The Future Leaders Academy (FLA) is the first step in the journey to become a Principal in Hillsborough County Public Schools and includes:

- An introduction to the role of an Assistant Principal
- Ten sessions focused on the five core competencies
- Ongoing mentoring and support from participants’ Principals and Assistant Principals

Aspiring leaders must apply for and be accepted into the program. Candidates must have an Educational Leadership Certification and three years of effective teaching experience. This six-month program is designed to prepare teachers to be successful Assistant Principals by arming them with educational leadership coursework, and real-world experience and training.

Future Leaders Academy participants engage in professional development courses that include both leadership and technical training that is aligned with state leadership standards and district leadership competencies. It is designed to prepare future school leaders to successfully manage their time in order to effectively serve as instructional leaders, managers of human capital and organizational/systems leaders.

Future Leaders Academy Core Competencies:

- Achievement Focus and Results Orientation
- Instructional Expertise
- Managing and Developing People
- Culture and Relationship Building
- Problem Solving and Strategic Change Management

Shadowing Process
This important component includes eight hours of shadowing with school leaders. This process is designed to enable future school leaders to step out of the classroom and observe skills in action. It provides a broader picture of what school administration looks like in a typical day. Participants experience job-embedded activities and use competency-based reflections to capture thoughts and observations.

Ongoing Mentoring
Participants reflect on their competency performance, learn about their strengths, identify areas for growth and improvement, set goals to achieve during the course of the program and refer to them throughout the six months to benchmark progress. Upon successful graduation from FLA, teachers are eligible to become Assistant Principals. Once they are appointed to an Assistant Principal position, they enter the one-year Assistant Principal Induction Program which is step two in the Pipeline.
Application and Selection Process

Applying to Future Leaders Academy
To apply to the Future Leaders Academy applicants must:

- Hold an Educational Leadership Certification
- Have three years of effective teaching experience
- Attend a district-facilitated information session for the program

Future Leaders Academy Selection
The Future Leaders Academy was developed as the first step along the journey to becoming a school leader in Hillsborough County Public Schools.

When selecting candidates for the Future Leaders Academy, five overall areas of school leader competencies are considered: Achievement Focus and Results Orientation, Instructional Expertise, Managing and Developing People, Culture and Relationship Building, and Problem Solving and Strategic Change Management.

During the Administrative Selection Screening, candidates participate in a 60-minute screening with the District Selection Team. The screening activities provide each candidate with the opportunity to demonstrate competency in each of the five areas.

Candidates must be able to demonstrate and exemplify achievement in the five core competency areas through their application, evaluation forms, in-person interviews and their references.

Future Leaders Academy Timeline

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Attend a District-facilitated information session to discuss competencies, program requirements and the application process</td>
<td>April - May</td>
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<tr>
<td>Applications are due, including essays, yearly evaluation data and two competency-based references</td>
<td>Early June</td>
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<tr>
<td>Administrative Selection Screening dates that consist of role play scenarios and competency-based questions</td>
<td>September</td>
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<tr>
<td>The Future Leaders Academy Launches</td>
<td>October</td>
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<tr>
<td>The Future Leaders Academy participants graduate</td>
<td>March</td>
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The Future Leaders Academy involves a comprehensive course of study designed to give aspiring school leaders all of the tools needed to become effective and high-performing Assistant Principals.

The six-month program includes:
- Introduction to the role of an Assistant Principal
- Ten sessions focused on the five core competencies
- Shadowing with a high-performing school leader
- Ongoing mentoring and support from participants’ Principals and Assistant Principals

Participants learn about the roles and responsibilities of Assistant Principals, including how to effectively communicate with students, staff, and parents; strategies and methods for managing conflict; and professionalism and ethical leadership. Throughout the six months, teachers attend ten sessions to delve deeper into the responsibilities of Assistant Principals. With an emphasis on instructional leadership, as well as technical and operational support, aspiring leaders are given all the tools needed to successfully transition to an Assistant Principalship.

Goal Setting
At the onset of the Future Leaders Academy, participants are assessed on their competency performance from the selection interview process. They learn about their strengths, as well as identified areas for growth and improvement. Participants set goals to achieve during the course of the program and refer to them throughout the six months to benchmark progress.

Job-Embedded Learning Activities
An important part of the Future Leaders Academy is the opportunity to complete job-embedded, hands-on learning activities related to the content of each session. Developed to give participants an authentic sense of what the day-to-day job of an Assistant Principal will entail, these activities include, but are not limited to:

- Collecting and reviewing data from an area related to student learning that needs to be analyzed and forming an action plan
- Completing walk-throughs with administrators to discuss the instructional practices observed using the competency rubric
- Reviewing the school safety plan and leading a school safety drill
- Developing one strategy they could implement to improve their school culture
- Attending a Multi-Tiered Systems of Support (MTSS) meeting, writing a summary of meeting outcomes and sharing them with the person responsible for MTSS or the Principal at their school
Course of Study

Shadowing Process
Participants engage in shadowing with school leaders and are assigned an Assistant Principal mentor. The shadowing process not only enables aspiring school leaders to step out of the classroom and see the skills they have been taught in action, but also gives them a broader picture of what school administration includes. The participants reflect on their thoughts and observations and discuss their reflection with the Assistant Principal Mentor.

Ongoing Mentoring
Throughout the Future Leaders Academy, participants receive ongoing mentoring from the Principals, Assistant Principals, and an Assistant Principal mentor. These experienced leaders work with them to ensure they are accomplishing the goals they set at the beginning of the program.
At the conclusion of the Future Leaders Academy, participants share how they progressed and achieved their goals. They will have the opportunity to continue their relationship with their Assistant Principal mentor after they have been appointed as an Assistant Principal at a school.

Exit Requirements
To complete the Future Leaders Academy, teachers must successfully complete a 30-Day Entry Plan, job-embedded activities and portfolio, based on the five core competencies.

Becoming an Assistant Principal
Upon successful graduation from the Future Leaders Academy, teachers enter the Assistant Principal applicant pool, where they are eligible to be appointed for up to five years. The district’s goal is to place at least 80 percent of graduates into Assistant Principal vacancies within three years of program completion. Once appointed to a position, they enter the one-year Assistant Principal Induction Program, the next step in the Hillsborough Principal Pipeline.

“If I had to choose just one of the many great activities and topics that I benefited most from during the Future Leaders Academy, it would be reading the book Winning with People. It explains how important it is to build relationships at work and away from work, and it helps you to identify your personality traits and characteristics so you can interact in positive ways with all the different types of people you will meet. Overall, the Future Leaders Academy was immensely beneficial. The topics were concrete and useful for everyday practice, and the roundtable discussions were especially helpful. The program was enriching as well as empowering.”
- Melissa Craig, Assistant Principal, Kimbell Elementary
<table>
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<tr>
<th>Topics</th>
<th>Overview</th>
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<tr>
<td>Introduction to the AP Role</td>
<td>District and school vision, Roles and Responsibilities, Professionalism and Ethical Leadership, Time Management</td>
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<td>Implicit Bias Training</td>
<td>Bias, Stereotypes, Microaggression</td>
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<td>Leading for Equity</td>
<td>Provide Strategies for Leading with Equity, Discuss the high leverage equitable practices that can lead to eliminating race, class and other group-based disparities that marginalizes our students and staff</td>
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<td>Behavior Management, Title IX /Bullying/ SESIR Resources</td>
<td>Provide ideas and strategies for managing student behaviors, Understanding the Title IX guidelines and resources to solve bulling issues and concerns</td>
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<td>Student Services -Mental Health / Threat Assessment</td>
<td>Mental Health Resources to assist students, Threat Assessment Protocol</td>
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<td>MTSS and RTI</td>
<td>Role of the AP in MTSS, Tier 1,2,3 Interventions, scheduling intervention time and providing effective meetings</td>
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<tr>
<td>Rubric Overview Training</td>
<td>The focus for this session will be based on Danielson’s domains 1 and 3</td>
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<td>The focus for this session will be based on Danielson's domains 2 and 4</td>
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<tr>
<td>Improving Student Outcomes through Data Analysis and Usage</td>
<td>Making Student Learning a Priority, Data Analysis and Usage, Working with your leadership team to impact student learning</td>
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<tr>
<td>Transitioning to the Role of the Assistant Principal</td>
<td>Interview skills and learning the transition process to become an Assistant Principal</td>
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