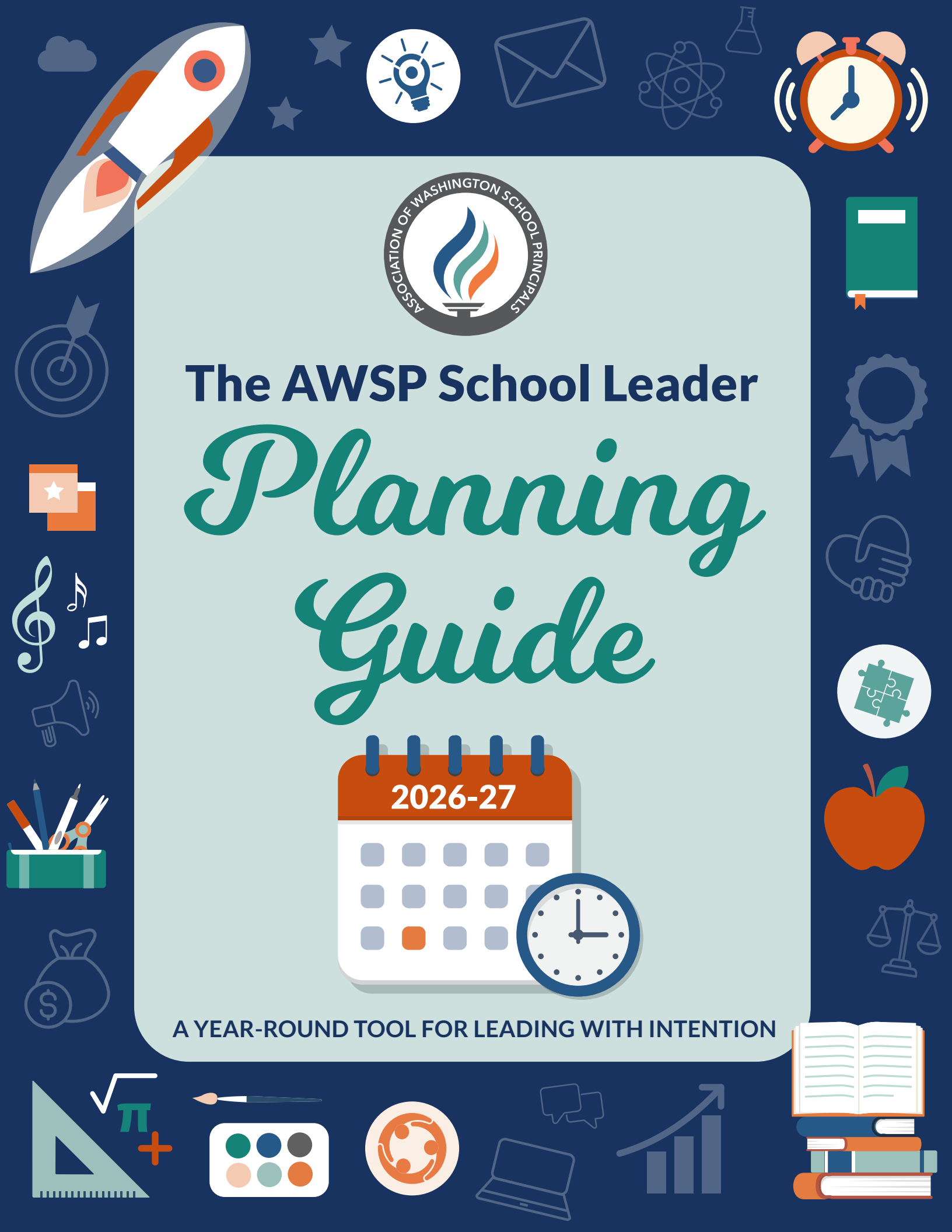




The AWSP School Leader *Planning Guide*



A YEAR-ROUND TOOL FOR LEADING WITH INTENTION



Acknowledgments

The AWSP School Leader Planning Guide is modeled after the **Illinois Principals Association's** School Leader Calendar. Many of the monthly tips and suggestions around Culture, Systems, and Learning are borrowed from their publication. Thank you, Illinois, for leading the way!

AWSP is an inaugural member of the National School Leader Collaborative and worked closely with the other states in the Collaborative to develop the School Leader Paradigm and associated content.

We are proud to be a member of the Collaborative and share the incredible learning put forth by the associations helping school leaders across the country.

Learn more about the National School Leader Collaborative and each of its members on the back of this publication.



AWSP School Leader Planning Guide

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Supporting all principals and the principalship in the education of each and every student.

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Watch for
the New
“Planning
Guide”



Email Newsletter!

New this year, all AWSP members will receive a monthly email newsletter with highlights from the AWSP School Leader Planning Guide. Watch your inbox starting in July!

Navigating the AWSP School Leader Planning Guide

The Complex Role of Today's School Leader

Over the past 30 years, the role of a school leader has undergone a seismic shift. Gone are the days when the job was primarily about operations and management. Today's leaders are expected to be instructional leaders, culture-builders, strategic planners, community connectors, and equity champions — all before lunchtime. Among these responsibilities, one has risen to the top: improving student learning.

Yet in study after study, school leaders identify a common roadblock—time. More specifically, the lack of it. The pressing demands of the job often collide with the deep desire to lead meaningful change, leaving many principals feeling stuck in survival mode rather than thriving as a leader.

And it's not just about workload. The combination of shifting expectations and global events has taken its toll. According to the 2022 State of the American Teacher and State of the American Principal surveys, 85% of principals reported frequent job-related stress, and nearly half (48%) said they were experiencing burnout.

The takeaway is clear: The role has never mattered more — and it's never been harder to do well without intentional time management.

Time Management as a Leadership Strategy

Here's the good news: while we can't give you more hours in the day, we can help you make more of the hours you do have.

Studies increasingly point to a direct connection between effective time management and school leadership success. When leaders feel in control of their time, they report lower levels of stress and a greater capacity to focus on what matters most — growing people, improving systems, and building school culture. In short, time management isn't just an organizational skill; it's a well-being strategy.

Being “busy” isn't the same as being effective. What sets thriving leaders apart is how they prioritize their energy — not just their tasks. That means carving out time for reflection, professional learning, and big-picture planning — the very things that often get squeezed out when urgency takes over.

A Tool to Help You Lead with Intention

That's where this planning guide comes in.

To support you in managing your time with greater purpose, AWSP, in collaboration with the National School Leader Collaborative, has created the AWSP School Leader Planning Guide—a planning and reflection tool designed specifically for the demands of today's school leaders.

This isn't your average calendar. It's a monthly guide packed with:

- Key responsibilities aligned to seasonal leadership priorities
- Important deadlines and events (some essential, some just fun)
- Timely professional development opportunities
- Leadership tips and reflective prompts to help you keep growing

It's comprehensive, but not overwhelming. And while it's not broken down by grade level, it does offer a range of leadership actions relevant across multiple school settings — from elementary to high school.

The real power of this planning guide is in how you use it. Make it your own. Highlight, cross out, add sticky notes, turn it into a Google Doc or drag-and-drop file — whatever helps you stay organized, aligned, and focused.

Sections of Each Month

Calendar Page and Dates

Each monthly section begins with a blank calendar-at-a-glance, followed by a listing of important dates, holidays, and recognitions for that month. There is also a blank space for you to fill out dates and recognitions important to your school or district specifically.

Pro Learning & Resources

This section highlights AWSP professional learning and resources that you should pay attention to during that particular month. Examples include advocacy updates and tools, legal services, the AWSP Learning Lab, e-newsletters, Grade Level Leadership Committees, our Equity Guide, professional learning at each step of your career, and much more.

Checklists: Leadership Actions and Student Leadership

The checklist sidebar pulls out specific to-dos to help you plan your actions for the month. There is a separate to-do list from the Association of Washington Student Leaders (AWSL) for incorporating student leadership into each month of the year. For more information about each of the AWSL programs or suggestions mentioned, visit www.AWSLeaders.org.

Culture, Systems, and Learning

The heart of the AWSP School Leader Planning Guide is aligned with the **School Leader Paradigm**, developed by the National School Leader Collaborative. The School Leader Paradigm is a comprehensive leadership model that accounts for both how you must be growing, or *becoming*, as a school leader and the work you and those in your learning organization must be *doing* to be effective.

The concept behind the Paradigm is that school leaders, or learning leaders, should always be simultaneously improving their own leadership dispositions, or *becoming*, while *doing* the work of moving their learning organizations forward. Being totally self-aware and constantly reflective of the leadership intelligences (*becoming*) increases school leaders' effectiveness to lead culture, systems, and learning (*doing*).

The AWSP School Leader Planning Guide is aligned to the Paradigm to support your efforts to self-actualize as a school leader and move your learning organization forward so *all* your students are served well. The planning guide is focused on the *doing* domains, Culture, Systems, and Learning, providing you with monthly lists of essential responsibilities aligned to the School Leader Paradigm. You will also notice that we have included two monthly challenges found under the Culture Domain: a *Building Relationships Challenge* and a *Belonging Challenge*.

Building Relationships Challenge: This challenge focuses on building relationships within the school community—the first dimension in the Paradigm's Culture Domain. It offers thoughts for building relationships with all community members—inside and outside the walls of your schools.

Belonging Challenge: As a school leader, one of your primary responsibilities is to ensure *all* your students are afforded equitable opportunities to meet their potential. This monthly challenge provides you with ideas for how you can keep belonging a critical focal point of your leadership.

The AWSP Leadership Framework

The most recent version of the AWSP Leadership Framework became required for all districts to use starting in the 2020-21 school year. 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. Within each month of this guide, you'll find a section connecting each of the eight Framework criteria to a task or tip for that particular month.

Leadership Focus and Supervisor Prompts: Along with alignment to each of the eight AWSP Leadership Framework criteria, you'll find a monthly leadership focus and two suggested questions your supervisor might ask. If they don't, take the lead—use the prompts to reflect and share how you're making an impact.

Assistant Principal Focus

Assistant principals, deans of students, vice principals, and principal assistants play a critical role in shaping school culture, strengthening systems, and supporting learning. To help develop leadership capacity in this important role, each month includes a dedicated section called "Assistant Principal Focus" aligned to the AWSP Leadership Framework. Through reflection prompts,

leadership moves, and leadership snapshots, assistant principals are encouraged to intentionally grow their practice while documenting evidence of their impact. These monthly pages help transform everyday leadership experiences into a year-long story of growth, influence, and continuous improvement.

Telling Your Leadership Story

At the end of each month, you'll notice a page for "Telling Your Leadership Story." This is your personal highlight reel. Use it to track your wins, "aha" moments, people to thank, books you're loving, self-care check-ins, and what's next.

Leadership Snapshots for My Evaluation: Leadership wins can feel few and far between—unless you're tracking them. Use this space to capture the good stuff: progress with students, staff, and your school community. It's your reminder that even on the hard days, you're making a real impact.

Connections to the Leadership Framework: Use this space to document and reflect on evidence and artifacts that connect to the Leadership Framework. Over time, you'll build a powerful roadmap of your leadership in action.

Thank You to Write: In the rush of the day-to-day, gratitude can get lost. Use this space to track those personal touches: thank you notes, shout outs, and follow-ups that build trust and strengthen culture.

Lessons Learned: To lead well, you've got to reflect. Use this space to jot down what worked, what flopped, and what you learned along the way. Growth-minded leaders celebrate wins and learn from missteps.

What You're Reading: Whether it's professional or just for fun, what you read shapes how you lead (and recharge). Use this space to track books, articles, or podcasts that spark ideas—or give your brain a break. Because let's be real: all work and no play is a fast track to burnout.

Self-Care Plans: Talking about self-care is easy—doing it takes intention. Use this space to ink your goals, not just think of them. Visible plans = real accountability, and that's what helps you stay strong all year long—for your team, your students, and yourself.

You're Not Alone – And You Don't Have to Do This Alone

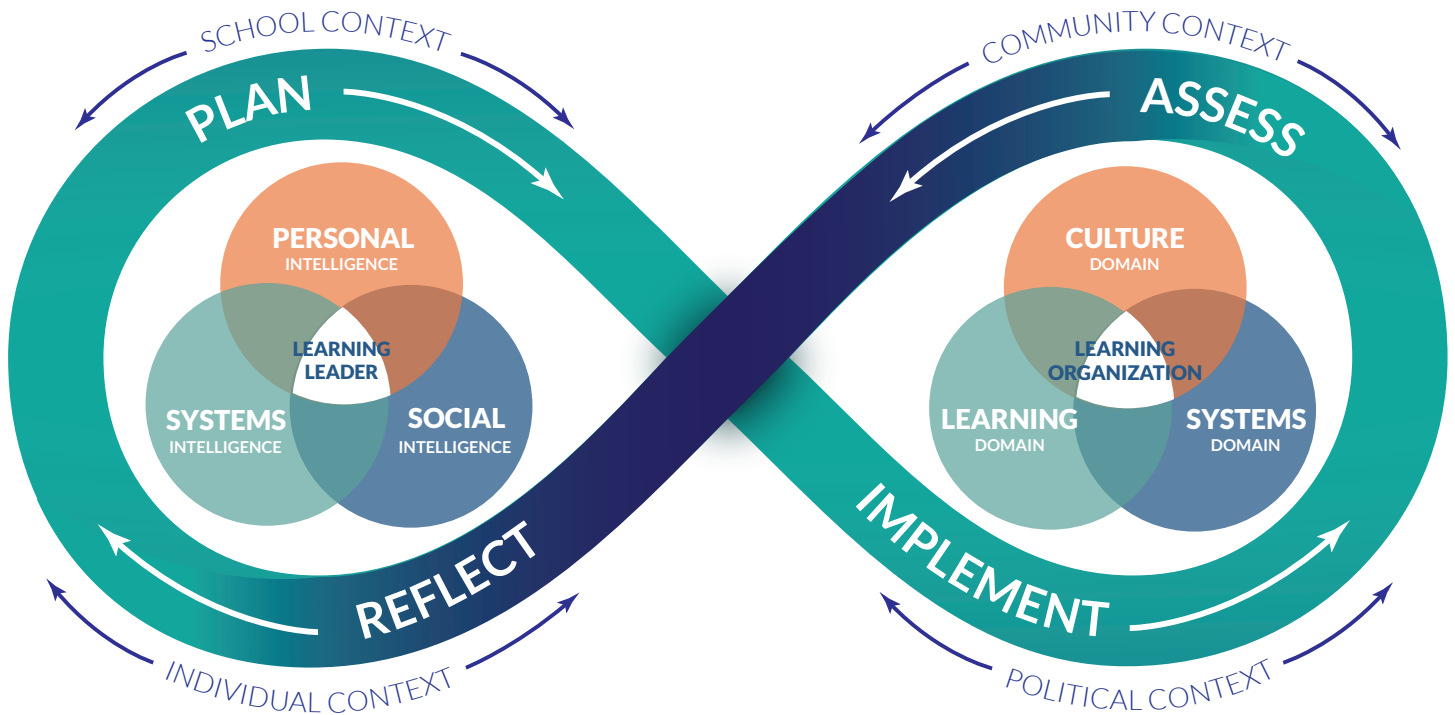
We know the challenges are real, but so is your impact. Your leadership makes a difference every single day, and this guide was created to make sure you have the support and structure to lead with clarity and confidence.

Whether you're brand-new to the principal's office or a seasoned leader in your district, this planning guide is your month-by-month partner in progress.

We hope it helps you reflect, refocus, and re-energize—not just to survive the year, but to lead it with intention.

Questions? Need support? Want to share how you're using the calendar? We'd love to hear from you. Call us at 800.562.6100 or email webmaster@awsp.org. Let's make this your best leadership year yet!

SCHOOL LEADER PARADIGM™ *Becoming While Doing*



PERSONAL INTELLIGENCE	SOCIAL INTELLIGENCE	SYSTEMS INTELLIGENCE	CULTURE DOMAIN	SYSTEMS DOMAIN	LEARNING DOMAIN
Wellness Ethical Fit/Healthy Optimistic Self-Aware	Service Empathetic Trustworthy Generous Protective	Mission/Vision Strategic Planning Analytic Strategic Articulate Visionary	Relationships Student Centeredness Wellness Equity Traditions/Celebrations Ethics Global Mindedness	Vision/Mission Communication Collaborative Leadership Data Literacy Strategic Management Safety Operations	Reflection and Growth Result-Oriented Curriculum Instruction Assessment Innovation Human Capital Management
Growth Mindset Humble Reflective Intentional Accountable	Community Building Relational Collaborative Connective Conciliatory	Operations and Management Responsible Transformative Responsive Methodical			
Self-Management Organized Balanced Way of Being Self-Confident	Capacity Building Empowering Guiding Resourceful Facilitative	Teaching and Learning Diagnostic Knowledgeable Pedagogic Evaluative			
Innovation Creative Adaptive Resilient Courageous	Influence Attentive Communicative Motivational Catalytic	Cultural Responsiveness Visible Affiliative Advocative Global			

“Becoming” Guiding Questions:

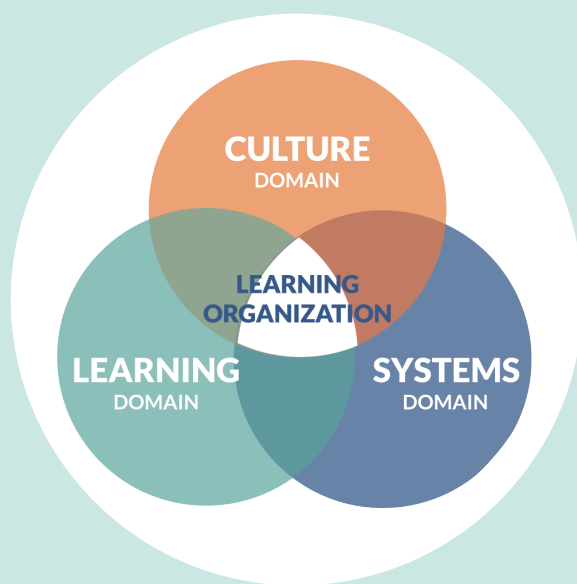
1. What does it mean to be a Learning Leader?
2. What are your Leadership Intelligences? How do these intelligences impact your ability to lead?
3. How aware are you of the contexts in which you lead? How does your leadership intelligence impact your contextual effectiveness?
4. How effective are you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

“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”?

YEAR-ROUND TASKS

Culture | **Systems** | **Learning**





Year-Round Tasks for **CULTURE**

Build Meaningful Relationships

Keep relationships at the heart of your leadership by staying connected and present.

- Start each day with purposeful check-ins—office staff, counselors, new or struggling staff, and students.
- Be consistently visible—drop into classrooms, pass through hallways, and show up at arrival and dismissal.
- Meet with external partners (Rotary, first responders, faith leaders, local businesses) to strengthen community ties.
- Attend school events with intention; prioritize evenings with multiple student activities for greater visibility.

Create a Supportive Culture

Your influence shapes the tone and climate of your building.

- Use 2–3 inspirational staff messages each week to uplift and connect (quotes, stories, good news).
- Add “culture builders” to staff meetings—from shout-outs to simple team activities.
- Celebrate birthdays, big wins, and everyday moments that make your school special.

Keep Students at the Center

Students should feel seen, heard, and valued—every day.

- Meet regularly with student leadership groups to hear their ideas and feedback.
- Be present at student events, activities, and common areas to build trust and connection.

Prioritize Wellness (Yours and Theirs)

When you take care of yourself, you model balance for your team.

- Build in daily time for professional reflection and personal renewal.
- Prioritize daily connections with loved ones—even brief check-ins matter.
- Encourage and promote wellness activities for staff: step challenges, lunch walks, or mindfulness minutes.

Lead With Equity

Keep equity front and center—not as a task, but as a mindset.

- Complete the monthly Belonging Challenge and embed key takeaways into your leadership moves.
- Reflect on who’s thriving, who’s not—and what systems need to shift to ensure access and opportunity for all.

Celebrate What Matters

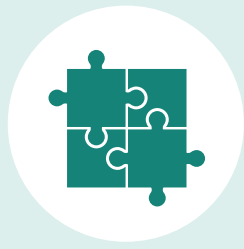
Recognition fuels motivation. Acknowledge growth, grit, and greatness.

- Celebrate students, staff, and school-wide achievements—both big and small.
- Keep a running list of wins to share in newsletters, staff emails, and social media.

Think Local, Act Global

Expand students’ and staff’s worldview by nurturing global connections.

- Build partnerships that expose students to diverse cultures, ideas, and real-world challenges beyond your zip code.



Year-Round Tasks for **SYSTEMS**

Lead With Vision

Keep your school's mission at the center of every decision.

- Reflect monthly on how actions align with school vision and long-term goals.
- Block time for strategic thinking—not just putting out fires.

Communicate With Clarity

Strong communication builds trust—and keeps everyone on the same page.

- Send a weekly update to staff with celebrations, key reminders, and upcoming events.
- Share regular messages with families and students via newsletters, videos, or social media.
- Keep communication timely across all channels—phone, email, and in-person.
- Host a staff meeting each month that balances business, recognition, and PD.

Build Collaborative Leadership

Systems run smoother when leadership is shared—and everyone is in the loop.

- Meet weekly with your admin team and regularly with teacher teams to assess progress and plan next steps using data.
- Delegate tasks and follow up—empower others while keeping eyes on the goal.
- Connect monthly with non-instructional staff (custodians, counselors, nurses, etc.), student leaders, and key partners to plan and troubleshoot.

Make Data Work for You

Data should drive action—not just sit on a spreadsheet.

- Use team meetings to look at student learning data and adjust instruction or interventions.
- Celebrate data wins and spotlight trends that support your goals.

Keep Safety Front and Center

A safe environment supports learning and trust.

- Monitor common areas daily—lunch, halls, arrival/dismissal, and after-school events.
- Conduct and document emergency drills. Notify parents/guardians and district as needed.
- Partner with tech staff to ensure websites and digital platforms are secure and updated.

Streamline Operations

Effective schools run on strong systems—and a little behind-the-scenes magic.

- Walk the building with your head custodian regularly to check for facility needs.
- Keep tabs on budget, resource use, and school operations.
- Update your school's central calendar often—accuracy matters.
- Keep running notes in your handbooks labeled "Changes" for next year's updates.

Stay on Top of Details

Little things matter—and you've got systems for that too.

- Check weekly student eligibility and flag concerns early.
- Attend monthly board meetings to stay aligned with district goals.
- Show up consistently in spaces that shape the daily experience of your students and staff.



Year-Round Tasks for **LEARNING**

Grow Your People, Grow Your School

Strong schools are built by investing in educators' growth and capacity.

- Conduct scheduled teacher evaluations and regular walkthroughs—then use the data to shape professional learning.
- Set a monthly goal for walkthroughs (include APs if applicable), and analyze trends to inform PD.
- Support new teachers with a robust induction and year-long mentoring plan.
- Provide targeted coaching and learning opportunities that align with individual and school-wide goals.

Reflect, Refine, Repeat

Continuous improvement starts with consistent reflection.

- Use the inquiry cycle (Plan - Implement - Assess - Reflect) to guide professional growth for staff and self.
- Check in monthly on your own evaluation process—collect artifacts and prepare for conversations with your supervisor.
- Communicate early with district leadership if staff performance concerns arise.

Lead With Data, Drive for Results

Turn assessments into action and goals into growth. Guide regular team discussions around assessment data, instructional strategies, and school improvement targets.

- Participate in grade-level, department, and student support meetings to stay connected to the work.
- Partner with staff to create and monitor improvement plans for students struggling academically or behaviorally.
- Stay current on state assessments and accountability updates—adjust plans accordingly.

Create a Culture of Innovation

Make space for big ideas and bold learning.

- Encourage professional exploration—school visits, book studies, learning walks, or micro-PD moments.
- Showcase innovative practices in staff meetings or newsletters to build momentum and spark curiosity.
- Support risk-taking that improves student outcomes, even if it means rethinking “how we’ve always done it.”

AUGUST 2026

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August

Leadership Actions

- 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 community members.
- 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.
- Register for AWSP's Launching School Leadership Series for school leaders in year one, year two, or newly assigned. (See August Pro Learning and Resources.)

Student Leadership

- Join or renew your AWSL Membership.
- Connect with AWSL if you are/have a new advisor in your building.
- Purchase AWSL curriculum and resources.
- Register for ASB finance workshops for advisors, 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.

Culture

Building Relationships Challenge



Plan a parent/guardian meeting for those who will be new to the school along with the parents of the students transitioning in. Include communication between school/home, code of conduct, athletics, and parent involvement opportunities.

Leave a note and a small gift (piece of candy, fun school supply item, t-shirt, etc.) in the staff mailboxes on the first day. The note can be a preprinted cardstock bookmark with a welcome message and key reminders.

Greet families and students as they arrive. Make sure school counselors provide buddies/student mentors to new students.

For your first staffulty 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. If someone doesn't have a phone picture, they can simply provide a verbal description of their favorite summer moment and why.

Belonging Challenge

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.)?

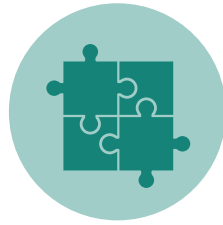
Student Centeredness

- Conduct/oversee new student orientation.
- Conduct opening day student assembly to reaffirm expectations, vision, etc.
- Prepare and distribute student accommodations (IEPs, 504, etc.) as well as allergy and medication lists for teachers and other appropriate staff.
- Schedule hearing and vision screenings.

Traditions/Celebrations

- Plan assemblies and special events (i.e., Homecoming, dances, etc.).

Systems



Vision/Mission

- Prepare school opening inspirational remarks for staff. Be prepared to reaffirm the shared vision for the school.
- With school improvement team, finalize school improvement goals and objectives and improvement plans for the school year based on state student achievement data from the previous school year.

Communication

- Send letters to students with schedules for opening day.
- Using multiple means (registration materials, social media outlets, local newspaper, community agencies, etc.), share information about free and reduced breakfast and lunch programs and encourage all that are eligible to participate.
- Send a parent/guardian letter, email, social media, or website message the first week with a welcome and any important dates/reminders for the first week of school. Emphasize immunization exclusion information. Include a personal invitation to the school's Open House.
- Review school website to ensure annual calendar and staff information is current.
- Post laminated directional signs in hallways and classrooms to help students find their classrooms. Ensure important information is posted in classrooms and around the school. For example, opening day bell schedule.
- Prepare announcements that need to be made to open the day. Provide reminders for staff regarding forms that may need to be distributed and collected from the students.
- Prepare opening remarks for first day assembly.
- Develop staff group text, email, and/or emergency telephone list (staff only).
- Post all programs, performances, meetings, and athletic events on the district calendar.
- Ensure that all parents/guardians and students receive the student handbook.
- Distribute staffulty handbooks to appropriate staffulty members and collect acknowledgment of receipt forms. Review key provisions with appropriate staffulty members.
- Conduct Open House/Back-to-School Night.
- Meet with key school committees, coaches, and team members to finalize plans for the upcoming school year.
- Working with sponsors/coaches, meet with fall extra-curricular participants and parents/guardians to review rules and code of conduct.
- Create "Who is in charge when the principal is out of the building" list and distribute to staffulty.

Collaborative Leadership

- Working with leadership team, prepare for Open House/Back-to-School Night.
- Working with appropriate individuals, prepare for fall field trips. Obtain School Board approval if necessary.
- Schedule meetings (principal/staffulty) with all key groups to discuss concerns, needs, and goals for the year.
- Meet with school counselors to review policies for college visits, standardized testing, identifying kids who are not on track, providing scholarship information, social-emotional support, etc. Ensure all known testing and activity dates have been submitted for inclusion in the central school calendar.
- Meet with cafeteria staff to discuss the upcoming year, review PBIS cafeteria routines.
- Meet with transportation staff to discuss the upcoming year. Review student discipline procedures, consider reviewing PBIS bus routines.
- Meet with athletic director to ensure the coaches' handbook and training sessions have been finalized, fall schedules/contracts with opponents and officials have been verified, and all known activity dates have been submitted for inclusion on the central school calendar.
- Meet with fine arts director and club and class sponsors to ensure all known activity dates have been submitted for inclusion in the central school calendar and fund-raising activities have been approved.

Safety

- Review school safety plans with staff. Ensure emergency systems are in order.
- Review updated student handbooks with all staff members (instructional and non-instructional).
- Finalize dates for fire, disaster, and emergency drills. Communicate protocols to staff and parents/guardians.
- Ensure all staffulty have access to mandated training courses.

(Continued on next page)

Operations

- Conduct final building walk-through with head of maintenance including sport fields and facilities.
- Review budget needs and expenditures.
- Review first day procedures with transportation, first day count, etc.
- Ensure all needed supplies have been received and teachers have what they requested.
- Ensure facilities are reserved and ready for concerts and other extracurricular activities.
- Prepare fall event coverage schedule including sports, fine arts, etc.
- Ensure athletic director and coaches have completed all required WIAA training (concussion, etc.).
- Provide training for individuals handling money (ticket sales, concession stands, fundraising, etc.) to ensure district policies and procedures are followed.
- Finalize all fall athletic/fine arts transportation schedules.
- Schedule fall activity photos.



- Distribute documentation on evaluation timelines.
- Define and communicate protocol for formal and informal classroom observations and walkthroughs. Review CBA and ensure this aligns with district expectations.
- Ensure staff members have a copy of their specific evaluation instrument.
- Ensure all teaching credentials are registered.
- Visit all classrooms to connect, offer encouragement, and provide assistance. Give particular attention and time to new teachers.
- Meet with new teachers weekly during the first month of school to share/clarify information and gather feedback.

Reflection and Growth

- By the first day of student attendance, obtain and review the administrative evaluation tool for the year. If you will be evaluating school leaders (assistant principals, deans, etc.), ensure you have issued them the written notice of evaluation as well as the rubrics and ratings matrix.
- If you are new to supervising an assistant principal, you are required to register for the two-day AWSP Leadership Framework training. Find details at www.awsp.org/framework.

Learning

Instruction

- Spend time in the classroom early and often to identify struggling teachers and provide support as needed for success. Consider walkthroughs during non-instructional times to build relationships with staff as well.
- Review school's instructional playbook (key instructional strategies, procedures—"What we should always see," "What we might see, What we should never see," etc.) with staff.

Assessment

- Review assessment calendar with staff.

Human Capital Management

- Review updated enrollment for any necessary staffing changes.
- Prepare a substitute teacher availability list. Have teachers prepare substitute folders and emergency lesson plans.
- Conduct required staff state mandated trainings.
- Conduct new staff orientation.
- Conduct substitute teacher orientation, build relationships with your guest teachers ahead of the year. Cover school wide expectations and how to ask for help/support when in the building.
- Review district evaluation policy and procedures with all staff members (instructional and non-instructional).

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

- John Quincy Adams

August



Self-Assessment

Consider completing the AWSP Leadership Framework self-assessment. Visit www.awsp.org/framework to access the Self-Assessment and Reflection Tool and other Framework tools.

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 community members.

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



August Focus: Culture Building & Systems Alignment

“How are you setting the tone for a positive, inclusive school culture as staff and students return?”

“In what ways are your operational systems (schedules, communications, safety, etc.) setting staff up for success from day one?”

August



LEADERSHIP Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Staff orientation agendas, presentations, or onboarding materials
- Open House, family engagement, or student orientation artifacts
- Communication plans, newsletters, or welcome messages
- Supervision schedules or systems improvements
- PLC, department, or leadership team meeting agendas
- Classroom walk-through notes or reflection summaries
- Feedback from students, staff, or families
- Photos, notes, or evidence of culture-building activities

ASSISTANT PRINCIPAL FOCUS:

Launch with Purpose: Build Relationships, Create Clarity, and Set the Tone

AWSP CRITERIA ALIGNMENT: 1.1, 1.3, 1.4, 2.2, 6.1, 7.2

Why This Matters

The first few weeks of school establish patterns that will last all year. Assistant principals have a unique opportunity to influence culture, strengthen systems, and support learning through visibility, consistency, and service. August isn't about doing everything—it's about helping everyone start strong. The relationships you build, systems you establish, and support you provide now will pay dividends throughout the school year.

Think About It

- How do I want students, staff, and families to experience my leadership this year?
- Where can I be most visible and accessible during the first month of school?
- What relationships need intentional attention before challenges arise?
- How can I support my principal while also developing my own leadership identity?
- What leadership strengths do I want to intentionally leverage this year?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Personally connect with new staff members and identify ways to support their transition into the school community.<input type="checkbox"/> Attend student orientation, open house, and welcome events to intentionally build relationships with students and families.<input type="checkbox"/> Reinforce school values, traditions, and expectations through your words, actions, and visibility during the opening weeks of school.	<ul style="list-style-type: none"><input type="checkbox"/> Review supervision plans and identify one adjustment that improves safety, efficiency, or the student experience.<input type="checkbox"/> Establish communication routines with office staff, counselors, and support personnel to ensure smooth daily operations.<input type="checkbox"/> Monitor opening-week procedures and gather feedback from staff on what is working well and what may need refinement.	<ul style="list-style-type: none"><input type="checkbox"/> Participate in PLC, department, or leadership team planning conversations and identify one area where your leadership can support instructional improvement.<input type="checkbox"/> Review beginning-of-year assessment and intervention plans to ensure students receive timely support.<input type="checkbox"/> Conduct informal classroom visits focused on learning names, understanding classroom routines, and building teacher trust.

AUGUST: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:

SEPTEMBER 2026

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

September



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:

Pro Learning & Resources

ESD Regions & AWSP Grade Level Leadership Committees

Washington State is divided into 9 Educational Service Districts (ESDs) and thus our AWSP Grade Level Leadership Committees (GLLC) have regional school leadership representatives in each of these districts. AWSP GLLCs are organized with regional elementary, middle and high school leaders that serve three-year terms. Regional representatives are always on the lookout for new leaders to step forward to assist with leadership responsibilities and event planning. Regions host and participate in a wide range of activities which include student supports (AWSL), school leader recognition events, social and professional networking opportunities, professional development, and local legislative advocacy work. Learn more at www.awsp.org/GLLC.

AWSP's Washington Principal Magazine

Washington Principal (Formerly *Bookends of School Leadership*) is AWSP's print magazine. This publication is a tangible way to keep you informed and inspired, highlighting key AWSP programs, professional learning, and the incredible work of school leaders like you. With so much happening, we know emails and e-newsletters can be easy to miss—so consider this your “in case you missed it” resource, delivered straight to your hands. Stay connected, stay inspired, and keep leading strong. *Washington Principal* is published three times per year to support you along the way. Find the latest issue at www.awsp.org/magazine.

AWSP Equity Guide

Regardless of your school leader title, racially-literate leaders actively pursue a deep understanding of their own individual racial identity, continually hone their ability to recognize structural and systemic racism, and courageously change the status quo. The AWSP Equity Guide is designed to help you grow your racial equity skills and understanding, and to support your learning and the learning of others. Download a copy, along with supporting resources, at www.awsp.org/equityguide.

Women in Leadership Series and Events

AWSP, along with partners at AESD, AWSP, WAMOA, WASA, WASBO, WSPA, and WSSDA, is committed to building a strong and supportive pathway for women aspiring to or serving in educational leadership roles. Consider joining AWSP's Leadership Network for Women in Leadership. Find out more about Women in Leadership resources and events at www.awsp.org/WIL.

September

Leadership Actions

- 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 custodial staff.
- 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?)
- What does your evaluation timeline look like? Communicate with supervisor and be prepared to share YOUR goals for the year.
- 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 AWSL Fall Programs at www.AWSLeaders.org.
- (High School) Encourage students to apply to teach a small group workshop at the Fall Leadership Conference. Visit www.AWSLeaders.org.
- (Elementary) Connect with AWSL about our Elementary Programs.
- ALL: Renew or join AWSL Membership.
- ALL: Let AWSL know if you have a new advisor.
- ALL: Purchase AWSL curriculum and resources.
- ALL: Register for ASB finance workshops for advisors, administrators, bookkeepers, and students.
- Adults: Register for the National Conference on Student Activities.

Culture

Building Relationships Challenge



As an ice-breaker activity for your September staffulty meeting, ask each staff member to share one word that describes the start of the school year with a colleague, and explain 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. Then, break into smaller groups and identify what worked well, what needs improvement on flip chart paper. Come back to share with entire group. Collect responses to update planning for the next year.

Belonging Challenge

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/guardians to share cultural values/beliefs that impact learning. Consider having staff share their goals with their peers during a PLC or full staff meeting.

Write an equity-focused Leadership Professional Growth Plan (PGP) goal. Have a colleague(s) join you and learn. Collect your equity clock hours for recertification with a committed group of school leaders in your system.

Student Centeredness

- Schedule hearing and vision screenings.
- Host “Lunch with the Principal”—a student voice listening session.

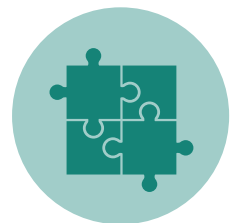
Traditions/Celebrations

- Finalize plans for Homecoming activities.
- Plan for fall sports awards ceremonies.
- Plan for fall quarter PBIS reward assembly and activity.

Systems

Vision/Mission

- Finalize, receive board approval, and implement School Improvement Plan.



Communication

- Communicate the results of first quarter benchmark assessment with students and parents/guardians.

Collaborative Leadership

- Working with leadership team(s), prepare for Parent/Guardian and Teacher Conferences.

Safety

- Send notices for students who have yet to turn in physicals and/or receive required vaccinations.

Operations

- Send notices for students who have yet to pay fees.
- Conduct student picture day.
- Prepare for any fall season post season tournaments you may be hosting. Participants and parents/guardians can review rules and code of conduct.
- Sign up for ASB budget training and workshops. Learn more on the AWSL site at www.awsleaders.org/asb-finance-law.

Learning

Reflection & Growth/ Result-Oriented



- Begin the teacher observation process with the establishment of growth or improvement plans and pre-observation conferences.
- Assess and reflect on professional and student growth goals and plans.

Assessment

- Ensure teachers have updated information on learning standards.
- Conduct first quarter benchmark assessment.

Human Capital Management

- Provide in-service for new teachers focused on effective assessment and grading including the process and guidelines for submitting grades. Invite all staff to attend.
- Provide in-service for new teachers on how to prepare for parent/guardian and teacher conferences.

Outdoor Education

- Establish an Outdoor Education Committee with representation from all grade levels, classified staff, families, and students. Begin exploring a shared vision for what outdoor learning can look like on your campus. Find more outdoor education resources at www.outdoorschoolswa.org.



Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Make a commitment to remember every student's name. Be as visible as possible each 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:** Consider scheduling and planning 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."

WHAT SHOULD YOUR
PRINCIPAL SUPERVISOR BE
ASKING YOU RIGHT NOW?



September Focus: Instructional Leadership & Building Relationships

"What are you learning from your initial classroom walk-throughs, and how is that shaping your instructional priorities?"

"How are you intentionally building relationships with students, staff, and families this month?"

September



LEADERSHIP

Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Classroom walkthrough notes or trend summaries
- PLC or collaborative team meeting agendas
- Intervention team meeting notes
- Student support plans or MTSS documentation
- Staff recognition or celebration artifacts
- Attendance, behavior, or intervention data reviews
- Family communication regarding student support
- Examples of instructional feedback provided to staff

ASSISTANT PRINCIPAL FOCUS:

Become an Instructional Partner

Support Learning Through Visibility, Feedback, and Action

AWSP CRITERIA ALIGNMENT: 3.1, 3.2, 5.1, 5.2, 7.2

Why This Matters

September is when routines become reality. As the excitement of a new school year settles into daily practice, assistant principals have an opportunity to move beyond managing the day-to-day and become active partners in teaching and learning. Your visibility in classrooms, support of intervention systems, and collaboration with staff can have a powerful impact on student success and school culture.

Think About It

- How visible am I in classrooms compared to responding to issues?
- What early student needs are emerging that require additional support?
- How am I helping teachers feel supported rather than supervised?
- What instructional trends am I noticing across classrooms?
- Where can I remove barriers so students and staff can be successful?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Intentionally connect with students who may be struggling to find their place and identify ways to increase their sense of belonging.<input type="checkbox"/> Conduct informal check-ins with new teachers and staff to celebrate successes and identify support needs.<input type="checkbox"/> Recognize and share examples of students and staff demonstrating the school's values and expectations.	<ul style="list-style-type: none"><input type="checkbox"/> Review attendance, behavior, and intervention data to identify early trends and recommend proactive supports.<input type="checkbox"/> Collaborate with counselors, specialists, and support staff to ensure intervention systems are functioning as intended.<input type="checkbox"/> Evaluate arrival, dismissal, hallway, and lunch procedures and identify one improvement that enhances the student experience.	<ul style="list-style-type: none"><input type="checkbox"/> Complete weekly classroom walkthroughs and identify schoolwide instructional strengths and opportunities.<input type="checkbox"/> Participate in PLCs, department meetings, or collaborative team discussions as a learner and thought partner.<input type="checkbox"/> Share positive instructional observations and feedback that reinforce effective teaching practices.

SEPTEMBER: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:

OCTOBER 2026

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

October

Leadership Actions

- 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 community members.
- Prepare for fall parent/guardian/teacher conferences.
- 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 AWSL Fall Programs at www.AWSLeaders.org.
- (High School) Encourage students to apply to teach a small group workshop at the Fall Leadership Conference.
- (Secondary) Nominate an advisor for Advisor 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 advisor.
- ALL: Purchase AWSL curriculum and resource books.
- Adults: Register for the National Conference on Student Activities.
- ALL: Register for ASB finance workshops for advisors, administrators, bookkeepers, and students.
- Adults: Register for the National Conference on Student Activities.

Culture

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 staff involved in the partnership in these meetings.

Belonging Challenge

Encourage your staff to meet with other staff members from a different ethnic or cultural background. Provide guiding questions to spark dialogue about how culture impacts engagement and learning.

Student Centeredness

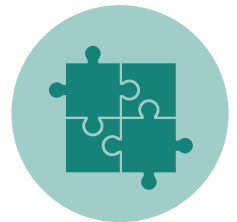
- Review 504 plans to ensure accommodations are met.

Traditions/Celebrations

- Prepare for Veteran's Day Assembly and invite local veterans to participate.
- Review your district's policies regarding holiday in-classroom activities, programs, and displays with all staff members.
- Prepare for fall college athletic signing.
- Prepare for fall and winter holiday celebrations.

Systems

Communication



- Communicate with parents/guardians the process for accessing their student's first-quarter grades.
- Conduct parent/guardian/teacher conferences.
- Meet with all winter extracurricular participants and parents/guardians to review rules and code of conduct.

Operations

- Finalize preparations for parent/guardian/teacher conferences.
- Ensure facilities are reserved and ready for winter concerts & other extracurricular activities.
- Prepare winter event coverage schedule including sports, fine arts, etc.
- Ensure all WIAA winter sports and activity forms and fees are collected.
- Ensure athletic director and coaches have completed all required WIAA training (concussion, etc.).

- Ensure athletic director has verified winter schedules/ contracts with opponents and officials.
- Finalize all winter athletic/fine arts transportation schedules.
- Schedule winter activities' photos.
- Provide training for individuals handling money (ticket sales, concession stands, fundraising, etc.) to ensure district policies and procedures are followed.

Learning

Instruction

- Appraise staff development provided to-date and revise/expand plans as analysis indicates.



Assessment

- Ensure teachers finalize and submit first quarter grades.
- With staff, review first quarter benchmark assessments and grades. Provide interventions as needed.

Innovation

- Reflect on potential changes to instructional program for next school year. Identify curricular changes, staffing needs, and necessary resources.

Human Capital Management

- Continue teacher observation cycle, ensuring provisional staff are scheduled to have observations completed by dates designated in your district's CBA.
- Meet with new teachers to follow-up on the first quarter grading experiences and parent/guardian and teacher conferences. Identify possible professional development needs.

Outdoor Education

- Will your fifth or sixth graders attend overnight outdoor school in the spring? Now is the time to make reservations. Explore site options at <https://links.os-wa.org/outdoorschoolsmap>.
- Share the importance of outdoor learning with staff using this article or one like it: go.awsp.org/4lJrjMb.



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.

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



October Focus: Learning Systems & Reflective Practice

"How are you supporting PLCs in using data to inform instruction and interventions?"

"How are you using formative feedback (from walkthroughs, evaluations, or data) to grow instructional practice?"

October



LEADERSHIP

Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Student voice surveys or feedback summaries
- Attendance, behavior, or intervention data reviews
- PBIS, MTSS, or leadership team meeting notes
- Family communication artifacts
- Walkthrough trend summaries
- PLC agendas or collaborative team notes
- Student recognition or celebration materials
- Systems improvement plans or process updates

ASSISTANT PRINCIPAL FOCUS:

Lead Through Systems

Create Conditions for Student and Staff Success

AWSP CRITERIA ALIGNMENT: 2.2, 3.1, 3.3, 5.1, 6.2

Why This Matters

By October, patterns are beginning to emerge. Student behaviors, attendance trends, intervention needs, and operational challenges become more visible. Assistant principals are uniquely positioned to identify these patterns and strengthen systems before small issues become larger obstacles. Effective systems create the conditions where students can learn, staff can thrive, and the school community can flourish.

Think About It

- What student or staff needs are beginning to emerge?
- Which systems are working as intended? Which need refinement?
- How can I shift from responding to problems toward preventing them?
- What data should guide my leadership decisions this month?
- How can I use my influence to improve the student experience?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Facilitate a student voice opportunity and identify one action step based on student feedback.<input type="checkbox"/> Recognize students and staff who consistently model school values and expectations.<input type="checkbox"/> Strengthen relationships with families through proactive communication and positive outreach.	<ul style="list-style-type: none"><input type="checkbox"/> Analyze attendance, behavior, and intervention data to identify trends and recommend proactive supports.<input type="checkbox"/> Review supervision plans and identify one improvement that enhances safety, efficiency, or student engagement.<input type="checkbox"/> Collaborate with PBIS, MTSS, or leadership teams to address emerging concerns before they escalate.	<ul style="list-style-type: none"><input type="checkbox"/> Participate in collaborative team or PLC conversations and identify schoolwide instructional trends.<input type="checkbox"/> Support teachers in implementing interventions for students needing additional academic or behavioral support.<input type="checkbox"/> Conduct classroom walkthroughs focused on student engagement and effective instructional practices.

OCTOBER: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:

NOVEMBER 2026

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

November

Leadership Actions

- Assess where YOU are in collecting evidence for your personal evaluation—look for areas of strength, assess for opportunities to grow.
- Prepare for semester/quarter 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/quarter exam schedule.
- Complete and share athletic supervision schedule with admin team.
- Review Freshman Orientation.
- Review student data (grades, attendance, discipline, etc.)
- Schedule monthly meetings with grade levels and/or teams and department heads to discuss curriculum alignment and curriculum mapping.
- Identify teachers at-risk of termination for professional growth planning and additional support.

Student Leadership

- (Secondary) Begin planning for summer camp in terms of budget.
- (Secondary) Nominate an advisor for Advisor 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, advisor, administrator) are interested in serving on summer leadership camp staff.

Culture

Building Relationships Challenge



At the November faculty meeting, take a few minutes to talk about staffulty social, emotional, physical, and professional needs. Share the Self Check-in Questions from the Taking Care of Your Staff section. Review the resources the school/district has available to support and/or assist individuals.

Belonging Challenge

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.

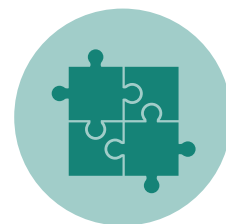
Traditions/Celebrations

- Conduct Veterans Day Assembly.
- Provide reminder about your district’s policies regarding holiday in-classroom activities, programs, and displays with all staff members.
- Plan holiday activities including winter concerts.

Systems

Vision/Mission

- Review first quarter data with School Improvement Team.



Communication

- Review inclement weather procedures with students, staff, and parents/guardians. Spend intentional time with your custodial team to ensure they know the plan and are ready for winter.
- Communicate with students, staff, and parents/guardians about test preparation for upcoming end-of-term exams.
- Communicate the results of second quarter benchmark assessment with students and parents/guardians.

Strategic Management

- Develop semester or quarter exam schedule.

Safety

- Review inclement weather procedures.

Operations

- Prepare for facilities work to be conducted over the winter break.
- Work with the athletic director to prepare for any holiday tournaments you may host that may need supervision.
- Finalize forms for budget proposal requests for the next school year.

Learning

Instruction

- Continue planning instructional program for next school year. Identify curricular changes, staffing needs, and necessary resources.



Assessment

- Conduct second quarter benchmark assessment.

Human Capital Management

- Review calibration of teacher evaluations with administrative team.
- Assess completion of classroom evaluations and walkthroughs.
- Review fall staff development and revise and/or expand plans as data analysis indicates (quarterly assessments, teacher observations/walkthroughs, individual staff needs, etc.).
- Prepare for this term's teacher in-service/professional development.

Outdoor Education

- Work with your Outdoor Education Committee to identify outdoor learning themes for each grade level. Take it to the next level and begin aligning outdoor activities with state learning standards and NGSS.



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 partners 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.

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



November Focus: Equity & Adult Learning

"What systems are ensuring every student gets what they need, and how are you monitoring impact?"

"How are you providing your staff with voice, choice, and meaningful professional learning?"

November



LEADERSHIP

Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Staff recognition notes, celebrations, or appreciation efforts
- Student support plans or intervention documentation
- Attendance or behavior data reviews
- Family outreach communications
- PLC agendas or team meeting notes
- Classroom walk-through observations
- Student activity participation or event photos
- Examples of collaborative problem-solving efforts

ASSISTANT PRINCIPAL FOCUS:

Build Trust Through Visibility

Influence Through Relationships, Consistency, and Service

AWSP CRITERIA ALIGNMENT: 1.2, 1.3, 2.1, 7.2, 7.3

Why This Matters

Trust is built through consistent actions over time. By November, students, staff, and families have experienced your leadership for several months. The relationships you strengthen now can increase collaboration, improve communication, and create a stronger sense of belonging throughout the school community. Great assistant principals lead through service, reliability, and genuine care for others.

Think About It

- Who might benefit from additional encouragement or support right now?
- How do my daily actions build trust with students, staff, and families?
- Where can I proactively support others before they ask for help?
- What voices have I not intentionally sought out this year?
- How am I contributing to a positive and supportive school culture?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Intentionally recognize and celebrate staff, students, and teams who contribute positively to the school community.<input type="checkbox"/> Conduct check-ins with new teachers, struggling staff members, or students who may need additional support.<input type="checkbox"/> Attend student activities, performances, or events and use the opportunity to strengthen relationships with students and families.	<ul style="list-style-type: none"><input type="checkbox"/> Review attendance, behavior, and intervention data to identify students who may need additional support before winter break.<input type="checkbox"/> Collaborate with counselors, support staff, and intervention teams to ensure services are reaching students with the greatest needs.<input type="checkbox"/> Evaluate communication systems and identify opportunities to improve information sharing with students, staff, and families.	<ul style="list-style-type: none"><input type="checkbox"/> Conduct classroom visits focused on student engagement and learning culture.<input type="checkbox"/> Participate in PLC or team discussions and help identify instructional successes worth celebrating and scaling.<input type="checkbox"/> Support staff in reviewing student progress and identifying students who may benefit from additional interventions or enrichment opportunities.

NOVEMBER: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:

DECEMBER 2026

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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

December

Leadership Actions

- Communicate winter break 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.
- Revisit your campus goals and communicate plans with staff.
- Review semester or quarter 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 or another school leader (teacher, advisor, administrator) are interested in serving on summer leadership camp staff.

Culture

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 fundraiser to support a local charity.

Belonging Challenge

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?

Student Centeredness

- Work with staff to offer after school opportunities for students to get tutoring and study assistance for finals.
- Plan for winter sports awards ceremonies.

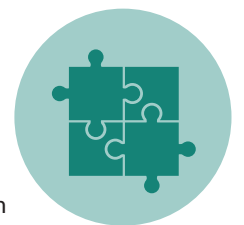
Traditions/Celebrations

- Plan mid-year recognition program. Consider including recognition of supportive community members. Review qualifications and involve staff in selecting recipients.
- Plan faculty holiday party.
- Finalize winter concerts.
- Plan school-wide holiday celebrations.
- Plan staff holiday celebrations and any individual gifts (Secret Santa, holiday breakfast/lunch/dinner, etc.).
- Plan for any mid-year retirement celebrations.

Systems

Vision/Mission

- Review School Improvement Plan with School Improvement Team to identify progress, needs, and required tasks.



Communication

- Communicate final exam expectations to students, parents/guardians, and staff regarding students who request to take exams early, exam review and preparation, exam dates/times, etc.
- Communicate winter break hours with teachers, students, parents/guardians, and community. Update school website and other social media tools with appropriate information.

- Prepare for course request meetings with classes.
- Prepare for incoming freshman night.
- Ensure appropriate winter break office coverage for mail, phone messages, records requests, etc.

Operations

- Ensure all activities are covered for the winter break.
- Review semester or quarter schedule to ensure class sizes are balanced and classroom occupancy is appropriate. Ensure classrooms have adequate number of desks.
- Prepare semester or quarter schedules for distribution.
- Plan winter break work schedule with head custodian.
- Review current budget.

Learning

Human Capital Management

- Identify teachers at-risk of termination for professional growth planning and additional support.



Outdoor Education

- Encourage teachers to take existing lessons outdoors. For example, writing poetry in nature can bring learning to life—no need to start from scratch.

IMPORTANT DECEMBER DEADLINES

Dec 15: Evaluations—If you are moving anyone from a focused evaluation back to a comprehensive evaluation, they must be notified by this date.

Dec 31: Certificate Renewal—Must apply for renewal by this date.



Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Plan a winter staff celebration (on or off campus). Work with students to organize schoolwide 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, building 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 community members, including school website updates.
- 8 Closing the Gap:** Prepare for “New Year” assembly. Celebrate success, hard work, effort, and perseverance.

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



December Focus: Systems Thinking & Culture

“What successes are you celebrating with your team, and how are you connecting those celebrations to your vision?”

“As you reflect on the first half of the year, what’s one system that’s working—and one that needs to be rethought?”

December



LEADERSHIP Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Mid-year reflection notes
- Walkthrough trend summaries
- Attendance, behavior, or intervention data reviews
- PLC, PBIS, MTSS, or leadership team meeting notes
- School improvement goal progress updates
- Student or staff feedback summaries
- Recognition efforts and celebrations
- Personal leadership reflections or growth evidence

ASSISTANT PRINCIPAL FOCUS:

Reflect and Recalibrate

Pause, Learn, and Prepare for What's Next

AWSP CRITERIA ALIGNMENT: 4.1, 5.1, 5.3, 6.1

Why This Matters

December provides a natural midpoint in the school year. Before launching into the second semester, effective assistant principals take time to reflect on progress, celebrate growth, identify challenges, and make adjustments. Just as we ask students and teachers to monitor progress toward goals, school leaders benefit from intentionally examining evidence and determining next steps. Reflection transforms experience into learning.

Think About It

- What evidence suggests my leadership is positively impacting culture, systems, or learning?
- Which leadership moves have had the greatest impact so far this year?
- Where am I seeing progress toward school and district goals?
- What challenges continue to surface and require additional attention?
- If I could adjust one leadership practice for the second semester, what would it be?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Celebrate first-semester successes by recognizing students, staff, and teams who have contributed positively to the school community.<input type="checkbox"/> Conduct intentional check-ins with staff members who may need encouragement, support, or recognition before winter break.<input type="checkbox"/> Gather informal feedback from students and staff regarding school climate, culture, and areas for improvement.	<ul style="list-style-type: none"><input type="checkbox"/> Review attendance, behavior, intervention, and operational data to identify trends and priorities for the second semester.<input type="checkbox"/> Collaborate with leadership, PBIS, MTSS, or support teams to assess progress toward school improvement goals.<input type="checkbox"/> Identify one system or process that could be refined to improve efficiency, communication, or student support after winter break.	<ul style="list-style-type: none"><input type="checkbox"/> Analyze walkthrough notes and instructional trends to identify strengths and opportunities for growth.<input type="checkbox"/> Participate in collaborative conversations focused on student progress and intervention effectiveness.<input type="checkbox"/> Identify one instructional priority or support strategy that should receive increased attention during the second semester.

DECEMBER: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

A lesson learned:

CONNECTIONS TO THE AWSP LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:

JANUARY 2027

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

January

Leadership Actions

- Review personal professional learning progress.
- 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.
- Ensure teachers finalize/submit semester/quarter grades.
- Review students' semester/quarter grades to ensure appropriate class placement.
- Create building schedule guiding documents.
- (Secondary) Communicate semester/quarter 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.
- (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.

Culture



Building Relationships Challenge

As an ice-breaker activity for your January staffulty 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 (with each other, with students, with parents/guardians, with community members). Divide into groups of 4-5, give groups 10 minutes to generate ideas, come back together, and each group shares their ideas. As ideas are shared, combine like ideas and start to narrow the list. Take time to clarify ideas, then vote narrowing the ideas down to 2-3 to further discuss, trying to reach consensus on at least one. Examples: Try to smile more; listen to each other; make one positive parent/guardian phone call each week; share positive happenings from our classrooms; etc.

Belonging Challenge

Take time to read this short article (<http://bit.ly/443OucS>) by Dr. Monica Williams of the University of Connecticut to better understand the effect that racism can have on one's mental health.

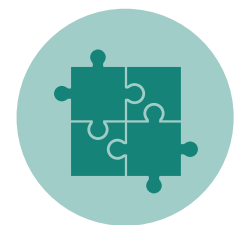
Relationships

- Use the AWSP Action Center to send an introductory email and invitation to your legislators to visit your school. Reach out with questions related to education policy. Learn more at www.awsp.org/advocate/advocacy-action-center.

Student Centeredness

- Review students' grades to ensure appropriate class placement, possible retention, etc.

Systems



Communication

- Provide procedures for parents/guardians to access their child's semester or quarter grades. Share these procedures with staff and teachers.
- Provide procedures for students and parents/guardians about the student class scheduling process for the next school year. Share these procedures with staff and teachers. Meet with students and parents (if necessary).
- Conduct course request meetings with classes.
- Plan for upcoming parent/guardian/teacher conferences, if applicable.

Collaborative Leadership

- Working with key personnel, begin development of next year's building schedule.

Operations

- Ensure teachers finalize and submit semester or quarter grades.
- Prepare for spring field trips. Obtain Board approval if necessary.
- Prepare for any winter post season tournaments you may be hosting.

Learning

Instruction

- Review semester or quarter grades.

Assessment

- Prepare for administration of upcoming state assessments.

Human Capital Management

- Review interrater reliability of teacher evaluations.
- Assess completion of classroom evaluations and walk-throughs.
- Review district procedures and hiring guidelines and develop criteria to guide selection of new staff members.
- Conduct evaluations for nonprofessional staff according to district policy.

Outdoor Education

- If outdoor school is on the spring horizon, begin detailed planning. Consider what information teachers, families, and students will need, and make transportation arrangements early.



Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Plan a "New Year" assembly to celebrate accomplishments and highlight school-wide 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 walk-through 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 leadership team on a mid-year gap analysis. Who are you missing?

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



January Focus: Strategic Planning & Equity Leadership

"As you re-engage after break, how are you refocusing your staff on student-centered goals and high-leverage work?"

"How are you ensuring mid-year interventions are equitable, data-driven, and responsive?"

January



LEADERSHIP

Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Semester reflection notes and goal-setting documents
- Attendance, behavior, and intervention data reviews
- PLC, PBIS, MTSS, or leadership team meeting notes
- Schoolwide expectation refresh materials
- Walkthrough observations and trend summaries
- Student support plans and intervention documentation
- Staff goal-setting or collaborative planning artifacts
- Examples of positive student or staff recognition

ASSISTANT PRINCIPAL FOCUS:

Reset and Refocus

Turn Reflection Into Action

AWSP CRITERIA ALIGNMENT: 3.1, 4.1, 5.1, 6.1

Why This Matters

January offers a fresh start and an opportunity to build on what you've learned during the first semester. Effective assistant principals use reflection to guide action, helping students and staff re-establish routines, revisit goals, and refocus on learning. The strongest leaders don't simply restart—they make intentional adjustments that improve outcomes for students, staff, and the school community.

Think About It

- What did I learn during the first semester that should influence my leadership moving forward?
- Which systems, routines, or practices need a reset after winter break?
- Where can I increase support for students, staff, or teams?
- What data should drive our priorities during the second semester?
- How can I intentionally focus my time on the work that has the greatest impact?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Reconnect with students and staff through visible presence, positive interactions, and relationship-building during the first weeks back.<input type="checkbox"/> Identify students who may need additional support, encouragement, or connection as they transition into the second semester.<input type="checkbox"/> Celebrate first-semester accomplishments and help staff and students establish goals for the months ahead.	<ul style="list-style-type: none"><input type="checkbox"/> Review attendance, behavior, and intervention data to identify priorities for the second semester.<input type="checkbox"/> Re-teach and reinforce schoolwide expectations, routines, and procedures to ensure a successful restart.<input type="checkbox"/> Collaborate with leadership, PBIS, MTSS, or support teams to implement adjustments identified during December reflection.	<ul style="list-style-type: none"><input type="checkbox"/> Participate in PLC or collaborative team meetings and help identify instructional priorities for the second semester.<input type="checkbox"/> Conduct classroom walkthroughs focused on student engagement, learning routines, and instructional consistency.<input type="checkbox"/> Review intervention plans and student support systems to ensure students receive timely academic and behavioral support.

JANUARY: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:

FEBRUARY 2027

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
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February

Leadership Actions

- Make travel plans/accommodations for AWSP's Launching School Leadership or Becoming an Effective Leader March workshops.
- Follow up from semester/quarter 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.
- (Elementary) Connect with AWSL about our Elementary Programs.
- Adults: Register for WACA (Washington Activity Coordinators Association) Conference.

Culture

Building Relationships Challenge



Students are the experts at being students. Ask yourself, "Have I asked my students yet?" Find relationship-building wisdom from Student Leadership Director James Layman on page 52.

Belonging Challenge

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

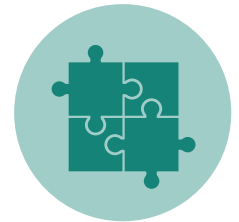
Traditions/Celebrations

- Begin planning for end-of-year events: graduation, grade promotion, academic awards, prom, etc.

Systems

Vision/Mission

- Review second quarter data with School Improvement Team.



Communication

- Conduct parent/guardian/teacher conferences, if applicable.
- Prepare for parent/guardian meetings with students who are transitioning school buildings.
- Prepare for and then communicate with parents/guardians about Kindergarten parent night and Kindergarten registration.
- Communicate the results of quarterly benchmark assessment with students and parents/guardians.
- Communicate with parents/guardians about appropriate meetings to discuss transitions and registration for the next school year.
- Meet with all spring extracurricular participants and parents/guardians to review rules and code of conduct.
- Communicate spring break guidelines and reminders with parents/guardians and students.

Operations

- Finalize next school year's budget based on feedback from district and share with staff.
- Ensure facilities are reserved and ready for spring concerts & other extracurricular activities.
- Prepare spring event coverage schedule including sports, fine arts, etc.

- Ensure spring coaches have completed all required WIAA training (concussion, etc.).
- Ensure athletic director has verified spring schedules/contracts with opponents and officials.
- Finalize all spring athletic/fine arts transportation schedules.
- Provide training for individuals handling money (ticket sales, concession stands, fundraising, etc.) to ensure district policies and procedures are followed.
- Schedule spring activities photos.

Learning

Assessment

- Conduct third quarter benchmark assessment.
- Prepare for administration of upcoming state assessments including training for those administering the tests.



Human Capital Management

- Appraise staff development provided to-date and revise/expand plans as analysis indicates.
- Prepare for anticipated RIFs, non-renewals of probationary teachers, and dismissals of tenured teachers.
- Post open teaching and other staff positions.
- Hire staff.

Outdoor Education

- Explore ways to engage families in the value of outdoor learning. Share a calendar of local outdoor and environmental events to promote year-round participation.



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.

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



February Focus: Instructional Rigor & Evaluation Conversations

“How are you using your formal and informal evaluations to drive specific shifts in instructional practice?”

“What support structures are in place for staff to collaborate, reflect, and refine their teaching?”

February



LEADERSHIP

Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Student voice surveys or feedback summaries
- Attendance, engagement, or behavior data reviews
- Family outreach communications
- Recognition and celebration artifacts
- Student leadership or advisory meeting notes
- PLC or collaborative team discussions
- Classroom walk-through observations
- Equity, belonging, or climate-related initiatives

ASSISTANT PRINCIPAL FOCUS:

Lead for Belonging

Strengthen Connection, Voice, and Community

AWSP CRITERIA ALIGNMENT: 1.2, 1.3, 2.1, 2.2, 7.2

Why This Matters

Students and staff are more likely to thrive when they feel connected, valued, and supported. February provides an opportunity to intentionally strengthen relationships, amplify voice, and foster a sense of belonging across the school community. Assistant principals play a critical role in creating environments where every student and adult feels seen, heard, and empowered to succeed.

Think About It

- Who might be feeling disconnected from our school community right now?
- How do students experience belonging in our school?
- Whose voices are we hearing? Whose voices might we be missing?
- What systems or practices help students and staff feel valued and included?
- How can I use my leadership to strengthen connection and engagement?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Create opportunities for students to share feedback about their school experience and identify one action step based on what you learn.<input type="checkbox"/> Intentionally recognize students and staff whose contributions may otherwise go unnoticed.<input type="checkbox"/> Strengthen connections with students, families, and staff through visible presence and proactive outreach.	<ul style="list-style-type: none"><input type="checkbox"/> Review attendance, engagement, and behavior data to identify students who may be experiencing disconnection.<input type="checkbox"/> Collaborate with counselors, family engagement staff, or support teams to strengthen systems that promote belonging and student success.<input type="checkbox"/> Evaluate schoolwide recognition, support, or intervention systems to ensure they are equitable and accessible for all students.	<ul style="list-style-type: none"><input type="checkbox"/> Visit classrooms and identify instructional practices that foster student engagement, belonging, and participation.<input type="checkbox"/> Participate in collaborative team discussions focused on supporting students who may be struggling academically, behaviorally, or socially.<input type="checkbox"/> Support staff in identifying strategies that increase student voice, ownership, and engagement in learning.

FEBRUARY: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

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MARCH 2027

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

March



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
- Eid al-Fitr (Muslim holiday marking the end of Ramadan)
- Holi (Also known as Dhulandi—Major Hindu holiday)

IMPORTANT SCHOOL/DISTRICT DATES:

Pro Learning & Resources

AWSP Principal Contract Guide

The AWSP Principal Contract Guide is designed to help principal groups, large and small, enter into a mutually beneficial collectively bargained agreement with district leadership. There has never been a more important time in our K-12 system than right now to support the longevity, sustainability, and effectiveness of our school leaders. Principal leadership matters in the success of our schools, and that should be reflected in your contract. However, going in to negotiate your contract with the person who evaluates you is not an easy or comfortable task. We hope this guide helps you navigate this delicate, yet important relationship. Log in and access the guide at www.awsp.org/contracts.

Stay Connected in Retirement with an AWSP Lifetime Membership

Considering 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 the K-12 National Principals Association (NPA) as a Retired member to retain your professional liability and legal coverage. Learn more at www.awsp.org/join.

WA LEADS Network

A program of the Washington School Principals' Education Foundation (WSPEF), the Washington LEADS Network is a statewide student recognition and leadership program that celebrates and elevates student contributions beyond academics. WA LEADS recognizes students not only for academic success, but for how they lead, engage, serve, and create impact in their schools and communities. By elevating student voice and creating opportunities for belonging, WA Leads helps each and every student discover their potential to make a difference. L.E.A.D.S. stands for: Leadership, Engagement, Advocacy, Development, and Service. Learn more at waleads.net.

March

Leadership Actions

- 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?
- Ensure budgeted funds are spent or unencumbered for the current school year, or you have a plan to spend them.
- Instructional planning for next school year continues.
- Begin work on faculty and student handbooks for next school year.
- Begin creating the building 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.
- (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.

Culture

Building Relationships Challenge



Working with your parent/guardian and teacher organization, plan “An Evening with the School Leaders” event. Its purpose is to seek feedback about the current school year in order to plan for the next. Instead of having 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. If you are the only administrator in your building, invite your teacher leaders to help you.

To draw in the crowds, consider pairing it with student performances or presentations. During the event break, ask parents/guardians to visit break rooms to provide feedback. For those parents/guardians unable to attend, make available an online survey option. Don’t forget to ask your students for feedback!

Belonging Challenge

Creating a sense of belonging starts with recognizing that every student brings unique strengths, experiences, and family knowledge to the classroom. Student-led conferences are a powerful way to honor these “funds of knowledge” by giving students a voice in their learning and inviting families to share in their growth. When students take the lead in sharing their progress, goals, and challenges, it builds confidence and deepens the connection between home and school. This partnership not only supports academic success but also sends a strong message: every child—and every family—matters here.

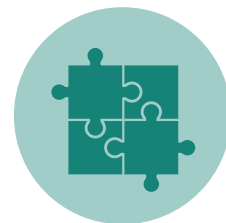
If student-led conferences aren’t yet part of your school’s practice, there are still meaningful ways to build authentic connections. Encourage teachers and school leaders to view conference time as an opportunity for two-way communication—not just updates from school, but also listening to what families know, value, and hope for their children. Offer translators, flexible scheduling, and questions that invite family input. Small shifts—like asking what families notice about their child’s learning at home—can make a big difference in creating trust, shared purpose, and a stronger bridge between home and school.

Traditions/Celebrations

- Continue planning for end-of-year events: graduation, grade promotion, academic awards, prom, etc.

Systems

Communication



- Communicate with parents/guardians the process for accessing their student’s 3rd quarter grades.
- Contact parents/guardians of students in danger of being retained or not graduating.

- Communicate expectations for Prom with students and parents/guardians.
- Communicate/conduct parent/guardian meetings with students who are transitioning school buildings.
- Communicate/conduct Kindergarten parent/guardian night and Kindergarten registration.

Safety

- Conduct preschool screenings.

Operations

- Ensure budgeted funds are spent or unencumbered for the current school year.
- Finalize building budget for next school year and submit to superintendent for final approval.
- Begin work on faculty and student handbooks for next school year.
- Begin planning for summer cleaning and maintenance.
- Prepare for spring college athletic and academic signing.

Learning

Instruction

- Ensure teachers finalize and submit third quarter grades.
- Draft preliminary building schedule for next school year.
- Begin instructional planning for next school year.
- Begin planning for summer school.



Assessment

- Oversee administration of state assessments.

Human Capital Management

- Schedule teacher summative evaluation meetings in accordance with district requirements and deadlines.
- Post open teaching and other staff positions.
- Hire staff.

Outdoor Education

- Planning to send next year's 5th or 6th graders to outdoor school in the fall? Begin preparations now to ensure everything is in place before summer break.



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.

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



March Focus: Student Voice & Shared Leadership

"How are you elevating student voice in school improvement conversations this spring?"

"What leadership opportunities are you creating for staff to co-lead, co-design, or co-own school initiatives?" (Distributive leadership: Criterion 1.4)

March



LEADERSHIP

Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Student growth or intervention data reviews
- PLC or collaborative team meeting notes
- Classroom walk-through trend summaries
- Student leadership activities or feedback
- Staff recognition efforts
- MTSS, PBIS, or intervention team documentation
- Progress monitoring reports
- Examples of instructional support provided to staff

ASSISTANT PRINCIPAL FOCUS:

Maintain Momentum

Keep the Main Thing the Main Thing

AWSP CRITERIA ALIGNMENT: 3.1, 3.2, 4.1, 5.1, 6.2

Why This Matters

March can feel like the longest month of the school year. Staff and students are working hard, spring activities are ramping up, and competing priorities can easily distract from the school's core work. Effective assistant principals help maintain focus, support continuous improvement, and ensure that learning remains at the center of decision-making. Momentum matters, and leadership helps sustain it.

Think About It

- What initiatives, goals, or priorities need renewed attention?
- How can I help staff stay focused on student growth during a busy time of year?
- What barriers are getting in the way of success for students or staff?
- Where are we making progress that deserves recognition?
- How can I help others maintain energy and optimism through the spring months?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Recognize staff, students, and teams who are demonstrating perseverance, growth, and commitment to school goals.<input type="checkbox"/> Intentionally check in with staff members and students who may be experiencing fatigue, frustration, or disengagement.<input type="checkbox"/> Create opportunities for student voice and leadership to support school culture and engagement.	<ul style="list-style-type: none"><input type="checkbox"/> Review attendance, behavior, and intervention data to monitor progress and identify emerging needs.<input type="checkbox"/> Collaborate with leadership, PBIS, MTSS, or support teams to ensure interventions remain effective and responsive.<input type="checkbox"/> Evaluate current systems and identify one adjustment that will help maintain momentum through the remainder of the year.	<ul style="list-style-type: none"><input type="checkbox"/> Participate in PLC or collaborative team meetings focused on student growth and instructional impact.<input type="checkbox"/> Conduct classroom walkthroughs and identify instructional practices that are positively impacting student engagement and achievement.<input type="checkbox"/> Support staff in using student learning evidence to adjust instruction, interventions, and supports.

MARCH: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:

APRIL 2027

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

April

Leadership Actions

- Keep in mind your own evaluation must be wrapped up on or before June 1. This includes your summative conference, scoring, final evaluation, etc. This is a new requirement as of 2024.
- Contact your AWSP Regional Rep. with concerns, thoughts and/or questions. Visit www.awsp.org/GLLC.
- Sign up for the AWSP/WASA Summer Conference.
- Communicate the testing schedule with all community members.
- Plan for Administrative Professionals Day.
- Work with student and parent groups to organize National Teacher Appreciation Week events (for May).
- Review class list procedures, building schedule student requisition processes and procedures.
- 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.
- Conduct a final round of classroom observations.
- Complete all teacher evaluations by the end 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.

Culture

Building Relationships Challenge



By this time of the year, everyone could use a good pick me up! To energize your 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.

Belonging Challenge

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.

Student Centeredness

- Plan new student orientation for next school year.

Wellness

- Plan for personal summer vacation and time out of the office.

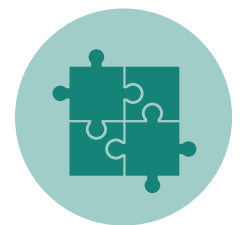
Traditions/Celebrations

- Prepare for Teacher Appreciation Week.
- Continue planning for end-of-year events: graduation, grade promotion, academic awards, prom, spring sports awards, etc.
- Celebrate Administrative Professionals Day.

Systems

Vision/Mission

- Review third quarter data with School Improvement Team.



Communication

- Share summer school info with families; ensure counselor follow-up.
- Communicate 3rd quarter benchmark results.
- Distribute AP and year-end exam schedules.
- Notify parents/guardians of students at risk of retention or not graduating.
- Share next year's district calendar and attendance days.
- Send end-of-year checkout procedures to staff.

Operations

- Coordinate with department leads, tech director, and librarian to place textbook/tech orders and flag materials needing rebinding.
- Finalize updates for student and faculty handbooks and submit to superintendent for board approval.
- Conduct a building walk-through with maintenance; document and submit summer repair needs to the superintendent.
- Sign up for the AWSP/WSBCA ASB & Boosters workshop series. Learn more at www.wsbca.org/awsp.

Learning

Instruction

- Finalize next year's building schedule.
- Continue instructional planning with teacher teams.
- Build and staff the summer school program.



Assessment

- Conduct and review third quarter benchmark assessments.
- Identify and notify families of students at risk of retention or not graduating.
- Prepare and share AP exam instructions and schedules.

Human Capital Management

- Post open teaching and staff positions.
- Continue the hiring process (interviews, references, offers).
- Review and refine the new teacher induction program for next year.

Outdoor Education

- Keep families informed about upcoming outdoor school plans. Consider hosting an Outdoor School Information Night and invite outdoor school site staff to attend in person or virtually.



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 building 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.

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



April Focus: Data Use & Resource Allocation

"What is your current data telling you about academic progress, and how are you using it to inform end-of-year supports?"

"How are you allocating resources—time, people, and funding—to close out the year strong?"

April



LEADERSHIP Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Classroom walk-through summaries
- Student growth and intervention data reviews
- Staff or student recognition efforts
- Testing, scheduling, or transition planning documents
- PLC or collaborative team meeting notes
- Student leadership activities
- School improvement planning conversations
- Examples of instructional support and feedback

ASSISTANT PRINCIPAL FOCUS:

Sustain Excellence

Finish Strong Without Burning Out

AWSP CRITERIA ALIGNMENT: 3.1, 3.4, 5.1, 6.2, 7.1

Why This Matters

April requires leaders to balance two important responsibilities: maintaining focus on current priorities while preparing for what's ahead. Effective assistant principals continue supporting students, staff, and school improvement efforts while helping ensure a successful finish to the school year. Excellence isn't built through one big moment—it's sustained through consistent leadership over time.

Think About It

- How can I help staff and students maintain focus and energy during a demanding season?
- Which systems need attention now to ensure a successful finish to the year?
- What lessons am I learning that should inform planning for next year?
- Where can I provide support that reduces stress and increases effectiveness?
- How am I balancing today's priorities with tomorrow's planning?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Recognize staff, students, and teams whose efforts are contributing to a positive school culture and strong student outcomes.<input type="checkbox"/> Intentionally check in with staff members and students who may be experiencing increased stress or fatigue.<input type="checkbox"/> Create opportunities for student leadership, celebration, and voice as the school year enters its final stretch.	<ul style="list-style-type: none"><input type="checkbox"/> Review attendance, behavior, intervention, and support systems to ensure students receive the assistance they need through the end of the year.<input type="checkbox"/> Collaborate with leadership teams to identify improvements that should be considered for next year's systems and structures.<input type="checkbox"/> Support planning efforts related to testing, end-of-year activities, transitions, or scheduling.	<ul style="list-style-type: none"><input type="checkbox"/> Conduct classroom walkthroughs focused on student engagement, instructional consistency, and learning supports.<input type="checkbox"/> Participate in collaborative conversations around student growth, interventions, and instructional priorities.<input type="checkbox"/> Identify and share effective instructional practices that can be leveraged schoolwide.

APRIL: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:

MAY 2027

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

May

Calendar

Asian Pacific American Heritage Month, Jewish American Heritage Month, National Speech-Language-Hearing Month, National Physical Education and Sports Month

May 5: Cinco de Mayo

Mother's Day falls on the second Sunday of May.

Memorial Day is observed on the last Monday in May.

Eid al-Adha, the Muslim festival marking the culmination of the annual pilgrimage to Mecca and commemorating the sacrifice of Abraham, falls in May or June. (Dates change each year.)

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:

Pro Learning & Resources

AWSL Summer Programs and Camps

Each summer, more than 3,000 students take part in transformative leadership experiences through the Association of Washington Student Leaders (AWSL) Summer Programs. Hosted at the Cispus Learning Center, Eastern Washington University, and Central Washington University, these programs offer a powerful blend of connection, growth, and inspiration. Students engage in large and small group sessions, hands-on learning activities, personal reflection, and meaningful relationship-building in a vibrant camp-like atmosphere.

Facilitated and supported by the dedicated AWSL staff, each session is thoughtfully designed to help students strengthen their leadership skills and return to their schools and communities with new confidence and purpose. Participants often call it "the best week of their summer," a week that shapes who they are and who they want to become. Many alumni credit their time at an AWSL Summer Program as a life-changing experience that continues to impact them well beyond high school. Learn more at www.AWSLeaders.org.

Becoming an Effective Leader Series

AWSP's Becoming an Effective Leader Series is designed for principals and assistant principals in year three and beyond who are ready to sharpen their skills, explore complex leadership challenges, and accelerate growth throughout the school year. Grounded in the AWSP Leadership Framework and anchored in collaborative practice, this three-part series provides space for reflection, motivation, and innovation. Learn more and register at www.awsp.org/BEL.

May

Leadership Actions

- Keep in mind your own evaluation must be wrapped up on or before June 1. This includes your summative conference, scoring, final evaluation, 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.

Culture

Building Relationships Challenge



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

Belonging Challenge

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

Student Centeredness

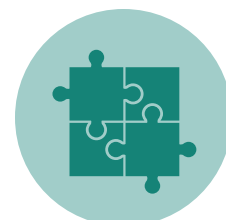
- Work with staff to offer after school opportunities for students to get tutoring and study assistance for finals.

Traditions/Celebrations

- Celebrate National Teacher Appreciation Week. Consider including all your staff in your appreciation activities and making it Teacher/Staff Appreciation Week. Use your school's parent organization for planning events and get the local business community involved.
- Finalize planning for end-of year events: graduation, grade promotion, academic awards, prom, spring sports awards, etc.

Systems

Vision/Mission



- Review the current School Improvement Plan with your team.
- Identify progress, gaps, and next steps.
- Begin drafting goals and objectives for next school year.

Communication

- Post end-of-year info on the school website and social media.
- Update homepage with summer hours, registration process, and next year's calendar.
- Share final exam expectations with students, staff, and families.
- Communicate graduation/promotion details to parents/guardians and students.
- Provide parents/guardians with semester/quarter grade access procedures.
- Notify staff of summer building closures (e.g., floor waxing, painting).

- Share next year's teaching assignments with staff.
- Meet with students to review graduation/promotion ceremony expectations.
- Ensure athletics and activities websites are up-to-date with summer info.
- Distribute end-of-year checkout sheets to teachers.

Collaborative Leadership

- Plan summer leadership retreat days.
- Meet with all key teams and committees to begin planning for the next year.

Operations

- Finalize summer cleaning and maintenance schedule.
- Ensure teachers submit final grades.
- Prepare and share end-of-year procedures (e.g., classroom checklist, final reports).
- Order supplies and textbooks for next school year.
- Place trash cans in locker areas and coordinate locker clean-out supervision.
- Meet with Athletic/Activities Directors to review summer camps and no-contact weeks.

Learning

Instruction

- Identify students for summer school remediation.
- Finalize summer school plans.
- Continue instructional planning for next school year.



Human Capital Management

- Review staff evaluations to identify PD needs.
- Plan in-service and PD days for next school year.
- Post and fill open staff positions.
- Be sure to update your own licensure clock hours and keep your professional development needs up to date.

Outdoor Education

- Celebrate spring outdoor school experiences and recognize the value of outdoor learning across your campus.



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.

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



May Focus: Continuous Improvement & Talent Development

"How are you leveraging your evaluation process to celebrate growth and set meaningful goals for next year?"

"What conversations are you having now to ensure strong onboarding and support for staff transitions?"

May



LEADERSHIP

Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Student, staff, or team recognition efforts
- End-of-year celebration materials
- Student growth summaries
- Family, student, or staff feedback
- Transition planning documents
- Collaborative team reflections
- Instructional success stories
- End-of-year communications

ASSISTANT PRINCIPAL FOCUS:

Celebrate Growth

Honor Progress and Prepare for Transition

AWSP CRITERIA ALIGNMENT: 1.3, 4.1, 6.1, 7.1, 7.3

Why This Matters

Growth rarely happens all at once. It is the result of hundreds of small leadership decisions, intentional actions, and consistent follow-through over time. As the school year begins to wind down, effective assistant principals take time to celebrate progress, recognize contributions, and reflect on the impact of their leadership. May is also a time to support transitions and help prepare students, staff, and systems for continued success.

Think About It

- What growth have I observed in students, staff, teams, and myself this year?
- Which leadership moves had the greatest impact on culture, systems, or learning?
- What accomplishments deserve celebration and recognition?
- What lessons should I carry forward into next year?
- How can I help others see and appreciate the progress that has been made?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Intentionally celebrate the accomplishments, growth, and contributions of students, staff, and teams.<input type="checkbox"/> Recognize individuals whose efforts may have gone unnoticed throughout the year.<input type="checkbox"/> Support transition activities that help students and families feel confident about the next step in their educational journey.	<ul style="list-style-type: none"><input type="checkbox"/> Gather feedback from students, staff, and families to identify strengths and opportunities for improvement.<input type="checkbox"/> Collaborate with leadership teams to identify systems that should be maintained, refined, or discontinued next year.<input type="checkbox"/> Support planning efforts related to student transitions, scheduling, staffing, and end-of-year activities.	<ul style="list-style-type: none"><input type="checkbox"/> Participate in collaborative discussions focused on student growth, instructional successes, and lessons learned.<input type="checkbox"/> Highlight effective instructional practices that contributed to positive student outcomes.<input type="checkbox"/> Review intervention efforts and identify strategies that should continue or expand next year.

MAY: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:

JUNE 2027

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

June

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: Juneteenth

OTHER SIGNIFICANT RECOGNITIONS:

- Al-Hijra (Islamic holiday, celebrated in months between June through October, depending on the Islamic calendar.)

Father's Day falls on the third Sunday in June.

The AWSP/WASA Summer Conference takes place at the end of June.

The first day of summer falls between June 20-22. (Dates change each year. Check your calendar!)

IMPORTANT SCHOOL/DISTRICT DATES:

Pro Learning & Resources

Cispus Learning Center

Did you know AWSP's non-profit counterpart, the Washington School Principals' Education Foundation (WSPEF), includes the Cispus Learning Center in Randle, Washington? The Cispus Learning Center is a 68-acre campus located in the Gifford Pinchot National Forest that provides a unique northwest outdoor learning environment for students. It is open year-round to elementary, middle school, and high school students for environmental and leadership education, for at-risk students using our challenge (ropes) course, and for any adult group supporting educational objectives. Learn more at www.cispus.org.

AWSL/AWSP Culture Kickoff Award

As you think ahead to the launch of the next school year, keep in mind the AWSL/AWSP Culture Kickoff Award. This award recognizes and celebrates a school that creates and sustains a positive school culture, sets the tone for a successful year, and fosters a sense of community among students and staff. To honor a school that effectively sets the tone for the year with an engaging opening assembly, a strong theme, and a vibrant fall kickoff, we are looking for evidence of the intentionality of the planning for a positive school year start, as well as the plans to sustain it throughout the year. Learn more at www.awsp.org/culturekickoff.

June

Culture



Building Relationships Challenge

Take time to connect with new staff through a call or coffee. Anticipate the need for a “Getting to Know Our New Staff” feature on a bulletin board to kick the school year off, update your website with these welcomes, or social media posts, including photos and bios (with permission). New members to the team will enjoy sharing parts of who they are with you to share with others. Give them a due date so you can get what you need from them before summer truly kicks in. Use AI to help with a fun theme!

Belonging Challenge

Take time to personally review the diversity, equity, and inclusion resources made available by your district and AWSP. Read and/or engage with one or more of the resources listed. Consider connecting with a colleague(s) to work through the resource(s) together to support one another’s learning.

Relationships

- Conduct daily walkthroughs of summer programs.
- Conduct weekly walkthroughs with custodial cleaning team.
- Meet regularly with summer staff.
- Meet personally with new staff.
- Utilize the flexibility of the summer schedule to meet formally and informally with external stakeholders.

Student Centeredness

- Plan for new student orientation.
- Renew AWSP Membership for student leadership.
- Meet with Student Leadership Advisors for next school year scheduling of space/calendar
- Consider student leadership opportunities and schedule for the year.

Wellness

- Follow up with your primary doctor and ensure you are staying up on your health care and wellness. If you’ve not scheduled an appointment, do that now so you can start the school year ready!
- What will your wellness plan be for the summer months? How will you make time for you?
- Schedule these activities into your calendar and prioritize you!
- Reconnect with a hobby or activity that brings you joy!

Traditions/Celebrations

- Begin preparation for back-to-school celebration activities.

Leadership Actions

- 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 volunteer “thank you” event.
- Invite local elected officials to end-of-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.
- Attend the Annual AWSP/WASA Summer Conference! Learn more at www.awsp.org/SC.
- CELEBRATE all the accomplishments!

Student Leadership

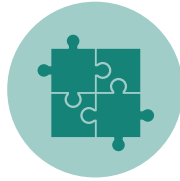
- Let AWSP know about changes to your school’s leadership team and advisor changes. We want to be there from day one to support them!
- Double check with AWSP that all forms are in for summer camps.
- Begin thinking about the beginning of the next school year. Book a retreat at the Cispus Learning Center!

Ethics

- Review licensure information in EDS platform to ensure licensure and professional development requirements are current or at a minimum in process for the next renewal period.

Systems

Vision/Mission



- Review data for end of year reflection of progress on school improvement plan.
- Continue development of school improvement goals and plans for the next school year with your school leadership team. Plans developed collaboratively help to build buy-in from your teaching teams.
- Collect dates from your key stakeholders early to ensure you avoid frustrations around collaborative leadership expectations and family schedules.

Communication

- Change your building phone message to include summer office hours and/or summer school contact information. Ensure information is posted on the school's website, social media channels and schedules posted on public facing entryway doors.
- Inform parents/guardians of registration information; student medical/vaccination requirements; handbook updates for upcoming year, acceptable use, academic integrity, and picture policies; and provide a copy of the school calendar.

Collaborative Leadership

- Meet with the school leadership team for annual team-building and school improvement plan development.
- Conduct facilities walk-through with maintenance staff to ascertain readiness and identify final needs. Review checklists for the year.
- Meet regularly with office staff to review the summer checklist and continue planning for the upcoming school year. Gather vacation and return dates for classified staff (secretarial/custodial).

Data Literacy

- Provide a summary of previous year's assessments to share with district office and staffulty.

Strategic Management

- Plan and schedule new teacher orientation; assign mentors and aim for a first meeting in late July or early August.
- Schedule time to meet with new support staff (custodians, secretaries, kitchen staff, etc.).

- Strategize with your administrative assistant(s) – build out templates, checklists, and communication systems.
- Establish meeting schedules for key teams (leadership, PLCs, School Improvement Plan team, etc.) for the upcoming year.
- Create a chain-of-command plan for when you're out of the building.
- Update general building forms to reflect current policies and contacts.
- Plan to spend time looking through the classified/certificated collective bargaining agreements (CBA). Flag areas you would like to be more intentional about in the upcoming school year.

Safety

- Review new board policies and state and federal requirements.
- Update student and staff handbooks and planners.
- Create a primary list of any changes to distribute at the first staff meeting. Review and include your code of conduct and any other contracts for parents.

Operations

- Review new board policies, state statutes, and any updates to the collective bargaining agreement.
- Review and update daily bell schedules as needed.
- Review purchase orders to ensure materials are on track for delivery.
- Begin preparing building facilities (interior and exterior) for back-to-school readiness.
- Review building schedule for balanced class sizes and appropriate classroom assignments.
- Ensure staff collaboration time and student intervention time are built into the schedule.

Learning

Assessment



- Prepare a yearlong assessment calendar for upcoming school year.
- Review report cards and grades

(Continued on next page)

Curriculum & Instruction

- Monitor summer school.
- Finalize class lists.
- Set dates and communicate them to new teachers/mentors. As part of the induction/mentoring program, clearly communicate to new teachers and mentors/grade-level/department chairs to the expectations around review of curriculum, the district's instructional framework, and lesson plan design to ensure curriculum and instructional alignment begins at the start of their tenure.
- Consider any updates to learning standards or curriculum that staff needs to be aware of.

Human Capital Management

- Review state statute for any teacher evaluation updates.
- Review the teacher contract, focusing on evaluation language and timelines.
- Develop a teacher evaluation schedule aligned with contractual and legal requirements.
- Create a clear evaluation procedure sheet to share with staff.
- Continue and aim to complete staff hiring (teachers and support staff).
- Finalize the new teacher and staff induction/mentoring program (schedule, content, mentors).
- Select and train mentors for the induction program.
- Draft a staff contact list with assignments and mentor pairings.

Outdoor Education

- Gather feedback from staff, students, and families about outdoor learning. Share results with the committee and begin planning for the upcoming school year.

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

- Josiyah Martin

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

- Robert Collier

June



Connecting to the AWSP Leadership Framework

- 1 Creating Culture:** Celebrate, celebrate, celebrate the great work by students and staffuly 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 staffuly where they share the impact they’ve had on kids in the school.
- 6 Managing Resources:** Honor and recognize all departing staffuly, 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 around culture, systems, and learning.

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



June Focus: Reflective Leadership | Strategic Alignment

“What story does this school year tell about your leadership and its impact?”

“How are you gathering feedback to inform your summer planning and next year’s priorities?”

June



LEADERSHIP

Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Evaluation artifacts and evidence
- Leadership reflections and growth notes
- Walkthrough summaries and instructional trends
- Student growth, attendance, or behavior data reviews
- School improvement accomplishments
- Staff, student, or family feedback
- Team meeting agendas and leadership contributions
- Recognition, celebration, and community engagement artifacts
- Professional learning records and leadership goals

ASSISTANT PRINCIPAL FOCUS:

Capture Your Story

Document Your Impact and Reflect on Your Growth

AWSP CRITERIA ALIGNMENT: 4.1, 6.1, 6.2, 7.1, 8.1

Why This Matters

Leadership growth rarely happens through one big moment. It develops through intentional actions, thoughtful reflection, meaningful relationships, and consistent effort over time. June provides an opportunity for assistant principals to pause, celebrate accomplishments, organize evidence of impact, and reflect on how your leadership has influenced culture, systems, and learning throughout the year. Capturing your story helps you recognize your growth and prepare for future leadership opportunities.

Think About It

- What evidence best demonstrates my leadership impact this year?
- How did my leadership contribute to culture, systems, and learning?
- What leadership strengths emerged or grew throughout the year?
- What challenges helped shape my growth as a leader?
- What leadership goals do I want to carry into next year?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Reflect on the relationships, partnerships, and trust you built with students, staff, families, and the community throughout the year.<input type="checkbox"/> Recognize individuals whose support contributed to your success and growth as a leader.<input type="checkbox"/> Celebrate the accomplishments and growth of students, staff, and teams who helped move the school forward.	<ul style="list-style-type: none"><input type="checkbox"/> Review school improvement efforts and identify systems that positively impacted students, staff, and school operations.<input type="checkbox"/> Organize artifacts, evidence, and leadership examples that demonstrate your contribution to school goals.<input type="checkbox"/> Reflect on lessons learned and identify opportunities to strengthen systems for next year.	<ul style="list-style-type: none"><input type="checkbox"/> Review classroom walkthrough trends, intervention efforts, and instructional initiatives to identify areas of impact.<input type="checkbox"/> Reflect on your growth as an instructional leader and identify areas for continued development.<input type="checkbox"/> Develop one or two professional learning goals that will strengthen your leadership practice next year.

JUNE: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:

JULY 2027

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

July

Leadership Actions

- 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 advisor 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!

Culture

Building Relationships Challenge



Hopefully, you've had time to get to know new staff members and planted the seed you'd like to add personal tidbits about them as a fun way to welcome them to the team, as well as things you can add to your building communications and bulletin board/website. Follow through on these pieces while its quiet and staff are mostly out of the building, so when folks come back to work these special touches are front and center welcoming in new team members and a new school year.

Belonging Challenge

Last month we asked leaders to personally review the diversity, equity, and inclusion resources made available by your district and AWSP. Now is the time to backwards map your year with adding links or quick thoughts/ideas around diversity, equity and inclusion found in the resources to your weekly bulletin or monthly communications home. Belonging is a great way to highlight your equity focused leadership while also keeping the work moving forward. To be effective is to be reflective; don't be afraid to keep belonging at the forefront of your leadership and be intentional with how you highlight resources for everyone involved.

Relationships

- Conduct daily walkthroughs of summer programs.
- Conduct weekly walkthroughs with custodial cleaning team.
- Utilize the flexibility of the summer schedule to meet formally and informally with external partners.
- Meet with local police and fire officials to review policies and procedures and set dates for emergency drills.
- Meet with parent/guardian and teacher organizations to schedule meetings for the year.

Student Centeredness

- Plan for new student orientation.
- Renew AWSL Membership for student leadership.
- Consider student leadership opportunities and schedule for the year.

Wellness

- Take some time for YOU! Get at least two consecutive weeks out of the office to recharge, spend time with family, and do something you enjoy.

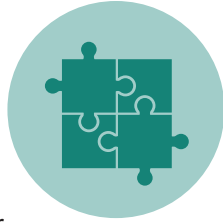
Traditions/Celebrations

- Begin preparation for back-to-school celebration activities.

Ethics

- Review licensure information in EDS platform to ensure licensure and professional development requirements are current or at a minimum in process for the next renewal period.

Systems



Vision/Mission

- Review data that has come in over the summer months that may influence activities on your school improvement plan.
- At your back to school planning meeting, consider the continuation and development of your school's improvement goals and plans for the upcoming year.

Communication

- Change your building phone messages to include school opening hours. Ensure information about summer office hours are posted on the school's website and social media channels.
- Consider posting a QR code that will take parents/guardians to a simple registration information page; student medical/vaccination requirements; handbook updates for upcoming year, acceptable use, academic integrity, and picture policies; and provide a copy of the school calendar.
- Evaluate your current communication tools: parent newsletters, weekly staff bulletin, school website, social media, etc. Determine if there is a need to create new communication tools.
- Prepare and send staffulty a welcome back letter. Include school-opening packet, beginning-of-the-year schedule (staff back to school days, staff meeting schedule, opening student assemblies, and parent nights), on-line training to be completed before the first day, and an introduction to new staffulty.

Data Literacy

- Consider the needs your staff may have around the usage of student assessment data and their knowledge and skills with this. Backwards map your staff meeting focus to timely insert trainings and expectations around school wide assessments early on, to provide predictability and planning for teachers.

Strategic Management

- Plan the first faculty meeting—include team-building, PD, and messaging on instructional focus.
- Plan beginning-of-year professional days.
- Plan student registration and picture day logistics.
- Develop/revise textbook and device distribution protocols.

- Plan first-week student events (assemblies, parent nights, PTSA/student involvement).
- Plan substitute teacher orientation.
- Prepare internal and external school calendars for the year.
- Plan to spend time looking through any adjustments to teacher collective bargaining agreements (CBA). Discuss changes with colleagues in your system and how they plan to address-getting their ideas may help you avoid unexpected drama.

Safety

- Review new board policies and state and federal requirements.
- Verify that student and staff handbooks and planners have been approved by the school board, are printed, and ready for distribution. Review and include your code of conduct and any other contracts for parents/guardians. It is in the school's best interest to have students and parents/guardians acknowledge receipt of the Student Code of Conduct, Acceptable Use Policy, Academic Integrity Agreements, etc.
- Review the local/state guidelines for emergency preparedness, and schedule drills for the year. Plan for review of school wide safety protocols and review with staffulty.

Operations

- Ensure classrooms have adequate desks and instructional materials.
- Communicate any staffing or room assignment changes; confirm compliance with bargaining agreements.
- Confirm purchase order deliveries have arrived and distribute materials to staff.
- Finalize field trip and fundraising dates for the year, as much as possible.
- Conduct a final walk-through to confirm the building is ready for student and staff return.

Learning

Curriculum & Instruction



- Finalize and adjust class lists according to new enrollments.
- Follow-up with mentors and new teachers to ensure connections have been made and support is firmly in place. Check in to ensure all are on the same page and feeling supported.

(Continued on next page)

Human Capital Management

- Ensure new teachers understand the evaluation process, rubric, and roles/responsibilities.
- Schedule onboarding meetings or check-ins with new staff.
- Share and review evaluation timelines and procedures during new staff orientation.
- Plan to review evaluation timelines and procedures for all staff in Back to School meeting.
- Finalize and distribute staff contact list and mentor assignments.
- Confirm that all induction program components (resources, logistics, PD) are ready for launch in August.

“The most powerful leadership tool you have is your own personal example.”

- John Wooden

“Courage is the most important of all the virtues because without courage, you can’t practice any other virtue consistently.”

- Maya Angelou

July



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 walkthrough 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:** Check out the workshops AWSP has to offer in the summer and fall. Start thinking ahead to any networks you'd like to join for the upcoming school year.
- 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:** Think now about hosting a Community Engagement Night in August or September. Invite partners, parents, and community leaders to 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?

WHAT SHOULD YOUR PRINCIPAL SUPERVISOR BE ASKING YOU RIGHT NOW?



July Focus: Personal Leadership | Systems Design

"As you pause to reflect, what personal leadership habits will you bring into the new year?"

"What systems will you adjust or design this summer to better align with your school's mission and vision?"

July



LEADERSHIP Snapshots

Capture artifacts, evidence, and moments that demonstrate your leadership impact this month.

- Professional learning plans or reflections
- Conference notes, books, articles, or leadership resources
- School improvement planning documents
- Leadership goal-setting materials
- Welcome-back plans and communication drafts
- Team planning agendas
- Personal leadership reflections
- Notes from collaboration with your principal or leadership team

ASSISTANT PRINCIPAL FOCUS:

Prepare for What's Next

Reflect, Recharge, and Reinvest

AWSP CRITERIA ALIGNMENT: 1.1, 4.1, 6.1, 7.1, 8.1

Why This Matters

July offers something school leaders rarely experience during the school year—space to think. Before the pace of a new year begins, effective assistant principals take time to reflect on lessons learned, invest in their own growth, and prepare intentionally for the year ahead. The strongest leaders understand that sustained leadership requires both reflection and renewal. Taking care of yourself is not separate from leadership—it is leadership.

Think About It

- What leadership lessons from this year should I carry forward?
- What habits, systems, or practices would I like to improve next year?
- How have I grown as a leader over the past twelve months?
- What brings me energy, purpose, and fulfillment in my leadership role?
- What do I want students, staff, and families to experience from my leadership next year?

AP Leadership Moves

CULTURE	SYSTEMS	LEARNING
<ul style="list-style-type: none"><input type="checkbox"/> Reach out to new staff members and begin building relationships before the school year starts.<input type="checkbox"/> Reflect on the relationships that had the greatest impact this year and identify ways to strengthen connections moving forward.<input type="checkbox"/> Develop a plan for welcoming students, staff, and families back to school in ways that foster belonging and connection.	<ul style="list-style-type: none"><input type="checkbox"/> Review lessons learned from the previous year and identify one system or process you would like to improve.<input type="checkbox"/> Collaborate with your principal and leadership team to clarify priorities, expectations, and goals for the upcoming year.<input type="checkbox"/> Review school improvement plans and identify areas where your leadership can support successful implementation.	<ul style="list-style-type: none"><input type="checkbox"/> Identify one professional learning goal that will strengthen your leadership practice in the coming year.<input type="checkbox"/> Engage in professional reading, learning opportunities, or networking that expands your leadership perspective.<input type="checkbox"/> Develop a plan for supporting teaching, learning, and student success during the first weeks of school.

JULY: TELLING YOUR LEADERSHIP STORY

LEADERSHIP SNAPSHOTS FOR MY EVALUATION:

Thank-yous to write:

*A lesson
learned:*

CONNECTIONS TO THE AWSP
LEADERSHIP FRAMEWORK:

READING LIST:

Self-care plans for next month:



Council for Leaders in Alabama Schools
Dr. Farrell Seymour, Executive Director
clasleaders.org



Alaska Council of School Administrators
Dr. Lisa Parady, Executive Director
alaskaacs.org



Illinois Principals Association
Dr. Jason Leahy, Executive Director
ilprincipals.org



Indiana Association of School Principals
Dr. Todd Bess, Executive Director
iasp.org



Maine Principals' Association
Dr. Holly Blair, Executive Director
mpaprof.org



Minnesota Elementary School Principals' Association
Michelle Krell, Executive Director
mespa.net



Minnesota Association of Secondary School Principals
Robert Driver, Executive Director
massp.org



Missouri Association of Elementary School Principals
Dr. J. Anderson, Executive Director
maesp.com



Missouri Association of Secondary School Principals
Chris Hoehne, Executive Director
moassp.org



New Jersey Principals and Supervisors Association
Karen Bingert, Executive Director
njpsa.org



School Administrators Association of New York State
Jennifer Carlson, Executive Director
saanys.org



Pennsylvania Principals Association
Dr. Erich C. Eshbach, Executive Director
papprincipals.org



Texas Association of Secondary School Principals
Dr. Billy Pringle, Executive Director
tassp.org



Association of Washington School Principals
Dr. Scott Seaman, Executive Director
awsp.org



Association of Wisconsin School Administrators
Jim Lynch, Executive Director
awsa.org

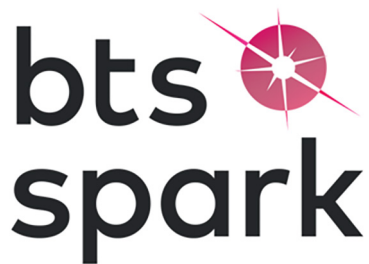


Virginia Association of Elementary School Principals
Krista Arnold, Executive Director
vaesp.org



NATIONAL SCHOOL LEADER COLLABORATIVE

Let **BTS Spark** coach you through the year!



school leadership made personal



AWSP has partnered with BTS Spark to increase access and support for school leaders across the state of Washington. BTS Spark is a not-for-profit initiative that has coached over 25,000 educational leaders worldwide. AWSP members can opt into Leadership Coaching, which consists of six 60-minute coaching sessions and access to BTS Spark Leadership Resources, for **\$120 off** a full coaching package.

With this individual flexible coaching journey, you decide what leadership areas to focus on and the overall cadence of your coaching sessions. All coaching sessions are virtual and 100% confidential between you and your coach. This coaching journey is designed to help you develop leadership capabilities unique to your specific leadership role and context. Learn more and sign up at us.btsspark.org/AWSP.