

Leadership Development

Initiative Owner: Jeff Rose, Superintendent

We at Fulton County Schools (FCS) know that effective leadership is the key to success in any meaningful change initiative, so a strong leadership function is vital to the success of our Strategic Plan 2022 and ultimately of our students. We have strong leaders in our district, but this initiative will build consistency, clear expectations, and connection across these leaders. There is a disconnect in our district between supervision of leaders and the responsibility to train and support leaders. We have many resources that have attempted to support leadership quality and consistency across our district, but they are not widely known or used. This initiative will aim to address these challenges, and working with a consistent approach toward a common goal will enable us to grow even stronger.

When we're done...

By 2022, we will ensure:

- Leaders will clearly understand what it means to be an effective leader (both the leadership competencies and the technical knowledge needed) in Fulton County Schools and the expectations of them as FCS leaders.
- We will increase the quality and consistency of leaders throughout the district.
- Leaders will feel confident leading their schools and departments.
- Our retention of leaders, our retention of teachers, and our hiring rates will improve because we will be able to demonstrate a consistent, effective approach to leadership.

Note: The primary focus of this initiative will be current and prospective principals. Some of the developed materials will apply to district leaders, and training may expand to include them in the later years.

What will we do to get there?

To achieve these 2022 outcomes, we will:

- **Define common expectations:** We will define expectations for leaders and the “Fulton Way,” including updating existing tools to ensure they align with and support our Strategic Plan. During this phase, we will also seek input from principals.
- **Create, find, and refine materials to support these expectations and communicate them clearly and consistently:** We know that we have materials that define some district expectations (both related to leadership competencies and technical knowledge), but there is inconsistency in the use of those resources. We will provide materials that are up-to-date, easy-to-use, and systematically communicated so that leaders across the district readily recognize them.
- **Develop and execute training to address individual needs aligned to expectations:** We will create and implement trainings for leaders (both incoming and current) to support their meeting the established expectations. These training sessions should make efficient use of time and should be targeted to meet individual needs. Further, they should foster collaboration and teamwork among leaders and provide opportunities to recognize and celebrate success.