

LOS ANGELES UNIFIED SCHOOL DISTRICT
MEMORANDUM

TITLE: Aspiring Principals Program 2023-2024

NUMBER: MEM-053500.5

ISSUER: Ileana M. Dávalos
Chief Human Resources Officer
Human Resources Division

DATE: June 30, 2023

PURPOSE: The purpose of this Memorandum is to outline the procedures necessary for qualified candidates to apply for the Aspiring Principals Program (APP): Cohort XI.

MAJOR CHANGES: This Memorandum replaces Human Resources Division MEM-053500.4 of the same subject issued June 6, 2022. The content has been revised to reflect the current cohort.

BACKGROUND: The Los Angeles Unified School District’s (LAUSD) primary promotional pathway for principal positions is through the successful completion of the APP. The APP: Cohort XI is a targeted professional development program aligned to the Los Angeles Unified *School Leadership Framework* (SLF) and the Los Angeles Unified *2022-26 Strategic Plan* in the areas of data-driven instructional and operational leadership. The program is grounded in the SLF professional learning standards, including Leadership and Professional Growth, Change Management, Instruction, Culture of Learning and Positive Behavior, Family and Community Engagement, and Systems and Operations. Highly qualified, equity driven leaders are essential to accelerating student achievement. This comprehensive program focuses on developing transformational school leaders prepared to meet the challenge of improving outcomes for all students.

To be placed in the LAUSD three-year eligibility pool for principal positions, candidates must successfully complete the APP by attending all sessions, completing assignments, and passing the In-Basket Examination. The In-Basket Examination is a comprehensive assessment that evaluates a candidate’s ability to apply the learnings from the program in the areas of instructional and operational leadership. Qualified candidates who are endorsed and interested in a principal position for the 2024-2025 school year should consider applying to the program. Note that participation in this program does not waive minimum District requirements for principal positions.

ROUTING
All Certificated
Employees
All Schools

INSTRUCTIONS: I. PROGRAM DETAILS

The Aspiring Principals Program is a 40-hour cohort-based program for District employees who aspire to assume the role of principal. Participants will experience learning in a Hybrid Model consisting of Synchronous (two hours bi-weekly via Zoom or Face-to-Face) and Asynchronous (two hours bi-weekly) work via the My Professional Learning Network (MyPLN) platform. APP participants build their leadership capacity through self-reflection, group discussions, and extensive practice with real-life scenarios. During each session, the content is presented by practitioners in the field who are familiar with the role of the principal in leading the work. After each Synchronous session, participants will complete Asynchronous assignments.

Synchronous Schedule (Dates, times and location are subject to change):

Time/Location: 5:00 p.m. – 7:00 p.m.
Via Zoom or Face-to-Face (at a central location)

| DATE | STRATEGIC PLAN | TOPIC |
|--------------------|---|---|
| September 28, 2023 | Strategic Plan Pillar 5: Investing in Staff Priority 5D: High Performance Standards | SLF-Standard 1- <i>Leadership and Professional Growth</i> Topic <ul style="list-style-type: none"> Leadership Qualities and Dispositions of Effective Principals |
| October 19, 2023 | Strategic Plan Pillar 3: Engagement and Collaboration Priority 3D: Honoring Perspectives | SLF-Standard 2- <i>Change Management</i> Topic <ul style="list-style-type: none"> Implementing, and Sustaining a Vision for Student Success |
| November 2, 2023 | Strategic Plan Pillar 2: Joy and Wellness Priority 2A: Welcoming Learning Environments | SLF-Standard 4- <i>Culture of Learning and Positive Behavior</i> Topic <ul style="list-style-type: none"> Overseeing School Site Operations |
| November 16, 2023 | Strategic Plan Pillar 1: Academic Excellence Priority 1A: High-Quality Instruction | SLF-Standard 3- <i>Instruction</i> Topic <ul style="list-style-type: none"> Leading Rigorous and Relevant Professional Development to Support Effective Teaching Practices |

| DATE | STRATEGIC PLAN | TOPIC |
|-------------------|--|--|
| December 7, 2023 | Strategic Plan Pillar 5: Investing in Staff Priority 5D: High Performance Standards | SLF-Standard 2- <i>Change Management</i> Topic <ul style="list-style-type: none"> Working with Staff Relations to Ensure Effective Performance Management |
| January 18, 2024 | Strategic Plan Pillar 4: Operational Effectiveness Priority 4C: Sustainable Budgeting | SLF-Standard 6- <i>Systems and Operations</i> Topic <ul style="list-style-type: none"> Implementing Sustainable and Equitable School Budgets |
| February 1, 2024 | Strategic Plan Pillar 3: Engagement and Collaboration Priority 3A: Strong Relationships | SLF-Standard 5- <i>Family and Community Engagement</i> Topic <ul style="list-style-type: none"> Engaging and Empowering Family and Community Members |
| February 15, 2024 | Strategic Plan Pillar 2: Joy and Wellness Priority 2C: Strong Social-Emotional Skills | SLF-Standard 1- <i>Leadership and Professional Growth</i> Topic <ul style="list-style-type: none"> Designing and Sustaining Welcoming, Safe, Affirming, and Inclusive Learning Environments |
| February 29, 2024 | Strategic Plan Pillar 5: Investing in Staff Priority 5A: Diverse Workforce | SLF-Standard 6- <i>Systems and Operations</i> Topic <ul style="list-style-type: none"> Investing in All Staff |
| March 14, 2024 | Strategic Plan Pillar 1: Academic Excellence Priority 1C: Eliminating Opportunity Gaps | SLF-Standard 4- <i>Culture of Learning and Positive Behavior</i> Topic <ul style="list-style-type: none"> Maintaining High Performance Standards |

Other Dates: September 26, 2023, Introductory Meeting
Week of April 1, 2024, In-Basket Examination
May 16, 2024, Closing Ceremonies

II. ELIGIBILITY

To be eligible to apply, applicants must meet the following requirements:

- Eight years of successful full-time certificated service in a public school.
- Two years of service in an administrative or supervisory position utilizing an administrative services credential, such as assistant principal or equivalent position, by June 30, 2024.*
- At least three years as a teacher in a PreK-12 program or Early Education Center; or (for Adult School aspiring principals) at least two years as a teacher or counselor at a secondary school or adult school.
- A Master's degree from an accredited college or university.
- A valid California Administrative Services Credential.
- A valid California Teaching Credential.

*** Alternative Requirements for Pilot School Candidates:**

One of the following to be completed by June 30, 2024:

- One year of service in an administrative or supervisory position utilizing an administrative credential, such as assistant principal or equivalent position.
- Three years of verifiable full-time experience in non-classroom leadership positions (such as coordinator, instructional coach, or dean).

A portion of this time may include the following:

- a) Experience as a lead teacher and successful completion of this Aspiring Principals Program sponsored by the Human Resources Division.
- b) Experience as a member of a Pilot School Design team and successful completion of this Aspiring Principals Program sponsored by the Human Resources Division.

Requirements for Early Education Center Candidates:

- At least three years of successful full-time services as a teacher or in an administrative or supervisory position in a public school child development program, licensed child day care center, preschool, or elementary school (K-3)
- A Master's degree from an accredited college or university
- Valid California Administrative Services credential authorizing services at a preschool level **OR** a Child Development Program Director Permit.
- Completed at least four semester units of equivalent study in Multicultural Education coursework.

All minimum requirements must be met before the APP application filing deadline. For questions about your eligibility, please contact Aida Rodriguez at (213) 241-6886.

III. APPLICATION PROCESS

To be considered for this program, submit the following:

- A current résumé (2 pages maximum)
- A letter of intent (1 page maximum) describing leadership experiences with the following:
 - Ensuring equity for all students
 - Delivering high quality professional development
 - Engaging families and community as partners

Please download the following Word formatted attachments from the LAUSD e-library:

- The APP Self-Assessment for Determination of Readiness and Scenarios (Attachment A).
- The Determination of Readiness Supervisor's Endorsement (Attachment B).

All materials (letter of intent, résumé, Attachments A and B) must be submitted via the following link: <https://bit.ly/23APPApp> no later than **3:00 p.m. on Friday, August 25, 2023.**

PLEASE NOTE: Applications that are incomplete or are received after the deadline will not be considered.

ATTACHMENTS: Attachment A: Self-Assessment for Determination of Readiness and Scenarios
Attachment B: Determination of Readiness Supervisor's Endorsement

ASSISTANCE: For further information, please contact Rosie Elmore, rguerr9@lausd.net, Administrative Coordinator, Educator Development and Support.

FREQUENTLY ASKED QUESTIONS: To view responses to questions regarding the application process, go to <https://bit.ly/23APPFAQs>.

DUE DATE:
Friday, August 25, 2023
by 3:00 p.m.

Submit all materials via
<https://bit.ly/23APPApp>

ASPIRING PRINCIPALS PROGRAM
APPLICANT'S SELF-ASSESSMENT
FOR DETERMINATION OF READINESS (DoR) AND SCENARIOS INSTRUCTIONS

Purpose

The Self-Assessment for Determination of Readiness and Scenarios are intended to be used as a reflection tool to guide the applicant in assessing readiness for the principal position.

Directions

- Self-Assessment for Determination of Readiness (DoR):
 - Respond to **four of the six** prompts by writing specific descriptions of situations you encountered, tasks you were assigned or volunteered for, actions you took, and the results that were achieved.
 - For the four prompts you selected, rate your level of proficiency based on your experience using the rubric descriptors in the School Leadership Framework (SLF).
 - Respond in **200 words or less** using an 11-point font.
- Scenarios:
 - Respond to **both** scenarios ensuring you address all parts of the prompt.
 - Respond using **250 words or less** using an 11-point font.

Resources

- Link to the [APP Application Rubrics](#) (résumé, letter of intent, Self-Assessment for Determination of Readiness, and Scenarios)
- Link to the [LAUSD School Leadership Framework](#)

Supervisor's Endorsement

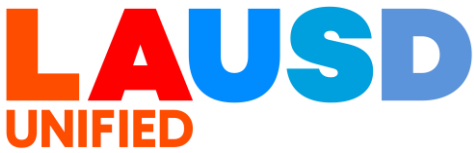
- Schedule an informal meeting with your immediate supervisor to discuss the following:
 - Their observations and assessments of your experiences,
 - Your readiness to effectively carry out the duties of the position of principal as measured by the SLF, and
 - Their willingness to endorse you for this program.
- If your immediate supervisor is willing to endorse you for the program, share your responses to the Self-Assessment for Determination of Readiness and Scenarios (Attachment A) with your supervisor for review. Additionally, upload the Determination of Readiness Supervisor's Endorsement (Attachment B) with your supervisor's signature to the following link <https://bit.ly/23APPApp>.



ASPIRING PRINCIPALS PROGRAM
APPLICANT’S SELF-ASSESSMENT FOR DETERMINATION OF READINESS (DoR) AND
SCENARIOS

As you complete the *APP Applicant’s Self-Assessment for Determination of Readiness* (1) respond to **four of the six** prompts candidly and accurately describing experiences you have had so far in your career, (2) for the four prompts you selected, rate your level of proficiency based on your experience using the rubric descriptors in the School Leadership Framework (SLF), and (3) respond in **200 words or less**, using an 11-point font. The *SLF* can be accessed by clicking [here](#).

| Element 1A1: Demonstrates personal and professional ethics, integrity, and judgment. | Limited to No Experience Yet | Developing | Effective | Highly Effective |
|---|------------------------------|--------------------------|--------------------------|--------------------------|
| Describe a specific time when you modeled ethical behavior and integrity in interactions within and outside the school and administered school policies. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Please download the Word-formatted Attachment A from the LAUSD eLibrary and type your response in the attachment. | | | | |
| Element 2C1: Uses data to determine school-wide priorities and goals. | Limited to No Experience Yet | Developing | Effective | Highly Effective |
| Describe a specific time when you used classroom-level and/or school-wide data to determine goals aligned to the school’s vision of high expectations. This could include how you collaborated with a team to use data. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Please download the Word-formatted Attachment A from the LAUSD eLibrary and type your response in the attachment. | | | | |
| Element 3A2: Ensures high-quality professional development that results in implementation of effective pedagogy. | Limited to No Experience Yet | Developing | Effective | Highly Effective |
| Describe a specific time when you provided high-quality professional development and resources to support teachers in modifying their pedagogy. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Please download the Word-formatted Attachment A from the LAUSD eLibrary and type your response in the attachment. | | | | |



ASPIRING PRINCIPALS PROGRAM
APPLICANT’S SELF-ASSESSMENT FOR DETERMINATION OF READINESS (DoR) AND
SCENARIOS

| Element 4A2: Manages respectful conflict resolution in the school community. | Limited to No Experience Yet | Developing | Effective | Highly Effective |
|---|------------------------------|--------------------------|--------------------------|--------------------------|
| Describe a time when you created or maintained a professional environment where most staff and family members communicated differences of opinion in a respectful manner. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Please download the Word-formatted Attachment A from the LAUSD eLibrary and type your response in the attachment. | | | | |
| Element 5A1: Engages community and family members and involves them in leadership opportunities. | Limited to No Experience Yet | Developing | Effective | Highly Effective |
| Describe an example in which you provided opportunities for parents to participate/assume leadership opportunities. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Please download the Word-formatted Attachment A from the LAUSD eLibrary and type your response in the attachment. | | | | |
| Element 6C2: Ensures that school decisions adhere to relevant District policies and comply with legal requirements. | Limited to No Experience Yet | Developing | Effective | Highly Effective |
| Describe a time when you had to review District policies and legal requirements to guide an important decision. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Please download the Word-formatted Attachment A from the LAUSD eLibrary and type your response in the attachment. | | | | |



As you complete the *APP Applicant's Scenarios*: (1) respond to **both** scenarios ensuring your address all parts of the prompt, and (2) respond using **250 words or less** using an 11-point font. For your reference, the *SLF* can be accessed by clicking [here](#).

Scenario 1

Element 3a3: Creates collaboration structures that support ongoing development.

As the Principal of Western Middle School, you notice that many teachers are not collaborating and sharing their ideas with one another during department/grade level meetings. Your goal is to make this designated planning time as productive as possible.

- What are your immediate actions?
- What systems could you put in place to ensure opportunities for teams of teachers to collaborate for their own professional growth and in support of student learning?

Please download the Word-formatted Attachment A from the LAUSD eLibrary and type your response in the attachment.

Scenario 2

4a2: Manages respectful conflict resolution in the school community.

It was brought to your attention that a group of teachers confronted the evening custodial staff to complain about the lack of classroom cleanliness. The custodial staff told them that some of the classrooms are so dirty and the cleaning schedule does not allow for a more in-depth cleaning. Both groups would like to meet with you.

- What are your immediate actions?
- What systems might you put in place to promote a respectful resolution of conflicts schoolwide?

Please download the Word-formatted Attachment A from the LAUSD eLibrary and type your response in the attachment.

DUE DATE:
Friday, August 25, 2023
by 3:00 p.m.

Submit all materials via
<https://bit.ly/23APPApp>

ASPIRING PRINCIPALS PROGRAM
SUPERVISOR'S GUIDE
TO MANAGING THE DETERMINATION OF READINESS (DoR) PROCESS

Your role in the *Determination of Readiness (DoR)* process is to support the development of future leaders who possess the knowledge, skills, abilities, and judgment to be considered for the position of principal. Your determination should be made based on your observation and assessment of the individual's work performance as described by the L.A. Unified *School Leadership Framework (SLF)*.

1. Review each *SLF* element of the candidate's *APP Applicant's Self-Assessment for Determination of Readiness and Scenarios* and determine whether the applicant's descriptions of experiences accurately reflect their readiness to further influence student outcomes and achievements in a principal position. When reflecting on the applicant's aptitude for performing effectively as a principal in the 2024-2025 school year, consider your personal observation of the quality of their work, job-related judgment, and the experiences the applicant described in their responses.
2. Complete Attachment B, *Determination of Readiness Supervisor's Endorsement* indicating your decision on whether to provide your endorsement. Applicants who do not demonstrate readiness, as described by the *SLF*, should not be endorsed at this time.
3. Once you have made your determination of the applicant's readiness, meet with the applicant to discuss your determination to endorse or not to endorse.
 - If endorsing the applicant, return the completed and signed *DoR Supervisor's Endorsement Page* and the *APP Applicant's Self-Assessment for Determination of Readiness and Scenarios* to them. Begin a discussion about areas of school leadership where more experiences and exposure might best prepare the applicant for future success as principal.
 - If the applicant is not endorsed, discuss areas that need further development and collaboratively consider a growth strategy that will provide the applicant with the appropriate professional experience to be able to develop competencies in those areas.
4. Individuals who receive an endorsement from their supervisor **and** who are successful in the paper screening process will be invited to participate in an interview. Those individuals who are successful in the interview will have the opportunity to participate in the APP: Cohort XI. Candidates who successfully complete APP by attending all sessions, finishing all assignments and related assessments, and passing the culminating In-Basket Examination will be placed in the L.A. Unified three-year eligibility pool for principals.

To view responses to questions regarding the application process, go to <http://bit.ly/23APPFAQs>.



ASPIRING PRINCIPALS PROGRAM
DETERMINATION OF READINESS (DoR)
SUPERVISOR’S ENDORSEMENT PAGE

APPLICANT’S NAME: Click or tap here to enter text.

CURRENT POSITION: Click or tap here to enter text.

CURRENT SUPERVISOR

| | |
|--|---|
| Name: <u>Click or tap here to enter text.</u> | Phone: <u>Click or tap here to enter text.</u> |
| Title: <u>Click or tap here to enter text.</u> | Location: <u>Click or tap here to enter text.</u> |
| Email: <u>Click or tap here to enter text.</u> | |

THIS INDIVIDUAL HAS MY FINAL ENDORSEMENT

I, as the supervisor of the applicant listed above, **unequivocally support** this applicant’s readiness based on the applicant’s aptitude for assuming the responsibilities of the principal position. Also, I will serve as a mentor by providing access to critical (non-confidential) information for the applicant to review, reflect upon, and refine in preparation for serving as principal (e.g., budget, master program, classroom observations, job shadowing, etc.)

The decision to endorse this applicant has been made based on my observations and assessment of the applicant’s job performance and my review of their *APP Applicant’s Self-Assessment for Determination of Readiness and Scenarios*. I reviewed the *School Leadership Framework* to substantiate my decision. I certify that I have met with the applicant and discussed my determination to endorse.

SUPERVISOR’S SIGNATURE: _____ DATE: Click or tap to enter a date.