



Timeline and activities to apply as a Partner organization

Position proposal submission period	Preferred deadline for Batch 001 January 27, 2012* Preferred deadline for Batch 002 February 3, 2012 Preferred deadline for Batch 003 February 15, 2012
Broad Center proposal review and due diligence period	Late February
Candidate matching to organizations	April 6-11, 2012
Organizations interview candidates	April 23-May 4, 2012
Organizations extend offers to candidates	Within 2 weeks of interview or by May 18, 2012
Residents begin work	July – August 2012
2012 cohort orientation in Chicago	July 24-27, 2012 Supervisors must attend Wednesday July 25, 2012

***WE WILL ACCEPT PROPOSALS FROM ALL ORGANIZATIONS THROUGH FEBRUARY 15. THE SOONER YOU SUBMIT YOUR PROPOSAL; THE MORE TIME CANDIDATES WILL HAVE TO CONSIDER YOUR OPPORTUNITY.**

WE LAUNCH THE FIRST ROUND OF PROPOSALS TO CANDIDATES ON FEBRUARY 3RD AND THEN WEEKLY THROUGH FEBRUARY 24TH

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About The Broad Residency in Urban Education

The mission of The Broad Center (TBC) is to raise student achievement by recruiting, training and supporting executive leadership talent from across America to become the next generation of urban school system leaders. We invest in a targeted and select group of urban school systems engaged in bold reform efforts; districts, charter management organizations and departments of education that are working to effectively support school operators in their mission to improve academic outcomes for young people. The Broad Center is working towards a future in which urban public education systems are high performing organizations that deliver student achievement results for all children.

The Broad Center operates three leadership development programs, one of which is The Broad Residency (TBR). The Broad Residency places participants into full-time high-level managerial positions in school districts, CMOs, and federal/state departments of education. While working, Broad Residents receive two years of professional development and access to a nationwide network of education leaders. Residents are often tasked with leading major projects like opening new schools, leading budgeting processes, increasing operational efficiencies, improving human resources, or supporting the launch of major policy initiatives. In these roles they can have an immediate impact on the education of young people in America's urban centers.

Partnership Description

The Broad Center invites select organizations across the nation to participate as partners and serve as hosts for Residents who will participate in The Broad Residency program. The Broad Center will match approximately 50 individual as part of the 2012-2014 Residency class cohort. Partner organizations hire Residents to capitalize on the Residents' management capacity and skills to help the organization achieve its goals. Residents continue to develop their leadership and management capacity through the program curriculum, and we expect partner organizations to be active participants in the Resident's development and long term transition into the education sector.

Goals of The Broad Residency Program

The primary goal of TBR is to attract and train the next generation of leadership in urban education, providing an effective entry point for the many emerging leaders from the private and non-profit sectors who wish to enter public education as managers and seek to become senior leaders in urban school systems across the country. We expect 90% of alumni will remain in urban education advancing into senior leadership roles across the industry in the public, private, and non-profit sectors. Program participant's experience tackling the barriers to educational improvement from inside systems of schools, prepares them to make smart and tough choices needed to benefit all students.

TBC understands that school systems pursuing aggressive reforms and effective CMOs that are growing need to strengthen and increase their management capacity and grow talent to lead their organizations in the future. TBR supplies immediate management capacity to these organizations that are aggressively improving education results.

Now entering its tenth year, The Broad Residency has 252 program participants and alumni in The Broad Center network. 92 percent work in urban K-12 education, and 75 percent are working directly in school districts, charter management organizations or departments of education.

The Broad Residency 2012 program updates

- The Residency cohort has grown from 36 in 2009 to 46 in 2011. In 2012 we expect a class of 50 Residents.
- Organizations engaging candidates first-hand about management opportunities, generates excitement from candidates. We will be encouraging organizations to participate in candidate recruitment and marketing activities such as live webinars.
- We will work closely with organizations to refine proposed positions for Residents to increase the likelihood of matching a Resident with an organization for both immediate impact and a long-term career transition.
- We will continue with the salary subsidy of 33% of base salary over the entire two year program term.

Recent school district Partners

- Charlotte-Mecklenburg Schools
- Chicago Public Schools
- DC Public Schools
- Denver Public Schools
- Detroit Public Schools
- Elgin, IL U-46
- Fulton County Schools
- Hillsborough County Public Schools
- Houston Independent School District
- Knox County Schools
- LA Unified Schools
- Memphis City Schools
- New Haven Public Schools
- NYC Department of Education
- Pittsburgh School District
- Prince Georges County Public Schools
- Recovery School District, Louisiana
- Washoe County School District

Recent CMO Partners

- Achievement First
- Alliance for College Ready Public Schools
- Aspire Public Schools
- Chicago International Charter Schools
- Friendship Charter Schools
- Green Dot Public Schools
- KIPP Schools
- Rocketship Education
- Uncommon Schools
- Uplift Education

Recent policy organization Partners

- Delaware Department of Education
- Illinois State Board of Education
- Louisiana Department of Education
- Massachusetts Department of Elementary and Secondary Education
- New Jersey Department of Education
- Tennessee Department of Education
- The U.S. Department of Education

General partnership eligibility

In order to qualify to be a partner organization, districts must be located in an urban area (based on NCES Common Core of Data); be serving at least 37,500 students; 40% of which must be eligible for free or reduced-price school lunch; and at least 40% of the total students enrolled must come from minority groups.

- 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.

Charter Management Organizations (CMOs) must also be located in an urban area; serving populations where at least 40% of students served are eligible for free or reduced-price school lunch; and at least 40% of the total students enrolled must come from minority groups. Organizations must have a minimum of two schools in operation in 2011-2012. To determine eligibility we also consider:

- Total number of children currently served by the organization
- Type of schools that are currently operated by the organization
- Organization's approach to opening new schools and campuses
- Viability of immediate future plans for growth or expansion
- Maturity of central office operations

State Departments of Education must have the authority and funding to support a significant reform agenda intended to increase student achievement in the eligible urban school systems in their state. They must also have the ability to hire a Resident into a politically appointed, career staff or equivalent position during the two-year Residency program.

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Information online: http://broadresidency.org/partners/partner_information.html

Contact Information: Mike Montoya mmontoya@broadcenter.org 510-451-4446 updated 1/19/12 ALL

Partner organization 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 outcomes
 - Access to, and timely use of data to inform decisions
- The proposed Resident role must have the support of senior leadership, be *central and connected* to the strategic priorities of the organization and ensure the Resident has the opportunity to make a positive long-term transition into the education sector
 - To be competitive, the role should be designed to accelerate the Resident's development as a leader
 - The role must report to the Superintendent/CEO or another approved and appropriate senior executive in the organization and positioned so the Resident can make significant contributions
- For CMOs, we consider student achievement results and the effectiveness of education models

Funding and benefits of partnership

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 a management executive. Residents work full time for their organization, and make a commitment to stay at their organization through the two year Residency term.
- *Limited recruitment* effort required on the part of the organization. We present you with highly qualified individual(s), chosen through an extremely rigorous selection process for your consideration. Last year, fewer than 2% of applicants were offered opportunities to join The Broad Residency.
- *Final selection decision* is made by partner organization leadership following an in-person interview in April 2012.
- *Leveraged Funding*. The Broad Center pays for 100% of the costs of recruitment, selection, and travel for the professional development as well as subsidizes salary.
 - Residents earn annual salaries of \$85,000 to \$95,000 in their first year. Partner organizations set specific salaries based on their pay scales. For the 2012-14 cohort, The Broad Center will subsidize up to 33% of \$95,000 for each Resident, up to a maximum dollar amount of \$62,700 total over the two years.
 - Partner organizations pay the balance of the salary each year and provide benefits comparable to a full-time employee in a similar position.
- *Relocation expenses* for Residents are subsidized by The Broad Center.
- *Possibility of hiring the Resident for longer-term employment*. At the conclusion of the two-year program, we expect organizations will hire Residents long-term in their current positions or promote them into more senior leadership roles.
- *Retention of talent in the education sector* is a cornerstone of The Broad Residency program which has an excellent track record. 88 percent of alumni continued to work in K-12 urban education.

Broad Resident selection criteria

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.

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 and the 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
- Passion for improving urban public education and a long-term commitment to the K-12 education sector

Candidate Selection, Matching and Placement

More than 2,500 people applied to The Broad Residency program in 2011 and less than 7% made it to the second round interview stage. The rigorous process includes:

- Resume screen
- Full application (including 3 essays)
- First round interview
- Second round interview (2 panel interviews, 3 group activities)
- Reference checks

Finalists are matched with a qualified partner organization in April each year based upon geography, organizational fit, and qualifications for a particular role/position that the organization proposes through this partnership organization application process.

Matched candidates proceed to an in-person interview with organizations. Organization leaders make the final hiring decision and on-board the candidate as a new employee if an offer is extended and accepted. Typically, an organization will be matched with 1-2 candidates for each position they have submitted for approval. Demand always exceeds supply of candidates and both the candidate and the organization have to work to market themselves to each other. In 2011, we placed 46 Residents in 22 organizations nationwide.

Resident professional development program - http://broadresidency.org/about/professional_development.html

Through eight professional development sessions over two years, The Broad Residency program focuses on the development of the following core content areas:

- Management
- Communication
- Influence and systems navigation
- Strategy development and implementation
- K-12 education sector knowledge

Other supports include:

- Bi-monthly advisory calls with TBC staff
- Two rounds of 360-feedback
- Professional executive coaching sessions
- Participation in a knowledge sharing network

TBR 2012 Partnership Organization Selection Information Addendum

For candidates currently working in urban education organizations

Candidates who are currently working in an urban school district, charter management organization, state or federal department of education may apply to The Broad Residency. One goal of The Broad Residency is to help participants transition into their new role, therefore the program is not designed or intended for candidates with considerable experience in an operating or management role in a district, CMO or department of education.

We accept applications from individuals who will have been in their organization for fewer than 12 months when they join the Residency program (i.e. candidates cannot have been employed by the district, CMO or department of education prior to July 2011). Specific work experience of interested individuals will be evaluated to determine their eligibility to apply to The Broad Residency program.

If eligible, these individuals are called Associate Resident candidates. They are held to the same standards, must meet the same selection criteria, go through the same selection process and participate in the same professional development as other Broad Residents. However, since these candidates enter the process with a position already in a district, CMO, or department of education, The Broad Center does not subsidize their salary.

Considerations for accepting applications for Associate Residents TBR 2012

Each year, The Broad Center identifies a select number of organizations from which we will invite Associate Resident applications. These organizations must meet our general partner organization eligibility criteria and are evaluated using the same partner organization and Resident role considerations as our regular process. First consideration is given to individuals who are in eligible organizations in eligible roles for less than one year.

Organizations from which we invite Associate Resident applications will vary from year to year, and may change during a given year, based upon the mission related priorities of The Broad Center and changes in the national education landscape. While Associate Resident candidates are evaluated based upon their individual merit, we also consider the organization's:

- ability to deliver student achievement results for young people.
- capacity and track record for managing the performance and development of their central office employees.
- assignment of role and scope of responsibilities of an individual candidate.
- total historical relationship with The Broad Center and the number of Broad trained leaders that serve in the organization.

For example, a particular organization could be on the 2012 Associate Resident eligibility list because it is one that TBC has not worked with before, and the organization is a mission related priority location in 2012.

Alternatively, an organization might not be on the 2012 Associate Resident list because it has several senior leaders who were members of a previous TBR cohort, continues to deliver academic result for children through their educational model, and has the ability to recruit, develop and retain management talent on its own.

In 2012, we will accept Associate Resident applications from the following organizations:

1. Achievement First
2. Aspire Public Schools
3. Breakthrough Charter Schools
4. Broward County Public Schools
5. Chicago Public Schools
6. Connecticut State Department of Education
7. District of Columbia Public Schools
8. Green Dot Public Schools
9. Gwinnett County Public Schools
10. Indiana State Department of Education
11. KIPP, Los Angeles
12. KIPP, New Orleans
13. LEAD Public Schools
14. LEARN Charter School Network
15. Long Beach Unified School District
16. Los Angeles Unified School District
17. Louisiana Department of Education
18. Louisiana Recovery School District
19. Mastery Charter Schools, Philadelphia
20. New Jersey Department of Education
21. New York City Department of Education
22. New York State Department of Education
23. Newark Public Schools
24. Noble Network of Charter Schools
25. Pittsburgh Public Schools
26. Rocketship Education
27. Success Charter Network, NYC
28. Tennessee Department of Education
29. Uncommon Schools
30. Uplift Education Charter Schools
31. YES College Preparatory Schools

Organizational leaders who have questions about their organization's eligibility or wish to nominate an individual as a 2012 Associate Resident candidate should provide the name, position and contact information of the individual to Mike Montoya at mmontoya@broadcenter.org or 510-451-4446.