



Scope and Sequence of FCPS Leadership Development Curriculum

Standard: 1-Vision and Goals

Program/ Level	Guidelines/ Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Interns <i>Developing</i>	A.1, A.3 B-exposure C-exposure D-exposure E.1 F.2-exposure	Mission, Values Data Analysis and Interpretation Planning and Evaluation	Accomplished Leaders Professional Learning and Accountability Staff Strategic Partners	<ul style="list-style-type: none"> ➤ Case Studies ➤ Values Exercise ➤ Student Performance Data from Respective Schools ➤ Professional Learning Communities Tenets and Rubric ➤ Coaching/Mentoring ➤ Clinical Service ➤ School Improvement Plan ➤ Individual Development Plan
Assistant Principals <i>Practicing</i>	A.1, A.2, A.3 D.1, D.2 E.1, E.2 F.2	School Improvement Planning Development and Management	Accomplished Leaders Professional Learning and Accountability Staff Strategic Partners	<ul style="list-style-type: none"> ➤ PDSA Model ➤ School Improvement Plan Template ➤ Student Performance Data from Respective Schools ➤ Laptops ➤ Individual Development Plan
Aspiring Principals <i>Practicing</i>	A.3 D.1 E.1 F.2	Leading and Monitoring School Improvement Planning Process	Accomplished Leaders Central Office Staff Strategic Partners	<ul style="list-style-type: none"> ➤ Assessment Instruments ➤ Professional Literature and Research ➤ Case Studies ➤ Student Performance Data ➤ Coaching/Mentoring ➤ Individual Development Plan
Principals <i>Practicing</i>	A.3 B.2, B.3 C.1 D.2 E.1, E.2 F.1, F.2	Change Process Building Capacity in Others to Implement School Improvement Plan	Accomplished Leaders Change Process Leaders Strategic Partners	<ul style="list-style-type: none"> ➤ Professional Literature and Research ➤ Assessment Instruments ➤ Coaching/Mentoring ➤ Reflection Journals ➤ Individual Development Plan

Program/ Level	Guidelines/ Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Accomplished Leaders	A.1, A.2, A.3 B.1, B.2 C.1	Initiate New Directions for School and Division Improvement	Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Reflection Journals ➤ Best Practice Research ➤ Action Research ➤ Study Groups ➤ Think Tank ➤ Distance Learning ➤ Individual Development Plan
Standard: 2-Teaching and Learning				
Program/ Level	Guidelines/ Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Interns <i>Developing</i>	A-exposure B-exposure C.1 D.2 E-exposure F.2-exposure G.1, G.2 H-exposure	Supervision and Evaluation of Instruction Assessment Curriculum	Human Resources Staff Instructional Services Staff Professional Learning and Accountability Staff Topic Experts University Staff	<ul style="list-style-type: none"> ➤ Case Studies (CaseNEX) ➤ Videos of Model Classrooms ➤ Online Courses (eLearnIT) ➤ Benchmarking Intern Sites ➤ Coaching/Mentoring ➤ Clinical Service ➤ Instructional Projects ➤ School Site Visits ➤ Student Performance Data ➤ Blackboard Discussions ➤ Individual Development Plan
Assistant Principals <i>Practicing</i>	A.1, A.2 B.1, B.2 C.1, C.2, C.3 D.1, D.2 E.1, E.2, E.3 F.1, F.2, F.3 G.1, G.2, G.3 H.1	Supervision and Evaluation of Instruction Student Learning Building Capacity in Staff	Certified Local Trainers Human Resources Staff Instructional Services Staff Professional Learning and Accountability Staff Topic Experts	<ul style="list-style-type: none"> ➤ Professional Literature ➤ Videos of Model Classrooms ➤ Authentic Case Studies with Discussion and Reflection ➤ Collaborative Conversations ➤ Student Performance Data ➤ Instructional Projects ➤ Individual Development Plan

Program/ Level	Guidelines/ Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Aspiring Principals <i>Practicing</i>	B.2 D.2 F.1, F.2	Supervision and Evaluation of Instruction Assessment of Student Learning Building Capacity in Staff	Accomplished Leaders Central Office Staff Department of Education Staff Strategic Partners Topic Experts University Staff	<ul style="list-style-type: none"> ➤ Professional Literature and Research ➤ Case Studies ➤ Student Performance Data ➤ Coaching/Mentoring ➤ School Site Visits ➤ Teleconferencing ➤ Individual Development Plan
Principals <i>Practicing</i>	A.1, A.2 B.1, B.2 C.1, C.2, C.3 D.1, D.2 E.1, E.2, E.3 F.1, F.2, F.3 G.1, G.2, G.3 H.1	Supervision and Evaluation of Instruction Assessment of Student Learning and Achievement Achievement Gap Leads Professional Development	Accomplished Leaders Certified Local Trainers Human Resources Staff Instructional Services Staff Topic Experts	<ul style="list-style-type: none"> ➤ Professional Literature and Research ➤ Benchmarking Schools ➤ Coaching/Mentoring ➤ School Site Visits ➤ Collaborative Conversations ➤ Podcasting ➤ Authentic Case Studies with Discussion and Reflection ➤ Instructional Projects ➤ Reflection Journals ➤ Individual Development Plan
Accomplished Leaders	A.1, A.2 D.1 F.2	Developing and Sustaining a Culture of Learning and Achievement Leading Professional Development Within Schools and Across the Division Modeling and Driving Educational Equity Issues	Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Reflection Journals ➤ Professional Literature and Research ➤ Action Research ➤ Study Groups ➤ Think Tank ➤ Distance Learning ➤ Community Engagement ➤ Individual Development Plan ➤ Advisory Groups ➤ Mentoring ➤ PLT Compass Presenters ➤ Certified Local Trainers ➤ Best Practice Demonstration Sites

Standard: 3- Managing Organizational Systems and Safety

Program/ Level	Guidelines/ Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Interns <i>Developing</i>	A.3 B.2 C.1, C.2 D.2 E-exposure	Managing the Resources of School-Human, Fiscal, Material Student and Staff Safety	Human Resources Staff Professional Learning and Accountability Staff Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Case Studies (CaseNEX) ➤ Benchmarking Intern Sites ➤ Coaching/Mentoring ➤ Clinical Service ➤ Instructional Projects ➤ School Site Visits ➤ Student Performance Data ➤ Individual Development Plan
Assistant Principals <i>Practicing</i>	A.1, A.2, A.3 B.1, B.2, B.3 C.1, C.2, C.3 D.1, D.2, D.3 E.1, E.2, E.3	Management of Resources- Human, Fiscal, and Material Student and Staff Safety	Certified Local Trainers Facilities and Transportation Staff Financial Services Hearing Officers Human Resources Staff Professional Learning and Accountability Staff Topic Experts	<ul style="list-style-type: none"> ➤ Professional Literature and Research ➤ Authentic Case Studies with Discussion and Reflection ➤ Collaborative Conversations ➤ Student Performance Data ➤ Individual Development Plan
Aspiring Principals <i>Practicing</i>	A.1, A.3 B.2 D.1, D.2, D.3 E.1, E.2, E.3	Developing Capacity in Others to Manage Resources Student and Staff Safety	Accomplished Leaders Central Office Staff Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Professional Literature and Research ➤ Case Studies ➤ Student Performance Data ➤ Coaching/Mentoring ➤ School Site Visits ➤ Individual Development Plan
Principals <i>Practicing</i>	A.1, A.2, A.3 B.1, B.2, B.3 D.1, D.2, D.3 E.1, E.2, E.3	Developing and Sustaining Capacity in Others to Manage Resources and Time Manages Legal and Financial Resources	Accomplished Leaders Certified Local Trainers Topic Experts	<ul style="list-style-type: none"> ➤ Professional Literature and Research ➤ Benchmarking Schools ➤ Coaching/Mentoring ➤ School Site Visits ➤ Collaborative Conversations ➤ Podcasting ➤ Authentic Case Studies with Discussion and Reflection ➤ Reflection Journals ➤ Individual Development Plan

Program/Level	Guidelines/Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Accomplished Leaders	A.3 D.2	New Research and Proven Practices Shared Leadership	Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Reflection Journals ➤ Professional Literature and Research ➤ Action Research ➤ Think Tank ➤ Distance Learning ➤ Individual Development Plan

Standard: 4- Collaborating with Key Stakeholders

Program/Level	Guidelines/Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Interns <i>Developing</i>	A.2-exposure B.1, B.2, B.3, B.4 C-exposure D-exposure	Family and Community Involvement and Partnerships Cultural Competency	Communications and Community Outreach Staff Professional Learning and Accountability Staff Strategic Partners Topic Experts University Staff	<ul style="list-style-type: none"> ➤ Case Studies (CaseNEX) ➤ Benchmarking Intern Sites ➤ Coaching/Mentoring ➤ Clinical Service ➤ Instructional Projects ➤ School Site Visits ➤ Collaboration with Business Partners, PTSA ➤ Individual Development Plan
Assistant Principals <i>Practicing</i>	A.2, A.3 B.1, B.2, B.3, B.4 C.1 D.1, D.2, D.3, D.4	Family and Community Involvement and Partnerships Cultural Competency	Communications and Community Outreach Staff Professional Learning and Accountability Staff Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Professional Literature ➤ Authentic Case Studies with Discussion and Reflection ➤ Collaborative Conversations ➤ Individual Development Plan ➤ Collaboration with Business Partners, PTSA
Aspiring Principals <i>Practicing</i>	A.2 B.1, B.2, B.3, B.4 C.2 D.1, D.2, D.3, D.4	Developing Capacity in Others to Build Partnerships with Families and Community Further Development of Cultural Competency	Accomplished Leaders Communications and Community Outreach Staff Professional Learning and Accountability Staff Strategic Partners Topic Experts University Staff	<ul style="list-style-type: none"> ➤ Professional Literature and Research ➤ Case Studies ➤ Coaching/Mentoring ➤ School Site Visits ➤ Individual Development Plan

Program/Level	Guidelines/Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Principals <i>Practicing</i>	A.1, A.2, A.3 B.1, B.2, B.3, B.4 C.1, C.2 D.1, D.2, D.3, D.4	Initiating and Leading Effective Partnerships with Families and Community Model Cultural Competency	Accomplished Leaders Communications and Community Outreach Staff Instructional Experts Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Professional Literature and Research ➤ Coaching/Mentoring ➤ School Site Visits ➤ Collaborative Conversations ➤ Authentic Case Studies with Discussion and Reflection ➤ Reflection Journals ➤ Individual Development Plan
Accomplished Leaders	A.1	Initiating and Leading Effective Partnerships with Families and Community at the Division Level and Beyond	Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Reflection Journals ➤ Professional Literature and Research ➤ Action Research ➤ Think Tank ➤ Distance Learning ➤ Case Studies ➤ Individual Development Plan

Standard: 5- Ethics and Integrity

Program/Level	Guidelines/Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Interns <i>Developing</i>	A.1 B.2 D.1 E.2	Explores Belief Systems, Self and Others	Professional Learning and Accountability Staff Strategic Partners University Staff	<ul style="list-style-type: none"> ➤ Case Studies (CaseNEX) ➤ Coaching/Mentoring ➤ Clinical Service ➤ Instructional Projects ➤ Individual Development Plan
Assistant Principals <i>Practicing</i>	A.2 B.1, B.2 C.1, C.2 D.1, D.2 E.1, E.2	Creating and Developing Belief Systems Understanding and Considering Beliefs of Others Maintaining the Courage of One's Beliefs	Hearings Office Staff Human Resources Staff Professional Learning and Accountability Staff Safety and Security Staff Strategic Partners	<ul style="list-style-type: none"> ➤ Professional Literature and Research ➤ Authentic Case Studies with Discussion and Reflection ➤ Collaborative Conversations ➤ Expert Panels ➤ Individual Development Plan

Program/ Level	Guidelines/ Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Aspiring Principals <i>Practicing</i>	A.2 B.1, B.2 D.1, D.2 E.1, E.2	Refining Belief Systems Developing Processes for Inclusion of Other Belief Systems Having Courageous Conversations Regarding Belief Systems	Accomplished Leaders Leadership Team Members Professional Learning and Accountability Staff Strategic Partners Topic Experts University Staff	<ul style="list-style-type: none"> ➤ Professional Literature and Research ➤ Case Studies ➤ Coaching/Mentoring ➤ Discussion and Reflection ➤ Individual Development Plan
Principals <i>Practicing</i>	A.1, A.2 B.1, B.2 C.1, C.2 D.1, D.2 E.1, E.2	Communicate and Act on Belief Systems and Develop Shared Belief Systems within School Community Operationalize School Division Policy, Regulation and Standards of Conduct Courageous, Honest and Difficult Conversations	Accomplished Leaders Communications and Community Outreach Staff Human Resources Staff Instructional Services Staff Leadership Team Legal Counsel Professional Learning and Accountability Staff Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Current Literature and Research ➤ Coaching/Mentoring ➤ Collaborative Conversations ➤ Authentic Case Studies with Discussion and Reflection ➤ Reflection Journals ➤ Review of School Division Policy and Regulation ➤ Review of Staff and School Codes of Conduct ➤ Individual Development Plan
Accomplished Leaders	A.2 B.2 D.1, D.2 E.2	Developing System-Wide Approaches to Ethical Conduct and Acting with Integrity to Assure Alignment with Highest Standards	Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Reflection Journals ➤ Current Literature and Research ➤ Action Research ➤ Think Tank ➤ Distance Learning ➤ Case Studies ➤ Individual Development Plan

Standard: 6- The Education System

Program/ Level	Guidelines/ Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Interns <i>Developing</i>	A-exposure B-exposure C-exposure D-exposure	Explores Political, Social, Economic, Legal, and Cultural Contexts Related to Educational System	Professional Learning and Accountability Staff Strategic Partners University Staff	<ul style="list-style-type: none"> ➤ Professional Literature, Research and Resources from Professional Organizations ➤ Case Studies (CaseNEX) ➤ Coaching/Mentoring ➤ Clinical Service ➤ Instructional Projects ➤ Individual Development Plan
Assistant Principals <i>Practicing</i>	A.1, A.2, A.3 B.1 C.1, C.2 D.2	Engagement with Professional Organizations to Impact Political, Social, Economic, Legal, and Cultural Contexts Related to Educational System	Communications and Community Outreach Staff Mentors Professional Learning and Accountability Staff Strategic Partners	<ul style="list-style-type: none"> ➤ Professional Literature, Research and Resources from Professional Organizations ➤ Authentic Case Studies with Discussion and Reflection ➤ Collaborative Conversations ➤ Coaching and Mentoring ➤ Expert Panels ➤ Individual Development Plan
Aspiring Principals <i>Practicing</i>	A.2, A.3 B.1 C.1, C.2	Active Involvement with Professional Organizations to Impact Political, Social, Economic, Legal, and Cultural Contexts Related to Educational System	Accomplished Leaders Communications and Community Outreach Staff Leadership Team Members Professional Learning and Accountability Staff Strategic Partners Topic Experts University Staff	<ul style="list-style-type: none"> ➤ Professional Literature, Research and Resources from Professional Organizations ➤ Case Studies ➤ Coaching/Mentoring ➤ Discussion and Reflection ➤ Individual Development Plan

Program/ Level	Guidelines/ Indicators	Theme/Topic	Presenter(s)	Materials/Strategies
Principals <i>Practicing</i>	A.1, A.2, A.3 B.1 C.1, C.2, C.3 D.1, D.2	Active Involvement and Exploration of Leadership Roles within Professional Organizations (locally, regionally, and nationally) to Impact Political, Social, Economic, Legal, and Cultural Contexts Related to Educational System	Accomplished Leaders Communications and Community Outreach Staff Leadership Team Professional Learning and Accountability Staff Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Current Literature, Research and Resources from Professional Organizations ➤ Coaching/Mentoring ➤ Collaborative Conversations ➤ Authentic Case Studies with Discussion and Reflection ➤ Reflection Journals ➤ Individual Development Plan
Accomplished Leaders	A.2 B.2, B.3 C.1, C.3 D.1, D.3	Taking an Active Leadership Role with Professional Organizations (locally, regionally, and nationally) to Impact Political, Social, Economic, Legal, and Cultural Contexts Related to Educational System	Strategic Partners Topic Experts	<ul style="list-style-type: none"> ➤ Reflection Journals ➤ Current Literature and Research ➤ Action Research ➤ Think Tank ➤ Distance Learning ➤ Case Studies ➤ Individual Development Plan ➤ Application of Learning Outcomes