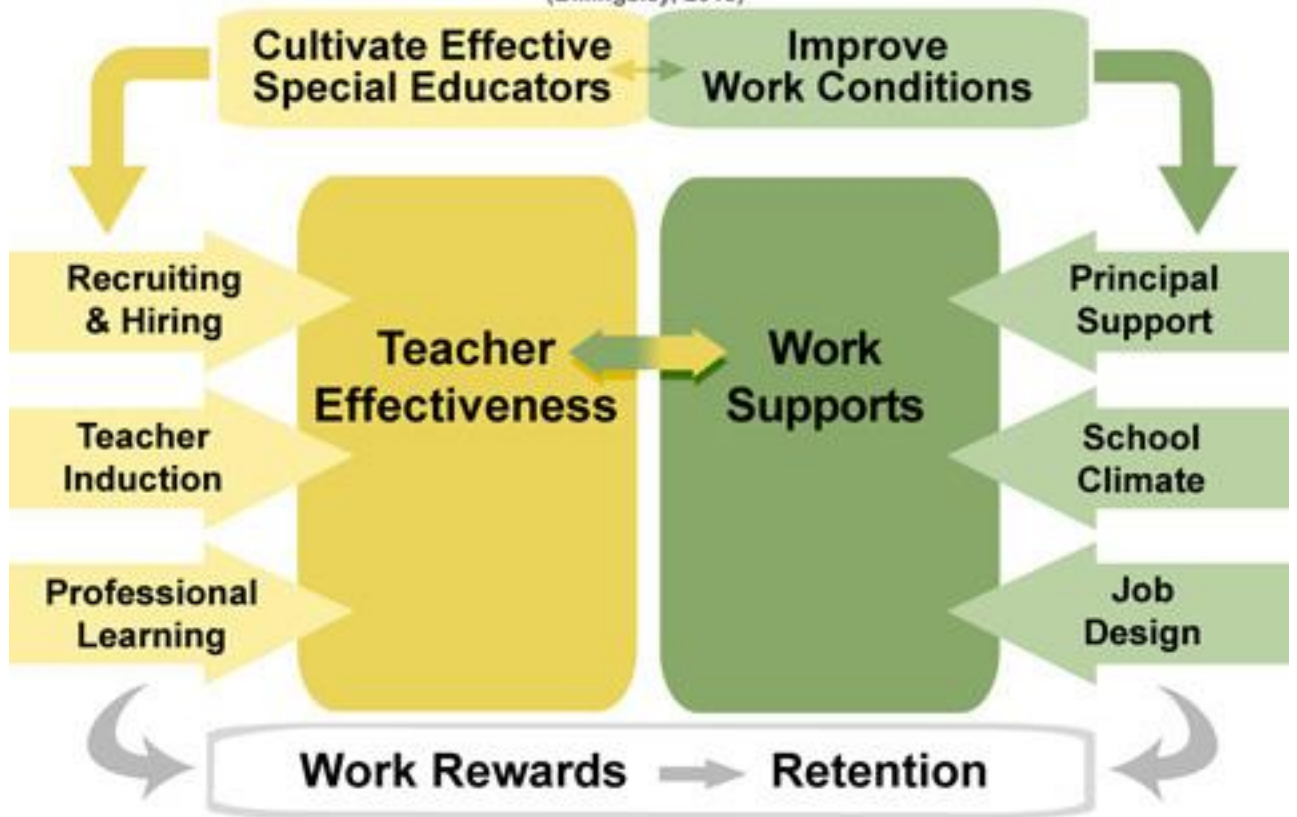


A Leader's Model for Keeping Effective Special Educators

(Billingsley, 2013)



The model focuses on two key ideas. The first is to *Cultivate Effective Special Educators* (left half of figure). There are three key leadership actions associated with this idea. Implementing these three actions in combination should lead to greater teacher effectiveness by:

- Using effective recruiting and hiring procedures to identify the best possible teachers and provide a good job match
- Providing teacher induction to help new teachers become more effective as they enter the profession
- Addressing professional learning throughout teachers' careers (i.e., lifelong learning)

The second key idea of this model is to *Improve Work Conditions* (right half of figure). There are three key leadership actions associated with this idea:

- Being a supportive principal
- Encouraging a positive and collaborative school climate
- Establishing clear job responsibilities

School leaders who implement the six primary actions outlined in the

Leader's Model can increase teacher retention and decrease teacher turnover. These six actions will be discussed in more detail on subsequent module pages.