HAROLD K.L. CASTLE FOUNDATION

Theory of Action

MAIN LINE OF INVESTMENT

Leadership

A principal pipeline characterized by transformational & instructional leaders commited to closing the achievement and preparation gaps

PROPOSED INVESTMENT AREAS

- High-quality, integrated principal preparation is available at scale throughout district
- There is a clear pipeline & pathway for identifying & training new leaders for administrative positions
- Teacher leader recruitment and induction focuses on leadership and gap closure
- Data and tools focus on student growth & gap closure
- Best practices & research networks effectively spread ideas through complexes & across the district
- Community stakeholders (business community, policymakers, unions, and families) are aware of achievement & preparation gap and are working together to close it

OUTPUTS

- All principals complete a leadership program & form peer learning cohorts
- 25% of TLA graduates go into principal preparation programs
- Every principal actively identifies emerging leaders and supports their entrance into leadership training programs
- Alternative pathways exist to principal licensure including an accelerated process of mainland certified principals seeking secondary school positions
- Achievement gap data needs are identified and capacity is built for data collection
- The Complex is established as the unit of change for schools and system

OUTCOMES 2005 - 2015

- Schools have the capacity and tools to move the lowest-performing quartile of students forward
- Students are progressively achieving work and college benchmarks, P-20 pipeline is repaired
- Policies and practices at school and DOE level support innovative leadership and data-driven decision making
- All schools have LPCs and teacher turnover is reduced in challenged schools
- All Indicators on the HKLCF Dashboard consistently demonstrate a positive trend

IMPACT

Elimination of the achievement gap & preparation gap, i.e., all students graduate college, career & citizenship ready