CONTENTS

SECTION 1  The Portfolio Management Model
CHAPTER 1  The End of the One Best System ...................... 3
CHAPTER 2  The Design of Educational Systems .................... 19
CHAPTER 3  System Transformation in Three Cities ................ 33
            with Danica Robinson Brown and Laura Steen Mulfinger

SECTION 2  Five Mechanisms for Change
CHAPTER 4  Planning and Oversight: Building
            System Accountability .................................. 65
            with A. Chris Torres and Sarah M. Woodward
CHAPTER 5  School Choice: Expanded Options,
            Increased Competition .................................. 93
            with Tasminde K. Dhaliwal and Taylor N. Allbright
CHAPTER 6  Autonomy: Flexibility in Response to Student Needs . 121
            with Eupha Jeanne Daramola and Laura Steen Mulfinger
CHAPTER 7  Human Capital Management: A Pipeline of
            Diverse, Qualified Educators ............................. 149
            with A. Chris Torres
CHAPTER 8  School Supports: Administration,
            Instruction, Compliance ................................. 173
            with Jane Arnold Lincove
SECTION 3  Changing Systems, Common Struggles

CHAPTER 9  Does PMM Alignment Translate to Higher School Quality? .............................................. 209
   with Tasminda K. Dhaliwal

CHAPTER 10  Tensions, Trade-Offs, and Limitations in the Portfolio Management Model .................. 225

ADDITIONAL MATERIALS

APPENDIX A  Study Data and Methods .................................................. 253

APPENDIX B  Intermediate Outcomes Within and Across Systems ........................................ 257

Notes ........................................................................................................ 259
Acknowledgments .............................................................................. 279
About the Authors ........................................................................... 281
About the Contributing Authors ...................................................... 285
Index .................................................................................................. 289