



# Residency Program for School Leadership Overview

The **Residency Program for School Leadership** is designed for stellar assistant principals, coaches and teacher leaders who are interested in serving as the next generation of principals for the New Haven Public Schools (NHPS). New Haven has embraced ambitious goals as a district over the next five years, including closing the achievement gap between New Haven students and the state-wide average, and ensuring that every graduating student has the academic preparation and resources to attend and succeed in college. Developing strong leaders for New Haven's highest-need schools is a critical step toward accomplishing this bold agenda.

As part of a groundbreaking collaboration between NHPS and Achievement First, one that is unique on the national education reform scene, this year-long Residency Program utilizes the medical school rotation model to combine experiential residencies, cutting-edge workshops and intense individualized coaching, leveraging the best practices of high-performing public charter schools and of the highest impact principals in traditional district schools. Residents will gain distinct experience in what they will do as school leaders and be deemed placement-ready by the program. Training for the 2012-13 cohort will begin in July 2012.

## Program Themes

Work and training throughout the program will be guided by a carefully constructed competency framework outlining the skills, mindsets and actions needed to become a highly-effective principal. Residents will:

- ✓ Develop robust management skills to lead a complex organization and techniques to foster positive, achievement-oriented school cultures built around core values and focused on developing strong student character
- ✓ Enhance their instructional expertise and leadership
- ✓ Improve their ability to attract and develop talented teachers and successfully lead adult teams
- ✓ Learn how to effectively communicate an inspirational vision to a variety of stakeholders

---

Investing in great leadership is crucially important to the work our district does every day to build ever stronger schools.

*Dr. Reginald Mayo, Superintendent, New Haven Public Schools*

---

## Program Components

- ✓ **Pre-Residency Summer Leadership Development:** An intense one to two weeks of workshops focused on management and leadership.
- ✓ **Residency Practicum:** *Two paid residencies* over the course of one academic year—first at a high-performing Achievement First public charter school and then at a New Haven district school with a high-impact principal. Residents will be *mentored* by an outstanding principal at each school, given specific leadership responsibilities, and provided with focused feedback on their growth and development.
- ✓ **Academic Year Seminars:** Weekly evening seminars during the residencies will provide training and practice in key areas of school leadership, including school culture, instruction, staff leadership, and setting direction and vision. Each seminar will support and challenge residents to translate best practices to the school change context, and additional training will focus on how to change the mindsets and values of staff to meet mission goals.
- ✓ **Post-Residency Summer Leadership Development:** A week-long Technical Skills Boot Camp upon completion of the residencies that will focus on fiscal management and district-specific school administration.
- ✓ **Ongoing Professional Development and Support:** In the years following the Residency Program, alumni will continue to receive cohort-specific training sessions, change management coaching, planning assistance in transitioning to school leadership, and NHPS and Achievement First professional development opportunities.

**To Apply:** Applications will be accepted and reviewed on a rolling basis, and candidates are encouraged to apply in advance of the February 27, 2012 deadline. Applications are available online at [www.achievementfirst.org/nhps-residency-program](http://www.achievementfirst.org/nhps-residency-program), and qualified candidates will be invited to a two-day selection event. For further information or to request an application, please contact [nhpsresidencyprogram@achievementfirst.org](mailto:nhpsresidencyprogram@achievementfirst.org).

## Frequently Asked Questions

---

### **What is the goal of the Residency Program for School Leadership?**

New Haven Public Schools (NHPS) and Achievement First will collaborate to recruit and develop outstanding leaders to serve as the next generation of great principals in NHPS. This work is part of the NHPS district's school change vision to close the achievement gap between New Haven students and the state-wide average, cut the student drop-out rate in half, and ensure that every graduating student has the academic preparation and resources to attend and succeed in college.

### **Program structure: What does the program consist of and what are the program dates for 2012-13?**

The Residency Program is an intense, one-year training model designed to provide new insight and learning for school leadership. The model will include the following components: two intensive summer skill-building workshop series; a mentor-supported residency as a leadership team member in a successful Achievement First school, followed by a mentor-supported residency as a leadership team member in an NHPS school led by a high-impact leader; weekly evening leadership workshops taught by expert practitioners; and weekly individualized coaching sessions.

The 2012-13 Residency Program cohort will begin its training in July 2012 and will end in July 2013.

### **What happens after completion of the Residency Program?**

Following the residency year, the intention is to deem Residency Program graduates who meet program requirements and competency standards as placement-ready assistant principals (APs) or principals in NHPS. There is no guarantee of placement as an AP or principal. However, candidates who apply as NHPS employees will continue to be employees even if it is determined that placement as a school leader will not be appropriate. Participation in the program requires a minimum three-year commitment to the district.

### **What is the extent of the partnership between the New Haven Public Schools and Achievement First?**

This initiative represents a unique district/charter management organization partnership to develop strong new leaders for the district schools. NHPS and Achievement First jointly fundraised for the Residency Program for School Leadership, and the program design and staffing is a collaborative effort. Recruitment and selection of candidates has been designed as a joint effort, and residencies will take place in both environments. Residents will also receive mentoring from NHPS and Achievement First staff. It is a true partnership in every sense.

### **Will residents continue to receive full salary and benefits from NHPS?**

Yes, Residency Program participants are employees of the district, even during their Achievement First residency time.

Benefits will remain constant and salary will be at or above residents' 2011-12 levels.

### **Certification: Do all residents need to be certified prior to submitting an application? If applicants are not certified, will the program offer an alternative route to certification?**

We are currently working with the State Department of Education (SDE) to have the Residency Program certified as an alternate route provider of Administrator (092) certification and anticipate a provisional determination by December of 2011. The program is accepting applications from those seeking to obtain their Administrator certification as part of the program for the 2012-13 cohort. A determination about whether these applicants will be eligible for the program will be made as soon as information from the SDE is provided to the Residency Program. All residents must hold 092 certification (earned prior to the start of the Residency Program or through the program's 092 certification process) to be placed as an administrator in New Haven following the residency year.

**Will all residents retain their tenure and union coverage?** Yes, participants are employees of the New Haven Public School district. Consequently, they will retain all NHPS district benefits.

### **Who will control the hiring and evaluation of residents—the residency principals, the program director or NHPS district staff?**

Hiring and performance evaluation will be a joint effort among all of the above. Mentor principals and the Residency Program director will make recommendations to NHPS with regard to continued program participation and future placement of program graduates. NHPS, however, will make specific decisions regarding placement.

### **After the year-long training and residency, will Residency Program graduates continue to be supported and receive opportunities for ongoing professional development?**

Yes. The Residency Program realizes the importance of ongoing support and development of its graduates. Support will continue for up to five years following the residency year in the form of facilitated visits to high-performing schools, school opening live support, regular 1:1 coaching, access to NHPS and Achievement First network professional development, and bi-monthly cohort dinners.

### **If residents who are NHPS employees choose not to complete the program, can they return to their former schools?**

Yes. NHPS program participants will return to New Haven Public Schools and retain their status as NHPS employees. However, NHPS will make the decision to place its employees based on district policies and procedures, as well as the greatest needs of the district schools.

Note: This only applies to NHPS applicants.