Leadership and school culture create the foundation of schools that are future ready. As such, district leadership provides a vital pillar for transformation. Through Future Ready Schools® (FRS), district leaders invest in collaborative leadership instead of autocratic structures; create a dynamic culture of innovation; develop and support a vision for teaching and learning that is personal and authentic; and model desired outcomes by providing opportunities, time, and needed resources for school leaders and educators to grow professionally.

FRS district leaders ensure equitable access to personal and authentic learning experiences for all students while redesigning learning spaces to match the envisioned pedagogy. In addition, these leaders promote the effective and efficient use of data to support student learning while ensuring the highest levels of student privacy. FRS district leaders also collaborate with the community they serve and focus on long-term financial, pedagogical, and political sustainability.

By leveraging actions from the Future Ready District Leaders™ framework, superintendents, curriculum directors, professional learning directors, and other district leaders plan systematically and enact policies that ensure instructional practices maximize student learning outcomes. This framework affirms the belief that all students, regardless of where they live, should have access to opportunities to maximize their gifts and abilities.
### CURRICULUM, INSTRUCTION, AND ASSESSMENT

#### Strengthen Personalized Instructional Strategies
- Create and communicate a learner-centric vision that provides personal and authentic learning experiences for all students while implementing the needed policies and procedures to realize that vision.
- Establish a curriculum that ensures deeper learning outcomes connected to real-world applications, builds a twenty-first-century skill set, and maximizes student learning opportunities.
- Maximize student agency by providing the tools, resources, and goal-setting opportunities needed to master critical knowledge and skills while amplifying each student’s interests, strengths, and passions.

### PERSONALIZED PROFESSIONAL LEARNING

#### Model and Implement Responsive, Ongoing, and Job-Embedded Learning
- Create a districtwide culture of shared ownership for professional growth.
- Leverage talents of educators at all levels and empower them to lead while promoting participant voice, choice, and agency.
- Provide diverse, collaborative, ongoing opportunities for all educators to increase their skills.

### ROBUST INFRASTRUCTURE

#### Build for Innovation
- Ensure equity in access to high-quality devices and the bandwidth needed to support student learning at school and home.
- Develop a sustainable model for responsive technical assistance that maximizes teaching and learning opportunities districtwide.
- Implement a formal cycle to review and replace hardware to focus on both short- and long-term sustainability.

### BUDGET AND RESOURCES

#### Analyze and Reallocate Resources to Advance Personalized Learning
- Seek opportunities to leverage efficiency and cost savings on an ongoing basis and provide consistent funding for sustainability.
- Align budgets with strategic and tactical plans while working to eliminate expenses that no longer support the district’s vision.

### COMMUNITY PARTNERSHIPS

#### Establish and Foster Relationships to Support School Culture and Vision
- Collaborate and engage community members, including parents, businesses, organizations, and taxpayers without children in schools.
- Develop, model, and amplify the district brand through existing and new communication channels.

### DATA AND PRIVACY

#### Use Data to Inform and Transform Instruction and Support Learner Agency
- Implement and communicate clear policies, procedures, and practices on the use of student data that ensure high levels of data privacy and security and adhere to state and federal laws.
- Create a culture of data-informed decisionmaking while focusing on the whole child.

### USE OF SPACE AND TIME

#### Rethink, Redesign, and Transform Learning Spaces
- Design research-based learning spaces that are sensitive to gender and culture and responsive to student needs.
- Promote and support flexible, learner-centered spaces that amplify student voice, choice, and agency.
- Creatively construct nontraditional opportunities that maximize student learning outcomes.

### COLLABORATIVE LEADERSHIP

#### Cultivate a Community of Learners with Distributed Leadership
- Collaboratively develop, communicate, and maintain a shared vision for student learning that is personal and authentic.
- Create a culture of innovation that promotes risk taking and empowers all team members in the organization.
- Continuously plan, implement, measure, reflect, and refine to sustain high-quality teaching and learning for years to come.