MANAGING PERFORMANCE
STRATEGICALLY

A Systems Approach

Organizing people and their work for excellence in education

State education agencies • Local education agencies • Networked systems of support •
Charter management organizations • Charter authorization agencies •
Special education cooperatives • Tribal education agencies/departments

What is the Need?

Setting a clear direction, structuring personnel for the greatest effectiveness, engaging everyone in meaningful work, tracking organizational performance, and encouraging innovation are fundamental needs of every kind of education organization.

The Academic Development Institute (ADI), since its founding in 1984, has applied a systems approach to the field of education in order to meet this need.

- When ADI published *The Mega System* through the Laboratory for Student Success in 2006, years of work in school reform had led to the realization that continuous improvement depends upon all the people in a school community working together, like a system.

- As the Center on Innovation & Improvement, ADI released in 2008 the *Handbook on Statewide Systems of Support*, guiding state education agencies (SEAs) to establish school improvement structures and processes that intentionally connect the various departments in the agency with the districts and the schools, again in a systems approach.

- With the Center on School Turnaround at WestEd, from 2012 to 2019, ADI was integral to the Center's advocacy of a "systems framework" for rapid school improvement through four domains.

- In its partnership in the Building State Capacity and Productivity Center (BSCP) at Westat from 2012 to 2019, ADI developed technical assistance models, published technical assistance manuals, and provided consulting support to apply a systems methodology called "strategic performance management" across a state education agency or a department within the agency.

- In 2018-19, in partnership with the Tribal Education Department National Assembly (TEDNA), ADI, with assistance from the Tribal Education Department National Assembly and the Washington Education Service District, tailored strategic performance management to the context of tribal education agencies.

Variations on a Theme

Through the BSCP Center at Westat, ADI first developed the SPM model, training materials, and an online management system to achieve systemic change. ADI staff have successfully facilitated SPM in a number of education agencies including states, territories, insular areas, the Bureau of Indian Education, and a charter school commission. ADI staff have assisted districts in applying SPM in their continuous improvement process. ADI now distinguishes three technical assistance services to help different kinds of organizations manage performance strategically.

- Strategic Performance Management (SPM) guides an agency (SEA, LEA, charter management organization, special education cooperative, for example) to set its direction, operationalize the direction, design actionable work, and establish performance and innovation cycles.

- Strategic Networks of Performance Management (SnPM) views the relationships among a lead agency (SEA, LEA, or CMO, for example) and schools for purposes of continuous improvement as a system of support and guides the lead agency in utilizing interlaced data and responsive supports to achieve the system's goals.

- Sovereignty Performance Management (SvPM) adapts the methods of strategic performance management to the unique missions of American Indian Tribes and their education agencies and departments. A corollary Tribal Education Academy builds tribal capacity to support its citizens' educational aspirations and needs.

CONTACT US FOR DETAILS

Strategic Performance Management (SPM)
Purpose to practice

TYPICAL TA SERVICE: An ADI consultant, working with or through a Regional Comprehensive Center, facilitates:

- three, two-day, monthly sessions with the organization's leadership team,
- three, two-day, monthly sessions with a larger group of personnel,
- four quarterly, two-day practice reviews.

RESULTS: The organization creates or significantly revises a strategic plan, establishes performance metrics, organizes personnel for optimal performance, sets annual milestones, creates team-level action plans, and initiates a monthly, quarterly, and annual status review to adjust course and encourage innovation.

VARIATION: SPM may also be applied to a division or branch within an organization.

SPM guides an organization through a stepwise, facilitated process to establish clear, measurable, and well-communicated goals strategically aligned to its mission. The process begins with the organization's leadership and ultimately engages everyone in the organization.

SPM combines strategic planning with performance management to "operationalize" the strategic direction in the work of all personnel.

SPM applies a productivity lens prompting leadership to consider all options in the use of resources to achieve desired results, while creating the conditions for innovation.

SPM moves an organization from a static plan to a reiterative process with performance measures for goals and strategies, milestones for strategies, and team-designed actions plans to meet milestones.

SPM utilizes strategic communication methods throughout the process to strengthen external and internal collaboration, implementation, progress reporting, and the use of data to inform needed adjustments.

LEARN MORE:
WWW.ADI.ORG/SPM.HTML • 217-732-6462 • PSHELEY@ADI.ORG

Strategic Networks of Performance Management

SnPM

Interlaced data and responsive supports™

Strategic Networks of Performance Management (SnPM)
Interlaced data and responsive supports

TYPICAL TA SERVICE: An ADI consultant, working with or through a Regional Comprehensive Center, facilitates:
- three, two-day, monthly sessions with the lead organization's leadership for continuous improvement in the network (system of support),
- three, two-day, monthly sessions with a larger group of personnel,
- four quarterly, two-day practice reviews.

RESULTS: The lead organization (SEA, LEA, CMO, for example), with input from network entities (LEAs and schools, for example), establishes common strategic planning formats and data procedures (interlaced data) to optimize the timely and appropriate supports (responsive supports) throughout the network.

Everyone on the same page. We are constantly looping back to the strategic plan, not just the work we are doing but how we are communicating it. We do not do our work in a vacuum— every person's work has an impact on others.

HAWAII DIRECTOR OF PUBLIC CHARTER SCHOOLS

SPM is a kind of performance management that flows from the organization's strategic mission and aims at its strategic goals and transforms the way people work within the organization. Applying SPM to a network of organizations can be equally transformative, sharpening each organization's unique direction, enhancing its ability to achieve its goals, while optimizing the supports provided throughout the network.

In a Strategic Network of Performance Management (SnPM) the lead agency (e.g., SEA, LEA, CMO) applies SPM principles across a network of districts or schools, generating interlaced data that enable rapid circuits of information to guide decision-making and course correction within each organization and across them to inform responsive supports.

SnPM adds a multiplier effect to the potency of the whole. Interlaced data create rapid circuits of information that activate responsive supports.

With SnPM, each organization claims its due share of autonomy, determining its organizational goals, strategies, performance measures, and actions. These core elements of SnPM are structured in a way that fosters collaboration, maintains accountability, and brings the people closest to the students to the table to share experiences and ingenuity.

Implementation and performance data flows between district and school and between both and the state, making possible responsive supports for improvement.

CONTACT US FOR DETAILS

Sovereignty Performance Management (SvPM)

Self-determination through education

TYPICAL TA SERVICE: A SvPM facilitator, certified by ADI and a Collaborative Board, facilitates:
- three, two-day, monthly sessions with the Tribal or TEA/TED leadership team,
- three, two-day, monthly sessions with a larger group of Tribal personnel,
- four quarterly, two-day practice reviews.

RESULTS: The Tribe, usually through its TEA/TED, creates or significantly revises a strategic plan, establishes performance metrics, organizes personnel for optimal performance, sets annual milestones, creates team-level action plans, and initiates a monthly, quarterly, and annual status review to adjust course and encourage innovation.

TRIBAL EDUCATION ACADEMY: The TEA/TED and related Tribal staff, through participation in the trainings described below, build their capacity to guide the education opportunities of Tribal citizens.

Sovereignty Performance Management (SvPM) is an adaptation of Strategic Performance Management by Academic Development Institute with assistance from the Tribal Education Departments National Assembly and with assistance from the Washington Education Services District 113 (ESD 113). SvPM is a version of strategic performance management tailored for Tribes and is designed to plan and manage the Tribe's initiatives to ensure its citizens benefit from high-quality education. Depending upon the context and desires of the Tribe, SvPM may begin with:

- the Tribal government and include the Tribal Education Agency or Tribal Education Department (TEA/TED) as the Tribal government's primary arm for administering the Tribe's education strategies,
- the TEA/TED, first connecting the education goals and strategies to the Tribe's vision, mission, and values, or
- the creation of a new TEA or TED.

SvPM is provided by SvPM facilitators certified by ADI and a Collaborative Board. Benefits of SvPM include:

- Building a commitment to high standards of sovereignty & quality
- Connecting with a network of SvPM professionals and ongoing resources
- Increasing the competence level of the leadership team and staff
- Improving data-informed decisions & promoting a sovereignty-supportive culture of excellence
- Promoting unified, ongoing enhancement of knowledge & skills
- Reinforcing commitment to raising performance and accountability

Tribal Education Academy
Building capacity to serve

SvPM provides the process, structure, and routines for a smoothly operating, effective Tribal education agency or department. As a corollary to the SvPM process, the Tribal Education Academy builds the professional capacity of Tribal personnel relative to the education of the Tribe's citizens.

The functions of a Tribal Education Agency or Department are critical in overseeing education programs and services to meet the needs of each student. The Tribal Education Academy is provided in six trainings by instructors with specific curriculum. TEDs and individuals completing each training and meeting program standards receive credentials and certificates.

- TEA/TED Governance Training—three-day training for the TEA/TED board and leaders conducted by instructors with resource partners, covering the functions of a Tribal Education Agency, including stakeholder engagement; fiscal responsibilities; oversight of personnel; relationships with the SEA, LEAs, and other relevant entities; and potential TED-supported activities.

- TEA/TED Management Training—five-day training for the TEA/TED leaders, conducted by instructors with resource partners and the resource partners, covering the management of a Tribal Education Agency, including financial management; stakeholder communication; hiring, onboarding, and mentoring new Tribal education staff; and effective practices for scheduling, coordinating, and communicating with the Tribe and stakeholders.

- Tribal Outreach Seminar—a one-day initial meeting and six virtual modules enable the TEA/TED to educate SEA, LEA, and related entities on Native American culture and education challenges and aspirations.

- Education Resources Training—two-day training for the TEA/TED Board and leaders, conducted by instructors with resource partners, covering education resources, available funding, and grants management.

- Educating Native Youth for Success—a day of initial training for the TEA/TED Board and leaders and invited SEA and LEA representatives, followed by a virtual module each month conducted on the day of the monthly Board meeting to build an understanding of the capabilities that contribute to students' success in school and beyond school and the roles of schools, families, and communities in supporting the development of these capabilities.

- Tribal Sovereignty and Education Code Training—two two-day trainings with follow-up video conference meetings for the TEA/TED Board and leaders, and invited SEA and LEA representatives that orients them to: Tribal Education Codes, U.S. Department of Education's Tribal Consultation Policy, the contribution of the Code and Policy to the sovereignty of Tribal Education Agencies (TEAs), and Tribal K-12 Education Governance in comparison to state and federal laws.

CONTACT US

✉

PAM SHELEY, Executive Director
psheley@adi.org

📍

121 N. Kickapoo St.
Lincoln, IL 62656

📞

217-732-6462
Toll Free: 1-800-759-1495

🌐

www.adi.org/spm.html

ADI is a preeminent developer and provider of transformational services to improve individual and organizational performance to enhance children's academic and personal development.

Learn more at www.adi.org