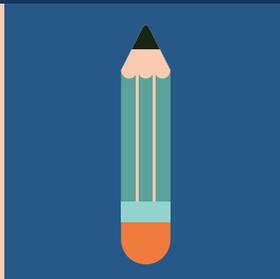
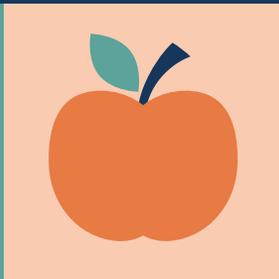
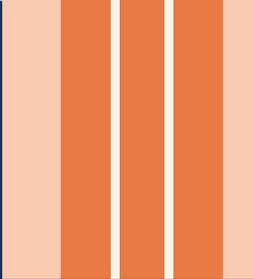
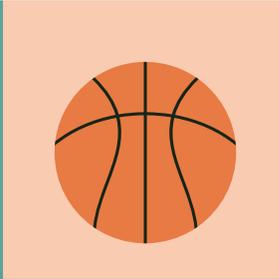
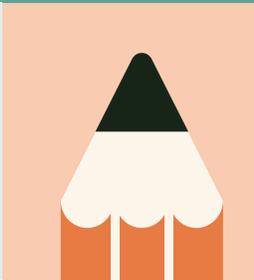


# AWSP MEMBER HANDBOOK

*Supporting All Principals and the Principalship in the  
Education of Each and Every Student*



**STRONG LEADERS.**  
**STRONG SCHOOLS.**  
**STRONG STUDENTS.**



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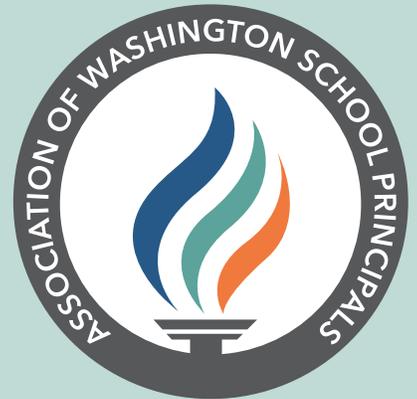
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# WELCOME TO AWSP

## Thanks for Being a Part of Our AWSP Family!

Serving as a school administrator is one of the most rewarding, yet most challenging, roles in education. Thanks for all you do every day for your students, staff, and school community. AWSP is proud to serve you as the professional association for principals, assistant principals, principal interns, and other school leaders. Our mission is to support all principals and the principalship in the education of each and every student.



## Our Membership

We serve over 3,800 members from elementary, middle, and high schools, as well as central office administrators. We work with policy-makers and other partner organizations to help support and advocate for you. Membership opens the doors to access and opportunities to help enhance your ongoing development as a school leader along every step of your career; from aspiring to retiring, AWSP will be with you. We offer powerful and relevant professional development, award-winning publications, networking events, and our famous career support center.

## Boards, Committees, and Affiliates

We work closely with principals and assistant principals statewide through our boards and committees, so member interests are accurately and fully addressed. Our organizational structure ensures we can be responsible to the ever-changing needs of our members, regardless of school level, issue, or geographic region. Our affiliations with the National Association of Elementary School Principals (NAESP), the National Association of Secondary School Principals (NASSP), and the School Leader Collaborative (SLC) provide our members with legal support and the latest information on trends, policy issues, research-based best practices, and events, both regionally and nationally.

## More Than 50 Years of Service to School Leaders

Founded in 1972, AWSP has been a leading voice in education for five decades. This means not only 50 years of AWSP service to school leaders across the state, but also 50 years of school leaders like you committing to the well-being of your schools and students by aiming higher, growing professionally, advocating for education, and rolling with the punches. Thank you for helping make our association successful, and thank you for committing yourselves to students in spite of the circumstances. It's never too late to get involved! Help shape the future of AWSP by joining a board, a committee, or one of our advocacy efforts.

## About This Handbook

This version of the AWSP Member Handbook was printed in January 2025. We'll periodically update a PDF of the Handbook on our website as any big changes occur. We created this AWSP Member Handbook to help you keep important membership information and resources together in one place. We hope you will reference it throughout the year.

**Call us anytime:  
800.562.6100**

Please don't hesitate to contact us for any reason—we are here to help. Our number is 800.562.6100. Thanks for letting us support you as you work so hard to leave a forever impact on your students and school.



### QR Codes

Throughout the Handbook, you'll notice QR codes on certain pages. These codes, when scanned by your phone camera or a QR code app, will take you to a corresponding page on the AWSP website. (Try out the one on the left here, and you'll see that it takes you to our About AWSP page!)



**OUR MISSION:** Supporting all principals and the principalship in the education of each and every student.

### OUR COLLECTIVE WHY:

School leadership matters. We exist to ensure schools have a culture of hope, systems to support that culture, and collaborative learning and leadership among students and adults.

### AWSP TEAM

**Dr. Scott Seaman**  
Executive Director

**Kim Marquette**  
Operations Director

**Jack Arend**  
Deputy Director

**Kamrica Ary-Turner Beaver**  
Associate Director,  
PSED 121 & NWESD 189

**Mishele Barnett**  
Communications &  
Digital Media Coordinator

**Dameon Brown**  
Professional Learning  
Coordinator

**Macy Bruhy**  
Membership Coordinator

**Caroline Brumfield**  
Marketing &  
Design Director

**Scott Friedman**  
Associate Director,  
Eastern WA

**David Morrill**  
Digital Media &  
Services Director

**Andi Mounts**  
Finance Director

**Angela Spriggs**  
Fiscal Coordinator

**Roz Thompson**  
Government Relations  
& Advocacy Director

**Gina Yonts**  
Associate Director,  
Eastern WA

### THE FOUNDATION

Leadership, Advocacy &  
Operations

**Greg Barker**  
WSPEF Managing Director

Student Programs (AWSL)

**James Layman**  
Director

**Travis Ruhter**  
Associate Director

**Christine Bryan**  
Fiscal & Program  
Registration

Cispus Learning Center

**Chase Buffington**  
Director

Outdoor Schools WA

**Shelley Barker**  
Director, School  
Engagement

**Cortney Suderman**  
Administrative Coordinator

### PRIORITIES

#### GROW:

Partner with other organizations to identify, recruit, and develop future school leaders with a focus on underrepresented groups.

#### SUPPORT:

Support and equip all school leaders with the knowledge, skills, and confidence to foster positive school culture, build equitable systems, and lead learning in their respective school contexts and communities.

#### SUSTAIN:

Support all principals in their capacity to be effective long-term leaders, specifically in highly impacted schools where strong and consistent leadership is needed most.

### AWSP BOARD (Dr. Scott Seaman/Kim Marquette)

AWSP Board President | AWSP Board President-elect | AWSP Board Past President | AWSP Board Budget Chair

### AWSP GRADE-LEVEL LEADERSHIP COMMITTEES (GLLCs)

#### Elementary Principal Leadership Committee

Jack Arend | Reps. 9 ESD Regions | 1,671 Members

#### Middle Level Principal Leadership Committee

Gina Yonts | Reps. 9 ESD Regions | 788 Members

#### High School Principal Leadership Committee

Scott Friedman | Reps. 9 ESD Regions | 1,045 Members

Chair, past chair, vice chair, and treasurer/3-year rep. from each GLLC serves on the AWSP Board of Directors. Each committee also has small and large school representatives and an NAESP/NASSP advocacy representative.

### THE ESD REGIONS WE SERVE ACROSS THE STATE



# AWSP MEMBERSHIP: THE MORE YOU KNOW

Serving as a school administrator is one of the most important, and sometimes thankless, roles in education. AWSP is proud to serve you as your professional association. Our mission is to support all principals and the principalship in the education of each and every student.

“ Membership in AWSP gives you instant access to a network of more than 3,800 school leaders across the state.”

Membership in AWSP gives you instant access to a network of more than 3,800 school leaders across the state. Our programs and resources are specifically designed to help you manage your administrative duties and address the concerns facing today's building leaders. Members receive the latest information on trends, policy issues, and events, both regionally and nationally.

AWSP Active Membership is for principals, assistant principals, and others employed in professional work related to the elementary, middle level, or high school principalship. Over 96% of Washington state's public school principals' and assistant principals' professional membership dues are billed to their school district as a benefit of their collective bargaining agreements. AWSP Active Membership automatically includes "active" membership in one of our national association affiliates (NAESP Active or NASSP Individual).

## What does this mean?

Through your affiliated "Active Membership" status with the National Association of Elementary School Principals (NAESP) or National Association of Secondary School Principals (NASSP), you have \$2 million worth of professional liability insurance coverage and a legal benefit fund that is built up at a rate of \$1,000/year based on **continuous membership**, up to a maximum of \$10,000. Each affiliate offers more benefits such as additional insurance coverage, various discounts, publications, and resources in addition to national advocacy on behalf of principals in the education of all students nationwide.

## Change of status?

Have you recently changed jobs? **A change to your position, school district, and/or email address may mean a lapse of your AWSP membership status and a monetary benefit loss through your national affiliate (NAESP/NASSP) "continuous membership" legal fund.**

Automatic renewal of your AWSP membership is dependent on your current position and may not happen through the school district office. AWSP recommends that you inquire and inform district staff of your choice for professional memberships.

If you move from an elementary school to/ from a secondary school, you can switch your national affiliation. As an AWSP member, your professional liability insurance coverage and legal benefits are transferable between our national associations.

## No longer a principal or assistant principal? An AWSP Advocate Membership may be for you!

As people explore different career opportunities, we've found it helpful to provide a variety of services to meet our members' needs. Remain connected with AWSP through one of our membership categories.

Many former principals, now working in the educational field other than the principalship, choose to retain AWSP membership through our Advocate membership category. With an Advocate membership you will retain your legal benefits with your national association (NASSP OR NAESP), **including your \$2 million liability policy and legal fees in the case of an employment-related civil suit, which can only be activated if you retain your memberships.** You will also remain connected with AWSP through our various communication channels providing you with a wealth of resources to help you stay on top of policy, trends, and best practices.

All AWSP member types are eligible for free professional advice from AWSP executive staff on employment-related issues. Our seasoned staff can help you navigate a thorny issue or offer a helpful second opinion. Our services are always confidential and respectful of all parties involved. Early counsel can not only save time and money, it might also save your career.

## Stay connected in retirement

If you are no longer employed full-time in education, but would like to stay involved in work you have a passion for, join AWSP as a Lifetime Member. Lifetime members are eligible for service on committees and short-term projects or programs. They also receive all publications, access to AWSP's website resources, and free registration to the annual Summer Conference.

**Combine your AWSP Lifetime membership with renewal in your national affiliate as NAESP Emeritus or NASSP Retired to retain your professional liability and legal coverage.**

Although most members never utilize this benefit, members in need appreciate that these resources are available. You pay to protect your home, your car, your health care, and your family in the event of your death. Protect your livelihood in the event of an unexpected job-related action that may arise after you retire or leave the principalship.

Questions about your options or eligibility? Please don't hesitate to contact AWSP—your "AAA" provider for professional services!

“ AWSP Active Membership is for principals, assistant principals and others employed in professional work related to the elementary, middle level, or high school principalship.”

**For membership-related questions, please reach out to Macy Bruhy, Membership Coordinator, at [macy@awsp.org](mailto:macy@awsp.org).**

# GRADE-LEVEL LEADERSHIP COMMITTEES (GLLCs)



## AWSP'S GRADE-LEVEL LEADERSHIP COMMITTEES

For decades, three grade-level component boards (ESPAW, AWMLP, and WASSP) worked fairly independently under the umbrella of AWSP. They each sent representatives to the AWSP Board, who also ended up serving on the Washington School Principals' Education Foundation Board. These five boards all focused on supporting principals, the principalship, and students with slightly different focuses.

In 2019, the three separate component boards voted to merge their official "governance" duties into AWSP. This removed their fiscal responsibilities and non-profit status. The move helped AWSP be more efficient and effective while drastically reducing the work of maintaining five separate boards.

While the boards are technically dissolved, maintaining the bodies as **Grade-Level Leadership Committees (GLLCs)**, has kept the voice and perspective of each grade level representative body at the state level.

## EQUAL & EQUITABLE REPRESENTATION

It's important to us that all of our state's areas and demographics be represented on our governing boards. Our three Grade-Level Leadership Committees are constructed around our nine Educational Service District (ESD) regions. Each GLLC is equally sized at 29 representatives per committee (three from each ESD, except for ESD 121) and fairly and equitably represent the demographics of the entire state, with the exception of ESD 121 which has more representatives because of the student population it represents. Our goal is to increase the ability for interested principals and assistant principals to get involved and increase the transparency of the process. Because we believe in authentic student voice, each region also has representatives from the Association of Washington Student Leaders (AWSL).

This structure allows AWSP and AWSL to work hand-in-hand with the ESDs to deliver timely regional and strategic support to school and student leaders while improving communication to and from AWSP and beyond. This also aligns with OSPI's efforts to increase regional support structures across the state.

## WHAT IS THE ROLE OF A GLLC MEMBER?

Each of the Grade-Level Leadership Committees cycles officers to the AWSP Board in order to shape the direction, mission, and vision of AWSP. Those positions rotate per our bylaws and procedures.

These committees focus on the work related to representing elementary, middle level, and high school principals and assistant principals. We also work intentionally, consistently, and strategically with our ESD partners to ensure the best care of our school leaders.

Each GLLC meets throughout the year, in addition to time allotted for each of the nine ESD regional leaders to meet, collaborate, and plan specific regional networks and meetings during our quarterly gatherings.

## WHO LEADS YOU

To get in contact with a GLLC representative, find out what they're up to, or suggest topics for the committee to address, reach out to our staff lead for your appropriate GLLC.

### ELEMENTARY



**Jack Arend**  
jack@awsp.org

### MIDDLE LEVEL



**Gina Yonts**  
gina@awsp.org

### HIGH SCHOOL



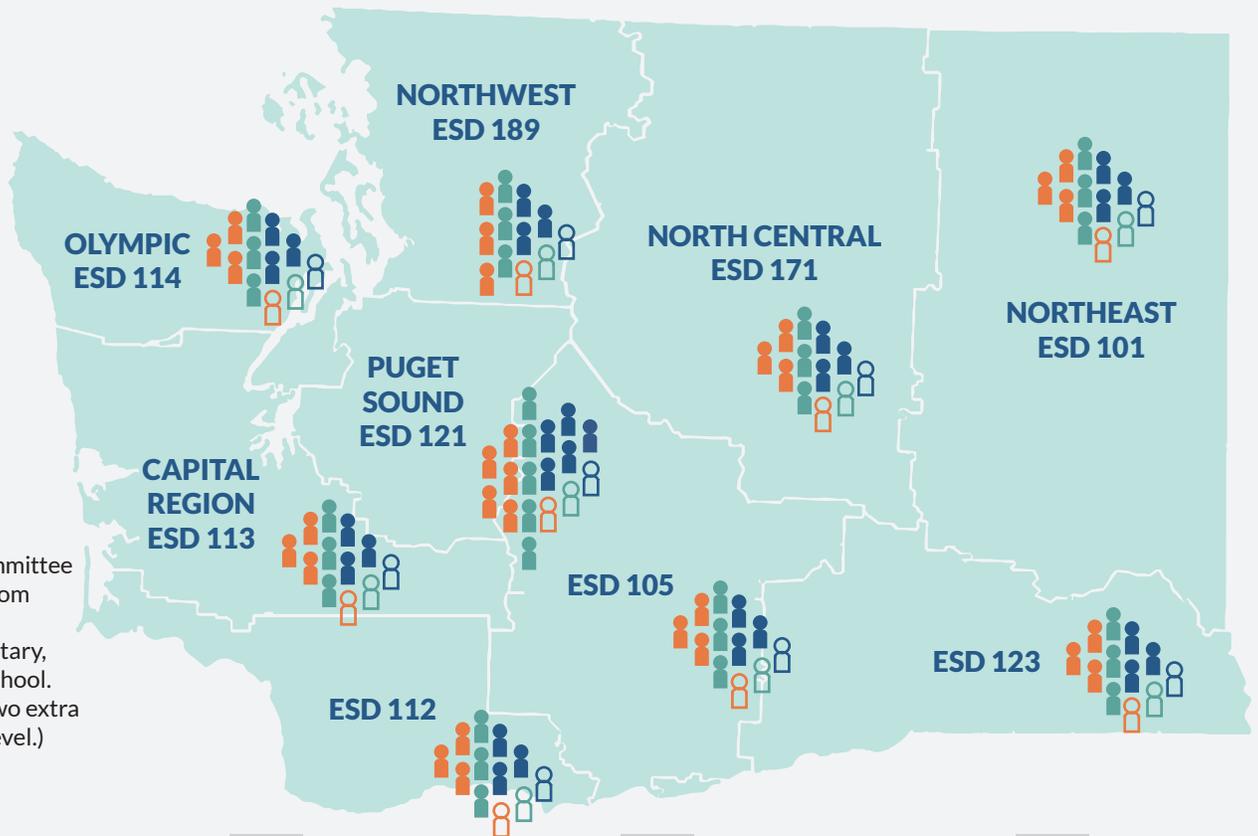
**Scott Friedman**  
scottf@awsp.org

## GET INVOLVED!

We are looking for principal and assistant principal members like you from across the state who are passionate about helping shape the future of the principalship and AWSP as an organization. Join us in representing principal and assistant principal voices! Each spring we accept applications for our GLLCs. We need diverse representation on these committees in order to ensure we are meeting the unique needs of our schools and communities.

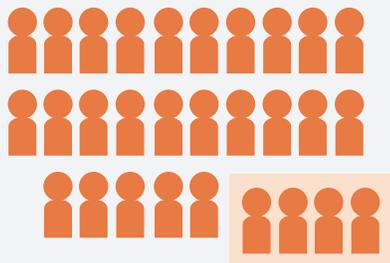
Call us at 800.562.6100 if you'd like to get involved, or email [webmaster@awsp.org](mailto:webmaster@awsp.org).

# AWSP'S GRADE-LEVEL LEADERSHIP COMMITTEE STRUCTURE



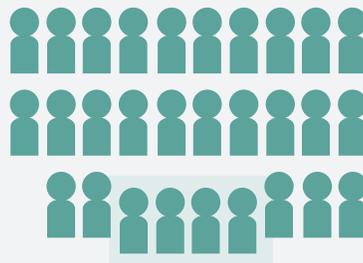
There are nine committee representatives from each ESD, three at each level: elementary, middle and high school. (PSESD 121 has two extra from each grade level.)

## ELEMENTARY COMMITTEE

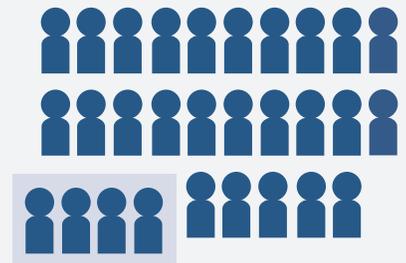


Each Grade-Level Leadership Committee has 29 representatives.

## MIDDLE LEVEL COMMITTEE



## HIGH SCHOOL COMMITTEE



Four members from each Grade-Level Leadership Committee serve on the AWSP Board.

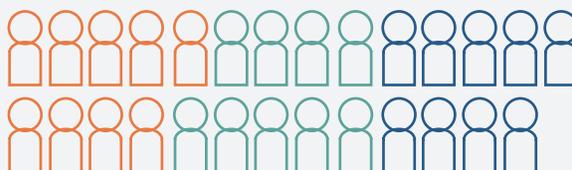
## AWSP BOARD



Four additional principals that don't come out of the GLLCs also serve on the AWSP board as president, president-elect, past president, and budget chair.

The AWSL Council has 27 members, one from each grade level in each ESD.

## AWSL COUNCIL

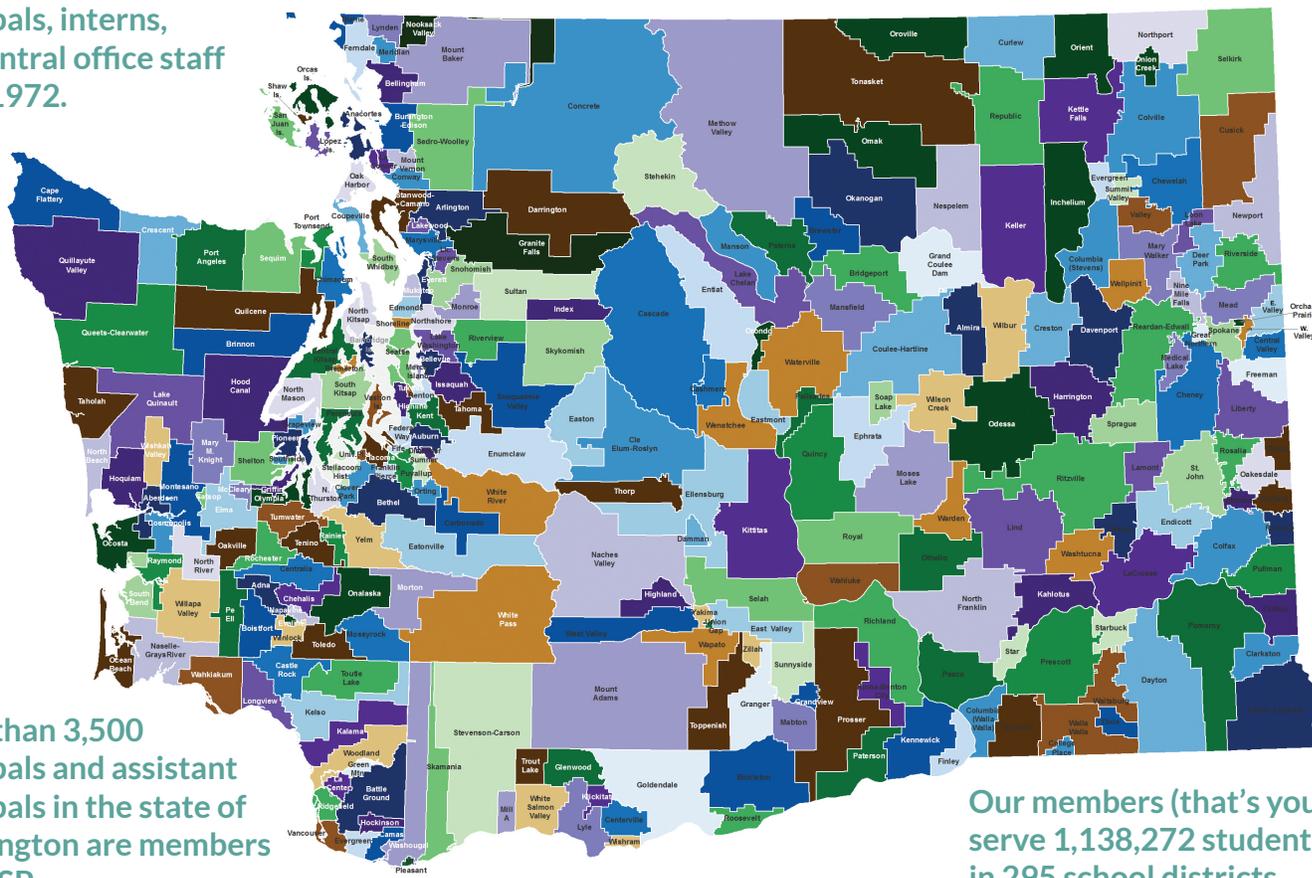


Each committee also has small and large school representatives and an NAESP/ NASSP advocacy representative.

# Our Association, Our State, and Our Membership (YOU!)

AWSP has served principals, assistant principals, interns, and central office staff since 1972.

98% of Washington principals are AWSP members.



More than 3,500 principals and assistant principals in the state of Washington are members of AWSP.

Our members (that's you!) serve 1,138,272 students in 295 school districts.

## Education Partner Organizations in Washington State

- AEA: Alliance of Educational Associations
- AESD: Association of Educational Service Districts
- AWSL: Association of Washington Student Leaders
- AWSP: Association of Washington School Principals
- BIPOC ED Coalition of Washington State
- CISL: Center for the Improvement of Student Learning
- Cispus Learning Center
- CSTP: Center for Strengthening the Teaching Profession
- LEV: League of Education Voters
- LFA: Learning First Alliance – Washington
- NLL: Next Level Leaders
- OSPI: Office of Superintendent of Public Instruction
- OSWA: Outdoor Schools Washington
- PEAB: Professional Education Advisory Board
- PEI: Pacific Education Institute
- PESB: Professional Educator Standards Board
- PSE: Public School Employees of Washington (SEIU Local 1948)
- ReadyWA: Ready Washington
- SBE: Washington State Board of Education
- STAND for Children Washington
- WACA: Washington Activity Coordinators Association

- WALA: Washington Association for Learning Alternatives
- WALAS: Washington Association of Latino Administrators and Superintendents
- WAMOA: Washington Association of Maintenance and Operation Administration
- WASA: Washington Association of School Administrators
- WASBO: Washington Association of School Business Officials
- WACTE: Washington Association for Career and Technical Ed.
- WCEAP: Washington Council of Education Administration Programs
- WEA: Washington Education Association
- WERA: Washington Education Research Association
- WIAA: Washington Interscholastic Activities Association
- Washington STEM
- WSAC: Washington Student Achievement Council
- WSASCD: Washington State Association for Supervision and Curriculum Development
- WSCA: Washington School Counselor Association
- WSPA: Washington School Personnel Association
- WSPEF: Washington State Principals' Education Foundation
- WSPTA: Washington State Parent Teacher Association
- WSSDA: Washington State School Directors' Association

# Engaged and Networked Principals are Successful Principals...

## WHAT'S YOUR NETWORK?



### Get Involved! Get Connected!

The job of a school principal is incredibly complex. There is no reason for you to tackle this by yourself. In order for you to be an effective lead learner in your building, you must continue to learn and be connected to other building leaders! A principal who focuses on their own professional learning will be a more effective and impactful leader. It shouldn't be a matter of if you will get involved in a Networked Improvement Community, but which one and when?

A Networked Improvement Community focuses on building powerful professional relationships where leaders come together to identify problems of practice and then form collective theories of action to solve those problems.

Principals who engage in networks increase their own effectiveness and long-term sustainability in their buildings.

### How Will You Engage with Your Network?

- **Daily**—What daily system of support do you have? With whom?
- **Weekly**—What system is in place to support your professional growth?
- **Monthly**—Do you have a regional support network?
- **Annually**—Do you attend one national event per year for networking?

### How Do You Feed Your Own Professional Growth?

- Workshops
- Informal and formal networks
- Social media
- On-demand learning
- Blogs
- Podcasts

### Networked Improvement Community Equals Intentional Collective Action

- Collectively identify Problems of Practice
  - What are some of the leadership issues you are tackling?
- Develop and test Theories of Action
  - If you led in a different manner, what would happen?
- Engage in an ongoing Cycle of Inquiry
  - What is changing and how do you know?

### Who Is Part of Your Professional Network? Where Do You Turn for Support?

- Informal relationships?
- Professional colleagues?
- Mentor?
- Coach?
- Advocate?

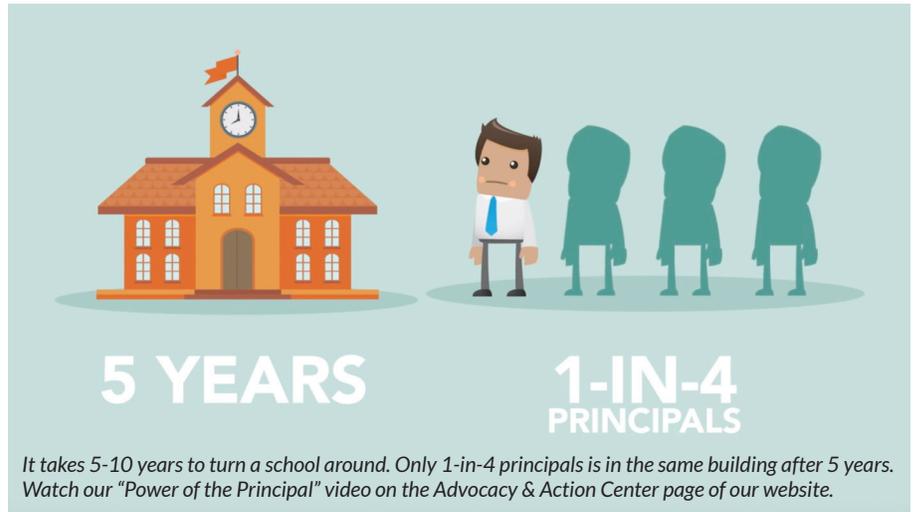
# YOUR IMPACT

**Principals matter.** Recent research from the Wallace Foundation concluded an effective principal's impact is stronger and broader than previously thought, making it "difficult to envision a higher return on investment in K-12 education that the cultivation of high-quality school leadership" (Wallace Foundation, 2021, <https://bit.ly/3SU8xnB>).

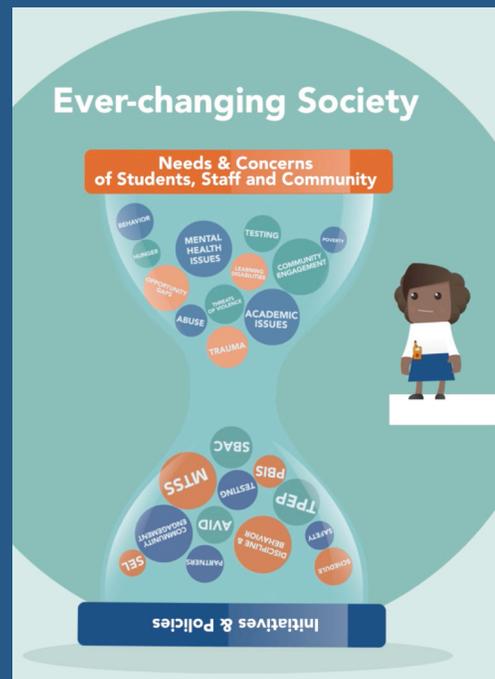
**You matter.** The Wallace Foundation also says that principals and assistant principals are multipliers of effective teaching and learning within a school, because they have the ability to enhance and amplify the quality of teaching happening throughout the school.

Recent research from the University of Washington shows that principal turnover is higher in our state than teacher turnover. The author, Dr. David Knight, states "The loss of a school leader has ripple effects on school staff, students, and the local community. Principal turnover disrupts relationships and represents a loss of continuity, school vision, and human capital. Studies show principal turnover is associated with declines in student achievement and increased teacher turnover" (University of Washington, 2023, <https://bit.ly/3Yyv11n>). **So yeah—you matter—a lot.**

**You are why** AWSP works hard to make the principalship more sustainable, less stressful, and even more rewarding. We know it takes five to ten years to turn a school around, yet only one in four principals is in the same building after five years. That math doesn't add up. We'll keep telling the world about the power of the principal and do everything in our power to make the principalship the best job in the world.



## The Principal & the Hourglass



Principals play a vital role in our education system. They must deliver and communicate from district down and students up. The principal's capacity is crucial to the health of our system.

## Your Leadership Matters

**"During the most challenging time in education, each of our school leaders have transformed what is possible for our students and those who teach them."** *Ronn Nozoe, CEO, NASSP*

**"The responsibilities of school leaders have expanded significantly in recent years well beyond the traditional role. The importance of school leadership has grown considerably, too."** *Dr. L. Earl Franks, CAE, Executive Director, NAESP*

**"Ensuring all students have access to stable, high-quality school leadership is a shared responsibility of district leaders, regional service providers, and state education leaders."** *Dr. David Knight, University of Washington*

**"Principals are critical in leading schools glowing with emotional health and well-being and that are vibrant environments for learning."** *Sen. Lisa Wellman*

**"Educating our kids is our paramount duty, and we cannot do it without leadership of our educational community. Our principals provide the foundation for all of our kids."** *State Rep. Debra Lekanoff*

**"We really fundamentally believe if you have a good school, it's got a good principal. If you've got a good principal, you've got a good school."** *Christine Gregoire, Challenge Seattle CEO and former Washington State Governor*

**"There are no good schools without good principals. It simply does not exist."** *Arne Duncan former U.S. Secretary of Education*

**"Parents are rarely surprised when I note that even the best teachers can be rendered ineffective in a dysfunctional school, or that a great principal can turn a good teacher into an extraordinary educator."** *Rahm Emanuel, 44th Mayor of Chicago, former Chief of Staff to President Obama*

# THE FOUNDATION (WSPEF)



## WASHINGTON SCHOOL PRINCIPALS' EDUCATION FOUNDATION



### ABOUT THE FOUNDATION

In 1982, AWSP created the Washington School Principals' Education Foundation (WSPEF), a nonprofit foundation that oversees student leadership activities, an outdoor learning center, and professional development services. WSPEF is governed by a board of directors made up of active members and community members. We serve all schools in Washington state.

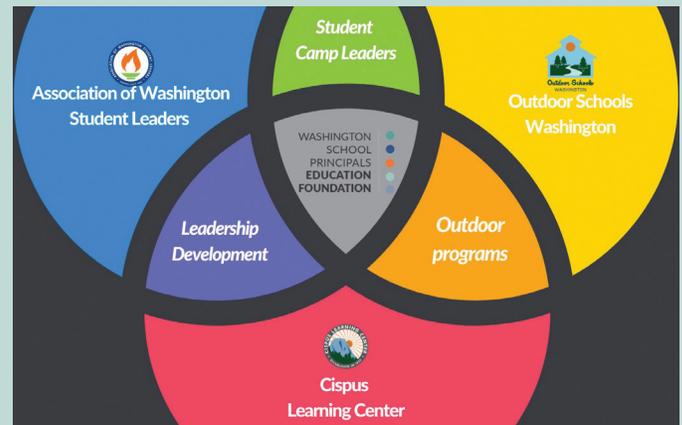
### OUR WHY

We believe children at all grade levels have potential to become leaders in their neighborhoods, schools, and communities. Through social/emotional learning and academic standards benchmarks, we approach the needs of the whole child, striving to support and improve their growth in the social and academic domains.

Time spent outdoors connects children with the environment, helping them develop the mindset of stewardship and conservation. As students learn about their place in the natural world, they also discover a future for themselves as advocates, organizers, and those who find their life's calling in environmental work.

Our practices are planned, implemented, and evaluated through the lenses of justice, equity, and inclusion. Just as diversity is an indicator of environmental health, it is how we judge our organization's health as well.

We are purposeful in our development of students as leaders, helping them find the power of their voices. We encourage and support them as they become influences for good in their communities, their cultures, and, ultimately, the world.



### WSPEF MISSION AND VISION

Our mission is to provide needed resources for schools and school leaders in support of every student excelling inside and outside of the classroom through extraordinary learning opportunities.

We share the vision that students achieve success through out-of-the-box thinking, unique opportunities, and access to inspiring possibilities; and where the communities, large and small, work together in support of schools across Washington state.

# STUDENT PROGRAMS



“My experiences with AWSL changed my life. I would not be the educator, leader, father, or man I am had it not been for my experiences through summer leadership camps through AWSL. In many ways, the relationships I've forged, the learning I've experienced, and the overall impact it has had on me saved my life.

Going to Summer Leadership Camp and being a part of AWSL is where I find my home, my true north, my authentic self. In turn, I can share my best self with others in service, love, compassion, with the students I work with, and in the relationships I keep.”

- Matt Wallace (Assistant Principal, Woodinville HS)



## EMPOWERING STUDENTS FOR CHANGE

The Association of Washington Student Leaders (AWSL) is the go-to destination to empower students to lead and make positive change within their schools, communities, and themselves. Through life-changing and affordable programs, curriculum, and experiences, AWSL prepares students for success in academics and life through leadership development opportunities and programs.

AWSL is committed to investing in people, developing programs, and elevating student voice while strengthening the belief that all students can lead. We strive to create opportunities that increase access, so each and every student can participate and lead.

AWSL's work and mission are centered around being school culture and climate specialists, collaborating with school leaders (students and adults) to create meaningful and sustainable environments where all can thrive. AWSL has moved student-voice and student-centered work into the spotlight of Washington's education system. It serves as a megaphone to allow each student's voice to be heard in authentic and meaningful ways, and uncovers hidden student voices and leaders who may not participate in traditional leadership roles within their school.

AWSL's work continues to strengthen and improve educational experiences for every student in Washington state. AWSL has created the blueprint for advocacy, awareness, professional learning, and inclusion that allows students to be encouraged to reach their full potential as lifelong learners and leaders.

## LEADING WITH EQUITY

AWSL is the division of AWSP providing opportunities designed to support and increase the academic and social success of each and every student. AWSL believes all students and adults can lead in their schools and communities. AWSL supports schools by:

- Creating opportunities for students to lead, represent, and reflect the demographics of the school.
- Developing multiple opportunities and access points for all students to lead.
- Promoting the ideal that all students can learn to lead, just like all students can learn math, English, social studies, and other content areas.

## TARGET 1: TRAIN AND EMPOWER STUDENTS TO LEAD

Each and every student has the qualities of a leader within them. Students being able to lead and be leaders in a multitude of contexts prepares students with real-life experiences. Schools should provide opportunities for every student to know they can be leaders in their schools and communities.

AWSL provides opportunities through camps, retreats, one-day workshops, conferences, and custom programs. The role of students supporting the work of school leaders by being collaborative partners in Creating a Culture, Ensuring Safety, Planning with Data, Managing Resources, Closing the Gap, and Engaging Families and the Community is a common thread in all our programs.

## Programs Offered:

- Elementary programs, resources, and recess training for students and adults.
- Middle-Level conferences, workshops, retreats, and summer camp opportunities.
- High School conferences, workshops, retreats, summer camps, and student voice opportunities.

## TARGET 2: SUPPORT ADULTS ENGAGED IN BUILDING A CULTURE OF STUDENT SUCCESS

AWSL provides professional learning and clock hour opportunities in many areas, including leadership class design, school culture conversations, and the nuances of ASB financial issues.

AWSL also provides opportunities for other adults in your school to gain skills and insight to be facilitators of student success.

AWSL provides training for paraprofessionals, recess staff, and playground supervisors through Reimagining Recess with social-emotional and conflict-resolution skills and strategies. Custom professional development and learning opportunities for adults are available to support your goals.

AWSL membership provides direct connections and consultation to student activity advisers and professionals (new and experienced) to resources and engagement opportunities.

## TARGET 3: PROVIDE RESOURCES FOR ENGAGEMENT AND EMPOWERMENT

### Dynamic and affordable, our current publications include:

- **AWSL Communication Guidebook.** Communication is the heart of leading. Using AWSL's lessons and resources, the Guidebook offers lessons, resources, and ideas to strengthen and improve communication.
- **Inspiring Student to Lead**, an elementary resource guide.
- **Starting in the Middle**, a middle-level resource guide for leadership class or advisory.
- **Building Leaders for Life**, a high-school resource guide for leadership class or advisory.



## School Culture and Climate Programs:

- **“Turn Up the Volume” School Summit:** Sharing suggestions, ideas, and perspectives in a unifying school-culture summit.
- **MLK Assembly:** AWSL provides an annual MLK presentation and support materials for primary and secondary schools.
- **Module-Based SEL Programs:** Each publication and the module-based program provide easy-to-follow lessons and AWSL support. Our publications and materials stem from the AWSL Goals and Objectives, the AWSP Leadership Framework, and the Washington State Social-Emotional Learning Standards.



## TARGET 4: PROMOTE THE VALUE OF STUDENTS AS LEADERS

School leaders and students can work as partners to improve the culture and climate in our schools and communities. The eight criteria of the AWSP Leadership Framework and the School Leader Paradigm were created for principals, but students who lead are focused on the same goals.

Using the Leadership Framework and the School Leader Paradigm, principals and students develop common language and initiatives for improvement. AWSL provides opportunities for students to lead through our Student Voice Network, which allows students to provide student voice to AWSL, AWSP, and educational stakeholders.

AWSL is committed to sharing stories and strategies to help schools develop a culture where all students belong and can grow and emerge as leaders.

# OUTDOOR SCHOOLS WA



## ALL KIDS DESERVE A WEEK IN NATURE

Outdoor Schools WA was formed in 2021 to help schools provide overnight outdoor environmental education experiences for students in 5th or 6th grade. Through generous funding from the State of Washington, our organization is able to refund schools for their outdoor education costs through standard (full) funding or partial funding. Funding amount decisions are based on criterion found in the Outdoor Learning Grant legislation (passed as SSHB 2078, 2022).

### WHAT IS OUTDOOR SCHOOL?

Outdoor school is a multi-day, overnight, hands-on, multi-disciplinary education experience for students in 5th or 6th grade. Students share cabins, sing songs, and eat together while studying the flora, fauna and natural systems found at an outdoor learning site. Many programs utilize high school students as leaders, under professional guidance, to assist teaching environmental education lessons and help care for the younger students. Through their outdoor school leader experiences, high school students are exposed to possible future careers in education, natural resources, outdoor recreation, and the sciences.

### BENEFITS OF OUTDOOR SCHOOL

- Improved attendance and graduation rates
- Improved behavior in school and stronger connections with peers
- Higher academic achievement
- Development of critical thinking skills
- Direct experience with scientific concepts in the field
- Growth in leadership and collaboration skills
- Deeper engagement with learning, place, and community

### WHY OUTDOOR SCHOOL FOR ALL WASHINGTON STUDENTS?

**Equity:** The benefits of outdoor school are clear, yet currently underserved communities, both rural and urban, lack access to these programs. Funding through Outdoor Schools WA ensures every student has access to the transformative experiences provided by time spent learning at outdoor school.

**Environment:** Washington and the world face daunting environmental challenges, including climate change, pollution, and resource depletion. Outdoor school experiences prepare the next generation with the skills, understanding, and knowledge to solve these tough problems and make sound decisions for our environment.

**Economy:** Outdoor school introduces young people for careers in the sciences, outdoor recreation, education, and natural resources, as well as developing critical collaborative skills, preparing them to become prosperous and contributing adults.



## Outdoor Schools WASHINGTON

The Washington State Legislature overwhelmingly passed the Outdoor Learning Grants Program during the 2021-2022 session to develop and support outdoor educational experiences for students in all geographic regions and include high levels of accessibility for students with disabilities. This legislation makes overnight outdoor educational experiences (outdoor school) a part of every Washington child's education experience.

In addition to funding outdoor school subsidy supports, SSHB 2078 also established grants for schools to develop their own pre-K-12 outdoor education programs (through OSPI), and grants for community-based organizations to partner with school districts/schools to develop and grow outdoor education opportunities (through the Recreation and Conservation Office). We believe ALL Washington students deserve a week in nature! Visit [www.outdoorschoolswa.org](http://www.outdoorschoolswa.org) for more details.

### IMPACTS OF OUTDOOR EDUCATION

Our state has history when it comes to educating children in nature. Washington's Indigenous People have been teaching children about nature since time immemorial. Outdoor schools organized through the education system date back to the 1930s in our state. Currently, 36 sites are approved to host students for overnight outdoor learning.

Outdoor Schools WA is honored to be a part of providing this experience for ALL children in Washington. From the beginning of our organization, we've always said we'll know we've done our job well when each and every student in Washington has outdoor school as part of their education. The phrase, "Every child deserves a week in nature" drives our work. We won't stop until this is a reality!



## THE HOME OF OUTDOOR EDUCATION

The Cispus Learning Center has been the home of outdoor education for decades. Cispus exists to support and improve K-12 educational programs for Washington state students.

AWSP first began its outdoor education programs in 1981 at the Cispus Learning Center in Randle. Cispus serves more than 16,000 students and adults each year and is a premiere outdoor education center! The Cispus Learning Center is host to one of the largest and more versatile challenge courses in the Pacific Northwest. More than one million guests have used the woods surrounding Cispus to better understand themselves and the natural environment.

### FEATURES:

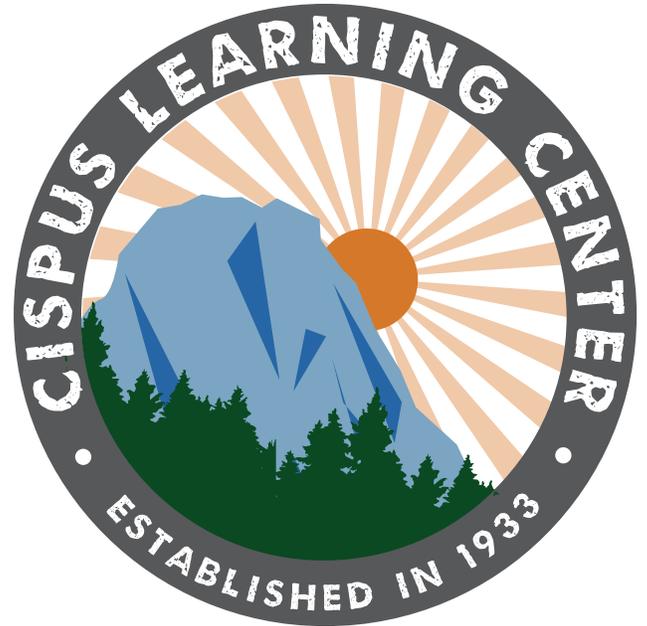
- Outstanding facilities at a reasonable cost
- Environmental science and outdoor education
- Staff team building
- Meals prepared on-site
- A comprehensive challenge course
- Student leadership development programs
- Custom programs to fit the needs of your group
- Traveling challenge course program
- Outdoor school programs

### OUR VISITORS:

Each year, both students and adults use Cispus to better understand themselves and the natural environment. Groups utilizing Cispus include:

- AWSL programs and summer camps
- School organizations and clubs
- Educators and school staff
- Sports teams
- Marching bands and drum corps
- Youth groups
- Service organizations
- Statewide conferences
- University researchers
- College interns
- Any business visiting with an educational purpose

Learn more and make a reservation at [www.cispus.org](http://www.cispus.org).



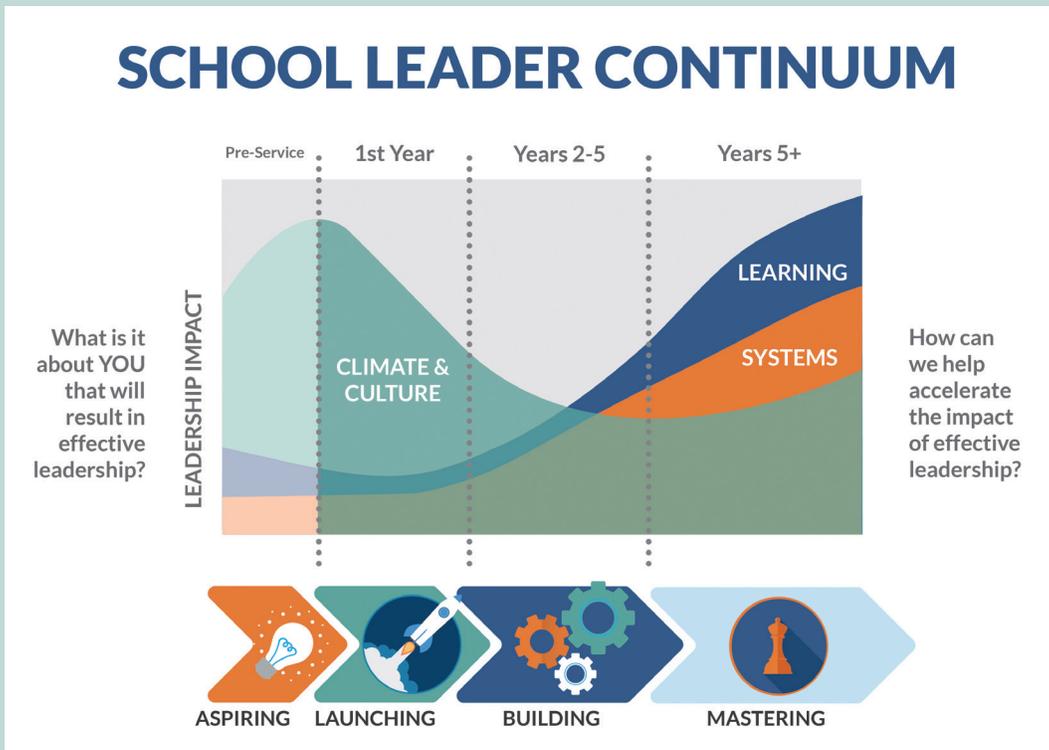
“Cispus is a place you can go if you get lost... Cispus has your back.”

- Hanford McCloud

“My best memory of Cispus is not from a moment but from a feeling. I don't know if it's the fresh air, but there really is something magical about that place. As a middle school student at Outdoor School, the giant trees surrounding the property seemed like ancient guardians of a special place, full of forest secrets that we would learn by the end of camp. I learned vocabulary and concepts that I still use to this day, and have made lifelong friendships because of my Cispus experience.” - Kim Speer



# THE ASSOCIATION



## OUR PRIORITIES

We believe that every student deserves the best principal in the world—a principal who creates a positive and hope-filled school culture, systems to support that culture, and ongoing learning for both students and adults.

Leadership matters, but leadership takes time. Principals need the time to create a culture founded on relationships and trust. At the same time, effective leaders simultaneously dismantle historically inequitable, bad-for-kids systems while also building student-centered systems. Hope for students and adults is the result.

To support our leaders and put the best principals and assistant principals in every school, AWSP remains steadfast in channeling our energy into three main priorities: grow future leaders, support current leaders to be highly effective, and sustain leaders in their roles in order to be long-term change agents.

The School Leader Continuum graphic above captures the journey of leadership and why our students depend on not just having a highly effective school leader, but also a leader who commits to remaining in the building for five or more years.

### OUR THEORY OF ACTION:

If we all work together to support building principals and assistant principals, then we will attract, retain, and sustain highly-effective school leaders.



### Grow

Partner with other organizations to identify, recruit, and develop future school leaders with a focus on underrepresented groups.



### Support

Support and equip all school leaders with the knowledge, skills, and confidence to foster positive school culture, build equitable systems, and lead learning in their respective school contexts and communities.



### Sustain

Support all principals in their capacity to be effective long-term leaders, specifically in highly impacted schools where strong and consistent leadership is needed most.

# LEADERSHIP & ADVOCACY



AWSP provides a strong and respected voice on state and national issues affecting schools, principals, and the students we serve. We focus our legislative efforts on what's best for students. Our association priorities are addressed by supporting legislation that dismantles historically inequitable systems in our state and supports the effectiveness of school leaders in order to alleviate principal turnover. The Director of Government Relations and Advocacy attends regular meetings with other education associations and various work groups regarding issues and policies that are important to principals and assistant principals. National advocacy efforts are coordinated with the National Association of Elementary School Principals (NAESP) and the National Association of Secondary School Principals (NASSP).

We are proud of our work to help pass bills related to updating the prototypical funding model for support staff positions, providing stable funding for districts throughout the pandemic, and establishing the Outdoor School for All program. We will work hard with our education partners to address school funding concerns in the upcoming legislative sessions.

## ADVOCACY COUNCIL AND PRINCIPAL PARTNERS FOR LEGISLATORS

Our government relations efforts and legislative platform are focused through a statewide Advocacy Advisory Council, which helps us identify and prioritize issues critical to our members. The council includes practicing principals and assistant principals from each grade level within each of the state's nine ESD regions. The Advocacy Advisory Council serves as both liaison and resource to the AWSP Board and Grade Level Leadership Committees on legislative matters. Members communicate with school leaders around the state on issues of concern, monitor legislative action, and assist with testimony as appropriate.

The council meets occasionally via Zoom during the interim and weekly during the legislative session. We are also thrilled to have additional grassroots support from a network of "Principal Partners for Legislators" around the state who commit to regular communication with their local legislator. Our goal is to have all 147 legislators partnered up with a school leader. Reach out to us if you want to be involved!

## MAKE YOUR VOICE HEARD

Legislators need to hear from school leaders. It is now much easier to testify during the legislative session thanks to the use of remote testimony. We encourage all of our members to be advocates and to connect with their legislators. One of the most effective ways to familiarize lawmakers with the stories of students and staff in your school or district is to invite them to visit your building. Ask them to attend a school event, a PTA meeting, or a staff training. Invite them to come meet with teachers and students. Add them to your newsletter distribution list so they can follow your school's progress.

## TORCH OF LEADERSHIP AWARD

The Torch of Leadership Award honors statewide elected officials who have demonstrated outstanding support of principals, assistant principals, and the principalship. The award was established in 2009. Nominations are submitted by members of the AWSP Advocacy Advisory Council. Recipients are named after the legislative session each spring and are honored throughout the following school year.



2024 Torch of Leadership Winner Rep. Paul Harris.

## JOIN THE PAC—YOUR CONTRIBUTIONS ARE VOLUNTARY—AND NEEDED

School leaders in Washington state can take an active role in the political process by joining AWSP's Political Action Committee (PAC), the Washington School Principals Legislative Effectiveness Association. AWSP-WSPLEA raises and spends money to support candidates and issues that are important to the principalship and to education. It is entirely funded by member donations.



No AWSP dues are used to support AWSP-WSPLEA PAC activities. AWSP has 3,583 active members, yet only about 160 belong to the PAC. We need your help to stay on top of education issues at the state and federal levels. JOIN TODAY!

Join at [awsp.org/PAC](https://awsp.org/PAC)

# PROFESSIONAL LEARNING



## A WORKSHOP OR SERIES FOR EVERY SCHOOL LEADER

AWSP professional learning is centered around you as a school leader with an unwavering commitment to increasing your effectiveness, longevity, and impact. Any school leadership journey needs to be centered on student success and we know that cannot be achieved without identifying and eliminating bad-for-kids systems. Our commitment to our members is to support you as you lead with an anti-racist lens and create systems that ensure diversity, equity, inclusion, and belonging for your entire school community.

AWSP recognizes there are many ways to meet your needs as a learner. We offer opportunities to learn in person, virtually, and on-demand through the AWSP Learning Lab.

No matter which way you choose to learn, at AWSP we commit to delivering high-quality and relevant content.

View all of AWSP's Professional Learning opportunities at [awsp.org/professional-learning](http://awsp.org/professional-learning).

### LEADERSHIP CONTINUUM

AWSP's Leadership Continuum for professional learning has been designed to grow, support, and sustain school leaders through their entire career. The Continuum begins with programming that focuses on pre-service (Aspiring) school leaders and follows through with specific workshop series for the first year (Launching), years two through five (Building), and into the principalship beyond year five (Mastering).



### CUSTOMIZABLE

We know one size doesn't fit all, which is why we provide a number of different ways for school leaders to stay sharp and improve their skills. This also includes customizable professional learning for the leaders in your school district. Examples include, but are not limited to, the AWSP Leadership Framework, School Leader Paradigm, Empowering Excellence Series, principal induction and systems support, inclusion, equity, and racially literate leadership. Call us at 800.562.6100 for more information.

### AWSP IS AN APPROVED CLOCK HOUR PROVIDER

AWSP is proud to be an approved provider for Washington state clock hours. Our workshops and series offer Leadership, Equity, and/or General clock hours. Looking for information about renewing your certificate? Visit the OSPI website at [ospi.k12.wa.us/certification](http://ospi.k12.wa.us/certification).

### EMPOWERING EXCELLENCE SERIES

In order to provide a complete picture of principals and assistant principals as learning leaders leading learning organizations, AWSP and the School Leader Collaborative developed the **School Leader Paradigm**. The Paradigm is based on the concept of "Becoming While Doing."



AWSP has used this Paradigm in multiple trainings over the years, and now we're offering the Empowering Excellence series to bring the Paradigm directly to you and your school or district. Covering a range of topics from setting foundations for the school year to assessing and connecting your leadership impact, AWSP's Empowering Excellence series breaks down the complexity of leadership into customizable sessions that bring to life all aspects of the School Leader Paradigm in a collaborative environment.

Customize your package with eight session options. We'll fit this training into your current meeting structure/schedule. Investment includes travel, planning, presentations, and materials. **Ask your district about Empowering Excellence!** Learn more at [awsp.org/excellence](http://awsp.org/excellence).

### NEXT LEVEL LEADERS

A partnership between AWSP and WASA, Next Level Leaders is Washington State's Premier Leadership Development Academy dedicated to preparing leaders to conquer complex challenges through the development of a two-year learning community. Learn more and apply for the next cohort at [nll.academy](http://nll.academy).



Visit [awsp.org/professional-learning](http://awsp.org/professional-learning).

# AWSP LEARNING LAB



## WHAT IS THE LEARNING LAB?

The AWSP Learning Lab brings learning directly to you anytime, anywhere, and on any device. Whether you're looking for something live, on-demand, or a mix of both, you'll find something in the Learning Lab. And if you're looking for clock hours, many of our courses and events offer leadership and/or equity clock hours for your certificate renewals.

## VIRTUAL SERIES

Join one of our virtual series to learn with a network of fellow school leaders. No matter who the presenter or content experts are, we want our members to learn from each other. We like to say, "The smartest person in the room...is the room."

## ON-DEMAND COURSES

School leaders are incredibly busy and there's never enough time. Whether we're posting recordings or offering on-demand courses, we'll have content ready for you when you're ready for it. Go at your own pace and learn on your own time.

## WEBINARS

In addition to more structured courses and events, we'll offer webinars for information and learning throughout the year. Come join us for hot topics, updates, and more.



## A FEW COURSE HIGHLIGHTS

### New Student Growth Goals: Effective Conversations for School Leaders



In this free, on-demand course, Becky Lee and Anzara Miller guide you through the new student growth goals for teachers and walk you through how to have effective conversations.

### Meaningful Evaluation Practices



How can you improve the feedback you give to improve teaching in your school? Join us for monthly conversations about meaningful evaluation practices.

### AI Principals: A Series to Help School Leaders Understand, Use, and Lead with AI



Are you a school leader looking to harness the power of Artificial Intelligence (AI) to enhance your leadership skills and streamline your administrative processes? Join us for this series and unlock the potential of AI!

Visit the Learning Lab at [learn.awsp.org](https://learn.awsp.org).

## AWSP PRINCIPALS' FORUMS

Our seasonal forums are designed to update our members across the state with what's happening at AWSP and in the educational landscape all around the state. We bring policy and thought leaders to you, allowing you to learn, engage, and make your voice heard. Don't miss these opportunities to listen, share, and learn about all the things relevant to your work. AWSP will email members with Forum details each season.

# LEADERS OF COLOR NETWORK



## WHAT IS THE LEADERS OF COLOR NETWORK?

In order for us to grow, support, and sustain together as educational leaders, AWSP created the Leaders of Color Network (LOCNET). The LOCNET strives to create a safe and brave space for Black and Brown leaders by providing opportunities for members to learn together, build collegial relationships, network, and provide a sense of belonging.

### AWSP strives to:

- Support leaders of color.
- Increase allyship understanding of how to support, grow, and sustain leaders of color in leadership growth.
- Increase the voice and presence of leaders of color in the organization.
- Support and recruit aspiring leaders of color.
- Increase representation of leaders of color through Grade-Level Leadership Committees, AWSP/WSPEF Boards, and Advisory Councils.

## Monthly Pro Learning: In-Person and Virtual



AWSP's Leaders of Color Network offers in-person and virtual opportunities to connect throughout the year. Our monthly Zooms are topical and clock hours are

available. Learn more at [www.awsp.org/LOCNET](http://www.awsp.org/LOCNET).

## Dear Sista: An Affinity Group for Black Women Leaders



"Dear Sista" is an affinity group for Black women leaders to connect, support, and grow together to sustain in the principalship. The title *Dear Sista* is a tribute to

Veronica Very's book of poems that speaks to truth, healing, and supporting the sisterhood. The group meets virtually via Zoom. View dates on our website at [www.awsp.org/LOCNET](http://www.awsp.org/LOCNET).

## iGrow WA Summit for Leaders of Color



AWSP's iGrow WA Summit is designed for all school leaders of color. Whether you're a seasoned principal, an aspiring leader, district leader, or an educational

partner, this event is tailored to inspire, connect, and grow your leadership journey. The theme of the Summit is "We hear you. We see you. We need you." The Summit features a social, keynote speakers, breakout sessions, and networking. Summit dates vary annually. Learn more at [www.awsp.org/iGrow](http://www.awsp.org/iGrow).

### Leaders of Color, Connect on WhatsApp!

Leaders of Color, stay connected with AWSP and each other during the school year! Scan this QR code for direct access to AWSP's LOCNET *WhatsApp* Community.

## QUESTIONS?

Reach out to Kamrica Ary-Turner Beaver at [kamrica@awsp.org](mailto:kamrica@awsp.org) or 800.562.6100.

# MEMBER SUPPORT



## HOW WE SUPPORT MEMBERS LIKE YOU

Member support comes in many forms and happens on a daily basis. AWSP offers a variety of supports, including the Principal Mentoring Program for school leaders who want to strengthen their leadership, and professional and legal services. Our seasoned staff has been where you are. Every administrator needs professional advice or legal counsel from time-to-time. It's the nature of the job and we're here to support you!

### AWSP PRINCIPAL MENTORING SERVICES

AWSP's mentoring program has a long tradition of connecting school leaders with strong mentors to support the important work of a school principal or assistant principal.

Principal mentoring can increase principal retention, contributing to greater stability in school reform efforts over time. School leaders can apply for a mentor at any stage of their career. Mentees receive one-on-one mentoring support throughout the school year, with a focus on skill and talent development.

All mentors that participate in this program are AWSP trained. AWSP offers two mentor training academy options: one for mentors who identify as BIPOC, the other for mentors who identify as white. There will be no cost to attend an academy, and they are all held virtually. Learn more on the AWSP website.



### NEW SCHOOL LEADERS

There are several ways AWSP supports brand new principals and assistant principals.

**Mentoring:** AWSP's mentoring program can pair new or newly assigned school leaders with a qualified, AWSP-trained mentor to support them in their first year.

**Launching School Leadership Series:** This three-part series is designed to help principals and assistant principals maximize their leadership during the first year. Learn more at [www.awsp.org/LSL](http://www.awsp.org/LSL).

**Quarterly check-ins:** We offer new leaders several opportunities for virtual check-ins with AWSP staff throughout the year. New members can watch for an email with details on dates, times, and Zoom room access.



### AWSP PROFESSIONAL & LEGAL SERVICES

School administrators may need professional advice or legal counsel on employment-related issues during the course of their career. Professional and legal services related to your employment as a building administrator are a benefit of your AWSP membership.

**Professional Advice:** All AWSP members (Active, Associate, Aspiring, Advocate, and Lifetime) are eligible for professional advice from AWSP executive staff on employment-related issues at no cost. Our seasoned staff can help navigate a difficult issue or offer a helpful second opinion. Our services are always confidential and respectful of all parties involved.

**Legal Services:** Assistance in obtaining legal counsel for employment-related matters is available only to Active AWSP members. Situations that existed prior to the effective date of Active membership are not eligible. Your Active AWSP membership is provided in partnership with the National Association of Elementary School Principals (NAESP) or the National Association of Secondary School Principals (NASSP).

Benefits include:

- Up to \$10,000 for employment-related legal fees based on continuous years of Active membership with AWSP.
- Up to \$14,000 that can be used for reimbursement of legal expenses for employment-related criminal cases in which the AWSP Active member is exonerated.
- A \$2 million liability policy that can be activated in the case of an employment-related civil suit. Learn more about these programs at [www.naesp.org](http://www.naesp.org) or [www.nassp.org](http://www.nassp.org).

**Principal 911: We're Here for You!**  
Call us at 800.562.6100.

# COMMUNICATIONS



## KEEPING YOU INFORMED AND EMPOWERED

How do you keep your sanity in an age of rapid-fire communications and information overload? Let us help. We share the latest research, legislation, and stories from the field. We stay on top of trends nationally and locally. If it affects the principalship, we'll let you know. You can find a lot of great content relevant to you on our resource-rich website and blog, our active YouTube channel, our *A Matter of Principal* podcast, our newsletters, and our social media channels.

We amplify principal voice to keep our members informed, connected, and engaged. We want you to be knowledgeable about what's happening in the education world that affects you. If knowledge is power, then we make more powerful principals.

We support AWSP's priorities by sharing resources to help you become a racially-literate leader in order to dismantle inequitable systems. We share and create content to uplift, inspire, motivate, and make you more effective in your leadership. Through all of our platforms, our goal is to make sure every student in the state has an informed, engaged, and connected principal.

We want to connect with our members and connect our members to each other. Leadership can be lonely, especially in isolation, so our goal is to help you know we're all in this together.

## WE'RE QUITE SOCIAL

We love to post, tweet, chat, film, and share with our members. We use our social media channels and pages to get the latest information out to members. Be sure to like, follow, and subscribe!



## BOOKENDS PRINT NEWSLETTER

We know not everyone is able to read each e-newsletter or email we send out. *Bookends* is one more way of keeping you in the loop "in case you missed it." We send it twice per year—once in the fall and once in the spring. (The newsletter "bookends" the year, so to speak!) Take it with you on a plane, to a game, to the beach, or anywhere else you might have a moment to check out what your professional association is doing to grow, support, and sustain school leaders in Washington state.



## AWSP EMAIL NEWSLETTERS

**Principal Matters:** If it affects the principalship in Washington state, you'll hear about it in *Principal Matters*. Topics cover leadership, research, administration, operations, ASB issues, outdoor education, student activities, and more. *Published twice per month.*

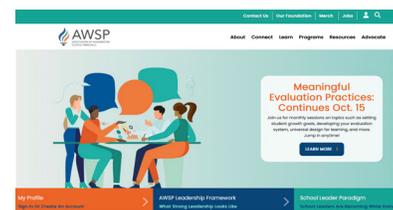
**Fast Four Learning:** Only have a few minutes to read? *Fast Four Learning* quickly highlights four opportunities you won't want to miss. *Published twice per month.*

**Legislative Update:** Each Friday during the legislative session, we send members a legislative update that covers everything from educational requirements and health care to principal evaluation—all from the principals' perspective. *Published weekly during session.*

**Building Leaders:** Published by the Association of Washington Student Leaders, *Building Leaders* supports student activity advisers, advocates, and administrators. Topics cover leadership opportunities for K-12 students, camps, resources, curriculum, and more. *Published weekly.*

## AWSP WEBSITE

The AWSP website keeps the needs of our members front and center. Redesigned in fall 2024, you'll notice an updated, easy-to-navigate layout on the homepage. The drop-down menus are more descriptive and robust, upcoming events are featured more prominently, and the new card layout style allows members to see more information at a glance.



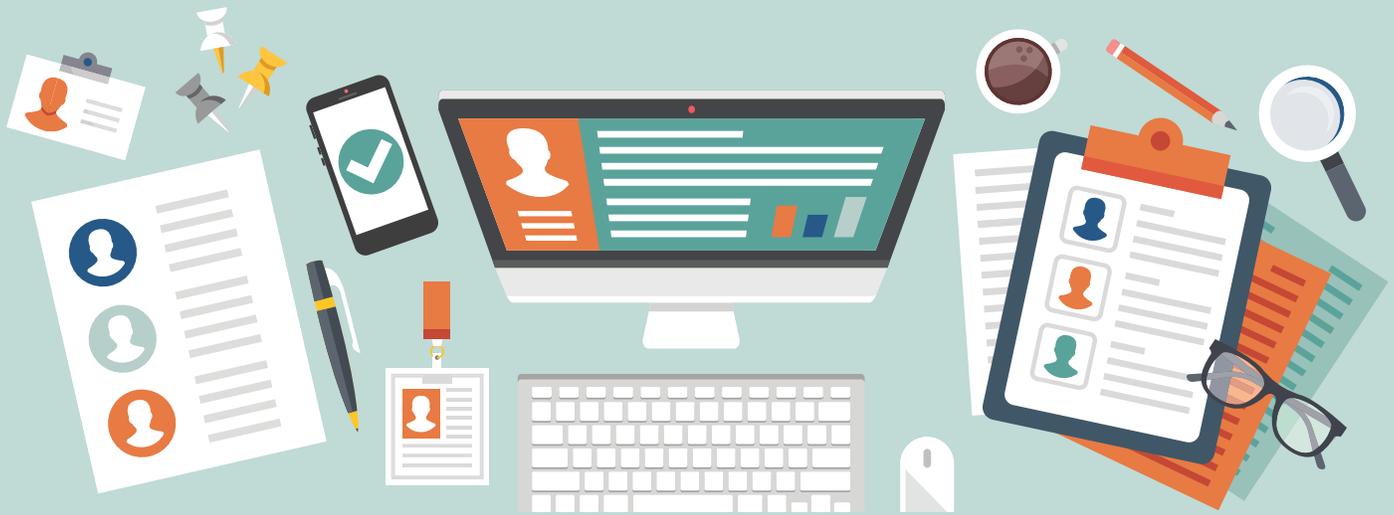
## THE AWSP LEARNING LAB

The AWSP Learning Lab launched in 2020 as a more budget-friendly, accessible professional learning option for school leaders across the state. Our Learning Lab brings professional learning directly to you, on your time, on any device, and with or without your team. Check it out at [learn.awsp.org](http://learn.awsp.org), and learn more on page 19.

## BUSINESS PARTNERS AND AFFILIATES

AWSP is proud to partner with business partners and sponsors who benefit our members in many ways, from investments to insurance to professional and personal growth. We value the services they deliver to our members. Learn more on page 58.

# RESOURCES



## HELPING YOU LEAD AT YOUR BEST

AWSP offers a wealth of resources to assist you on your leadership journey. This section of the Handbook features some of the most widely-used tools and information we offer to members:

- **The School Leader Paradigm:** Leadership is an art. It is a delicate balance between “becoming while doing.” The Paradigm explores the language and complexity of school leadership.
- **The AWSP Leadership Framework:** The Framework is the resource for capturing the impact of your leadership across eight criteria throughout the course of the year.
- **AWSP Surthrival Guide:** Move from surviving to thriving by leaning into this guide as a resource constructed around the school calendar.
- **Evidence of Impact:** Designed around a Problem of Practice and built upon a Theory of Action, use this tool to guide ongoing conversations with your supervisor about the impact of your leadership.

Our website has many more resources available to you. You'll find inclusionary practices resources, an AI prompt library, job search tools, an education book review service from The Main Idea, timely resources on hot topics, the AWSP Learning Lab, and much more.

# SCHOOL LEADER PARADIGM

## Becoming...

### PERSONAL INTELLIGENCE

#### Wellness

Ethical  
Fit/Healthy  
Optimistic  
Self-aware

#### Self Management

Organized  
Balanced  
Self-controlled  
Self-confident

#### Growth Mindset

Humble  
Reflective  
Intentional  
Accountable

#### Innovation

Creative  
Adaptive  
Resilient  
Courageous

### SOCIAL INTELLIGENCE

#### Service

Empathetic  
Trustworthy  
Generous  
Protective

#### Capacity Building

Empowering  
Guiding  
Resourceful  
Facilitative

#### Community Building

Relational  
Collaborative  
Connective  
Conciliatory

#### Influence

Attentive  
Communicative  
Motivational  
Catalytic

### SYSTEMS INTELLIGENCE

#### Mission/Vision/ Strategic Planning

Analytic  
Strategic  
Articulate  
Visionary

#### Teaching & Learning

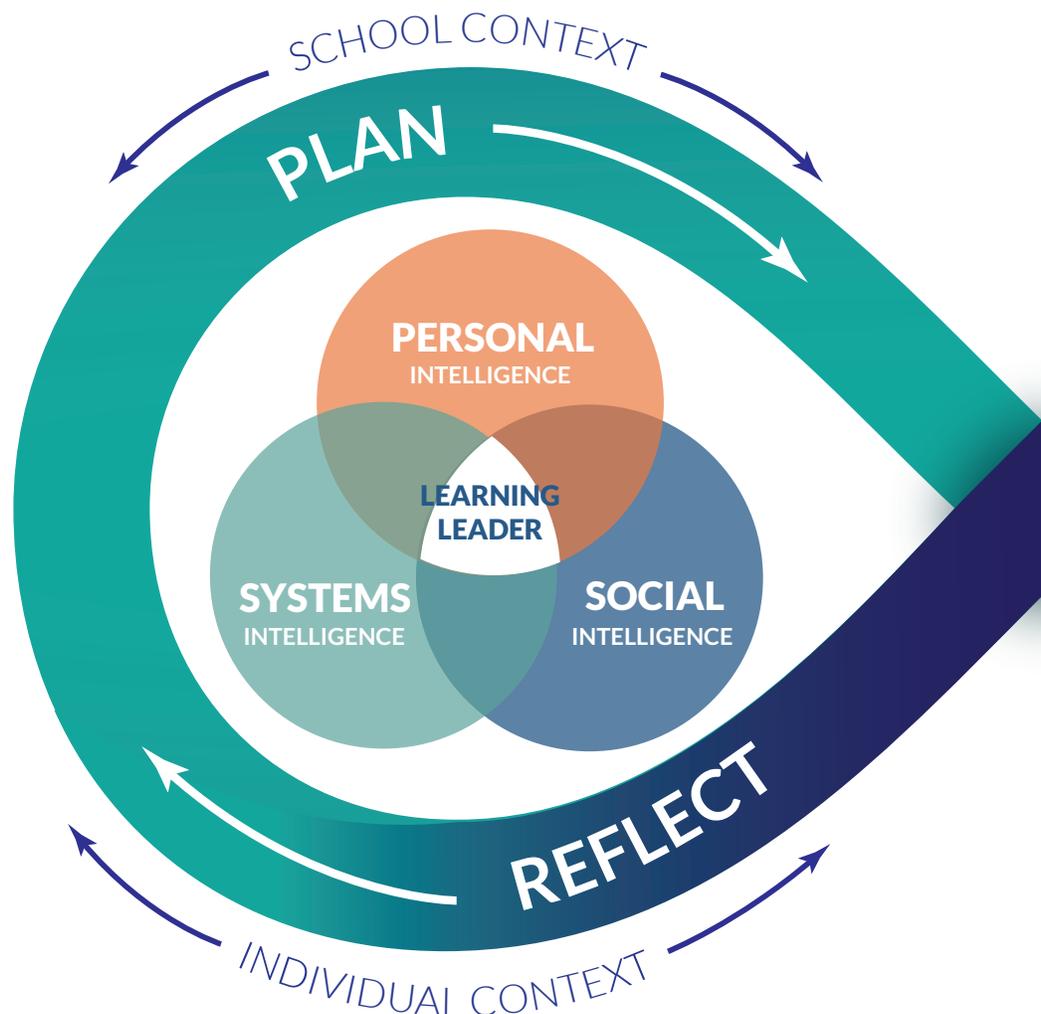
Diagnostic  
Knowledgeable  
Pedagogic  
Evaluative

#### Operations & Management

Responsible  
Transformative  
Responsive  
Methodical

#### Cultural Responsiveness

Visible  
Affiliative  
Advocative  
Global



**Creating Hope for All**  
#CreateHope

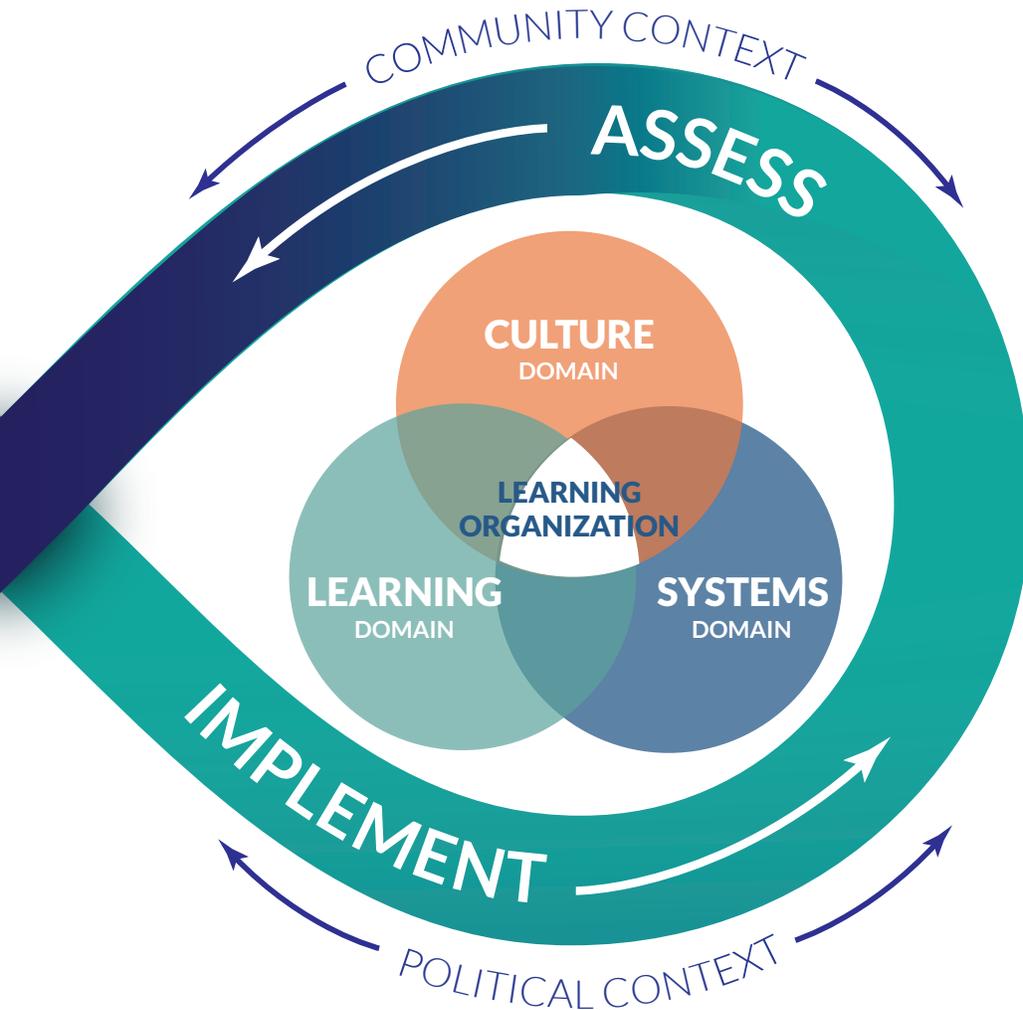
### “BECOMING” GUIDING QUESTIONS:

1. What does it mean to be a Learning Leader?
2. What are your Leadership Intelligences? How do these intelligences impact your ability to lead?
3. How aware are you of the contexts in which you lead? How does your leadership intelligence impact your contextual effectiveness?
4. How effective are you in leading constant Cycles of Inquiry? What attributes make you more or less effective?

An effective school leader constantly reflects on what makes them an impact leader. The “Becoming” side of AWSP’s School Leader Paradigm describes the attributes that make a leader who they are.

The “Doing” side of the Paradigm shows that leadership is measured by what a leader does. Principaling is the art of leadership where you are constantly becoming while doing.

## ... while Doing



### CULTURE DOMAIN

- Relationships
- Student-Centeredness
- Wellness
- Equity
- Traditions/Celebrations
- Ethics
- Global-Mindedness

### SYSTEMS DOMAIN

- Vision/Mission
- Communication
- Collaborative Leadership
- Data Literacy
- Strategic Management
- Safety
- Operations

### LEARNING DOMAIN

- Reflection/Growth
- Result-Oriented
- Curriculum
- Instruction
- Assessment
- Innovation
- Human Capital Management



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### “DOING” GUIDING QUESTIONS:

1. How are you leading the learning of your learning organization?
2. What are you doing to create culture with your students, staff and school community? What attributes increase your effectiveness at leading culture?
3. What systems are supporting and/or eroding your culture and what are you doing to be a systems leader? What attributes make you an effective systems leader?
4. How are you pushing on leading learning for all stakeholders? What attributes make you an effective “Lead Learner”?



# The AWSP LEADERSHIP FRAMEWORK For School Leader Evaluation

## Growth vs. Evaluation

The job of a school leader is rewarding, hard, messy, and incredibly complex. But even with its complexity and messiness, the "hard" about school leadership makes it so important. The "hard" about school leadership is what makes the profession so great. Otherwise, anyone could do it.

The AWSP Leadership Framework's purpose is to provide a guide on how to grow professionally throughout your career. We know school leaders are evaluated every year, but we hope the process is centered around professional growth and collaboration with your supervisor. We designed the Framework and professional growth pages to support growth and development conversations between you and your colleagues and you and your supervisor.

The most recent version of the AWSP Leadership Framework became required for all districts to use starting in the 2020-21 school year.

## Access the AWSP Leadership Framework

Access the full AWSP Leadership Framework at [www.awsp.org/framework](http://www.awsp.org/framework).



## Self-Assessment and Reflection Tool

We designed the AWSP Leadership Framework self-assessment to help you evaluate your leadership practices and identify areas for growth within the framework. By reflecting on your leadership and assessing your systems, you can identify areas of strength and uncover barriers to your growth and impact. Engaging in this reflective process will empower you to grow in your leadership and provide you with a focus for your work. (This self-reflection does not have to be shared with your supervisor and is only information for yourself.) Access the tool on our Leadership Framework page at [www.awsp.org/framework](http://www.awsp.org/framework).

## A Bit of History

The first version of the AWSP Leadership Framework was born in the late '90s. It was the result of a two-year study by a group of practicing principals, central office administrators, and university faculty. This version 1.0 was later expanded under Governor Christine Gregoire to meet the requirements of Race to the Top, President Obama's education reform initiative. With the addition of built-out rubrics and language describing measured improvements in student achievement, version 2.0 was born.

To create Version 3.0 of the Framework, AWSP staff began a two-year analysis of the impact of the implementation of the AWSP Framework 2.0. We conducted focus groups of principals and principal supervisors and reviewed recent literature. The next page outlines each criterion and their components and elements.

# FRAMEWORK CRITERIA AND COMPONENTS AT-A-GLANCE

## CRITERION 1: CREATING A CULTURE

- Component 1.1 Develops and sustains focus on a shared mission and clear vision for improvement of teaching and learning.
- Component 1.2 Engages in essential conversations for ongoing improvement of the school [See also 7.2].
- Component 1.3 Facilitates collaborative processes leading toward continuous improvement of teaching and learning.
- Component 1.4 Promotes and distributes leadership.
- Component 1.5 Creates and sustains a school culture that values and responds to the characteristics and needs of each learner [see also 2.2 and 8.2].

## CRITERION 2: ENSURING SCHOOL SAFETY

- Component 2.1 Provides for physical safety.
- Component 2.2 Provides for social, emotional, and intellectual safety.
- Component 2.3 Creates and protects identity safety.

## CRITERION 3: PLANNING WITH DATA

- Component 3.1 Recognizes and seeks out multiple data sources.
- Component 3.2 Analyzes and interprets multiple data sources to inform school-level improvement efforts.
- Component 3.3 Creates data-driven plans for improved teaching and learning.
- Component 3.4 Implements data-informed improvement plans.
- Component 3.5 Provides evidence of student growth that results from the school improvement planning process.

## CRITERION 4: ALIGNING CURRICULUM

- Component 4.1 Assists staff in aligning curriculum to state and local district learning goals.
- Component 4.2 Assists staff in aligning instructional practices to state standards and district learning goals.
- Component 4.3 Assists staff in aligning assessment practices to state standards and district learning goals.

## CRITERION 5: IMPROVING INSTRUCTION

- Component 5.1 Uses adopted instructional framework to monitor and support effective instruction and assessment practices.
- Component 5.2 Uses adopted instructional framework to evaluate instruction and assessment.
- Component 5.3 Assists staff in developing required student growth plans and identifying valid, reliable sources of evidence of effectiveness.
- Component 5.4 Provides evidence of student growth of selected teachers.

## CRITERION 6: MANAGING RESOURCES

- Component 6.1 Managing self.
- Component 6.2 Recruiting and hiring [It is assumed here that the principal has the authority to make hiring decisions.]
- Component 6.3 Assigning staff.
- Component 6.4 Managing fiscal resources [It is assumed here that the principal has the authority to make fiscal decisions.]

## CRITERION 7: ENGAGING FAMILIES AND COMMUNITIES

- Component 7.1 Partners with families to promote student learning.
- Component 7.2 Incorporates strategies that engage all families, particularly those that historically have been underserved.
- Component 7.3 Engages with communities to promote learning [See also Criterion 6 – Managing Resources].

## CRITERION 8: CLOSING THE GAP

- Component 8.1 Assesses data and identifies barriers.
- Component 8.2 Creates plans to dismantle barriers and increase achievement.
- Component 8.3 Implements and monitors plans to shrink achievement gaps.
- Component 8.4 Provides evidence of growth in student learning.



# SCHOOL LEADER

# *Survival*

# GUIDE

The research is clear—there is a direct correlation between student achievement and the length of tenure for a school leader. AWSP wants to ensure each leader is not just surviving, but *surthriving* throughout the entire school year! That's why we designed this School Leader Survival Guide just for you.

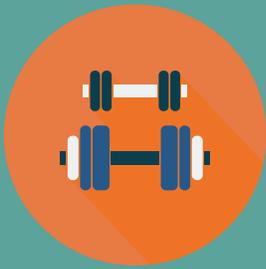
The purpose of the Survival Guide is to help you to think about the timeline of your school year from August to July, and to consider the important culture, systems, and learning focuses to pay close attention to in each month and each season.

At the start of this Guide are some practical self-care tips for physical, mental, and emotional wellbeing. Next, you'll find a calendar spread for each month with things to consider, important holidays, student leadership to-dos, connections to the AWSP Leadership Framework, and seasonal suggestions tied to the School Leader Paradigm. We've also added monthly equity goals and relationship challenges.

We want you to thrive in school leadership because we know students cannot be successful without an awesome leader like you at the helm. Thank you for choosing school leadership and making incredible things happen for kids!

# SELF-CARE TIPS

Principals and assistant principals have extremely demanding jobs that require physical, emotional, and intellectual work. An important part of your role is to reflect on and practice good self-care. Self-care boils down to three main categories: physical, mental, and emotional. Consider the following strategies to thrive in your role as a leader.



## PHYSICAL SELF-CARE: Activities to Improve Your Physical Health

- 6-8 hours of sleep
- Exercise
- Eat lunch
- Establish routines/rituals
- Drink water

The physical side of self-care includes things such as getting enough rest, exercising, eating right, and staying hydrated. Establishing a regular exercise routine influences the leader's ability to manage the stress of the job in a proactive manner while creating and sticking to a regular routine builds your personal self-efficacy. Initiating a routine such as this can consistently help to create a level of predictability in your day you might not otherwise have once you reach the school building. Healthy routines assist in less decision making. Prepare for the work week with a meal plan; have those healthy snacks and lunch choices at the ready, just waiting for you to grab. Consider working out early in the day, so nothing can interrupt you from completing it. Planning for the week and establishing routines can help to prepare for the day, stay on track with daily goals, and to wind down at the end of the day.



## MENTAL SELF-CARE: Practices to Maintain Mental Strength

- Animal companionship
- Spirituality
- Laughter
- Work/life balance
- Collaboration with peers

The mental side of self-care includes things like spending time with a furry friend, taking time for daily devotionals or meditation practices, finding humor in everyday things, and learning to laugh! AWSP greatly encourages principals to identify and engage with their own Professional Learning Network of peers. Establish your very own PLN, whether it be through participation in a professional learning series or finding opportunities to network with colleagues in your region. Collaborating and connecting with others in your profession about challenges and your work can be very helpful. Additionally, staying connected to what makes you happy—walks in nature, reading, gardening, sporting activities, a bike ride—all are great ways to keep you mentally healthy and ready for the challenges of leadership.



## EMOTIONAL SELF-CARE: Activities to Honor Yourself and Your Feelings

- Pay attention to your feelings
- Learn to say NO
- Breathe
- Set boundaries
- Forgive yourself

The emotional side of self-care is really about caring for your emotional needs by identifying what it is you're feeling and then moving forward in a way that honors yourself and those emotions. When our emotional self-care needs are not addressed, we tend to feel frustrated and burned-out. Strategies to consider are learning to say no in order to protect your time, remembering to breathe when you feel your emotions running the show, reserving "sorry" for situations where you are truly at fault, and working to find the words necessary to communicate to others with clarity. Bottom line, you are in charge of what energy you allow to enter into your life. Get better at setting boundaries that protect your space and time and notice, name, and validate your emotions when they make an appearance. Give yourself grace, and allow yourself to process what you're going through without judgment or guilt.

## A Note about Workforce Secondary Traumatic Stress

There can be a significant toll that secondary traumatic stress, or compassion fatigue, has on educators, and subsequently students. House Bill 1363 focuses on the adoption of policy and procedures so that districts and schools can take meaningful steps in supporting their staff's health and well-being. For more information about stress management, self-assessment tools, mental health resources, and how districts can organize workforce mental health committees, visit [go.awsp.org/stressmanagement](http://go.awsp.org/stressmanagement) or scan the QR code on the right.



# August

## Things to Consider

- Work with the office team for yearly planning.
- Write a "welcome back" newsletter.
- Establish a theme for the year.
- Communicate back-to-school events and news through website and social media.
- Plan positive behavior rewards for the year.
- Plan an event to meet new staff.
- Organize new employee orientation.
- Review/develop alternative schedules (i.e., half day, early/late release).
- Review code of conduct and discipline plan with all stakeholders.
- Work with support staff to anticipate and welcome students who might struggle with the transition back to school.
- Hold parent/family meetings with students with attendance/behavior concerns to establish a solid working relationship up front.
- Schedule safety drills.
- Communicate updated health protocols.

## Student Leadership

- Join or renew your AWSL Membership.
- Connect with AWSL if you are/have a new adviser in your building.
- Purchase AWSL curriculum and resources.
- Register for ASB finance workshops for advisers, administrators, bookkeepers, and students.
- Register for AWSL's Equity and Awareness Training for school teams.
- Book AWSL's Reimagining Recess programs for your elementary school.
- Book a beginning of the year retreat at Cispus.
- Adults: Register for the National Conference on Student Activities.
- Secondary: Encourage students to join the AWSL Student Voice Network.

## Calendar

### Children's Eye Health and Safety Month

**Aug 26:** Women's Equality Day

**Aug 28:** Rainbow Bridge Remembrance Day (lost pets)

### OTHER SIGNIFICANT RECOGNITIONS:

- Krishna Janmashtami begins (Hindu holiday)
- Eid al-Adha (Islamic holiday, celebrated in July or August)
- Al-Hijra (Islamic holiday, celebrated in July or August)

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

Review data on all the various diverse cultures that exist within your learning organizations (staff and students). How do you acknowledge and celebrate their cultural backgrounds (holidays, etc.)?

## BUILDING RELATIONSHIPS CHALLENGE:

For your first faculty/staff meeting of the year, break the ice with a photo sharing game. Ask each individual to pull out their phone and select one of their favorite photos from the summer. Then, tell them to find someone they don't know well in the room and share the photo and explain why it's their favorite.

After 3-5 minutes, have them find a new partner and share, and so forth.



## Culture



How are you intentionally planning welcome-back activities that set a positive tone before the school year begins? Creating thoughtful events in August helps staff, students, and families feel connected and appreciated from day one. By showing that relationships and community matter, you inspire excitement and collaboration before the year officially starts. These activities build trust and reinforce your commitment to fostering a supportive and successful school environment for everyone involved.

## Systems



How are you planning to communicate effectively with staff, students, and families about back-to-school expectations? Clear and timely communication sets a positive tone for the year ahead. Additionally, focus on reinforcing your school's mission and vision during this period. Share goals and priorities with your community and ensure everyone understands their role in fostering a safe and supportive learning environment. Implementing safety protocols early will also help prepare everyone for a successful year.

## Learning



As the school year begins, how will you ensure that your yearly assessment calendar and mandatory training schedule are set up for success? These foundational elements support staff and student growth. Additionally, consider how new staff orientation will foster a sense of belonging and set the stage for effective instruction. What systems will you establish for ongoing supervision and evaluation to support staff development and accountability throughout the year?

# Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Prepare powerful welcome back activities for your students, staff, and community.
- 2 Ensuring School Safety:** Develop/modify and review school safety plans with staff.
- 3 Planning with Data:** Review previous year data and create a plan for improvement or talking points for back-to-school with teachers.
- 4 Aligning Curriculum:** Give your staff the gift of time to curriculum map based on the identified standards.
- 5 Improving Instruction:** Model strong instruction as you prepare and plan your kickoff staff days.
- 6 Managing Resources:** Prepare, prepare, prepare for your most precious resource: students and staff. How will they know they will be well cared for?
- 7 Engaging Families and Communities:** Use social media to promote your message, reminders of events, etc.
- 8 Closing the Gap:** Use your "gap analysis" as the driver of your back to school events with all stakeholders.

**"The best leaders are those who inspire others to dream more, learn more, do more, and become more."**

- John Quincy Adams

# September

## Things to Consider

- Give instructional staff classroom observation schedule or information.
- Schedule meetings for the month (grade levels, department meetings, parent meetings).
- Do a final walkthrough with the custodian.
- Take stock of student/school fundraising efforts; discuss with PTA/PTO/athletics department.
- Do you have a plan for how to notify staff in an emergency? (Phone tree, email, app?)
- Schedule safety drills.
- Review all school safety drill procedures.
- Ensure teachers have been given current IEPs and 504s for students with learning differences—review of classroom accommodations.
- Develop staff professional learning plan (include SPED).
- Plan inclusive school spirit activities to celebrate students and staff.
- Schedule an admin-counselor meeting.
- Review the student activity calendar.
- Establish a shared decision-making process.
- Meet with ASB coordinator and student council for beginning of school activities.

## Student Leadership

- (Secondary) Register for Fall Programs.
- (High School) Encourage students to apply to teach a small group workshop at the Fall Leadership Conference.
- (Elementary) Connect with AWSL about our Elementary Programs.
- ALL: Renew or join AWSL Membership.
- ALL: Let AWSL know if you have a new adviser.
- ALL: Purchase AWSL curriculum and resources.
- ALL: Register for ASB finance workshops for advisers, administrators, bookkeepers, and students.
- Adults - Register for the National Conference on Student Activities.

## Calendar

**National Hispanic Heritage Month (Sept. 15 - Oct. 15)**

**Sept 8:** International Literacy Day

**Sept 11:** Day of Remembrance / Patriot Day

**Sept 15-16:** Mexican Independence Days

**Sept 17:** Constitution Day

**Labor Day is celebrated the first Monday in September. (Check your calendar!)**

**The first day of Autumn falls between Sept. 21-24. (Check your calendar!)**

### OTHER SIGNIFICANT RECOGNITIONS:

- Navaratri begins (Hindu Holiday)
- Rosh Hashana (Jewish holiday)
- Yom Kippur (Jewish holiday; falls in September/October)
- National Grandparents Day

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

Ask your staff to set one equity goal to better understand the various cultural groups that exist in their classrooms. Provide staff with data on student's racial identities and/or ask your parents to share cultural values/beliefs that impact learning. Consider having staff share their goals with their peers during a PLC or full staff meeting.

## BUILDING RELATIONSHIPS CHALLENGE:

As an ice-breaker activity for your September faculty/staff meeting, ask each individual to share with a colleague one word they would use to describe the opening of the school year and why. Each person gets one minute, then rotates to another. After a few rounds, pull the group back together and ask individuals to share their favorite word they heard.



### Culture



Building relationships with staff and students is crucial for creating a positive, collaborative culture. Strong relationships foster trust, engagement, and a sense of belonging. When staff and students feel valued, respected, and heard, they are more likely to invest in the school's vision and goals. For leaders, establishing open lines of communication and genuine connections early on sets the foundation for a successful year, driving both academic achievement and personal growth for all involved. How will you ensure this happens in your school?

### Systems



As you dive into the school year, how will you leverage data to drive your school improvement plans? Regularly analyzing student performance metrics is essential for identifying strengths and areas for growth. Additionally, consider how you will coordinate school conferences to engage parents and stakeholders in this process. By sharing data and discussing improvement strategies, you can foster a collaborative environment that encourages shared responsibility for student success. What steps will you take to ensure all voices are heard?

### Learning



As the school year progresses, how are you establishing growth and improvement plans for both students and staff? Benchmark assessments provide valuable insights to guide reflection and growth. Additionally, focus on supporting new teachers as they navigate their first months, ensuring they feel connected and empowered. What expectations will you set for parent-teacher conferences to foster meaningful conversations and shared goals? By promoting growth for all, you create a culture of continuous learning and improvement.

## Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Make a commitment to remember every student's name. Be visible everywhere, every day.
- 2 Ensuring School Safety:** Conduct a school-wide, full-scale multi-level evacuation drill.
- 3 Planning with Data:** Organize your school's Data Team to identify and analyze grade level data and systems to monitor student achievement.
- 4 Aligning Curriculum:** Follow up with grade levels, department heads on their identified standards and instructional and assessment schedule.
- 5 Improving Instruction:** Work with your support person to backwards map your evaluation cycle with all employees for the year.
- 6 Managing Resources:** Establish a schedule for regular staff meetings with all stakeholder groups in your school (classified, support, custodial, etc.).
- 7 Engaging Families and Communities:** Schedule and plan a Family Fun Fair that is designed to increase back-to-school participation of all families.
- 8 Closing the Gap:** Establish your school's "Guided Coalition."

**"Education is the  
most powerful  
weapon you can use  
to change the world."**

- Nelson Mandela

# October

## Things to Consider

- Make sure staff have been given time in PLCs to determine pacing for standards and assessment schedules.
- Communicate a finalized school improvement plan to all stakeholders.
- Prepare for fall parent/teacher conferences.
- What does your evaluation timeline look like? Communicate with supervisor and be prepared to share YOUR goals for the year.
- Begin preparations for Veteran's Day assembly.
- Make travel plans/accommodations for AWSP's Launching School Leadership or Becoming an Effective Leader November trainings.
- Communicate Halloween and Homecoming expectations.
- Do classroom walkthrough as an admin team, if you haven't done so already.
- Begin end-of-year celebration planning.

## Student Leadership

- (Secondary) Register for Fall Programs.
- (High School) Encourage students to apply to teach a small group workshop at the Fall Leadership Conference.
- (Secondary) Nominate an adviser for Adviser of the Year.
- (Elementary) Connect with AWSL about our Elementary Programs.
- ALL: Renew or join AWSL Membership.
- ALL: Connect with AWSL if you have a new adviser.
- ALL: Purchase AWSL curriculum and resource books.
- Adults: Register for the National Conference on Student Activities.
- ALL: Register for ASB finance workshops for advisers, administrators, bookkeepers, and students.
- Adults: Register for the National Conference on Student Activities.

## Calendar

**National Principals Month, Disability Awareness Month, Filipino American History Month, Global Diversity Awareness Month, and Bullying Prevention Month**

Oct 2: National Custodial Workers Day

Oct 16: Boss's Day

Oct 31: Halloween

**Indigenous Peoples' Day/Columbus Day is celebrated the second Monday in October.**

### OTHER SIGNIFICANT RECOGNITIONS:

- National Bus Safety Week
- National School Lunch Week
- Diwali/Deepavali begins (Hindu holiday)
- Yom Kippur (Jewish holiday; falls in September/October)
- Dussehra (Hindu holiday)

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

Encourage your staff to meet with other staff members from a different ethnic or cultural background. Provide them with a list of questions to support dialogue to better understand how culture impacts engagement and learning. (Hint: try using AI to help generate some questions!)

## BUILDING RELATIONSHIPS CHALLENGE:

Review current partnerships with community organizations and clarify purpose and recent activities. Reach out to each organization to jointly review the partnership, assess its impact, and plan for next steps. When appropriate, include faculty/staff involved in the partnership in these meetings.



## Culture



Connecting with your community is critical and now is the perfect time to plan how you'll engage with them for Veterans Day. How will you honor and involve local veterans, families, and students in a meaningful way? Thoughtful activities can deepen relationships and foster appreciation for the sacrifices made by veterans. Whether through assemblies, classroom projects, or collaborative events, engaging your community early ensures that this important day becomes a shared experience that builds pride and unity across your school.

## Systems



As mid-fall approaches, how are you monitoring student grades to ensure academic success? Regular check-ins can help identify students in need of support. Additionally, consider how you can engage and support parents in this process, providing resources and strategies for effective collaboration. At the same time, focus on managing facilities for upcoming winter activities. Ensuring that your spaces are safe and ready for events will create a positive experience for students, staff, and families. What proactive steps will you take?

## Learning



How are you addressing staff development needs based on the data you've reviewed from benchmark assessments? Analyzing this data allows you to tailor instructional plans that support both teacher growth and student success. Additionally, ensure that your observation cycle is ongoing, providing timely feedback to educators. What strategies will you implement to align professional development with instructional goals and foster a culture of continuous learning in your school?

# Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Work with student leaders to organize a monthly morale booster.
- 2 Ensuring School Safety:** Organize your school to participate in "The Great Shakeout" National Earthquake Preparedness Day.
- 3 Planning with Data:** Analyze September student attendance data and create a plan for early intervention with families.
- 4 Aligning Curriculum:** Organize and launch classroom walkthroughs. Consider establishing peer to peer observations.
- 5 Improving Instruction:** Block out your schedule two days per week to be in classrooms.
- 6 Managing Resources:** Do you have a budget committee? How is this team making decisions about school resources?
- 7 Engaging Families and Communities:** Hold goal setting conferences. Consider them beginning of the year goal setting for students.
- 8 Closing the Gap:** Create a "Principal's Advisory Council" comprised of student leaders and organized around the AWSP Leadership Framework.

**"Leaders don't create followers, they create more leaders."**

- Tom Peters

# November

## Things to Consider

- Assess where YOU are in collecting evidence for your personal evaluation—look for areas of strength, assess for opportunities to grow.
- Prepare for second semester teacher in-service/professional development.
- Conduct second quarter benchmark assessments.
- Review your district's policies regarding holiday in-classroom activities, programs and displays.
- Share district policies regarding holiday in-classroom activities, programs and displays.
- Develop semester exam schedule.
- Identify curricular changes, staffing needs, and instructional changes for next school year.
- Complete and share athletic supervision schedule with admin team.
- Review Freshman Orientation.
- Review Student Data (grades, attendance, discipline, etc.)

## Student Leadership

- (Secondary) Begin planning for summer camp in terms of budget.
- (Secondary) Nominate an adviser for Adviser of the Year.
- (Elementary) Connect with AWSL about our Elementary Programs.
- ALL: Purchase AWSL's MLK Assembly.
- Renew or join AWSL Membership.
- Adults: Register for WACA (Washington Activity Coordinators Association) Conference.
- Adults: Contact AWSL if you are or another school leader (teacher, adviser, administrator) are interested in serving on summer leadership camp staff.

## Calendar

### National Native American Heritage Month

**Nov 11:** Veterans Day Observed (*Federal holiday; legal school holiday*)

**Thanksgiving Day** is celebrating the fourth Thursday of November. (Check your calendar!)

### OTHER SIGNIFICANT RECOGNITIONS:

- Standard Time returns
- Election Day
- Substitute Educators Day
- Family Volunteer Day
- School Board Member Appreciation Day
- American Education Week
- Random Act of Kindness Week
- Hanukkah (falls between late November/early December)

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

Watch *Recognizing Bias and Promoting Equity in Early Childhood Settings* (accessible on YouTube). Explore and compare your biases prior to watching this, and how any potential differences will shape your personal and professional purpose.

## BUILDING RELATIONSHIPS CHALLENGE:

At the November faculty meeting, take a few minutes to talk about faculty/staff social, emotional, physical, and professional needs. Review the resources the school/district has available to support and/or assist individuals.



### Culture



Winter holidays are approaching and it's important to reflect on how district policies influence the activities you plan. How will you ensure that celebrations are inclusive, respectful, and aligned with your district's guidelines? Balancing festive fun with cultural sensitivity is key to creating an environment where all students, staff, and families feel represented and valued. By thoughtfully planning activities that honor diverse traditions while adhering to district policies, you can foster a warm, inclusive atmosphere that brings the school community together during this joyful season.

### Systems



As winter approaches, how are you preparing for inclement weather procedures to ensure student and staff safety? Clear communication about these protocols is essential for a smooth response. Additionally, consider how you will handle end-of-semester or trimester exams, providing support for students to succeed during this critical time. Start planning for necessary facilities work over winter break to ensure a fresh start in the new year. What steps will you take to balance these priorities effectively?

### Learning



As you complete classroom walkthroughs and evaluations, how are you appraising the effectiveness of fall staff development? Use this data to identify any remaining needs and begin planning for second-semester professional development. What strategies will you use to ensure that professional learning is aligned with both instructional goals and staff growth? Proactive planning now will set the stage for continued success and development in the second half of the school year.

## Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Organize, plan and implement a school "recognition" assembly for the first quarter achievements.
- 2 Ensuring School Safety:** Coordinate a safety meeting with building stakeholders to address winter drill procedures—snow removal practices, late start bell schedules, cancellation protocols.
- 3 Planning with Data:** Focus Data Team efforts on student discipline data and troubleshooting Tier III supports.
- 4 Aligning Curriculum:** Schedule professional development based on classroom walkthrough data and trends.
- 5 Improving Instruction:** Consider a book study that will carry over through Nov/Dec/Jan and influence instructional practices for second half of the school year.
- 6 Managing Resources:** Prepare for facilities work to be conducted over the winter break.
- 7 Engaging Families and Communities:** Use social media to promote your campus and celebrate victories. Communicate to families about pre-arranged absences and holiday travel expectations.
- 8 Closing the Gap:** Work with Data Team to analyze progress/lack of progress for mid-winter regrouping of students for their success.

**“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”**

- Sheryl Sandberg

# December

## Things to Consider

- Communicate holiday building schedule.
- Mail holiday cards to school supporters and donors.
- Deliver staff holiday gifts/admin holiday cards.
- Set/communicate schedule for mid-year exams by appropriate admin or coordinator.
- Meet with athletic director and review fall coaching evaluations.
- Schedule monthly meetings with grade levels and/or teams and department heads to discuss curriculum alignment and curriculum mapping.
- Revisit your campus goals and communicate plans with staff.
- Identify teachers at-risk of termination for professional growth planning and additional support.
- Review second semester schedules to ensure class sizes are balanced and occupancy is appropriate—pay attention to number of desks.
- Work with staff to offer after-school opportunities for students needing additional resources and study support for finals.
- Take time to relax and enjoy the holidays; plan some fun self-care things for yourself with people you enjoy!

## Student Leadership

- (Secondary) Begin planning for summer camp in terms of budget.
- (Elementary) Connect with AWSL about our Elementary Programs.
- ALL: Purchase AWSL's MLK Assembly and plan for MLK Day.
- Renew or join AWSL Membership.
- Adults: Register for WACA (Washington Activity Coordinators Association) Conference.
- Adults: Contact AWSL if you are or another school leader (teacher, adviser, administrator) are interested in serving on summer leadership camp staff.

## Calendar

Dec 7: Pearl Harbor Day

Dec 10: Human Rights Day

Dec 25: Christmas Day (*Federal holiday; legal school holiday*)

Dec 26 - Jan 1: Kwanzaa

Dec 31: New Year's Eve

**The first day of winter falls on Dec. 21 or 22. (Check your calendar!)**

### OTHER SIGNIFICANT RECOGNITIONS IN DECEMBER:

- Hanukkah (falls between late November and early December)
- Computer Science Week

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

With your school improvement team, review student academic, attendance, discipline and other relevant data to identify any significant discrepancies based on race, socio-economic status, or other factors. If discrepancies exist, how can you choose to be appropriately transparent about the discrepancies and begin a dialogue within your learning organization about ending those discrepancies?

## BUILDING RELATIONSHIPS CHALLENGE:

December is a time for giving. Form a committee (teachers, staff, students, parents/guardians, and community members) to organize a school-wide fundraising project to support a local charity.



### Culture



As mid-year approaches, how are you planning academic celebrations while managing winter activities? Recognizing student achievement boosts morale, while careful supervision ensures safe, successful events. Don't forget to communicate winter closure expectations clearly to staff and families, outlining schedules and procedures. Proactive planning in these areas helps create a positive, organized experience as the school transitions into the holiday season.

### Systems



As the year comes to a close, how will you review your School Improvement Plan to assess progress and identify next steps? Gathering data on achievements and challenges will guide your decision-making for the upcoming year. Additionally, begin forecasting next year's master schedule to optimize resources and staff placements. It's also crucial to review the school budget, ensuring that allocations align with your goals. What strategies will you implement to ensure all stakeholders are involved in these important discussions?

### Learning



With critical evaluation deadlines approaching, how will you identify and address staff needs to ensure they're supported through the process? While navigating schedule changes and end-of-year demands, it's essential to keep the focus on instruction. What steps will you take to provide timely feedback and resources to help teachers meet expectations and grow professionally? Ensuring instruction remains a priority amidst the busyness sets a strong foundation for success.

## Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Plan a winter staff celebration (on or off campus). Work with students to organize schoolwide "make a wish" celebrations.
- 2 Ensuring School Safety:** Schedule monthly drill, review and share inclement weather procedures with staff; ensure all activities are covered for winter break.
- 3 Planning with Data:** Prepare calendar for mid-year benchmark assessments and data and intervention meetings.
- 4 Aligning Curriculum:** Convene cross-grade level/inter-department focus groups to assess first half of the year progress.
- 5 Improving Instruction:** Plan instructional program for next school year. Identify curricular changes, staffing needs, master schedule and resources.
- 6 Managing Resources:** Ensure appropriate winter break coverage for mail, phone messages, holiday maintenance.
- 7 Engaging Families and Communities:** Communicate winter break hours with all stakeholders. Update school website with appropriate information.
- 8 Closing the Gap:** Prepare for "New Year" assembly. Celebrate success, hard work, effort, and perseverance.

**"Great leaders don't set out to be leaders, they set out to make a difference."**

- Unknown

# January

## Things to Consider

- Review personal professional learning progress.
- Review progress toward your evaluation goals.
- Review progress toward student growth goals contained in your evaluation.
- Complete a mid-year self evaluation—look for success and opportunities.
- Assess completion of classroom evaluations and walkthroughs.
- Review students' first semester grades to ensure appropriate class placement.
- Ensure teachers finalize/submit semester grades.
- Continue instructional planning for next year—post open teaching and other staff positions.
- Develop criteria to guide selection of new staff members—ensure criteria follow district procedures and hiring guidelines.
- Create Master Schedule guiding documents.
- Review evaluations and implement necessary improvement plans.
- (Secondary) Communicate semester course change process to students, staff, and families.
- Review student data (attendance, grades, discipline).
- Review department budgets with each lead.

## Student Leadership

- (Secondary) Work on final steps toward registering for summer camps. Registration opens in early February. Spots fill up fast!
- (High School) Encourage High School sophomores to apply to serve on the State Board of Education (Eastern Washington - even years, Western Washington - odd years).
- (Middle-Level) Register for Middle Level Regionals.
- (Elementary) Connect with AWSL about our Elementary Programs.
- ALL - Purchase AWSL's MLK Assembly.
- Adults - Register for WACA (Washington Activity Coordinators Association) Conference.

## Calendar

Jan 1: New Year's Day (*Federal holiday*)

Jan 24: International Day of Education

**Martin Luther King Day (federal holiday) is the third Monday in January. Check your calendar!**

### OTHER SIGNIFICANT RECOGNITIONS IN JANUARY:

- National School Choice Week
- Japanese New Year Festivities

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

Create opportunities for students to share their experiences and perspectives on equity issues within the school. Consider forming student advisory groups. Check out the Association of Washington Student Leaders' (AWSL) Equity Guide and other resources at [www.awsleaders.org/equityresources](http://www.awsleaders.org/equityresources).

## BUILDING RELATIONSHIPS CHALLENGE:

At your January faculty/staff meeting, have individuals find a partner and share one new year resolution or hope they have for the new year. Allow two minutes to share and rotate. Follow-up with an activity to create one New Year's resolution for your school. Explain that the resolution should be simple - something we all can do right now to improve relationships in our school community.



## Culture



How are you monitoring student grades and ensuring appropriate classroom placements as mid-year approaches? Regularly reviewing academic performance allows you to identify students who may need schedule adjustments or additional support. Timely interventions, including changes in placement or tailored resources, can help optimize student success and keep them on track. Proactive adjustments now ensure that every student is positioned for growth and achievement in the second half of the school year.

## Systems



As the new year begins, how are you assisting parents in supporting their students' academic progress? Provide resources and strategies to help families engage effectively with their children's learning. Additionally, start discussing next year's scheduling to align courses with student needs and interests. At the same time, begin planning spring activities that promote community involvement and student engagement. What initiatives will you put in place to ensure a collaborative approach that fosters academic success and community spirit?

## Learning



As the new year begins, how are you reviewing first-semester grades to assess student performance and identify areas for improvement? Use this data to inform your spring testing schedule and ensure readiness. Additionally, start thinking about potential open staff positions and begin planning for next year's master schedule. What steps will you take now to align staffing and scheduling decisions with student achievement and instructional priorities? Proactive planning will set the stage for success.

# Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Plan a "New Year" assembly to celebrate accomplishments and highlight schoolwide expectations.
- 2 Ensuring School Safety:** Prepare for and teach expectations to staff and students about recess expectations for inclement weather, as well as appropriate dress for the winter climate.
- 3 Planning with Data:** Conduct a mid-year review of gap data in your school and share with all stakeholder groups.
- 4 Aligning Curriculum:** Organize a grade level/interdepartmental "Share Fair" of best practices.
- 5 Improving Instruction:** Using classroom walkthrough data, share instructional strategies that are showing a positive correlation to student academic success.
- 6 Managing Resources:** Convene the Budget Committee to assess on-target spending. "This year's money, this year's kids."
- 7 Engaging Families and Communities:** Plan, schedule, and send invites to parents and community stakeholders to share progress on school improvement plan.
- 8 Closing the Gap:** Engage your Guiding Coalition on a mid-year gap analysis. Who are you missing?

**"Courage is the most important of all the virtues because without courage, you can't practice any other virtue consistently."**

- Maya Angelou

# February

## Things to Consider

- Make travel plans/accommodations for AWSP's Launching School Leadership or Becoming an Effective Leader March workshops.
- Follow up from semester data meetings with key staff; follow through with schedule changes if necessary.
- Begin planning class list development, transition between grade levels.
- Begin having the conversations with HR about next year's staffing and possible moves.
- Have you scheduled your end of year evaluation meetings? Check those timelines and start anticipating how you can manage your schedule efficiently.
- Meet with your support staff to look at end of year timelines and tasks.
- Take a look at your schoolwide programs and look at data to determine "hot spots" that need attention/re-teaching and feedback.
- Complete and share athletic supervision schedule with admin team.
- Register for the AWSP/WASA Summer Conference.

## Student Leadership

- (Secondary) Registration for summer camp is open! A reservation form and a PO will secure your spots. Spots fill up fast!
- (High School) Encourage High School sophomores to apply to serve on the State Board of Education (Eastern Washington - even years, Western Washington - odd years).
- (Elementary) Connect with AWSL about our Elementary Programs.
- Adults - Register for WACA (Washington Activity Coordinators Association) Conference.

## Calendar

### **Black History Month and Children's Dental Health Month**

Feb 2: Groundhog Day

Feb 14: Valentine's Day

**Presidents' Day (federal holiday) is the third Monday in February. Check your calendar!**

### **OTHER SIGNIFICANT RECOGNITIONS IN FEBRUARY:**

- Public Schools Week
- National School Counseling Week
- Maha Shivratri (Hindu holiday)

### **IMPORTANT SCHOOL/DISTRICT DATES:**

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## Equity Goal:

Provide staff with a list of all cultural celebration months. Moving forward, how can your learning organization plan to celebrate your diversity more frequently?

## BUILDING RELATIONSHIPS CHALLENGE:

Challenge yourself to send a short "afternoon gratitude" email each day in February to someone who said or did something you are grateful for that day.



### Culture



Spring will be here before you know it—how are you starting to plan for your end-of-year activities? What steps can you take now to ensure smooth, well-organized events like graduations, award ceremonies, and celebrations? Early preparation allows for thoughtful coordination with staff and clear communication with families, ensuring these important milestones run seamlessly. Start now to create meaningful, memorable experiences that celebrate your students' successes and close the year on a high note.

### Systems



As spring approaches, how are you preparing students and families for transitions, such as moving to new grades or schools? Clear communication about expectations and support resources is vital for a smooth experience. Simultaneously, prioritize completing instructional evaluations on time to support teacher growth and enhance student learning. What proactive measures will you implement to ensure timely evaluations and make these transitions seamless and positive for everyone involved?

### Learning



With state testing approaching, how are you preparing both staff and students for success? Ensure your testing plan is clear, providing the necessary support to teachers and students. Continue with evaluations and walkthroughs to maintain a strong focus on instruction. Additionally, start posting open teaching and staff positions to get ahead of recruitment needs. What strategies will you implement to balance these priorities and maintain momentum in instructional quality during this busy period?

## Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Consider the importance of feedback as you head into the spring. Conduct a mid-year school-wide climate/culture survey.
- 2 Ensuring School Safety:** Schedule a school and community First Aid Training (which includes Mental Health First Aid and defibrillator).
- 3 Planning with Data:** Organize and plan mid-year benchmark assessments and content-based assessments, if not completed in January.
- 4 Aligning Curriculum:** Revisit and check fidelity of intervention curricula with entire staffulty.
- 5 Improving Instruction:** Visit grade level team/dept. meetings and check on instructional strategies that teams are working to learn and implement.
- 6 Managing Resources:** Conduct mid-year check-ins with all stakeholder groups in your school (classified, support, custodial, etc.).
- 7 Engaging Families and Communities:** Communicate the assessment schedule to families, anticipating appointments, absences, and vacations.
- 8 Closing the Gap:** Use your "gap analysis" as the driver for mid-year adjustments to student schedules.

**"The most powerful leadership tool you have is your own personal example."**

- John Wooden

# March

## Things to Consider

- Attend AWSP professional development (Launching School Leadership/Becoming an Effective Leader)—where are you with the School Leader Paradigm? Instructional focus—what culture systems and learning are needing your attention?
- Finalize teacher summative evaluations.
- Ensure budgeted funds are spent for the current school year—or you have a plan to spend them.
- Instructional planning for next school year continues.
- Draft preliminary master schedule for next year.
- Begin work on faculty and student handbooks for next school year.
- Finalize building budget for next school year.
- Begin building master schedule (meet with counseling team lead).
- Review and compare budget to determine student needs.
- Review supervision closing activities.
- Review student placement recommendations.
- Begin planning for summer cleaning and maintenance.
- Begin planning for summer school.

## Student Leadership

- (Secondary) Registration for summer camp is open! A reservation form and a PO will secure your spots. Spots fill up fast!
- (High School) Encourage High School sophomores to apply to serve on the State Board of Education (Eastern Washington on even years, Western Washington on odd years).
- (High School) Encourage students to apply to be a Resident Counselor for middle-level summer camps.
- (Elementary) Connect with AWSL about our Elementary Programs.
- Adults: Register for WACA (Washington Activity Coordinators Association) Conference.

## Calendar

*Women's History Month, Youth Art Month, National Nutrition Month, Middle Level Education Month, Social Work Month, Music in Our Schools Month, Irish American Heritage Month, Greek American Heritage Month, and American Red Cross Month*

**Mar 8:** International Women's Day

**Mar 17:** St. Patrick's Day

**Mar 20:** International Day for the Elimination of Racial Discrimination

**Lent, Ash Wednesday, the first day of spring, the beginning of Ramadan, and Daylight Savings Time occur in March. (Dates change each year. Check your calendar!)**

### OTHER SIGNIFICANT RECOGNITIONS IN MARCH:

- National School Breakfast Week
- National School Social Workers Appreciation Week
- Read Across America Day
- Holi (Also known as Dhulandi—Major Hindu holiday)

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

Check out the AWSP Equity Guide! The Guide is designed to help you grow your racial equity skills and understanding, and to support your learning and the learning of others. The Interactive Resource is broken into eight specific sections. These sections can be unpacked one per month, or once a session depending on how you personally decide to unpack it. Download the Guide and interactive Google doc resource at [www.awsp.org/equityguide](http://www.awsp.org/equityguide).

## BUILDING RELATIONSHIPS CHALLENGE:

Working with your parent/guardian and teacher organization, plan “An Evening with the School Leaders” event to seek feedback about the current school year to plan for the next. Instead of one large open mic event, decide what you would like feedback on and set up stations to collect the information with a member of the leadership team at each station. Invite teacher leaders to help you.



## Culture



As you assess the current school year and plan for next year, how will you involve staff and the community in this process? Gathering input from various stakeholders is crucial for understanding successes and areas for improvement. What strategies will you implement to ensure their voices are heard and valued? By fostering collaboration and transparency, you can create a comprehensive plan that reflects the needs and aspirations of your entire school community, paving the way for a successful upcoming year.

## Systems



As spring progresses, how are you communicating with families about their children's academic successes and challenges? Timely updates can empower parents to support their students effectively. Additionally, ensure that your school budget is being spent down appropriately, aligning expenditures with your strategic goals. It's also time to begin the student handbook process for the upcoming year, incorporating feedback from staff, students, and parents. How will you engage your community in these important discussions and decisions?

## Learning



As you develop the master schedule for next year, how will you ensure that course selections align with student needs and future goals? Begin collaborating with staff to design a schedule that promotes innovation and flexibility in learning. Additionally, start planning for summer school and extended learning opportunities to support ongoing student growth. What systems will you implement to ensure current and future instructional needs are met effectively? Strategic planning now sets the stage for a strong academic year ahead.

# Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Work with student leaders to organize a monthly morale booster. It is March Madness!
- 2 Ensuring School Safety:** Take time to debrief discipline data with your PBIS team. What areas are needing focus? What areas need additional re-teaching, what areas can be celebrated?
- 3 Planning with Data:** Share attendance and discipline data with staff to increase intentionality of efforts for students.
- 4 Aligning Curriculum:** At this point in the year, do you need to move your best teachers to be with your greatest needs?
- 5 Improving Instruction:** Consider offering professional development around high leverage instructional practices.
- 6 Managing Resources:** Meet with custodial team to backwards map end-of-year timeline and procedures.
- 7 Engaging Families and Communities:** Communicate with families about upcoming state testing and giving them lead time for appts., travel, etc. Share expectations and importance of communication.
- 8 Closing the Gap:** Have your student-led Principal's Advisory Council share data collected with staff regarding student perceptions.

**“Success is the sum of small efforts, repeated day in and day out.”**

- Robert Collier

# April

## Things to Consider

- Keep in mind your own evaluation must be wrapped up on or before June 1. This includes your summative conference, scoring, final eval, etc. This is a new requirement as of 2024.
- Contact your AWSP Regional Rep. with concerns, thoughts and/or questions.
- Sign up for the AWSP/WASA Summer Conference.
- Communicate the testing schedule with all stakeholders.
- Plan for Administrative Professionals Day.
- Work with student and parent groups to organize National Teacher Appreciation Week events (for May).
- Review class list procedures, master schedule student requisition processes and procedures.
- Conduct a final round of classroom observations.
- Invite your supervisor to come take a "Testing Tour."
- Work with the student leadership team to approve ASB budgets prior to submitting to district office.
- Conduct "student interviews" to gain increased student perspective.
- Create and administer an "End of the Year" survey.
- Complete all teacher evaluations by the first part of the month.
- Review teacher openings.
- Review student data.

## Student Leadership

- (Secondary) Registration for summer camp is open! A reservation form and a PO will secure your spots. Spots fill up fast!
- (High School) Encourage students to apply to be a Resident Counselor for middle-level summer camps.
- (Elementary) Connect with AWSL about our Elementary Programs.

## Calendar

*World Autism Month, School Library Month, and National Poetry Month, National Arab American Heritage Month*

Apr 1: April Fool's Day  
Apr 15: Tax Day  
Apr 22: Earth Day

**Palm Sunday, Passover, and Easter Sunday often fall in April. (Dates change each year. Check your calendar!)**

### OTHER SIGNIFICANT RECOGNITIONS IN APRIL:

- National Assistant Principals Week
- National Student Leadership Week
- National Library Week and Library Workers Day
- Volunteer Recognition Day
- Administrative Professionals' Day
- Take Our Daughters and Sons to Work Day
- Arbor Day
- Ramadan ends (Dates vary; check your calendar.)

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

Survey your staff on your diversity and equity initiatives to gauge perceptions about the initiatives' impact. Additionally, the survey could help identify the professional growth needs of your staff related to diversity and equity.

## BUILDING RELATIONSHIPS CHALLENGE:

By this time of the year, everyone could use a good pick me up! To energize your faculty/ staff and students, organize a short, fun, school-wide activity such as the large group Rock, Paper, Scissors Challenge. You could do it as part of an assembly, by individual rooms/hallways/floors, or by lunch periods.



## Culture



As you approach the end of the year, how will you coordinate activities while preparing for the hiring of new staff and finalizing the master schedule for next year? What steps can you take now to ensure a smooth transition? Consider creating a timeline that outlines key tasks and responsibilities for end-of-year celebrations, recruitment processes, and schedule adjustments. By planning strategically, you can effectively manage these critical components, ensuring a successful close to the current year and a strong start for the next.

## Systems



This month, how will you review student benchmark data to gauge progress and inform instructional strategies? Analyzing this data is crucial for identifying areas of strength and improvement as you prepare for year-end assessments. Finalize the assessment schedules to ensure clarity for students and staff. Don't forget to conduct custodial building walk-throughs to identify summer maintenance needs and requests. What proactive steps will you take to address these areas and ensure a successful conclusion to the school year?

## Learning



As the school year enters its final stretch, how will you maintain momentum with classroom observations, walkthroughs, and professional goal-setting? These actions are vital for continuous improvement and teacher support. Simultaneously, prepare your spring assessment schedules to ensure smooth testing and begin planning end-of-year activities. What steps will you take to balance these responsibilities while keeping instruction and growth at the forefront for staff and students alike? Thoughtful planning now will lead to a successful wrap-up of the school year.

# Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Work with student leaders to organize motivational activities encouraging best effort during state testing.
- 2 Ensuring School Safety:** Organize and plan with student leaders a "Stop Texting and Driving" event for your entire community.
- 3 Planning with Data:** Interview students on who their favorite teachers are and why? Use that data to demonstrate the power of relationships.
- 4 Aligning Curriculum:** Work with your students and parent groups to identify strategies to ease the stress of testing on the entire system.
- 5 Improving Instruction:** Organize a staff training on how to reduce stress and anxiety during testing. Share best practices.
- 6 Managing Resources:** Does your master schedule for the upcoming year match the needs of your students?
- 7 Engaging Families and Communities:** Are you using student and parent voice to assist in the hiring process for new teachers?
- 8 Closing the Gap:** Be present and visible with your students and staff. Reinforce the importance of relationships.

**"To lead is not to walk ahead of others, but to walk alongside them and show the way."**

- Unknown

# May

## Things to Consider

- Keep in mind your own evaluation must be wrapped up on or before June 1. This includes your summative conference, scoring, final eval, etc. This is a new requirement as of 2024.
- Work with your support person to schedule all your final evaluation conversations.
- Conduct final observation conversations with all staff.
- Fill out your “Evidence of Impact” form for your own evaluation.
- Share the “End of the Year Checklist” with staff.
- Finalize school supply lists—work with support staff to distribute at key venues.
- Work with support staff to clean up discipline data and review state discipline reporting procedures.
- Set up a meeting with new student leaders to chart a course/set goals for next year.
- Work with your PBIS Team to review and refresh programming for next school year.
- Visit with custodial team to determine summer vacation schedules, building cleaning, and office needs.
- Plan your end of the year recognition activities and events.
- Conduct stay interviews with staff.
- Register for the AWSP/WASA Summer Conference if you haven't already.

## Student Leadership

- (Secondary) Registration for summer camp is open! A reservation form and a PO will secure your spots. Spots fill up fast!
- (High School) Encourage students to apply to be a Resident Counselor for middle-level summer camps.
- (Elementary) Connect with AWSL about our Elementary Programs.

## Calendar

*Asian Pacific American Heritage Month, Jewish American Heritage Month, Better Hearing and Speech Month, National Physical Education and Sports Month*

May 5: Cinco de Mayo

Mother's Day falls on the second Sunday of May, and Memorial Day is observed on the last Monday in May. (Dates change each year. Check your calendar!)

### OTHER SIGNIFICANT RECOGNITIONS IN MAY:

- National Teacher Appreciation Week
- National Teacher Day
- School Nurse Appreciation Day
- School Lunch Hero Day
- National Physical Education and Sport Week
- National Music Week

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

Provide your staff with a list of diversity and equity resources to learn more about diversity and equity. Challenge them to pick one equity goal for the upcoming school year.

## BUILDING RELATIONSHIPS CHALLENGE:

May is one of the busiest times of the year for faculty and staff. As part of your daily walkthroughs, try to touch base with everyone to see how things are going and if support is needed.



### Culture



As the school year winds down, how will you plan to welcome new students for the upcoming school year? Who might you involve in the planning and implementation process? What initiatives can you implement now to help them feel comfortable and connected from day one? Consider activities such as orientation sessions, mentorship programs, or social events that foster relationships. By proactively creating a welcoming environment, you can ensure new students feel valued and integrated into the school community.

### Systems



How are you communicating important updates about spring events and end-of-year procedures to staff and families? Clear communication is essential for a smooth transition. Additionally, ensure timely notifications regarding teaching assignments for the next year so that staff can prepare accordingly. It's also vital to outline end-of-year procedures, including any necessary wrap-up tasks and celebrations. What strategies will you implement to keep everyone informed and engaged during this busy time?

### Learning



As the school year comes to a close, how will you finalize staff evaluations while encouraging each educator to set a personal professional growth focus for the next year? Providing constructive feedback can inspire meaningful development. Additionally, finalize your plans for end-of-year activities and summer extended learning opportunities to keep students engaged. What initiatives will you implement to ensure a smooth transition and foster a culture of continuous learning for both staff and students?

## Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Launch a "Three Words Competition" among stakeholders that captures the feelings of the year.
- 2 Ensuring School Safety:** Have your school's safety committee review the walk and bike routes to your school. Work with your transportation department.
- 3 Planning with Data:** Solicit feedback from stakeholders about your leadership. Ask about your progress with creating culture, building systems, and leading learning.
- 4 Aligning Curriculum:** Plan a staffulty meeting that only includes music, food, fun, and the sharing of best practices. Celebrate!
- 5 Improving Instruction:** Organize a student panel to share with staffulty what it is like to be a "learner" in the school.
- 6 Managing Resources:** Final budget committee review of current budget balances and building needs.
- 7 Engaging Families and Communities:** Work with parent and community groups to support teachers and students during state testing and National Teacher Appreciation Week.
- 8 Closing the Gap:** Organize and plan a "Close the Gap Gala." Celebrating the grand and rare accomplishments of your staffulty and students.

**"Leadership is about turning potential into achievement, not just for oneself but for others."**

- Unknown

# June

## Things to Consider

- Conduct student exit-interviews to gather student perceptual data.
- Conduct staff exit-interviews to gather staff perceptual data.
- Distribute information to families around summer options for students.
- Host a parent volunteer “thank you” event.
- Invite local politicians to end-of-the-year events.
- Work with support staff to finalize summer ordering (i.e., back-to-school swag, t-shirts for staff, and other fun things to honor and welcome staff back).
- Breathe! Consider taking your support team out to lunch or bring lunch in—take a minute to celebrate another successful year as a team.
- Meet with your administrative team to reflect, debrief the year in regards to goals, and begin initial planning for next year.
- Communicate summer assignments/schedule.
- Develop preliminary plans for the opening of school.
- Communicate teaching assignments for next year.
- CELEBRATE all the accomplishments!

## Student Leadership

- Let AWSL know about changes to your school’s leadership team and adviser changes. We want to be there from day one to support them!
- Double check with AWSL that all forms are in for summer camps.
- Begin thinking about the beginning of the next school year. Book a retreat at the Cispus Learning Center!

## Calendar

*Great Outdoors Month, LGBTQIA+ Pride Month, National Caribbean-American Heritage Month*

**June 1:** Principal and AP Evaluations are due

**June 12:** Anne Frank’s Birthday

**June 14:** Flag Day

**June 19:** Juneteeth

**Father’s Day falls on the third Sunday in June. The AWSP/**

**WASA Summer Conference takes place during the last weekend of June. The first day of summer falls between June 20-22. (Dates change each year. Check your calendar!)**

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

Start planning equity goals and initiatives for the upcoming school year based on data analysis and feedback gathered throughout the year. What will be your focus? What is an area you need to see improvement in? Get started on your action plan now.

## BUILDING RELATIONSHIPS CHALLENGE:

Consider a short retreat or workshop at the end of the year to reflect, celebrate, and plan together. This can deepen connections and set a positive tone for the upcoming year. (The annual AWSP/WASA Summer Conference in Spokane is a great opportunity to connect with your team!)



### Culture



As summer approaches, how will you balance meetings with summer staff and engaging with internal and external stakeholders while prioritizing your self-care? What strategies can you implement for productive discussions and flexibility in your plans? Schedule regular check-ins to foster collaboration and gather feedback, while also setting aside time for your own well-being. Prioritizing these elements ensures a successful summer that sets a positive tone for the upcoming school year.

### Systems



As you wrap up the school year, how will you prepare for next year's School Improvement planning? Consider scheduling collaborative leadership meetings throughout the summer to review the current year's successes and challenges, allowing for strategic discussions that inform your goals. It's also essential to plan for new hires and their orientation, creating a welcoming experience from day one. What topics will you focus on during these meetings to ensure alignment and set the stage for a successful upcoming year?

### Learning



As you prepare the assessment calendar for the upcoming school year, how will you ensure it aligns with curriculum goals and instructional strategies? Encourage your staff to review this year's curriculum to identify any gaps or professional development needs that should be addressed. Additionally, prioritize completing the hiring process for staff to ensure a strong team for the new year. What strategies will you implement to support staff readiness and create a cohesive plan for student success?

## Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Celebrate, celebrate, celebrate the great work by students and staff this year.
- 2 Ensuring School Safety:** Work with local organizations and agencies about promoting summer safety initiatives for your students and families.
- 3 Planning with Data:** Highlight the data and accomplishments for the year and share with staff at closing activities.
- 4 Aligning Curriculum:** Give your staff the permission to have fun and be creative with their kids as they wrap up the year.
- 5 Improving Instruction:** Host an end of the year "I Made a Difference" event for staff where they share the impact they've had on kids in the school.
- 6 Managing Resources:** Honor and recognize all departing staff, parent volunteers and community stakeholders at final assemblies of the school year.
- 7 Engaging Families and Communities:** How can you bridge the gap of support from the school to community groups during the summer? What options are available for working families?
- 8 Closing the Gap:** Celebrate accomplishments and continue to communicate your "Five Year Vision" for your school. Culture, Systems & Learning.

**"You can't be what  
you can't see."**

- Marian Wright Edelman

# July

## Things to Consider

- Rest, relax, and recharge.
- Clean up and organize your office.
- Move your furniture around for a fresh look and feel.
- Take vacation.
- Invite your superintendent over for a quiet campus walk-through.
- Reflect on the impact of your leadership this past year and set your goals for the upcoming year.
- Walk the campus with your custodial/maintenance team to identify areas of concern.
- Paint your school's theme or logo on the walls.
- Set up a meeting time with your student leadership team to continue discussion on goals/objectives for the year and kick off activities for the team—try to accomplish that in their space or even off campus for a getaway from interruptions.
- Review and revise Student and Staff Handbooks.
- Review admin responsibilities list.
- Schedule or conduct an admin retreat.
- Letter to new staff, students, and families.
- Assess each department.
- Review district calendar.

## Student Leadership

- Let AWSL know about changes to your school's leadership team and adviser changes. We want to be there from day one to support them!
- Double check with AWSL that all forms are in for summer camps.
- Begin thinking about the beginning of the next school year. Book a retreat at the Cispus Learning Center.
- Relax!

## Calendar

July 4: Independence Day

***The NASSP and NAESP National Principals Conference takes place in the month of July. Check each association's website for exact dates.***

### IMPORTANT SCHOOL/DISTRICT DATES:

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## Equity Goal:

Take inventory of curriculum and materials through a diversity lens. Do curriculum and materials include diverse perspectives and authors, reflecting the experiences of all students in your school?

## BUILDING RELATIONSHIPS CHALLENGE:

Spend some time getting to know your new faculty and staff. This can be as simple as a phone call or having them stop in for coffee. Create a “Getting to Know Our New Staff” bulletin board/webpage/social media posts with individual pictures and information (with their permission).



### Culture



Amid your busy schedule, how will you prioritize self-care during the month of July? It's essential to carve out time for your well-being to recharge and reflect. Consider incorporating activities that rejuvenate you, such as exercise, hobbies, or quiet time for reflection. By actively managing your self-care, you not only model healthy habits for your staff but also enhance your effectiveness as a leader, ensuring you're ready to tackle the upcoming school year with renewed energy and focus.

### Systems



As you enter July, how will you ensure that new board policies, state statutes, and collective bargaining agreements are thoroughly reviewed and understood? Staying informed is crucial for effective leadership. Additionally, take time to review the master schedule for balance and occupancy, ensuring that it meets the needs of both students and staff. Don't forget to update the student and staff handbooks to reflect any changes. What processes will you implement to ensure these critical documents are accurate and accessible for the upcoming school year?

### Learning



As you prepare for the new school year, how will you spend time planning support documents for the supervision and evaluation processes? Clear, structured guidelines are essential for fostering growth among staff. Additionally, finalize induction and mentoring supports for new and less tenured educators to help them acclimate and thrive in your school environment. What steps will you take to ensure these resources are accessible and effective in promoting a positive culture of learning and support?

## Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Attend the Jostens' National Renaissance Conference with a team from your school.
- 2 Ensuring School Safety:** Coordinate a meeting and walk-through of your building with your district Maintenance Director.
- 3 Planning with Data:** Reflect on students who your system “missed” this past year. What could you have done differently? Use those “cases of one” to drive your planning.
- 4 Aligning Curriculum:** Attend AWSP's Summer Conference. Sign up and attend AWSP's series of summer workshops. What's your Professional Learning Network (PLN)?
- 5 Improving Instruction:** Assess effectiveness of the tools, procedures, and processes you used this past year to improve instruction. Adjust your tools if needed.
- 6 Managing Resources:** Reflect on your school's resources (fiscal and human). Did your use of resources best match your mission and vision?
- 7 Engaging Families and Communities:** Advertise and host a Community Engagement Night. Invite partners, parents, and community leaders into a strategic planning session for the upcoming school year.
- 8 Closing the Gap:** Brainstorm all the potential gaps in your school (access, opportunity, achievement, expectations, hope, etc.) and reflect on improvements made during the year. What still needs to be done?

“The magic in new beginnings is truly the most powerful of them all.”

- Josiyah Martin

# PRINCIPALS LEAVE A FOREVER IMPACT. WHAT'S YOURS?

AWSP's Evidence of Impact Tool is designed to help encourage school leaders in conversations about the impact of leadership. It is not an evaluation form. Below we have highlighted several key ideas and components of the tool. You'll find the full size version of the form on page 56 of this Handbook. You can also access a downloadable version at [www.awsp.org/framework](http://www.awsp.org/framework).

## YOU + POP + TOA = Closing Gaps

## What makes you an effective leader? •••• What makes you special?



**AWSP LEADERSHIP FRAMEWORK**  
**EVIDENCE OF IMPACT TOOL**

1. PLAN	
<p><b>What Problem of Practice (POP) is the school leader, leadership team, and/or school tackling?</b></p> <hr/> <hr/> <hr/> <hr/>	<p><b>What is the Theory of Action (TOA) for the leadership team to address the POP in the school?</b></p> <hr/> <hr/> <hr/> <hr/>
<ul style="list-style-type: none"> <li>What is your data saying about your school and student achievement? What access, opportunity, hope and/or expectation gaps exist in your school? How do you know?</li> <li>What needs to be changed or improved in your school to increase the success of each and every student?</li> <li>What historically inequitable systems still exist that need to be addressed? Is it a <b>Culture, Systems</b> and/or <b>Learning</b> issue?</li> </ul>	<ul style="list-style-type: none"> <li>Leading starts with you. Begin by saying, "If I do this ____, then this will happen." Then get your team engaged by saying, "If we do this ____, then this will happen ____."</li> <li>How will student voice be authentically engaged in this Cycle of Inquiry (COI)?</li> <li>Where do you want to see your school in five years?</li> </ul>
2. IMPLEMENT	
<p><b>Leadership Intelligences: Becoming</b></p> <ol style="list-style-type: none"> <li>1. How will you be a reflective Learning Leader through this Cycle of Inquiry (COI)?</li> <li>2. What Leadership Intelligences will impact your ability to lead this work?</li> <li>3. What contexts should you be aware of and consider? (From Individual to Political)</li> <li>4. How will your leadership intelligence impact your overall contextual effectiveness in this COI?</li> </ol>	<p><b>Leadership Domains: Doing</b></p> <ol style="list-style-type: none"> <li>1. How will you make your own learning visible in this process?</li> <li>2. What leadership moves will you make to build and maintain your school's culture?</li> <li>3. What current systems will help or hinder your COI?</li> <li>4. How will you push on the learning of all stakeholders and the organization throughout this process?</li> </ol>
<p><b>Personal:</b> To use personality and personal information to enhance one's thoughts, plans, and life experiences.</p>	<p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Wellness</li> <li><input type="checkbox"/> Growth Mindset</li> <li><input type="checkbox"/> Self-Management</li> <li><input type="checkbox"/> Innovation</li> </ul>
<p><b>Social:</b> A set of interpersonal competencies that inspire others to be effective.</p>	<p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Service</li> <li><input type="checkbox"/> Community Building</li> <li><input type="checkbox"/> Capacity Building</li> <li><input type="checkbox"/> Influence</li> </ul>
<p><b>Systems:</b> Individual understanding of the inner-workings and leadership of complex systems within an organization.</p>	<p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Mission/Vision</li> <li><input type="checkbox"/> Operations/Management</li> <li><input type="checkbox"/> Teaching/Learning</li> <li><input type="checkbox"/> Cultural Responsiveness</li> </ul>
<p><b>Culture:</b> Lead by creating a positive hope-filled climate and culture.</p>	<p><input type="checkbox"/> Relationships <input type="checkbox"/> Wellness</p> <p><input type="checkbox"/> Student-centeredness <input type="checkbox"/> Equity</p> <p><input type="checkbox"/> Traditions/Celebrations <input type="checkbox"/> Ethics</p> <p><input type="checkbox"/> Global Mindfulness</p>
<p><b>Systems:</b> Lead by replacing historically inequitable systems with gap closing student-centered systems.</p>	<p><input type="checkbox"/> Vision/Mission <input type="checkbox"/> Safety</p> <p><input type="checkbox"/> Communications <input type="checkbox"/> Operations</p> <p><input type="checkbox"/> Collaborative Leadership <input type="checkbox"/> Data Literacy</p> <p><input type="checkbox"/> Strategic Management</p>
<p><b>Learning:</b> Lead by constantly reflecting on your own learning while supporting the learning of students and adults.</p>	<p><input type="checkbox"/> Reflection/Growth <input type="checkbox"/> Instruction</p> <p><input type="checkbox"/> Result-Oriented <input type="checkbox"/> Assessment</p> <p><input type="checkbox"/> Curriculum <input type="checkbox"/> Innovation</p> <p><input type="checkbox"/> Human Capital <input type="checkbox"/> Management</p>
3. ASSESS	
<p><b>Evidence of Impact:</b> What is the evidence of impact? How did identifying a Problem of Practice and developing a Theory of Action impact stakeholder learning, school improvement, and/or close identified gaps? You did all this work, but so what? What's the evidence of your impact?</p>	<p><b>AWSP Leadership Framework:</b> How are your leadership moves evident within and across the AWSP Leadership Framework? Which criteria will be critical to implementing your TOA? Can you cite examples of how the <b>Impact of your leadership</b> is visible within and across the AWSP Leadership Framework?</p>
<p><b>Qualitative Data:</b></p> <hr/> <hr/> <hr/> <hr/>	<p><input type="checkbox"/> 1. Creating a Culture:</p> <p><input type="checkbox"/> 2. Ensuring School Safety:</p> <p><input type="checkbox"/> 3. Planning with Data:</p> <p><input type="checkbox"/> 4. Aligning Curriculum:</p> <p><input type="checkbox"/> 5. Improving Instruction:</p> <p><input type="checkbox"/> 6. Managing Resources:</p> <p><input type="checkbox"/> 7. Engaging Families &amp; Communities:</p> <p><input type="checkbox"/> 8. Closing the Gap:</p>
<p><b>Quantitative Data:</b></p> <hr/> <hr/> <hr/> <hr/>	
4. REFLECT	
<p>What did you learn about yourself throughout this process?</p> <p>What lessons did your team learn throughout this ongoing process?</p> <p>What is your leadership strength area: <b>Culture, Systems</b> and/or <b>Learning</b>?</p> <p>How did you lean on the strengths of others to move your school forward?</p> <p>What attributes did you identify as areas where you need to continue to focus as the lead reflective Learning Leader?</p> <p>How did your team navigate conflict, stress, and challenges as you collectively pushed forward?</p> <p>Can you describe a situation where you were cognizant of your own <b>Becoming</b> while <b>Doing</b>?</p> <p>How does the collective impact of your work connect to reaching your five year building goals?</p>	
<p><b>Conversations/Notes/Comments/Questions:</b></p> <hr/>	

## Becoming while Doing

## How do you know you had an impact?

# CREATING A CULTURE OF GROWTH VS. EVALUATION

## DEFINITIONS:

**Growth**—Focused on individual learning and feedback that is ongoing, timely, relevant, personal, safe, and future-oriented (learning forward).

**Evaluation**—Focused on assessing and providing feedback on an employee’s work and results based on job responsibilities and duties (assessing backward).

**Mutually Beneficial**—Establishing a relationship between evaluator and employee that provides learning opportunities for both parties throughout an ongoing professional learning process.

## GUIDING QUESTIONS:

What is the Problem of Practice (POP) you and your team are addressing this year?

What is the Theory of Action (TOA) you’ve developed to address the POP?

How have you been leading your staff this year through this Cycle of Inquiry (COI)?

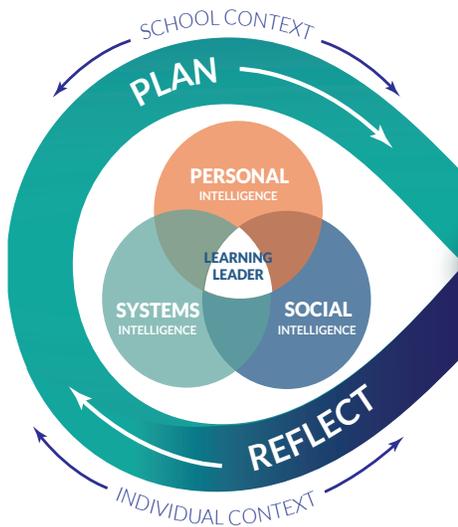
What is the “evidence of impact” of your leadership?

What have you learned about yourself throughout this COI?

Where do you see your school five years from now as a result of your leadership?

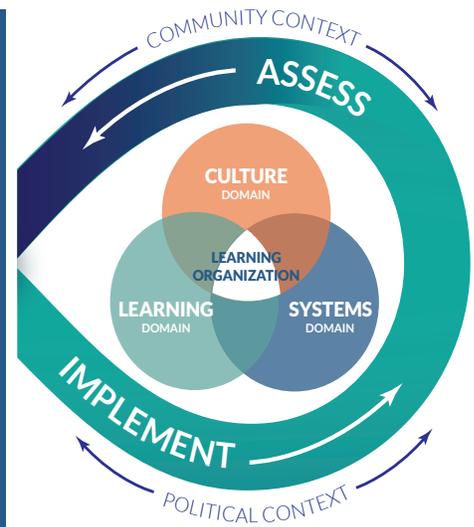
## MY LEADERSHIP GOALS THIS YEAR:

<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
<input type="checkbox"/>	_____	<input type="checkbox"/>	_____



**How are your leadership moves evident within and across the AWSP Leadership Framework?**

1. CREATING A CULTURE
2. ENSURING SCHOOL SAFETY
3. PLANNING WITH DATA
4. ALIGNING CURRICULUM
5. IMPROVING INSTRUCTION
6. MANAGING RESOURCES
7. ENGAGING FAMILIES AND COMMUNITIES
8. CLOSING THE GAP



FALL	WINTER	SPRING	SUMMER
<b>Plan</b>	<b>Implement</b>	<b>Assess</b>	<b>Reflect</b>
The planning stage incorporates the collection and synthesis of data which school leaders must use to develop measurable goals. Additionally, resources and supports needed for school leaders to attain their identified goals should be determined.	With a comprehensive plan in place, school leaders must get to work by intentionally implementing growth initiatives. Special care must be given to monitoring the pace of implementing growth initiatives to ensure long-term sustainability.	Simply, data must be collected and reviewed to ascertain whether the growth initiatives implemented are achieving the goals identified during planning.	School leaders should really be in a constant state of reflection when it comes to growth and improvement. Not only does this help them ensure what they are doing is still relevant, but it also informs future improvement efforts.



# EVIDENCE OF IMPACT TOOL

## 1. PLAN

<p><b>What Problem of Practice (POP)</b> is the school leader, leadership team, and/or school tackling?</p> <hr/> <hr/> <hr/>	<p><b>What is the Theory of Action (TOA)</b> for the leadership team to address the POP in the school?</p> <hr/> <hr/> <hr/>
<ul style="list-style-type: none"> <li>• What is your data saying about your school and student achievement? What access, opportunity, hope and/or expectation gaps exist in your school? How do you know?</li> <li>• What needs to be changed or improved in your school to increase the success of each and every student?</li> <li>• What historically inequitable systems still exist that need to be addressed? Is it a <b>Culture, Systems</b> and/or <b>Learning</b> issue?</li> </ul>	<ul style="list-style-type: none"> <li>• Leading starts with you. Begin by saying, "If I do this___, then this will happen." Then get your team engaged by saying, "If we do this___, then this will happen___."</li> <li>• How will student voice be authentically engaged in this Cycle of Inquiry (COI)?</li> <li>• Where do you want to see your school in five years?</li> </ul>

## 2. IMPLEMENT

Leadership Intelligences: Becoming		Leadership Domains: Doing	
<ol style="list-style-type: none"> <li>1. How will you be a reflective Learning Leader through this Cycle of Inquiry (COI)?</li> <li>2. What Leadership Intelligences will impact your ability to lead this work?</li> <li>3. What contexts should you be aware of and consider? (From Individual to Political)</li> <li>4. How will your leadership intelligence impact your overall contextual effectiveness in this COI?</li> </ol>		<ol style="list-style-type: none"> <li>1. How will you make your own learning visible in this process?</li> <li>2. What leadership moves will you make to build and maintain your school's culture?</li> <li>3. What current systems will help or hinder your COI?</li> <li>4. How will you push on the learning of all stakeholders and the organization throughout this process?</li> </ol>	
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### 3. ASSESS

<p><b>Evidence of Impact:</b> What is the evidence of impact? How did identifying a Problem of Practice and developing a Theory of Action impact stakeholder learning, school improvement, and/or close identified gaps? You did all this work, but so what? What's the <b>evidence of your impact?</b></p>	<p><b>AWSP Leadership Framework:</b> How are your leadership moves evident within and across the AWSP Leadership Framework? Which criteria will be critical to implementing your TOA? Can you cite examples of how the <b>impact of your leadership</b> is visible within and across the AWSP Leadership Framework?</p>
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	<input type="checkbox"/> <b>4. Aligning Curriculum:</b>
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	<input type="checkbox"/> <b>6. Managing Resources:</b>
	<input type="checkbox"/> <b>7. Engaging Families &amp; Communities:</b>
	<input type="checkbox"/> <b>8. Closing the Gap:</b>

### 4. REFLECT

What did you learn about yourself throughout this process?

What lessons did your team learn throughout this ongoing process?

What is your leadership strength area: **Culture, Systems** and/or **Learning**?

How did you lean on the strengths of others to move your school forward?

What attributes did you identify as areas where you need to continue to focus as the lead reflective Learning Leader?

How did your team navigate conflict, stress, and challenges as you collectively pushed forward?

Can you describe a situation where you were cognizant of your own **Becoming** while **Doing**?

How does the collective impact of your work connect to reaching your five year building goals?

**Conversations/Notes/Comments/Questions:**

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# PARTNERSHIPS



## OUR PARTNERS & AFFILIATES

AWSP business partners cater to the needs of our members in many ways. From investments to insurance to professional and personal growth, we value the quality services they deliver to our members.

We encourage you to support our business partners and thank them for their investment in Washington state principals and assistant principals. Descriptions of our partners and affiliates can be found on the following page.

### NATIONAL AFFILIATES



Active memberships automatically include membership to one of our national affiliates. Visit the National Association of Elementary School Principals and the National Association of Secondary School Principals websites to learn more about your membership benefits, including liability and legal benefits, and the NAESP discount programs. Go to [www.naesp.org](http://www.naesp.org) and [www.principals.org](http://www.principals.org).

## OUR PARTNERS

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### FRANKLINCOVEY

FranklinCovey Education partners with schools, districts, and higher education institutions to build leaders at all levels, from the classroom to the boardroom. Visit their Leader in Me site to learn more about their PK-12 model designed to build leadership in students, create a high-trust culture, and improve academic achievement. Learn more at <https://www.franklincovey.com>.

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### HORACE MANN

Horace Mann is the largest national multi-line insurance company focusing on educators' financial needs. The company provides auto and homeowners insurance, retirement annuities, life insurance and other financial solutions. Founded in 1945 by educators for educators, the company is headquartered in Springfield, Ill. Visit [www.horacemann.com](http://www.horacemann.com).

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### KAISER PERMANENTE OF WASHINGTON

Total health takes teamwork. Our coordinated care teams work with you—and each other—to help keep you healthy. And that's important—because something as simple as having doctors and specialists who talk to each other can speed up your care, improve your treatment, and let you focus on living your life. Staying healthy should be easy. With the right team, it is. Learn more at <https://healthy.kaiserpermanente.org/washington/front-door>.

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### LEXIA LEARNING

Lexia is the structured literacy expert. Through a singular focus on literacy and a full spectrum of solutions to support it, Lexia helps more learners read, write and speak with confidence. Learn more at <https://www.lexialearning.com>.



### VEBA/GALLAGHER

Founded in 1984, VEBA is a nonprofit employee benefit trust offers tax-free health reimbursement plans to eligible employers. The trust currently provides benefits to more than 40,000 public employees and retirees in Washington. Participating employers include more than 280 school districts, 30+ community and technical colleges, and 90+ state agencies and higher education institution. Learn more at [www.veba.org](http://www.veba.org).

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### SIDEBY

Sideby is a community-driven network that connects educators leaning into AI and innovation with tools, practices, and opportunities for 1:1 guided conversations. By fostering early adopters and facilitating shared growth, sideby creates spaces for educators to collaborate directly, adapt new approaches, and scale meaningful change in teaching, leading, and learning. Learn more at [www.sideby.ai](http://www.sideby.ai).

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### THE SCHOOL LEADER COLLABORATIVE

The School Leader Collaborative (the Collaborative) consists of a consortium of state principal associations dedicated to supporting and sustaining the professional growth of school principals and their leadership teams. Specifically, the Collaborative enhances the collective capacity of its partner associations by building a network of shared resources, innovative best practices, and research, which supports school leaders throughout their careers. Learn more at [www.awsp.org/collaborative](http://www.awsp.org/collaborative).

