



**Position:** Director of Partner Support

**Location:** Milwaukee, WI and/or Chicago, IL

**Start Date:** August 2022

## **The Problem**

Every year, over 25% of principals leave their roles and over half leave by their third year. They are charged with managing their entire instructional staff and held responsible for the results they achieve with children. But given their many responsibilities, principals are often only capable of spending 10% of their time on instructional leadership.

86% of principals adjust for their own lack of instructional leadership capacity by distributing leadership to others in the building (e.g., assistant principals, instructional coaches, teacher-leaders, etc.) to share the responsibility of developing and supporting teachers. However, only 32% of people in these roles receive any specialized training.

As a result, coaches and teachers are left unsupported and underdeveloped. Only 3 in 10 teachers improve in any given year; two even get worse. On average, teacher improvement stops before their fifth year in the classroom, before they've become proficient at basic instructional practices. Yet teachers are still held accountable for producing student achievement results. 40-50% of teachers will leave the profession within five years.

## **Our Approach**

At Fulcrum Education Solutions, we support schools to ensure that every teacher has the support and development they deserve by providing high-quality, customized coaching to instructional leaders and their teachers.

We turn traditional professional development efforts on their heads by rejecting one-size-fits-all approaches or requiring educators to stop their work to learn about how to better perform their work. This role also extends our leadership development efforts beyond the principal's chair to reflect the actual models of instructional leadership that schools are pursuing.

Fulcrum's work is distinguished because it is:

1. *Customized* – We get to know each school community and their vision for excellent instruction to tailor our work towards their unique context. We don't assume what a school values, how they operate, who serves as instructional leaders, or what possible solution will work best.
2. *Focused on Application* – All work occurs right during the school day, right in the context where it must be applied. We work alongside our partners, in classrooms, during meetings, in their building, to ensure that their development is seen through to successful execution with their teachers and students.
3. *Consistent* – We are available and reliable because day-to-day demands are the schools we work with. No discipline issue, parent meeting, or budget crisis will require us to put instructional leadership on hold.
4. *Sustained* – We partner with schools over multiple school years so that our work takes root and develops people for the long-term. Schools and people don't change overnight or after one session.

## Our Reach

Through the school year 2020-2021, Fulcrum has partnered with over 60 different schools and organizations across Chicago, Northwest Indiana, Milwaukee, Indianapolis, and beyond.

In the 2021-2022 school year, Fulcrum expanded its reach within our current regions, and continued to amass results, develop new services, and prove the impact of our model.

## Job Description

Fulcrum Education Solutions is seeking a Director of Partner Support (DPS) to join our team and push our company forward. The DPS fills a dynamic school support role whose main responsibilities include:

1. Lead partnerships with Fulcrum's partner schools, where our work is focused on the development of the instructional leaders (ILs) and broader instructional leadership structures in the school.
  - Generating clear direction and strategies to develop ILs using Fulcrum tools
  - Communicating and executing the direction and strategy with goals for the partner
  - Monitoring and adjusting the approach
2. Take on Fulcrum projects to drive the company forward.
  - Creating and refining products to support school partnerships during all phases
  - Networking and sales responsibilities
  - Special projects as directed by the CEO

The DPS is challenged to perform as an executive of Fulcrum. They are supported and developed in all responsibilities within company structures and a largely flat organizational structure.

There is the possibility of some travel between Chicago, Milwaukee, Indianapolis, and/or other expanding regions for the DPS role.

### Goals:

All Fulcrum Team members are held to of the same goals, scaled to their individual role:

1. School partners achieve results.
2. School partners are retained in Fulcrum's progressive support model.
3. School partners advance in our progressive support model.
4. Fulcrum team members are excellent stewards of Fulcrum's brand and values.

Above and beyond work is rewarded; below standard work is addressed. Simply completing the required work items of a role is a low bar for a Fulcrum team member and our efforts are expected to result in progress for our partner schools and Fulcrum.

### Skills:

The DPS role requires a broad skill set centered on a deep knowledge of schools, instruction, and educators. Most crucial in performing in the role and achieving its goals are:

- **Keen Instructional Lens** – You can observe a classroom, quickly identify strengths and gaps, ask the right questions, and logically determine a path forward for that specific teacher's long-term development.



- **Ability to Form Positive Relationships Quickly** – You can sit down with someone you just met, establish immediate trust and rapport, and begin to push them forward.
- **Adaptive Leadership** – You understand people because you care about them. But you care about them enough to still lead them onward, with a tailored approach that may be different from your initial plan or from how you'd work with another person in the same school building.
- **Strategic Thinking** – You see three steps ahead, what's around the corner, and where you're headed. You make decisions in the short-term that matter for the long-term.
- **Autonomy and Self-Efficacy** – You can think on your feet and operate with minimal guidance and direction. You trust yourself to make productive, mission-aligned decisions, but you know when to ask for help and input.

#### Qualifications:

The DPS role requires formal school leadership experience in order to be successful and meet the needs of our partner schools as they develop their instructional leadership. These qualifications need not be a steadfast barrier but more seen as a guide.

- 2+ years of experience as a school leader charged with the support, development, and management of other instructional leaders (e.g., principal, assistant principal, network instructional leader, etc.)
- Demonstrated instructional leadership results across a variety of grade-levels, content areas, and teacher experience levels
- Master's degree (or higher) in education or related field

#### Values:

How we do our work matters just as much, if not more, than *what* we do. Education is the ultimate human endeavor and trust between people is often the missing ingredient that holds back change from taking place at all levels. Our values reflect what we believe will continuously **earn trust** with our school partners to help us make the changes in their schools, and in K12 education more broadly, that we seek:

- *Empathy* – We are educators who understand the emotional, physical, and professional extremes of working tirelessly for students in schools. We form meaningful relationships with others and foster interpersonal connections that let us quickly and easily get to the roots of issues to find the most productive path forward – together.
- *Authenticity* – We are our true and genuine selves in everything we do. Our purpose and motives for engaging in this work are never in question. We can be trusted at our word and act with reliable consistency.
- *Rigor* – We are extremely thorough, exhaustive, and accurate in our thinking. We don't settle for surface-level answers or simple solutions but bring thoughtful ideas and novel approaches to the situation at hand and problems not yet solved.
- *Nerve* – We are steady and courageous in the face of situations that demand our honesty and leadership. We balance our empathy with the drive to push forward in pursuit of our larger purpose.

#### Compensation

Full-time annual compensation for the DPS role begins at \$100,000. The value of working for Fulcrum goes well beyond the monetary compensation received:



*Flexibility:* We work hard. We sleep in every now and again. We work late once in a while. We work from home. We work in schools. We work together in shared work spaces. We take PTO when we need it without throwing either our work or our personal lives into chaos. Since we aren't responsible for all aspects of a school's operations, we can go to the gym at 4pm or pick up our own kids after school without having to worry about missing it due to a student or parent issue. If we want to have a standing meeting at a bar with our manager after family dinner and our kids' bedtime, we do that too. We offer part-time to full-time to over-time roles to fit the educators out there needing more flexibility than their current opportunities afford them.

*Focus:* We get to do the work we like doing most (and that needs to get done!) without all the things that just "come up" in schools (like a teacher being out requiring you to cover and miss not only your 10 am lunch time but also your coaching meetings). We are insulated from these things with our school partners, so we can stay focused on the single priority every single school shares: excellent instruction. You are spending your time doing the work you love giving it the uninterrupted focus it needs.

*Fair Compensation:* We offer competitive salaries and bonuses to invest in our people to the greatest extent possible. Fulcrum is a growing organization. We compensate as fairly as possible given our company's growth trajectory and our team's experience and expertise. We strongly believe that the lifestyle associated with being a Fulcrum employee provides clear value for our team as well. Fulcrum also offers health, dental, and vision insurance to employees as well as retirement benefits.

Growth potential is high and you can expect your compensation and responsibilities to rise considerably as the company continues to grow and we learn more about the value you bring to Fulcrum!

## **Application**

If you are interested in applying for the DPS role, please submit a current resume to **[hiring@fulcrumeducationsolutions.com](mailto: hiring@fulcrumeducationsolutions.com)**. With your resume, please include a cover letter that speaks specifically to your motivations for wanting to join a growth-stage education company working on this problem in this way in this role. (There is no need to describe your resume or worry excessively about formatting in your cover letter; we want to hear about your passion for this work and see how well you communicate that in writing.) We will do our best to respond to your application within 3 business days. We are prepared to conduct the hiring process virtually and candidates balancing family, work, and exploring new opportunities with Fulcrum will be treated with the generosity and gratitude everyone deserves during this challenging time. From start to finish, we anticipate the process to take 4-6 weeks and offers would be provided no later than July 15, 2022.

### **Anti-Discrimination Policy & Commitment to Diversity**

Fulcrum Education Solutions is committed to providing equal opportunity to all employees and applicants without regard to race, color, religion, national or ethnic origin, sex, age, marital status, familial status, sexual orientation, political affiliation, family responsibilities, gender identity or expression, pregnancy, military status, or any other characteristic protected under federal, state, or local law. We are committed to maximizing the diversity of our organization as we want to engage all those who can contribute to our efforts to ensure that every educator in every school is capable of being their best.

