



PHILADELPHIA
ACADEMY
OF SCHOOL
LEADERS

SELECTION PROCESS
OVERVIEW

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Neubauer Fellowship in Educational Leadership Selection Process Overview

The selection process identifies school leaders with a track record of driving improvements in student achievement who are poised to take their skills and schools' performance to the next level. Successful candidates demonstrate evidence of the following leadership attributes throughout the process:

- Articulate a clear and compelling school-wide vision and execute leadership actions that align with that vision
- Hold self and others accountable for improving student outcomes based on a belief that all children can achieve at high levels
- Establish an achievement-oriented school culture grounded in high expectations for all students and adults
- Create a respectful, safe, supportive, and inclusive environment for all students
- Identify and implement exemplary instructional practices
- Build capacity of teachers and staff to provide rigorous instruction for all students
- Use data and effective practices to inform decision-making
- Lead with a solutions-orientation and persistence to overcome obstacles
- Identify problems, prioritize, and implement effective solutions
- Effectively communicate, collaborate, and build relationships with diverse stakeholders
- Demonstrate self-awareness, a commitment to ongoing learning, and a continuous improvement mindset
- Demonstrate a deep commitment to Philadelphia's schools and students

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 applicants to provide evidence related to the selection criteria. In addition, applicants submit 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 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 a 60-minute interview with two members of the School Leaders' Selection Committee and complete a 60-90 minute 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 on the applicant's ability to provide detailed responses with evidence, communicate clearly, and demonstrate a commitment to personal growth and school leadership development.

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.

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 next steps with the teacher.

Assessments of the written exercises are conducted anonymously by two or three members of the Selection Committee 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. Supervisor Recommendation

If an applicant advances past the application phase, their direct supervisor will receive an email with a link to a recommendation form to complete. Supervisors provide strengths, growth areas, relative ratings on the Neubauer Fellowship selection competencies, and an overall readiness recommendation.

4. 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:

- Establishing an achievement-oriented school culture grounded in high expectations for all students and adults
- Creating a respectful, safe, supportive, and inclusive environment for students
- Identifying and implementing exemplary instructional practices
- Building capacity of teachers and staff to provide rigorous instruction for all students

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

5. 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.

6. 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.