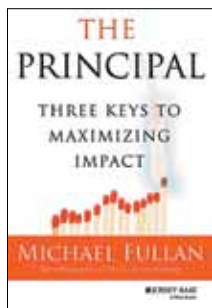


The Principal: Three Keys to Maximizing Impact. Michael Fullan. Jossey-Bass, 2014, 160.

Now more than ever, education is driven by myriad forces, such as the Common Core State Standards, 21st century learning skills, college- and career-readiness, school safety and security, and parent and community connections. The list goes on and on. To say that the school principal's responsibilities are endless is an epic understatement. There are just not enough hours in the day to accomplish everything with a "business as usual" approach. As Michael Fullan explains in his new book, *The Principal: Three Keys to Maximizing*



Impact, the role of the principal needs to be redefined if we hope to achieve any level of effectiveness.

Fullan calls this a "watershed moment" for principals: the role of the principal has been evolving from a building manager to an instructional leader. Fullan builds on Ken Leithwood's now well-known statement, "The principal is second only to the teacher in terms of impact on student learning."

How can the school principal effectively balance the day-to-day responsibilities of running the building, leading the staff through new initiatives (some mentioned above) and, most importantly, ensuring student achievement? Fullan writes that the usual methods, such as teacher evaluations that focus on accountability, are the "wrong drivers." Instead, the principal needs to build the capacity of others. The development of what Fullan calls "professional capitol" is key.

"Having high expectations, investing in capacity building, increasing transparency of results and practice, and maintaining a relentless focus on progress in the end works because people become increasingly committed to results, to their peers, and to the system as a whole," Fullan writes.

This is an easy, yet impactful, read that offers wisdom, examples, and resources (such as a downloadable PD Training Kit) to help guide principals to foster true, organic, positive change. Each chapter ends with bulleted lists of "Action Items" and "Discuss with Colleagues" points to help guide principals. Investing the weekend's worth of time it takes to read this 160-page book could very well lead to the sustained growth and achievement that every school leader yearns for.

Reviewed by Robert Shappell, principal of Wilbur Watts Intermediate School, Burlington, New Jersey.

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