

# Leadership Institute

December 3, 2013



## Overview: History and Background

- Act 51 – Hawaii Principal Academy
- DOE Strategic Plan/Race to the Top deliverables
- STRIVE HI (ESEA Flexibility)
- New Leadership Model



## **Situation Analysis: Level of Readiness**

- a) Underestimated level of effort required for accomplishing Strategic Plan/RACE goals
- b) Underestimated the critical importance of school leaders and the need to involve them from the start
- c) Overestimated level of preparedness and underestimated the need for resources and capacity to support the work



## **Challenge: Building a System for Teaching and Learning**

- a) Degree of systematization across the Department that has never existed
- b) New systems of support required
- c) Increased capacity to provide leadership



## **Concern: Increasing Risk to Goal Achievement**

***The capacity to lead and manage change and to provide effective school leadership represents one of the single largest risks to the Department's efforts to transform Hawaii's system of education.***



## **Meeting the Challenge: A Leadership System**

- More than just great leaders...it requires a community of leaders
- Organized into a system of leadership
- Where effective leadership is a collective effort around supporting effective teaching and student learning



## 2013-2014 Work Plan and Deliverables

### Leadership Supports

- Supporting the EES with professional development for school administrators
- Expanded support for New Principal induction and mentoring
- Supports for Complex Area leadership

### Leadership Model

- Designing new leadership model
- Realigning current and future leadership development
- Reengineering leadership pipeline



## Status Update: Leadership Supports (EES)

- Castle Foundation grant of \$450,000
- Improving Student Achievement (ISA) – 4 days of professional development for school administrators
- 12 complex areas have started and completed first 3 days

*Preliminary Findings: ongoing need for additional supports beyond professional development i.e. coaching and mentoring*



## Status Update: Leadership Supports (EES)

- New Principal Induction/Mentoring (NPA) – 2 year program including intensive coaching for year 1 with PLC structure for year 2
- 23 new principals participating
- 6 coaches covering three islands

*Preliminary Findings: increasing coaching capacity with a full-release model can be leveraged to cover both EES and NPA needs for support*



## Status Update: Leadership Model

- Leadership strategy must rise to a strategic level of priority for the Department
- The new model will require new leadership structures, staff competencies, leadership culture, and processes
- Intention is to build on what already has started i.e. Data Teams, Academic Review Teams, other initiatives

*Preliminary thinking around the design of a new model is focusing on a more collective approach to creating leadership capacity*



## Status Update: Leadership Model

- Castle Foundation grant of approximately \$1.4 million
- Shared leadership model (ILT) developed by Targeted Leadership Consulting
- Seven Complex Areas involved in the work as part of a 3 year program

*Preliminary Findings: need to build internal capacity to support the Instructional Leadership Team approach and other shared leadership system development efforts*



## Status Update: Leadership Model

- Preliminary discussions with another funder for a \$1.5 million grant over 3 years
- Fund pipeline design and reengineering around a shared leadership model involving two Complex Area pilots
- Integrate leadership development including school level leadership teams, teacher leader development, aspiring leaders, new leaders, and current leaders at the school and complex area level



## **Next Steps: Build Consensus Around New Leaderships Strategy and Approach**

- Finalize the design of a new leadership model using a transparent and inclusive process across the Department
- Assess the gap between current leadership capacity and that required
- Define and plan the work to close the leadership capacity gap
- Determine investment needs in terms of funding support and other resources

