

Update on Leadership Development

January 20, 2015

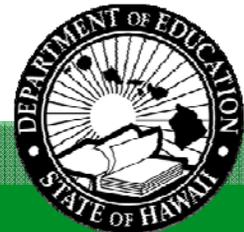
HAWAII STATE DEPARTMENT OF EDUCATION

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Building Capacity through Leadership Development

- School leaders believe in the Department's direction and Strategic Plan
 - Over 75% of EOs agreed that the DOE is on the right course towards ensuring that students are college and career-ready
- Our collective task is to build their capacity



The Opportunity

Leadership matters

*25% of student learning is based on effectiveness of the school leader

Turnover is concerning

Approximately $\frac{1}{4}$ of our school leaders have left in the last six years (146 separations/612 principal and VP positions). 21% of school leaders could retire tomorrow.

Quality is variable

Only 39% of principals agreed that current programs effectively prepare individuals to be successful school leaders (N = 194 sitting principals)

* Wallace Foundation, “ How Leadership Influences Learning”



The Department's Response

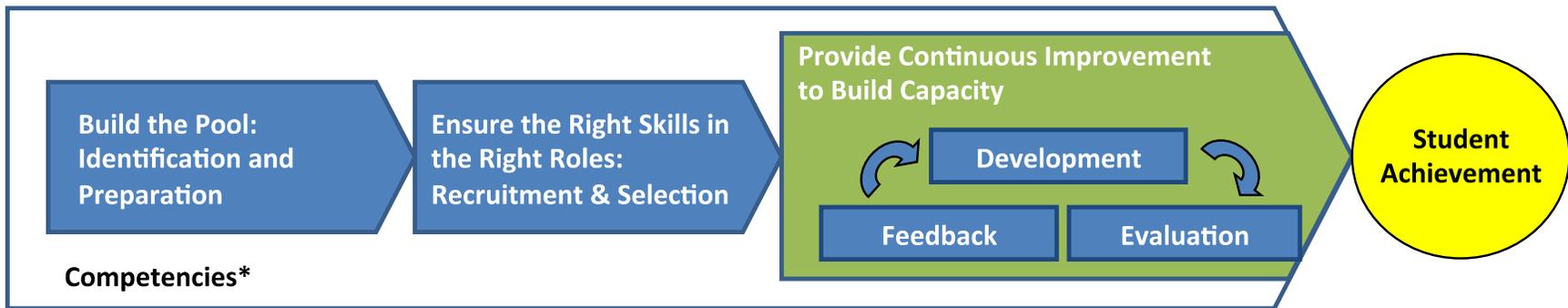
- Supt charged design team of CASs, principals, state office leaders and outside experts to develop new approach
- Design team reviewed staffing data, national research and visited with successful school districts (Gwinnett County, Hillsborough, Charlotte-Mecklenberg)
- Input process gave school leaders voice in decisions by holding 16 focused conversations with teacher leaders, VPs, Principals, CASs and HGEA, and surveyed all principals
- Result is 9 point plan
- All recommendations approved by Supt



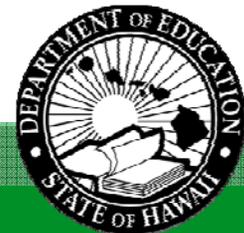
Plan Highlights

- New competency framework identifies skills that school leaders need to execute the Strategic Plan
- Structural and content changes in pipeline programs reflect competencies
- Preparation focuses on what is needed for the immediate job
- Piloting new CAS and state office supports

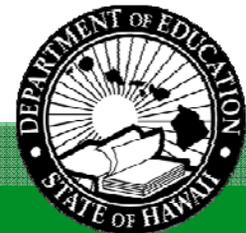
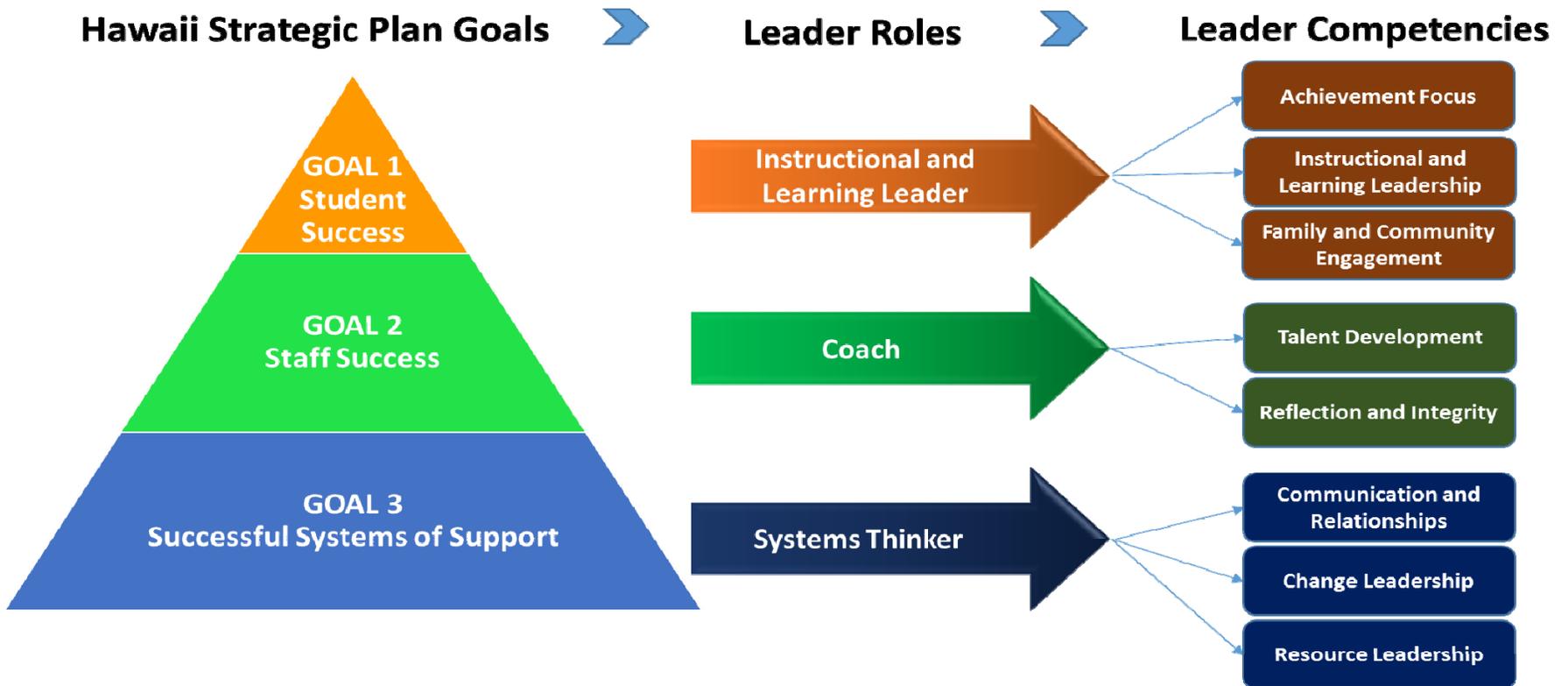




* Competencies provide the foundation for all talent management practices

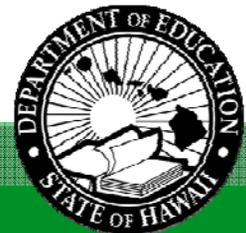


The Leadership Institute – Reframing Leadership Development in Hawaii to Secure the Future for our Students



Next Steps

- Post Leadership Institute Director position
- Communicate changes to the field
- Tie ongoing development more closely to ELI
- Identify external partners and budget



Q & A

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