

UPDATE

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Week of August 20, 2012

REORGANIZATION—HOPEFULLY WITH A NEW CULTURE

Culture: The values and beliefs that shape the school district's behaviors. Through their policies and actions, school district leaders set a leadership tone that greatly influences the attitudes and behaviors of staff and students. (National School Boards Association)

As LAUSD embarks on a new school year with a new organizational and reporting structure in place, we hope that District leadership will recognize the veracity and model their behaviors on the statement above. Research has shown that school districts that are showing the greatest improvements have leaders who are dynamic, involved, visible in schools and interested in instruction. Improved districts set expectations, decentralize responsibility, support schools and serve as change agents enabling schools to improve.

These districts have provided encouragement, recognition and support and established relationships that are collaborative and reflect the needs and strengths, not only of the district, but that of individual schools and community stakeholders. We encourage LAUSD leadership to explore how important the culture of a district can be in leading improvement. We hope they recognize that “Leadership at one time meant muscle. Today it means getting along with people.” (**Indira Gandhi**). Establishing relationships that are based on trust, collegiality and acting as a mentor instead of an enforcer is a change in culture that LAUSD leadership should certainly adopt. For instance, Central and Educational Service Center leadership could really show their willingness to support schools by:

- Establishing clear and collaborative relationships by building mutual respect between directors (instructional and operational) and principals
- Avoiding “shot gunning” an audience for the errors of a few
- Displaying sensitivity to the workload of school-based administrators
- Engaging community and parent leaders, while showing support for the school staff
- Mutually developing protocols as to how to best respond to complaints
- Providing instructional and operational resources when requested
- Providing needed support and guidance for new principals; acting as mentors
- Allowing “flex time” when requested (see page 2)

While we know that reorganization does not magically lead to improvement, a key element that the new organizational structure must build is a greater sense of inclusion and social trust among the different stakeholders. Threats and intimidation may lead to intense short-term efforts but not long-term substantive improvement and may actually encourage (as we are seeing now) the departure of strong, seasoned, as well as, energetic young administrators. As they move into their new roles, we encourage our five Educational Service Center Superintendents to take the advice of two former school district superintendents from Washington State, **Drs. Lisa Bjork and Suzanne Bond**:

- Create a trusting environment
- Establish a shared vision
- Create a collaborative culture
- Expect high expectations
- Imbed continuous improvement and support

FLEX TIME—IT’S IN OUR CONTRACTS!

UNIT J

Article IX, Section 2.2—When the work demands involve significant extended hours of work within a given pay period, flexible reduced hours in the same or following pay period may be taken with the prior approval of the immediate supervisor, so long as such absence does not interfere with the continued operational obligations of the employee, work unit or District. If such time can be accommodated, it will be scheduled by the supervisor in consultation with the employee.

CERTIFICATED ADMINISTRATORS

Article X, Section 1.3—When the schedule of the administrator involves extended work hours on a given day, flexible work hours on a subsequent day may be taken with the prior approval of the immediate supervisor. Upon request of the administrator (go to [Sample Log For Administrator](#)), the immediate supervisor must provide the administrator with a time within which to schedule the flexible work hour. Such time shall fall within fifteen (15) working days of the date of the administrator’s request. Any failure by the immediate supervisor to provide such time within the 15 days shall be grievable by the administrator.

IMPORTANT DATES FOR EVALUATIONS

UTLA represented employees

	I* Distribute Initial Planning Sheet	II* Return Initial Planning Sheet	III* Initial Planning Conference	IV** Issued By Date For Evaluations
A Basis	07/02/12	08/06/12	08/20/12	05/28/13
Single Track	08/24/12	9/25/12	9/28/12	05/01/13
Four – Track				
Track A	08/31/12	10/04/12	10/15/12	05/24/13
Track B	07/02/12	08/06/12	08/20/12	05/24/13
Track C	07/02/12	08/06/12	08/20/12	05/24/13
Track D	07/02/12	08/06/12	08/20/12	03/03/13

AALA represented certificated employees

	I* Distribute Initial Planning Sheet	II* Return Initial Planning Sheet	III* Initial Planning Conference	IV** Issued By Date For Evaluations
A Basis	07/02/12	08/13/12	08/26/12	05/10/13
B Basis	08/17/12	09/28/12	10/12/12	05/10/13
E Basis	07/29/12	09/09/12	09/23/12	05/10/13

* denotes recommended

** denotes required

EVALUATIONS (Cont.)

UNIT J employees—Evaluations are tied to the ending date of the assignment basis. Below is an excerpt from the Unit J contract regarding evaluations.

1.1 Frequency:

- a. Probationary employees shall be given performance evaluations no less than twice during their probationary period. However, if during the probationary period any items on the evaluation form are rated unsatisfactory, then the employee may be reevaluated during the remainder of the probationary period, as deemed appropriate.
- b. Permanent employees shall be given performance evaluations at least once every year. The District shall make a reasonable effort to issue the employee's annual evaluation at least twenty (20) working days prior to the end of the employee's assignment basis for that school year. The parties realize that because of year-round schools and different work schedules, employees' assignment bases may end at different times.

AUTONOMY MODELS TRAINING

The Local Options Oversight Committee (LOOC) is offering training and support for all schools interested in one of the autonomy models (Expanded School Based Management, Local Initiative or Pilot). The training is called Autonomy Model 101 and will be offered at four locations:

- EAST ESC Soto Street Offices, Monday, August 20, 2012, 4:00 – 6:00 p.m.
- Beaudry Building, Room 19-123, Tuesday, August 21, 2012, 4:00 – 6:00 p.m.
- Fairfax High School Library, Thursday, September 6, 2012, 4:00 – 6:00 p.m.
- *Illuminate* Webinar, Tuesday, September 11, 2012, 4:00 – 6:00 p.m.

These trainings are open to anyone interested in learning more about the autonomy models, and school teams are encouraged to attend. However, the training is mandatory for schools that are definitely planning to apply to participate in one of the models. Please contact Norma Berryman at 213.241.5530 or norma.berryman@lausd.net to register.

EVERYDAY HEROES CLASSIFIED EMPLOYEE RECOGNITION PROGRAM

AALA is pleased to share with everyone that the Personnel Commission has a program to honor LAUSD classified employees. The program is called the Everyday Heroes Classified Recognition Program. This user-friendly program allows anyone (employee, vendor, union representative, parent, etc.) to submit a recognition message to highlight the achievements of a classified employee who serves in one of the following categories:

Facilities	Clerical	Food Services
Technical/Professional	Paraprofessional	Transportation
Supervisory/Managerial		

The LAUSD Everyday Heroes Recognition Program honors classified employees who demonstrate excellence in work performance, school and community involvement, leadership and commitment to the District and its students. To recognize someone today, enter the following link in your browser or click on: http://classifiedtraining.lausd.net/employee_recognition/employee_recognition_overview

HEALTH BENEFITS FAQ

Topic: Health Benefits Committee (HBC) Progress Report

What's the HBC's schedule for reviewing, renewing, or adopting new plans for 2013?

The HBC has been reviewing premium quotes from the major medical insurers and dental plans. The committee will be making decisions that may involve plan design modifications, if needed, to stay within the budget available for health care premiums. The HBC has requested that insurers provide several levels of plan proposals, including maintenance of current benefits, as well as, alternative proposals to meet the HBC's budget for 2013. The HBC has received quotes for all plans except vision.

What are the trends for health care costs for 2013?

Cost trend research by Segal Company, the HBC's health consulting firm, foresees lower increases than last year. According to the 2012 Segal Health Plan Cost Trend Survey*, medical plan cost increases are projected between 9.6% and 10.2%. Prescription drug trends are also lower, at 7.2%.

Is the amount budgeted for 2013 sufficient to sustain premium increases up to 10%?

No. The health and welfare budget through 2014 can only sustain small premium increases in order to add an additional year (2015) of guaranteed contributions by the District. With the continuing fiscal crisis, the HBC sees an advantage to not having to renegotiate a new Health and Welfare MOU in 2014.

Typically, the HBC, with the help of its consultant, Segal Company, makes every effort to leverage the District's high number of plan participants to obtain the best possible premiums.

When will the 2013 plans be adopted?

The HBC deliberates and negotiates with our insurers on quotes and plan details over a three-month period. The HBC hopes to finalize all plans by September in order to prepare for the annual Open Enrollment process that takes place in November.

I read that some groups and individuals will receive a premium rebate from medical insurers. Will LAUSD get a premium rebate?

No. The Affordable Care Act rebates are sent only to small businesses and individuals from insurers that did not spend at least 80 percent of the premiums they collected on either actual health care expenses or improving the quality of health care.

What's the worst case scenario for the 2013 health benefits packages?

The worst case involves changes in benefits such as increased copays for office and emergency room visits, coinsurance for hospital stays and higher prescription costs.

*<http://www.sibson.com/publications-and-resources/surveys-studies/?id=1736>

WE GET LETTERS

AALA thanks **Tom Ianucci**, who, last week, was reinstated as an Assistant Principal at Paul Revere Middle School, for sharing his letter.

Over the last 4 years I have watched with great alarm as a whole generation of new administrators disappears from the District. When I was first hired as an assistant principal six years ago, there were over 500 assistant principals working in the Los Angeles Unified School District; two years ago there were less than 300; last year, less than 250; and this year there are around 155. Yes, I know that this reduction is due in large part to the ever shrinking student population within the District, the continued economic slump and the dramatic increase in nontenured administrative positions (instructional specialists, which is my current position), but, whatever the reasons for this decrease, we all have to realize that any assistant principal hired after 2007 who has not either become a principal, District administrator or taken an out-of-classroom position has returned to the classroom or left the District.

Try to find an AP who was hired as an administrator after 2007. I will say with certainty that they do not exist, with the exception, of course, of the bullet proof APSCS. The District effectively has eliminated a whole generation of administrators. In addition to those reductions, there are all those people within the District, teachers, coordinators and specialists, who have within the last few years completed their course work for their administrative credentials who have no positions for which to interview. This has created a new class of District employees, those with administrative credentials who wish to become administrators but have nowhere to go. Moving these individuals up and out of the classroom is essential to the continued growth of the School District.

The creation of the new nontenured administrative positions has created a paradox for those who are hired as one working in a position which does not give any administrative credit of service in a District which is a tenure-based institution.

Then there are those demoted APs who sit on a rehire list waiting for the chance to interview for positions in an ever shrinking job pool. I know of two such individuals, fine administrators who spent the last year in a classroom and most likely will again this year. For some of these people, the only solution appears to be leaving the District for other districts with administrative positions available.

One of the ironies of this whole situation in which we demoted assistant principals find ourselves, is the fact that we can interview for any administrator position with the District, principal, director, specialist, COO, even superintendent, but just not assistant principal. I like to call our current situation Assistant Principal Purgatory. Like being in purgatory, we have moved on but are caught in transition. We are all still hoping for a savior.

So the school year will once again begin, schools and their principals, assistant principals, teachers and support staff will roll out the new year and a whole generation of former assistant principals will still sit in purgatory waiting for their number to come up.

FRIENDS OF AALA'S 2012 DIAMOND LEVEL SPONSOR!

Friends of AALA Board of Directors would like to thank The Academic Advantage for becoming its first Diamond Level corporate sponsor during the 2012 scholarship fundraising campaign. LAUSD scholars were the beneficiaries of this generous support. The Academic Advantage is a FREE in-home tutoring program established in 2000 in California. It is now among the largest and most respected tutoring programs in the nation. For more information about this sponsor, visit the Friends of AALA webpage at <http://www.aala.us/2012-donors/>.

WHITE HOUSE INITIATIVE ON EDUCATIONAL EXCELLENCE FOR AFRICAN AMERICANS

On July 26, 2012, **President Barack Obama** signed an Executive Order to improve outcomes and advance educational opportunities for African American students. This Initiative will work across Federal agencies, with partners and communities *to help ensure that all African Americans receive an education that properly prepares them for college, productive careers and satisfying lives*. It addresses the fact that although significant strides have been made, substantial obstacles to equal educational opportunity still remain in America's educational system. This Initiative correlates with the White House Initiatives on American Indian and Alaska Native Education and Educational Excellence for Hispanics, Asian-American and Pacific Islanders.

The President has set a goal for the United States to have the highest percentage of college graduates in the world by 2020. This Initiative reinforces efforts to reach this ambitious goal by ensuring equality of access and opportunity in education for all Americans.

USC MASTER OF EDUCATION IN SCHOOL LEADERSHIP

AALA members play a vital role in fostering future leadership for our schools. As an avenue for teachers, counselors, and other educational professionals, USC is now offering a Master of Education (M.E.) in School Leadership **online!** Designed for working professionals, this program provides the skills and knowledge needed to assume leadership roles in K-12 education.

Please encourage strong candidates to [visit our website](#) or the [AALA website](#) and attend an upcoming information session online on [August 28](#) or [September 19](#), or on-campus on [September 18](#). Applications for Spring 2013 will be accepted until **October 15**. For more information, please e-mail rossier.info@usc.edu or call [213.740.0224](tel:213.740.0224).

STUDY PARTICIPANTS NEEDED

An LAUSD teacher is in search of other District teachers who incorporate *hip hop* as a form of culturally relevant pedagogy to help low-income urban students improve academic achievement and increase motivation. **Ike Terjimanian** seeks to observe teachers during instruction and to conduct interviews outside of instructional working hours. The study is a part of his dissertation research in the Educational Leadership Doctoral Program at California State University, Northridge. He has been approved by LAUSD's Research Unit and the Committee for External Research Review. For more details click on this link: <http://www.aala.us/docs/2012/08/AALA-Link-Ike-Terjimanian.pdf>. If there are any teachers at your school who would like to participate in this study, please have them contact him at MrTerjimanian@aol.com or 818.292.3424.

FREE RESUME DEVELOPMENT FOR ADMINISTRATORS

AALA has arranged with CareerBeamPRO, a company that provides online career counseling geared to white collar professionals, to make their website services available for AALA members who may be released from their assignment due to the reduction in force. Services include resume development, career assessments, interview preparation, job postings, information on companies and other resources. AALA members may utilize the available services from July 2 – October 1, 2012. Please go to the following website, <http://www.careerbeampro.com/aala/register/> for further information. Please do not contact the AALA Office, all necessary information is on the website.

ACSA SPECIAL EDUCATION ACADEMY

The Special Education Academy addresses what you need to know to be a successful special education administrator at all levels and areas of responsibility, through a consistent focus on leadership, communication, prevention and intervention. The academy, designed to meet the standards for CCTC Professional Clear Administrative Services Credential nonuniversity programs, integrates the principles of organization and cultural environment, dynamics of strategic issues management, ethical and reflective leadership, analysis and development of public policy and management of information systems and human and fiscal resources. The academy includes 70 hours of professional development over seven weekends and meets on Fridays from 5:00 p.m. to 9:00 p.m. and Saturdays from 9:00 a.m. to 3:30 p.m. It will be held in Alhambra beginning on September 28. For more information call ACSA at 800.608.ACSA or visit the website: www.acsa.org/academies.

*DON'T FORGET TO RSVP
FOR THE AALA FALL RECEPTION!*

RSVP@AALA.US OR 213.484.2226

Associated Administrators of Los Angeles

IN MEMORIAM

Dr. Arthur L. Adams—Former administrative consultant, principal of Hamlin and Melvin elementary schools and assistant principal at Calvert Elementary School. Art retired on June 29, 1982, and passed away on July 25, 2012. A memorial service will be held on August 22, 2012, at 11:00 a.m., at Bastian & Perrott, Oswald Mortuary, 18728 Parthenia St., Northridge, CA 91324.

CALENDAR

EVENT	DATE	CONTACT
Unit J Due Date for Nomination Forms	August 21, 2012	
Team Heal's Afternoon of Jazz at Wilshire Country Club	August 25, 2012 2:00 - 7:00 p.m.	Nicole Levitt , 424.832.7470 or Nicole@ewamllc.com
AAALA Unit J Elections	August 27-30, 2012	
AAALA Unit J Election Results Announced	August 30, 2012 After 4:00 p.m.	
Admissions Day Observed <i>ECE Furlough Day</i>	August 31, 2012	
Labor Day <i>DACE Furlough Day</i>	September 3, 2012	
AAPA's Fall Social at Empress Pavilion	September 5, 2012 5:00 – 7:00 p.m.	Donna Hirota , djhirota@roadrunner.com
AAALA's Annual Fall Reception at the Center at Cathedral Plaza	September 6, 2012 4:30 – 7:30 p.m.	AAALA Office, 213.484.2226 or rsvp@aala.us
AAALA Executive Board Meeting at AAALA Office	September 10, 2012 4:30 p.m.	
Rosh Hashanah <i>Unassigned Day for Single Track Schools</i>	September 17, 2012	
Rosh Hashanah	September 18, 2012	
Council of Black Administrators (COBA) Opening Meeting at California African American Museum	September 19, 2012 5:30 p.m.	Josephine Ruffin , josephineruffin@sbcglobal.net
Jean Anita Mitchell's Retirement Dinner at Marina Del Rey Marriott	September 21, 2012 6:00 p.m.	Kelli Davis , 310.925.2857
Mike Shannon's Retirement Celebration at Ports O'Call Restaurant	NEW DATE! September 23, 2012 12:00 p.m.	Dale Reinert , dale.reinert@lausd.net
Yom Kippur <i>Unassigned Day for Single Track Schools</i>	September 26, 2012	
Maxine Hammond's Retirement Event at DoubleTree Hotel	September 30, 2012 11:30 a.m.	Jesus Bastidas , 323.732.0153

POSITIONS AVAILABLE

Minimum Qualifications: Candidates are responsible for making sure all the District requirements have been met. Please do not contact AALA for information regarding positions; use the contact phone number provided in the announcement or go to http://www.teachinla.com/admin_vacancies/ for more detailed requirements for positions and employment updates.

CERTIFICATED POSITIONS

ASSISTANT PRINCIPAL, SECONDARY COUNSELING SERVICES

Fremont High School (ISIC), MST 40G, B Basis. For information and application procedures call **Dr. L. Gail Garrett**, Instructional Director, at 213.241.0100. Filing deadline is 5:00 p.m., Thursday, August 30, 2012.

Panorama High School (ISIC), MST 40G, B Basis. For information and application procedures call **Paula Nelson**, Instructional Director, at 213.241.0100. Filing deadline is 5:00 p.m., Friday, August 24, 2012.

SITE OPERATIONS COORDINATOR

Sonia Sotomayor Learning Academies (ISIC), MST 40G, B Basis. For information and application procedures call **Ada Snethen-Stevens**, Lead Instructional Director, at 213.241.0100. Filing deadline is 5:00 p.m., Friday, August 24, 2012.

PREVIOUSLY ANNOUNCED POSITIONS

POSITION	LOCATION	CONTACT	DEADLINE
<i>CHIEF OPERATING OFFICER (COO)</i>	L.A.'s Promise	http://www.laspromise.org/about/join-our-team.php .	Until Filled
<i>DIRECTOR, ORG. CHANGE MGMT/COMM. TEAM</i> MST 45G, A Basis	Information Technology Branch, IT Legacy Replacement Project	Teri Lyons , Deputy ERP Director, 213.241.1802	5:00 p.m. Friday August 17, 2012
<i>PRINCIPAL, K-12</i> MST 42G, E Basis	UCLA Community School at RFK Complex (ISIC)	Human Resources adminexam@lausd.net or 213.241.6886	5:00 p.m. Monday August 20, 2012
<i>PRINCIPAL, ELEMENTARY</i> MST 40G, E Basis	Cheremoya Elementary School (ESC West)	Human Resources adminexam@lausd.net or 213.241.6886	5:00 p.m. Friday August 24, 2012
<i>PRINCIPAL, SECONDARY</i> MST 40G, E Basis	Sal Castro Middle School at Belmont Zone of Choice (ISIC)	Mark Sims , Instructional Director, 213.241.0100 or mark.sims@lausd.net	5:00 p.m. Wednesday August 22, 2012
<i>ASSISTANT PRINCIPAL, SCS</i> MST 40G, B Basis	Crenshaw High School (ISIC)	Dr. DeWayne Davis , Director, 213.241.0100	5:00 p.m. Wednesday August 22, 2012
<i>ASSISTANT PRINCIPAL, SCS</i> MST 40G, B Basis	Garfield High School (ESC East)	Raul Correa , Instructional Director, 323.224.3100	5:00 p.m. Thursday August 23, 2012

Associated Administrators of Los Angeles

<i>ASSISTANT PRINCIPAL, SCS</i> MST 40G, B Basis	Franklin High School (ISIC)	Human Resources adminexam@lausd.net or 213.241.6886	5:00 p.m. Friday August 17, 2012
<i>COORDINATOR, PSYCH</i> <i>SERVICES</i> MST 40G, E Basis	Special Education Service Center	Sharyn Howell, 213.241.6701	EXTENDED 5:00 p.m. Friday August 17, 2012
<i>INSTRUCTIONAL</i> <i>SPECIALIST</i> MST 40G, B Basis	Los Angeles High School (ISIC)	Human Resources adminexam@lausd.net or 213.241.6886	5:00 p.m. Monday August 20, 2012
<i>INSTRUCTIONAL</i> <i>SPECIALIST</i> MST 39G, B Basis	Thomas A. Edison Middle School (ESC South)	Linda Kay, Interim Instructional Director, 310.354.3400 or lkay@lausd.net	5:00 p.m. Friday August 17, 2012
<i>SPECIALIST, MEDI-CAL</i> <i>REIMBURSEMENT &</i> <i>COMPLIANCE PROGRAM</i> MST 38G, B Basis	Student Health and Human Services	Sherry Purcell, 213.241.0551	5:00 p.m. Monday August 20, 2012
<i>SPECIALIST, MEDI-CAL</i> <i>COMPLIANCE</i> MST 38G, B Basis (2 positions)	Related Services Department, Division of Special Education	Lisa Jordan, Administrative Coordinator, 213.241.6200	EXTENDED 12:00 p.m. Friday August 24, 2012