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Management

The Broad Center for the Management of School Systems

The Broad Center for the Management of School Systems' mission is to improve student achievement by recruiting, training and supporting executive leadership talent from across America to become the next generation of urban school district leaders. The Center currently offers a rigorous executive leadership development program - the Urban Superintendents Academy - designed to prepare leaders with the critical skills needed to succeed as chief executive officers in our nation's largest urban school districts. The Academy curriculum covers topics such as planning and leading systems change, improving student achievement, using data for decision-making and implementing best practices from the private and public sectors. To date, 63 accomplished leaders from business, education, the military, government and nonprofit sectors have graduated from the Academy. To date, ten graduates have been appointed as superintendents in large urban districts (Albuquerque, Charleston, Christina [Wilmington, Delaware], Cobb County, Fort Wayne, Houston, Minneapolis, Montgomery, Oakland and Providence). Seventeen others - including a number of "non-traditional" Broad Fellows with significant experiences outside of education - have been appointed to cabinet level positions in large urban districts or as superintendents of smaller urban systems. The fourth cohort of the Urban Superintendents Academy will begin their training in February 2005.

The Broad Residency in Urban Education

The Broad Residency in Urban Education provides an entry point for emerging, talented private sector leaders to train and prepare for senior positions in urban school districts throughout the country. Residents participate in an intensive, two-year management development program while working full-time in central office managerial positions secured by the Residency program. In the program's first two years, over 600 individuals have applied for 30 positions in 11 districts (Charleston, Chicago, Christina [Wilmington, Delaware], Denver, Los Angeles, New York City, Oakland, Philadelphia, San Diego, San Francisco and St. Louis) and three national charter management organizations (Green Dot Public Schools, KIPP and Victory Schools).

New Leaders for New Schools

New Leaders for New Schools (NLNS) is a bold effort to attract, prepare and support a new generation of outstanding principals for our nation's urban public schools. The program combines an intensive summer training institute focused on management and instructional leadership strategies and a year-long, full-time "medical style" residency with an exemplary public or

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charter school principal. NLNS is partnering with districts in New York City, Chicago, Washington, D.C., Memphis and Oakland. Of the 96 fellows who have completed the program since 2001, 60 have been hired as principals and 28 as assistant principals. In 2004, *Time* and *Fast Company* magazine recognized NLNS for their entrepreneurial and innovative approach to improving public education.

National Institute for School Leadership

The Foundation is supporting the efforts of the National Center on Education and the Economy to develop and market a national school leadership institute to train and support new principals. This endeavor, the National Institute for School Leadership (NISL), draws from exemplary leadership development practices in the military, corporate executive management programs, top-tier business schools and schools of education, as well as educational leadership training models from around the world. District teams from Jacksonville, Savannah and Santa Monica are currently participating in the NISL pilot program. NISL is seeking additional district partners to begin training in 2005.

New York City Leadership Academy

New York City Chancellor Joel Klein believes principals are the key to creating outstanding schools in New York City. To support this goal, he created the Leadership Academy to "train and develop leaders with the skills necessary to transform schools and change the culture in schools to focus on increased student achievement." The Foundation is a supporter of the Leadership Academy's efforts to attract top-notch principals with proven track records and to prepare principals of new, small schools for successful start-up.

San Diego Educational Leadership Development Academy

The Foundation is supporting San Diego City Schools' partnership with the University of San Diego to provide training for aspiring principals. The grant challenges traditional preparation programs by advocating a "medical residency model" for administrative credentialing that blends focused coursework with on-site apprenticeships and by drawing on the best faculty in both education and management from universities throughout the city. Of the Academy's 53 graduates, 26 are now principals and 19 are site administrators. Schools led by Academy graduates outperformed the district and other schools led by new principals in improving overall proficiency in literacy and raising the performance of low-performing students.

Boston Aspiring Principal Training

The Foundation is supporting the launch of Boston's School Leadership Institute, the district's first comprehensive recruiting and training program for aspiring principals. The Institute uses a residency model for credentialing that combines management training and academic coursework with full-time apprenticeships. Six of the first cohort of ten aspiring principals are now serving as principals, including one leader without K-12 teaching experience. The School Leadership Institute will be profiled in the U.S. Department of Education's upcoming "Guide to Alternative Recruitment and Preparation of Educational Leaders," prepared by WestEd.

Philadelphia Principal Training

The Foundation is supporting the development of the Academy for Leadership in Philadelphia Schools (ALPS). Through the Academy, the district will develop, expand and institutionalize new structures for recruitment, preparation, evaluation, and ongoing training and support of leaders for all Philadelphia public schools. With support from the Foundation, the district plans to invest significantly in attracting and developing a new corps of aspiring principals, externally recruiting principals from outside of the district, and supporting new principals with ongoing training.

Long Beach Baldrige Quality Initiative

Following a successful three-year effort to apply Baldrige quality principles to the Long Beach Unified School District, The Broad Foundation and the district have expanded the program with a subsequent three-year effort. This new grant will enable all departments and all elementary and middle schools to receive training in the Baldrige continuous improvement methodology and embark on implementation projects. In addition, the district will develop a Balanced Scorecard system to provide managers with better information to make smart data-driven decisions. The district, which won The Broad Prize in Urban Education in 2003, plans to apply for the Malcolm Baldrige Quality Award in -2007.

Recreating the Central Office in Oakland

Oakland's successful small school initiative has proven that small, autonomous schools lead to better student achievement results. State Administrator Randy Ward, a graduate of the Broad Superintendent's Academy, is recreating the district by devolving responsibility and greater budget authority to the schools, creating a leaner central office, and moving to a fee-for-service model to provide services to the schools. The Broad Foundation, in partnership with the Bay Area Coalition for Equitable Schools, the Gates Foundation, and the Full Circle Fund, has hired McKinsey & Company to provide strategic consulting support for this organizational redesign effort.

Teach for America

The Foundation is a major supporter of Teach For America's (TFA) efforts to broaden and deepen TFA's teaching corps and alumni program in large urban school districts across the country. Teach For America corps members teach in schools in 22 regional sites, 15 of which are in urban areas. Since 1990, over 12,000 corps members have committed to teach two years in low-income rural and urban communities. This year, 1,750 corps members were selected from over 13,500 applicants to the program.

Transforming Human Resources in New York City

The Broad Foundation is supporting New York City as it launches an aggressive initiative to improve how the district manages its human capital. The comprehensive effort consists of several components: organizational and process redesign of the Human Resources function, changing the hiring calendar, implementing PeopleSoft, valuing employees, and evaluating how the district invests in professional development. Mercer HR Consulting is functioning as the project manager and is working closely with the senior leadership of the Division of Human Resources.