



OAKLAND UNIFIED
SCHOOL DISTRICT
Community Schools, Thriving Students

Leadership Growth & Development System for School Leaders December, 2022



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Developing our Leaders at OUSD

LGDS DIMENSIONS

Individualized Goal Setting & Evaluation

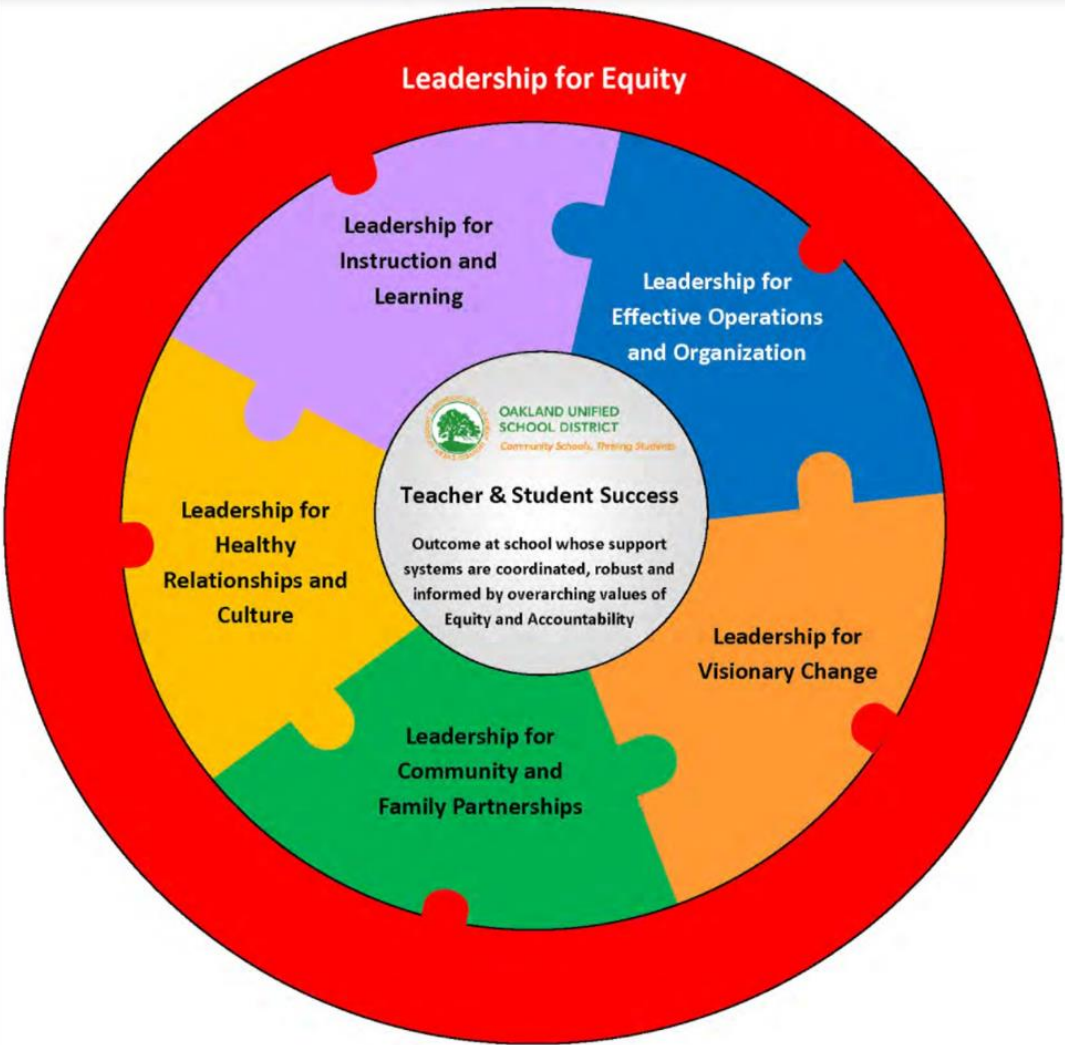
PRINCIPAL SELECTION & TALENT REVIEWS

Strategically manage the talent in school leadership positions to provide schools with the highest quality school leadership.

PRINCIPAL DEVELOPMENT & TIERED SUPPORT

Professional learning, coaching and mentoring support system.

Leadership Growth & Development System



Leadership Growth & Development System, cont.

Activities & Timeline:

LGDS Evaluation Timeline	Pre-Goal Setting Meeting	Leader Self-Assessment	2 Goals (1 form) Completed by: 10/17/21	2 observations Completed by: 12/17/21	Mid-Year Review Completed by: 1/28/22	2 observations Completed by: 5/20/22	Summative Review Completed by: 6/17/22
LGDS Non-Evaluation Timeline	Prior to goal-setting	Prior to goal-setting		1 observation Completed by: 12/17/21	Mid-Year Check in Completed by: 2/21/22	1 observation Completed by: 5/27/22	End of Year Conference Completed by: 6/17/22

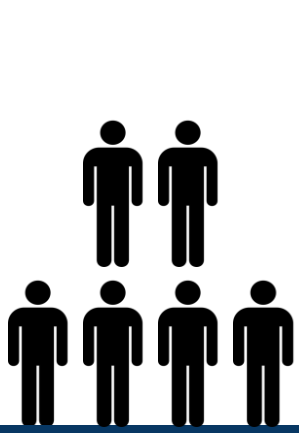
Ratings Overview:



Principal Selection & Talent Reviews

Strategically manage the talent in school leadership positions to provide schools with the highest quality school leadership.

4-Step Principal Selection Process



1

Paper/Video Screen

2

Performance Based Interview (PBI) - Grounded in LGDS Elements (Activity Based) and candidate website with questions (best practice for equitable hiring)

3

Principal Recommendation Committee- Selection committee interviews at School Site

4

Superintendent Interview

Snapshot of Principal and Assistant Principal Applicants

CHARACTERISTICS OF SCHOOL LEADER APPLICANTS



LIVE IN CALIFORNIA
 PRINCIPAL APPLICANTS: 92%
 AP APPLICANTS: 91%

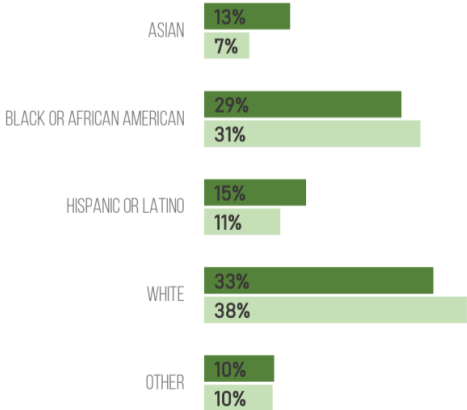


LIVE IN OAKLAND
 PRINCIPAL APPLICANTS: 19%
 AP APPLICANTS: 25%

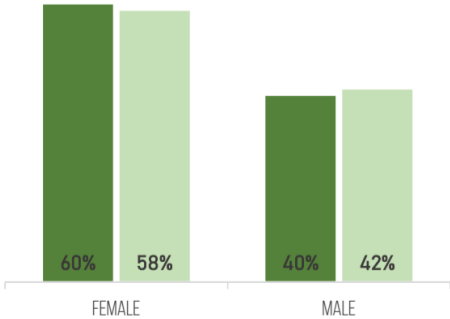


WORKED AT OUSD BEFORE
 PRINCIPAL APPLICANTS: 42%
 AP APPLICANTS: 41%

ETHNICITIES OF SCHOOL LEADER APPLICANTS



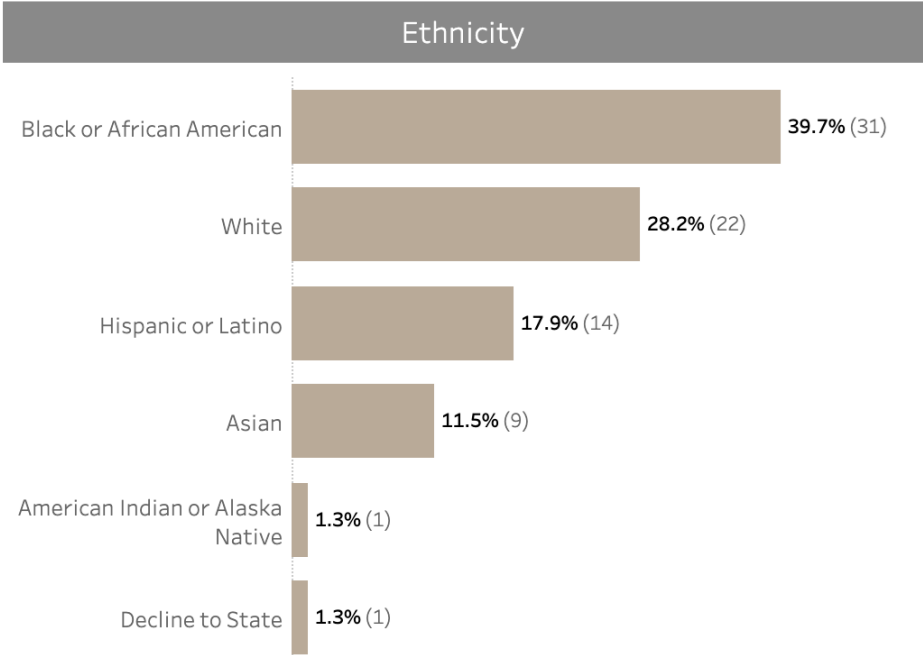
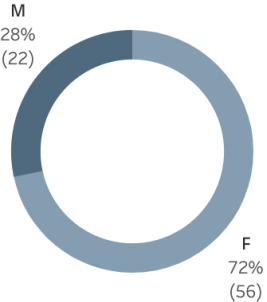
GENDERS OF SCHOOL LEADER APPLICANTS



■ AP ■ PRINCIPAL

Who are our principals?

Job Categories	Job Classes	
Certificated Management	Director Comprehensive Com..	7
	Principal Alternative Ed	2
	Principal Elementary Sch	18
	Principal Elementary Sch	30
	Principal High School Small	9
	Principal Middle School	12



Talent Reviews

Purpose: Strategically manage the talent in school leadership positions to provide schools with the highest quality school leadership.

Talent Demand: <i>Who do we need?</i>	<ul style="list-style-type: none">• What leadership positions are open (or anticipate as being open)?• Reasons could be retention risk, performance, strategy (name any succession plans if any)
Talent Supply: <i>Who do we have?</i>	<ul style="list-style-type: none">• Do performance/potential matrix• For each leader—name strengths and goal areas/development need; retention risk
Match Strategy: <i>How can we best match Demand & Supply?</i>	<ul style="list-style-type: none">• Determine for each potential successor—name key development opportunities needed; for other high potential people—name development strategy



Focus Area of Improvement (Selection & Talent Reviews): Succession planning (All employees) and building more partnerships (PLI, etc.)

PRINCIPAL DEVELOPMENT & TIERED SUPPORT

Professional learning, coaching and mentoring support system.

Principal Development & Tiered Support

OUSD School Leaders are supervised by Network Superintendents. The Network Superintendent provides direct supervision & support to Principals while partnering with Academic Innovation & Talent Division.

- Bi-weekly Network Professional Learning 
- Together Leader, Mills Scholar program and other professional learnings 
- New Principal Induction 
- Action plans & Performance Improvement Plans 
- Annual Leadership Institute 
- Principal Mentor Program 



Focus Area of Improvement - Principal Development: Develop Assistant Principals (Scope AP PD for next year and conduct empathy Interviews this year)

APPENDIX

Links

- [LGDS Principal Handbook](#)
- [School Leader Retention Dashboard](#)



Quality Schools in Every Neighborhood!



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