I want to thank each of you for your contributions to the success of BRIGHT New Leaders for Ohio Schools. Due to your support, 100 percent of the initial cohort of BRIGHT Fellows who were trained and licensed are now serving in leadership roles throughout the state of Ohio. We are currently training Cohort 2, and later this fall we will begin recruiting Cohort 3. Our program is at a critical precipice, as we are now moving from the pilot stage to full program implementation.

Richard Stoff, Chairman of the BRIGHT Board of Directors and President and CEO of the Ohio Business Roundtable, has often said that BRIGHT has 3 Moments of Truth:

1. | First Moment of Truth — If we build it, will they come? The answer is Yes. We had more than 1,500 applications for 60 slots in Cohorts 1 and 2.

2. | Second Moment of Truth — If we train elite educational leaders, will they be hired to serve in school districts throughout the state of Ohio? The answer is Yes, 100 percent of the initial cohort were hired and are now serving in schools throughout the state.

3. | Third Moment of Truth — Will our leaders make a difference and close achievement gaps? The answer is we don’t know. We have yet to quantify their impact. It may take several years because that’s how long it takes to change the culture of a school. However, we know that our BRIGHT Leaders, along with their colleagues in the schools where they serve, are saving lives.

I applaud Richard Stoff for his visionary leadership in creating this bold new disruptive innovation that enhances the talent pool of transformational leaders to meet the needs of the most vulnerable children in the state of Ohio. He, along with Dr. Anthony Rucci and Dr. Roy Lewicki of Ohio State’s Fisher College of Business, as architects of BRIGHT, created a program that is the only one of its kind in the nation. Each of our Board of Directors, legislative advocates and appointing authorities, including Ohio Governor John Kasich, has been critical to BRIGHT’s success.

From the start, focus groups were conducted in Cincinnati Public Schools, Cleveland Metropolitan Schools and Columbus City Schools to get feedback and identify the core competencies required for outstanding school leaders. I would like to thank Dr. Mary Ronan, Superintendent of Cincinnati Public Schools; Eric Gordon, CEO of the Cleveland Metropolitan School District; and Dr. Daniel Good, Superintendent of Columbus City Schools, and their teams, for their early investment and thought leadership in helping to inform our practice.

In the initial design of the program, it was intended that the Fellows would earn an MBA, be assigned a business mentor and serve for a full school year under the apprenticeship of an accomplished principal. Understanding that program development is an iterative process, my goal has been to assist in designing an ecosystem of supports that empowers our BRIGHT Fellows to move from recruitment, selection and training to service as transformational leaders in the field of education. Several key components were added to build upon the initial design:

• Courses from the College of Education in instructional leadership, early childhood, literacy instruction, data-driven instruction, special education, and more
• A year-long colloquia, in partnership with Battelle for Kids, to delve deeper into topics such as social-emotional learning and trauma
• Instructional rounds and site visits to help the BRIGHT Fellows examine the practice of successful schools in Ohio that are beating the odds
• A master rubric, in partnership with New Leaders for New Schools, to assess the efficacy and leadership competencies of the BRIGHT Fellows (conducted quarterly)
• Principal Coaches with a proven track record of raising student achievement, to provide 100 clock hours of technical assistance and support, and to measure the Fellows’ growth throughout their three years with the program
• Leadership domains and assessments to drive the in-building experience. The domains include (1) action planning and execution, (2) leading teams and data-driven instruction, (3) instructional excellence and (4) providing critical feedback to significantly increase stakeholder performance
• A protocol for an electronic portfolio to assess leadership competence, submitted by Fellows as a precursor to the recommendation for licensure
• An additional service requirement for Fellows to co-teach a minimum of one class period, at least three times a week, under an accomplished teacher, to better understand how to close achievement gaps and accelerate learning at the classroom level

Collaboration is a hallmark of this initiative. BRIGHT’s success owes much to the efforts of key stakeholders and partners, including but not limited to:

• Ohio Governor John Kasich and his cabinet
• Senate President Larry Obhof, former Senate President Keith Faber and all members of the Ohio Senate
• House Speaker Clifford Rosenberger, former House Speaker William Batchelder and all members of the Ohio House of Representatives
• Members of the Ohio Congressional Delegation
• Ohio Business Roundtable Chairman Gary Heminger of Marathon Petroleum, former Chairs Philip Cox of Cincinnati Bell and Michael Thaman of Owens Corning, and all members of the Ohio Business Roundtable
• Ohio State University President Michael Drake, Fisher College of Business Dean And Mahkija, College of Education and Human Ecology Dean Cheryl Ackerberg and faculty of the university
• Dr. Ronald Heifetz, Founding Director of the Center for Public Leadership and the King Hussein bin Talal Senior Lecturer in Public Leadership at the Harvard Kennedy School of Government
• Paolo DeMaria, State Superintendent of Public Instruction, Ohio Department of Education; the State Board of Education; and John Carey, Chancellor, Ohio Department of Higher Education
• Ohio school district superintendents, accomplished principal mentors, principal coaches and the thousands of courageous classroom teachers in our state
• National education partners — The New Teacher Project, New Leaders, Teach for America and Battelle for Kids
• Jones Day, for its wealth of pro bono legal assistance
• Board of Directors of BRIGHT (see page 15)

These stakeholders and partners have played a monumental role in our success. To all of them, we say, “Thank you for your assistance and support.” Our BRIGHT New Leaders will transform and change the lives of the most vulnerable children in the state of Ohio. Thank you again for your contribution to this important work.

Sincerely,

Thomas Maridada II
President and CEO

BRIGHT Fellows will transform and change the lives of the most vulnerable children in the state of Ohio. Thank you again for your contribution to this important work.
THE SEARCH FOR EXCEPTIONAL LEADERS CONTINUES

Gaining admission to the BRIGHT Fellowship program is a rigorous, highly selective, multi-stage process. Only those candidates who demonstrate true potential to serve as extraordinary school leaders advance through the process.

BRIGHT seeks exceptional leaders with the proven ability to:
- Inspire others to fulfill their true potential
- Gain people’s trust and commitment to follow the leader’s vision
- Make tough decisions and take action in complex situations
- Build and lead a high-performance team
- Lead change by encouraging diversity, fostering innovation and maintaining a high tolerance for uncertainty, ambiguity and risk

Above all, BRIGHT is looking for individuals with uncompromising ethical standards, a deep belief in the potential of all children to succeed and the personal passion to help them achieve a bright future.

Program Improvements

Based on our experience with the inaugural cohort of BRIGHT Fellows, we are improving the program to make it more impactful for both our Fellows and the children they will be serving. The new and improved program will provide for better pacing and greater reflection, and will allow us to go even deeper in preparing our Fellows for the enormous challenges they will face as building leaders changing culture and turning around high-priority schools.

The inaugural cohort of BRIGHT Fellows completed the program in 12 months. For Cohort 2, the program will be expanded to span 18 months, from January 2017 to June 2018.

The expanded timeline will assist us in providing a more coherent and effective delivery model and framework for BRIGHT. This will give our Fellows the opportunity to take a deeper dive into instructional leadership, which is a critical component of the skill set we wish to cultivate in participants.

Based on our experience with the inaugural cohort of BRIGHT Fellows, we are improving the program to make it more impactful for both our Fellows and the children they will be serving.
The **BRIGHT** experience is more than just earning an MBA, serving as a principal intern with mentorship from an accomplished principal and meeting periodically with a business executive mentor.

### Program Features

<table>
<thead>
<tr>
<th>Program Features</th>
<th>BRIGHT</th>
<th>New Leaders</th>
<th>NYC</th>
<th>REEP MBA</th>
<th>Relay</th>
<th>UVA</th>
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<tr>
<td>Recruitment and selection process developed in partnership with industrial psychologists focused on leadership competencies</td>
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<td>Robust orientation experience</td>
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<td>Adaptive leadership workshops</td>
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<td>Colloquia experiences on critical education topics</td>
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<td>MBA customized for an education leadership context</td>
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<td>Year-long immersion residency as Principal Intern</td>
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<td>Access during and after Fellowship year to veteran principal coach and/or superintendent</td>
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<td>Executive-level, C-Suite business mentor</td>
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<td>Fast track to K-12 Professional Administrator License</td>
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<td>Ongoing professional development and feedback</td>
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**BRIGHT** provides a robust, multi-faceted support system for its Fellows that enriches their learning experience with the insights and expertise of leaders from both educational and business arenas.
JOB PLACEMENTS
FOR COHORT 1 GRADUATES

This map shows the job placement locations for the 30 Cohort 1 BRIGHT Fellow graduates, as well as the type of position each graduate secured.
BRIGHT’s support for its Fellows continues beyond the completion of their Principal Intern experience and MBA coursework.

As BRIGHT Fellows secure placement as school leaders, they continue to benefit from ongoing access to OSU Fisher College faculty, principal coaches and business mentors, as well as from alumni gatherings and professional development and more.

To all our many partners, we say, “Thank you for your support. BRIGHT’s success is your success!”
The following schools (and their principals) and school districts (and their district leaders) hosted Cohort 1 BRIGHT Fellows as Principal Interns.

CINCINNATI PUBLIC SCHOOLS, MARY RONAN
- Academy of World Languages, Jacqueline Rowedder
- Hughes STEM High School, Kathy Wright
- Kilgour School, Angela Cook Fraser
- Riverview East Academy, Charlene Myers
- Westwood School, Christopher Grant
- Withrow University High School, Paul Daniels

CLEVELAND METROPOLITAN SCHOOL DISTRICT, ERIC GORDON
- Linn Academy, Nick Petry
- Warner Girls Leadership Academy, Audrey Staton-Thompson

COLUMBUS CITY SCHOOLS, DAN GOOD
- Aventine Elementary School, April Knight
- Champion Middle School, Stephanie Blund
- Northland High School, Jason Johnson
- Oldham Avenue Elementary School, Olympia Williams
- Starling K-B School, Bill Doerrmann
- Yorktown Middle School, Ronnie Brown

DAYTON PUBLIC SCHOOLS, LORI WARD
- Charity Adams Earl Grey Academy, Shilette Burke
- Middletown City Schools, Samison
  - Highview 6th-Grade Center, Jennifer Dennis
  - Middletown High School, Carmela Gatto

REYNOLDSBURG CITY SCHOOLS, TINA THOMAS-MANNING
- Reynoldsburg High School (Livingston Campus), Danielle Bomar
- Reynoldsburg High School (Summit Campus), Jacelyn Cosgrave

BRIGHT Fellows benefit immeasurably from the insights and experiences of their educator hosts and business executive mentors.

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The following business leaders, engaged through the Ohio Business Roundtable, who served as mentors to or otherwise supported the Cohort 1 BRIGHT Fellows.

Jane Grote Abell
CEO Donuts
Michael Anderson
Chairman The Andersons
George Barrett
CEO Cardinal Health
John Barrett
CEO Western & Southern Financial Group
Stephanie Bisselberg
Senior VP AK Steel
Rick Chiricosta
CEO Medical Mutual of Ohio
Michael Connelly
CEO Mercy Health
Phillip Cox
Chairman Cincinnati Bell
Tanny Crane
CEO The Crane Group
Thomas Feeney
CEO Safelite Group
Deborah Feldman
CEO Dayton Children’s Hospital
Renee Fillatroux
Senior VP AK Steel
Michael Gonsiorowski
Regional President PNC Bank
Jim Hagedorn
CEO Scotts Miracle-Gro Company
Joseph Hamrock
CEO NSource
Dee Haslam
Co-Owner Cleveland Browns
Gary Heminger
CEO Marathon Petroleum
James Henning
President Duke Energy
Dale Heydauff
Senior VP AEP
Erin Hoeflinger
President Anthem Ohio
Chad Jester
President
Susan Krieger
CEO Nationwide Insurance Foundation
Michael Lawson
President Grant Medical Center
Randall McShepard
VP RPM International
Melissa Miller
CEO Alliance Data
Berno Moreno
CEO The Moreno Group
Dennis Nash
CEO Kenan Advantage Group
Santa Ono
President University of Cincinnati
Stephen Rasmussen
CEO Nationwide Insurance
Albert Ratner
Co-Chairman Emeritus Forest City Realty Trust
Edward Roth
CEO Aultman Health Foundation
Schottlottstein
CEO MH Homes
Alex Shumate
Managing Partner Squire Patton Boggs
John Skory
President The Illuminating Company
Barbara Snyder
President Case Western Reserve University

Bruce Soll
Counsel L Brands
Stephen Steinour
CEO Huntington Bancshares
Al Stroucken
Chairman Owens-Illinois
Frank Sullivan
CEO RPM International
Mike Thaman
CEO Owens Corning
Tim Timken
CEO TimkenSteel
Lorraine Vega
Senior VP KeyCorp
Les Wexner
CEO L Brands
Sheilla Wright
Director Good Community Foundation
Tom Zenty
CEO University Hospitals
### KEY MILESTONES

**FEBRUARY 7, 2012**  
Inspiration: Ohio Governor John Kasich delivers the State of the State address from Wells Academy in Steubenville, named Ohio’s No. 1 ranked public elementary school for student achievement, despite being virtually 100% economically disadvantaged.

**NOVEMBER 12, 2012**  
Action: In response to the Governor, Ohio Business Roundtable releases “Failure Is Not An Option: How Principals, Teachers, Students and Parents from Ohio’s High-Achieving, High-Poverty Schools Explain Their Success,” independent research conducted by Public Agenda.

**JUNE 2013**  
Means: Ohio 130th General Assembly passes Amended Substitute House Bill Number 59, authorizing and funding “New Leaders for New Schools,” known today as “BRIGHT.”

**JUNE 2014**  
BRIGHT commissions sotrain, ltd. to: (a) conduct meta-analysis of 100 peer-reviewed articles, journals and studies focused on the impact principals have on their schools and (b) investigate practices related to the selection, recruitment and development of principals, and competencies or attributes of principals.

**SEPTEMBER 2014**  
BRIGHT conducts focus groups with principals and district leadership in three largest districts in Ohio (Cincinnati, Cleveland and Columbus).

**JANUARY 2015**  
www.BrightOhio.org launched, opening recruitment period for BRIGHT Cohort 1.

**MARCH 2015**  
Dr. Thomas G. Maridada II appointed as President and CEO of BRIGHT.

**APRIL 2015**  
Ohio Business Roundtable engages Dr. Ronald Heifetz, founding director and King Hussein bin Talal Senior Lecturer in Public Leadership at Harvard Kennedy School, for yearlong Adaptive Leadership Symposium.

**MAY 2015**  
BRIGHT Cohort 1 selected (850 applications for 35 seats).

**JUNE 2015**  
BRIGHT Cohort 1 begins yearlong Principal Internship and MBA coursework at OSU Fisher College of Business.

**NOVEMBER 2015**  
Opening of recruitment and selection process for BRIGHT Cohort 2.

**JUNE 2016**  
BRIGHT Cohort 2 selected (650 applications for 35 seats).

**AUGUST 2016**  
BRIGHT Cohort 1 graduates from OSU Fisher College of Business and are awarded 5-year K-12 Professional Administrator License by Ohio Department of Education (ODE). 100% job placement for Cohort 1 Fellows who were awarded the MBA and licensed by ODE.

**OCTOBER 2016**  
Ohio Congressional Delegation in a letter to the U.S. Secretary of Education extends overwhelming bipartisan support for and pride in the creation of BRIGHT.

**DECEMBER 2016**  
Cohort 2 MBA classes start.

**FEBRUARY 2017**  
Governor John Kasich continues funding for BRIGHT in his proposed 2018-19 budget.

**AUGUST 2017**  
Cohort 2 begins in-building Principal Internships throughout Ohio. Cohort 3 recruitment begins.

**APRIL-MAY 2018**  
Cohort 3 final selection and Fellowship offers awarded.

**MAY 2018**  
Cohort 2 granted MBAs from OSU Fisher College of Business; ODE awards 5-year, K-12 administrative licence.

**JULY 2018**  
Cohort 1 begins Year 2 of post-fellowship assignment. Cohort 2 begins Year 1 of post-fellowship assignment.

**DECEMBER 2018**  
Cohort 3 orientation and MBA coursework begins.