



Woodrow Wilson MBA Fellowship in Education Leadership

Guide for Nominators

Thank you for your interest in nominating a candidate for the Woodrow Wilson MBA Fellowship in Education Leadership. Since 1945, the Woodrow Wilson National Fellowship Foundation has worked to identify and develop leaders and institutions to meet the nation's critical challenges. Past Fellows of the Woodrow Wilson Foundation include 13 Nobel Laureates, 35 MacArthur "genius grant" recipients, 14 Pulitzer Prize winners, two Fields Medalists in mathematics, and many other noted scholars and leaders.

In a highly selective nomination process designed to yield exceptionally capable candidates for the WW MBA Fellowship, your help in finding and nominating these candidates is an extremely important part of this process.

The Goals of the Fellowship

The WW MBA Fellowship seeks primarily to produce school leaders who can help to address the international achievement gap, keeping American schools competitive. To accomplish this, the Fellowship will equip principals to handle the complexities of school leadership today: not just providing instructional guidance, but leading teachers and staff, setting a compelling vision and goals and planning to meet them, working effectively with constituent groups, and managing technology and other resources.

Given this framework and the requirements of an education-tailored MBA program, the Fellowship will require candidates who are multifaceted. *Passion for education, innovation and problem solving, tenacity, and a spirit of continuous improvement will be important characteristics for a successful Fellow. Strong candidates may also include those who take unorthodox or challenging approaches to offering all students the best opportunities. Those who accept the status quo or pre-packaged solutions without significant evaluation, or who accept good performance in lieu of striving for great performance, are not strong candidates for this Fellowship.*

The Foundation will prioritize finding top-quality candidates over filling all available Fellowship slots.

Candidate Qualifications

Research shows that character is an important part of leader effectiveness. Your nominee must be a person of strong character who works tenaciously and continuously to enhance educational excellence for all students, regardless of students' academic proficiency. Specific examples of this as part of your nomination will be appreciated.

Candidates must have a proven track record of results-driven leadership. This type of leadership may have been demonstrated at any level—for instance, by teachers who have emerged as peer leaders.

Nominate Someone

While many nominators will be school superintendents, any district or school-based staff may submit nominations as long as they are very familiar with specifics of the nominee's work. Charter/choice school leaders will likely be in the best position to nominate those currently serving charter/choice school students. Nominees should be someone the district would either be comfortable hiring as a leader in their own district, or comfortable recommending for a leadership position in another district.

The first part of the nomination form asks for some demographic information. Following that section, there are several questions for you as a nominator. Please respond to them with candor.

- **Stringent ratings:** The form asks you to rate your nominee on five key practices that typify effective school leadership, using a five-point scale. **The scale is positively skewed.**

- A score of **5** is superlative; it represents the best level of skill you have ever seen. As such, it would be impossible for more than one of your nominees to be rated at 5, and it would be unlikely to have different candidates score 5s in consecutive years.
- A score of **4** says that the candidate is among the top 10% of candidates you have ever seen.

It will be quite rare for anyone to have the capability that warrants ratings of 4 and 5 on every characteristic. Please reserve the top two categories for the most remarkable candidates.

- Although a score of **3** appears to be in the middle of the scale, in fact it represents those who are above the 75th percentile but not quite in the top 10%.
 - On this scale **2** represents typical performance.
 - A score of **1** represents performance that is below what one would typically observe.
- **Examples of skills in action:** The form asks that you provide examples of two of the skills in action. Choose any two skills from among the five and provide **specific examples** and **results** for each of the two competencies you choose. Examples of appropriate responses for this section might be:
 - Shapes a vision of academic success for ALL students. Susan always strives for better performance. She has been principal at Long Elementary for five years. Student scores there have placed the school in the excellent category for over 15 years. However, Susan felt that it was important that the school become a Blue Ribbon school and she put the following measures in place to achieve that (**list the measures**). *Long Elementary achieved Blue Ribbon status two years ago.*
 - Manages people, data, and processes to foster school improvement. As a teacher without formal authority, Jim became concerned that the grade level PLC in which he participated did not have the kind of rigor that made a difference for struggling students. It is important to him to see all students do their best, whether or not they are in his class. He created a new agenda and modeled the PLC approach for his peers. *Because of the changes Jim implemented, four 4th-grade students who were not projected to be proficient in reading, passed their end of course reading assessment.*

Again, the process for identifying Woodrow Wilson Fellows is highly selective. Your efforts to provide specific examples of your nominees' skills in action, including results, will greatly enhance this process and help to ensure that the most exceptional candidates are chosen. Thank you for your interest in the Fellowship and your careful consideration of the program's goals and criteria as you complete the nomination form.