

# KIPP:

SCHOOL  
LEADERSHIP  
PROGRAMS





# Fisher Fellowship (2017-18)

**A year-long program for selected Fisher Fellows to found, lead, and grow a new high-performing KIPP school.**

The Fisher Fellowship is a one-year, cohort-based leadership program that prepares selected educators to found, lead, and grow a new high-performing KIPP school. Through in-person programming, residencies in current KIPP schools, and the development of a robust school design plan, Fellows are prepared to open the doors of new schools in the summer of 2018.

## PROGRAM GOALS

All KIPP School Leadership Programs are rooted in the [KIPP Leading for Learning Actions](#) and in the [KIPP Leadership Framework and Competency Model](#). The Fisher Fellowship program addresses the following key Leading for Learning actions and leadership competencies to prepare leaders to found, lead, and grow high-performing schools.

### Leading for Learning Action #1: Vision & Goals

Set ambitious school-wide vision and goals that lead students on a path to and through college.

#### Leadership Competencies

- **STUDENT FOCUS**
- **DRIVE RESULTS:** Achievement Orientation
- **BUILD RELATIONSHIPS:** Communication, Impact and Influence, Cultural Competence
- **MANAGE PEOPLE:** Direction-setting

### Leading for Learning Action #2: Plan & Prioritize

Relentlessly plan and prioritize to achieve goals.

#### Leadership Competencies

- **STUDENT FOCUS**
- **DRIVE RESULTS:** Achievement Orientation, Critical Thinking and Problem-solving, Decision-making, Planning and Execution
- **BUILD RELATIONSHIPS:** Communication, Self-Awareness, Cultural Competence
- **MANAGE PEOPLE:** Direction-setting
- **INSTRUCTIONAL LEADERSHIP**
- **OPERATIONAL LEADERSHIP**

### Leading for Learning Action #5: Hire & Retain

Hire and retain the best of the best.

#### Leadership Competencies

- **BUILD RELATIONSHIPS:** Self-Awareness, Cultural Competence
- **MANAGE PEOPLE:** Performance Management, Talent Development

#### Designed for:

Founding School Leaders

#### Key Dates:

##### Orientation

(Houston, TX)

Thursday, May 18–Sunday, May 21

Travel day: Thursday, May 18

##### Summer Institute

(Chicago, IL)

Monday, June 19–Friday, July 14

Travel day: Sunday, June 18

##### KIPP School Summit

(Las Vegas, NV)

Monday, July 31–

Wednesday, August 2

Travel day: Sunday, July 30

##### Residency Launch

(Austin, TX)

Tuesday, August 22–

Thursday, August 24

##### Intersession One

(Houston, TX)

Monday, September 11–

Saturday, September 16

Travel day: Sunday, September 10

##### Intersession Two

(Newark, NJ)

Monday, November 6–

Saturday, November 11

Travel day: Sunday, November 5

## Leading for Learning Action #6: Instructional Leadership

Build knowledge and expertise in effective instructional design and academic standards.

### Leadership Competencies

- **DRIVE RESULTS:** Continuous Learning, Decision-making
- **INSTRUCTIONAL LEADERSHIP**

### Adaptive Leadership Skills

Demonstrate an understanding of self as a leader, impact on others, and overall leadership philosophy.

### Leadership Competencies

- **STUDENT FOCUS**
- **DRIVE RESULTS:** Continuous Learning
- **BUILD RELATIONSHIPS:** Stakeholder Management, Communication, Impact and Influence, Self-Awareness, Cultural Competence

### Coaching

Engage in coaching sessions to drive deeper understanding of self, leverage strengths, and drive growth.

### Leadership Competencies

- **DRIVE RESULTS:** Continuous Learning
- **BUILD RELATIONSHIPS:** Communication, Self-Awareness

## PROGRAM DETAILS

- **Orientation:** A three-day orientation in May to build key relationships with teammates in the cohort and begin critical coursework that frames the year-long learning experience.
- **Summer Institute:** An intensive, four-week program with rigorous coursework taught by dynamic faculty and educational leaders in a university setting.
- **Intersessions:** Four intensive leadership development sessions throughout the Fellowship year; each Intersession is typically six days long
- **Residencies:** Four to five residencies at KIPP schools outside the fellow's region. Each four-day residency provides fellows with an opportunity to gain insight into the instructional, operational, and performance management practices of successful schools and school leaders. Additionally, Fellows will take part in four to five week-long school and operational residencies in his/her own region.
- **School Design Plan:** Creation of a comprehensive plan that guides all design, implementation, and growth of the Fellow's new school.
- **Coaching:** One-on-one coaching with a leadership coach throughout the year.
- **Ongoing Professional Development:** Participation in any relevant virtual professional development opportunities hosted throughout the programming year.
- **Continuous Support:** On-going support from the Director of the Fisher Fellowship.

### Intersession Three

(Chicago, IL)

Friday, January 5-

Wednesday, January 10

Travel day: Thursday, January 4

### School Leader Retreat

(location TBD)

January 2018

### Intersession Four

(Washington, DC)

Wednesday, February 21-

Friday, February 23

Travel day: Tuesday, February 20

### Contact:

Email [apply@kipp.org](mailto:apply@kipp.org) for more information about the application process

*"This year has been full of many meaningful experiences for me. Through theory, practice, and lots of self-reflection, I have significantly increased my capacity to lead effectively. Additionally, being with other mission-aligned leaders has provided me plenty of opportunities to establish lifelines and to gain support and knowledge from different perspectives."*

— **MALCOLM BROOKS**  
FOUNDING SCHOOL LEADER  
KIPP CHANGE ACADEMY  
CHARLOTTE, NC  
FISHER FELLOW '16

*"I feel that I have grown as a leader more in the past year than in my six years of leadership in education. The opportunities to observe at exemplary schools, engage with a cohort, reflect and dig into who I am as a leader, and receive feedback on a school design plan, presentations, and role plays, have combined to give me a well-rounded experience."*

— **AMANDA DAHM**  
FOUNDING SCHOOL LEADER  
KIPP NORTH STAR PRIMARY  
MINNEAPOLIS, MN  
FISHER FELLOW '16

## APPLICATION PROCESS

Leaders from within and outside of KIPP are welcome to apply for the Fisher Fellowship. Candidates must meet our rigorous selection criteria, including at least two years of classroom teaching experience with demonstrated exemplary results in a low-income school (over 50% of the student population qualifies for free and reduced-priced meals through the federal nutrition program). An excellent candidate possesses the unyielding belief in the potential of every child to succeed in college and the competitive world beyond.

For more information about the leadership competencies on which the selection criteria is based, please see the [KIPP Leadership Competency Model](#).

For more information about the application process, please visit: <http://www.kipp.org/careers/application-resources>.

## FREQUENTLY ASKED QUESTIONS

### ▪ What would be expected of me as a participant in this program?

Participants are expected to attend and actively engage in 100% of programming, proactively seek feedback, participate in Learning Team meetings outside of sessions, complete the intensive pre- and post-work for each of the sessions, participate in the Leadership Coaching program, participate in residencies, and complete and present a School Design Plan.

### ▪ How is this program different from the Successor Prep program?

The Fisher Fellowship is a year-long program to open a new KIPP school, while the Successor Prep program is for those who are currently in leadership positions at existing schools and will be assuming the school leader role at an existing school. Fisher Fellowship programming focuses on the skills needed to found a school, while Successor Prep programming focuses on the skills needed to plan for and execute a leadership transition.

### ▪ How is this program different from the Miles Family Fellowship?

The Miles Family Fellowship is designed to give participants the leadership skills necessary to successfully become a school leader within the next two years. Miles Family Fellows develop these skills through programming, leadership coaching, and holding leadership roles within existing KIPP schools. In contrast, the Fisher Fellowship is designed to support fellows in designing and opening a new KIPP school.

### ▪ What are residencies?

Residencies are modeled after medical school residency rotations, providing Fellows an opportunity to observe a successful KIPP school leader in action. During each residency, Fellows will have the opportunity to shadow the school leader, observe classes and leadership teams, and debrief with leaders. Each Fellow will receive an individual schedule, taking part in four to five four-day residencies outside of the region as well as four to five week-long residencies within the region.



**KALEENA ROSENBAUER**  
FOUNDING SCHOOL LEADER  
KIPP UNITY PRIMARY  
HOUSTON, TX  
FISHER FELLOW '14  
MILES FAMILY FELLOW '13  
LEADERSHIP TEAM '12



**ANTONIA O'SULLIVAN**  
FOUNDING SCHOOL LEADER  
KIPP SEEK ACADEMY  
NEWARK, NJ  
FISHER FELLOW '12  
TEACHER LEADER '11

- **What kind of support does the KIPP Foundation provide after the Fisher Fellowship?**

After opening their schools, first-year school leaders are supported by their regional teams. For continued professional development, the KIPP Foundation offers all school leaders the opportunity to opt into the School Leader Development Course, individualized leadership coaching, the annual School Leader Retreat, and a variety of additional learning opportunities.



## Successor Prep (2017-18)

**The Successor Prep program is designed exclusively for leaders who are preparing to lead an existing KIPP school in the 2017-18 school year.**

The program will focus on the elements of maintaining effective and lasting organizations: change management, transition planning, strategic planning and execution, instructional coaching, and performance management. These are essential skills needed to prepare participants to take leadership of an existing KIPP school.

### PROGRAM GOALS

Using the [KIPP Leadership Framework and Competency Model](#) as its aligning framework, the Successor Leader program aims to empower participants to:

- **DRIVE RESULTS:** Use a wide range of data sources to analyze areas for improvement and set and monitor school-wide goals that drive student achievement.
- **BUILD RELATIONSHIPS:** Strengthen self-awareness of one's strengths and areas of growth, understand its impact on self and others, and adapt accordingly.
- **BUILD RELATIONSHIPS:** Develop mutually beneficial relationships with key stakeholders in order to effectively manage change.
- **BUILD RELATIONSHIPS:** Embody race-consciousness and culturally relevant School Leadership whereby an anti-racist and anti-oppressive environment is created so that staff, students, and families thrive.
- **MANAGE PEOPLE:** Refine and ensure alignment of a clear school vision, mission, and values, and define how it will be operationalized.
- **MANAGE PEOPLE:** Improve upon or establish a performance management system that hires, develops, and retains top talent.
- **MANAGE PEOPLE:** Design a transition plan in collaboration with key stakeholders that outlines strategic action steps, key dates, and benchmark milestones that will foster a successful transition into the role of the School Leader.

### PROGRAM DETAILS

- **Orientation:** A two-day orientation in January to build key relationships with teammates in the cohort and begin critical coursework that frames the year-long learning experience.
- **Summer Institute:**
  - o If the participant has previously completed KSLP Summer Institute: Participants will spend approximately two weeks during the summer in an intensive program with rigorous coursework taught by dynamic faculty and educational leaders in a university setting. Participants will draw direct links between theory, concepts, and practical application as they prepare to assume the role of a school leader after the summer.

### Designed for:

Leaders assuming the role of school leader in the 2017-18 school year

[Nominate A Leader](#)

### Key Dates:

#### Orientation

Monday January 9 –

Tuesday January 10

Travel Day: Sunday, January 8

#### Transition Planning Retreat (KIPP participants only)

Wednesday, February 15

Travel Day: Tuesday, February 14

*Note: Regional Managers are asked to attend this session to work with their successor leader on his/her Transformation Design Project.*

#### School Leader Retreat (KIPP participants only; optional)

Thursday February 16–

Friday February 17

#### Intersession One

Thursday, March 9–Friday, March 10

Travel Day: Wednesday, March 8

*Before 2014, Successor Prep was known as Principal Prep*

- o If the participant has not previously completed KSLP Summer Institute: Participants will participate in approximately three weeks of courses during the summer. Courses are designed to provide insight into theories that create effective organizations. Required weeks will be staggered to give participants the time to put theory into practice with their staff at home.
- **Intersessions:** Four leadership development intersessions focused on effective leadership. Coursework covers topics such as: change management, transition planning, strategic planning, and performance management. These are essential skills needed to prepare participants to take leadership of an existing KIPP school.
- **Capstone:** A capstone project, called the Transformation Design Project (TDP), is completed throughout the program. The TDP consists of three handbooks designed as companion documents to Successor Prep programming. In-person programming will support the use and implementation of these handbooks as a means to:
  - o Support the transition of your leader and your organization at this critical juncture. Our goal is to promote a successful tactical and transformational transition for each Successor Prep.
  - o Guide participants through the strategic planning process. In-person programming coursework is dedicated to the strategic planning process; a portion of the TDP is a companion document designed to be used alongside programming to create a First Year Strategic Action Plan (FYSAP). This FYSAP is designed to assist leaders in moving their school from its current state to a future state, which realizes the vision and mission for their school.
- **School visits/Residencies:** Every Successor Prep is given the opportunity to spend time in mini-residencies or focused school visits at high-performing KIPP schools across the country. Each school visit/residency is tailored to meet the needs of the participant's individual leadership goals.
- **Individualized Coaching:** Participants receive one-on-one coaching with a leadership coach throughout the year to maximize strengths and identify areas for development. Coaching will begin in June 2017 and continue until May 2018.
- **Successor Leader Visit:** In the Fall of their first year as School Leader, the school will undergo a Successor Leader Visit (SLV). SLV's are a two-day review of the Successor Prep's school. The purpose of the SLV is to identify strengths and areas for improvement related to the selected First Year Priority identified within their FYSAP. The review culminates with a Prioritization session regarding next steps surrounding the implementation of the Successor Prep's priorities.
- **Regional Requirements:**
  - o Regional staff (in this case, considered the Successor Prep participant's Regional Manager) will be required to attend a session to support the transition of their aspiring School Leader. This session will take place on Wednesday, February 15, 2017 in Houston, TX one day prior to the 2017 School Leader and Regional Leader Retreat.

## Summer Institute

SP participants who have previously completed KSLP Summer Institute:

Sunday, June 18–Saturday June 24

Travel Day: Sunday, June 18

(arrive by 3:00 pm)

Monday, July 10–Friday, July 14

Travel Day: Sunday, July 9

SP participants who have not previously completed KSLP Summer Institute:

Sunday, June 18–Friday, June 30

Travel Day: Sunday, June 18

(arrive by 3:00 pm)

Monday, July 10–Friday, July 14

Travel Day: Sunday, July 9

## Intersession Two\*

September 2017

## Intersession Three\*

November 2017

## Intersession Four\*

January 2018

## Costs:

[2017-18 KSLP Successor Prep Pricing for KIPP](#)

## Contact:

Email [kslp@kipp.org](mailto:kslp@kipp.org) for more information about the application process

*\*The KSLP team is working to finalize the exact dates and locations of these events by February 2017.*

*\*KSLP Partner Organizations, please reach out to [kslp@kipp.org](mailto:kslp@kipp.org)*

*Before 2014, Successor Prep was known as Principal Prep*

- o The Regional Manager will need to collaborate with their Successor Prep participant in the strategic planning process. Throughout the process of the Successor Prep participant selecting their first-year priorities, Regional Managers should act as thought partners providing input, guidance, and oversight as to the accuracy of these priority selections as an area of focus for the upcoming school year.
- o The Regional Manager will also be asked to join the Successor Leader Visit to participate in a focus group on day one (45 min) and a prioritization session on day two (3 hours).

## APPLICATION PROCESS

### To apply for the KSLP Successor Leader program, candidates must:

- Be named the school leader of a KIPP school for the 2017-18 school year
- Have access to school-wide data, including Healthy Schools and regional results
- Be nominated by their KIPP school or regional leader
- Have a commitment from regional staff (ED, CAO, and/or existing school leader) to participate in select programming events to support the participant

## FREQUENTLY ASKED QUESTIONS

### ▪ What would be expected of me as a participant in this program?

Participants are expected to attend and actively engage in 100% of programming, proactively seek feedback, complete the intensive pre- and post-work for each of the sessions, participate in the Leadership Coaching program, and complete a capstone project.

### ▪ How is this program different from the Fisher Fellowship?

The Fisher Fellowship is a year-long program to open a new KIPP school, while the Successor Prep program is for those who are currently in leadership positions at existing schools and will be assuming the school leader role at an existing school. Fisher Fellowship programming focuses on the skills needed to found a school, while Successor Prep programming focuses on the skills needed to plan for and execute a leadership transition.

### ▪ How is this program different from Leadership Team?

The Leadership Team program is specifically designed for those who are in assistant principal roles, while the Successor Prep program is designed for those who will be assuming the role of school leader in the 2017-18 school year. The Successor Prep program focuses on the skills needed to successfully transition from a school leadership team role to the school leader role.

*“The focus on depth over breadth has been very effective in helping me feel like I am walking away with concrete knowledge and action steps. The programmatic focus on my school priorities and coaching have allowed for a lot of individualization within the larger context of content.”*

— **CHELSEA ZEGARSKI**  
SCHOOL LEADER,  
KIPP RAÍCES ACADEMY  
LOS ANGELES, CA  
SUCCESSOR PREP '14  
LEADERSHIP TEAM '10



**FRANK CORCORAN**  
SCHOOL LEADER  
KIPP ACADEMY MIDDLE SCHOOL  
(NEW YORK)  
NEW YORK, NY  
PRINCIPAL PREP '10

*Before 2014, Successor Prep was known as Principal Prep*





# Miles Family Fellowship (2017-18)

**The year-long Miles Family Fellowship programming is designed to increase leadership capacity in experienced Assistant Principals who are preparing to lead a KIPP school, either as a Fisher Fellow or successor the following year. Miles Family Fellows work as employees of a specific KIPP school and region as assistant principals or deans during their fellowship year.**

The Miles Family Fellowship is a one-year program designed for experienced Assistant Principals/Deans who are preparing to lead a KIPP school, either as a Fisher Fellow or successor. Programming focuses on increasing their leadership capacity in instructional coaching, communication, vision-setting, and stakeholder management. Fellows will engage in rich cohort experiences that support their leadership development during the programming year and beyond.

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## PROGRAM GOALS

All KIPP School Leadership Programs are rooted in the [KIPP Leading for Learning Actions](#) and the [KIPP Leadership Framework and Competency Model](#). The Miles Family Fellowship addresses the following key Leading for Learning actions and leadership competencies to prepare leaders for their current and future roles.

The Miles Family Fellowship program addresses the following key leadership competencies to prepare leaders for their current and future roles:

- **LEADERSHIP PHILOSOPHY:** Develop an understanding of who we are and how that impacts our leadership philosophy.
- **STRATEGIC SCHOOL LEADERSHIP:** Lead a school-wide initiative through individuals and teams to achieve results.
- **INSTRUCTIONAL LEADERSHIP:** Improve teacher instruction through observation, feedback, DDI, and academic progress monitoring of teams to drive student achievement.
- **VITAL BEHAVIOR #3:** Engage lifelines to seek constructive feedback, learn from diverse perspectives, and take ownership of one's growth.

## PROGRAM DETAILS

- **Orientation:** A three-day orientation in May to build key relationships with leaders and begin critical coursework that frames the year-long learning experience.
- **Summer Institute:** An intensive, four-week Summer Institute with rigorous coursework taught by dynamic faculty and educational leaders in a university setting in Chicago.
- **Intersessions:** Three leadership development Intersessions throughout the school year; each Intersession is typically three days long.
- **Ongoing Professional Development:** Participation in virtual professional development sessions, coaching conversations, course assignments, assessments, and feedback.

### Designed for:

Experienced Assistant Principals/Deans preparing to lead a KIPP school

### Key Dates:

#### Orientation

(Houston, TX)

Thursday, May 18–Sunday, May 21

Travel Day: Thursday, May 18

#### Summer Institute

(Chicago, IL)

Monday, June 19–Friday, July 14

Travel Day: Sunday, June 18

#### Intersession One

(Houston, TX)

Thursday, September 14–

Saturday, September 16

Travel Day: Wednesday,

September 13

#### Intersession Two

(Newark, NJ)

Thursday, November 9–

Saturday, November 11

Travel Day: Wednesday, November 8

- **Continuous Support:** On-going support from the KSLP team.
- **Impact Analysis Project (IAP):** Completion of a capstone leadership project that demonstrates the application of programming content to drive student achievement results through others.
- **Leadership Philosophy Project (LPP):** Exploration of fellow's core values and beliefs about education, leadership, and our work, and how that informs the fellow's vision for his/her leadership and school.
- **Individual Development Plan (IDP):** Creation of an Individual Development Plan that outlines the fellow's strengths and areas of development. This plan is formally revisited two times during the fellowship year serves as a starting point for discussions between the fellow, host region and the KIPP Foundation about preparedness to transition into the School Leader role within 2 years.
- **Individualized Coaching:** Ongoing coaching by a KIPP Foundation leadership coach aligned to the strengths and areas of development in the fellow's IDP.

## APPLICATION PROCESS

Leaders from within KIPP and from outside of KIPP are welcome to apply for the Miles Family Fellowship. An excellent candidate possesses the unyielding belief in the potential of every child to succeed in college and the competitive world beyond.

Applicants must be experienced assistant principals/deans with at least 1 year of school-wide leadership experience who will apply for the Fisher Fellowship in Spring 2018 or become a successor leader in 12-18 months. Fellows must be in a generalist Assistant Principal role during the Fellowship year

For more information about the leadership competencies on which the selection criteria is based, please see the [KIPP Leadership Framework and Competency Model](#).

For more information about the application process, please email [apply@kipp.org](mailto:apply@kipp.org).

## FREQUENTLY ASKED QUESTIONS

### ▪ What would be expected of me as a participant in this program?

Participants are expected to attend and actively engage in 100% of programming, proactively seek feedback, complete the intensive course work assignments, create and utilize the Individual Development Plan, and participate in the Leadership Coaching program.

### ▪ How is this program different from the Fisher Fellowship?

The Miles Family Fellowship is designed to give participants the leadership skills necessary to successfully become a school leader within 12-18 months. Miles Family Fellows develop these skills through programming, leadership coaching, and holding leadership roles within existing KIPP schools. In contrast, the Fisher Fellowship is designed to support fellows in designing and opening a new KIPP school immediately following their fellowship year.

## Intersession Three

(Chicago, IL)

Thursday, January 11-

Saturday, January 13

Travel Day: Wednesday, January 10

### Contact:

Email [apply@kipp.org](mailto:apply@kipp.org) for more information about the application process

*"I have found this to be the best personal leadership development experience I have had in my career. This was a challenging year for me but through the support of both the coaching and the excellent sessions we had during our intersession programming I was able to acquire the skills and insight to learn how to better lead with the challenges I was facing. I think the experience feels especially effective because the lessons and principles I learned seem applicable to a number of challenging situations I would face as a leader in education."*

— **ALEXEI GREIG**  
ASSISTANT PRINCIPAL  
KIPP BAYVIEW ACADEMY  
SAN FRANCISCO, CA  
MILES FAMILY FELLOW '15

- **How is this program different from Leadership Team?**

While Miles Family Fellows and Leadership Team participants occupy similar leadership roles at existing KIPP schools (such as Assistant Principal/Dean), the Miles Family Fellowship is designed for named successors and founders to lead a KIPP school within 12-18 months. The primary focus of the Miles Family Fellowship is to develop leadership competencies in communication, cultural proficiency, visioning, and stakeholder management necessary to take the next step in leadership. Participants may attend joint sessions with Leadership Team participants on some topics.

- **Am I guaranteed a school leader position if I complete the Miles Family Fellowship?**

Miles Family Fellows enter the program as potential successors or founders and are preparing to apply for the Fisher Fellowship or join Successor Prep the following year. However, the region will ultimately determine their readiness and timeline for school leadership.

- **What roles are most Miles Family Fellows assigned in the region during the fellowship?**

Miles Family Fellows must fulfill a school-wide leadership role on campus as a generalist Assistant Principal/Dean. The specific role and responsibilities are determined by the school and region for which the Miles Family Fellow works.



**ERÉNDIRA MUÑOZ**

FOUNDING SCHOOL LEADER  
KIPP VIDA PREPARATORY ACADEMY  
LOS ANGELES, CA  
FISHER FELLOW '13  
MILES FAMILY FELLOW '12  
LEADERSHIP TEAM '11



**JOE OLWIG**

SUCCESSOR SCHOOL LEADER  
KIPP INSPIRE ACADEMY  
ST. LOUIS, MO  
SUCCESSOR PREP '15  
MILES FAMILY FELLOW '14  
TEACHER LEADER '13



# Leadership Team (2017-18)

**A year-long program for assistant principals new to their roles to develop the school-wide leadership and management skills needed to be effective members of the school leadership team.**

The Leadership Team program is designed for assistant principals to grow in their school-wide leadership and management skills. As a member of the Leadership Team, assistant principals will learn how to take the school's vision and translate it into action. During the year, participants will engage in courses and assignments to practice data-driven decision-making processes, strengthen one's self-awareness, develop their cultural competence as leaders for equity, and sharpen instructional leadership skills. As a member of the cohort, participants will develop their leadership identity, learn to navigate complex relationships within their school and region, and build lifelines with passionate and reflective leaders from across the country.

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## PROGRAM GOALS

All KIPP School Leadership Programs are rooted in the [KIPP Leading for Learning Actions](#) and the [KIPP Leadership Framework and Competency Model](#). The Leadership Team program addresses the following key Leading for Learning actions and leadership competencies to prepare leaders for their current and future roles.

The Leadership Team program addresses the following key leadership competencies to prepare leaders for their current and future roles:

- **INSTRUCTIONAL LEADERSHIP:** Improve teacher instruction through observation, feedback, and data-driven instruction to drive student achievement.
- **PERFORMANCE MANAGEMENT:** Develop the foundational skills of performance management with teams and individuals: set goals and expectations, coach and monitor, and hold others accountable to drive results.
- **LEADING FOR EQUITY:** Examine implicit biases and raise self-awareness of educational inequity and racial belief in order to transform, influence, and impact practices at our schools.
- **SELF-AWARENESS:** Deepen self-awareness of how one is perceived in order to cultivate authentic relationships with students, families, and staff as a school-wide leader.
- **VITAL BEHAVIOR #3:** Engage lifelines to seek constructive feedback, learn from diverse perspectives, and take ownership of one's growth.

### Designed for:

Generalist Assistant Principals

[Nominate A Leader](#)

### Key Dates:

#### Orientation

(Houston, TX)

Thursday, May 18- Sunday, May 21

Travel Day: Thursday, May 18

#### Summer Institute

(Chicago, IL)

Monday, June 19-Friday, July 14

Travel Day: Sunday, June 18

#### Intersession One

(Houston, TX)

Thursday, September 14-

Saturday, September 16

Travel Day: Wednesday, September 13

#### Intersession Two

(Newark, NJ)

Thursday, November 9-

Saturday, November 11

Travel Day: Wednesday,

November 8

## PROGRAM DETAILS

- **Orientation:** A three-day orientation in May to build key relationships with teammates in the cohort and begin critical coursework that frames the year-long learning experience.
- **Summer Institute:** An intensive, four-week program with rigorous coursework taught by dynamic faculty and educational leaders in a university setting. New concepts uncovered in classroom discussions link to practical application through collaborative peer groups known as Learning Teams and through individualized sessions with a Leadership Guide.
- **Intersessions:** Three three-day leadership development retreats to spiral review and deepen practice throughout the school year.
- **Deliberate practice and individualized development:** Leadership Team participants will have their skills assessed at the beginning and end of programming; undertake a rigorous Impact Analysis Project (IAP), a year-long project to apply the skills participants learn during programming to make an impact on their school's goals; and complete interim practice assignments, assessments to gauge the leaders' learning and progress towards building proficiency with instructional leadership skills.

## APPLICATION PROCESS

### To apply for the KSLP Leadership Team program, candidates must:

- Be an Assistant Principal (or in a similar school-wide leadership role that involves instructional and cultural leadership) with management responsibilities within their school (managing and coaching multiple teachers).
- Have at least two years teaching experience with demonstrated results.
- Have access to school-wide data, including Healthy Schools & Regions results.
- Receive nomination and ongoing support from their KIPP school or regional leader.

All nominations are due on Monday, March 6, 2017, and applications are due on Monday, March 20, 2017.

## FREQUENTLY ASKED QUESTIONS

### ▪ What would be expected of me as a participant in this program?

Participants are expected to attend and actively engage in 100% of programming, complete 100% of assignments on-time, participate in Learning Team meetings outside of sessions, complete interim practice assignments and various leadership assessments, and complete a year-long Impact Analysis Project.

### Intersession Three

(Chicago, IL)

Thursday, January 11-

Saturday, January 13

Travel Day: Wednesday, January 10

### Costs:

[2017-2018 KSLP Program Pricing for KIPP\\*](#)

\*KSLP Partner Organizations, please reach out to [kslp@kipp.org](mailto:kslp@kipp.org)

### Contact:

Email [kslp@kipp.org](mailto:kslp@kipp.org) for more information about the application process

*"I've been in education for 13 years and can unequivocally state that my experience while in KSLP has changed my mindset as a teacher, an administrator, and human being. It is by far the most purposeful and powerful development that I have had the opportunity to be a part of. The KSLP team stretched me to the ends of who I am and taught me what it is to be a leader, an agent of change, and above all, a fighter for every child!"*

— TINA DEVALK

SCHOOL LEADER

KIPP UNIVERSITY PREP HIGH SCHOOL

SAN ANTONIO, TX

LEADERSHIP TEAM '13

SUCCESSOR PREP '14

- **How is this program different from Successor Prep?**

The Leadership Team program is specifically designed for those who are in assistant principal roles, while the Successor Prep program is designed for those who will be assuming the role of school leader in the 2017-2018 school year. The Successor Prep program focuses on the skills needed to successfully transition from a school leadership team role to the school leader role.

- **How is this program different from the Miles Family Fellowship?**

The Leadership Team program is designed for new assistant principals who are developing their school-wide leadership and management skills. The Miles Family Fellowship is designed for experienced assistant principals who plan to become a succeeding or founding principal in the following year.

- **How is this program different from Teacher Leader?**

The Teacher Leader program is specifically designed for individuals who are primarily in a teaching role, developing team leadership skills and teaching skills. Leadership Team participants primary roles are in school-wide leadership as assistant principals or deans and are interested in pursuing future roles as school leaders.



**DULCE NEGREROS**  
ASSISTANT PRINCIPAL  
KIPP AUSTIN COLLEGIATE HIGH SCHOOL  
AUSTIN, TX  
LEADERSHIP TEAM '15



**TIMOTHY PRUITT**  
ASSISTANT PRINCIPAL  
KIPP MEMPHIS PREPARATORY MIDDLE  
MEMPHIS, TN  
LEADERSHIP TEAM '14



## Leadership Coaching (2017-18)

**KIPP offers individualized leadership coaching for school and regional leaders to develop the transformational skills, habits, and beliefs necessary for working in service to our students.**

The Leadership Coaching program provides confidential, one-on-one leadership coaching, anchored in the [KIPP Leadership Framework and Competency Model](#) and [KIPP's Vital Behaviors](#).

The Leadership Coaching program is designed for emerging and seasoned leaders seeking to develop the transformational skills, habits and beliefs necessary for working in service to our students. KIPP's Leadership Coaches use the [KIPP Framework for Coaching](#) to guide how they coach. They ask thought-provoking questions, are excellent listeners, and support leaders in uncovering and leveraging their strengths to determine their own next steps and grow as leaders. Leaders who are coached at KIPP feel well-supported and challenged by the coaching process and report that coaching supports them in staying in their leadership roles at KIPP. Leadership coaching is an integral component of the KIPP School Leadership Programs.

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### FREQUENTLY ASKED QUESTIONS

- **What are the costs associated with leadership coaching?**

Miles Family Fellows, Fisher Fellows, and Successor Prep participants receive coaching as part of their program tuition.

The KIPP Foundation shares the cost of coaching for the first two years for KIPP School Leaders, AP's, Executive Directors and other regional leaders who opt into the program. In the first two years, the cost is \$4,000 for 10 months of coaching (2x a month) and a site visit. After two full years of coaching, KIPP Foundation no longer subsidizes the cost. At that point, leaders have the option to continue paying \$4,000 per year for 10 months of twice monthly coaching without a site visit OR pay \$6,000 for twice monthly coaching and a site visit. If you would like multiple site visits that can also be arranged individually.

Coaching clients from partner organizations will pay the full tuition of \$6,000 each year.

- **Who is eligible for leadership coaching?**

Miles Family Fellows, Fisher Fellows, and Successor Prep participants are assigned to coaches during the programming year as part of their leadership development. Current school leaders, regional leaders, executive directors, and a limited number of APs may opt into the coaching program for a fee (see information above for costs).

- **How does the leadership coaching program work?**

#### **Designed for:**

Emerging and seasoned leaders looking to develop their leadership abilities through one-on-one coaching. All School Leaders and Regional leaders and a limited number of AP's can access Leadership Coaching.

#### **Cost:**

[2017-2018 Leadership Coaching Pricing](#)

*Note: Multiple site visits can be arranged individually*

#### **Contact:**

To find out more about the Coaching Program, please contact Pam Moeller at [pmoeller@kipp.org](mailto:pmoeller@kipp.org)

Through consultation with the Senior Leadership Coach, leaders are matched with a coach. Participants and coaches engage in twice monthly, 50-minute coaching calls that are confidential and non-evaluative. Following each call, coaches send their leaders notes that include goals, topics discussed and next steps. Coaches also offer resources targeted to individual participant needs. Site visits are an additional component of coaching and are arranged by leaders and their coaches.

- **What strategies are typically used in the coaching program?**

During coaching calls, leaders uncover and recognize strengths, leverage them to solve challenges, determine next steps and often practice those next steps, honing needed leadership skills, habits and beliefs.

- **How does leadership coaching work at Summer Institute?**

Each Fisher Fellow, Miles Fellow, Leadership Team, and Successor Prep participant is matched with a coach with whom she/he meets during Institute to identify and address areas of leadership development, reflect on learning, and set goals and action plans to implement during the upcoming school year.

- **Who are the leadership coaches?**

Leadership Coaches are experienced and practicing KIPP and partner school leaders, executive directors, education scholars, and executive coaches.

## APPLICATION PROCESS

To find out more about the Coaching Program, please contact Pam Moeller at [pmoeller@kipp.org](mailto:pmoeller@kipp.org) and 415-577-8727. School and Regional Leaders can seek coaching year-round. AP's will need to apply for coaching by April 15.

*"The coaching program through KSLP has easily been the most impactful professional development experience of my career. My coach sees me as the best leader and person I can be and provides meaningful, strategic, and loving leadership to help make me my best self."*

— MILES FAMILY FELLOW

*"My coach consistently helps me plan and execute and stays extremely focused on the priorities that we set together. She has also helped me recognize strengths and align my job to those strengths."*

— KIPP SCHOOL LEADER

*"My coaching sessions really push me to grow in the areas that I need to grow the most in. I need to work on being succinct - this happens real time. My coach knows me, my strengths and my areas of growth. She helps me navigate situations that are often difficult to navigate on my own. This certainly has kept me in my role for much longer than I ever anticipated."*

— KIPP SCHOOL LEADER

*"We have been so conditioned to solve problems by identifying what's wrong that assets-based coaching can feel unnatural and forced at first. However, a commitment to focusing on our strengths and the strengths of those on our team is not only the most transformational approach we can take, but the most human."*

— KIPP EXECUTIVE DIRECTOR



# Instructional Bootcamp (2017-18)

**A week and a half intensive learning experience designed to support school leaders and regional leaders in their effective implementation of high leverage instructional leadership practices from the Academic Strategies Pyramid.**

Instructional Bootcamp is an extension of Summer Institute for all sitting Instructional Leaders. It will run during the final week and a half of Summer Institute (Wednesday, July 5 - Friday, July 14) and is open to ALL Regional Academic Leaders, School Leaders, and Assistant Principals.

During this time, we will focus on:

- Data-driven instruction/academic progress monitoring
- Instructional observation and feedback
- Weekly 1:1 data meetings
- Looking at student work and curriculum internalization in content teams.

Though the Instructional Bootcamp is designed to build from day-to-day, the first four days (July 5-8) are designed to make sure leaders have the foundational skills in internalization, observation/ feedback and 1:1 data meetings. We recommend that Regional Academic Leaders and Sitting School Leaders with more experience in these areas join their Assistant Principals and School Leaders for the second week from, July 10-14.

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## PROGRAM GOALS

**INSTRUCTIONAL LEADERSHIP:** Coaches will work to improve teacher instruction through DDI and academic progress monitoring of teams to drive student achievement. All Instructional Bootcamp participants will receive differentiated instruction and practice in the following areas:

- Unpacking Standards
- Lesson Internalization
- One-on-one coaching meetings (teacher to coach, and manager to coach)
- Looking at Student Work Protocol
- Deliberate practice and real-time feedback on instructional coaching moves outlined in the Academic Strategies Pyramid
- Guidance on creating a 'Start Strong' instructional coaching plan to be implemented at school and/or regional level

## PROGRAM DETAILS

- **Instructional Bootcamp:** A week and a half academic intensive with rigorous coursework taught by dynamic faculty and educational leaders. Week 1 (Wednesday, July 5, 2017, through Saturday, July 8, 2017) will cover the following:
  - Standards and curriculum internalization
  - Data-driven instruction/academic progress monitoring
  - Instructional observation and feedback
  - Weekly 1:1 data meetings
  - Looking at student work and curriculum internalization in content teams.

### Designed for:

Regional Academic Leaders, School Leaders, and Assistant Principals (not enrolled in KSLP programming during the 2017-18 academic year)

[Register Here](#)

### Key Dates:

#### Summer Institute

(Chicago, IL)

Wednesday, July 5–Saturday, July 8,

Monday, July 10–Friday, July 14

### Contact:

Email [owilliams@kipp.org](mailto:owilliams@kipp.org)

for more information about the application process

Week 2, traditionally known as “Dave’s Week” (Monday, July 10, 2017, through Friday, July 14, 2017), will be a series of practice application opportunities in small groups under the guidance of instructional coaches\*. This week will also include role plays and content on school culture.

There is no cost to regions for Instructional Bootcamp. Regions will receive a \$500 travel stipend to cover travel related costs to/from Chicago (airfare, hotel, taxi/train).

## REGISTRATION PROCESS

Leaders both from within KIPP and outside of KIPP are welcome to register for Instructional Bootcamp. While we encourage any individual school or regional leader to register, in order to maximize impact and alignment, we suggest regions register with nested teams (a regional leader, more than one school leader and more than one assistant principal). Newer leaders are strongly encouraged to commit to the full week and a half experience. Nested teams of regional leaders will maximize the value of week 2.

For more information about the registration process, please visit:

[Instructional Bootcamp Registration](#)

## FREQUENTLY ASKED QUESTIONS

- **What would be expected of me as a participant in this program?**

Participants are expected to attend and actively engage in 100% of programming and proactively seek and respond to feedback.

- **Am I (or my nested regional team) guaranteed placement in Instructional Boot Camp if I submit all registration materials?**

The registration deadline for Instructional Bootcamp is April 28, 2017. As long as your registration materials are submitted by this date, your (or your nested regional team’s) spot will be secure. Please note that every individual who wishes to attend Instructional Bootcamp must register themselves.

- **What if I would only like to coach participants during Week 2 (Dave’s Week) of Instructional Bootcamp?**

If you are only interested in learning more about instructional coaching opportunities during week 2 (Monday, July 10th to Friday, July 14th), please visit the following [link](#). This is particularly for Regional Academic Leaders and School Leaders with more coaching experience using enabling system tools defined in the Academic Strategies Pyramid.

*“I LOVED the rigor of the practice - by the end of the day, the leaders (including the coaches!) were tired in the best way. Every single leader walked out of the room knowing how important this work is and what they needed to do to become stronger at it. It was transformative, truly transformative . . . some of the best PD that we’ve offered in a long time!”*

**— KSLP TEAM MEMBER &  
FORMER KIPP SCHOOL LEADER**

*“Loved being there! Such a great addition. I appreciated the opportunity to push on the spot, give people time to practice again, and see their real-time growth. It was also a great idea for Successors to coach!”*

**— REGIONAL LEADER**

# Teacher Leader Intensive Course (2017-18)

**A multi-day program for KIPP teacher leaders, such as grade level or department chairs, to begin developing the leadership competencies and skills necessary in order to become more effective in their role and in leading high performing teams.**

The Teacher Leader Intensive is a multi-day program for KIPP teachers moving into or returning to a team leadership role, such as department chair or grade level chair. During this program, Teacher Leaders will engage in learning and practice grounded in instructional and leadership competencies and skills needed to become effective in their role as leaders driving high performing teams in their schools.

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## PROGRAM GOALS

The Teacher Leader Intensive program addresses the following key leadership competencies to prepare and empower leaders for their leadership roles.

- **SELF-AWARENESS:** Deepen self-awareness of strengths, areas of growth, and how one is perceived in order to build authentic relationships with students, families, and staff as a leader
- **TEAM LEADERSHIP:** Develop foundational skills in leading effective teams through creating a positive team culture of collaboration, open and clear communication, and trust in order to impact and influence others
- **INSTRUCTIONAL LEADERSHIP:** Build effective instructional knowledge and expertise through expanding repertoire of teaching skills in order to meet students' academic and social-emotional learning needs as a leader
- **LEADING FOR EQUITY:** Deepen self-awareness and examine explicit and implicit biases of educational inequity and racial belief in order to evaluate, impact, and transform individual and school-wide practices as to build equitable schools for students, families, and staff.

## PROGRAM DETAILS

The Teacher Leader Intensive program supports KIPP teachers in strengthening their instructional skills and building new leadership skills as they take on leadership roles in their schools. The program is designed for grade level chairs, department chairs, or teachers with other formal leadership roles in which they lead a team. There is a dual focus on expanding participants' repertoire of teaching skills as well as team leadership skills, with the main goal of increasing student achievement on a broader level. Teacher Leaders will engage in Research for Better Teaching (RBT) sessions in order to work towards being a model of excellent teaching. They will also engage in sessions that will help to build their cultural proficiency, and equitable and adaptive leadership skillset through developing self-awareness, learning skills and tools in team management, and examining their school practices in order to more effectively engage stakeholders, build relationships, lead effective teams, and contribute to building a positive and equitable school culture.

### Designed for:

Grade level Chairs, Department Chairs, and School Team Leaders

[Nominate A Leader](#)

### Key Dates:

Saturday, July 29 –  
Tuesday, August 1

### Contact:

Interested in learning more?  
Contact us at [kslp@kipp.org](mailto:kslp@kipp.org)

There is no cost to regions for the Teacher Leader Intensive, however, regions will be responsible for travel related costs to/from Las Vegas (airfare, hotel, taxi/train).

## APPLICATION PROCESS

To apply for the KSLP Teacher Leader Intensive program, candidates must have:

- At least two years teaching experience and provided demonstrated results.
- A formal team leadership role at their school or region.
- A nomination from their KIPP school leader.

All nominations are due on **Monday, April 3** and applications are due on **Monday, April 17**.

## FREQUENTLY ASKED QUESTIONS

- **What would be expected of me as a participant in this program?**

Participants are expected to attend and actively engage in 100% of programming and complete the intensive pre- and post-work.

- **I do not have a formal leadership role on campus. Can I still participate?**

The Teacher Leader Intensive program consists of two components: sharpening teaching skills and developing team leadership skills. Therefore, having a formal team leadership role is a pre-requisite for this program. Participants are not required to manage or coach others but do need to be in a role where they are leading a team at their school. This program is specifically designed to give teachers the tools and skills to begin effectively leading teams at the start of the school year.

- **How is this program different from the Leadership Team program?**

The Teacher Leader Intensive program is specifically designed for individuals who are primarily in a teaching role where they lead a small team, while the Leadership Team program is specifically designed for those who are in assistant principal roles. Although both programs have a focus on instruction and developing a leadership lens, Leadership Team programming aims to develop a participant's instructional leadership and performance management skills, while the Teacher Leader program aims to develop a participant's teaching and team leadership skills.

*"This has been the best professional development I have received thus far in my career as an educator. Throughout the entire Teacher Leader experience, I was exposed to different perspectives, actual research, and personal experiences from other teacher leaders. Being exposed to these different perspectives helped me question some of my practices, take away new practices and gain insight into what being a leader for equity means. I really liked how our sessions focused on the practice of teaching, while others focused on developing us as leaders. The fact that the experience was tailored to our different roles made it most purposeful."*

— **DANIEL GONZALEZ-MEZA**  
MATH DEPARTMENT CHAIR  
KIPP BAYVIEW ACADEMY  
SAN FRANCISCO, CA  
TEACHER LEADER '16



**CHERYL KELLEY-HENDERSON**  
UPPER SCHOOL ASSISTANT PRINCIPAL  
KIPP MEMPHIS COLLEGIATE  
ELEMENTARY SCHOOL  
MEMPHIS, TN  
TEACHER LEADER '15