



October 2017

Greetings Colleagues,

The Building State Capacity and Productivity Center continues expand the previous initiatives with states and regional centers. We are continuing our development around three areas of focus and how they connect to each other: strategic performance management, strategic communication, and productivity (with its major emphasis on financial transparency). I am excited about the possibilities and potential of our work.

## Strategic Performance Management branches out in Missouri

In 2015, the BSCP Center first published a technical assistance guidebook to facilitate an SEA's creation or revision of its strategic plan and linking the plan to an ongoing performance management system. The Center and its Regional Center partners are providing this agency-wide and intensive process (and implementation support) for Arkansas, Kansas, the Virgin Islands, and the Bureau of Indian Education. Then this year the BSCP Center published two more guidebooks on "strategic performance management." The first, "Casting a Statewide Strategic Performance Net" provides a step-by-step process to standardize planning and data collection procedures across the SEA, districts, and schools, for various programs, in order to facilitate responsive support based on timely data. Next, the BSCP Center published "Strategic Performance Management for Your Branch" so that a department or strand of work within an SEA could engage in strategic performance management. This month In October, the BSCP staff and the staff of the Central Comprehensive Center (C3) conducted preliminary conference calls and webinars with leaders in Missouri's Office of College and Career Readiness (OCCR). In November, Dr. Allison Layland and Mark Williams from BSCP will meet for two days with C3 liaisons and a leadership group from the Missouri OCCR to begin a project to embed strategic performance management in the office's operations. The project is planned over three months of initial work between the centers and the SEA personnel, followed by support for implementation.

## The Council of Chief State School Officers discuss SPM integration

The Council of Chief State School Officers has recognized the significance of SPM for SEAs. At two recent SCAS meetings, Dr. Layland and Julie Corbett (CST) have met with 11 state teams to discuss the integration of SPM into state systems of support. Also, Ms. Corbett and Dr. Sam Redding (BSCP) published for CCSSO a guide on needs assessments that includes the SPM approach. Just last month, Dr. Layland and Ms. Corbett published for CCSSO a practice guide, "Utilizing Integrated Resources to Implement the School and District Improvement Cycle and Supports," which draws from SPM and the Center on School Turnaround's Four Domains for Rapid School Improvement. To see the practice guide go to: <http://www.bscpcenter.org/ccssodocument/>

For more information on Strategic Performance Management for the SEA or a division of an SEA, please contact: Dr. Allison Layland [alayland@ets.org](mailto:alayland@ets.org), Dr. Sam Redding [sredding@adi.org](mailto:sredding@adi.org), Mark Williams [mwilliams@adi.org](mailto:mwilliams@adi.org), or go to [www.bscpcenter.org](http://www.bscpcenter.org).

### Performance Management and Communication Connect Strategically

Whenever we work with SEAs on Strategic Performance Management or anything to do with implementing the SEA agenda, communication is a topic that inevitably comes up. We have had the great fortune to not only work with Arkansas (ADE) and Kansas (KSDE) on system-wide strategic performance management, but also on strategic communication. Notice the operative word “strategic” associated with both approaches. What we have learned from these states is that communication and performance management are critical components in implementing an SEA’s strategic direction. Taking you through their steps, KSDE:

- Worked with multiple stakeholder groups to develop a well-articulated vision for the state to provide, “a more student-focused system that provides support and resources for individual success.”
- Branded the vision, Kansans Can, and created multiple communication materials and mechanisms to ensure internal and external stakeholders understood and supported the vision.
- Worked with BSCP by participating in two communication projects that benchmarked their communication strategies as a step of self-reflection and learning to create next steps toward making their communication more strategic.
- Worked with BSCP through the strategic performance management process to organize their structures (physical and organizational arrangements) and functions (roles of agency actors) around their well-articulated Kansans Can vision.
- Worked with BSCP to align a strategic direction with Kansans Can and develop a performance management system and process to carry it out.

Working with BSCP on strategic performance management *and* communication, KSDE leaders assert that they are now better organized to pursue their vision and goals alongside their districts, schools, and citizens. Strategic communication facilitates stakeholder engagement in the state’s direction.

I look forward to working with all of you as we provide services and support to our constituents and colleagues.

Sincerely,



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Building State Capacity  
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## LETTER FROM THE DIRECTOR

# 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 21 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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