

The Broad Residency 2012-2013 Role Design Webinar

January 2012

Contact mmontoya@broadcenter.org with questions



Today's Agenda

▶ Intent of The Broad Residency

- ▶ Where the position proposal fits in the process – Mike Montoya, director, The Broad Center
- ▶ Recruitment and Candidates
- ▶ Roles as Developmental – Peter Cordero, director, The Broad Residency
- ▶ Identifying a Supervisor

Why we were created...

Reform Minded School Systems

Districts, Departments of Education and effective CMOs need to strengthen their management capacity and grow talent to lead their organizations in the future.

The Broad
Residency

External Leaders

Emerging leaders from the private and non-profit sectors wish to enter public education as managers and become senior leaders in urban school systems but they do not have an effective entry point.

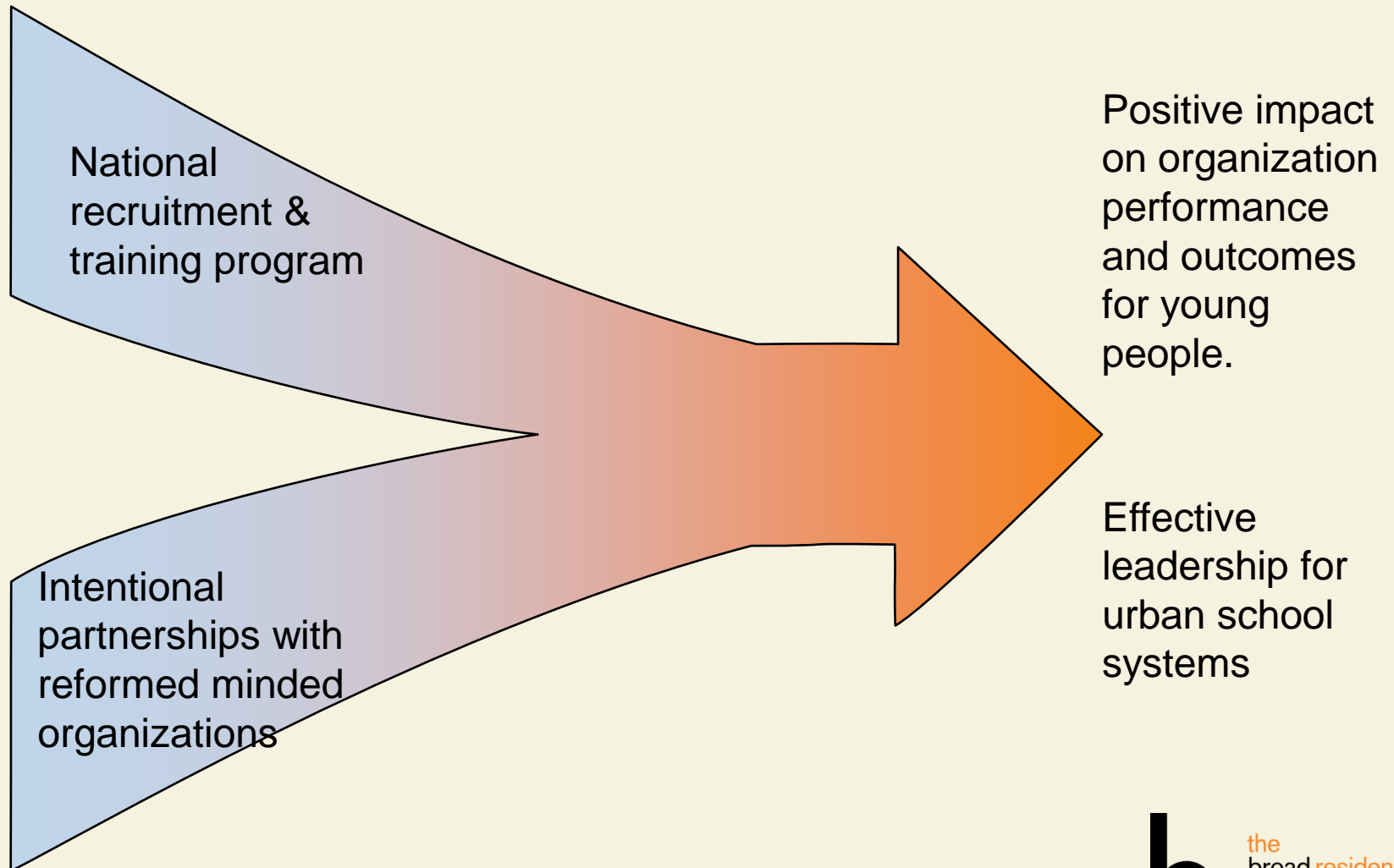
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How we use the Position Proposal



Recruitment and Partnership



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Resident Selection Criteria

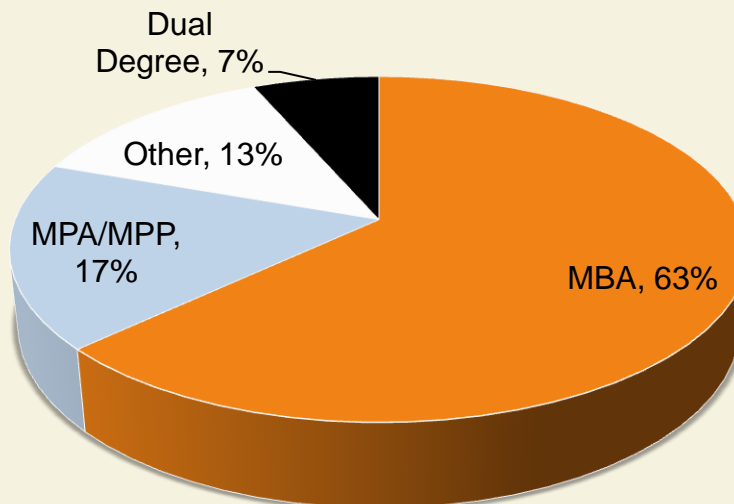
- MBA, MPP, or MPA, with a minimum of four years of full-time work experience and at least two years of experience in a business or management role. Other graduate degrees with 4yrs. experience.
- Experience in one or more functional business areas (e.g., finance, operations, strategy, information technology, 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 and management styles.
- Superb analytical, problem-solving and project management skills.
- Demonstrated ability to learn quickly.
- Passion for improving urban public education and a long-term commitment to the K-12 education sector.

TBR 2011: 46 Residents

Organizations

- ▶ 20 in districts
- ▶ 16 in CMOs
- ▶ 8 in State Dept of Ed
- ▶ 2 in Federal Dept of Ed

Graduate Degrees



Diversity

- ▶ 46% non-white
- ▶ Avg. 8 yrs work experience
- ▶ 95% new to education

Quality

- ▶ 51% of resumes were invited to apply vs. 45% last year
- ▶ 43% of Residents' resumes were rated "HQ" vs. 38% last year

* Dual Degrees include: MBA/MEd and MBA/MPP

9 * Other Degrees include: JD, Education, Social Welfare, Social Work and Management

A closer look at Candidates

- Candidate profile and MBA skill set
- What information do candidates want to know about an organization, role and supervisor?
 - Impact
 - Supervisor
 - Role
 - Geography, Work-life balance
- How are candidates looking at this information February – June?
- How is this recruitment process different than hiring through administrative channels?

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Role as Developmental

- Executive leadership and governance structure
- Fiscal and governance stability
- Aggressive pursuit of reforms to improve student performance
- Capacity and performance of organization including
- **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.**
- For CMOs – we consider student achievement data and the effectiveness of the education model.
- State Departments of Education must have the authority and funding to support a significant reform agenda

Graduate Outcomes

Upon completion of the program, Residents will:

Understand and respect the work done at schools & in classrooms

Demonstrate understanding of practices, experiences, and perspectives of teachers, students, and school leaders

Exhibit the belief that all children can achieve and work toward providing the right tools, environment, practices, etc to facilitate high student achievement

Know how to improve urban school systems

Successfully choose and apply the system-level levers for improvement most appropriate to drive change in your organization

Demonstrate innovation in developing new and more effective ways of working within your organization

Have the leadership skills to do it

Demonstrate the management and leadership skills to execute high impact change and growth initiatives in urban education.

We expect Residents will shape and modify system-level initiatives to ensure maximum level of implementation at the school and classroom levels

How a Residency Unfolds

Get Up-to-Speed (0-3 Months)

- Understand environment
- Establish credibility with “quick wins”
- Explore stakeholders’ point of view
- Build relationships with supervisor/colleagues

Immerse Yourself (4-12 Months)

- Transition from support to leadership responsibilities
- Increase impact of projects
- Successfully navigate politics
- Expand organizational relationships

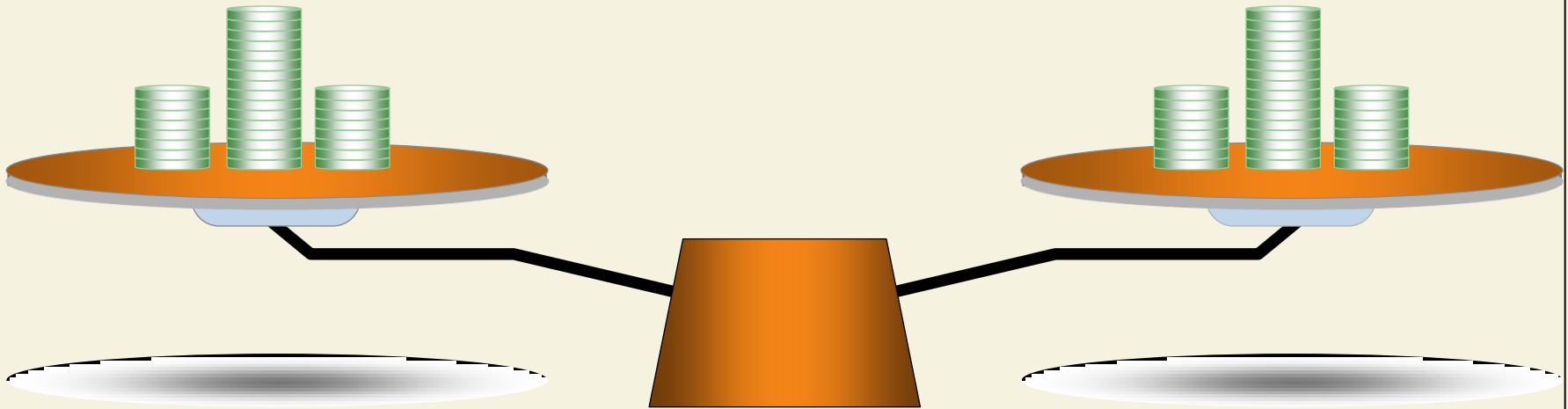
Tackle a Challenge (12-18 Months)

- Assume a leadership preparation role leading a high priority initiative
- Dedicate 50%+ of time to one project
- Expand relationships with senior leaders
- Actively build leadership development skills

Prepare for Leadership (18-24 Months)

- Actively address remaining areas of knowledge, leadership skills, experiences and relationships needed to take on a director level role

Balancing Impact and Exposure

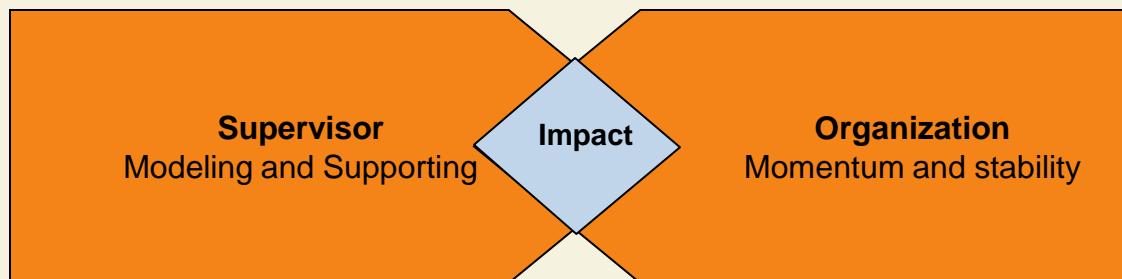


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Supervisor and Organizational needs Overlap

- ▶ The Broad Residency program model works best when we place a Resident with a strong performing, senior level executive in the organization. This allows the Resident to model high performing behavior in your organization quickly.
- ▶ It's common for organizations to place Residents in departments that need the capacity. We recommend that organizations add capacity where there is **momentum and stability**.
- ▶ It is less desirable to place a Resident in a low functioning department or with an individual who has less capacity to support their successful transition into the education sector.





Broad Resident

Different Culture

New Bureaucracy

New Labor

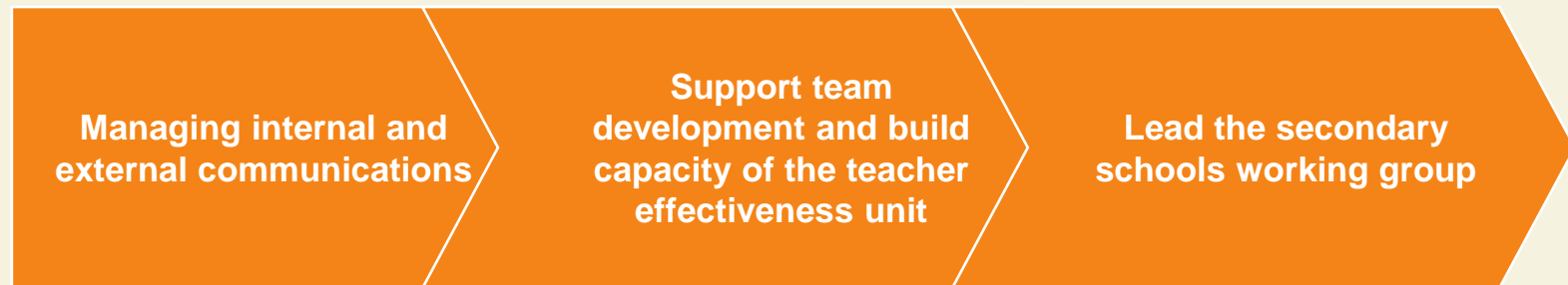
New Stakeholders and Systems

Supervisor as Manager and Mentor



Scoping the Role

Director of External Relations and Strategic Projects



- ▶ The DER will be responsible for the organizations communication's strategy and stake holder management efforts

- ▶ The DER will utilize their project management skills to support the CEOs efforts to build the TE unit and strength team capacity by leveraging necessary resources and supports

- ▶ The DER will co-lead, with the CEO, the working group to redesign the organization's 9-12 education model.

Timeline and next steps in the process

Position proposal submission period (submit your best iteration by these deadlines)

- Batch 001 deadline to submit January 27, 2012
- Batch 002 deadline to submit February 3, 2012
- Batch 003 deadline to submit is February 15, 2012

Broad Center proposal review and due diligence period

- February 2012 (we'll iterate electronically with you after you submit your first iteration)

Candidate matching to organizations

- April 6-11, 2012

Organizations interview candidates

- April 23-May 4, 2012

RESOURCE DOCUMENTS

- Position Examples for Districts, CMOs and State Ed. Agencies
- Position Design Questionnaire
- Q and A