



PHILADELPHIA
ACADEMY
OF SCHOOL
LEADERS

SELECTION PROCESS OVERVIEW

1. Online Application

2. Supervisor Recommendation

3. Instructional Exercise and Interview

4. School Visit

5. Data Review and Reference Checks

6. Final Determination

Neubauer Fellowship in Educational Leadership Selection Process

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.

SELECTION CRITERIA

Successful candidates demonstrate evidence of the following leadership competencies:

- **Vision** - Articulate a clear, compelling school-wide vision and align priorities and leadership actions to achieve that vision
- **Accountability** - Hold self and others accountable for improving student outcomes based on a belief that all children can achieve at high levels
- **Results-Orientation** - Set ambitious goals, monitor progress, and demonstrate persistence to overcome obstacles
- **Inclusive Culture** - Create a safe, respectful, supportive, and inclusive environment for all students
- **Interpersonal Skills** - Effectively communicate, collaborate, and build relationships with diverse stakeholders
- **Instructional Expertise** - Facilitate student mastery through data-driven instruction and effective instructional practices
- **Capacity Building** - Build capacity of teachers and staff to provide rigorous instruction for all students
- **Problem-Solving** - Use data to identify and prioritize problems, inform decisions, and implement effective solutions
- **Self-Awareness and Continuous Improvement** - Reflect, accurately assess own strengths and growth areas, solicit feedback, and pursue growth opportunities
- **Commitment** - 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 selection process with varied activities designed to gather evidence in specific competencies. Applicants are evaluated using rubrics aligned to selection criteria at each step of the process.

1. Online Application

The online application asks applicants to provide professional information and evidence related to the selection criteria. Applicants submit essays, a resume, three professional references, and a writing sample. Applications are screened anonymously by education experts outside of Philadelphia to ensure that each candidate is evaluated on solely the quality of supporting data and evidence. Each application is scored by at least two screeners, and a third scorer is added if the two screeners' ratings diverge significantly.

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.

2. Supervisor Recommendation

Each applicant's direct supervisor will receive an email with a link to a recommendation form. Supervisors provide strengths, growth areas, relative ratings on the Neubauer Fellowship selection competencies, and a recommendation on overall readiness.

3. Instructional Exercise and Interview

The interview consists of two components: an independent instructional exercise and a virtual interview.

First, candidates independently view a video of a teacher's classroom instruction. (Applicants are able to select an elementary, middle, or high school lesson.) The applicant identifies instructional strengths, opportunities for improvement, and next steps for the teacher.

Then candidates participate in a 60-minute interview with two members of the School Leaders Selection Committee. During the interview, candidates will debrief the video and share high-impact instructional strategies to improve teacher effectiveness. The interview also consists of several open-ended questions and an opportunity 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.

4. School Visit

Following the interview, members of the School Leaders' Selection Committee visit the principal's school. During a 90-minute school visit, School Leaders representatives look for examples and evidence of how the principal's leadership has impacted school culture and instruction. 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 examine available data (e.g., School Progress Reports, surveys, and other 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 data and evidence collected throughout the selection process. Candidates who consistently demonstrate that they have the skills and mindsets required to push their leadership and their schools to higher levels of performance are invited to participate in the Neubauer Fellowship in Educational Leadership.