



## TURNAROUND LEADERSHIP INITIATIVE

The Turnaround Leadership Initiative is a rigorous training program designed to prepare experienced and aspiring principals to lead Massachusetts' highest-need urban and rural schools.

The Turnaround Leadership Initiative is a highly selective program for educators with a commitment to closing the achievement gap. The program is offered cost-free to those accepted into the Initiative. Participants retain their current administrative salaries or are compensated with a stipend that is competitive with their current teaching salaries.

### ABOUT THE TURNAROUND LEADERSHIP INITIATIVE

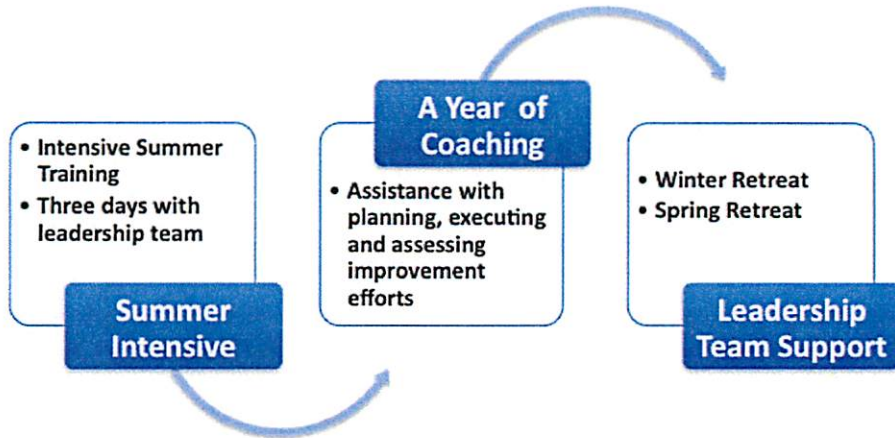
Massachusetts public schools need exceptional and motivated instructional leaders focused on student learning and achievement. School leaders are the key to a school's overall performance and are central to achieving the kind of fundamental change that many schools require.

The Turnaround Leadership Initiative is designed to attract, develop, graduate, place and support an elite cohort of outstanding school leaders each year. All graduates from the program will develop the rich skill set and the reflexes required to meet the complex challenge of leading high-need schools. Sponsored and supported by the Commonwealth's Department of Elementary and Secondary Education, the Turnaround Leadership Initiative has applied for approval to become an alternative route to principal certification for aspiring principal participants.

The Turnaround Leadership Initiative has two tracks—one for experienced principals and the other for aspiring principals. Both sets of participants begin their professional training by attending **an intensive summer experience**.

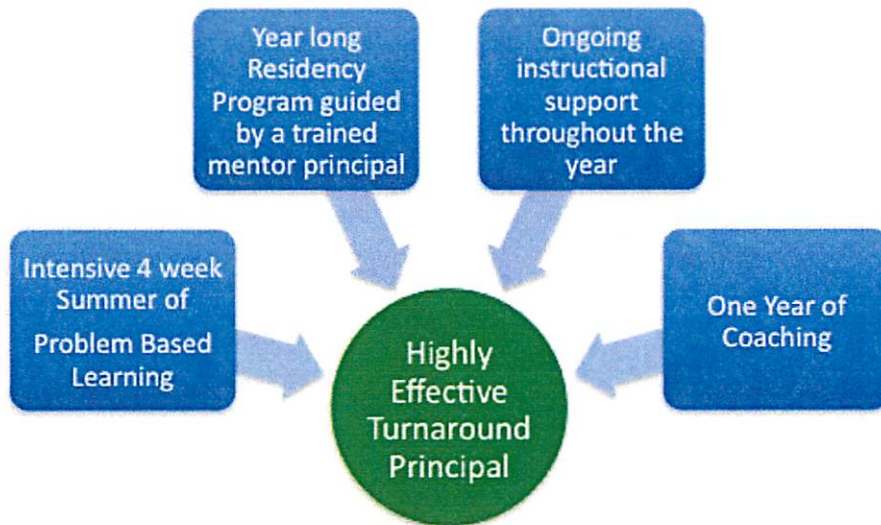
The experienced principals already assigned to high-need schools or seeking appointments to such schools benefit from intensive, sustained coaching and other forms of support during their next year on the job—all focused on improving student achievement.

### EXPERIENCED PRINCIPAL PROGRAM



The aspiring principals enter a 10-month, school-based residency working side by side with a mentor principal followed by a planning summer to transition successfully into their new school leadership roles. As program graduates, they receive a full year of ongoing coaching support.

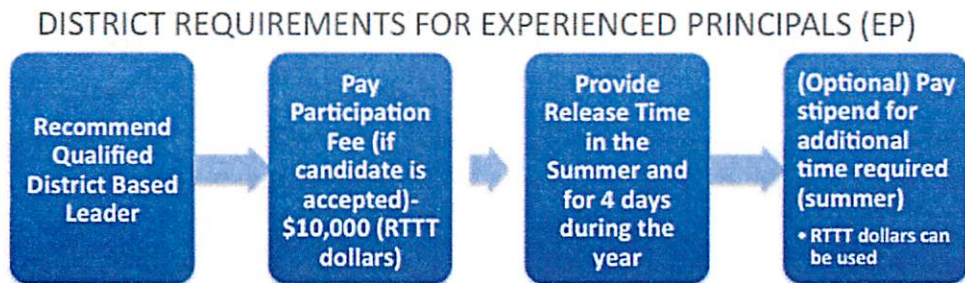
### ASPIRING PRINCIPAL PROGRAM



To progress to graduation, participants must meet clear leadership performance standards in each phase of the program. Those who do not meet the standards will be asked to leave the program.

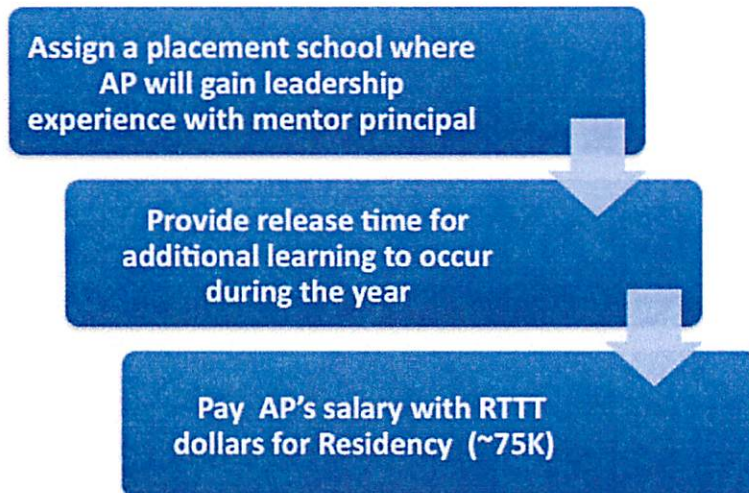
The District requirements for these two tracks are illustrated below:

The District investment of \$10,000 for each experienced principal candidate contributes to the intensive summer training and a year of coaching.



The District investment of \$75,000 pays a year’s salary (plus benefits) for each aspiring principal. Additionally, each AP participates in an intensive summer of development, a year-long residency with a trained mentor, a follow-up summer of planning, and a full year of coaching.

**DISTRICT REQUIREMENTS FOR ASPIRING PRINCIPALS (AP)**



## APPLICANT CRITERIA

- A Master's degree in any field from an accredited college or university
- A minimum of three years teaching experience at the level for which the graduate will serve as a principal or assistant principal (elementary or secondary)
- Evidence that the candidate has been able to make strides in closing the achievement gap
- An undergraduate and graduate GPA of 3.0 or higher
- A commitment to work three years in a high-need public school in Massachusetts
- The capability to discuss and analyze projects that were unsuccessful
- The enthusiasm to engage as a public learner
- The ability to work in groups successfully
- A commitment to improving a particular skill or set of skills
- The ability to recognize school challenges involving a set of interconnected, underlying issues
- Professional resilience
- Strong communication skills, both written and oral
- The capacity to be self-reflective
- Instructional knowledge and expertise
- Professional integrity

## TO APPLY

Online applications are available at [www.teachers21.org](http://www.teachers21.org). Only completed applications will be considered. The Turnaround Leadership Initiative admissions process consists of the following steps:

*Online application* ⇒ *Candidate review* ⇒ *Group interview* ⇒ *Individual interview* ⇒ *Reference checks & notification*

The program is currently accepting applications. Candidates will be notified by February 20, 2012 whether they are among those who have been selected to progress to the group interview phase.

## ABOUT TEACHERS<sup>21</sup> AND THE NYC LEADERSHIP ACADEMY

The Turnaround Leadership Initiative is a partnership effort of Teachers<sup>21</sup> and the NYC Leadership Academy. Teachers<sup>21</sup> is a highly respected state-wide organization known for its professional development, public policy work, and educational research. The NYC Leadership Academy is a nationally recognized leadership preparation program for aspiring principals, which also provides ongoing development and support of those already on the job who are committed to developing a capacity for reversing the decline of low-performing schools.

## LEARN MORE

Those interested in learning more can attend Information sessions that will be announced soon. In the meantime, please contact Marie Deedy at Teachers<sup>21</sup> by email, [mdeedy@teachers21.org](mailto:mdeedy@teachers21.org), or by phone at 781-416-0980. Also, additional information can be found at [www.teachers21.org](http://www.teachers21.org).