

Turnaround Leaders Program Provider Information

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Provider Contact Required Before Submitting EASI Application?	<u>YES</u> . Tamecca Chester; tamecca.chester@tntp.org

Program Overview	<p>TNTP brings extensive experience developing leaders to transform low-performing schools and districts, and has a strong track record of success in the realm of leadership development and principal preparation. Since 2012, our Pathway to Leadership in Urban Schools (PLUS) program has recruited, trained, and supported leaders to have a clear, strong school and instructional vision, and to relentlessly pursue results and lead through relationships, making it possible for others to do their best work. Our approach goes narrow and deep on foundational skills, as opposed to the "inch deep, mile wide" curriculum followed by many preparation programs. This approach gives leaders ample opportunity to practice and master the most critical leadership skills - all while working under the guidance of experienced leadership coaches. We recruit assistant principals, teachers, coaches, and other aspiring leaders from within and outside our partner districts and prepare them for the demands of school leadership over two years. In their first year, program participants ("Residents") develop and practice leadership skills in five core areas: (1) vision and systems, (2) rigorous teaching and learning, (3) driving results, (4) authentic leadership, and (5) strategic talent management.</p>
Program Location	<p>As a program tailored to local needs, we try to run our program as close to partnering LEAs and schools as possible. In our PLUS sites across the country, we have worked in school sites, district headquarters, or space provided by third-party partners. We would welcome speaking with interested partners about potential training locations.</p>
Program Timeframe and Scope	<p>PLUS focuses on discrete, high-impact competencies that are essential for school leader success. These skills align to the Colorado Principal Standards. These competencies were selected based on what research has identified as critical for school leaders to be effective. By limiting the scope of our training to these competencies, PLUS can focus Residents' learning experiences on what matters most and ensure Residents master each of the core leadership skills prior to assuming school leadership roles.</p> <p>As a first step in the training process, Residents complete pre-service training (PST) coursework during the summer prior to their residency year – a training phase that lasts approximately 4 weeks. During PST, Residents are exposed to the foundational models of school turnaround. Our coursework, aligned with research-based recommendations from the field, emphasizes instructional leadership and focuses on developing turnaround leaders who can build and maintain strong instructional teams. In addition to prioritizing many aspects of culture-building, we ensure Residents begin to develop foundational knowledge and skills to incubate a new or turnaround school by receiving</p>

	<p>strategic support on navigating the education landscapes of their schools and districts.</p> <p>Upon completion of summer training, Residents participate in a residency at a high-need and/or turnaround school. Here, Residents continue to develop the skills learned during training to effectively lead a turnaround school through three learning experiences: individualized coaching and on-the-job mentorship, skill-building sessions, and excellent school visits. One of the defining characteristics of the PLUS Residency is the cohort model, and PLUS encourages all leaders to take advantage of this network of local leaders throughout their careers.</p> <p>Residency Year Components:</p> <ul style="list-style-type: none"> a) Individualized Coaching and On-the-Job Mentorship: Using the research based PLUS standards as a roadmap, goals-based coaching is used to drive Resident development, supporting their success no matter the context. Each coaching cycle (6-8 weeks) focuses on a core set of skills from the PLUS rubric and standards, and on individualized goals grounded in needs that surface in the data and are generated alongside Residents. The cycles allow ample time for practice and immediate feedback, and zero in on a core set of skills and priorities so the coach and the resident can measure growth, problem-solve, and adjust course as necessary. In person coaching occurs at least once per month with virtual coaching 2-3 times per month during the 8-week cycle. b) Monthly Skill-Building Sessions: Residents participate in monthly training sessions that focus on advanced leadership strategies, particularly those skills relevant in a turnaround setting. For example, Residents receive instruction on how to build leadership among students by investing them in their school’s turnaround efforts and goals, and how to build authentic community investment among parents, students, and community leaders. c) Externships: To enhance the Resident experience, Residents at some PLUS sites also visit exemplary turnaround schools around the country aiming to see each of these four key areas being executed well. Each visit is structured around a specific area of focus with professional development opportunities designed to increase each turnaround Resident’s exposure to successful school-based strategies.
<p><i>Participants this Program will serve</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teachers <input checked="" type="checkbox"/> Aspiring Leaders <input checked="" type="checkbox"/> Current Principals <input type="checkbox"/> District Staff <input type="checkbox"/> Principal Supervisors

	<input checked="" type="checkbox"/> Other: Participants could also be individuals aspiring to a school leadership position or current administrators aspiring to work in a turnaround setting.
Number of Seats Available summer or fall 2019	We have 15 seats available in our upcoming cohort of aspiring turnaround leaders, beginning summer 2019.
Cost per Participant	Our total cost is shared among participant, public, and philanthropic sources. Cost to participants have been as low as \$0 and as high as \$4,325 per year. We would welcome speaking with interested partners about overall program costs and potential funding strategies.
Application Process, Timeline, Due Dates	<p>To ensure candidates selected to participate in the program are of high quality and demonstrate readiness, TNTP manages a multi-stage screening and selection process that evaluates candidates against specific selection criteria aligned to the program's expectations for Resident performance. Our selection model assesses candidates through practical, job-related activities – such as the completion of a written application including short-essays, written feedback on a sample teaching video, a phone interview, and an interview event with group and individual role plays and performance tasks – in order to gain a better understanding of candidates' skills and their approach to core elements of school leadership.</p> <p>The selection process will take place between January and March 2019, and Residents will begin training in June 2019. Below is an overview of this multi-step applicant selection process:</p> <ol style="list-style-type: none"> 1. Initial Application: A short, 30-minute application that asks the candidate about their educational background, past work experience, and placement preferences. 2. Phone Interview: A 30-45-minute phone interview with a PLUS staff member to review essay questions and a classroom diagnostic and coaching simulation. 3. Group Interview Event: A half-day group interview event with 15 candidates, which includes role plays, group activities, and in-person interviews.
Credential Issued (if any)	<input checked="" type="checkbox"/> Master's Degree <input checked="" type="checkbox"/> Certificate of Completion <input type="checkbox"/> Type D License <input checked="" type="checkbox"/> Other: We have offered Master's Degrees, certification, or certificates of completion, based on the desire of the state and LEA.