



# LOS ANGELES UNIFIED SCHOOL DISTRICT MEMORANDUM

**TITLE:** Aspiring Principals Program 2021-2022

**NUMBER:** MEM-053500.3

**ISSUER:** Linda Del Cueto  
Chief Human Resources Officer  
Human Resources Division

**DATE:** June 7, 2021

**DUE DATE:** **Friday, September 10, 2021** – Applications are due no later than 5:00 p.m. to the Human Resources Division, Administrator Development and Support at [AdminDevelopment@lausd.net](mailto:AdminDevelopment@lausd.net).

**ROUTING**  
All Certificated  
Employees  
All Locations

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

**MAJOR CHANGES:** This Memorandum replaces Human Resources Division MEM-053500.2 of the same subject issued June 17, 2019. The content has been revised to reflect the current cohort.

**BACKGROUND:** The Los Angeles Unified primary promotional pathway for principal assignments is through the successful completion of APP. To be placed in the L.A. Unified three-year eligibility pool for principals, candidates must successfully complete APP by attending all sessions, completing assignments, and passing the In-Basket Examination. Qualified candidates who are interested in a principal assignment for the 2022-2023 school year should consider applying to the program. Note that participation in this program does not waive minimum District requirements for principal assignments.

The APP: Cohort IX is a targeted professional development opportunity aligned to the Los Angeles Unified *School Leadership Framework* (SLF) in the areas of data-driven instructional and operational leadership. The SLF professional learning standards include 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 concentrates on developing transformational school leaders prepared to meet the challenge of improving outcomes for all students.



# LOS ANGELES UNIFIED SCHOOL DISTRICT MEMORANDUM

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## OVERVIEW: I. PROGRAM DETAILS

The Aspiring Program is a 40 hour pipeline program. Participants will experience learnings in a Hybrid Model consisting of Synchronous (one and half hours bi-weekly) and Asynchronous (two and half hours bi-weekly) model via the My Professional Learning Network (MyPLN) platform. The program will culminate with an In-Basket Examination. The Synchronous Instruction schedule is below and Asynchronous will be completed after the Synchronous session.

Synchronous Schedule:

**Time/Location:** 5:00 p.m. – 6:30 p.m.  
Via Zoom

<b>Dates:</b>	October 13, 2021	January 19, 2022
	October 27, 2021	February 2, 2022
	November 10, 2021	February 16, 2022
	December 1, 2021	March 2, 2022
	December 15, 2021	March 16, 2022

**Other Dates:** Week of April 4, 2022, In-Basket Examination  
Week of May 2, 2022, Mock Interviews  
May 11, 2022, Closing Ceremonies  
(Dates, times and location are subject to change)

## 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, 2022.
- At least three years as a teacher in a PreK-12 program or Early Education Center; or (for Adult Schools) at least two years as a teacher or counselor at a secondary school or adult school.

**Additional Requirements for Pilot School Principal Candidates:**

One of the following:

- One year of service in an administrative or supervisory position utilizing an administrative credential, such as assistant principal or equivalent position.
- Three (3) years of verifiable full-time experience in non-classroom leadership positions (such as coordinator, instructional coach, or dean).



# LOS ANGELES UNIFIED SCHOOL DISTRICT MEMORANDUM

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A portion of this time may include the following:

- a) Experience as a lead teacher and successful completion of an Aspiring Principals Program sponsored by Human Resources Division.
  - b) Experience as a member of a Pilot School Design team and successful completion of an Aspiring Principals Program sponsored by Human Resources Division.
- A Master's degree from an accredited college or university
  - A valid California Administrative Services Credential
  - A valid California Teaching Credential

*All minimum requirements must be met before the APP application filing deadline. It is the applicant's responsibility to ensure that documentation of minimum requirements is on file with the Human Resources Division, Administrative Selection Unit before the filing deadline; otherwise, the application will not be reviewed. For information on submitting your documentation, please email Aida Rodriguez at [aida.rodriguez@lausd.net](mailto:aida.rodriguez@lausd.net).*

### III. APPLICATION PROCESS

To be considered for this program, use the checklist and submit the following:

- A current resume (2 pages maximum)
- A Letter of Intent (1 page maximum) describing leadership experiences with the following:
  - Promoting a shared responsibility for all students
  - Ensuring high quality professional development
  - Engaging families and community as partners

*Please download the following Word formatted attachments:*

- The Application for Enrollment (Attachment A).
- The APP Self-Assessment for Determination of Readiness and Scenarios (Attachment B). It is recommended that you review your responses with your current supervisor.
- The Determination of Readiness Supervisor's Endorsement (Attachment C).

All materials (Letter of Intent, Resume, signed Attachments A, B and C) must be **scanned in a single PDF file format** and submitted via email to: [AdminDevelopment@lausd.net](mailto:AdminDevelopment@lausd.net) **no later than 5:00 p.m. on Friday, September 10, 2021**. In the subject line of the email, include your name and cohort (e.g., Smith, John – APP: Cohort IX). **Applications that are incomplete or are received after the deadline will not be considered.**



# LOS ANGELES UNIFIED SCHOOL DISTRICT MEMORANDUM

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**RELATED RESOURCES:** Attachment A: Application Instructions and Enrollment Form  
Attachment B: Self-Assessment for Determination of Readiness and Scenarios  
Attachment C: Determination of Readiness Supervisor's Endorsement

**ASSISTANCE:** For further information, please contact Heather Lower Lowe ([hlowe@lausd.net](mailto:hlowe@lausd.net)),  
Administrative Coordinator, Administrator Development and Support.

**FREQUENTLY ASKED QUESTIONS:** To view responses to questions regarding the application process, go to  
[http://bit.ly/FAQs\\_APP](http://bit.ly/FAQs_APP).



LOS ANGELES UNIFIED SCHOOL DISTRICT  
MEMORANDUM

ATTACHMENT A

**DUE DATE:**  
**Friday, September 10, 2021**  
**Email complete application to:**  
[AdminDevelopment@lausd.net](mailto:AdminDevelopment@lausd.net)  
**NO FAXES ACCEPTED**

ASPIRING PRINCIPALS PROGRAM  
APPLICATION FOR ENROLLMENT

1. \_\_\_\_\_  
Name (Last) (First) (Middle)
2. \_\_\_\_\_  
Address (Street) (City) (Zip Code)
3. \_\_\_\_\_ 4. \_\_\_\_\_  
L.A. Unified Employee Number L.A. Unified E-mail
5. \_\_\_\_\_ 6. \_\_\_\_\_  
Home Phone Cell Phone
7. \_\_\_\_\_  
Current Position
8. \_\_\_\_\_  
Current Supervisor
9. \_\_\_\_\_  
Current School (Office)
10. \_\_\_\_\_ 11. \_\_\_\_\_  
Work Phone Local District (Division)
12. Have you ever received a Notice of Unsatisfactory Service/Act or a Below Standard Evaluation?  Yes  No

*I certify that all information contained in this application and all supplementary materials submitted are true and correct. I understand that Human Resources Division may verify this information. I acknowledge that some of the ratings and results of my performance may be confidential. I understand that participation in this program does not waive minimum District requirements for principal assignments.*

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



# LOS ANGELES UNIFIED SCHOOL DISTRICT MEMORANDUM

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ATTACHMENT B

**DUE DATE:**  
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## 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**

- 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. This is commonly referred to as the **STAR** method: Situation, Task, Actions, Result. Your response for each prompt should be **200 words or less**.
- Rate your level of proficiency based on your experience using the rubric descriptors in the School Leadership Framework (SLF).
- Respond to **both** scenarios ensuring you address: Remember to answer - What are your immediate steps? What are your long-term plans? What additional data might you need? Who might support you? How will you monitor your work? Your response for each scenario should be **250 words or less**.

### **Resources**

- The School Leadership Framework ([Click here to view SLF](#)).

### **Supervisor's Endorsement**

- Schedule a meeting with your immediate supervisor to discuss his/her observations and assessments of your experiences, ratings and readiness to effectively carry out the duties of the position of principal as measured by the SLF.
- Prior to your meeting, forward a copy of your Self-Assessment for Determination of Readiness and Scenarios (Attachment B) and Determination of Readiness Supervisor's Endorsement (Attachment C) to your supervisor for review.



**LOS ANGELES UNIFIED SCHOOL DISTRICT  
MEMORANDUM**

ATTACHMENT B

**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* for the identified *School Leadership Framework (SLF)* elements, respond to **four of the six** prompts by writing specific descriptions of situations you encountered, tasks you volunteered for or were assigned, actions you took and results you achieved. Candidly and accurately describe experiences you have had so far in your career. The *SLF* can be accessed by clicking [here](#). Your response for each prompt should be **200 words or less**.

Element 1A5: Participates in, and implements new learning from, professional development.	Limited to No Experience Yet	Developing	Effective	Highly Effective
Describe how you regularly seek opportunities for professional development to enhance your content and leadership skills. How do you implement what you learn to improve your practice?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.				
Element 2A1: Promotes a shared sense of responsibility for all students.	Limited to No Experience Yet	Developing	Effective	Highly Effective
Describe how you have supported, communicated, and promoted a shared sense of responsibility for all students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.				
Element 3A4: Builds capacity of staff to analyze and utilize student data.	Limited to No Experience Yet	Developing	Effective	Highly Effective
Describe how you have created structures for teams of teachers to access and analyze multiple sources of data to identify learning progress and gaps to determine differentiation of support for students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.				



**LOS ANGELES UNIFIED SCHOOL DISTRICT  
MEMORANDUM**

ATTACHMENT B

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

Element 4A1: Establishes or maintains a positive school climate, including workplace conditions for staff.	Limited to No Experience Yet	Developing	Effective	Highly Effective
Describe how you have modeled fairness, respect, and collaboration for staff and other members of the school community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.				
Element 5A2: Provides opportunities for family and community engagement.	Limited to No Experience Yet	Developing	Effective	Highly Effective
Describe how you have established regular opportunities for family education. Share how you have elicited their input to help plan, design, and deliver the learning opportunity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.				
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 built the capacity of staff to analyze and apply district policies and legal requirements to guide school decisions. How did you communicate, facilitate, and ensure that future decisions were aligned with policies and state requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.				





# LOS ANGELES UNIFIED SCHOOL DISTRICT MEMORANDUM

## ATTACHMENT B

As you complete the *APP Applicant's Scenarios*, respond to **both** prompts by writing specific descriptions of how you would respond to the situation, what your task would be, actions you would take and any follow up needed to achieve your outcome. Remember to answer all of the sub questions. The *SLF* can be accessed to guide your thinking by clicking [here](#). Your response for each scenario should be **250 words or less**.

### Scenario 1

Element 4a1: Establishes or maintains a positive school climate, including workplace conditions for staff.

It is a Banked Tuesday, right after your last lunch supervision, your Community of Schools Administrator (CoSA) arrives early to walk the campus and observe your PD. The CoSA shares with you her observations of her visit including adults at the school not always being respectful to each other and the office staff not being very welcoming.

- What are your immediate steps?
- What are your long-term plans?

Click or tap here to enter text.

### Scenario 2

Element 3a2: Ensures high-quality professional development that results in implementation of effective pedagogy.

Your CoSA has scheduled a meeting with you for next week to discuss how you will introduce SEL practices to your staff. You have already begun to brainstorm what you would do immediately. In preparation for next week's meeting, write a brief summary:

- What are your immediate steps?
- What long term strategy you might employ?
- What additional data or resources you may need?
- Which persons will you enlist to support the work?
- How will you monitor your progress?

Click or tap here to enter text.



LOS ANGELES UNIFIED SCHOOL DISTRICT  
MEMORANDUM

ATTACHMENT C

**DUE DATE:**  
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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 a 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 his/her 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 2022-2023 school year, consider your personal observation of the quality of his/her work, job-related judgment, and the experiences the applicant described in his/her responses.
2. Complete Attachment C, *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 him/her. Begin 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 the 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 IX. 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/FAQs\\_APP](http://bit.ly/FAQs_APP).



**LOS ANGELES UNIFIED SCHOOL DISTRICT  
MEMORANDUM**

ATTACHMENT C

**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 his/her *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.