



2021-2022

IMPACT REPORT

PHILADELPHIA
ACADEMY
OF SCHOOL
LEADERS



DEAR FRIENDS AND SUPPORTERS,

The Philadelphia Academy of School Leaders believes all children are entitled to an education that enables them to pursue and achieve their dreams. A successful learning environment requires strong leadership. There are no great schools without great principals.

Over the last eight years, School Leaders' programs have identified and recruited high-potential talent—ambitious school leaders aspiring to improve the academic outcomes and social-emotional well-being of their students. As lifelong learners themselves, program participants have committed to furthering their own development to better serve their school communities. Meeting during summers, weekends, and occasional school nights, school leaders collaborate in peer groups to support curriculum and instruction focused on improving student outcomes. They learn how to strategically plan, to gather and interpret data that indicates, in real time, where success is being achieved and where additional support is required. They learn to build stronger school cultures—coaching faculty and engaging families and the community. They learn to deal with crises and disasters.

By many crucial measures, these leaders are succeeding. In Neubauer Fellow-led schools, principal retention is high, student attendance is up, and turnover of high-performing teachers is low. Scholastic achievement is climbing, although not as quickly as hoped. While significant progress is being made, there is still a lot to do.

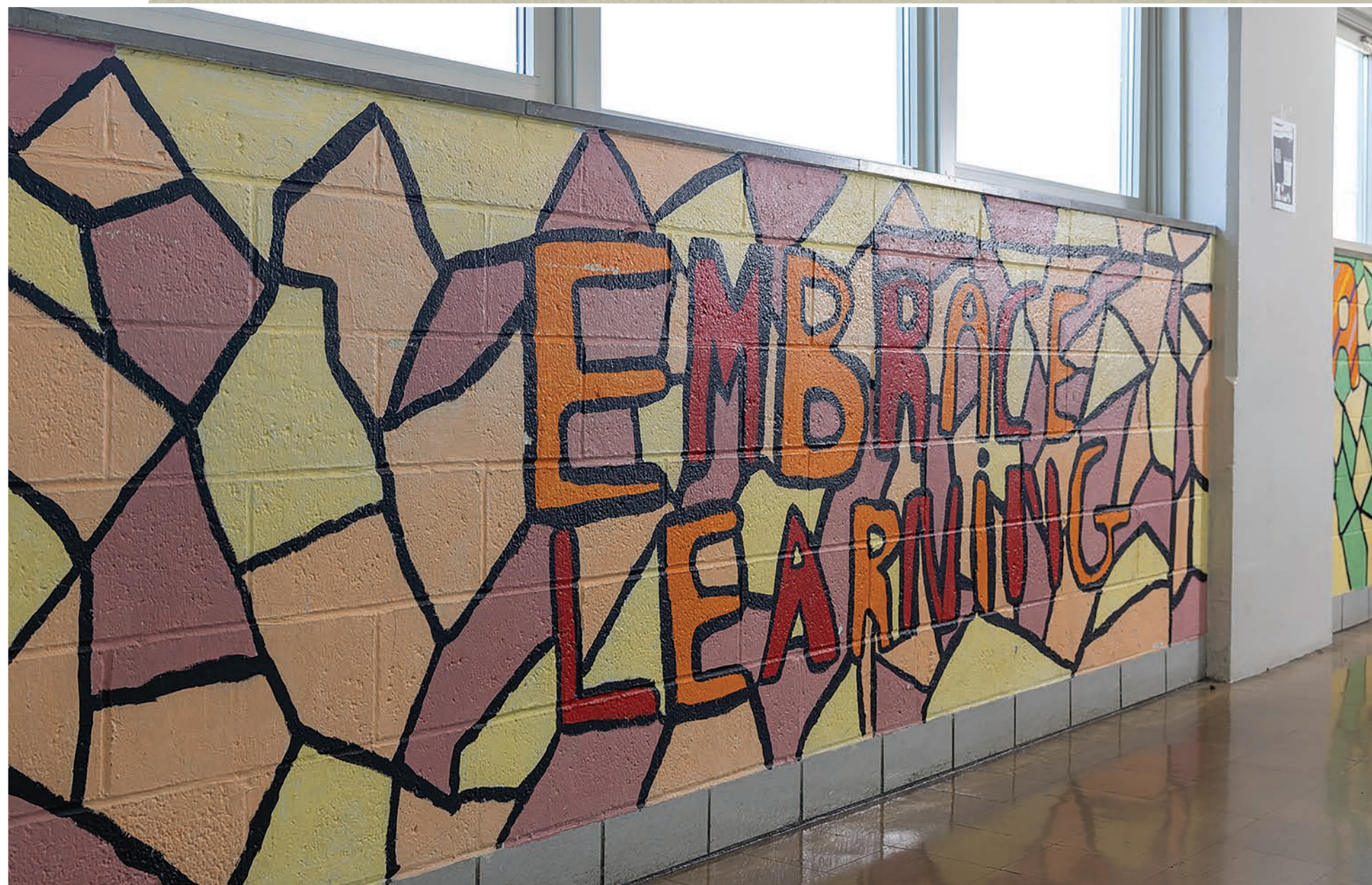
We are very proud of our leaders and the impact that they've had. Across all School Leaders programs, we serve more than 180 school and system leaders and more than 96,000 students. Honored for their significant leadership and humanitarian contributions to their school communities, nearly three-quarters of the Lindback Awards for Distinguished Principals in recent years have been bestowed upon Neubauer Fellows. Twenty-eight Fellows have progressed beyond the principalship into system leadership roles.

The pages of this 2021–2022 Impact Report share in greater detail the impact of our programs and program participants. We are grateful to you for the support that has made such progress possible. I hope you will be as pleased with the results from the year as I am.

With gratitude,



Joseph Neubauer
Chair, Board of Directors
Philadelphia Academy of School Leaders



BY THE NUMBERS

NEUBAUER FELLOWS



Our community is strong, and our shared commitment to young people and to the city of Philadelphia is unparalleled.

We exist to lift up the principals, system leaders, and change agents who are transforming the educational landscape in Philadelphia.

We stand in awe of these leaders' tireless efforts and unwavering dedication to Philadelphia's students. We invest in these leaders as they invest in the future.

WE ARE

PHILADELPHIA EDUCATION.

ROLES

88

Neubauer Fellows served as principals

PRINCIPALS BY SECTOR

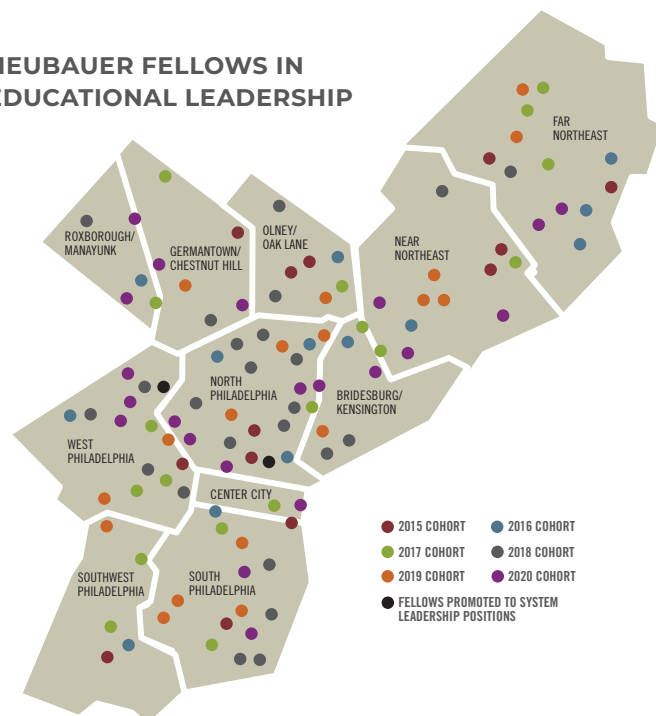


28

Neubauer Fellows served as principal supervisors, principal coaches, or in other roles

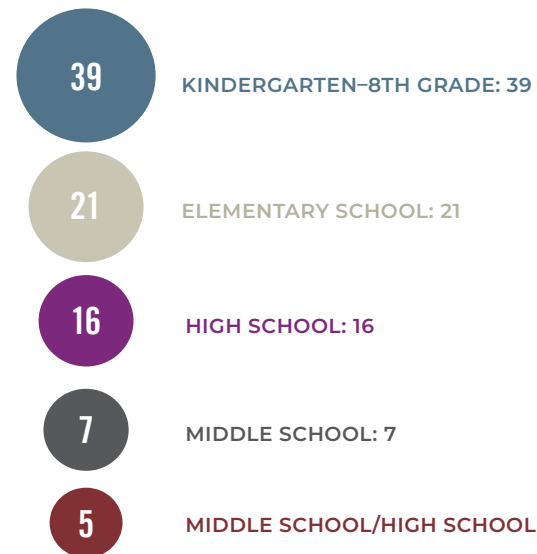


NEUBAUER FELLOWS IN EDUCATIONAL LEADERSHIP



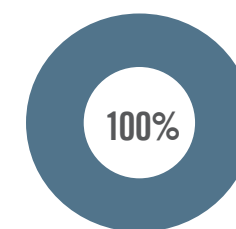
NEUBAUER FELLOWS BY GRADE LEVEL

88 TOTAL

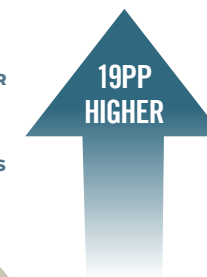


RETENTION

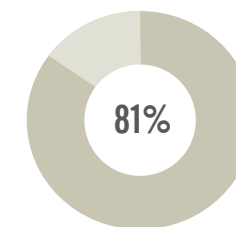
RETENTION IN EDUCATIONAL LEADERSHIP ROLES After 1 year



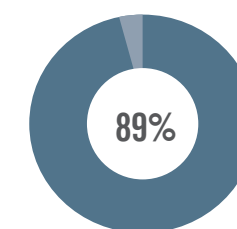
100% OF NEUBAUER FELLOWS (Cohorts 1-5) remained in EDUCATIONAL LEADERSHIP ROLES in Philadelphia



OTHER PRINCIPALS vs. 81% of non-participants



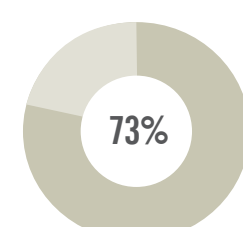
RETENTION IN THE PRINCIPAL ROLE After 1 year



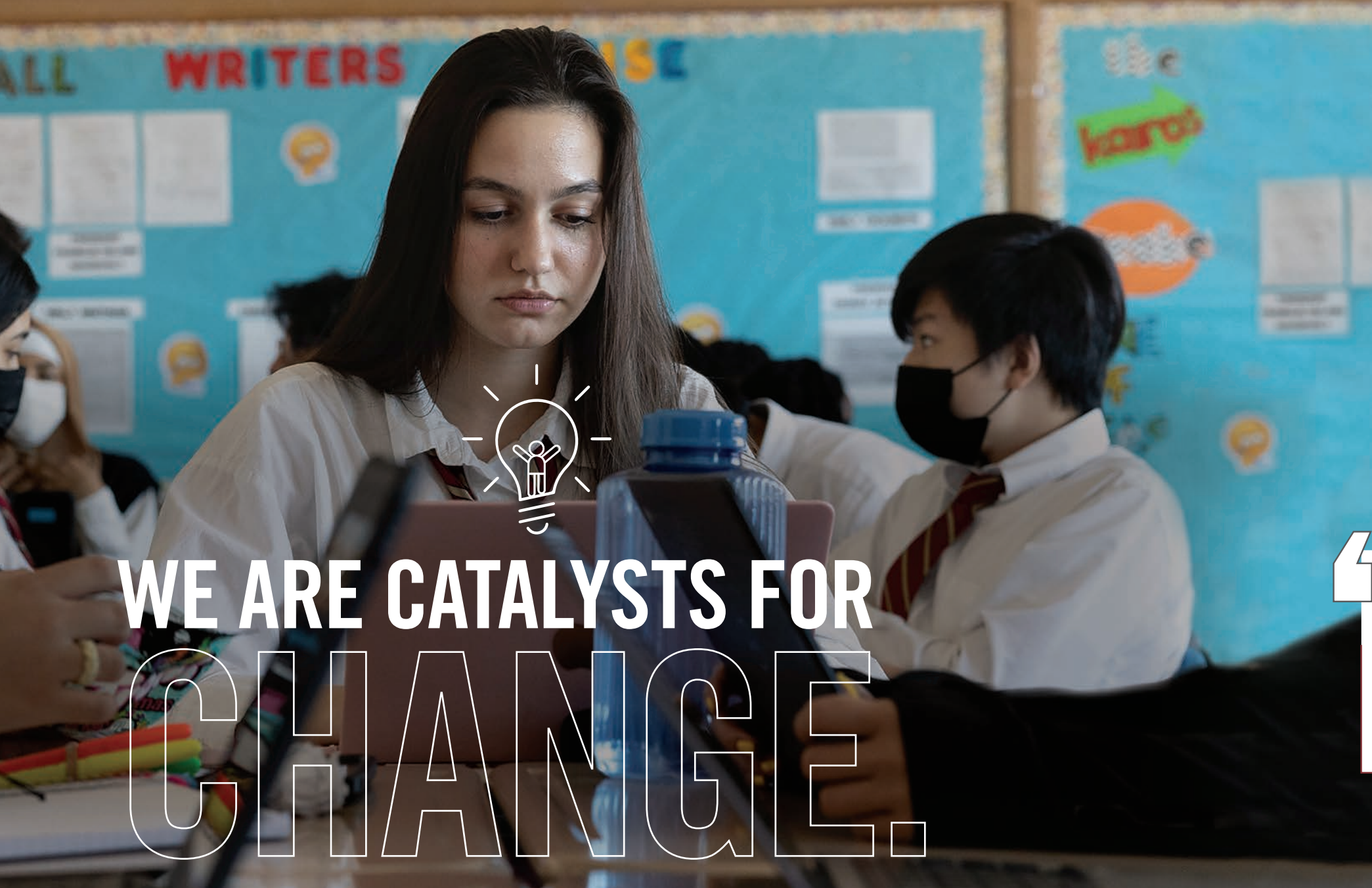
89% OF NEUBAUER FELLOWS (Cohorts 1-5) stayed in PRINCIPAL ROLES in Philadelphia



OTHER PRINCIPALS vs. 73% of non-participants



PP=PERCENTAGE POINTS



WE ARE CATALYSTS FOR CHANGE.

We exist to transform students' lives for the better, to help them achieve what they never thought possible.

The 2021–2022 school year was—again—unprecedented. Although many students returned to in-person learning, the ongoing COVID-19 pandemic continued to impact lives and disrupt education. Society continued to grapple with examples of social injustice

and systemic racism highlighted in new and continuing ways.

These challenges compounded issues and barriers to learning already prevalent in urban education and, specifically, Philadelphia. The need for the acceleration of learning and increased academic achievement is clear; the steps we take today to advance leadership development are paramount in creating a brighter future for Philadelphia students.

“

The difference that outstanding school principals make in the lives of young people cannot be overstated.”

—JOHN B. KING, JR.
Former U.S. Secretary of Education

Working with school and system leaders, we shifted our programming strategy and design to focus our full efforts and resources on supporting them in meeting these extraordinary challenges. Principals and system leaders can make an enormous difference in the lives of young people. These leaders have a tremendous impact in the push to improve education in Philadelphia.

“

It is difficult to envision an investment in K–12 education with a higher ceiling on its potential return than a successful effort to improve principal leadership.”

—GRISSOM, EGALITE, AND LINDSAY
2021

Data from research conducted in 2021 and 2022 reinforces what we've always known:

EXEMPLARY LEADERSHIP BUILDS EXEMPLARY SCHOOLS.

“

A principal's ability to create positive working conditions and collaborative, supportive learning environments plays a critical role in attracting and retaining qualified teachers and developing their skills.”

—GRISSOM ET AL
2021

“

Principals are a critical school-level factor influencing student outcomes, including student achievement, graduation rates, and attendance rates.”

—GRISSOM ET AL
2021

OUR PROGRAMS ARE UNPARALLELED.

With a focus on developing the skills that are critical to effecting change and driving student outcomes, our programs, by design, change lives—our participants' lives, and the lives of the students they serve.



All School Leaders' programmatic experiences are grounded in a framework of enhancing four main leadership competencies, or what we call Leadership Levers: Lead Authentically, Develop People, Advance Equity, and Drive Results.

Our program participants are making breakthroughs in practice and improving student outcomes because our programs enhance their skill sets in these competencies—proven catalysts for success.



SCHOOL LEADERS' PROGRAMMING (2021–2022)

School Leaders' program offerings are identified and designed to meet the needs of educational leaders across roles and throughout their careers, so that they can serve as advocates and change agents who improve Philadelphia students' educational journeys and academic paths.

With a focus on our framework of high-impact Leadership Levers and utilizing proven delivery practices, our programs elevate educational leaders capable of taking the students they serve to next-level achievement.

FLAGSHIP PROGRAM The Neubauer Fellowship in Educational Leadership:

A two-year cohort-based program for highly effective principals, the Neubauer Fellowship in Educational

Leadership develops critical leadership skills needed to elevate school performance and student outcomes in their schools and across the city.

Performance Partners: Pairing high-potential principals and future Neubauer Fellows with alumni of the Neubauer Fellowship, or Senior Fellows, Performance Partners deepens the instructional coaching skills necessary to drive growth in student outcomes and achieve school goals.

Leaders of Leaders: Focused on executive leadership and coaching, Leaders of Leaders supports those who supervise and develop principals. The 2021–2022 Cohort consisted of all 13 School District of Philadelphia superintendents and five system leaders from the District and Mastery Charter Schools; 11 members of the Cohort were Senior Neubauer Fellows.

Restorative Practices in Action: In partnership with an organization of the same name, Restorative Practices in Action is designed to cultivate the mindsets and skills necessary for school leaders to nurture leadership in students through the restoration of student voice, ownership, and empowerment in support of a sustainable and equitable school community.

Learning Acceleration: A Senior Fellow Learning Arc, Learning Acceleration supports principals and their instructional leadership teams in developing and implementing a comprehensive strategy to accelerate, rather than remediate, learning for all students, in a year when the COVID-19 pandemic continued to disrupt academic growth.

WE INSPIRE AUTHENTIC LEADERSHIP.

Our programs cultivate mission-driven leadership, aligned with foundational beliefs and values and capable of creating an environment of trust, respect, and accountability.

SPOTLIGHT ON

RESTORATIVE PRACTICES IN ACTION

In 2021–2022, School Leaders piloted the leadership-focused Restorative Practices in Action to develop school leaders capable of supporting school environments that restore student voice and accountability and empower students to lead authentically in order to realize a sense of community that supports learning for all.

Sessions focused on three pillars of restorative practices—voice, empowerment, and ownership—and how they can be integrated into a school’s culture and community, as well as the utilization of proactive strategies, moving away from reactive strategies.

“

Restorative Practices in Action is uplifting, encouraging, and transformative. I am excited to take what we’ve learned and see where it can go to support the school community, building a stronger school climate and culture.”

—PHENG LIM

*Principal, Folk Arts-Cultural Treasures Charter School
2016 Neubauer Fellow*





WE DEVELOP

PEOPLE WHO SUPPORT OTHERS' GROWTH.

Our programs help leaders establish a collaborative culture focused on continuous development, with the

support and resources in place to encourage growth and build others' capacities for leadership and achievement.

[SPOTLIGHT ON]

PERFORMANCE PARTNERS

By pairing high-potential principals, or Performance Partners, with proven high-performing principals, or Senior Fellows, the 2021–2022 Performance Partners Program leveraged existing expertise and skills with a combination of training sessions and robust mentoring experiences.

Performance Partners is focused on bolstering instructional leadership skills so that participating principals can

maximize the capacity of their teams to achieve their organizational goals and drive growth in student outcomes. Participants were provided frameworks for improved teacher coaching and evaluation that develops teachers and ultimately increases student achievement, including specific strategies and tools to provide real-time, actionable feedback, incorporate data, and provide opportunities for teachers to practice skills and improve effectiveness.



Working through the Performance Partners Program, I'm able to continue to build my leadership skills through a different lens. I've enjoyed the way this program pushes and challenges my thinking on coaching teachers effectively."

—DOLLETTE JOHNS-SMITH
Principal, Morton McMichael School
2022 Neubauer Fellow

[SPOTLIGHT ON]

LEADERS OF LEADERS

Designed to support principal supervisors to improve principal practice and increase student outcomes, Leaders of Leaders focuses on building principal supervisor capacity to best coach and manage principals. Using the National Principal Supervisor Professional Standards as a

foundation, participants focus on improving their own practice by assessing against national standards, identifying areas of growth, sharing promising practices and tools, and collaborating to provide feedback and strategies to address real-time professional challenges.



I feel much more comfortable in developing network learning time, aligning data, and helping principals develop and enact their school vision."

—TED DOMERS
Assistant Superintendent, School District of Philadelphia
2015 Neubauer Fellow

[SPOTLIGHT ON]

**THE NEUBAUER FELLOWSHIP'S
LIBERATORY CULTURE LEARNING ARC**

The second year of Cohort 6's Neubauer Fellowship featured a Liberatory Culture programmatic series, created in partnership with Lead 4 Liberation. Leaders deepened their skills to create environments of liberation—where every member is able to thrive, innovate, and experience belonging—in order to drive equity and outcomes.

Liberatory cultures include structures, routines, and systems that share power, decision-making, ownership, and feedback, with accessible opportunities and resources

to thrive and achieve goals. Sessions strengthened leaders' skills and provided resources to deepen self-awareness, be a better and more constructive listener, and build transformative relationships—foundational elements that work together toward implementing liberatory cultures in schools and communities. Working through a framework and collaborating through consultancy protocols, participants identified challenges to their community through the lens of liberation and specific actions and next steps to move closer to a diverse, equitable, and inclusive environment in which everyone has a sense of belonging.

WE EMPOWER LEADERS TO ADVANCE

EQUITY.

Through the reflection of self and exploration of personal racial identities and their impact, our programs incorporate an explicit focus on creating an inclusive environment that encourages everyone to challenge inequities and disrupt oppressive systems.



“The Liberatory Culture sessions provided clear thoughts and systems to institutionalize liberation. I commit to always ensure all tiers of students are being supported as I work to create a system to increase conversations centered in racial and equity leadership.”

—WILLIAM LAWRENCE
Principal, John Marshall Elementary School
2020 Neubauer Fellow



WE FACILITATE LEADERS WHO

DRIVE ACHIEVEMENT.

Our programs develop leaders capable of clearly articulating a vision and building the relationships and support networks needed to lead all stakeholders to realize success.



I am ready to share with my staff the draft goal and action plan for student belonging and why it's important to begin there to improve student engagement/outcomes."

—LISA WILMER

Principal, Joseph W. Catharine Elementary School
2017 Neubauer Fellow



SPOTLIGHT ON

ACCELERATED LEARNING

In a year that saw a return to in-person instruction but continued gaps in knowledge as a result of the COVID-19 pandemic's continued disruption, our Accelerated Learning program served to support Senior Fellows in their student growth goals.

This year-long Learning Arc—created in partnership with TNTP—empowered participants with the tools to tap into a clear vision of success, set appropriate expectations, and engage their instructional teams to embrace the shared vision to drive results.

Sessions provided participants with the knowledge and resources to go beyond a remediation mindset, which is focused on revisiting missed learning, and ensure an acceleration mindset, which is focused on the present and future and what students need to excel in the current grade-level work and beyond. With that foundational level-setting in place, the program also focused on the successful integration of data as an assessment and feedback tool; the activation of schema, or the students' background knowledge, as a building block of new learning; and an attention to student discourse, or accountable talk, and understanding of academic vocabulary to further student learning.



Accelerated Learning was so valuable in helping me reset, refocus, and prioritize."

—MARISOL RIVERA RODRIGUEZ

Principal, Juniata Park Academy
2017 Neubauer Fellow

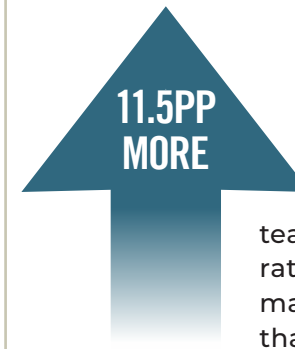


WE MAKE A DIFFERENCE.

We're cultivating a community of leaders to serve as change agents in education. Equipped with the critical leadership skills to build relationships, think critically, and provide solutions-oriented and data-driven approaches to challenges, our program participants are already painting a brighter future for Philadelphia scholars.

BY THE NUMBERS

TEACHER PERCEPTION



teachers provided the most favorable rating of how well their principal manages talent at Fellow-led schools than at comparison schools

PP=PERCENTAGE POINTS

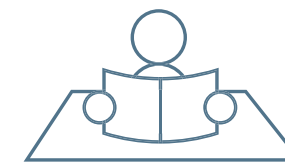
REACH

School Leaders' program participants served more than

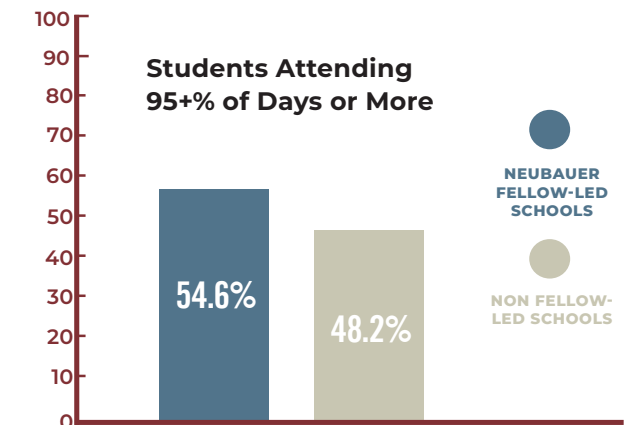
96,000

Philadelphia students in 2021-2022 (directly and indirectly).

STUDENT ATTENDANCE



students attended school 95+% of the time at Fellow-led schools than at comparison schools



RECOGNITION



Neubauer Fellows have led

9 OF 13

National Blue Ribbon Schools in Philadelphia over the past seven years

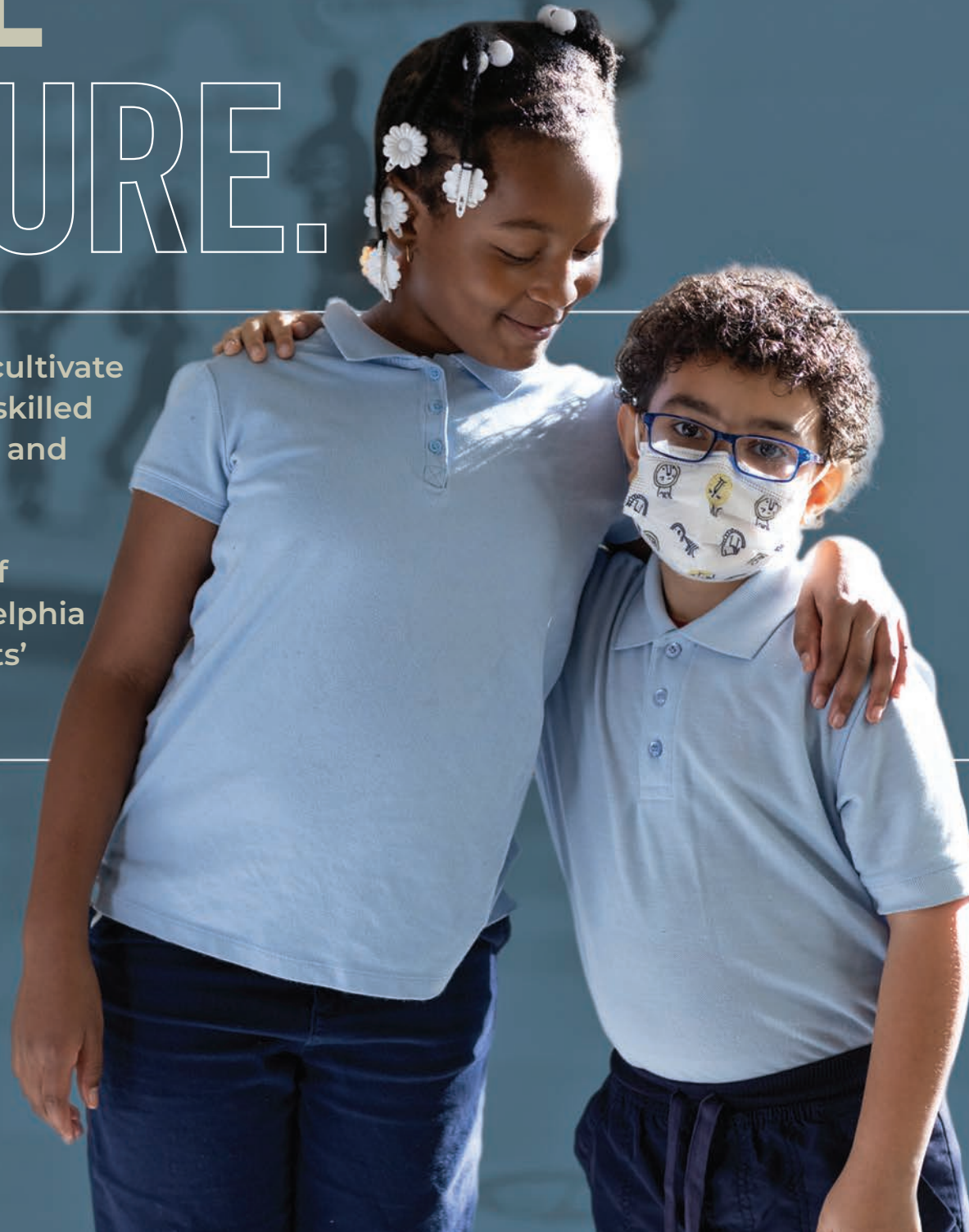
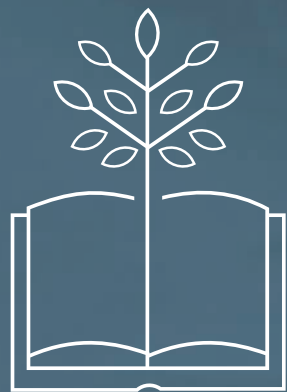
Neubauer Fellows have received

35

Lindback Awards for Distinguished Principal

WE INVEST IN THE FUTURE.

Our work serves to cultivate and develop highly skilled and effective school and system leaders as difference makers, changing the face of education in Philadelphia and making students' lives better.

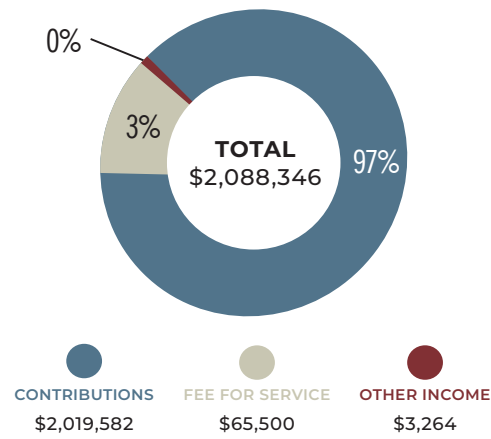


FINANCIALS

We use dollars in ways that make sense.

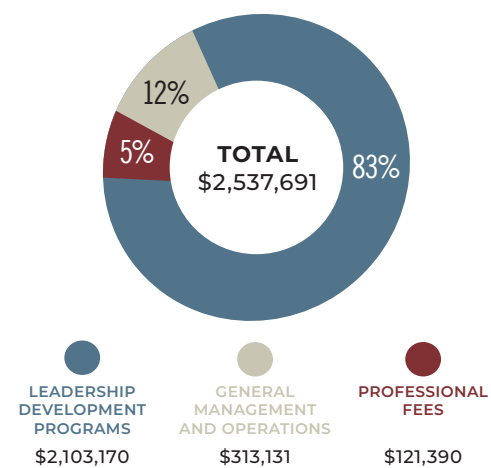
School Leaders remains dedicated to fiscal responsibility and appropriate stewardship of resources as we shape the future of education in Philadelphia.

2021-2022 REVENUE



TOTAL REVENUE \$2,088,346

2021-2022 EXPENSES



TOTAL EXPENSES \$2,537,691

PHILANTHROPIC PARTNERS

We are fortunate to partner with funders and benefactors who believe in our vision and support our work of advancing educational equity and building up Philadelphia schools as beacons of academic growth and experiences that empower students with the skills and knowledge to achieve their dreams.

We gratefully acknowledge the following organizations who support our work.

\$1 MILLION OR MORE

NEUBAUER FAMILY FOUNDATION

\$100,000 OR MORE

Anonymous



CONTRIBUTORS

Anderson Family Foundation





WE SEE WHAT'S



We're focused and ready to pour into the principals and leaders whose work effects change and improves the lives of Philadelphia students.

We look forward to working across our community to address the critical issues facing urban educators and school systems.

Transformative programming yields life-changing results.
We're ready. Let's change lives.

POSSIBLE.

BOARD OF DIRECTORS

Stephanie Naidoff, Esq.
Attorney
*Former Philadelphia Director of Commerce
Founding President, Kimmel Center*

Joseph Neubauer
Board Chair
*Former CEO and Chairman,
Aramark Corporation*

Sara Ray Stoelinga
President & CEO,
Easterseals Serving Chicagoland
and Greater Rockford
*Former Director, Urban
Education Institute*

Noah Tennant
Assistant Superintendent,
School District of Philadelphia
2016 Neubaer Fellow

Dalila Wilson-Scott
Executive Vice President and
Chief Diversity Officer,
Comcast Corporation
**President, Comcast
NBCUniversal Foundation**



PHILADELPHIA
ACADEMY
OF SCHOOL
LEADERS

230 S. Broad Street, 17th Floor
Philadelphia, PA 19102
215.965.7945

phillyschoolleaders.org



OUR VISION

We work to achieve educational equity in Philadelphia so every student in every neighborhood attends an excellent school that prepares all students to attain their dreams.



OUR MISSION

We develop, engage, and retain school and system leaders who transform schools, dramatically improve student outcomes, and drive systemic change to prepare all Philadelphia students for college, career, and life.