

PHILADELPHIA ACADEMY OF SCHOOL LEADERS

2025 ANNUAL REPORT

10 YEARS OF SERVICE
TO PHILADELPHIA SCHOOLS



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BOARD OF DIRECTORS

BOARD OF DIRECTORS

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Former CEO and Chairman
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Executive Director
Philadelphia Academy of School Leaders

NOAH TENNANT, EdD

Assistant Superintendent
School District of Philadelphia
2016 Neubauer Fellow

NEUBAUER FAMILY FOUNDATION

REBECCA A. CORNEJO

Executive Director; PASL Board Designee



PHILADELPHIA
ACADEMY
OF SCHOOL
LEADERS



A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

When we started PASL, the question was simple: how can we make the greatest difference in education? My own life shaped the answer. I know that education leads to a better professional, personal, and civic life. I came to this country as a young teenager who spoke almost no English. I still remember my high school principal, who saw potential in me before I saw it in myself. Having arrived mid-year he made a deal with me: if I advanced to my sophomore year and completed it successfully, the school would count that as having also completed the freshman year. That act of belief



changed my life. It taught me a lesson I have carried into every chapter of my career: **strong, empathetic leadership can alter the trajectory of a young person's life.** When you invest in people, they rise to the challenge. PASL was built on that belief.

2025 marked a decade of impact for the Philadelphia Academy of School Leaders—a milestone for both celebration and reflection. Over the past ten years, PASL has grown from a bold idea into a thriving community of leaders united by a shared mission: to improve education for every child in Philadelphia. Today, Neubauer Fellows are school, system, and nonprofit leaders in Philadelphia and beyond. Together, they have transformed schools, raised graduation rates, worked collaboratively to improve curricula across content areas, and expanded opportunities for thousands of students.

Looking ahead, our vision is clear: a city where every school is led by an exceptional leader, and every student has access to a high-quality education that prepares them for college, careers, and life. We will deepen our focus on implementing the values that guide our work, developing responsive programming, and strengthening sustainability while continuing to invest in the people who drive change on behalf of Philadelphia's children.

To our program and thought partners, as well as our generous funders: thank you for walking this journey with us. PASL's first decade has shown what is possible when we dream big and act boldly. Our next decade holds even greater promise—for our schools, our students, and the future of Philadelphia.

Joseph Neubauer
Chair, Board of Directors

A MESSAGE FROM THE EXECUTIVE DIRECTOR



As I reflect on the 2024–25 program year, I am filled with deep pride and gratitude for the remarkable growth and impact of the Philadelphia Academy of School Leaders. This year represented an important expansion of our work, shaped by the evolving needs of our vibrant community of school and system leaders.

We launched Leading For Results, a new program developed to meet the increasing demand for leadership development across Philadelphia's schools. At the same time, our flagship Neubauer

Fellowship as Cohort 8 entered its second and final year and we prepared for Cohort 9, launching in Summer 2026. Our other core programs—the Senior Fellow Institutes and the Instructional Leadership Academy—also continued to deliver high-impact learning experiences that support leaders in transforming their schools.

This momentum is rooted in PASL's decade of mission-driven work. From an inaugural cohort of just 17 Fellows in 2015, PASL has grown into a powerful network of 173 Fellows united by a shared commitment to equity, excellence, and opportunity for every child in Philadelphia. Yet our mission extends beyond academic outcomes. **In an increasingly complex world, we are preparing the next generation not only with knowledge but also with the confidence, curiosity, and civic readiness to meet challenges we cannot yet imagine.**

The potential of the PASL community is boundless. With 25% of all active Philadelphia principals having participated in the Neubauer Fellowship, PASL is building a network of support that drives meaningful, system-wide change. Through new initiatives and continued programming, we remain focused on equipping leaders with the skills to advance instruction, support teachers, and improve outcomes for students. **None of this would be possible without our incredible community of Fellows, partners, funders, and family.** Thank you for your unwavering belief in our mission and for walking alongside us as we continue to build a stronger future for Philadelphia's students.

A handwritten signature in black ink that reads "Ed. M. Quezada". The signature is fluid and cursive.

Edwin M. Quezada, EdD
Executive Director

OUR WHY

Every Philadelphia student deserves an educational experience that centers their well-being, expands their ideas of what is possible, and helps them thrive as informed and empowered community and global citizens.

OUR MISSION

The Philadelphia Academy of School Leaders develops and supports transformative K–12 school and system leaders who are committed to equity, excellence, and inclusion. **Through high-impact programming, we equip leaders to improve educational outcomes for Philadelphia's students**—ensuring they have the knowledge, skills, and opportunities to thrive in life and contribute meaningfully to their communities.

OUR VISION

We envision a **Philadelphia where every student receives a high-quality education led by effective and inclusive school and system leaders.** These leaders foster environments that nurture academic achievement, personal growth, and civic engagement—preparing students to succeed in school and beyond.

OUR LEADERSHIP COMPETENCIES

All of our programs are grounded in our **Leadership Competencies Framework for Professional Practice**, which shapes our signature training and support.

- ADAPTIVE LEADERSHIP
- CONTINUOUS IMPROVEMENT FOR STUDENT SUCCESS
- EQUITY
- FAMILY AND COMMUNITY ENGAGEMENT
- INSTRUCTIONAL LEADERSHIP
- PROFESSIONAL LEARNING
- SYSTEMS AND OPERATIONS



A DECADE OF IMPACT



JULES E. MASTBAUM HIGH SCHOOL
School District of Philadelphia
Principal David Lon
2022 Neubauer Fellow (Cohort 7)



PHILADELPHIA ACADEMY OF SCHOOL LEADERS
2025 ANNUAL REPORT

2013

INITIAL CONCEPT

Committed to advancing school leadership, Joseph Neubauer and Rebecca Cornejo consult Tim Knowles (University of Chicago) about investing in Philadelphia schools.

RECRUITMENT OF DR. AL BERTANI

Knowles invites Dr. Al Bertani to meet with the Neubauer Family Foundation and discuss leadership development models based on Dr. Bertani's work in Chicago.

FALL 2014

DESIGN PHASE BEGINS

Dr. Bertani and Rebecca Cornejo begin mapping Philadelphia's education landscape.

STAKEHOLDER ENGAGEMENT

Over 30 interviews conducted with District, charter, and faith-based leaders, university partners, and community organizations.

FOCUS GROUPS

Sessions held with principals and principal supervisors to identify leadership development needs across District, charter, and faith-based schools.

DESIGN TEAM FORMED

Advisory group established with representatives from the School District of Philadelphia, charter sector, and archdiocese.

WINTER 2014-SUMMER 2015

THINK TANK CONVENED

A two-day session held at Convene in Philadelphia with national leadership experts and local principals.

DESIGN COMPETITION

Three expert-led teams propose leadership development models based on research and local input.

PROGRAM STRUCTURE FINALIZED

Leadership Levers identified as the foundation for the learning arc.

COHORT 1 LAUNCHES

The inaugural Neubauer Fellowship begins with 17 principals.

PASL ESTABLISHED

The organization is formally launched as an independent 501(c)(3).

2016-2019

PROGRAM EXPANSION

The Neubauer Fellowship evolves to a two-year model based on feedback from early cohorts.

COMMUNITY GROWTH

The network of Fellows grows, and alumni begin moving into system-level leadership roles.

2020-2021

PASL RESPONDS TO THE COVID-19 PANDEMIC

Fellows support each other through the crisis, demonstrating the strength of the cohort model.

LEADERSHIP PIPELINE GROWS

Alumni move into system-level roles; PASL programming expands to include assistant superintendents and teacher leaders.

2022-2023

BUILDING FOUNDATIONAL PROGRAMMING

PASL launches the Instructional Leadership Academy, expanding its programmatic offerings to meet school leaders at all stages of their careers.

LEADERSHIP COMPETENCIES DEVELOPED

Under Executive Director Edwin M. Quezada's leadership, PASL partners with national educational leadership experts, local K-12 principals, and program alumni to redevelop its foundational framework.

2024

STRATEGIC VISION DEFINED

PASL's Board of Directors adopts the 2024-2027 Strategic Plan to reset PASL's work and growth plan.

2025

REINVESTING IN SENIOR FELLOWS

PASL launches Leading For Results, to deepen the impact of PASL's expansive alumni base.

A DECADE OF IMPACT

PASL celebrates its 10th anniversary with a learning symposium and celebration dinner.

EXPANDED COMMUNITY

More than 25% of Philadelphia's active K-12 principals are Neubauer Fellows. The organization supports leaders across all three sectors: District, charter, and faith-based schools.

10 YEARS ADVANCING EDUCATIONAL LEADERSHIP

AN ORAL HISTORY OF THE PHILADELPHIA ACADEMY OF SCHOOL LEADERS

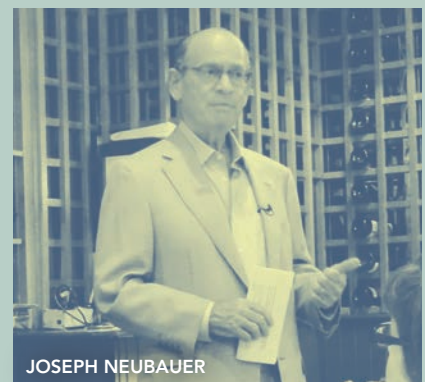
INTERVIEW

The Philadelphia Academy of School Leaders (PASL) was born from a simple but powerful question: *How can we improve educational outcomes for Philadelphia’s students?* For Joseph Neubauer—longtime philanthropist, business leader, and PASL board chair—the answer lay in leadership. Inspired by conversations with school leaders like Tim McKenna (2015 Neubauer Fellow, Cohort 1) and guided by his own experience managing a global service company, Neubauer recognized that principals, education’s frontline managers, are the linchpins of school success.

Education is the key to a better life, better professional life, better civic life. Our challenge is to develop [educators], give them the ability and the tools to do a good job. – JOSEPH NEUBAUER

In 2013, Neubauer partnered with the **Urban Education Institute** at the University of Chicago to explore how best to support school leaders in Philadelphia. Dr. Al Bertani, a seasoned leadership development expert, and Rebecca Cornejo, Executive Director of the Neubauer Family Foundation, led the effort. Together, they conducted interviews, focus groups, and a national horizon scan of leadership programs across education and business sectors.

We were building the plane while flying it. We heard a lot about what professional development was and wasn’t. What we heard was a strong desire and openness to learn more—a sense that leaders needed additional tools in their toolkit but didn’t know where to find those resources. – REBECCA CORNEJO



JOSEPH NEUBAUER

To design the program, they convened a think tank in the spring of 2015 of national leadership experts and local educators who proposed learning models as part of a “design competition.” These ideas were synthesized into a learning arc built around leadership levers, later refined into **PASL’s Leadership Competencies**.

The result was a bold vision: a tailored, independent leadership development program designed for the unique challenges of Philadelphia’s schools. In Summer 2015, PASL launched its first cohort of the **Neubauer Fellowship**, bringing together 17 principals for a yearlong experience focused on core leadership levers, personal growth, and professional collaboration. The program quickly expanded to two years, incorporating coaching, institutes, and a signature “Story of Self” exercise that helped leaders reconnect with their deeper purpose.





2015 NEUBAUER FELLOWS
Cohort 1



From the start, Joe was intentional about moving quickly and creating something tangible that people could see and understand. He believed visibility would build credibility, and saw the first cohort as a way to create ambassadors leaders who could help others grasp the program’s value. He also recognized the skepticism that can come with an external organization entering a school system, and developed a strategy to build trust early on. – DR. AL BERTANI

In a single year, we had put forth an experience that word of mouth alone was able to then propagate.

– REBECCA CORNEJO

Over the next decade, PASL grew into a **citywide leadership network**. Fellows collaborated across schools, shared strategies, and supported each other through challenges. Alumni advanced into new roles as assistant superintendents, nonprofit leaders, and system-level change agents. Through this decade of impact, PASL responded to evolving needs—developing Fellow-led programming including the **Black Educator Pipeline** and **Voices for Women in Leadership Collective**, creating the foundational **Instructional Leadership Academy**, and forming **Leading For Results** to deepen impact among veteran leaders. Ultimately, PASL’s peer network has become a powerful engine for education innovation in Philadelphia.



Today, PASL stands as a best-in-class leadership learning network, with over 170 Neubauer Fellows representing more than a quarter of Philadelphia’s principals. Its mission remains clear: to empower school leaders to improve educational outcomes so that every student in Philadelphia has the opportunity to thrive—academically, socially, and civically.



10 years is a long time, but in many ways we’ve just begun. We’re probably at second base in the journey to fulfill the promise that all children in Philadelphia can get a great education and be ready for a productive life.

– JOSEPH NEUBAUER



**JOIN US AS WE CELEBRATE
10 YEARS OF TRANSFORMATIVE
SCHOOL LEADERSHIP**

2024 NEUBAUER FELLOWS
Cohort 8

NEUBAUER FELLOW-LED SCHOOLS CONSISTENTLY EXHIBIT HIGHER STUDENT GROWTH IN BOTH MATH AND ELA COMPARED TO NON-FELLOWSHIP SCHOOLS.*

STUDENTS AT NEUBAUER FELLOW-LED SCHOOLS ACHIEVE GREATER ACADEMIC GROWTH

Schools consistently led by Neubauer Fellows have **higher rates of academic growth** than non-Neubauer Fellow-led schools **

2X
GROWTH
MATH

2X
GROWTH
BIOLOGY

1.5X
GROWTH
ALGEBRA 1

5X
GROWTH
LITERATURE

STUDENTS AT NEUBAUER FELLOW-LED SCHOOLS HAVE STRONGER ACADEMIC OUTCOMES

In 2024-25, Neubauer Fellow-led students **tested higher in PSSA and Keystone proficiency** than non-Neubauer Fellow-led Schools

↑8.1
% POINTS
MATH

↑7.8
% POINTS
BIOLOGY

↑10.8
% POINTS
LITERATURE

↑6.3
% POINTS
ELA

↑5.7
% POINTS
ALGEBRA 1

NEUBAUER FELLOWS REMAIN IN THEIR ROLES MORE THAN NATIONAL PEERS

Year-over-year, **Neubauer Fellows remain in their roles 13% more** than comparable principals nationally

NEUBAUER FELLOWS
92%
RETENTION

PRINCIPALS NATIONALLY
79%
RETENTION

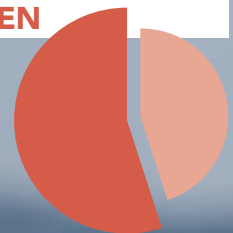
80% OF NATIONAL BLUE RIBBON AWARD WINNERS IN PHILADELPHIA ARE NEUBAUER FELLOWS

Since PASL's founding, **12 of the 15 winners** of National Blue Ribbon Awards given to Philadelphia schools were awarded to schools led by Neubauer Fellows



NEUBAUER FELLOWS HAVE BEEN RECOGNIZED WITH THE LINDBACK AWARD FOR DISTINGUISHED PRINCIPALS TWICE AS OFTEN

52 Neubauer Fellows have received a **Lindback Award for Distinguished Principals** since the award's inception in 2011, representing **more than 50%** of all award winners





25%
of active
Philadelphia K-12
principals are
Neubauer Fellows

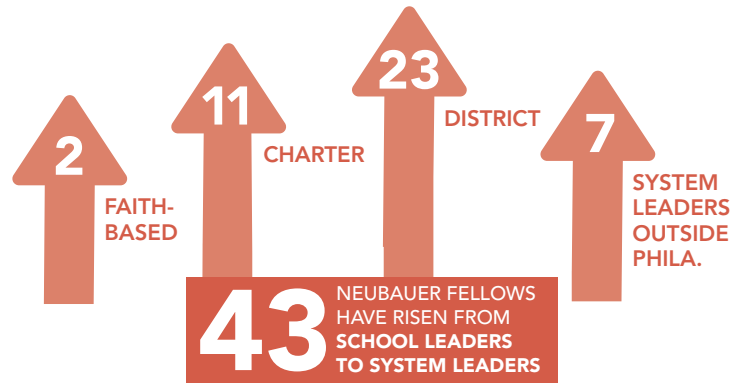
32% DISTRICT
78 NEUBAUER FELLOWS OUT OF
246 DISTRICT SCHOOL LEADERS IN PHILADELPHIA

5% FAITH-BASED
3 NEUBAUER FELLOWS OUT OF
57 FAITH-BASED SCHOOL LEADERS IN PHILADELPHIA

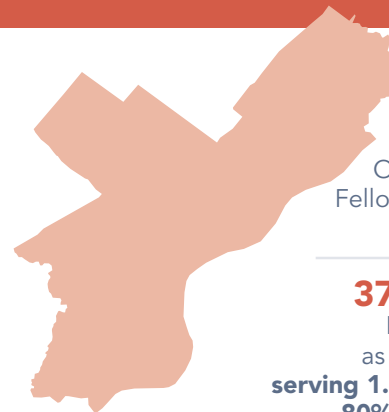
24% CHARTER
12 NEUBAUER FELLOWS OUT OF
93 CHARTER SCHOOL LEADERS IN PHILADELPHIA

102 FELLOWS ARE
CURRENT PRINCIPALS

93 FELLOWS ARE
CURRENT PRINCIPALS
IN PHILADELPHIA



OVER PASL'S 10 YEARS, NEUBAUER FELLOWS HAVE HELD
POSITIONS AT **215 UNIQUE SCHOOLS & ORGANIZATIONS**
IN PHILADELPHIA & BEYOND



175,000 STUDENTS
Over PASL's 10 years, Neubauer
Fellows have **impacted 175,000** of
Philadelphia's K-12 students

37 NEIGHBORHOODS
Neubauer Fellows have served
as school leaders in communities
serving **1.25 million people, more than
80% of Philadelphia's population**

NEUBAUER FELLOWSHIP IN EDUCATIONAL LEADERSHIP

“
Life-affirming in
a way that reminds
us why we do
the difficult work.

- 2024 NEUBAUER FELLOW

The Neubauer Fellowship in Educational Leadership is a two-year, transformative experience designed to equip principals to drive meaningful change in their schools and across Philadelphia. Now in its tenth year, the Fellowship continues to build a powerful network of leaders committed to improving educational outcomes for all students in Philadelphia. Launched in 2024, Cohort 8 represents a diverse group of 24 school and system leaders from District, charter, and faith-based schools, each bringing deep commitment and vision to their roles.

YEAR ONE ESTABLISHES
CORE LEADERSHIP
COMPETENCIES

YEAR TWO REFINES SKILLS
& PREPARES FELLOWS
TO LEAD BEYOND
THE FELLOWSHIP

Meet Cohort 8 of the
Neubauer Fellowship:



2024 - 2025
NEUBAUER FELLOWSHIP COHORT 8

SUMMER 2024

2024 NEUBAUER FELLOWSHIP BEGINS

The 2024 Neubauer Fellowship launches with a week-long Summer Institute focusing on the Story of Self and program groundwork.

FALL 2024

NEUBAUER FELLOWS' FALL INSTITUTE

Two-day long Fall Institute held, focusing on developing and activating leadership teams.

PPD COMMISSIONER KEVIN J. BETHEL

PASL hosts a conversation with PPD Commissioner Kevin J. Bethel as part of its Dinner with a Decision Maker series.

WINTER 2025

TEMPLE UNIVERSITY PRESIDENT JOHN FRY

Fellows and the PASL community gather for the Dinner with a Decision Maker, featuring Temple University President John Fry .

NEUBAUER FELLOWS' WINTER INSTITUTE

Fellows deepen their learning in a two-day Winter Institute on strengthening leadership teams that builds upon the Fall Institute.

WASHINGTON, D.C.

2024 Neubauer Fellows participate in a two-day learning trip to Washington, D.C.

FELLOWS' CROSS-SCHOOL VISIT #1

Cohort 8 Fellows participate in onsite learning and feedback sessions at three Fellows schools during the Winter Cross-School Visits.

SPRING 2025

NEUBAUER FELLOWS' SPRING INSTITUTE

Fellows wrap up their first year with a daylong Spring Institute, focusing on equity, leading in crisis, and strategic planning.

FELLOWS' CROSS-SCHOOL VISIT #2

Cohort 8 Fellows participate in onsite learning and feedback sessions at three Fellows schools during the Spring Cross-School Visits.

CLOSING THE ACADEMIC YEAR

Fellows close the school year with a Social Hour.

SUMMER 2025

FELLOWS BEGIN YEAR TWO

Cohort 8 launches its second Fellowship year with a three-day long Summer Institute on leadership branding, equity-driven practices, and strategic communications.

OPENING THE ACADEMIC YEAR

Fellows celebrate the upcoming academic year with a Fellows Social Hour.

FALL 2025

NEUBAUER FELLOWS' FALL INSTITUTE

Fellows deepen their second-year learning at a two-day Fall Institute focusing on instructional leadership and strategic execution.

FELLOWS' CROSS-SCHOOL VISIT #3

Cohort 8 members participate in onsite learning and feedback sessions at two Fellows schools during the Fall Cross-School Visits.

LOOKING AHEAD

BECOMING SENIOR FELLOWS

The 2024 Neubauer Fellows prepare to close their two-year professional learning arc and join PASL's Senior Fellows.

The brave space we built allowed me to address critical leadership issues that had been weighing on me.

- 2024 NEUBAUER FELLOW

2024 NEUBAUER FELLOWS
COHORT 8
2025 WASHINGTON, D.C. TRIP

COACHING THAT BUILDS CAPACITY AND SUSTAINS LEADERSHIP

INTERVIEW For the Neubauer Fellowship in Educational Leadership and in programming beyond, PASL's coaching is more than a support mechanism—it's a catalyst for transformation. Throughout the Neubauer Fellowship, school and system leaders receive personalized, high-impact coaching that strengthens their leadership and deepens their impact on students, staff, and communities. Neubauer Fellow school leaders work with PASL Leader Coach **Jovan Moore**; system leaders work directly with PASL Executive Director **Edwin M. Quezada, EdD**.

For **Dr. Alphonso Evans, Sr. (2024 Neubauer Fellow, Cohort 8)**, Assistant Superintendent overseeing 15 Philadelphia schools, coaching with PASL Executive Director Edwin M. Quezada has proved both strategic and restorative. "Aside from supporting my mental health," Dr. Evans said, "one of the most invaluable aspects of the work Dr. Quezada does with me is that he brings a neutral, unbiased perspective." Dr. Quezada's system-level experience helps Dr. Evans navigate complex challenges and refine strategies that strengthen not only his own leadership but the principals he oversees. "One of the most powerful shifts was encouraging us to think less like directive leaders and more as coaches when working with our own leaders toward strategic goals to build buy-in and shared ownership. His coaching has been truly invaluable," Dr. Evans said. "It reminds me that the work isn't in vain."

Principal **Dr. Jury Segers (2024 Neubauer Fellow, Cohort 8)** echoed the impact of coaching in her work with PASL Leader Coach Jovan Moore. Moore supported Dr. Segers as she redeveloped her school improvement plan, reinforcing concepts introduced in Institutes. Their work advanced quickly due to the trust and connection formed through a shared professional background. **"Having a coach who had served as a principal in the same city meant a great deal to me," Dr. Segers said. "That shared experience created an immediate sense of trust."** Moore used that foundation to help Dr. Segers build and leverage a strong instructional leadership team that could sustain her efforts. "Jovan helped me realize you can't be a team of one. I had to utilize the amazing team I had."

Ultimately, Moore's one-on-one coaching helped Dr. Segers trust her own leadership. "My role isn't to tell you the answers," Dr. Segers recalls Moore saying, "it is to support you in getting there yourself." That philosophy—rooted in trust, expertise, and empowerment—defines PASL's coaching model and explains why it sits at the core of all PASL programming. It not only addresses immediate challenges; it develops leaders who will thrive tomorrow.



WINTER INSTITUTE

JANUARY 2025

DEVELOPING AND STRENGTHENING LEADERSHIP TEAMS

Sessions included:

- **Dr. Marquita McCullum**
School Leadership Coach, Instructional Empowerment
Strategies to build, develop, and sustain school instructional teams
- **Amanda Aiken**
Founder, A. Leigh Solutions
How to maximize leadership pipelines to grow and develop a team

SPRING INSTITUTE

APRIL 2025

EQUITY, CRISIS LEADERSHIP, AND STRATEGIC PLANNING

Sessions included:

- **Dr. Kelli Peterson**
Founder, The Educated Approach
How intersecting identities shape student experiences and contribute to systemic inequities in education
- **Dr. William Hayes**
CEO, Boys' Latin of Philadelphia
Frameworks to proactively manage school-based crises
- **Shakae Dupre**
Executive Director, Leadership Development, School District of Philadelphia
How to refine a vision for instruction, culture, and family engagement in the final stretch of the school year

SUMMER INSTITUTE

JULY 2025

LEADERSHIP BRANDING, EQUITY-DRIVEN PRACTICES, AND STRATEGIC COMMUNICATION

Sessions included:

- **Dr. Tinkhani White**
Director of Systems Transformation, Carnegie Foundation for the Advancement of Teaching
Aligning school team professional learning with instructional goals
- **Dr. Edward Fergus**
Assistant Professor of Urban Education, Temple University
Using data to address bias and promote inclusive practices
- **Dr. Ali Michael**
Founder, Educating for Equity
Guiding leaders through the complexities of anti-DEI narratives and community engagement

FALL INSTITUTE

OCTOBER 2025

INSTRUCTIONAL LEADERSHIP AND STRATEGIC EXECUTION

Sessions included:

- **Jeffrey Pestrak**
Co-founder, Blueprint Education Partners
Developing mindsets and strategies to align daily actions with leadership goals
- **Dr. Nneka Bernard**
Partnership Manager, Insight Education Group
Utilizing the CARE framework (Clarity, Access, Responsive Follow-Up, Engagement) to strengthen campus systems
- **Dr. Shanesia Davis**
Founder & CEO, U & ME Consulting LLC
Translating leadership brands into measurable schoolwide practices

EMPOWERING LEADERS & IMPACTING STUDENTS:

NEUBAUER FELLOWSHIP BRINGS WORLD-CLASS EDUCATION FACILITATORS

PASL's professional learning experiences are led by nationally recognized experts in education and leadership—innovators who not only bring cutting-edge ideas to the table but also join a vibrant community committed to improving children's lives through better schools.

"Every time I've worked with PASL, I've been consistently reminded that all of their work—in meetings, institutes, and learnings—is all for the students," says **Dr. Tinkhani White**, Director of Systems Transformation at the Carnegie Foundation for the Advancement of Teaching and 2025 PASL program faculty. **"PASL's work is deeply rooted in student achievement and equity, with a strong focus on making sure we're doing right by kids. I'm constantly reminded how incredible the Neubauer Fellowship community is; it's affirming and human-centered."**

PASL facilitators deliver expert training in targeted leadership skills designed to drive school growth. "My focus, and really the focus of Neubauer Fellowship itself, is about digging deep into systems and understanding the conditions that produce specific educational outcomes," explains Dr. White. "Once leaders understand that they can look at their schools and ask themselves, 'How do I use the resources, systems, and knowledge I have to create the conditions for greatness to happen within my school?' That's where true leadership comes in."

Ultimately, the Neubauer Fellowship's programming—guided by the expertise of its faculty—is centered on developing timely, actionable skills. "I know the demands that school leaders face, how limited their time to learn and grow their skills is," says Dr. White. **"That's why it's so important to me to bring tools that are immediately useful—tools the Neubauer Fellows can apply right away. Because supporting school leaders means supporting thousands of kids."**

PROGRAM

ONCE A FELLOW ALWAYS A FELLOW

Careers change and challenges evolve. PASL understands that meaningful school and system-wide growth not only takes time, but must meet a shifting educational landscape. To create lasting impact, professional support must continuously adapt to meet new needs. That's why we believe that once a school leader is accepted into the **Neubauer Fellowship**, they join a community committed to providing ongoing support throughout every stage of a leader's career. Of the 160 Neubauer Fellows still professionally active, nearly 150 Senior Fellows continue to participate in our professional learning opportunities. This support is offered through two tracks: stand-alone **Senior Fellow Institutes**—open to all Senior Fellows—and our newly launched, year-long intensive program, **Leading For Results**.

Since the Philadelphia of Academy of School Leaders' foundation a decade ago, you now have hundreds of leaders that have had a common experience across Philadelphia through the Neubauer Fellowship.

— DR. AL BERTANI, PASL FOUNDING FACULTY —

SENIOR FELLOW INSTITUTES

A year-long series of learning opportunities, **PASL's Senior Fellow Institutes address topics identified by the Senior Fellow community as relevant, timely, and needed to support school communities.** Designed to provide cumulative learning, the institutes balance one-time professional learning with long-term learning arcs through full-day sessions that allow Fellows to tailor their learning to their busy schedules. These comprehensive explorations of current education issues provide space for extensive peer collaboration and practical skills that Senior Fellows can implement immediately to support staff and students.

SOLIDIFYING LEADERSHIP SKILLS

- **Dr. Yolanda Sealey-Ruiz**
Professor of English Education, Teachers College, Columbia University
Accelerating Academic Achievement Through Culturally Responsive Instruction
- **Taylor Howard**
CEO, Taylor'd Consulting Services
Building Capacity & Successful Practices for Recruiting, Hiring & Retaining Teachers

SUPPORTING THE SELF

- **Dr. Angel Acosta**
Founder, Acosta Consulting
Healing-Centered Leadership

LEADING DIVERSE COMMUNITIES IN DEVISIVE TIMES

- **Dr. Howard Stevenson**
Constance Clayton Professor of Urban Education and Professor of Africana Studies in the Graduate School of Education, University of Pennsylvania
Racial Literacy, Resilience & Restorative Leadership in Urban Schools
- **Dr. Ali Michael**
Founder, Educating for Equity
Leading Racially Competent Teams

65
Fellows Participated

397
Collective Years as Neubauer Fellows

21,617
Students Served

24
Neighborhoods Served

2024 - 2025

SENIOR FELLOWS & LEADING FOR RESULTS

FALL 2024

FALL SENIOR FELLOW INSTITUTE

Senior Fellows start the academic year with a **Senior Fellow Institute** on student wellbeing, joined by SDP Superintendent Dr. Tony B. Watlington, Sr.

WINTER 2025

TEMPLE UNIVERSITY PRESIDENT JOHN FRY

Fellows and the PASL community gather for the **Dinner with a Decision Maker**, featuring Temple University President John Fry.

WINTER SENIOR FELLOW INSTITUTE

The calendar year closes with a **Senior Fellow Institute** on culturally responsive instruction.

LEADING FOR RESULTS DEVELOPMENT

Thought partners and education leaders—along with the PASL Team—develop the learning framework for PASL’s newest program: **Leading For Results**.

SPRING 2025

SPRING SENIOR FELLOW INSTITUTES

Senior Fellows open the calendar year with two **Senior Fellow Institutes** on healing-centered leadership and teacher recruitment and retention.

LEADING FOR RESULTS KICKS OFF

Leading For Results welcomes its first cohort and prepares an early summer kickoff event at the TGR Learning Lab Philadelphia.

CLOSING THE ACADEMIC YEAR

Senior Fellows join Cohort 8 to close the school year with an **All-Fellows Social Hour**.

SUMMER 2025

LEADING FOR RESULTS SUMMER INSTITUTE

The 2025 Senior Legacy Fellows: **Leading For Results** program formally launches with a week-long **Summer Institute**, focused on program groundwork.

FALL 2025

FALL SENIOR FELLOW INSTITUTE

Senior Fellows open the academic year with a **Senior Fellow Institute** on leading racially competent teams.

LEADING FOR RESULTS COACHING LAUNCH

Group coaching for **Leading For Results** begins with a daylong **2025-2026 Coaching Launch**.

ENGLISH LANGUAGE ARTS INTENSIVE

Senior Legacy Fellows gather for a Professional Learning Community session focused on improving English Language Arts.



HEATHER MULL MILLER
2020 Neubauer Fellow (Cohort 6)

ANTOINETTE POWELL
2016 Neubauer Fellow (Cohort 2)

SENIOR LEGACY FELLOWS: LEADING FOR RESULTS

Launched in summer 2025, **Leading For Results (LFR)** is a year-long leadership experience that brings together a cohort of Senior Neubauer Fellows representing Philadelphia’s school and system leaders in a rigorous, supportive community. More than a professional learning and tailored coaching program, **Leading For Results is a transformative journey designed to strengthen instructional leadership, build adaptive and equity-driven practices, and align school goals with District priorities.** Through intensive week-long institutes, subject-specific professional learning communities, school learning walks, and tailored group coaching, Leading For Results demonstrates that at PASL, we never stop striving for better student outcomes.

I want to build something that lasts—something the next leader can pick up and carry forward. That’s the kind of legacy I’m working toward.

– DR. PAULINE CHEUNG, 2019 NEUBAUER FELLOW (COHORT 5)



THE PASL SCHOOL IMPROVEMENT PLAN DEFINES THE LEADING FOR RESULTS FRAMEWORK

QUARTERLY INSTITUTES REESTABLISH CORE LEADERSHIP COMPETENCIES & DEVELOP SCHOOL SPECIFIC IMPROVEMENT PLANS

GROUP COACHING REFINES SKILLS IN PRACTICE AND BUILDS COMMUNITY, TRUST & RESILIENCE

DR. KIMBERLY ELLERBEE
2015 Neubauer Fellow (Cohort 1)

As Legacy Fellows, we want to deliver the kind of results that the students of Philadelphia truly deserve. That's how we honor the investment that's been made in us. That's the legacy we're building—not just for ourselves, but for the entire city.

- STEPHEN JANCZEWSKI, 2018 NEUBAUER FELLOW (COHORT 4)

2025 SENIOR LEGACY FELLOWS
SPRING KICKOFF EVENT
TGR LEARNING LAB PHILADELPHIA

LEADING FOR RESULTS INAUGURAL INSTITUTE

Launching a transformative yearlong journey for Senior Legacy Fellow principals and principal supervisors, the week-long LFR Institute focused on accelerating academics and professional learning around participants' unique needs. During the week, Senior Legacy Fellows developed bold instructional leadership strategies and measurable school improvement plans, with a specific focus on attendance and core content areas. Through data-driven strategic planning and peer collaboration, Legacy Fellows developed a roadmap to address their unique challenges utilizing **PASL's 7 Leadership Competencies** and LFR's **5 Phases of the School Improvement Model**. By the end of the week, Fellows had crafted a foundation for ongoing school improvement, with clear goals for the 2025–2026 academic year.

REFRESH FOUNDATIONAL DATA SKILLS

■ **Paul Bambrick-Santoyo**

Founder & Dean, Leverage Leadership Institute

Understanding and implementing data theory in instruction

APPLY DEEP ANALYSIS TO SPECIFIC CHALLENGES

■ **Dr. Al Bertani**

Senior Advisor, Urban Education Institute, University of Chicago

Dr. Leslie Torres-Rodriguez

Founder, Lidera LTR Consulting

Conducting precise root cause data analysis on Fellows' specific problems of practice & set strategic goals

DEVELOP PLAN TO ADDRESS CHALLENGES & EVALUATE IMPLEMENTATION

■ **Dr. Tinkhani White**

Director of Systems Transformation, Carnegie Foundation

Stephen Janczewski

Director of School Leadership, Independence Mission Schools

Exploring different planning methods & use clear tools to find the root causes of problems and build strategies to address them & develop evaluation methods to apply through the school year

■ **Jessica Kirchner**

Co-founder, Blueprint Education Partners

Dr. Ariel Lajara

Assistant Superintendent, School District of Philadelphia

Jeffrey Pestrak

Co-founder, Blueprint Education Partners

Ensuring short-term and long-term goals match, develop an assessment plan, and establish benchmarks for teaching needed skills in school staff

25

Fellows Selected

152

Collective Years as Neubauer Fellows

9,152

Students Served

17

Neighborhoods Served

Meet the 2025-2026
Cohort of LFR:



BUILDING THE PIPELINE FOR TOMORROW

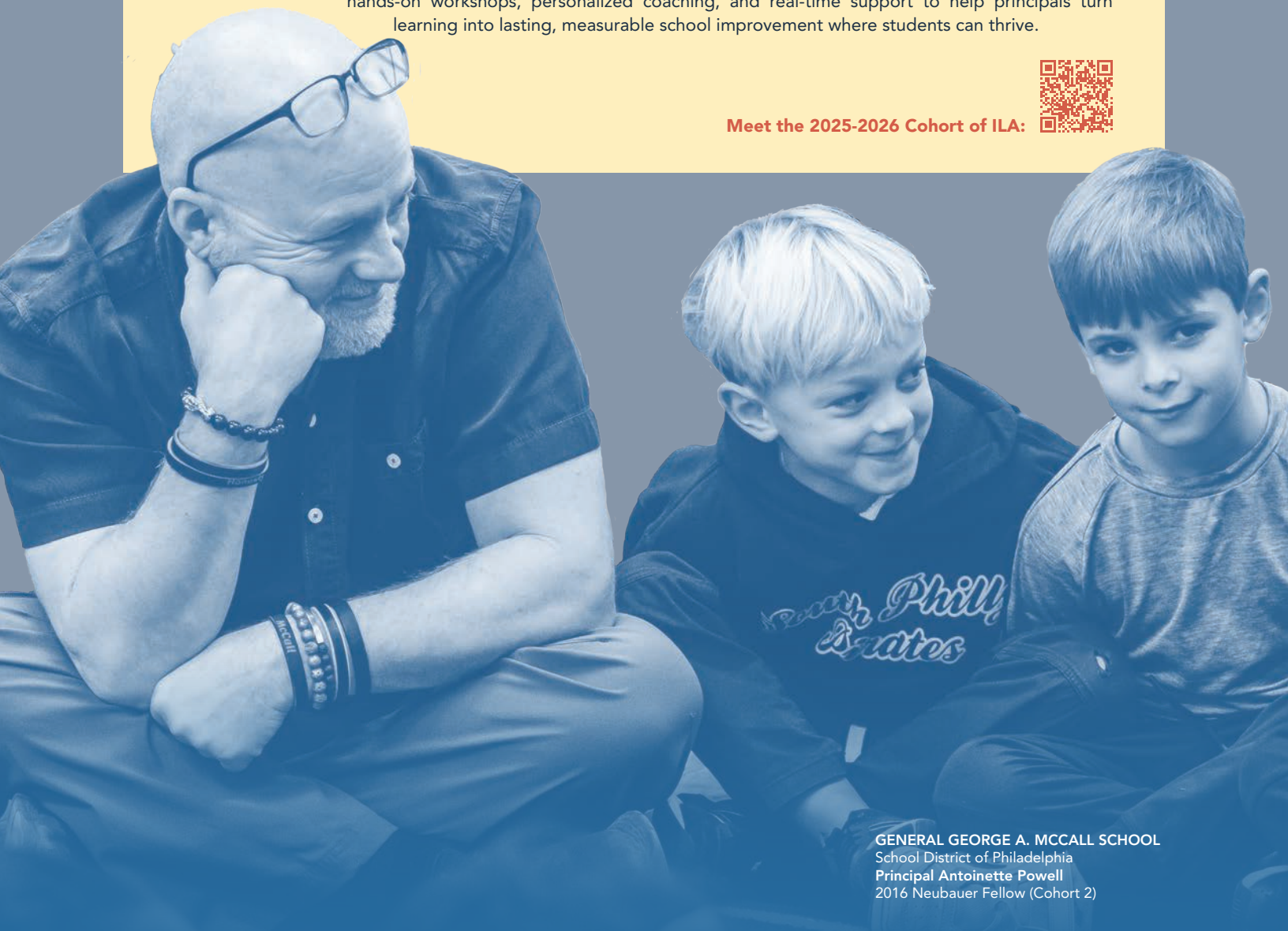
INSTRUCTIONAL LEADERSHIP ACADEMY (ILA)

PASL meets school leaders where they are. While the Neubauer Fellowship's two-year program is focused on practicing leaders with at least two years' experience, our **Instructional Leadership Academy (ILA)** offers a one-year learning experience for those developing core instructional leadership skills—or for whom the one-year program commitment makes more sense.

Run in partnership with **Achievement Network (ANet)**, ILA enables principals to lead with confidence through **data-informed, student-centered strategies** that reflect the real challenges and opportunities in Philadelphia schools. Now in its third year, the program focuses on practical skills like **using instructional data, giving meaningful feedback, leading learning walks, and strengthening classroom instruction.**

Open to the School District of Philadelphia, charter, and faith-based school principals, the 2025-2026 ILA cohort also includes—for the first time—principals from alternative schools. More than just professional learning, ILA combines hands-on workshops, personalized coaching, and real-time support to help principals turn learning into lasting, measurable school improvement where students can thrive.

Meet the 2025-2026 Cohort of ILA:



GENERAL GEORGE A. MCCALL SCHOOL
School District of Philadelphia
Principal Antoinette Powell
2016 Neubauer Fellow (Cohort 2)

EDUCATING FOR AMERICAN DEMOCRACY: CIVICS FOR CHANGE

PROGRAM

Understanding civics and the democratic process is foundational to informed, engaged citizenship. Yet in Philadelphia, civics is not a required course—and it's rarely introduced in early elementary grades. **To address this gap, PASL has partnered with Dr. Danielle Allen's Democratic Knowledge Project (DKP) to pilot a civics initiative in five Neubauer Fellow-led schools.** Inspired by Dr. Allen's "Civics Entwined with American History" teaching framework, PASL's Educating for American Democracy (EAD) pilot program supports the design, implementation, and evaluation of civics lesson plans tailored to young learners.

Twelve social studies teachers in Neubauer Fellow schools collaborated to develop age-appropriate lessons aligned with DKP's model. Throughout the 2024–25 school year, participants engaged in professional learning and drafted their plans. In summer 2025, they gathered for a two-day convening with Dr. Allen, DKP education experts, and school leaders to refine their lessons through coaching and peer feedback.

The finalized lesson plans launched in fall 2025, and early response has been overwhelmingly positive. Highlights include a school mascot election that encouraged respectful debate and persuasive argumentation, a student-written play exploring the democratic process, and a classroom-led campaign simulation that introduced civic engagement through role-play.

Engagement is strong. Neubauer Fellows have expressed interest in continuing to develop civics lessons, and in spring 2026, the program will be featured at a national convening as part of the America250 celebrations—spotlighting Philadelphia's leadership in civics education.

2025 - 2026

EDUCATING FOR AMERICAN DEMOCRACY

WINTER 2025

Members commit to the program, identify learning expectations, select a lesson unit to create or revise

SPRING 2025

Members finish rough draft of their project and draft how to assess success and create a structure for their lesson plans

SUMMER 2025

Members review and revise their learning units and reapply the EAD framework

FALL 2025–WINTER 2026

Members implement their lessons, document implementation and assess for improvements

LOOKING AHEAD

Members present their lesson units and findings at Philadelphia's Civic Learning Week, March 9-10, 2026

2025-2026 EAD MEMBERS

ROSALIE DOHERTY, 2024 Neubauer Fellow (Cohort 8); Holy Cross Catholic School, Independence Mission School; 3 Teachers

DR. NICOLE PATTERSON, 2024 Neubauer Fellow (Cohort 8) Marian Anderson Neighborhood Academy, School District of Philadelphia; 2 Teachers

OMAR CROWDER, 2019 Neubauer Fellow (Cohort 5); Northeast High School, School District of Philadelphia; 3 Teachers

DR. LAUREN OVERTON, 2018 Neubauer Fellow (Cohort 4); Penn Alexander School, School District of Philadelphia; 2 Teachers

MICHAEL ROTH, 2017 Neubauer Fellow (Cohort 3); Olney High School, School District of Philadelphia; 2 Teachers

THE ANSWERS ARE IN THE ROOM: FELLOW-LED PROGRAMS

PROGRAM

As the world shifts and new challenges to education arise, school leaders remain on the front lines—seeing firsthand what students and communities need most. PASL recognizes our leaders’ insight and has committed resources to help Fellows turn ideas into action. **Through targeted support, we help transform innovative concepts into programs that make a real difference.**

These “incubator” programs range from stand-alone learning sessions addressing current and critical issues, to initiatives tackling long-standing education gaps, to dedicated spaces designed to uplift and empower Black leaders and women leaders. Each effort is grounded in the belief that the best ideas often come from those closest to the work.

Supported by PASL’s resources and program development expertise, Fellows receive the guidance and infrastructure needed to turn ideas into action—creating responsive, impactful programs that strengthen schools and communities.

VOICES OF WOMEN IN LEADERSHIP COLLECTIVE

The Voices of Women in Leadership Collective creates a dedicated space for women school leaders to connect, share experiences, and strengthen their leadership impact. Through collaborative learning and peer support, **the program addresses the unique challenges women leaders face while amplifying their voices in shaping school communities.**

Designed and led by **Antoinette Powell** (2016 Neubauer Fellow, Cohort 2) and **Dr. Shakeera Warthen-Canty** (2017 Neubauer Fellow, Cohort 3), this initiative fosters empowerment, equity, and innovation, ensuring women leaders thrive and lead their schools with confidence.

We started the Collective to make sure we were heard and seen, and could stay true to ourselves in spaces that are sometimes predominantly filled by men. The answers are already here; we just have to create the right space to cultivate them.

—DR. SHAKEERA WARTHEN-CANTY, 2017 NEUBAUER FELLOW (COHORT 3)

15
Participants

156
Collective Years as
Neubauer Fellows

9
Hours Programming

BLACK EDUCATOR PIPELINE (BEP)

For all students, Black teachers matter. **The Black Educator Pipeline is a Senior Fellow program designed to strengthen equity in education by expanding the recruitment, development, and retention of Black educators.** BEP provides a structured year-long learning arc focused on building systems and strategies that support teacher diversity and representation.

Through racial affinity spaces and collaborative sessions, participants explore identity, leadership stance, and equity practices while creating actionable plans for their schools. Fellows develop structures that foster inclusive school cultures, advocate for systemic solutions, and build collective capacity to address talent pipeline challenges. **By investing in leaders who champion diversity, BEP ensures that schools not only reflect the communities they serve but also provide students with affirming, high-quality educational experiences.**

26
Participants

102
Collective Years as
Neubauer Fellows

13.5
Hours Programming



PRACTITIONER ADVISORY COMMITTEE (PAC)

The **Practitioner Advisory Committee (PAC)** informs our organizational priorities and program design. Comprised solely of current and Senior Fellows, the committee serves as thought partners and ambassadors to ensure that our programs meet the needs of school and system leaders and, ultimately, the students we all serve. Members reflect diverse perspectives, backgrounds, and representation across our programs, cohorts, sectors, and school levels.

2024 PRACTITIONER ADVISORY MEMBERS

DR. CHRISTINE BORELLI (2015 Cohort),
Leadership Coach, School District of Philadelphia

DR. DAVID BROWN (2020 Cohort), Principal,
Ad Prima Charter School – Overbrook Campus,
Ad Prima Charter School

DR. ALIYA CATANCH-BRADLEY (2019
Cohort), Principal, Mary McLeod Bethune
Elementary School, School District of Philadelphia

NATALIE CATIN ST. LOUIS (2018 Cohort),
Leadership Coach, School District of Philadelphia

DR. AMELIA COLEMAN (2016 Cohort),
Associate Superintendent, Prince George's
County Public Schools

SIoudA DOUGLAS (2015 Cohort), Principal,
A.S. Jencks School, School District of Philadelphia

SHAKAE DUPRE (2017 Cohort),
Executive Director, Leadership Development,
School District of Philadelphia

RAY FIELDS (2018 Cohort), Deputy Chief of
Leadership Initiatives, Mastery Charter Schools

JODAN FLOYD (2016 Cohort), Principal,
AMY Northwest Middle School, School District
of Philadelphia

CHARLOTTE GILLUM (2020 Cohort),
Principal, Lewis Elkin Elementary School,
School District of Philadelphia

STEPHEN JANCZEWSKI (2018 Cohort),
Director of School Leadership, Independence
Mission Schools

ANNA JENKINS (2018 Cohort), Principal,
Alexander Adaire School, School District of
Philadelphia

DR. BRIAN MEADOWS (2022 Cohort), Deputy
Chief, Office of Curriculum and Instruction,
School District of Philadelphia

NICHOLE WILLOUGHBY (2022 Cohort),
Principal, Potter-Thomas School, School District
of Philadelphia

NICOLE UNEGBU (2020 Cohort),
Partnership and Implementation Manager,
Children's Literacy Initiative

DR. SHAKEERA WARTHEN-CANTY (2017
Cohort), Assistant Superintendent, School District
of Philadelphia

DR. ALIYA CATANCH-BRADLEY
2019 Neubauer Fellow (Cohort 5)

IF THIS WORK IS GOING TO BE DONE WELL, IT HAS TO BE DONE
IN COMMUNITY

- KIMBERLY ELLERBEE, 2015 NEUBAUER FELLOW (COHORT 1)

PASL is proud to stand shoulder to shoulder with our funders and funding partners, whose belief in the power of school leadership fuels our shared mission.

Together, we build a stronger, more equitable future for Philadelphia's K-12 students—**one principal, one school, and one community at a time.**

\$1 MILLION+ Neubauer Family Foundation
Anonymous

\$100,000+ Aramark Charitable Fund
Brandywine Realty
Comcast NBCUniversal Foundation
School District of Philadelphia

\$50,000+ Connelly Foundation
Green Family Foundation
Spring Point Partners

\$25,000+ Barbara and Ted Aronson
Lerman Family Foundation
Martha McGeary Snider

\$10,000+ Energia
Global Leadership Academy Charter School – Southwest
Longview Foundation
Mastery Charter Network
Stephanie W. Naidoff
Harriett and Larry Weiss

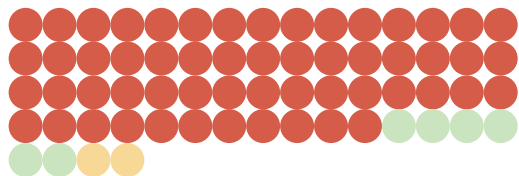
\$5,000+ Anderson Family Foundation
Tim O'Shaughnessy

\$1,000+ Mariana Bracetti Academy Charter School



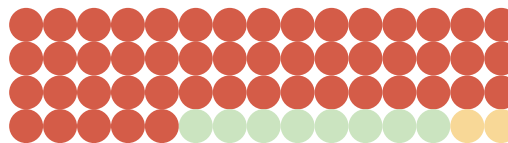
2024 - 2025 FISCAL REPORT

2024-25 Revenue



88%	Contributions	\$3,877,404
9%	Fee For Service	\$367,750
3%	Other Income	\$14,896
TOTAL		\$4,260,050

2024-25 Expenses



83%	Programs	\$3,352,645
14%	Administration & Operations	\$567,129
3%	Professional Fees	\$101,984
TOTAL		\$4,021,758

IN COMMUNITY, WITH PURPOSE

Through your generosity and trust, PASL builds more than programs—we are cultivating a strong, values-driven community committed to transformational change across Philadelphia’s schools. We invest in the school and system leaders who shape culture, strengthen instructional practice, and create the conditions for students and communities to thrive. **This work is only possible because of your partnership and your conviction that leadership matters.**

With the support of this extraordinary funding community, PASL remains financially stable and poised for continued growth. Guided by a deep commitment to accountability and fiscal responsibility, we steward resources strategically to sustain high-quality, results-based leadership development across Philadelphia. **Whether through professional learning opportunities, tailored coaching experiences, and innovative new offerings addressing emergent needs, our strong financial footing allows us to invest confidently in our programs, people, and infrastructure, ensuring we can respond to evolving needs while maintaining the excellence our leaders expect and deserve.** On behalf of the school and system leaders who drive change every day, we thank you for helping build a resilient, impactful organization together, in community.

MEET THE PASL TEAM

SASHA BEST
Operations Manager

NATALIE CATIN-ST. LOUIS
Program Director

MALARIE GRACE
Director of Coaching & Program Development

ALEX GRUMBACHER
Director of Operations

SHAKIA HARRIS
Program Manager

JOANNA LEITCH
Communications Director

JOVAN MOORE
Leader Coach

EDWIN M. QUEZADA, EdD
Executive Director

ADRIENNE REITANO
Director of Research & Evaluation

LATANYA SIMMONS
Program Director

STAR TAYLOR
Program Manager

HANNAH TRAN
Communications & Research Manager

STEWARDED CHANGE:

PASL BOARD MEMBER STEPHANIE NAIDOFF ON PASL'S IMPACT AND FUTURE

INTERVIEW

For longtime PASL board member **Stephanie Naidoff**, the Philadelphia Academy of School Leaders (PASL) represents more than an organization—it's a movement rooted in **equity, leadership, and transformation**.

Naidoff, a product of Philadelphia's public schools and a civic leader, brings a personal passion to her board service. "My involvement with PASL comes from a very deep place. I received a wonderful education in this system," she reflects. "I had a phenomenal principal during high school, Dr. Liveright at what was then Logan Demonstration School. She was a gifted educator, a skillful leader, and a true visionary and had built an outstanding group of teachers. There was a wonderful climate of learning. **Helping bring schools back to a place where kids can thrive—that's what drew me to PASL.**" Naidoff's hands-on involvement with Neubauer Fellow-led Francis Scott Key School, including fundraising for a library and cafeteria, gave her a front-row seat to PASL's ripple effect. "Seeing what a principal like Dr. Pauline Cheung accomplished was transformative. It gave me something tangible to share and inspire others to join us supporting growth and improvement in Philadelphia's schools through PASL's work."

Naidoff's personal commitment to education is echoed by her fellow PASL Board Members, including Dr. Sara Ray Hallman. Dr. Hallman, a founding board member and education researcher, sees PASL's mission as deeply aligned with her own. "I've dedicated my career to advancing equity and opportunity for historically disadvantaged populations," she says.

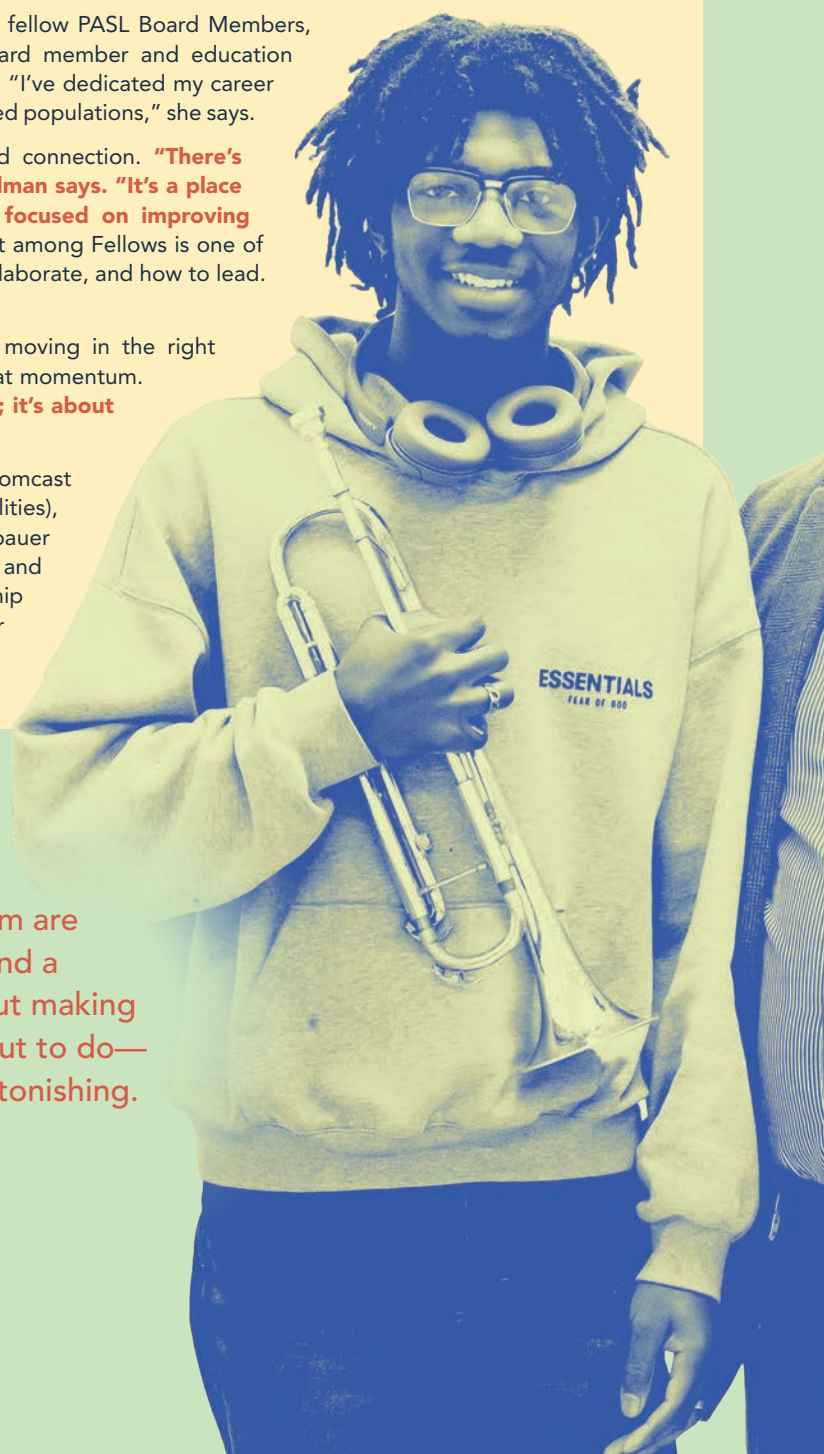
Both leaders emphasize the power of PASL's community and connection. **"There's something special about the culture PASL has built," Dr. Hallman says. "It's a place where courageous questions are asked, and everyone is focused on improving outcomes for students."** Naidoff agrees: "The community built among Fellows is one of the most powerful outcomes. They know who to call, how to collaborate, and how to lead. They overcome challenges together."

Looking ahead, Naidoff envisions continued growth. "We're moving in the right direction," she says. "Now we just need to keep building on that momentum. **PASL's work is not just about saying we're having an impact; it's about proving it.**"

Alongside PASL Board members **Gwyneth Gaul** (Comcast NBCUniversal), **Tim O'Shaughnessy** (Aramark U.S. Food & Facilities), **Dr. Noah Tennant** (School District of Philadelphia; 2016 Neubauer Fellow, Cohort 2), and Board Chair **Joseph Neubauer**, Naidoff and the Board are helping steer PASL toward a future where leadership development is not just a lever for change—but a foundation for lasting impact in Philadelphia's schools.

To me, the hallmarks of a great program are strong staff, consistent monitoring, and a commitment to evaluating results. It's about making sure we're actually achieving what we set out to do—and PASL is. The results have been truly astonishing.

—STEPHANIE NAIDOFF (PASL BOARD MEMBER)



PRACTITIONERS & PANELS: INCREASING IMPACT THROUGH EVALUATION

At PASL, our commitment to excellence is reflected not only in the quality of our programming, but in our dedication to ensuring that programming produces real, measurable impact. Our **Evaluation Advisory Panel (EAP)** is composed of experts in research, evaluation, and educational leadership. Through quarterly meetings, the EAP brings decades of experience in identifying, cultivating, and replicating effective school leadership practices.

ADVANCING LEADERSHIP THROUGH REFLECTION: EAP MEMBERS DR. JENNIE WEINER & DR. SARA RAY HALLMAN ON PASL'S CULTURE OF EVALUATION

INTERVIEW

At the heart of PASL's commitment to excellence is a culture of reflection. Among the leaders helping to shape and strengthen that ethos are **Dr. Jennie Weiner** and **Dr. Sara Ray Hallman**. As members of PASL's Evaluation Advisory Panel (EAP), both bring decades of experience in educational leadership, research, and systems change.

"The Evaluation Panel isn't just about reviewing data," says Dr. Weiner, Professor of Educational Leadership at University of Connecticut. "It's about asking: what are we trying to achieve, and how do we know we're getting there?" For Dr. Weiner, the panel's role is to connect practice to research, offering intellectual and methodological support that helps PASL refine its theory of action and measure impact meaningfully.

Dr. Hallman, President & CEO of Easterseals Chicagoland and former Director at the Urban Education Institute, sees the panel as a rare and powerful investment. "It's highly unusual for an initiative to dedicate this level of time and resources to rigorous evaluation," she notes. "**PASL's willingness to invite national experts in—to scrutinize, question, and refine the work—is a testament to its integrity.**"

Both leaders emphasize the importance of self-evaluation as a tool for growth. "It's like a strong classroom," Dr. Hallman says. "When educators open their doors to feedback, practice improves. PASL is doing that at the organizational level."

For Dr. Weiner, PASL's Evaluation Advisory Panel isn't just about accountability—it's about building a system where leaders are empowered to reflect, adapt, and lead with purpose.

The Evaluation Advisory Panel is there to offer intellectual and methodological support, help connect practice to research, and ensure the work is aligned with both the goals of PASL and broader evidence in the field.

— **DR. JENNIE WEINER** (PROFESSOR OF EDUCATIONAL LEADERSHIP, UNIVERSITY OF CONNECTICUT'S NEAG SCHOOL OF EDUCATION)

SCHOOL OF THE FUTURE
School District of Philadelphia
Principal Dr. John Smith
2024 Neubauer Fellow (Cohort 8)



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