



AED Leadership Fellows Program



Welcome and Introduction

The Academy for Education
Development (AED)

welcomes you to the

Middle School Leadership Project

A US DOE-funded program to prepare experienced assistant principals to make a successful transition to a middle school principal position.

The AED Middle School Leadership Project (MSLP)

- Aligned & interconnected programs build strong foundation in school leadership & young adolescent development
 - **Partners in Leadership:** Two-year program to build leadership and middle grades expertise among principals and assistant principals
 - **Leadership Fellows:** Intensive 12-month program to prepare experienced APs to be successful middle grades principals
- Anchored by:
 - The NYCDOE School Leader Competencies
 - Middle Start Principles and Practices
 - The Blueprint for Middle School Success

Why this project in the Bronx?

- **Economically distressed**

- 52% of children (ages 5-17) are under the poverty line

- **Schools are historically poorly served/supported**

- NCLB identified 133 as being *In Need of Improvement*

- **We must close the achievement gap**

- Bronx middle grades students struggle to meet city and state content and performance standards

- **Added challenge to be an effective leader**

- Understand instructional and managerial leadership AND how above conditions exacerbate the challenge of creating a high-performing middle grades school



Why AED?

- Over a decade of experience in middle-grades school reform.
- Designed a comprehensive school reform initiative.
- “Middle Start” has transformed high-poverty, high-minority middle-grades schools into high-performing learning environments.



Leadership Fellows: Program Outcomes

- **Prepare highly qualified experienced APs to be successful principals** in high-need, urban middle schools.
- Strengthen the abilities of principals and APs to meet the **academic, social, and emotional** needs of students in high-need urban middle schools.
- **Retain and empower highly qualified leaders** in high-need urban middle schools.



Why Become a Leadership Fellow?

- Learn and practice leadership skills that are directly relevant to your work as an effective middle grades leader
- Connect with other leaders through cohort-based work
- Receive personalized, ongoing feedback on your performance as a leader as you work in your school
- Experience a 360 degree leadership assessment in a 3-Day institute at the Center for Creative Leadership in North Carolina
- Study with national experts at MSLP leadership institutes
- Participate in individually-designed residency projects with one-on-one support from experienced mentor principals
- Develop a robust, highly-marketable professional portfolio
- Prepare for NYC Principal Candidate Pool
 - Program Facilitators have 100% Success Record
- Prepare for C-30 Interviews



How does the AED Leadership Fellows Program work?

- One year program followed by participation in the MSLP Leadership Institutes
- Monthly after school class sessions focused on developing your leadership
- Instructional rounds and weekend retreat focused on building your expertise in middle grades
- Participation in professional development with national experts.
- Support and coaching through the job-search process.

Fellows Program: Leadership Components

- Monthly Classes taught by **Carmen Jimenez** and **Laura Dukess**, who previously directed the highly-successful Wallace-funded *Tomorrow's Principals* program
- Required In-School Experiences -- to practice what you've learned and inform the professional study
- Leadership Portfolio to document your professional knowledge and skills
- Targeted Special Support – Preparation for Principal Candidate Pool, C-30 Interviews, Time Management
- Focused PD including:
 - Multi-District Leadership Institute
 - Data and Accountability Leadership Institute



AED Leadership Fellows Program Leadership Curriculum

- On Becoming a Principal
- The importance of a Principal's Vision: Moving from a Personal Vision to a Community Vision
- Inclusive Instructional Leadership
- Effective Feedback and the Culture of Your School
- Leading and Managing Change
- Distributive Leadership and Delegation
- It's All About the Kids: Listening to Adolescent Voices
- Preparation for the Principal Pool and C-30 Interviews
- Presentations: Leadership Portfolios & Residency Projects



AED Leadership Fellows Program: Middle Start Study Components

- Middle Start Study
 - Instructional Rounds – Visits to Other Schools to Focus on Effective Practices for Middle Grade Schools
 - Weekend Retreat – Designed Around the Four Core Elements of Effective Middle Grade Schools
- Four Month Residency
 - Supervised individual residency projects to put practice in place in schools
- Leadership Portfolio
 - Document your professional knowledge and skills



AED Leadership Fellows Program Middle Start Study Program Curriculum

- Focus on addressing the needs of urban, high poverty, minority adolescents and creating high-performing middle grades schools
 - Adolescent development
 - Reflective review and self-assessment
 - Academically challenging classrooms for ALL learners
 - Collaborative leadership and critical friends groups
 - Environments that help adolescents succeed
 - Listening to adolescent voices



Institutes, Workshops, Speakers

- All-expenses paid to attend a Multi-District Leadership Institute at the Center for Creative Leadership (CCL) in North Carolina
- Invitations to study with national experts through workshops, presentations, and institutes



A Supportive Job Search: AED Helps You Become a Principal

- Targeted Special Support
- Networking with key DOE personnel
- Preparation for the Principal Candidate Pool
- Mock C-30 Interviews with a panel of educators



AED Leadership Fellows Program Application and Selection Process

- Step 1: Written Application
 - Current Resume
 - 1 Essay
 - Reference and Commitment Letter from Principal
 - Reference from a Colleague
- Step 3: Group School Visit
 - Structured Group School Visit with Debriefing
 - Writing Exercise
- Step 4 - For Finalists:
 - Site Visit with AED Staff and Program Instructors

AED Leadership Fellows Program

Important Dates

- Application Due: November 20
- Group School Visits & Writing Exercises: December 7 - 11
- Finalist Site Visits: January 7 - 13
- Acceptance Decisions: January 15
- Welcome Dinner: January 19
- Program Meetings
 - Class Meetings, 4:30 – 8:30 pm: Jan 27, Feb 10 (4:30 – 6:30), Feb 25, Apr 21, May 26, June 16, Sept 22, Oct 20, Nov 17, Dec 8
 - Instructional Rounds, March 9, Nov 5
 - Middle Start Retreat, Oct 8-9
 - Multi-District Leadership Institute: *Tentatively scheduled for April 11-14*