



Building State Capacity
and Productivity Center



August 2019

Dear Colleagues,

As we at the BSCP Center anticipate the completion of our work and the end of our grant period, we reflect with gratitude on the collaborative opportunities that we have experienced with so many of you. Our work together has allowed us to engage in extremely rewarding professional work. We have learned and benefitted immeasurably from you. I want to use this letter to share a small fraction of the many highlights of our work together.

I will focus on one of the most intensive of our initiatives, Strategic Performance Management (SPM). It is a multistep process that guides the SEA leadership in designing and revising a system of strategic performance management.

The seminal project that allowed us to appreciate the value of SPM as a systemic transformation process occurred with the state of Arkansas, in cooperation of the South Central Comprehensive Center (SC3). Working closely together over the course of four years – intensive support from BSCP Center in the first year complemented by intensive support from SC3 for three years with process observation, feedback, and coaching in subsequent years – the state underwent a cultural shift in support of student-focused learning. The importance of that collaboration is recognizable in the subsequent adaptations of SPM in other settings.

Building on the successful work of SC3 in Arkansas, the Central Comprehensive Center (C3) invited BSCP Center to collaborate together with the Kansas Department of Education (KSDE) to work through the SPM process. KSDE implemented SPM with support from BSCP Center and C3 staff with activities that included multiple days of on-site planning and support to approximately 30 agency staff.

As we have collaborated with other state agencies, their guidance gave us insight in how to customize the SPM process to best match the needs of the different organizations.

These include:

- West Comprehensive Center (WCC) and the BSCP Center collaborated with the Bureau of Indian Education (BIE) using SPM to implement its first strategic plan. BIE, an



extraordinarily complex national agency, is using the SPM process to unify its resources to support improved educational offerings within all of its schools.

- Pacific Regional Comprehensive Center (PRCC) initiated SPM work with a smaller group, the Hawaii State Public Charter School Commission, leading to the creation of a plan to guide this new organization as it supports that state's charter schools.
- Florida and the Islands Comprehensive Center (FLICC) sought guidance as they worked with the Virgin Island Department of Education (VIDE) to develop and implement a new strategic plan. This work was interrupted by back to back hurricanes, but the commitment of VIDE leadership and support from FLIC brought it back on track, and the plan is being implemented.
- Central Comprehensive Center (C3), working with the Missouri Department of Elementary and Secondary Education, helped us apply the SPM to one departmental branch, the Office of College and Career Readiness (OCCR), in developing their strategic plan. While commonly SPM work is with the entire state department, we modified the process for the OCCR branch. This resulted in successful implementation of the plan.
- The PRCC proposed an opportunity to work with them in implementing SPM in the Commonwealth of the Northern Mariana Islands (CNMI), a very different setting than we had experienced. The opportunity carried many challenges related to distance, communication, and organizational culture. With the support of PRCC leadership, we were able to successfully address the challenges and provide a meaningful strategic outcome for CNMI.

A risk of describing some of the support that we have received from our RCC and state collaborators is that we cannot give adequate attention to the many others that exist. While my letter does not have room to cover all the stories demonstrating the excellent support the BSCP Center has experienced from the centers and states during the past years, I wish to thank everyone, named and unnamed. Until the next letter, I am wishing you the best as the summer season continues to shine on us.

Sincerely,

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Building State Capacity and Productivity Center

The Building State Capacity and Productivity Center (BSCP Center) focuses work on helping state education agencies (SEAs) throughout the country, as they adapt to constrained fiscal resources and increased demands for greater productivity. As State Departments of Education are facing a daunting challenge of improving student performance with diminishing financial resources, the BSCP Center provides technical assistance to SEAs that builds their capacity to support local educational agencies (LEAs or districts) and schools, and to the other 23 regional comprehensive centers and national content centers that serve them, by providing high quality information, tools, and implementation support. The partners in the BSCP Center are Westat, the Academic Development Institute, and the Edunomics Lab (Georgetown University).

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