TUSD

Tucson Unified School District

TUSD Aspiring Leaders

I.   USP LANGUAGE

The District shall develop and implement a plan for the identification and development of prospective administrative leaders, specifically designed to increase the number of African American and Latino principals, assistant principals, and District Office administrators. The plan shall propose methods for "growing your own," including the possibility of financial support to enable current African American and Latino employees (those who are not currently in leadership positions) to receive the required certifications and educational degrees needed for such promotions. **(IV.I.3.)**

II.   OVERVIEW

The purpose of TUSD Aspiring Leaders Plan is to identify and develop prospective administrative leaders, specifically designed to increase the number of African American and Latino principals, assistant principals, and District Office administrators.

TUSD Aspiring Leaders Program (ALP) is designed to develop leadership capacity of prospective District leaders. Acceptance into Aspiring Leaders Program is through a rigorous application process. The Aspiring Leaders Program is offered on an annual basis.

III.   CURRENT PROTOCOL

Aspiring Leader Program information is provided to District and Site level administrators to identify prospective candidates who exhibit leadership skills and qualities.   Prospective candidates complete an application which includes a cover letter addressing the leadership position they aspire to; a letter from applicant's current administrator addressing the applicant's potential as a leader within TUSD; and contact information for five references.

Application packets are reviewed by a committee of District Leadership. Applications are accepted or denied based on the leadership skills and qualities ascertained through the letters and responses from references.

IV.   OBJECTIVES OF ASPIRING LEADERS PROGRAM

The participants will be able to:

- Analyze decision-making processes for their position based upon TUSD protocols and procedures
- Understand and utilize the resources available through the various TUSD departments to assist them in reaching their department/site goals
- Develop relationships with key personnel within the various departments
- Conduct a needs survey to identify issues within their department/site and identify an appropriate strategy for addressing the issue
- Articulate the district/site/department goals through a variety of mediums or to a variety of audiences
- Develop a Professional Development calendar for department/site that supports and impacts instruction and achievement
- Understand and analyze the Desegregation Plan and be able to articulate the impact on District policies, procedures and functions
- Review new evaluation system and ask clarifying questions pertaining to it

V. EXPECTATIONS

- Attend every Aspiring Leader Session (10 sessions)
- Write a reflective summary of each of the following:
    - o Attend one TUSD Governing Board Meeting
    - o Shadow a site/district leader
    - o Participate in a school walk-through
- Create a Professional Development calendar for one semester

Released-time is provided to the participant to shadow an administrator and to participate in a school walk-through.

VI. RECOMMENDATIONS

In addition to current protocol, we are recommending the following changes for school year 2013-2014:

- Human Resources will provide a list of all certificated employees that hold administrative certification who are not current site level administrators to the Director of Professional Development.
- Employ targeted recruitment efforts by sending the Aspiring Leaders Program information directly to African American and Latino employees on the list.
- Increase the number of released days from two to four. This will allow participants to gather differing perspectives by:
    - o Shadowing two site level administrators at different site levels (Elementary and Middle School; High School and K-8)

- o Participate in two walk-throughs at different site levels
- Assign a mentor administrator to table groups during ALP sessions

VII.   EVALUATION OF PROGRAM

The effectiveness of the program will be evaluated by two measures:
- End of the program evaluation
- Positions of increased leadership responsibility obtained by participants