



## Jounce Partners School Leader Fellowship

### **I. School Leader Fellowship Overview**

The Jounce Partners School Leader Fellowship will prepare high potential educators to open and lead world-class schools in underserved communities. The Fellowship training is built around the Jounce teacher development model.

Fellows will be intensely focused on building their teacher development skills, but will also receive essential training on the organizational structures, school systems, and leadership competencies exhibited in the highest performing schools around the country. They will strive to design schools in which 80% of the leadership team's time is devoted to teacher skill growth, as compared to the 12% or less in urban districts<sup>8</sup> or about 33% at top performing charters<sup>9</sup>. Through their Jounce training, Fellows become experts at coaching teachers and at training leadership teams to coach teachers more effectively; they continue to refine these skills – while also building their other organizational management and leadership capabilities – by training leaders and teachers at Jounce partner schools and in Jounce-led trainings for current school leaders.

During Year One of the Fellowship, Fellows work closely with Jounce Partners, developing their instructional and organizational leadership skills while also writing their charter application; during Year Two, Fellows continue this work but devote the majority of their time to building and training a founding team, securing facilities, recruiting students and families, and finalizing school design.

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<sup>8</sup> Horng, Eileen Lai, Daniel Klasik, and Susanna Loeb. "Principal Time-Use and School Effectiveness." CALDER Working Paper 34. December 2009. <http://www.urban.org/uploadedpdf/1001441-school-effectiveness.pdf>

<sup>9</sup> Bambrick-Santoyo, Paul. *Leverage Leadership: A Practical Guide to Building Exceptional Schools*. Jossey-Bass, 2012.

## II. Components of the School Leader Fellowship

Partners at Jounce, along with School Leader Fellows, engage in three activities during the Fellowship process:

**(1) Training Engagements.** Partners and Fellows work together to train small groups (1-10) of school leaders on the execution of the Jounce teacher-coaching model, with one to five touch points per year.

- **Leader and Leadership Team Coaching:** By training school leaders on the teacher-coaching model, Fellows develop their ability to train a leadership team (i.e. their Assistant Principals and Instructional Coaches) to be exceptional instructional leaders.

- **Best Practices Access and Network Building:** Training engagements put Fellows into a wide variety of successful urban charter schools, giving them access to a network of school leaders and the opportunity to borrow good ideas and practices (i.e. curriculum choices, blended learning and intervention models, data-driven instruction and assessment systems, staff culture building structures, staffing and scheduling structures).

**(2) School Partnerships.** Partners and Fellows are embedded in schools, training school leaders and their teams on the Jounce model while also directly coaching teachers, with touch points as frequent as several days each week.

- **Leader and Leadership Team Coaching**

- **Best Practices Access and Network Building**

- **Teacher Coaching:** In addition to training school leaders on the Jounce model, school partnerships include direct coaching of teachers by Jounce Partners and Jounce School Leader Fellows. A Fellow is responsible for coaching up to 10 teachers at a partner school, providing hundreds of “at-bats” to improve instructional leadership skills aligned to the Jounce coaching model.

**(3) Fellow Training and Support.** Partners at Jounce, expert consultants, and current school leaders prepare Fellows for school leadership through high-repetition practice, individualized workshops, and information sharing during both the first and second years of the Fellowship.



- **Teacher Coaching Model:** With high-repetition practice, Fellows are trained intensively on the Jounce coaching model and become experts at pushing teachers to get better, faster, at key instructional skills.

- **School Visit Protocols and Leader Shadow Protocols:** Fellows visit high-performing schools and shadow excellent leaders. Each visit or shadowing opportunity is targeted at helping Fellows develop a particular school leadership competency; Fellows apply a high-repetition practice protocol to their new learning to accelerate their development on the target competency.

- **Consultant Workshop Protocol:** Jounce brings in experts on various school leadership competencies – such as staff culture, financial management, and special education compliance – to provide full-day or multi-day trainings to Fellows; the Fellows apply a high-repetition practice protocol to their new learning to accelerate their development on the target competency.

- **Application Writing, School Design, Board and Staff Recruitment, Community Engagement, Facilities:** The Executive Director, Chief Operations Officer, and staff members of Jounce Partners support School Leader Fellows in start-up responsibilities, such as writing the charter application, designing school systems, recruiting founding board members, recruiting staff members, building community relationships, and securing a facility; this allows School Leader Fellows to focus their time and energy on developing excellent instructional and organizational leadership skills.

Jounce Training Engagements and School Partnerships allow Jounce Partners to improve teaching and learning at schools across the country. At the same time, they support the School Leader Fellowship by providing –

- Revenue streams to defray costs of the Fellowship and school start-up process;
- Practice opportunities (“at-bats”) for School Leader Fellows, particularly to develop teacher-coaching and leadership team training skills;
- At-bats for the Jounce Partners team to develop school leader training skills and become more effective in training School Leader Fellows;
- Learning opportunities and network building for School Leader Fellows as they design and launch their start-up schools.

Lessons learned through full implementation of the Jounce model at new Fellow-led schools will be fed back into improving quality of School Partnerships and Training Engagements.