

**Legislative File**

File ID No.: \_\_\_\_\_10-0891\_\_

Introduction Date: 5/3/2010

Enactment No.: \_\_\_\_\_

Enactment Date: \_\_\_\_\_

By: \_\_\_\_\_

**OAKLAND UNIFIED SCHOOL DISTRICT**

Office of the Superintendent of Schools

May 12, 2010

TO: Board of Education

FROM: Tony Smith, Superintendent of Schools  
Delia Ruiz, Executive Officer, Human Resources Services & Support

SUBJECT: **Reduction In Authorized FTEs for Network Executive Officer and Approval of Job Description for Regional Executive Officer and Creation of Authorized FTEs Therefor**

**ACTION REQUESTED**

Approval by the Governing Board<sup>1</sup> of Resolution No. 0910-0232 - Reduction In Authorized FTEs for Network Executive Officer and Approval of Job Description for Regional Executive Officer and Creation of Authorized FTEs therefor.

**DISCUSSION**

As part of the District redesign and the move to create a regionalized support structure and "place-based" strategy to create full service community schools, the Superintendent proposes to create a new job description for a Regional Executive Officer. This job description reflects the priority placed upon the need for leadership that can identify, align, and integrate resources and assets within a specific region of Oakland in service of students and families at the region's district schools.

Reduce

<u>Position Title/FTE</u>	<u>Salary Schedule/Range</u>
Network Executive Officer (NEXO) (6.0 FTE)	Certificated Confidential Salary Schedule, CFAD, Range 25 \$104,317 - \$133,146 227 days, 7.5 hours

Create

<u>Position Title/FTE</u>	<u>Salary Schedule/Range</u>
Regional Executive Officer (REXO), (3.0 FTE)	Certificated Confidential Salary Schedule, CFAD, Range 25 \$104,317 - \$133,146 227 days, 7.5 hours

**BUDGET IMPACT**

Reduction in 6.0 FTE for Network Officer position, and addition of 3.0 FTE for Regional Executive Officer positions, which hold the same salary range, will result in the savings of 2.0 FTE positions at the same range as Executive Officer, Range 25, UAOS. The REXO positions are confidential (not a part of the UAOS bargaining unit) and will each be funded from between .6 and .7 from Unrestricted, and between .3 and .4 from Title 2-A.

**RECOMMENDATION**

Reduction In Authorized FTEs for Network Executive Officer and Approval of Job Description for Regional Executive Officer and Creation of Authorized FTEs Therefor.

Attachments: Resolution No. 0910-0232  
Job Description Regional Executive Officer

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**RESOLUTION  
OF THE  
BOARD OF EDUCATION  
OF THE  
OAKLAND UNIFIED SCHOOL DISTRICT  
No. 0910-0232**

**Reduction In Authorized FTEs for Network Executive Officer and Approval of Job Description for Regional Executive Officer and Creation of Authorized FTEs Therefor**

**WHEREAS**, it is the goal of the Oakland Unified School District to ensure organizational effectiveness, efficiency and accountability to further student achievement and to fully support sites; and

**WHEREAS**, it is the intent of the District to develop a regionalized, place-based approach that focuses on aligning services, supports and assets both within and outside the district in support of students and families; and

**WHEREAS**, the District is committed to generate a productive highly trained staff able to work cooperatively and efficiently to provide a quality education experience for our students,

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Education of the Oakland Unified School District that six (6) authorized FTEs of the existing position of Network Executive Officer (NEXO), on the salary schedule/range stated below, be and hereby are eliminated, effective 11:59 p.m., June 30, 2010 and that a job description for Regional Executive Officer (REXO), attached hereto, and three (3) FTE authorized positions of REXO, be and hereby are approved and created, respectively, on the salary schedule/range stated below, effective 12:01 a.m., July 1, 2010.

**Eliminate FTEs Specified**

<u>Position Title/FTE</u>	<u>Salary Schedule/Range</u>
Network Executive Officer (NEXO) (6.0 FTE)	Certificated Confidential Salary Schedule, CFAD, Range 25 \$104,317 - \$133,146 227 days, 7.5 hours

**Approved Job Description/Create FTEs Specified**

<u>Position Title/FTE</u>	<u>Salary Schedule/Range</u>
Regional Executive Officer (REXO), (3.0 FTE)	Certificated Confidential Salary Schedule, CFAD, Range 25 \$104,317 - \$133,146 227 days, 7.5 hours

Passed by the following vote:

AYES:

NOES:

ABSTAINED:

ABSENT:

I certify that the foregoing is a true and correct copy of a Resolution adopted by the Board of Education of the Oakland Unified School District at a Regular Meeting held May 12, 2010 at Oakland, CA.

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Edgar Rakestraw  
Secretary, Board of Education  
Oakland Unified School District

Attachment: Job Description: Regional Network Executive Officer (REXO)

**Legislative File**

File ID No. 10-0891  
 Introduction Date: 5-3-10  
 Enactment No. \_\_\_\_\_  
 Enactment Date: \_\_\_\_\_  
 By: \_\_\_\_\_



**OAKLAND UNIFIED  
 SCHOOL DISTRICT**

**Position Description**

<b>TITLE:</b>	<b>Regional Network Executive Officer (REXO)</b>	<b>REPORTS TO:</b>	<b>Superintendent or Assigned Supervisor</b>
<b>DEPARTMENT:</b>	<b>Educational Leadership Team</b>	<b>CLASSIFICATION:</b>	<b>Certificated Management Confidential</b>
<b>FLSA:</b>	<b>Exempt</b>	<b>WORK YEAR/HOURS</b>	<b>227 Days, 7.5 Hours</b>
<b>ISSUED:</b>	<b>Created: May 2010</b>	<b>SALARY GRADE:</b>	<b>CFAD 25</b>

**BASIC FUNCTION:** The Regional network Executive Officer (REXO) is responsible for providing leadership for all of the assigned schools aligning Pre-K/Early Childhood and other programs, and facilitating the integration of all District resources located within a specific regional network in the City of Oakland. In partnership with local community-based organizations and city/county agencies (police, social services, health, juvenile justice), the REXO facilitates the optimum use of resources in the regional network to enable the academic and social success of ALL students. The REXO ensures the use of effective instruction in every classroom for every student, every day; the development of safe and supportive schools; and the cultivation of student literacy necessary for success in college and career. The REXO is responsible for understanding the needs of the students, families, and the community in the regional network and implementing the best strategies for meeting those needs.

By focusing on a geographic regional network, the REXO plays a critical leadership role in transforming each school to a full-service community school model, supporting the District's transition to a full-service community district. Duties will also involve access to confidential information concerning employer-employee relations.

**REPRESENTATIVE DUTIES:** (Incumbents may perform any combination of the essential functions shown below. This position description is not intended to be an exhaustive list of all duties, knowledge, or abilities associated with this classification, but it is intended to accurately reflect the principal job elements).

**E = Essential Functions**

**Organizational Vision:** Leads the development of a shared vision of academic excellence and social success and sustains focus on student outcomes *E*

- Ensures regional network network's vision is aligned with community and District goals and outcomes, as related to academic and social success *E*
- Ensures that principals in the regional network share a common vision of community development and conditions required for academic achievement *E*
- Develops regional network scorecard with specific goals and measures that reflects academic and social success outcomes *E*

**Community Resource Management:** Leads the activities associated with needs assessment, resource planning, and ongoing measurement of results. Performs this set of activities in partnership with all community stakeholders, using best practices in family and community engagement *E*

- Builds strong strategic partnerships with families, community leaders, local business leaders, and city/county leaders to build a regional network team to assist with the community-based resource management plan. *E*
- Conducts needs assessment to understand the needs of students and the surrounding communities to provide support for ongoing academic and social success. *E*
- Conducts resource-mapping to identify resources and strengths within community to meet regional network needs. *E*
- Develops a regional network plan that outlines how resources should be applied to meet regional network needs. This plan includes the development of the regional network scorecard and how to align and augment internal and external resources. *E*
- Develops and executes funding strategy to bring additional revenue to the regional network. *E*

**Pathways Facilitation:** Leads the analysis and programmatic response to ensure continuous support for students as they progress through their career as lifelong learners. *E*

- Analyzes the transition from Pre-K to K, elementary to middle school, and middle school to high school. Ensures that the resources and support exist to ensure that all students navigate the transitions successfully as part of a protected pathway throughout their District experience. *E*
- Integrates data from pathways-analysis into regional network plan. *E*

**Tiered Support System for Students:**

- Uses the needs assessment to establish service offerings and the associated funding strategy to meet the various needs of at-risk students. *E*
- Institutionalizes ongoing measurement to track students and risk categories to formulate responses and to integrate them into the overall system of measurement and ongoing improvement. *E*
- Uses early warning systems that provide data on individual student progress to facilitate prevention and early intervention to reduce risk and promote student success. *E*

**Continuous Improvement and Ongoing Learning:** Establishes Continuous Process Improvement (CPI) protocols and professional development activities to institutionalize systems of rigorous accountability, ongoing measurement, and dynamic response to meet the challenges facing the regional network to support students in their academic and social success. *E*

- Establishes data systems and analysis protocols that focus on academic and social outcomes and ongoing changes in delivery of services to impact those outcomes. *E*
  - Develops and implements regional network meeting agreements, processes and values to promote trust, collaboration, support, risk-taking, active reflection and inquiry, and sharing of best practices. This could be in the form of a well-structured professional learning communities. *E*
  - Develops principal capacity to implement Results-Based Inquiry (RBI) cycles to establish site-based systems to collect and analyze data and make decisions with all stakeholders to support improvement in academic and social outcomes. *E*
  - Increases principal capacity to lead and facilitate high-leverage learning opportunities for adult staff to focus on quality teaching and learning. *E*
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- Ensures sites implement professional development plans aligned with school/community/District goals based on by student performance data and regional network scorecard targets *E*
- Ensures principals build and maintain structures and processes for regular and effective teacher collaboration *E*
- Institutes ongoing process to measure progress based on regional network plan and makes necessary modifications *E*

**Instructional Program Management:** Ensures that regional network principals manage instructional programs to enhance student achievement *E*

- Calibrates classroom instructional quality using learning walks with principals to elucidate their instructional vision and increase their capacity to provide direct and actionable feedback to staff *E*
- Approves and monitors the development and implementation of approved instructional programs to align with District goals, targets and strategic practices and projects *E*
- Approves and monitors the development and implementation of school-based intervention strategies and activities, including those beyond the regular school day and school year, to ensure effectiveness and alignment with goals and targets *E*
- Engages principals in collecting, observing and analyzing achievement data to surface questions, patterns, and/or gaps in the instructional program models at the school and regional network level *E*
- Ensures instructional programs and services are compliant with federal, state and/or District requirements *E*

**Human Resources:** Ensures optimal management and resourcing of regional network and school staff. Uses supervision and evaluation to promote principals' performance *E*

- Supervises and supports all elementary and middle school principals in the regional network *E*
- Interviews and selects principal candidates in using the District's principal selection process *E*
- Provides direct feedback to principals and holds them accountable for performance and professional standards of practice *E*
- Develops, monitors and supports individualized growth plans for all principals in the regional network *E*
- Recommends position transfers, reassignments, termination and disciplinary actions. Ensures that principals appropriately and effectively supervise and evaluate teachers and other staff. Coordinates appropriate training as needed *E*

**Financial and Resource Management:** Ensures optimization and alignment of schools' resources and finances in accordance with site plan goals and objectives. Ensures schools' utilize material resources to ensure optimal learning environments *E*

- Assists principals to make strategic and compliant use of resources, including time, funding, grants, staffing, and technical support *E*
- Approves and monitors the development and implementation of the Single Plan for Student Achievement (SPSA) to ensure compliant alignment of resources and strategic activities to achieve the climate/culture goals and targets *E*
- Monitors site budgets, enrollment, consolidations, class size reduction, and functioning of school site councils to ensure strategic, viable and compliant management *E*
- Manages regional network budget to support staff and provide professional development to achieve regional network goals and targets *E*

- Identifies and communicates new revenue and resource opportunities through external partnerships, federal and state grants that are aligned with school and District goals and strategic practices *E*
- Convenes regional network to collaborate on grant, funding, and community partnership opportunities *E*
- Ensures sites provide equitable access and service/program delivery in accordance with federal and state law *E*

Performs related duties as assigned

**MINIMUM QUALIFICATIONS:**

**TRAINING, EDUCATION AND EXPERIENCE:**

Any combination equivalent to a master's degree and seven years of progressively responsible experience in educational administration, including experience as a school principal

**LICENSES AND OTHER REQUIREMENTS:**

Valid California Administrative Services Credential

Valid California Teaching Credential

Valid California Driver's License

Employment eligibility that may include fingerprints, tuberculosis clearance and/or other employment clearance

**KNOWLEDGE AND ABILITIES:**

**KNOWLEDGE OF:**

Continuous Process Improvement (CPI) techniques and proficient data analysis skills such as data-based inquiry

Community and governmental institutions in the regional network

District resources and organization

Instructional programs, methods, and practices to accelerate student learning and achievement

Leadership development practices and effective supervision

California standards, curriculum frameworks and current research-based practices and trends

Adult learning principles and change-management theory

Effective professional development practices, including data-based inquiry

Formative and summative assessment instruments

Applicable sections of State Education Code and other applicable codes, laws, rules and regulations related to workscope

**ABILITY TO:**

Develop effective and actionable plans that integrate a complex set of analysis and resource decisions

Apply efficient management skills; identify and develop leaders to effectively manage performance; provide direction and delegate major pieces of work

Apply a systems approach to problem solving

Attract external funding to support a well thought-out plan

Develop effective working partnerships across all sectors of stakeholders in the community and local government

Support, monitor and evaluate instructional program effectiveness

Use data to develop and analyze action plans

Implement collaborative and team-building processes

Plan, implement and monitor high-leverage professional development

Facilitate dissent and conduct difficult and constructive conversations

Provide timely and actionable feedback

Manage and prioritize time effectively

Provoke, inspire and motivate people to make progress toward goals

Read, interpret, apply and explain rules, regulations, policies and procedures

Communicate effectively both orally and in writing

Work effectively across diverse communities

**WORKING CONDITIONS:**

**ENVIRONMENT:**

Office environment; school sites; driving a vehicle to conduct work; making student home visits; fast-paced work; constant interruptions; potential contact with blood and other body fluids; potential contact with blood borne pathogens and communicable diseases; and potential violence from unstable individuals.

**PHYSICAL DEMANDS:**

Consistent mental alertness; standing, walking, or sitting for extended periods of time; mobility to conduct work at school sites and other District facilities; lift/restrain/reposition/carry individuals to ensure safety; lift, carry, push, and pull moderate weight objects; bending and twisting at waist and neck; kneeling and bending at the waist, reaching overhead, above the shoulders and horizontally; dexterity of fingers and both arms and hands while performing duties, seeing to read, write, and use a computer; hearing and speaking to exchange information in person or on the telephone and make presentations.

**OTHER PHYSICAL DEMANDS:** Respond to emergency/life-saving situations which could require rapid response that would necessitate running.