



The Broad Residency in Urban Education Partner Organization Selection Information

Timeline of activities to apply as a Partner to host a Resident

Full Application Due:	Wednesday January 20, 2010
Partnership and Role Clarification:	February 2010
Resident Matching to Organizations:	Early April 2010
Organizations interview Finalists:	April 19-30, 2010
Organizations extend offers to Finalists:	Within 1 week of Interview or by May 7, 2010
Residents begin work:	July – August 2010
2010 Cohort Orientation in Chicago:	July 27-30, 2010 (Supervisors required to attend full day Wednesday July 28 th)

Partnership Description

The Broad Center invites select school districts and charter management organizations (CMOs) nationwide to partner with The Broad Residency program (TBR) and become hosts for new Residents. The Broad Residency will match 40-45 Residents as part of the 2010-2012 Cohort. The Broad Residency is a two-year management development program that recruits and trains emerging leaders for senior management positions in urban school systems. Partner organizations hire Broad Residents to capitalize on the management capacity and skills that a Resident brings to the organization to help it achieve its goals. In addition, we expect partner organizations to be active participants in the Resident's development.

The Broad Residency is designed for individuals with an advanced degree (e.g. MBA, JD, PhD, MA, MS) from top graduate, business, law and policy schools who have at least four years of work experience in the private and nonprofit sectors with a successful track record of leadership and management. The Broad Residency program places participants immediately in managerial positions in the central operations of organizations *operating* urban school systems. This year we are also piloting a limited number of placements in state and federal Departments of Education. Residents have an immediate impact on efforts to raise student achievement by supporting improvements in organization operations and managing the implementation of strategic reform and growth initiatives.

The Broad Center created The Broad Residency in 2003 to address two key issues:

- Reform-minded school districts and effective and growing CMOs need to strengthen their management capacity and grow talent to lead their organizations in the future.
- Many emerging leaders from the private and non-profit sectors wish to enter public education as managers and pursue their goal of becoming senior leaders in urban school systems across the country, but they do not have an effective entry point.

Now entering its eighth year, TBR has placed 173 Residents in more than 35 urban school districts and 16 charter management organizations. Some recent Broad Center Partners include:

Urban School Districts

- Boston Public Schools
- Charleston County School District
- Charlotte-Mecklenburg Schools
- Chicago Public Schools
- DC Public Schools
- Denver Public Schools
- Detroit Public Schools
- Elgin, IL U-46
- Fulton County Schools
- Hartford Schools
- Jacksonville-Duval County Public Schools
- Long Beach Unified School District
- New York City Department of Education
- Oakland Unified School District
- Philadelphia Public Schools
- Pittsburgh School District
- Pomona Unified School District
- Portland Public Schools
- Prince Georges County Public Schools
- Providence
- San Francisco Unified School District
- Seattle Public Schools

Charter Management Organizations

- Achievement First
- Alliance for College Ready Public Schools
- Aspire Public Schools
- Chicago International Charter Schools
- DC Prep
- Envision Schools
- Green Dot Public Schools
- ICEF
- KIPP Schools
- New Schools for New Orleans
- Partnership for Los Angeles Schools
- Partnership to Uplift Communities
- Uncommon Schools
- Victory Schools
- White Hat Management

Other Organizations

- The KIPP Foundation
- The U.S. Department of Education
- Louisiana State Charter School Association

General Partnership Eligibility

- To be a Partner organization, districts must be serving at least 37,500 students in which at least 40% of students are eligible for free or reduced-price school lunch (FRSL), in which at least 40% of their student enrollment comes from minority groups, and that are located in an urban area (based on NCES Common Core of Data).
 - The Broad Center considers placement of Residents in districts as small as 19,500 students whose superintendent/CEO is a graduate of The Broad Superintendents Academy. TBC *does not automatically* prioritize these locations over others.
 - The Broad Center *does not* give extra consideration to districts or CMOs where cabinet level leaders are graduates of The Broad Superintendents Academy.
- CMOs must be serving populations where 40% of their enrolled students are eligible for free or reduced-price school lunch (FRSL), and which at least 40% of their students come from minority groups. They must also be located in an urban area; have at least three schools in operation in 2009-2010 and have viable and foreseeable plans for further expansion.

Partner Organization Invitation and Resident Placement Considerations:

The Broad Center prioritizes Partnerships each year based upon mission related priorities and assesses opportunities with organizations based on the following factors:

- Executive leadership and governance structure.
- Fiscal and governance stability.
- Aggressive pursuit of reforms to improve student performance.
- Capacity and performance of organization including:
 - Consistent focus and alignment of resources on strategic priorities intended to improve educational outcomes
 - Access to, and timely use of, data to inform decisions
 - Customer service orientation.

- Role proposed for the Resident is one where they can make a positive long-term transition into the education sector through work that is *central and connected* to the strategic priorities of the organization and has the support of senior leadership.
 - Residents must report to the Superintendent/CEO or a senior executive in the partner organization.
 - Resident will be placed in a role positioned to make a significant contribution to the organization and designed to accelerate the Resident's development as a leader
 - At the conclusion of the two-year program, contingent on performance of the Resident, The Broad Center encourages Partner organizations to hire Residents permanently. Historically, 92% of Residents continue to work in an urban district or charter management organization immediately following their residency.
- For CMOs – we consider student achievement data and the effectiveness of the education model.

Benefits to Partner Organizations

Organizations who become Partners with The Broad Center enjoy the following benefits:

- *Added capacity* from a highly capable individual with a strong interest in public urban education for future leadership roles.
- *Two-year job commitment* from an executive chosen through an extremely selective recruitment process. Last year, fewer than 3% of applicants were offered positions. Residents work full time for their organization, and make a commitment to stay at their organization at least through completion of their Residency.
- *Limited recruitment* effort required on the part of the organization.
- *Final selection decision* is made by the Partner organization following an in-person interview in April 2010.
- *Leveraged Funding:* the Broad Residency pays recruitment and selection costs, subsidizes salary, and 100% of the costs and travel for the professional development program. The Broad Center also offers Residents reimbursement for relocation expenses. Residents earn annual salaries of \$85,000 to \$95,000 in their first year. Partner organizations set specific salaries based on their organization's pay scales. The Broad Residency will subsidize 50% of each Resident's salary, up to \$47,500, in the first year and 25% of each Resident's salary, up to \$23,750, in the second year. Districts and CMOs pay the balance of the salary and provide benefits comparable to a full-time employee in a similar position.
- *Possibility of hiring the Resident for longer-term employment:* At the conclusion of the two-year program, we expect organization will hire Residents permanently in their current positions or promote them into more senior leadership roles.
- *Excellent track record of retention:* 92% of alumni continue to work in an urban district or charter management organization immediately following their residency. 98% continue to work in organizations supporting K-12 education.

Broad Resident Selection Criteria

The Broad Residency uses a rigorous selection process to ensure Partner organizations are introduced to the most highly qualified candidates. Selection criteria include:

- An MBA, MPP, or MPA, with a minimum of four years of full-time work experience and at least two years of experience in a business or management role.
- For candidates with other advanced degrees, at least four years of their work experience must be in a business management role.
- Experience in one or more functional business areas (e.g., finance, operations, strategy, information technology, human resources, general management).
- Track record of leadership and/or management.
- Ability to manage complex political relationships and work well with a diverse set of communities, management styles and personalities.
- High level of energy, determination and perseverance to act as an agent of change in a demanding organization.
- Superb analytical, problem-solving and project management skills.

- Outstanding oral and written communication skills.
- Demonstrated ability to learn quickly.
- Passion for improving urban public education and a long-term commitment to the K-12 education sector.

To apply, an individual must first submit a resume and complete a detailed written application. In addition The Broad Center completes a phone interview, reference check, full day in-person selection process and full background check. Finalists will proceed to an in-person interview with your organization.

For candidates currently working in a school district or charter management organization

Candidates who are currently working in a district/CMO may apply to The Broad Residency, but they must have been in their organization for fewer than 18 months when they join the Residency program. One goal of The Broad Residency is to help participants transition into their new role; therefore, the program is not designed for candidates with considerable work experience in a district or CMO.

These candidates, if accepted, are called Associate Broad Residents. They are held to the same standards, go through the same selection process and participate in the same professional development as the current class of Broad Residents. However, since these candidates enter the process with a position already in a district or CMO, The Broad Center plays no role in subsidizing or determining their salary or placement. Individuals or a nominator should provide the name, position and contact information of the interested individual to **Mike Montoya** at mmontoya@broadcenter.org or 510-451-4446.

Resident Professional Development Program

Through eight professional development sessions over two years with other Residents, The Broad Residency program focuses on the development of the following dimensions of leadership:

- Management
- Communication
- Influence and Systems Navigation
- Strategy Development and Implementation
- K-12 Education Sector Knowledge

Other supports include:

- Bi-monthly advisory calls with Broad Center staff, two rounds of 360-feedback, professional coaching sessions, alumni supported peer-advisory-team meetings and participation in a knowledge sharing network. More information about The Broad Residency professional development program can be found at our website: <http://www.broadcenter.org/>