



PHILADELPHIA
ACADEMY
OF SCHOOL
LEADERS

SELECTION PROCESS OVERVIEW

1. Online Application

2. In Person Interview and Instructional Written Exercise

3. School Visit (If Applicable)

4. Data Review and Reference Checks

5. Final Determination

Neubauer Fellowship in Educational Leadership Selection Process Overview

The selection process for the Neubauer Fellowship in Educational Leadership identifies accomplished principals across Philadelphia's district, charter, and faith-based schools who are poised to take their leadership skills and their schools to the next level. The Philadelphia Academy of School Leaders (School Leaders) has designed the process to gather information and evidence about each applicant's ability to:

- Articulate a clear and compelling school-wide vision
- Create an achievement-oriented school culture characterized by high expectations for students and adults
- Identify and implement exemplary instructional practices
- Develop and engage teachers to provide rigorous instruction for students
- Nurture a safe, supportive environment for students
- Efficiently manage school operations
- Communicate and build relationships effectively
- Demonstrate self-awareness and commitment to ongoing learning

In addition to the skills outlined above, the selection process is designed to identify candidates who are deeply committed to Philadelphia's schoolchildren and to their own leadership development.

STAGES OF THE PROCESS

In order to ensure that candidates have ample opportunities to demonstrate their skills, knowledge, and mindsets, School Leaders developed a multi-stage and varied set of activities for the selection process, each one designed to gather evidence in specific areas. Proprietary rubrics evaluate and score each step of the Neubauer Fellowship application process:

1. Online Application

In addition to basic professional information, the online application asks candidates to address aspects of leadership, such as:

- Defining their role as a school leader
- Providing specific examples, with supporting evidence, of steps they have taken to
 - Increase student achievement
 - Enhance teachers' ability to provide high-quality instruction to students
 - Nurture a safe, supportive environment for all students
 - Define and address priority areas for school improvement
- Identifying the unique skills and qualities they would bring to the Fellowship and areas for their potential growth

Requested application supporting documents include a professional resume, three professional references, and a writing sample. Applications are screened completely anonymously by education experts outside of Philadelphia to ensure that each candidate is evaluated on solely the evidence he/she provides. Answers are evaluated on standards of consistency, completeness, and clarity, and the quality of supporting data and evidence. Each application is scored by at least two screeners—a third scorer is added if the two screeners' evaluations diverge significantly.

2. Interview Day

During the interview day candidates participate in an hour-long interview with two members of the School Leaders' Selection Committee and complete an instructional written exercise. The interview consists of several open-ended questions and an opportunity at the end for the applicant to add comments and ask questions. Interviewers take notes and score each question on a rubric. Evaluations are based

Neubauer Fellowship in Educational Leadership

The Neubauer Fellowship in Educational Leadership is a transformative two-year leadership experience for principals with a proven track record of improving Philadelphia's district, charter, and faith-based schools. The program develops critical leadership skills needed to elevate school performance and student outcomes in their schools and across the city. Fellows receive best-in-class professional development, build deep relationships with a cohort of exceptional educators, and are treated like the important change agents they are.

2019 Application Timeline

Application Deadline:

January 18, 2019

In-Person Interviews:

February 12, 2019

(Invitations to interview will be extended by January 31)

Final Determination

March 2019

on the applicant's ability to provide detailed responses with evidence, communicate clearly, and demonstrate a commitment to personal growth and school leadership development.

Immediately following the interview, the applicant independently views a video of a teacher interacting with a classroom. (Applicants are able to select an elementary, middle, or high school lesson.) The applicant then responds to several questions in writing, identifying instructional strengths and weaknesses and how those issues would be addressed with the teacher.

Assessments of the written exercises are conducted anonymously by two or three members of the Selection Committee and are based on the applicant's demonstrated ability to identify effective instructional practices, identify high-impact improvement areas, and develop next steps to improve teacher effectiveness. Responses are rated on a scale from limited, developing, proficient, and strong.

3. School Visit

If, after the interview day, the School Leaders team believes more information about a candidate is needed, a visit is scheduled to the principal's school. (Other applicants move directly to the data and reference check stage.) During a 90-minute visit to the applicant's school, School Leaders representatives look for examples and evidence of how the principal's leadership has impacted instruction and the climate/culture of the school. Representatives gather evidence about the principal's skills in:

- Creating a school culture that develops and engages staff and is focused on student achievement;
- Identifying exemplary instructional practices
- Nurturing a safe, supportive environment for students characterized by high expectations.

The visit begins in the principal's office, includes observations of several classes and common areas, and ends with a debrief with the principal.

4. Data Review and Reference Checks

During the data review stage, School Leaders staff examines School Progress Reports and other school data sources. In addition, representatives conduct reference checks with supervisors and colleagues.

5. Final Determination

The Selection Committee makes final determinations by examining all of the information and assessments collected throughout the selection process. Through a holistic process of reviewing all selection process data, the Selection Committee identifies the candidates who consistently demonstrate that they have the skills and mindsets required to push their leadership and their schools to even higher levels of performance. Those applicants are consequently invited to participate in the Neubauer Fellowship in Educational Leadership.