AWSP MEMBER HANDBOOK

Mapping Out Your Member Benefits and Support



2026-2028 Edition

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WELCOME TO AWSP

Thanks for Being a Part of the AWSP Community!

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

Our Membership

We serve 3,600 members from elementary, middle, and high schools, as well as central office administrators. We work with policymakers and other partner organizations to help support and advocate for you. Membership opens the doors to access and opportunities to help enhance your ongoing development as a school leader along every step of your career; from aspiring to retiring, AWSP will be with you. We offer powerful and relevant professional development, award-winning publications, networking events, and our famous career support center.

Boards, Committees, and Affiliates

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

More Than 50 Years of Service to School Leaders

Founded in 1972, AWSP has been a leading voice in education for five decades. This means not only 50+ years of AWSP service to school leaders across the state, but also 50+ years of school leaders like you committing to the well-being of your schools and students by aiming higher, growing professionally, and advocating for education. Thank you for helping make our association successful. It's never too late to get involved! Help shape the future of AWSP by joining a board, a committee, or one of our advocacy efforts. Curious about our history? Check out AWSP's cool history timeline at www.awsp.org/history.

About This Handbook

This version of the AWSP Member Handbook was printed in fall 2026. We'll periodically update a PDF of the Handbook on our website as any big changes occur. We created this AWSP Member Handbook to help you keep important membership information and resources together in one place. We hope you will reference it throughout the year.

Call us anytime: 800.562.6100

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

QR Codes

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

WASHINGTON SCHOOL PRINCIPALS EDUCATION FOUNDATION

AWSP
ASSOCIATION OF WASHINGTON SCHOOL PRINCIPALS

ORGANIZATIONAL CHART
2026-27

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

OUR COLLECTIVE WHY:

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

THE AWSP TEAM

Dr. Scott Seaman
Executive Director

Kim Marquette
Operations Director

Jack Arend
Deputy Director

Kamrica Ary-Turner
Associate Director

Dameon Brown
Professional Learning Coordinator

Macy Bruhy
Membership Coordinator

Caroline Brumfield
Marketing & Design Director

Scott Friedman
Associate Director

David Morrill
Communications & Technology Director

Andi Mounts
Finance Director

Shari Parsons
Programs & Operations Coordinator

Angela Spriggs
Fiscal Coordinator

Roz Thompson
Government Relations & Advocacy Director

THE FOUNDATION

Leadership, Advocacy & Operations

Greg Barker
WSPEF Managing Director

Student Programs (AWSL)

James Layman
Director

Shelley Barker
Curriculum Development

Travis Ruhter
Associate Director

Cortney Suderman
Senior Programs and Operations Manager

Cispus Learning Center

Chase Buffington
Director

PRIORITIES

GROW:

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

SUPPORT:

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

SUSTAIN:

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

ADVOCATE:

Champion a strong and respected voice on state and nationwide issues affecting PK–12 schools and school leaders in order to protect principals, assistant principals, and the profession.

AWSP BOARD (Dr. Scott Seaman/Kim Marquette)

President | President-elect | Past President | Budget Chair

AWSP GRADE-LEVEL LEADERSHIP COMMITTEES (GLLCs)

Elementary Principal Leadership Committee

Jack Arend | Reps. 9 ESD Regions

Middle Level Principal Leadership Committee

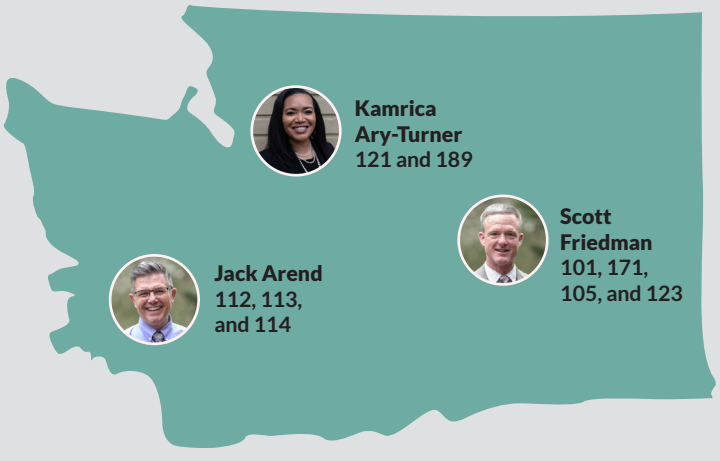
Kamrica Ary-Turner | Reps. 9 ESD Regions

High School Principal Leadership Committee

Scott Friedman | Reps. 9 ESD Regions

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

THE ESD REGIONS WE SERVE ACROSS THE STATE



Updated October 2026

WHO LEADS YOU?

2026-27 AWSP/WSPEF BOARD AND GRADE LEVEL LEADERSHIP COMMITTEE LEADERS

AWSP/WSPEF BOARD

President



Erin McKee
Principal, Cougar Mountain Middle, Issaquah SD

President-Elect



Tamera Marcoe
Assistant Principal, Wildwood Park and Zeiger Elementaries, Puyallup SD

Past President



Jason Smith
Principal, Gov. John R. Rogers High, Puyallup SD

Budget Chair



Stephanie Smith
Principal, St. Helens Elementary, Longview SD

ELEMENTARY COMMITTEE

Chair



Tamera Marcoe
Assistant Principal, Wildwood Park and Zeiger Elementaries, Puyallup SD

Chair-Elect



Lance Young
Principal, Sunnyslope Elementary, Wenatchee SD

Past Chair



Kim Doughty
Principal, Peter G Schmidt Elementary, Tumwater SD

3 Year/Budget Rep.



Woody Howard
Principal, Ben Franklin Elementary, Vancouver PS

MIDDLE LEVEL COMMITTEE

Chair



Heidi Fagerness
Principal, Chehalis Middle, Chehalis SD

Chair-Elect



Kim Doepker
Principal, Garrison Middle, Walla Walla PS

Past Chair



Dr. Nathan Plummer
Principal, Anacortes Middle, Anacortes SD

3 Year/Budget Rep.



Dorinda Belcher
Principal, Okanogan Middle, Okanogan SD

HIGH SCHOOL COMMITTEE

Chair



Lacey Griffiths
Assistant Principal, RA Long High, Longview SD

Chair-Elect



Lauren House
Principal, Central Valley Virtual Learning HS, Central Valley SD

Past Chair



Dr. Tom Adams
Principal, Curtis Senior High, University Place SD

3 Year/Budget Rep.



Laina Walker
Principal, Wellpinit Middle/High, Wellpinit SD

GRADE-LEVEL LEADERSHIP COMMITTEES (GLLCs)

AWSP'S GRADE-LEVEL LEADERSHIP COMMITTEES

AWSP's three **Grade-Level Leadership Committees**—Elementary, Middle Level, and High School—bring together principals and assistant principals from all nine Educational Service District regions.

GLLC members represent the experiences, priorities, and needs of school leaders across Washington. They strengthen communication between members and AWSP, elevate regional and grade-level perspectives, and help shape the association's advocacy, professional learning, resources, and member support.

Working within one statewide leadership structure, the committees connect local voices to AWSP's staff and Board. They also build strong professional networks and create meaningful opportunities for principals and assistant principals to influence the future of the principalship. Since 2019, the GLLCs have helped ensure that AWSP's direction remains grounded in the day-to-day realities of leading Washington's schools.

EQUAL & EQUITABLE REPRESENTATION

Washington's schools and communities are diverse, and our leadership committees should reflect that diversity. Each GLLC includes principals and assistant principals from all nine Educational Service District regions and seeks a balance of perspectives across geography, school size, leadership role, experience, identity, and community context.

Our regional structure gives every part of the state a voice while providing additional representation for Puget Sound ESD, which serves the state's largest student population. Equitable representation, however, is about more than the number of seats. It means intentionally including leaders whose experiences and communities have historically been underrepresented in statewide conversations.

GLLC members listen to school leaders in their regions, elevate emerging needs, share information, and help shape AWSP's advocacy, professional learning, resources, and member support. Together, members strengthen regional connections and create a two-way flow of information between local school leaders and statewide decision-making.

WHAT IS THE ROLE OF A GLLC MEMBER?

Serving on a GLLC is an active commitment to collaboration, communication, and professional growth. Members attend scheduled committee meetings, contribute their professional expertise, and collaborate with colleagues from across Washington on issues facing principals and assistant principals.

Members are also encouraged to attend AWSP professional learning events, where they can strengthen their practice, build relationships with other school leaders, and bring new learning back to their committees and professional communities.

Between meetings, members stay connected with principals and assistant principals in their regions and share timely AWSP information with their professional networks. They may also contribute to advocacy efforts, provide feedback on emerging issues, support member engagement, and participate in special projects.

Members can pursue additional roles within their committees. GLLC officers serve on the AWSP Board, connecting the committees' work with the association's governance and strategic direction.

GLLC STAFF LEADS

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

ELEMENTARY



Jack Arend
jack@awsp.org

MIDDLE LEVEL



Kamrica Ary-Turner
kamrica@awsp.org

HIGH SCHOOL



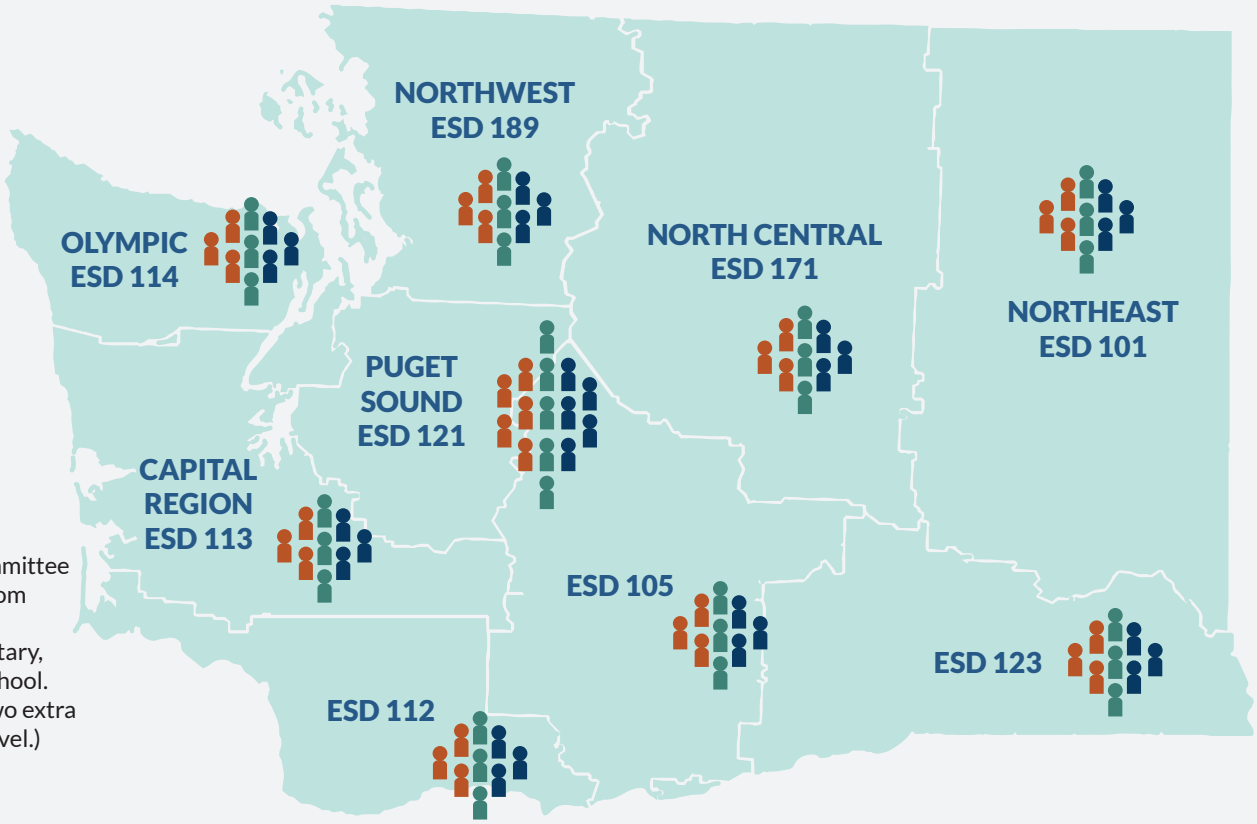
Scott Friedman
scottf@awsp.org

GET INVOLVED!

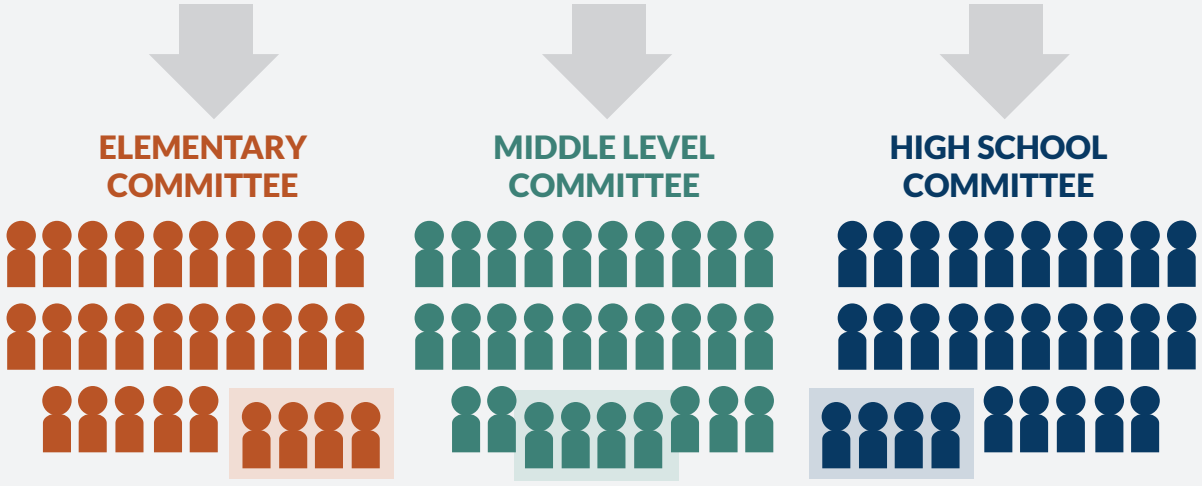
We are looking for principal and assistant principal members like you from across the state who are passionate about helping shape the future of the principalship and AWSP as an organization. Join us in representing principal and assistant principal voices! Each spring we accept applications for our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

Call us at 800.562.6100 if you'd like to get involved, or email webmaster@awsp.org.

AWSP'S GRADE-LEVEL LEADERSHIP COMMITTEE STRUCTURE



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



Each Grade-Level Leadership Committee has 29 representatives.

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

AWSP BOARD



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

Six GLLC members (two from each level, with one being from Eastern WA and one being from Western WA) serve as the AWSL Advisory Council.

AWSL ADVISORY COUNCIL

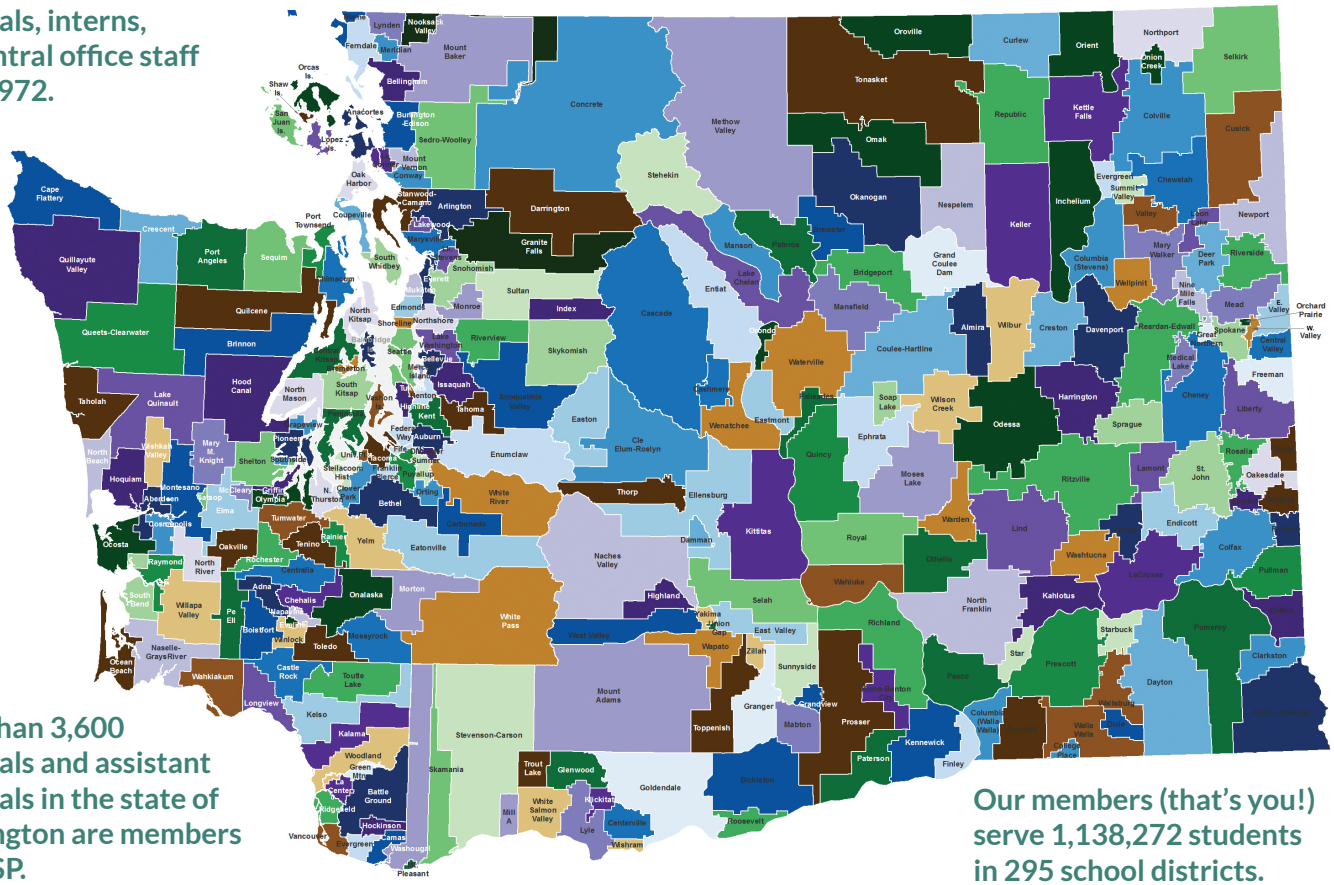


Each committee also has small and large school representatives and a National Principals Association (NPA) advocacy representative.

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

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

98% of Washington principals are AWSP members.



More than 3,600 principals and assistant principals in the state of Washington are members of AWSP.

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

Education Organizations in Washington State

AEA: Alliance of Educational Associations
AESD: Association of Educational Service Districts
AWSL: Association of Washington Student Leaders*
AWSP: Association of Washington School Principals
BIPOC ED Coalition of Washington State
CISL: Center for the Improvement of Student Learning
Cispus Learning Center*
CSTP: Center for Strengthening the Teaching Profession
LEV: League of Education Voters
LFA: Learning First Alliance – Washington
NLL: Next Level Leaders
OSPI: Office of Superintendent of Public Instruction
OSWA: Outdoor Schools Washington*
PEAB: Professional Education Advisory Board
PEI: Pacific Education Institute
PESB: Professional Educator Standards Board
PSE: Public School Employees of Washington (SEIU Local 1948)
ReadyWA: Ready Washington
SBE: Washington State Board of Education
STAND for Children Washington
WACA: Washington Activity Coordinators Association
WALA: Washington Association for Learning Alternatives
WALAS: Washington Association of Latino Administrators and Superintendents
WAMOA: Washington Association of Maintenance and Operation Administration
WASA: Washington Association of School Administrators
WASBO: Washington Association of School Business Officials
WACTE: Washington Association for Career and Technical Ed.
WCEAP: Washington Council of Education Administration Programs
WEA: Washington Education Association
WERA: Washington Education Research Association
WIAA: Washington Interscholastic Activities Association
Washington STEM
WOSC: Washington Outdoor School Coalition
WSAC: Washington Student Achievement Council
WSASCD: Washington State Association for Supervision and Curriculum Development
WSCA: Washington School Counselor Association
WSPA: Washington School Personnel Association
WSPEF: Washington School Principals' Education Foundation
WSPTA: Washington State Parent Teacher Association
WSSDA: Washington State School Directors' Association

A program of the Washington School Principals' Education Foundation

AWSP MEMBERSHIP: THE MORE YOU KNOW

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

> "Membership in AWSP gives you instant access to a network of more than 3,600 school leaders across the state."

Membership in AWSP gives you instant access to a network of more than 3,600 school leaders across the state. Our programs and resources are specifically designed to help you manage your administrative duties and address the concerns facing today's building leaders. Members receive the latest information on trends, policy issues, and events, both regionally and nationally.

AWSP Active Membership is for principals, assistant principals, and others employed in professional work related to the elementary, middle level, or high school principalship. Over 96% of Washington state's public school principals' and assistant principals' professional membership dues are billed to their school district as a benefit of their collective bargaining agreements. AWSP Active Membership automatically includes "active" membership in the PK-12 National Principals Association (NPA).

What does this mean?

Through your affiliated active membership status with the PK-12 National Principals Association (NPA) you have $2 million worth of professional liability insurance coverage and a legal benefit fund that is built up at a rate of $2,000/year based on continuous membership, up to a maximum of $20,000.

NPA offers more benefits such as additional insurance coverage, various discounts, publications, and resources in addition to national advocacy on behalf of principals in the education of all students nationwide.

Change of status?

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

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

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

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

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

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

Stay connected in retirement

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

Combine your AWSP Lifetime membership with renewal in the National Principals Association as a retired member to retain your legal and liability coverage.

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

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

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

For membership-related questions, please reach out to Macy Bruhy, Membership Coordinator, at macy@awsp.org.

FIND YOUR NETWORK

Scan this code or visit www.awsp.org/networks.

Surround Yourself with Leaders Like You!

At AWSP, we know leadership can be lonely—but it doesn't have to be. That's why we've created AWSP Leadership Networks, designed to bring school leaders together in collaborative, supportive, and action-focused communities throughout the year.

Our Leadership Networks are an AWSP member benefit, and there is no cost to participate. Clock hours may be available. (Check with your network facilitators and staff liaison.) Please sign up in the AWSP Learning Lab so our network chairs can plan for the right meeting size. **Visit www.awsp.org/networks.**

WOMEN IN LEADERSHIP



FACILITATOR
Cindy Sholtys-Cromwell
Principal, Kelso Virtual Academy, Kelso SD



FACILITATOR
Kim Doepker
Principal, Garrison Middle, Walla Walla SD



AWSP STAFF
Roz Thompson
Government Relations & Advocacy Director

ASSISTANT PRINCIPALS



FACILITATOR
Andrea Borell
Assistant Principal, Edgerton Elementary, Puyallup SD



FACILITATOR
Dr. Jessica Gideon
Principal, Madison Elementary, Everett PS

LEADERS OF COLOR



FACILITATOR
Lacey Griffiths
Assistant Principal, RA Long High School Longview PS



AWSP STAFF
Kamrica Ary-Turner
Associate Director



FACILITATOR
Dr. Constance Daw
Principal, Grant Center for the Expressive Arts, Tacoma PS



FACILITATOR
Dr. Nathan Plummer
Principal, Anacortes Middle
Anacortes SD



FACILITATOR
Amanda Voorhees
Principal, McKinley
Elementary, Yakima PS



MTSS

FACILITATOR
Kristin Lummio
Principal, Goldendale
Middle, Goldendale SD

FACILITATOR
Lisa Upton
Principal, Kiona-Benton City
Elementary, Kiona-Benton City SD



AWSP STAFF
Scott Friedman
Associate Director

RURAL SCHOOLS



FACILITATOR
Patrick Vincent
Principal, Union
Gap School,
Union Gap SD



FACILITATOR
Heidi Fagerness
Principal, Chehalis
Middle, Chehalis SD

EARLY CAREER PRINCIPALS



FACILITATOR
Tiffany Clouse
Director of Programs and
Development,
Reardan-Edwall SD



FACILITATOR
Nick Davies
Principal, Woodland
Middle, Woodland SD



FACILITATOR
Kaiya Burgess, Principal,
Ridgeline Middle,
Yelm CS



AWSP STAFF
Jack Arend
Deputy Director



FACILITATOR
Cathi Davis
Principal,
Ruby Bridges
Elementary,
Northshore SD

INCLUSIONARY PRACTICES



FACILITATOR
Brett Wille, Principal,
Monroe High, Monroe SD

A Focus on Hope



Meet AWSP's "Hope" mascot, Torchy!

Every day, people walk into your school looking to you for signals about what is possible. A student wondering if they belong. A teacher questioning whether they can make a difference. A new staff member trying to find their place. A family hoping someone will see the potential in their child. And sometimes, a colleague who simply needs someone to believe in them. It starts with YOU.

Hope isn't pretending everything is perfect. It isn't ignoring the very real challenges facing our schools or our profession. Hope is the belief that tomorrow can be better than today—and that together, we have the ability to make it so.

As a school leader, you create the conditions for that belief to spread. Every conversation matters. Every interaction matters. Every person matters. When you see people, listen to them, believe in them, and remind them of their purpose, you create hope. And hopeful people create hopeful classrooms, hopeful teams, and ultimately, hope-filled schools.

That's why our focus at AWSP this year is ***Creating Hope: A Leadership Journey.*** Because leadership is a journey. There will be peaks and valleys, victories and setbacks, days when your tank is full and days when you wonder how you'll possibly keep going. On those days, remember this: You don't lead alone.

Your Impact

Principals matter. Recent research from the Wallace Foundation concluded an effective principal's impact is stronger and broader than previously thought, making it "difficult to envision a higher return on investment in K-12 education than the cultivation of high-quality school leadership" (Wallace Foundation, 2021, https://go.awsp.org/wallace2021).

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



Recent research from the University of Washington shows that principal turnover is higher in our state than teacher turnover. The author, Dr. David Knight, states "The loss of a school leader has ripple effects on school staff, students, and the local community. Principal turnover disrupts relationships and represents a loss of continuity, school vision, and human capital. Studies show principal turnover is associated with declines in student achievement and increased teacher turnover" (University of Washington, 2023, https://go.awsp.org/UW23). **So, yes—you matter—a lot.**

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

Be a Dealer of Hope

There are thousands of school leaders across Washington walking this journey alongside you—and AWSP will continue working every day to grow, support, sustain, and advocate for you. So as you walk into your school tomorrow, ask yourself one simple question: Who needs me to create a little hope today?

Read more from Dr. Scott Seaman about AWSP's 2026-28 focus on Hope on our blog at go.awsp.org/HopeStartswithYou.

THE FOUNDATION (WSPEF)

WASHINGTON SCHOOL PRINCIPALS'
EDUCATION FOUNDATION

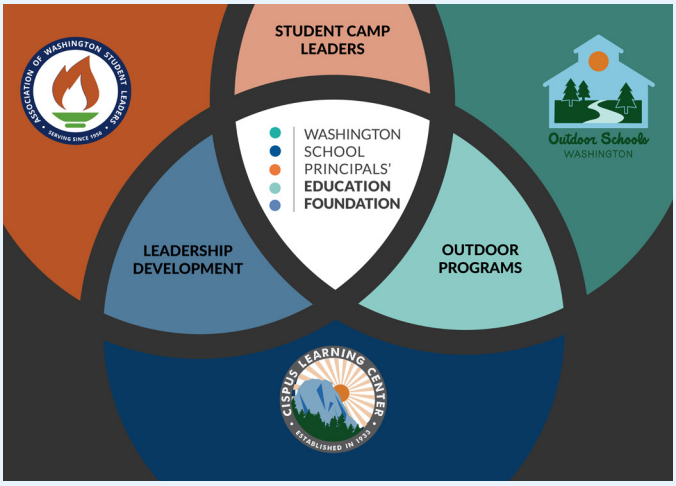
ABOUT THE FOUNDATION

The Washington School Principals' Education Foundation (WSPEF) is a 501(c)(3) nonprofit based in Olympia. AWSP founded WSPEF in 1982. Today the two are independent organizations with aligned missions and shared board connections. AWSP elevates the principalship. WSPEF runs the programs that help principals act on that work with students.

WSPEF is governed by a board of directors made up of active members and community members. We serve schools in every region of Washington state. In 2025-26, our programs reached 634 schools and 197 districts, tribal schools, and public charter partners.

FOUR PROGRAMS, ONE STUDENT JOURNEY

OSWA ensures access. Cispus delivers the experience. AWSL builds capacity. The Principals' Student Learning Center adds credit-bearing pathways for students who need them.



OUR MISSION

WSPEF partners with schools and communities to ensure every student has access to meaningful leadership, belonging, and outdoor learning experiences that support success in school and life.

OUR VISION

Every student in Washington experiences belonging, develops as a leader, and has access to high-quality outdoor learning opportunities that help them thrive in school, career, and community.

STRATEGIC DIRECTION 2026-2031

- **Grow:** Expand access for underserved regions, tribal and rural communities, alternative education, and elementary grades.
- **Support:** Give schools practical, MTSS-aligned tools, funding help, and educator training.
- **Sustain:** Diversify revenue, invest in Cispus, and build workforce pipelines.
- **Advocate:** Build the case for leadership, belonging, and outdoor learning, and elevate student voice.

Every student belongs. Every student leads. Every student thrives. Read about each program on pages 14-17. Learn more at www.wspef.org.

STUDENT LEADERSHIP

DEVELOPING THE LEADER IN EACH AND EVERY STUDENT

The Association of Washington Student Leaders (AWSL) exists at the **intersection of leadership development and future readiness,** ensuring each and every student has the opportunity to grow as a leader today while developing the skills they will carry into tomorrow.

Leadership is more than a position, title, class, or activity. It is a collection of **forever skills** students will use throughout their lives: communication, collaboration, empathy, problem-solving, decision-making, self-awareness, resilience, project management, and the ability to work alongside people with different experiences and perspectives. AWSL creates places for students to learn and practice those skills.

Through engaging programs, meaningful curriculum, immersive experiences, opportunities for student voice, and dynamic learning for students and adults, AWSL helps young people develop the confidence, skills, and mindset to lead in their own lives, within their schools, throughout their communities, and eventually in the workforce. Our belief is simple: leadership is learned.

This work connects to the systems schools already have in place. AWSL programs strengthen belonging, connection, student voice, and skill development while complementing schoolwide Tier I and targeted Tier II supports.

Leadership development cannot be reserved for elected officers, ASB students, or the students who already see themselves as leaders. Every student will lead somewhere. AWSL helps schools create more opportunities, more access points, and more authentic experiences where students can discover what leadership looks like within their own unique context.

Find all the details at www.AWSLeaders.org.

LEADERSHIP DEVELOPMENT + FOREVER SKILLS

The world students are preparing to enter will continue to change. The need for people who can communicate, collaborate, listen, adapt, solve problems, build relationships, manage projects, and bring people together will not.

These are leadership skills. They are also **forever skills.** AWSL provides students with real-world opportunities to practice these skills through experiences that allow them to participate, reflect, collaborate, make decisions, navigate challenges, build community, and turn ideas into action.

Our programs are intentionally active and experiential. Students do not simply hear about leadership. They practice it. AWSL creates meaningful opportunities for students to better understand themselves, others, and their ability to make an impact.



DYNAMIC PROGRAMS FOR STUDENTS

AWSL provides leadership development opportunities across elementary, middle-level, and high school communities.

Regional Programs and **Leadership Days** bring students together for engaging, high-energy learning experiences. Middle-Level Regionals introduce younger students to leading themselves and their school communities, while Fall Leadership Days give students practical tools to reflect, collaborate, strengthen their teams, and return to school ready to make an impact.

Make the Change expands leadership development beyond traditional student leadership programs. Designed for every



student, this schoolwide secondary experience centers belonging, connection, empathy, communication, student voice, and school culture. It aligns with Tier I and Tier II supports and creates additional opportunities for students to develop the skills and confidence needed to contribute to their community.

I AM | WE ARE: An MLK Day Commemoration provides elementary, middle, and high schools with a ready-to-use experience centered on leadership, personal stories, and humanity. Schools receive a keynote, implementation resources, and engagement questions that can be adapted to their own community.

AWSL Summer Camps provide some of our most immersive leadership development experiences. Close to 3,000 students participate each summer at the Cispus Learning Center, Eastern Washington University, and Central Washington University. Students strengthen communication, teamwork, problem-solving, decision-making, school culture, and connection while learning alongside students from communities across Washington.

From **Student Voice Summits** and culturally responsive programs to retreats, conferences, and personalized school programs, AWSL provides multiple pathways for students to discover, practice, and strengthen their leadership.

SUPPORTING THE ADULTS WHO DEVELOP STUDENT LEADERS

Students thrive when the adults around them have the tools, confidence, and support to create meaningful leadership opportunities. AWSL provides dynamic professional learning for advisors, teachers, administrators, paraeducators, recess staff, activity professionals, and other adults who work alongside students.

Programs such as **Reimagining Recess** equip staff with practical strategies for turning unstructured time into opportunities for connection, belonging, and conflict resolution. AWSL also builds **personalized experiences** around the needs of an individual school or district to support community goals and challenges.

A GROWING COLLECTION OF RESOURCES

AWSL provides schools with practical resources designed to move leadership from an idea into everyday practice. Our growing collection includes curriculum and publications for elementary, middle, and high school students; the AWSL Advisor Playbook; the Communication Guidebook; the Project Management Guide; Grow2Lead; student-created culture and climate resources; and the **AWSL Leadership Library**.

STUDENT VOICE AND ACCESS



Student voice is not an event. It is a way of leading. AWSL helps schools move from simply asking students what they think to creating authentic structures where students can collaborate, problem-solve, and influence their school communities. Through **Student Voice Summits,** the statewide **AWSL Student Voice Network,** school programs, and our curriculum, students learn that their experiences and perspectives matter while adults gain strategies for listening to and working alongside young people.

RECOGNIZING LEADERSHIP IN ACTION

Part of developing leadership is celebrating it. AWSL recognizes students, advisors, programs, and schools that demonstrate what meaningful leadership can look like in action. Recognition helps elevate strong practices, share stories of impact, and remind school communities that the work of building belonging, connection, student voice, and positive culture matters.

WASHINGTON LEADS NETWORK

AWSL recognition opportunities include **Advisor of the Year, AWSL Program of Distinction, the WA LEADS Network, AWSL/AWSP Schools on the Rise, and the AWSL/AWSP Culture Kickoff Award.**

PRINCIPALS' STUDENT LEARNING CENTER

Credit Pathways for Students Who Need Them

The Principals' Student Learning Center is an accredited supplemental school. It helps Washington high school students earn or recover credit through mastery-based courses taught by Washington-certified teachers. When a student finishes, the center sends an official transcript to the student's home high school.

Most pathways serve migrant, Native American, and Latine students, often through a school's Migrant Education Program contact. Referrals usually come from a counselor or principal.

Current Programs Include:

- Dare to Dream Academies, offered in partnership with OSPI and universities.
- RIO Leadership Camp, a middle-level leadership program offered alongside OSPI Migrant Education Programs.
- YESS, a summer natural resources program with Pacific Education Institute where students earn CTE credit.
- AWSL affinity camps at Cispus, with credits available: Los Caminos, a bilingual leadership camp, and Mount Sky, a Native American high school leadership camp.

The Center is accredited through the Association of Educational Service Districts, with oversight from ESD 113, through 2029-30.

Questions? Email Travis Ruhter at travis@awsleaders.org.

OUTDOOR SCHOOLS WA

ALL KIDS DESERVE A WEEK IN NATURE

Outdoor Schools Washington (OSWA), a program of WSPEF, formed in 2021 to help schools give fifth- and sixth-graders a multi-day, overnight outdoor school experience. We believe every Washington student deserves a week in nature, and we won't stop working until that's true.

WHERE FUNDING STANDS

The 2025-27 state budget eliminated dedicated funding for outdoor school, so OSWA has no state subsidy to offer schools in 2026-27. In 2025-26, carryover funds sent 7,289 students to outdoor school. Schools requested support for 54,985 students, so we could fund about one in eight.

HOW OSWA SUPPORTS SCHOOLS NOW

- Connections to about 30 outdoor school providers in every region of Washington, including Cispus.
- Help planning a program: choosing a site, sorting out logistics, and finding local and philanthropic funding.
- Research and talking points you can use with your board, families, and community on what outdoor school does for students.
- Statewide data from a National Science Foundation research partnership with Virginia Tech, Clemson, OSPI, and the Washington Outdoor School Coalition, running through 2028.

ADVOCATING FOR RESTORED FUNDING

OSWA leads statewide advocacy for outdoor school on behalf of the Washington Outdoor School Coalition, a network of providers, districts, and partners. We continue to work with the coalition and the Governor's office on possibilities for new funding, and with legislators to restore dedicated funding in the 2027-29 state budget.

The case is strong. Participation grew every year funding was available, from 324 schools and about 15,700 students in 2021-22 to 736 schools in 191 districts and about 53,000 students in 2024-25.

HOW YOU CAN HELP

- Tell your legislators what outdoor school has meant for your students.
- Share student and staff stories at www.outdoorschoolswa.org/story-share so we can carry them to Olympia.
- Keep outdoor school on your school's calendar, even in a reduced form, so the program is ready when funding returns.

Outdoor Schools
WASHINGTON

WHAT IS OUTDOOR SCHOOL?

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

BENEFITS OF OUTDOOR SCHOOL

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

QUESTIONS?

Reach out to Greg Barker, WSPEF Managing Director, at greg@wspef.org. Learn more at www.outdoorschoolswa.org.

CISPUS LEARNING CENTER

THE HOME OF OUTDOOR EDUCATION

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

Cispus Learning Center sits on 68 forested acres near Randle, between Mt. St. Helens, Mt. Adams, and Mt. Rainier. The site has hosted learning since 1933, when it began as a Civilian Conservation Corps camp. It became a Job Corps center in the 1960s and an OSPI learning center in the 1970s. AWSP took over in 1981, and WSPEF manages and operates the campus today. In 2025-26, Cispus welcomed 9,986 guests from 156 groups.

Recent improvements include a new amphitheater stage and lighting, ductless heat pumps, ADA upgrades, a remodeled first aid station, new decks and seating, and dorm and dining hall painting.

FEATURES:

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

OUR VISITORS:

Each year, both students and adults use Cispus to better understand themselves and the natural environment, including:

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

Learn more and make a reservation at www.cispus.org.

> "Cispus is a place you can go if you get lost… Cispus has your back."
> *- Hanford McCloud*

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

Share your story | #CispusForever

CISPUS forever

DONATE TO CISPUS FOREVER

Your investment in environmental education directly funds structured programs that teach future leaders resource management and responsible land stewardship. Make your donation and share your story at www.cispusforever.org.

Mapping Out Your AWSP

MEMBER BENEFITS

With the highest membership percentage of any principals association in the country, we're proud to support leaders making a difference across our state. AWSP membership is an essential investment in your own future at every stage of your career. Benefits of membership go far beyond the basics. Follow this roadmap of benefits to learn more about what's included with your annual AWSP membership.

Start here

AWSP Leadership Studio

The AWSP Leadership Studio brings AWSP's learning tools and resources together in one members-only space. Log in to this interactive, online tool to work at your own pace, keep your reflections and goals in one place, and pick up right where you left off. This benefit is coming during the 2026-27 school year. Visit www.awsp.org for the latest information and access.

Workshops and Conferences

One size doesn't fit all. We provide a number of different ways for principals, assistant principals, and interns to stay sharp and improve their skills at all stages of their career, in person and online. Many webinars are a free member benefit. Members enjoy 50 percent off in-person learning opportunities. View all offerings at **www.awsp.org/professional-learning**.

The Main Idea

The Main Idea offers members book summaries and professional development resources to improve instructional leadership. More than a book review, each month you'll get an in-depth summary and resources to help you implement the new ideas with your staff. Find this month's resources at **www.awsp.org/mainidea.**

AI Prompt Library

Find essential tools, frameworks, and prompts to help you integrate AI effectively, from enhancing daily operations to fostering innovative learning environments. Dive in to explore how AI can support strong schools and successful students, equipping you and your team to navigate the future of education with confidence. **Visit awsp.org/AI.**

School Leader Planning Guide

To support you in managing your time with greater purpose, AWSP in partnership with the National School Leader Collaborative has created the *School Leader Planning Guide*—a planning and reflection tool designed specifically for the demands of today's school leaders. You'll find key responsibilities aligned to seasonal priorities, important dates and recognitions, leadership tips, reflective prompts, and more. Access your free PDF copy at **www.awsp.org/PlanningGuide.**

Publications and Communications

AWSP shares the latest research, legislation, and stories from the field. We stay on top of trends nationally and locally. Whether it's via email, website, or blog post, if it affects the principalship we'll let you know. Keep an eye out for our twice-monthly *Principal Matters* newsletter, our monthly *Planning Guide* newsletter, and our *Legislative Updates* during session. You'll also receive our *Washington Principal* print magazine three times per year. Are you on social media? We love to post, tweet, chat, film, and share with our members. Find us on Facebook, X, LinkedIn, Instagram, and YouTube. Learn more on our website.

The AWSP Learning Lab

At AWSP, we know in-person learning has many constraints, from time, travel, budget, and scheduling. Our goal with the AWSP Learning Lab is to bring learning right to you, any time you want it, and on any device. Here you'll find on-demand webinars and workshops around seasonal topics. The Learning Lab is also where you can register for our quarterly Forums and Leadership Networks. For a full list of opportunities, visit **learn.awsp.org.**

Continued this way

Awards and Recognitions

Members are eligible for several awards and recognitions. From the prestigious Principal and Assistant Principal of the Year Program to the Culture Kickoff and Schools on the Rise awards offered in partnership with the Association of Washington Student Leaders, there are many opportunities to shine. Visit the Programs tab on our website for a full list of awards, recognitions, and celebrations.

ASB & Booster Club AI Assistant

In development for 2026-27 is a tool to help AWSP members answer ASB and booster club questions. The tool is built on 15 years of Q&A, Washington state law, and WSSDA and WASBO guidance. Watch for details on the AWSP website.



Student Leadership

AWSP members receive student leadership updates and a weekly newsletter from the Association of Washington Student Leaders (AWSL), a program of WSPEF. Learn about AWSL's vast array of programs for your students at **www.AWSLeaders.org**.

Mentorship

At AWSP, we believe strong leadership support is essential for both success and sustainability in the principalship. AWSP membership includes access to a trained mentor—a fellow school leader who will walk alongside you, offering guidance, encouragement, and real-world perspectives as you grow your leadership. Visit **www.awsp.org/mentoring.**

Leadership Networks

AWSP Leadership Networks give members a place to connect, share ideas, and work through problems of practice. Networks include Inclusionary Practices, Women in Leadership, Rural, MTSS, Leaders of Color, Early-Career Principals, and APs. Join at **www.awsp.org/networks.**

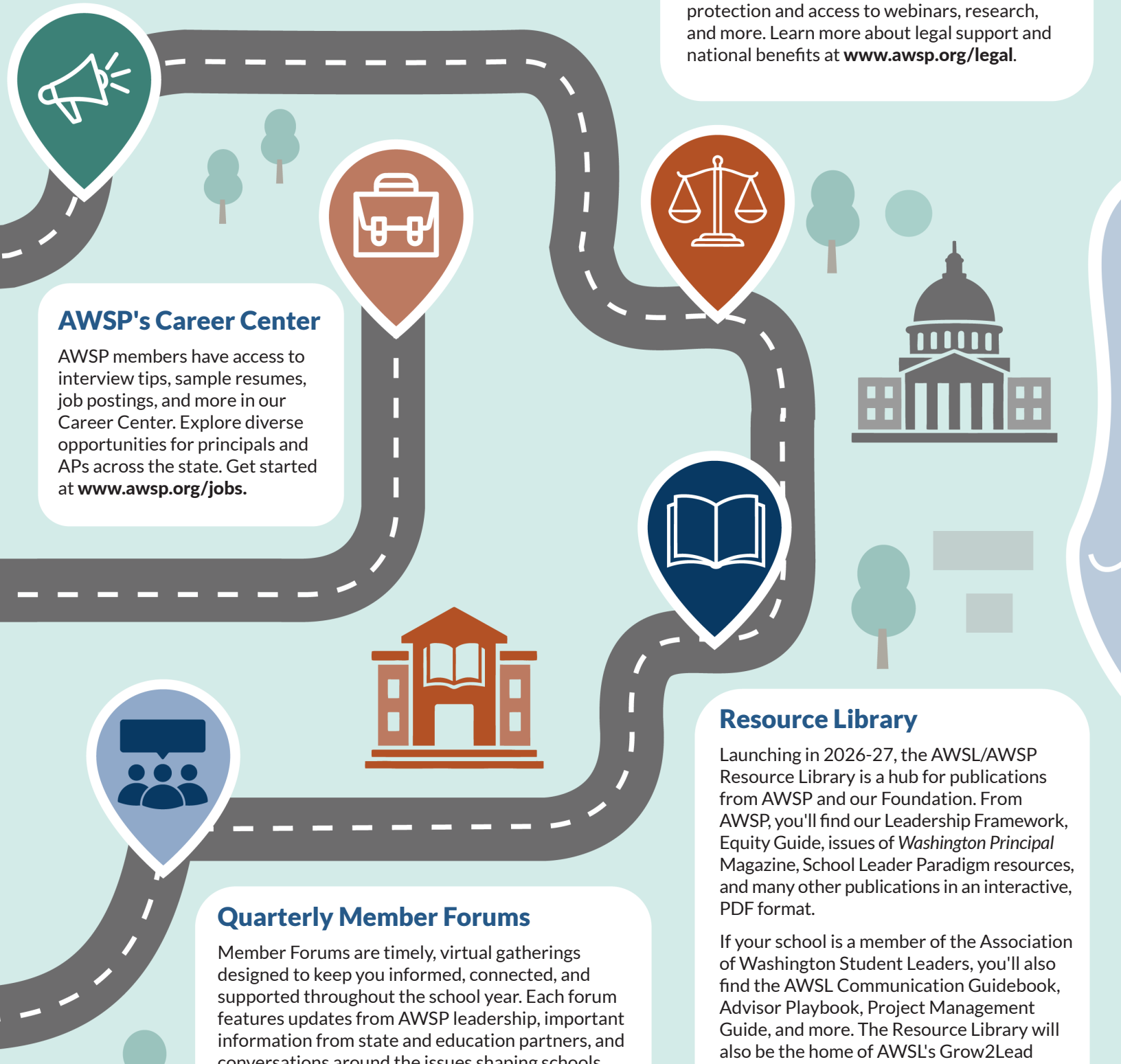
There's more to explore! Visit awsp.org.

Advocacy

AWSP provides a strong and respected voice on state and nation-wide issues affecting K–12 schools and principals. We vigilantly monitor and research trends impacting our members' profession, reputation, and practice. We value our members who travel to Olympia and Washington, D.C. to provide the principal's perspective. Get involved at **www.awsp.org/advocacy.**

Legal Support and National Benefits

As an AWSP member, you have access to our directors for legal advice and support. You also receive a full active membership to the PK-12 National Principals Association (NPA). This membership provides you with legal/liability protection and access to webinars, research, and more. Learn more about legal support and national benefits at **www.awsp.org/legal**.



AWSP's Career Center

AWSP members have access to interview tips, sample resumes, job postings, and more in our Career Center. Explore diverse opportunities for principals and APs across the state. Get started at **www.awsp.org/jobs.**

Resource Library

Launching in 2026-27, the AWSL/AWSP Resource Library is a hub for publications from AWSP and our Foundation. From AWSP, you'll find our Leadership Framework, Equity Guide, issues of *Washington Principal* Magazine, School Leader Paradigm resources, and many other publications in an interactive, PDF format.

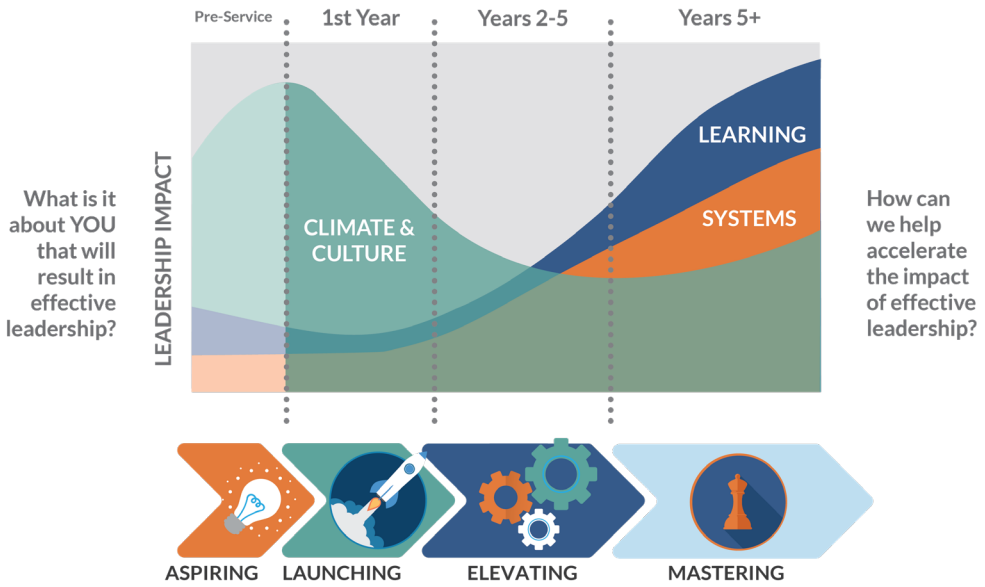
If your school is a member of the Association of Washington Student Leaders, you'll also find the AWSL Communication Guidebook, Advisor Playbook, Project Management Guide, and more. The Resource Library will also be the home of AWSL's Grow2Lead Student Leadership Curriculum. Watch for details at **library.wspef.org.**

Quarterly Member Forums

Member Forums are timely, virtual gatherings designed to keep you informed, connected, and supported throughout the school year. Each forum features updates from AWSP leadership, important information from state and education partners, and conversations around the issues shaping schools today. Topics and guest speakers vary each season to reflect the most relevant issues facing Washington's school leaders. RSVP at **www.awsp.org/forums.**

THE ASSOCIATION (AWSP)

SCHOOL LEADER CONTINUUM



OUR PRIORITIES

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

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

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

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

OUR THEORY OF ACTION:

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

Grow

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

Support

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

Sustain

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

Advocate

Champion a strong and respected voice on state and nationwide issues affecting PK–12 schools and school leaders in order to protect principals, assistant principals, and the profession.

LEADERSHIP & ADVOCACY

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

We will work hard with our education partners to address school funding concerns in the upcoming legislative sessions.

ADVOCACY COUNCIL

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

PRINCIPAL FOR A DAY

The Principal for a Day program pairs a legislator with a principal in their district. The goal is for the legislator to shadow a principal for a full day so they can better understand the complex role of being an instructional leader while managing and supporting students, staff, and community. Interested in hosting a legislator? Email Roz Thompson at roz@awsp.org.

PRINCIPAL FOR A DAY

Get involved at www.awsp.org/advocate.

PRINCIPAL PARTNERS FOR LEGISLATORS

We are thrilled to have grassroots support from a network of "Principal Partners for Legislators" around the state who commit to regular communication with their local legislators. Our goal is to have all 147 legislators partnered up with a school leader. Reach out to us if you want to be involved!

MAKE YOUR VOICE HEARD

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

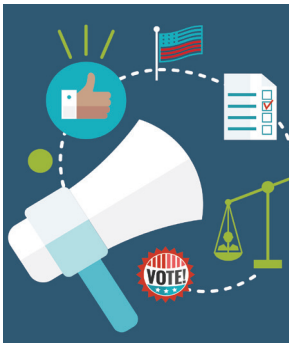
TORCH OF LEADERSHIP AWARD

The Torch of Leadership Award honors statewide elected officials who have demonstrated outstanding support of principals, assistant principals, and the principalship. The award was established in 2009.

Nominations are submitted by members of the AWSP Advocacy Advisory Council. Recipients are named after the legislative session each spring and are honored throughout the following school year.

JOIN THE PAC—YOUR CONTRIBUTIONS ARE VOLUNTARY—AND NEEDED

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



No AWSP dues are used to support AWSP-WSPLEA PAC activities. AWSP has 3,600 active members, yet only about 100 belong to the PAC. We need your help to stay on top of education issues at the state and federal levels. Join today at www.awsp.org/PAC.

PROFESSIONAL LEARNING

A WORKSHOP OR SERIES FOR EVERY SCHOOL LEADER

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

AWSP recognizes there are many ways to meet your needs as a learner. We offer opportunities to learn in person, virtually, and on-demand through the AWSP Learning Lab. Many of our courses and events offer general, leadership, or equity clock hours.

No matter which way you choose to learn, at AWSP we commit to delivering high-quality and relevant content. View all of AWSP's Professional Learning opportunities at awsp.org/professional-learning.

LEADERSHIP CONTINUUM

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



CUSTOMIZABLE

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

CREATING HOPE: A LEADERSHIP JOURNEY



Every district has an improvement plan. The most successful districts also have a ***leadership development plan.*** Creating Hope is AWSP's Leadership Development System—a comprehensive, district-wide investment in developing the people responsible for making improvement possible. The journey is about reflecting, learning, and growing through the School Leader Paradigm, then capturing the impact through the AWSP Leadership Framework. Built around a shared language for leadership, a disciplined process for continuous improvement, and the intentional development of collective leadership capacity, this three-year journey equips school and district leaders to create lasting hope, strengthen organizational culture, and improve outcomes for every student.

INVEST IN YOUR PEOPLE

This journey is designed for all school and district leaders: principals, assistant principals, vice principals, superintendents, instructional leadership directors, and other central office staff. Learn more and start your journey at **www.awsp.org/hope.**



The AWSP LEARNING LAB
Learn to Lead. Lead to Learn.

THE AWSP LEARNING LAB

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

Visit awsp.org/professional-learning.

MEMBER SUPPORT

HOW WE SUPPORT MEMBERS LIKE YOU

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

AWSP PRINCIPAL MENTORING SERVICES



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

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

Find mentoring resources and request a mentor on our website at www.awsp.org/mentoring.

NEW SCHOOL LEADERS

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

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

Launching School Leadership Series: This series is designed to help principals maximize their leadership during the first year or second year. Learn more at www.awsp.org/LSL.

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



AWSP PROFESSIONAL & LEGAL SERVICES

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

Professional Advice:

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

Legal Services:

Assistance in obtaining legal counsel for employment-related matters is available only to Active AWSP members. Situations that existed prior to the effective date of Active membership are not eligible. Your AWSP Active membership is provided in partnership with the PK-12 National Principals Association (NPA)

Benefits include:

- Up to $20,000 for employment-related legal fees based on continuous years of Active membership with AWSP.
- A $2 million liability policy that can be activated in the case of an employment-related civil suit. Learn more about these programs at www.principals.org.

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

LEADERS OF COLOR NETWORK



WHAT IS THE LEADERS OF COLOR NETWORK?

AWSP's Leaders of Color Network (LOCNET) exists to grow, support, sustain, and listen to leaders of color throughout their leadership journeys. Centered on the voices, experiences, and expertise of WA school leaders of color, the network builds community, strengthens belonging, and provides resources and practical strategies for navigating educational leadership.

LOCNET strives to create safe and brave spaces where leaders of color can share openly, be heard and affirmed, build trusting relationships, to lead authentically for all students, communities, and educators. This includes acknowledging and addressing experiences of racism, bias, isolation, and inequitable treatment that affect their well-being, opportunities, and careers.

Through LOCNET, AWSP strives to:

- **Listen and respond:** Center leaders of color's voices and lived experiences so their needs shape the network's learning, resources, and advocacy.
- **Build community and belonging:** Create spaces for connection, honest dialogue, affirmation, and mutual support.
- **Support and sustain:** Provide relevant professional learning, resources, and strategies that strengthen leadership, well-being, and the ability to navigate workplace challenges.
- **Grow and advance:** Encourage aspiring leaders and strengthen pathways for recruiting, developing, retaining, and advancing leaders of color.
- **Elevate expertise and influence:** Increase meaningful representation and participation on AWSP Grade-Level Leadership Committees, AWSP and WSPEF Boards, advisory councils, and other leadership groups.
- **Strengthen shared responsibility:** Help white colleagues and educational partners understand what meaningful support looks and feels like—and put that understanding into practice through advocacy, mentorship, sponsorship, equitable opportunities, and accountability.

QUESTIONS?

Email Kamrica Ary-Turner at kamrica@awsp.org.

Virtual Gatherings During the School Year

Connect, reflect, and learn alongside other leaders of color through four virtual gatherings during the school year. Topics center participants' experiences and priorities, as leaders within their district and school communities; with opportunities to share strategies, access resources, and strengthen relationships. Learn more at **www.awsp.org/LOCNET.**

iGrow WA Summit for Leaders of Color



The iGrow WA Summit brings together aspiring, current, and experienced school and district leaders of color to build community, affirm their identities, and grow their leadership.

Through speakers, shared learning, and meaningful connection, participants explore their experiences, exchange practical strategies, and strengthen the relationships that help sustain leaders of color. Apply to be a speaker, and find this year's dates, location, theme, and registration information at **www.awsp.org/iGrow.** Thank you to our iGrow sponsors and supporters!

college spark washington · IXL · MCEL · Washington Office of Superintendent of PUBLIC INSTRUCTION · WALAS · EQUITY WASA LEADERSHIP · TRUST · ADVOCACY

Leaders of Color, Connect on WhatsApp!

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

COMMUNICATIONS

KEEPING YOU INFORMED AND EMPOWERED

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

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

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

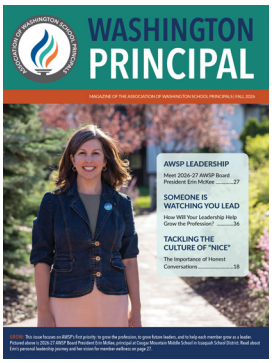
We want to connect with our members and connect our members to each other. Leadership can be lonely, especially in isolation, so our goal is to help you know we're all in this together.

WE'RE QUITE SOCIAL

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

WASHINGTON PRINCIPAL MAGAZINE

We know not everyone is able to read each e-newsletter or email we send out. *Washington Principal* (formerly *Bookends)* is one more way of keeping you in the loop "in case you missed it." We send it three times per year, in the fall, winter, and spring. Take it with you on a plane, to a game, to the beach, or anywhere else you might have a moment to check out what your professional association is up to and what fellow members are doing across the state.



EMAIL NEWSLETTERS

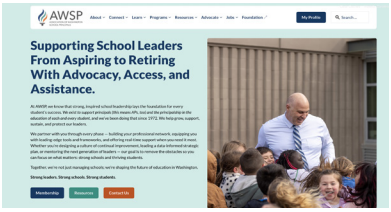
Principal Matters: If it affects the principalship in Washington state, you'll hear about it in Principal Matters. Topics cover leadership, research, administration, operations, ASB issues, outdoor education, student activities, and more. *Published twice per month.*

Planning Guide Preview: Based on AWSP's School Leader Planning Guide, we'll alert you to important deadlines and events, key responsibilities, leadership tips, and timely professional learning opportunities for the month ahead. *Published once per month.*

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

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

AWSP WEBSITE



The AWSP website keeps the needs of our members front and center. Redesigned in fall 2025, you'll notice an updated, easy-to-navigate layout on the homepage. The drop-down menus are more descriptive and robust, upcoming events are featured more prominently, and the new card layout style allows members to see more information at a glance.

THE AWSP LEARNING LAB

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

BUSINESS PARTNERS AND AFFILIATES

AWSP is proud to partner with business partners and sponsors who benefit our members in many ways, from investments to professional and personal growth. We value the services they deliver to our members. Learn more on page 35.

SCHOOL LEADER PARADIGM

Becoming...

PERSONAL INTELLIGENCE

Wellness
- Ethical
- Fit/Healthy
- Optimistic
- Self-aware

Self Management
- Organized
- Balanced
- Self-controlled
- Self-confident

Growth Mindset
- Humble
- Reflective
- Intentional
- Accountable

Innovation
- Creative
- Adaptive
- Resilient
- Courageous

SOCIAL INTELLIGENCE

Service
- Empathetic
- Trustworthy
- Generous
- Protective

Capacity Building
- Empowering
- Guiding
- Resourceful
- Facilitative

Community Building
- Relational
- Collaborative
- Connective
- Conciliatory

Influence
- Attentive
- Communicative
- Motivational
- Catalytic

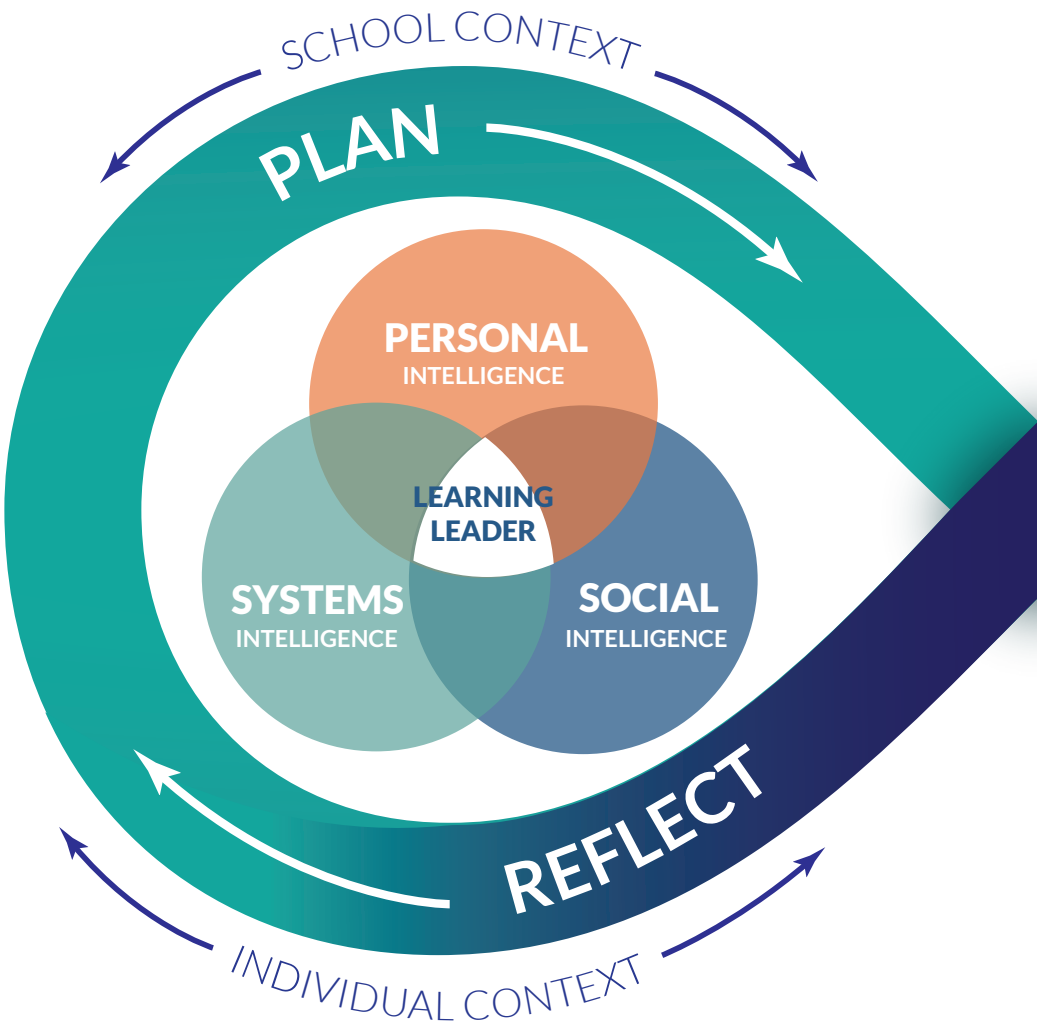
SYSTEMS INTELLIGENCE

Mission/Vision/ Strategic Planning
- Analytic
- Strategic
- Articulate
- Visionary

Teaching & Learning
- Diagnostic
- Knowledgeable
- Pedagogic
- Evaluative

Operations & Management
- Responsible
- Transformative
- Responsive
- Methodical

Cultural Responsiveness
- Visible
- Affiliative
- Advocative
- Global



Creating Hope for All

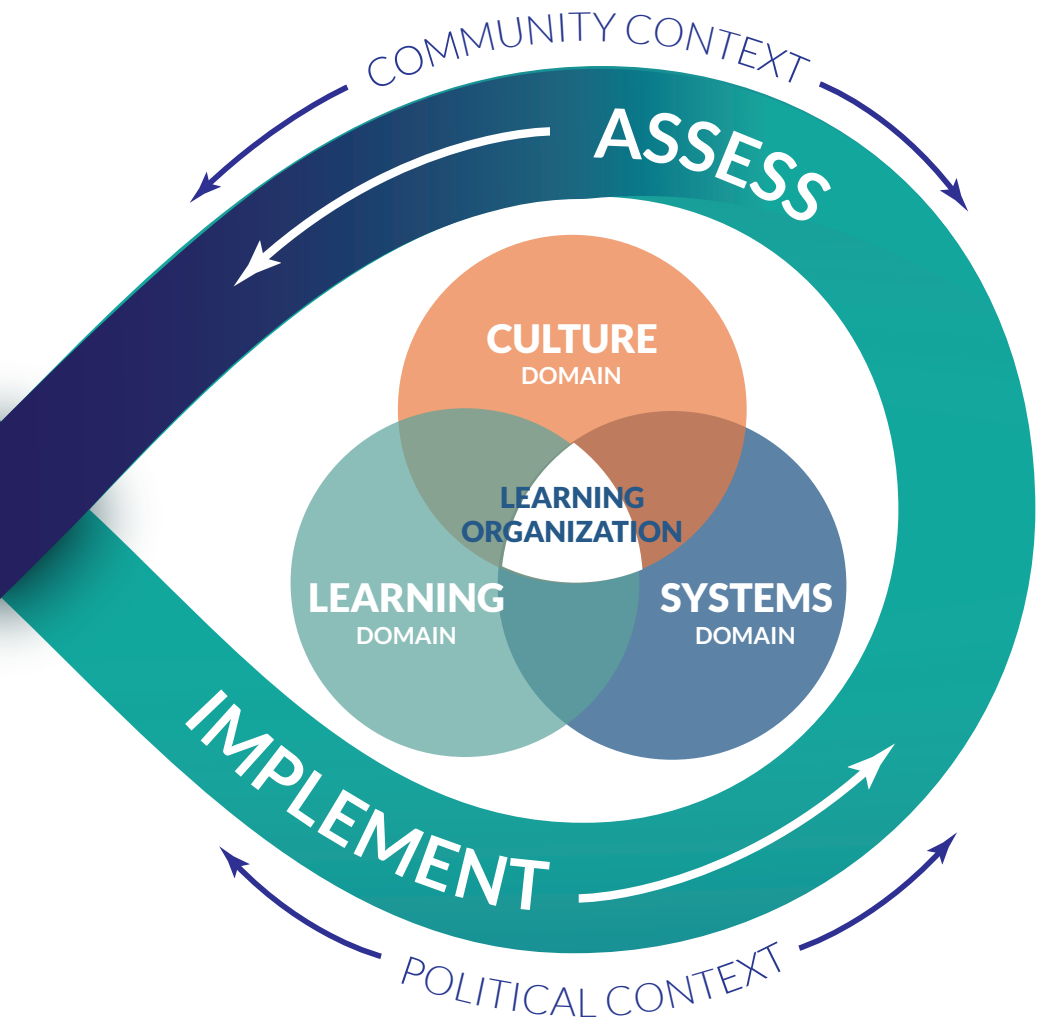
#CreateHope

"BECOMING" GUIDING QUESTIONS:

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

An effective school leader constantly reflects on what makes them an impact leader. The "Becoming" side of AWSP's School Leader Paradigm describes the attributes that make a leader who they are.
The "Doing" side of the Paradigm shows that leadership is measured by what a leader does.
Principaling is the art of leadership where you are constantly becoming while doing.

... while Doing



CULTURE DOMAIN

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

SYSTEMS DOMAIN

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

LEARNING DOMAIN

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

SCHOOL LEADER COLLABORATIVE

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"DOING" GUIDING QUESTIONS:

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



The AWSP LEADERSHIP FRAMEWORK

For School Leader Evaluation

Growth vs. Evaluation

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

The most recent version of the AWSP Leadership Framework (3.0) became required for all districts to use starting in the 2020-21 school year. Version 4.0 with revised Student Growth Goal components is being piloted in 2026-27 and will be required by all districts starting in the 2027-28 school year. **Access the full AWSP Leadership Framework at www.awsp.org/framework.**

Self-Assessment and Reflection Tool

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

A Bit of History

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

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

Student Growth Goal Revisions

Thank you to the school and district leaders who reviewed the proposed revisions to the Student Growth Goal components of the AWSP Leadership Framework. The 2026–2027 school year will serve as a statewide pilot year, providing districts the opportunity to implement and become familiar with the revised language before it becomes the statewide standard.

Beginning with the 2027–2028 school year, the revised Student Growth Goal language will become the required language for principal and assistant principal evaluations throughout Washington. View the revisions on pages 32-34 of this Handbook.

FRAMEWORK CRITERIA AND COMPONENTS AT-A-GLANCE

Framework 3.0 criteria/components shown; see pages 32-34 for Student Growth Goal revisions taking effect in 2027-28.

CRITERION 1: CREATING A CULTURE

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

CRITERION 2: ENSURING SCHOOL SAFETY

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

CRITERION 3: PLANNING WITH DATA

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

CRITERION 4: ALIGNING CURRICULUM

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

CRITERION 5: IMPROVING INSTRUCTION

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

CRITERION 6: MANAGING RESOURCES

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

CRITERION 7: ENGAGING FAMILIES AND COMMUNITIES

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

CRITERION 8: CLOSING THE GAP

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

Component 3.5: Planning with Data

REVISED LANGUAGE:

Component 3.5 is intended to analyze the growth of all or most of the students in the school, which is an outgrowth of specific data analysis and the implementation of plans to improve student achievement, including the School Improvement Plan.

ELEMENT	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
Growth in Student Learning	The school improvement planning process results in no or minimal improvement in student academic growth.	The school improvement planning process results in some improvement in student academic growth.	The school improvement planning process results in measurable improvement in academic growth including growth for some historically underserved student populations.	The school improvement planning process results in significant improvement in academic growth, in all/nearly all identified student groups, including growth for most historically underserved student populations.
Reflection	The leader does not provide evidence of taking responsibility for student growth and the connection to the school improvement planning process.	In reflection, the leader only considers the school improvement planning process generally. The reflection may be missing analysis of why students did or did not make progress. The leader has not identified clear next steps, or the identified next steps are uninformed by student progress and the school improvement planning process.	In reflection, the leader clearly describes the learning progress in relation to the school improvement planning process. The reflection includes analysis of why students did or did not make progress, and next steps for identified student groups.	In reflection, the leader clearly describes the learning progress in relation to the school improvement planning process. The reflection includes analysis of why students did or did not make progress, and next steps for identified student groups. The leader shares their school improvement planning systems, structures, and/or practices beyond their own building to support other instructional teams.

Component 5.4: Improving Instruction

REVISED LANGUAGE:

Component 5.4 is intended to analyze the growth of students assigned to a set of teachers that a principal/assistant principal identifies.

ELEMENT	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
Growth in Student Learning	Multiple measures of student achievement of selected teachers show no or minimal academic growth.	Multiple measures of student achievement of selected teachers show some academic growth.	Multiple measures of student achievement of selected teachers show measurable academic growth,	The school improvement planning process results in significant improvement in academic growth, in all/nearly all identified student groups, including growth for most historically underserved student populations.
Reflection	The school leader does not provide evidence of taking responsibility for analyzing the growth of students assigned to a selected group of teachers.	In reflection, the school leader provides a limited description of systems, structures, or practices they have used to support teachers to impact student achievement.	In reflection, the school leader clearly describes systems, structures, or practices they have used to support teachers to impact student achievement and describes how they will leverage that knowledge for a selected group of teachers.	In reflection, the school leader clearly describes systems, structures, or practices they have used to support teachers to impact student achievement and describes how they will leverage that knowledge for a selected group of teachers. The leader shares these systems, structures, and/or practices beyond their own building to support other instructional teams.

Component 8.4: Closing the Gap

REVISED LANGUAGE:

Component 8.4 is designed to analyze subsets of the student population that are identified for the purpose of closing opportunity and achievement gaps between these subsets and the student population as a whole.

ELEMENT	UNSATISFACTORY	BASIC	PROFICIENT	DISTINGUISHED
Growth in Student Learning	Achievement data from multiple sources or data points show no or minimal evidence of narrowing gaps between the student population as a whole and historically underserved student groups/subsets of students who are not demonstrating growth.	Achievement data from multiple sources or data points show some evidence of narrowing gaps between the student population as a whole and historically underserved student groups/subsets of students who are not demonstrating growth.	Achievement data from multiple sources or data points show measurable evidence of narrowing gaps between the student population as a whole and historically underserved student groups/subsets of students who are not demonstrating growth.	Achievement data from multiple sources or data points show significant evidence of narrowing gaps between the student population as a whole and historically underserved student groups/subsets of students who are not demonstrating growth.
Reflection	The school leader does not provide evidence of taking responsibility for analyzing the growth of historically underserved students/subsets of students not demonstrating growth compared to the student population as a whole.	In reflection, the school leader provides a limited description of systems, structures, or practices they have used to impact student achievement and close gaps for those who are historically underserved/subsets of students not demonstrating growth compared to the student population as a whole.	In reflection, the school leader clearly describes systems, structures, or practices they have used to impact student achievement and close gaps for those who are historically underserved/subsets of students not demonstrating growth compared to the student population as a whole.	In reflection, the school leader clearly describes systems, structures, or practices they have used to impact student achievement and close gaps for those who are historically underserved/subsets of students not demonstrating growth compared to the student population as a whole. The leader shares these systems, structures and/or practices beyond their own building to support other instructional teams.

QUESTIONS: Questions related to Student Growth Goals? Email Jack Arend at jack@awsp.org.

PARTNERSHIPS

NATIONAL AFFILIATES

NATIONAL PRINCIPALS ASSOCIATION (NPA)

The National Principals Association (NPA) is the national professional home for principals and assistant principals across the PreK–12 continuum. As the unified voice of the profession, it brings school leaders together to strengthen leadership, elevate their collective influence, and support student success at every stage. Built on more than a century of leadership and commitment to school leaders, the organization advances the profession through advocacy, professional learning, and peer networks. By connecting leaders across grade levels, the National Principals Association reflects the full student journey and ensures school leaders are supported, represented, and equipped to lead. AWSP membership includes membership with NPA. Learn more at www.principals.org.

NATIONAL SCHOOL LEADER COLLABORATIVE (NSLC)

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

BUSINESS PARTNERS

BOOKS ARE FUN

Join the Book Blast movement and transform your students' lives with the joy of reading. Our program partners with schools to provide students access to a diverse range of books at home, encouraging literacy, imagination, and lifelong learning. Learn more at www.booksarefun.com.

BTS SPARK

BTS Spark exists to provide schools with access to world class leadership coaching at not-for-profit pricing. AWSP members can receive discounted coaching from BTS Spark. Learn more at awsp.org/BTS.

CORNERSTONE

Cornerstone celebrates projects that ignite positive change within our communities, and we rise to the occasion, delivering exceptional facilities in challenging environments. We exist to build a legacy that leaves an indelible mark on the world around us. Learn more at www.cornerstonegci.com.

FRANKLINCOVEY

FranklinCovey Education partners with schools, districts, and higher education institutions to build leaders at all levels, from the classroom to the boardroom. Learn more at https://www.franklincovey.com.

KAISER PERMANENTE WA

Total health takes teamwork. Our coordinated care teams work with you—and each other—to help keep you healthy. Staying healthy should be easy. With the right team, it is. Learn more at https://healthy.kaiserpermanente.org/washington/front-door.

LEXIA LEARNING

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

SIDEBY

Sideby is a community-driven network that connects educators leaning into AI and innovation with tools, practices, and opportunities for 1:1 guided conversations. Learn more at www.sideby.ai.

VEBA/GALLAGHER

Founded in 1984, VEBA is a nonprofit employee benefit trust offers tax-free health reimbursement plans to eligible employers. The trust currently provides benefits to more than 40,000 public employees and retirees in Washington. Learn more at www.veba.org.



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

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