

# John D. Marshall

EXPERTISE: **EQUITY FOR STUDENTS**

POSITION: Chief Equity Officer

DISTRICT: Jefferson County Public Schools, Louisville, Ky.

 @JCPSKY



**“I don’t mince my words. If we’re going to change an urban district like this, there’s going to have to be a whole lot more tenacity and a lot less glad-handing.”**

## LESSONS FROM A LEADER

### **>> Lead Without Fear**

Tell the truth, even when it’s controversial or people don’t want to hear it.

### **>> Have Conviction**

Be inclusive, but be fully prepared to stand alone.

### **>> Use the Data**

Data tell the story and present the strongest argument for changing policy and practice.