain a better understanding of key terms used in the performance task description:

- Work Systems & Work Processes

Review the directions for performance task 610.7.2-01-04 and discuss them with your supervising administrator at your case study site.

Complete: 610.7.2-01-04 Performance Task

Complete the following task in your course:

- Proc. Mngt. for Ed. Ldrs.: 610.7.2-01-04

For details about this performance assessment, see the "Assessment" tab in this course.

Emergency Preparation

You cannot predict an emergency, however, you can prepare for one. This section focuses on the importance of preparation and ensuring sustainability in your organization.

Crisis Planning and Response

This section will help you prepare for emergencies and improve organizational success and effectiveness. Understanding the key components of effective management will heighten your leadership as a principal, as stakeholders will look to you in times of exigency.

Case Study Application

Write a brief essay on the message board in which you analyze your school organization's plans for emergency preparedness by doing the following:

- Explain the key components of the crisis response plan.
- Discuss how the crisis response plan was developed.
- Evaluate the effectiveness of the crisis response plan.
Discuss how the crisis response plan might be improved.

After you write your essay in the message board, comment on the posts of your peers.

Work Processes

Well-defined work processes can help to ensure that an educational organization's or institution's workflow proceeds smoothly and is aligned with its objectives. As a new principal, you must ensure that existing processes give staff members the opportunity to complete their goals.

Work Processes in Educational Institutions and Organizations

As a new principal, you want to guarantee that the operational elements of your school function effectively so that teachers can focus on the reason they come to work: to enhance the experiences of students. This section gives you an opportunity to examine the different aspects of the work process so that you can design optimized systems and create an optimal environment for teachers and students.

Human Resource Leadership

Review the following chapters in Human Resource Leadership for Effective Schools in your custom e-text:

- chapter 1 ("Human Resources Leadership and Effective Schools")
- chapter 2 ("Planning for Staffing Needs")

You may have previously read this material. It would be helpful for you to review the processes that are followed in your case study school site and determine their alignment with what the authors have suggested in these two chapters. Review any previous notes you may have made or create new notes.

Discussion With Mentor: Processes

Review and discuss with your mentor how work processes are optimally designed in school institutions and organizations.

Case Study Application for Performance Task 610.7.3-01-06

Review the directions for performance task 610.7.3-01-06 and discuss them with your supervising administrator at your case study site.

610.7.3-01-06 Performance Task

Complete the following task in your course:
Achieving Organizational Success

Educational leaders hold the ultimate and final responsibility for achieving the success measures as defined by the educational institution or organization. You will review how leaders measure their progress towards achieving these goals. Having meaningful indicators and checkpoints along the way helps keep the processes flowing smoothly and give you an opportunity for course corrections when necessary.

Leading Organizations

Success is never final. As a new principal, you must ensure that your organization focuses on its goals, remains faithful to its mission, and is poised to meet the ever-changing challenges that schools face. This section will guide you through the key skills required to navigate challenging areas and ensure your organization's sustainability.

Decision Making

Review the following chapters in *The Principal: Creative Leadership for Excellence in Schools*:

- chapter 1 ("The Principal: A Creative Blend of Substance and Style")
- chapter 3 ("Decision Processing and Decision Making at the School Site")

You should have already read these chapters in a previous course. A review of this material will be helpful in your conversation with your mentor as well as in an upcoming case study applied activity. Review your previous notes.

Discussion With Mentor: Achieving Organizational Success

Discuss with your mentor how the material you have reviewed here can be applied to an actual school site in regard to achieving the organizational success measures that it has defined. Also, discuss how progress towards objectives can be measured.

Case Study Application for Performance Task 610.7.4-01-03

Review the directions for performance task 610.7.4-01-03 and discuss them with your supervising administrator at your case study site.

Complete: 610.7.4-01-03 Performance Task

Complete the following task in your course:
Process Management

Process management is important to efficient work processes. To achieve effective process management, you need effective design to create value for students and stakeholders.

Identifying the Next Leader

Ensuring effective leadership continuity takes many forms. Some organizations have internal training programs for future leaders. Other organizations have specific institutions from which they recruit. Still others just advertise in local papers, not expanding their search outside the state. What does your school do, and what do you think of that process?

Case Study Application

Write an essay in the message board in which you evaluate the leadership succession plans in your educational organization by doing the following:

- Describe the method of identifying, recruiting, and training future principals in your educational organization.
- Evaluate the effectiveness of these leadership recruitment and training plans.

Discuss how these processes could be improved.
Comment on the posts of your peers in the message board.

Decision-Making Process Management

You will review sound practices in data-driven decision making, including process models as employed in educational institutions or organizations. Data plays a major role in decision making for a new principal, as it provides you with objective and unaffected support.

Managerial Decision Making

Making difficult decisions is part of a principal's job. Think of a tough decision a principal in your school has recently made. What made the decision difficult? In this section, you will examine different decisions and learn about the process behind the results.

Decision Making in Schools

Read the following chapter in *Educational Administration*.
Complete the following module:

**Module 3: Decision Processing and Decision Making**

After reading the articles in this module, you should be able to:

- Address issues of diversity within the context of leadership and shared ownership in the decision making process.
- Examine multiple sources of data and multiple perspectives in the decision making process.
- Determine how to develop leadership capacity within schools.
- Ascertain the value of involving administrators, teachers, students, parents, and community members in making educational decisions, and reflect upon your views of shared leadership in making decisions.

**Article 1:** [Creating a Community of Difference](#)
**Article 2:** [Leadership for Lasting Reform](#)
**Article 3:** [The Most Important Data](#)

**Review and Reflection**

Complete the case study exercise at the end of chapter 9 ("Decision Making in Schools") in Educational Administration and discuss it with your mentor. Answer the following questions:

- How might this situation have otherwise been resolved in your case study school site?
- How would you evaluate your own decision-making abilities in your current position? As an educational leader?

Complete the reflective exercises at the conclusion of module 3 and discuss them with your mentor. Reflect on how the scenario presented would have taken place in your case study school setting. Document your findings in your journal or notes.

**Case Study Application**

Write a brief essay and make a post with the following in the message board:

- Analyze a leadership decision made by a practicing PK-12 administrator in your school. Identify the decision. Explain the circumstances leading to the decision.
- Discuss the process taken by the administrator in reaching the decision. Explain how the stakeholders were involved in the decision. Evaluate the success of the decision.
- Identify a situation in your school that requires a leadership decision. Propose a leadership decision for the situation that you have identified. Discuss how your decision aligns with the principles of situational leadership. Predict the outcome of the decision from the perspectives of three stakeholders.
Comment on the posts of your peers in the message board.

**Final Steps**

Congratulations on completing the activities in this course! This course has prepared you to complete the assessment associated with this course. If you have not already been directed to complete the assessment, schedule and complete your assessment now.