



Building State Capacity
and Productivity Center



June 2019

Dear Colleagues,

In previous letters I have described the application of Strategic Performance Management (SPM) in several states and agencies. Each time we use this process, we learn more how it helps organizations improve their functioning. In this letter I want to give you a synopsis of recent work for the Hawaii State Public Charter School Commission, because it demonstrates the usefulness of SPM in new settings and at different stages of an organization's development.

The Commission is the only authorizer of public charter schools in Hawaii. It is administratively attached to the Hawaii Department of Education and is funded through the Department's operating budget. Their focus is on building a stronger portfolio of public charter schools to meet the needs of Hawaii's students and communities.

In June, 2018, the Commission's leadership was faced with the challenge of operationalizing a new strategic plan, turning words into action, which is a difficult task for all organizations. Their Director, Sione Thompson, reached out to Dr. Melly Wilson from their Pacific Regional Resource Center (PRCC) for support. Melly recognized SPM would be a valuable process for the Commission, and, in turn, engaged the BSCP Center.

Over the past ten months, Dr. Allison Layland and Kristin Nafziger of the BSCP Center, with Melly, have been supporting Commission staff in applying the SPM process to bring their vision and mission to fruition. We were able to overcome the distance factor for Hawaii by using both on-site work with virtual meetings. Because we have implemented SPM several times now, our team was able to provide effective and efficient coaching that resulted in a strategic direction with individual strategies, milestones and actions to guide their work.

The Director, Sione Thompson, and his leadership team analyzed the agency's structures, functions and capacities and reorganized staff to align with its strategic work. The result is a collaborative capable team with a strong commitment to excellence engaged in strategic authorizing, communication and responsive supports to ensure their schools are providing the unique learning opportunities needed for their students, families and communities.

"Through the work of the BSCP Center, our organization was able to have much needed dialog and better understanding of our past, present and future work. Asking very thoughtful and strategic questions, our BSCPC partners, helped us hone in on our key goals, strategies, and actions -- each with measurable and meaningful measures. Trust the process . . . it will get you to where you need to go."

**Hawaii Public Charter School Commission
(SPCSC) Team**



The BSCP Center is delighted to welcome Mr. Elbert Harvey

I would like to introduce you to Mr. Elbert Harvey, School Improvement Consultant, for the BSCP Center. Mr. Harvey recently retired from the Arkansas Department of Education (ADE) where he served as Coordinator for Special Projects and worked with school districts under state takeover, developing and aligning school district policies with state and federal statutes. He was also appointed as the Coordinator for Public School Accountability Standard Assurance and School Improvement. In this position he was responsible for the development and supervision of all state level school improvement efforts. Mr. Harvey has also been the Director of School Improvement for ADE where he led his team in the development, implementation and supervision of state school improvement processes. He served on the Network of State Turnaround improvement Leaders (NSTIL) and was an active member of the National Title I organization. Prior to Mr. Harvey's state experiences, he was an elementary principal where he led his school team in transforming from one of the lowest performing schools into one of the highest performing schools in central Arkansas. Elbert's wide range of state and school experiences make him a valuable consultant for the BSCP Center's support initiatives. Welcome aboard Elbert.



I want to encourage you to contact me if you have any questions regarding the work that we are involved in at the BSCP Center. These discussions strengthen the collective support we can offer to states. Enjoy the change in seasons as we look forward to summer.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dean Nafziger'. The signature is fluid and cursive.

Dean H. Nafziger, Ph.D.
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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 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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