



OAKLAND UNIFIED
SCHOOL DISTRICT

Community Schools, Thriving Students

EFFECTIVE PRINCIPALS & LEADERSHIP TASK FORCE

Staff Lead: Gia Truong

Alignment with District Vision

OUSD MISSION/VISION

All students will graduate. As a result, they are caring, competent, and critical thinkers, fully-informed, engaged, and contributing citizens, and prepared to succeed in college and career.



OUSD GOAL

To create a FULL SERVICE COMMUNITY DISTRICT that serves the whole child, eliminates inequity, and provides each child with an excellent teacher every day.



EFFECTIVE PRINCIPAL & LEADERSHIP GOAL

To ensure that there is a strong principal in every school by recruiting, training, and empowering principals to lead full-service community schools effectively and efficiently

Effective Principals & Leadership Task Force

TASK FORCE GOALS

- To define high quality leadership for FSCS
- To develop a plan to recruit, train, and empower principals to lead FSCS effectively and efficiently
- To align recruitment, professional development, and evaluation to the new definition of high quality for FSCS

TASK FORCE DELIVERABLES

- Definition of high quality leadership for FSCS (includes instructional leadership for college and career readiness literacies, as well as, leadership for wrap around services for high needs students)
- Rubrics, self-assessment protocols, and tools
- Recruitment plan to hire high quality leaders for FSCS
- Professional development plan to build the capacity of principals to be effective and efficient FSCS leaders
- Recommendations for evaluation system that aligns with new definition

Task Force Membership

NAME	TITLE	ORGANIZATION	TASK FORCE ROLE
Gia Truong	Executive Officer of Leadership, Curriculum, and Instruction	OUSD	Lead
Kristina Tank-Crestteto	Manager of the Leadership Team	OUSD	Core member
Sele nadel-Hayes	Manager of Operations Support	OUSD	Core member
Lead Principal (Region 1)	Principal	OUSD	Core member
Lead Principal (Region 2)	Principal	OUSD	Core member
Lead principal (Region 3)	Principal	OUSD	Core member
High school principal	Principal	OUSD	Core member
UAOS member	Administrator	OUSD / UAOS	Core member
Lynda Tredway	Professor - Principal Leadership Institute @ Berkeley	University of California Berkeley	Core member
Janette Hernandez	PK-8 RExO	OUSD	Member
Daniel McLaughlin	Bay Area Executive Director of New Leaders for New Schools	NLNS	Member
4 additional principals in Region 1 (includes H.S.)	Principal	OUSD	Member
4 additional principals in Region 2 (includes H.S.)	Principal	OUSD	Member
4 additional principals in Region 3 (includes H.S.)	Principal	OUSD	Member
School Improvement Specialist	Specialist	OUSD	Member
John Hall	Leadership Consultant	Consultant	Member
Kyla Johnson	Administrator on Special Assignment	OUSD	Member

Operating Norms & Work Structure

OPERATING NORMS

- **Transparency:** communicate process to all stakeholders by posting meeting dates, agendas, and minutes on OUSD website
- **Interdependence:** partner with all stakeholders as well as other task forces and departments to ensure the process and outcomes are aligned to the OUSD strategic plan
- **Collaboration:** include all stakeholders in the conversation equitably and thoughtfully
- **Balance of Internal & External Resources:** build on the wisdom and knowledge of OUSD staff as well as external expertise and current research of best practice

WORK STRUCTURE

- Core members meet bi-monthly to understand current research on leadership and plan task force agendas and activities to ensure deliverables are met.
- Task force members meet monthly to understand current research on leadership, share knowledge and expertise, and work on deliverables
- All principals will give input and feedback to task force at the regional/network meetings.

Key Dates & Project Plan Overview

KEY DATES

- Core members meet on the first and third Monday of the month (September 20, 2010: first mtg of core members)
- Task force members meet the last Monday of the month (September 27, 2010-first mtg of task force members)
- Definition of high quality effective leadership for FSCS by January 31, 2010
- External and Internal Community Engagements by January 31, 2010
- Presentation to OUSD Board of Education's Teaching and Learning Committee on February 7, 2011
- Rubrics, self-assessment protocols, and tools by February 28, 2011
- Recruitment plan to hire high quality leaders for FSCS by March 28, 2011
- Professional development plan to build the capacity of principals to be effective and efficient FSCS leaders by April 25, 2011
- Recommendations for evaluation system that aligns with new definition by May 30, 2011

	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Core members and task force members established										
Core members meet twice a month and task force members meet monthly										
Definition of high quality effective leadership										
External and Internal Community Engagements										
OUSD Board Presentation at Teaching and Learning Committee										
Rubrics and tools made										
Prof dev & recruitment plan created				5						

Interdependencies with Other Task Forces / Departments

- Full-Service Community Schools Task Force (Staff Lead: Jane Nicholson)
- Secondary Education Achievement Network Task Force (Staff Lead: Brigitte Marshall)
- Quality Community Schools Development Group (Executive Director: David Montes)
- Regional and Network Officers (Mia Settles, Janette Hernandez, Kimi Kean, Alison McDonald, and Matthew Duffy)
- School Improvement Team (Manager: Kristina Tank-Crestteto)

Guiding Effective Practices & Research

- Augustine, Gonzalez, Ikemoto et al. *Improving School Leadership: The Promise of Cohesive Leadership Systems.* (2009)
<http://www.wallacefoundation.org/KnowledgeCenter/KnowledgeTopics/CurrentAreasofFocus/EducationLeadership/Pages/Improving-School-Leadership-The-Promise-of-Cohesive-Leadership-Systems.aspx>
- Louis, Leithwood, Wahlstrom, Anderson et al. *Learning From Leadership: Investigating the Links to Improved Student Learning.* (July 2010)
<http://www.wallacefoundation.org/KnowledgeCenter/KnowledgeTopics/CurrentAreasofFocus/EducationLeadership/Pages/learning-from-leadership-investigating-the-links-to-improved-student-learning.aspx>
- Leithwood, Louis, Anderson, and Wahlstrom. *How Leadership Influences Student Learning* (2004)
<http://www.wallacefoundation.org/SiteCollectionDocuments/WF/Knowledge%20Center/Attachments/PDF/ReviewofResearch-LearningFromLeadership.pdf>
- Mazzeo. *Improving Teaching and Learning by Improving School Leadership* (2003)
<http://www.nga.org/cda/files/091203LEADERSHIP.pdf>
- Research behind Obama Blueprint for revising the Elementary and Secondary Education Act. *Great Teachers, Great Leaders* (2008)
http://www.illinoischoolleader.org/research_compendium/documents/great-teachers-great-leaders.pdf
- Robinson, Lloyd and Rowe. *The Impact of Leadership on Student Outcomes: An Analysis of the Differential Effects of Leadership Types* (2008)
<http://eq.sagepub.com/content/44/5/635.full.pdf+html>
- The Wallace Foundation. *Educational Leadership: An Agenda for School Improvement.* (April 2010)
<http://www.wallacefoundation.org/KnowledgeCenter/KnowledgeTopics/CurrentAreasofFocus/EducationLeadership/Pages/education-leadership-an-agenda-for-school-improvement.aspx>