

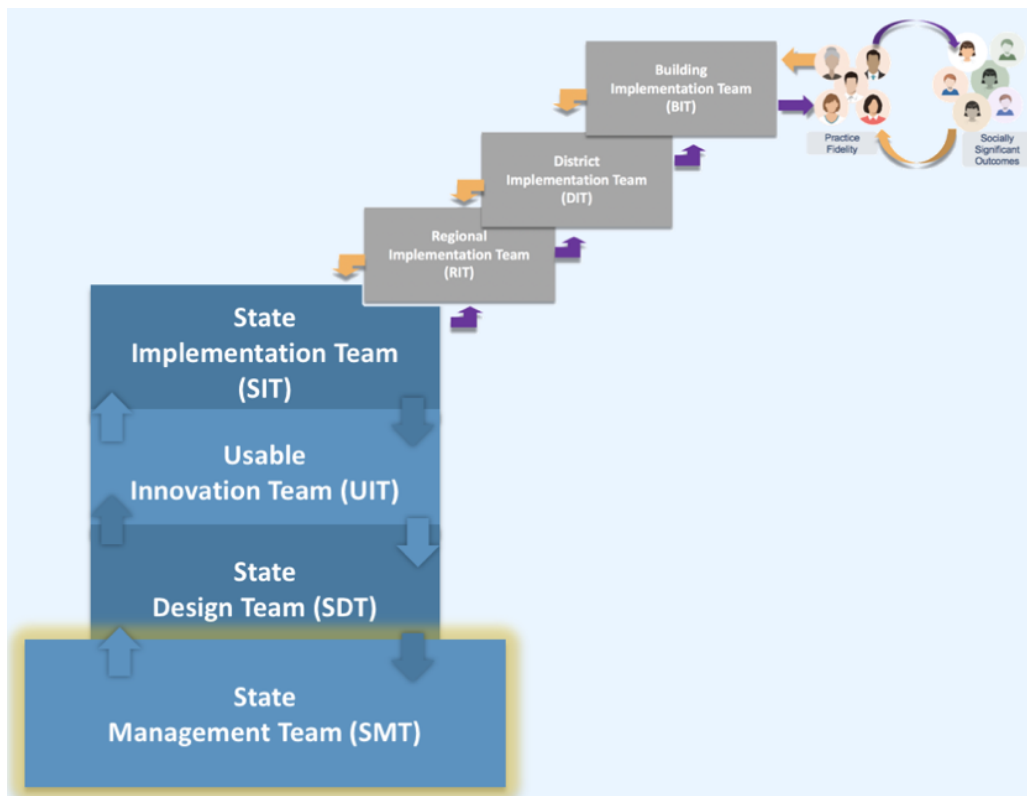
Handout: Implementation Teams

State Management Team (SMT)



ROLE

The State Management Team (SMT) is comprised of the Chief State School Officer (CSSO) and/or Deputy CSSO and State department of education decision makers who provide executive leadership for general education, special education and management within the State Education Agency.



FUNCTION

Developing an infrastructure for use of implementation science research and practices is a new function for state education systems and involves systemic change that requires the support, guidance, and authority provided by executive leadership in the state. To meet this need, the SMT provides on-going support and visibility for changes in system structures, roles, and functions to develop implementation teams, competencies, and practices to support improved student outcomes. As such, the SMT meet frequently (e.g. monthly) with the leaders of systemic change in the education system and others to:

- Align system roles, functions, and structures with implementation supports necessary for high fidelity use of effective innovations;
- Adopt and use a formal process to review and regularly update new and existing state initiatives to ensure alignment to vision and strategic allocation of resources;
- Use or create an implementation informed protocol or process to select usable innovations;
- Support development, maintenance, and use of a decision support data system that includes capacity, fidelity, implementation (e.g., training and coaching), and outcome data;
- Secure resources to support staff competency development (e.g., training, coaching, fidelity assessment);
- Visibly promote the importance of implementation capacity development;
- Make changes in organization roles, functions, and structures to develop and sustain implementation capacity;
- Ensure an internal and external communication system is developed and used at all levels of state system;
- Use data to monitor progress, celebrate success, overcome barriers, and enable effectiveness in the transformation zone for sustainability and scale-up; and
- Engage in practice-policy communication cycles to continually improve staff knowledge and skills to close achievement and opportunity gaps and ultimately produce educationally significant student outcomes.

The State Management Team articulates the vision and mission for education in the state and regularly affirms use of implementation science research and practice as the means to create cohesion and alignment across divisions, departments, and major initiatives in the state.