



AWSA

Professional Learning

2018-19



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School leaders are eligible to be reimbursed up to 75% for completing an academy next year. See the inside front cover for all the details.

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New ESSA Opportunity to Provide Coherence for and Build the Capacity of Wisconsin School Leaders

Overwhelmingly approved by a bipartisan Congress, the Every Student Succeeds Act—better known as ESSA—provides new opportunities for states to use Title II, Part A funds to invest in school and district leadership and support. This presents states, like Wisconsin, with the opportunity to invest a portion of Title II, Part A funds for school leadership activities.

In Wisconsin, the DPI will use this opportunity to build the capacity of school leaders through a collaborative partnership to ensure all students graduate college and career ready.

This effort will provide learning opportunities along three tiers of professional learning to systematically enhance the leadership capacity throughout the state:

Tier 1: “Conferences” provide professional learning, information and networking opportunities across the administrator standards (breadth)

Tier 2: “Academies” provide focused training on targeted pillars and related high-leverage practices and competencies for leaders (depth)

Tier 3: “Coaching” to further equip leaders with tools and strategies to lead effectively (reflection)

ESSA Support at Tier 1: Coherence Building

The Wisconsin Department of Public Instruction, CESA Statewide Network, Wisconsin Association of School District Administrators, and the Association of Wisconsin School Administrators are working collaboratively to provide coherent professional learning for Wisconsin’s educators.

Beginning this year, the partners will transition three stand-alone professional learning activities into a coherent, jointly planned conference series called **The Wisconsin Leading for Learning Series**. This approach was designed in response to strong input from the field encouraging state and regional organizations to better coordinate events. Professional learning that uses common language, coordinates support, and helps to “connect the dots” on emerging initiatives, research, and practices allows for a better focus on what matters most – the students of Wisconsin.

Beginning in 2019, the **QE Convention** and the **Data Summit** will be combined into one annual convening taking place each June. This annual convening will be fully integrated with the **WOW** series that delivers simultaneous professional development to educator teams in each CESA throughout the year.

The Wisconsin Leading for Learning Series will address three tenets: 1) Supporting Educator Practice, 2) Leading for Equity, and 3) Providing Safe, Supportive and Rigorous School Cultures.

ESSA Support at Tier 2: Capacity Building

Wisconsin school leaders will be reimbursed up to 75% of the registration fee for completing an eligible Academy (will not be less than 50%). In 2018-19 approved Academies include:

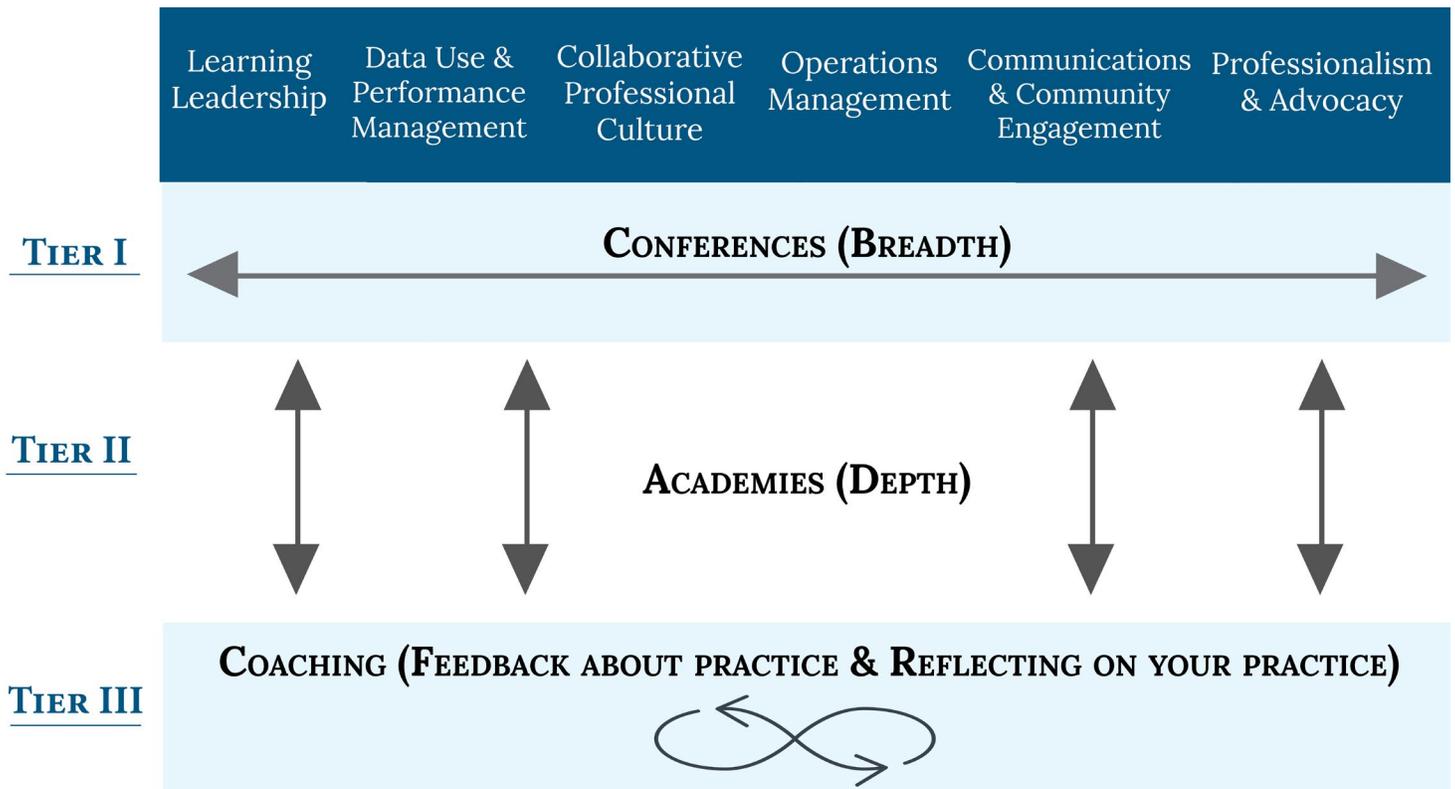


- **New Building Administrators Academy (Page 9)**
- **Leading for Equity Academy (Page 11)**
- **Impactful Coaching Academy (Page 12)**
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Reimbursement is limited and will be honored on a first-come, first-served basis and eligibility is limited to licensed and practicing public or private school administrators. Registration must be paid in full by November 30, 2018. Reimbursements will be processed at the completion of the Academy.

ESSA Support at Tier 3: Coaching for New School Leaders

New school leaders who attend the New Building Administrators Academy in 2018-19 will be able to work with a certified coach. The cost of this high-quality coaching will be supported through this collaborative partnership.



Grade Level Conventions



Grade Level Conventions are designed by AWSA advisory committee members who know what building administrators face “in the trenches” each and every day. These conventions deal with the specific issues of each grade level population. Each convention provides valuable time for networking with colleagues about current issues.

Elementary Principals Convention

October 10-12, 2018

KI Center, Green Bay

Associate Principals Conference

January 23-25, 2019

KI Center, Green Bay

Middle & High School Principals Convention

February 6-8, 2019

Concourse Hotel, Madison



Aspiring Superintendents Workshop

February 5, 2019 - Jefferson Street Inn, Wausau

The Aspiring Superintendents Workshop is co-sponsored by AWSA and WASDA to:

- Attract highly motivated, talented, and committed educators to pursue leadership in Wisconsin's school districts.
- Support principals and other administrators as they explore and prepare for service as district administrators.
- Connect aspiring district administrators with an active network of other future leaders and practicing district administrators for support and guidance.

Potential superintendents are introduced to the profession through a variety of publications, professional development offerings, and networking opportunities. The program addresses the following issues:

- What superintendents do
- What it takes to be an effective superintendent and how to know if you are ready
- What school boards are looking for
- How the search process unfolds
- How school boards and candidates work with search consultants
- Connecting aspiring district administrators with an active network of other future leaders and practicing district administrators for mentoring and guidance
- Job search, interview strategies, and tips
- The transition to the superintendency
- Finding the district that is the right fit for you

School Leaders Advancing Technology in Education

December 3-5, 2018 - Kalahari Resort, Wisconsin Dells



SLATE gives school teams the opportunity to come together to develop a common language, vision and plan for purposeful and coordinated use of technology tools and strategies that will ensure our students are prepared for the 21st Century.

Hundreds of Wisconsin educators will present information about the ways in which they have successfully integrated technology into their districts, schools and classrooms.



Find Out More At:
www.slateinwi.com



Quality Educator Convention

June 27-29, 2018 - Kalahari Resort, Wisconsin Dells



The QE is designed for school and district leaders, curriculum and instructional specialists, and teacher leaders to take learning to new heights in their systems. Our theme for 2018 is **Leading for Students' Academic, Social and Emotional Success**. The convention includes over 30 sessions on the following:

Supporting Educator Excellence

- Promoting practices that ensure individual and school-wide growth (Educator Effectiveness)
- Delivering & monitoring high impact professional learning
- Maximizing data use for student learning

Leading for Equity

- Providing equitable opportunities for every student/cultural competence
- Demonstrating a focus on equity through high leverage

- instructional practices
- Leveraging grading and assessment practices that focus on student growth
- Employing principles of personalization for student achievement and engagement
- Redefining Ready for tomorrow's graduates
- Developing and leading Future Ready schools
- Prioritizing Communications and community engagement
- Utilizing data to monitor and close gaps

Providing Safe, Supportive, and Rigorous Culture

- Developing the capacity for Professional Learning Communities
- Leading Safe and Supportive Schools
- Developing Comprehensive School Mental Health: From Universal Training to Access to Care
- Utilizing data practices that drive effective professional learning communities

Managing to Lead

Finding time for what matters most – at work and at home



This workshop is also available as an onsite school or district workshop. Contact Joe Schroeder for additional information at (608) 729-6656 or joeschroeder@awsa.org

July 26, 2018, Holiday Inn, Stevens Point
August 8, 2018 Waupun School District

The multiple change initiatives underway in education demand more time for learning leadership than ever before. How will you manage such leadership challenges? Where will you find the time? Managing to Lead is designed for an administrator and his/her administrative assistant to take TOGETHER. This has helped countless teams and schools take substantial “leaps forward” in their work – and in their personal lives.

Register for this one-day workshop with your teammate and find a better way!

- Reflect on the common design mismatch of managing a school with 20th century routines while trying to lead a 21st century learning organization.
- Understand how this design mismatch inhibits desired results -- inside and outside of work.
- Articulate specific goals for professional and personal growth.
- Find sustainable ways to increase impact on what matters most and build a sense of team.
- Leave the session armed with ways to obtain a personal and professional “leap forward” during the school year.

Participants spend the day working together as a team to improve time management and office procedures for a more productive, professional, and enjoyable daily work experience.

Aspiring Administrators Program

Getting Your Toes Wet Before Taking the Plunge

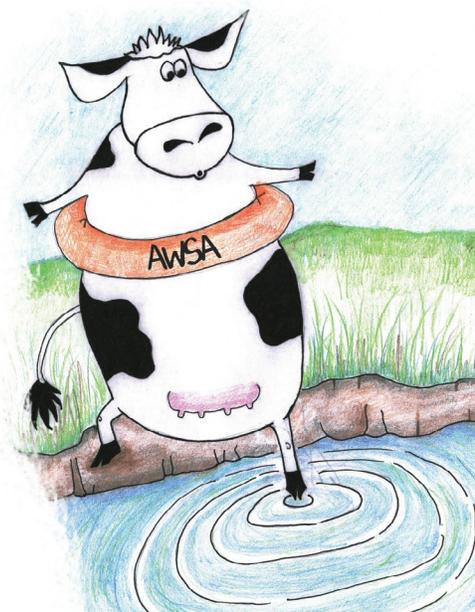
April 4, 2019
Holiday Inn @ Tower,
Pewaukee

April 10, 2019
Best Western Premier
Hotel, Oshkosh

The Aspiring Administrators Program is for outstanding educators considering administrative careers. The program encourages these individuals to learn from administrators for an introduction to topics, issues, problems, and other facets of school administration. Please accept this opportunity to impact our profession by nominating one of your staff. Services include:

- Receipt of AWSA publications
- Attendance at the Aspiring Administrator Workshop (held in two locations in April) at a reduced registration fee
- Free admission to all other AWSA-only sponsored conferences and conventions, subject to space limitations*
- Access to AWSA staff members for information and advice

*AWSA reserves a limited number of seats for Aspiring Administrators at AWSA-only sponsored conferences on a first come/first served basis for each event. Additional participants of the Aspiring Administrator Program may attend at the member fee.



AWSA Academies: Focused, In-Depth Learning

Which academy is right for me?

Over time at AWSA, we have developed a number of academies that provide a depth of learning and growth for education leaders in the most complex areas of the work. Each of these academies involves a series of sessions designed to help participants engage deeply in their learning, with enough opportunity to apply and integrate what they are learning throughout the series so that such efforts can meaningfully take hold in local leadership action.

Given many leadership demands, choosing the most appropriate route for deep learning and support can often present considerable challenge. We have designed the following table to help leaders think through their greatest local needs and then consider the AWSA academy that would best address that need.

If your identified need is _____,	Then consider the ____.
A) Gaining support and coaching as an administrator in your first year of service.	New Building Administrators Academy (NBAA)
B) Building focus and coherence of your system's improvement agenda and related short-term cycles of intentional action, leading to significant adult practice and student achievement gains.	School Administrators Institute for Transformational Leadership (SAIL)
C) Analyzing and deeply problem solving the complex challenges of equity to address persistent achievement gaps, however they are manifested within your local community.	Leading for Equity Academy (LEA)
D) Implementing or sustaining professional learning communities as a means to ensure high levels of student achievement and engagement.	Leading Professional Learning Communities
E) Developing the capacity to provide coaching and feedback that is aligned to high expectations, standards, and research-based effective instructional practices.	Impactful Coaching Academy
F) Developing assessment literacy capacity in order to lead continuous improvement efforts that focus on high quality teaching, learning, and organizational excellence.	Data Leadership Academy
G) Supporting building leaders to reflect on their impact utilizing a continuous improvement mindset.	Supporting Principal Excellence

AWSA Academies: Dates and Locations

Wisconsin is a large state and weather can compromise attendance for educators. Therefore, AWSA is committing to a rotating regional approach in locations for our academies. The following calendar reflects our offerings and their rotating locations for the next two years. It's important to recognize that some offerings are repeated in different locations in a given year.

Region	2018-19	2019-20
Fox Valley	<ul style="list-style-type: none"> • Data Leadership Academy • Impactful Coaching Academy 	<ul style="list-style-type: none"> • Data Leadership Academy • Leading for Equity Academy • Leading Professional Learning Communities
Central	<ul style="list-style-type: none"> • Data Leadership Academy • Leading Professional Learning Communities • SAIL 	<ul style="list-style-type: none"> • Leading for Equity Academy • Impactful Coaching Academy
Eau Claire Area	<ul style="list-style-type: none"> • Leading for Equity Academy • New Building Administrators Academy 	<ul style="list-style-type: none"> • Data Leadership Academy
Southern Area	<ul style="list-style-type: none"> • Leading for Equity Academy • Impactful Coaching Academy • New Building Administrators Academy • Supporting Principal Excellence 	<ul style="list-style-type: none"> • Data Leadership Academy • New Building Administrators Academy • Impactful Coaching Academy • SAIL • Supporting Principal Excellence

New Building Administrators Academy

The New Building Administrators Academy provides the guidance, support, and networking necessary for school-level administrators to succeed in year one and beyond.

The NBAA does this by providing:

- Just-in-time and ongoing professional learning throughout the course of the first year
- Examples of best practices and thoughtful approaches that address major responsibilities of school-level leadership
- An abundance of resources to assist with on-the-job questions, concerns, and experiences
- A professional network of job-alike peers facilitated by first-rate administrative veterans



Knowledge Objectives

1. Gain practical knowledge in areas important to new leaders including shaping school culture, supervising Educator Effectiveness, overseeing special education, managing budget and operations, and administering handbooks.
2. Examine the value of a monthly checklist detailing specific administrative responsibilities through the course of a school year and demonstrate means for customizing this to the demands of the local context.
3. Explore the potential applications and benefits of select change management and leadership tools upon local practice.
4. Understand how to initiate/deepen access to a professional network, connecting with the people and resources that provide a growth and support system for an administrative career.

Practice Objectives

1. Construct an entry plan that matches components of leadership to the unique contextual needs of the organization.
2. Develop a high-impact weekly calendar that focuses on key year-one goals and prioritized efforts that emphasize proactive rather than reactive leadership.
3. Apply questioning techniques and coaching strategies that lead to educator reflection on practice and impact.

Dates and Locations: This academy includes three all day workshops and two webinars.

Members of the New Building Administrator Academy have the opportunity to engage with a personal coach at no additional cost. These coaches are current and former principals who have demonstrated leading schools of equity and excellence.

Dates and Locations
August 9, 2018 Sheraton Hotel, Madison
November 7, 2018 Holiday Inn-South, Eau Claire
May 1, 2019 Milwaukee Metro Area
Webinar Dates
October 9, 2018 - 1:00 to 2:30 PM
January 29, 2019 - 1:00 to 2:30 PM

SAIL Institute

School Administrators Institute for Transformational Leadership



One of the greatest challenges in education is to maintain focus on what matters most for student learning amid the daily demands of the job and within an environment of unprecedented expectations for student results. Yet within this context, research asserts the importance of concentrated and sustained effort: schools that focus and develop deep knowledge and skill on a “vital few” improvement strategies outperform those that lack focus.

SAIL is designed to assist school and district leadership teams in creating a coherent and connected plan for transforming education at the local level within a complex environment, and in the process, instill confidence throughout the system for powerfully moving forward.

Knowledge Objectives

1. Demonstrate foundational knowledge of coherence components that build deep organizational impact
2. Identify and address root cause problems of practice at the instructional, organizational, and leadership levels.
3. Examine how long-term phases of change can inform and guide short-term implementation and inquiry cycles

Practice Objectives

1. Move organizational practice to the *accelerating* level or beyond in a minimum of four components of the Coherence Progression (Fullan and Quinn, 2016)
2. Develop and advance one or more 100-day implementation and monitoring action plans with milestones meeting 70% or more of the identified quality indicators.
3. Develop one or more adult learning frameworks meeting quality indicators in an area of instructional focus

Dates and Locations: SAIL is a two-year, cohort program. Those districts/schools/team members registering are making a commitment to the SAIL program and to other cohort teams for the full two years of the program, starting June 2018. Year one dates are listed below.

Dates and Locations Year One
June 18 - 20, 2018 Kalahari Resort, Wisconsin Dells
November 28, 2018 Wilderness Resort, Wisconsin Dells
March 13, 2019 Wilderness Resort, Wisconsin Dells

Leading for Equity Academy



In order for Wisconsin’s students to be prepared for their futures and Wisconsin’s communities to remain strong in a global economy, it is imperative that all students graduate college and career ready. As Wisconsin’s student population becomes increasingly diverse, the persistence of disparities in the educational system poses real challenges to opportunity and economic progress.

The Leading for Equity Academy (LEA) will engage you in a deep analysis of your school/district so that you are equipped to thoughtfully address complex problems of equity and effectively action plan next steps to tackle persistent -- but not insurmountable -- achievement gaps, however they are manifested within your local community. The blended and distributed learning session design of this academy fosters application of learning and related plans with timely opportunities for reflection and adjustments as participants cultivate sustainable practices and mindsets back home. The overall goal of the LEA is to help leaders across Wisconsin provide schools of equity and excellence for their communities.

Knowledge Objectives

1. Learn foundational concepts in the following areas related to leading for equity: the history of marginalization; assets- vs. deficits-based thinking; identity development; and equity research themes.
2. Understand how to construct *equity non-negotiables* and *co-plan to co-serve teams* and how they both function to disrupt a cycle of marginalization.
3. Demonstrate how to transform adult roles and responsibilities that support identity-relevant teaching and learning for all students.
4. Grasp how to leverage local policy, procedures, and funding to eliminate inequities.

Practice Objectives

1. Conduct a comprehensive school/district equity audit.
2. Create a draft equity non-negotiables document to guide the local school/district’s improvement journey.
3. Develop a local school/district equity action plan, indicating which specific equity steps will be addressed each year.

Dates and Locations: The LEA includes three all day workshops and two webinars. Choose from one of two cohorts listed below

	Cohort 1: Eau Claire	Cohort 2: Madison	Webinar Dates
Cohort Options	September 12, 2018 The Lismore, Eau Claire	September 13, 2018 Madison	January 10, 2019 1:00 - 2:30 PM May 14, 2019 1:00 - 2:30 PM
	November 6, 2018 The Lismore, Eau Claire	November 1, 2018 Madison	
	March 19, 2019 The Lismore, Eau Claire	March 20, 2019 Madison	

Impactful Coaching Academy



The educator effectiveness model provides growth opportunities for teachers, principals and other valued staff in our school districts today. This model requires principals, supervisors, and coaches to be highly effective at providing feedback.

Whether your school has instructional coaches or you're trying to build teacher leadership capacity, all staff desire and deserve coaching and feedback aligned to high expectations, standards, and research-based effective instructional practices. In this professional learning opportunity, participants will further develop the capacity to provide coaching and feedback for reflection.

This workshop is also available as an onsite school or district workshop. Contact Tammy Gibbons for additional information at (608) 729-6662 or tammygibbons@awsa.org

Knowledge Objectives

1. Identify and explicitly address the impact of instructional practice on student engagement and achievement through coaching conversations.
2. Demonstrate knowledge of questioning techniques that generate educator reflection on practice and impact.
3. Examine protocols for coaching conversations and determine how and when to use them effectively.
4. Demonstrate knowledge of the conditions required for successfully engaging in a crucial conversation.

Practice Objectives

Participants, through observation and feedback will meet two or more of the following key practice outcomes:

1. Apply questioning techniques and coaching strategies that lead to educator reflection on practice and impact.
2. Demonstrate effectiveness in delivering observation feedback using a balanced analysis approach (claim, evidence, impact)
3. Provide video evidence of application of coaching skills learned.

Dates and Locations: This is a four-day Academy which includes two days back-to-back followed by a third and fourth day after application of learning.

	Cohort 1: Oshkosh	Cohort 2: Madison
Cohort Options and Dates	August 13 & 14, 2018 Best Western, Oshkosh,	January 14 & 15, 2018 Holiday Inn @ The American Center, Madison
	September 27, 2018 Best Western, Oshkosh	February 15, 2019 Holiday Inn @ The American Center, Madison
	October 19, 2018 Best Western, Oshkosh	March 4, 2019 Holiday Inn @ The American Center, Madison

Data Leadership Academy

The Data Leadership Academy is designed to help leaders and leadership teams develop an inquiry mindset, data use culture, and capacity to lead continuous improvement efforts that focus on high quality data-informed teaching, learning, and systems improvement. During each session, team members will learn, reflect, discover, refine, and design strategies to enhance their own leadership



Participant Knowledge Objectives

1. Understand the conditions for leading a data use culture and inquiry mindset.
2. Grasp data leadership policies and protocols to protect student privacy and improve data quality.
3. Understand effective structures and strategies for leading inquiry into both student and practices/systems data that inform adult practice.
4. Learn relevant WISE tools that enhance and simplify the data inquiry process.

Participant Practice Objectives

1. Conduct a local assessment of data-informed leadership and analyze results for action planning.
2. Develop a school year calendar to organize team data inquiry with data source access at leadership and teacher team levels.
3. Analyze local and state data sources through root cause analysis to engage in inquiry for the purpose of identifying priorities for improving student learning.
4. Implement an investigation into practices and systems to inform theories of action, plan for improvement, and determine needs for program evaluation.

Dates and Locations: This Academy which includes two days back-to-back followed by a third and fourth day after application of learning. Choose between two cohorts listed below.

	Cohort 1: Oshkosh	Cohort 2: Wausau
Cohort Options and Dates	October 4 & 5, 2018 Best Western, Oshkosh	October 4 & 5, 2018 Jefferson Street Inn, Wausau
	December 12, 2018 Best Western, Oshkosh	December 12, 2018 Jefferson Street Inn, Wausau
	April 10, 2019 Best Western, Oshkosh	April 10, 2019 Jefferson Street Inn, Wausau

Leading Professional Learning Communities



If you're looking to build, advance or sustain a professional learning community, this academy will help you thrive. Equip yourself, or better yet, a team, to sustain a professional learning community that ensures high levels of student learning and engagement. The academy is designed to help you through unique challenges and will target specific

areas such as leadership, assessment, collaboration and more. Since this academy builds on the Professional Learning Communities at Work Institute, hosted by Solution Tree, it is recommended that at least one member of the registered team should have attended an Institute in the past.

Knowledge Objectives

1. Understand the elements of a professional learning community and the collaborative team process.
2. Grasp the structure and benefits of utilizing both a guiding coalition and reciprocal accountability.
3. Examine protocols and structures that guide and support implementation of professional learning communities.
4. Identify strategies for creating shared knowledge/direction as well as overcoming implementation obstacles.

Practice Objectives

1. Demonstrate use of effective protocols and structures to guide and support implementation of professional learning communities.
2. Exhibit evidence of leading a healthy culture built upon a foundation of strong trusting relationships.
3. Act as an agent of change as demonstrated by the utilization of a guiding coalition, decision-making, communication, analysis, and implementation efforts.
4. Demonstrate a continuous improvement mindset through ongoing implementation assessment.

Dates and Locations: This Academy which includes two days back-to-back followed by a third and fourth day after application of learning.

Dates and Locations
August 6 & 7, 2018 Holiday Inn, Stevens Point
November 16, 2018 Holiday Inn, Stevens Point
February 1, 2019 Holiday Inn, Stevens Point

Supporting Principal Excellence

Professional Growth Coaching for Leaders

Today's school administrators need skillful support from leaders of teaching and learning. Leaders who believe in coaching as a vehicle for developing exemplary leadership. The WASDA-AWSA Coaching for Leaders Academy will equip superintendents, central office leaders, and others who directly support principals with the tools and practices that enhance principal performance in leading schools of equity and excellence for student success. The Academy's overarching goal is to assist with the development of instructional leadership skills that deliver breakthrough results for all students.

Supporting Principal Excellence



Knowledge Objectives

1. Identify strategies to determine best practices in teaching and learning.
2. Understand how to use evidence of principal practice to identify next steps of leader improvement that foster a positive educational environment and support the diverse cultural and learning needs of students.
3. Learn a process for determining local academic priorities and problems of practice.
4. Understand how to identify a shared problem of practice and recognize strategies to impact change.

Practice Objectives

1. Analyze coaching conversations and scenarios for effectiveness and intended impact.
2. Promote reflection on impact by engaging leaders in coaching simulations that use targeted questioning and conversation strategies.
3. Engage in a relationship with a principal for the purpose of practicing and analyzing coaching skill.
4. Facilitate coaching conversations that ensure equity and excellence in schools.

Dates and Locations: Attend all four day long workshops listed below.

Dates and Location
October 18, 2018 - Madison
November 30, 2018 - Madison
January 31, 2019 - Madison
March 7, 2019 - Madison

School and District Workshops

Bringing Professional Leadership to Your Door

There may be times when traveling to a workshop or conference doesn't fit your leadership or budget needs.

That's why Joe Schroeder and Tammy Gibbons have developed half-day and full-day workshops to take to your school, district, athletic conference, or local principals' group.

During these workshops you will work on developing, creating, analyzing and sustaining leadership practices and systems in which teachers and students will be supported and successful. These workshops are interactive, informative, and go beyond "sit and get" by engaging AWSA members in the opportunities and challenges they are facing today, with results that will continue tomorrow and into the future.



Available workshops with Joe:

- Managing to Lead
- Teacher / Principal Effectiveness
- Succeeding as a Change Leader in Changing Times
- Growing and Focusing Your Staff
- Motivating and Engaging Every Student: Where Success for All Begins

Available workshops with Tammy:

- Developing a Coaching Mindset
- Teacher Leaders Development
- Implementation Planning
- Assessment and Grading Strategies



To Contact Joe Schroeder
or Tammy Gibbons
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tammygibbons@awsa.org

Information, Networking & Communications Support

Information



AWSA Update Bulletin

AWSA's Update Bulletin is our electronic newsletter, emailed to members every other week. The bulletin contains up-to-date state news, professional articles, DPI news, legal updates, and professional

development opportunities. The Update is available in Elementary, Secondary, and District editions to best suite your needs and interests. The most current Update and archived articles can be found at www.awsa.org

Wisconsin Education News



A daily compilation of news stories is sent right to your inbox, Monday through Friday, giving you a statewide perspective on legal, budgetary, and regulatory issues, as well as success stories and award winning programs.

The Wisconsin Education News is also posted daily on the AWSA website.



Once a month AWSA brings you the MAIN IDEA creates an 8-page summary of a current education book each month. This summary contains the core ideas of the book, and organizes those ideas with enough accompanying details and examples so you can have a working knowledge of its content.

At the end, THE MAIN IDEA includes a full page of suggestions for ways to use the ideas in the book for professional development of your staff.

Every week AWSA brings you the Marshall Memo, published since 2003, is designed to keep principals and other educators well-informed on current research and best practices in the field. Kim Marshall, drawing on his experience as a teacher, principal, central office administrator, consultant, and writer, lightens the load of busy educators by serving as their "designated reader."



Marshall Memo

To produce the Marshall Memo, Kim subscribes to 44 carefully-chosen publications and looks through scores of articles each week to select 5-10 that have the greatest potential to improve teaching, leadership, and learning. He then writes a brief summary of each article, provides links to full articles when available, and highlights a few striking quotes.

Networking

Providing opportunities for busy leaders to network is important to us at AWSA. Google Communities are provided to members as a venue to pose a question, learn from others and engage with principals across our state. Join any one of the existing communities and begin networking today!

- **Elementary Leaders Forum**
- **Associate Principals Forum**
- **Middle & High School Leaders Forum**
- **District Learning Leader Forum**

Communications Support



Effective school leaders engage stakeholders in meaningful ways to promote student success. The following resources support you in this important work.

Crisis Communications

One of the most important aspects of dealing with a crisis is knowing what to communicate, along with to whom and how. With this in mind, the Donovan Group, an education-focused communications firm, provides crisis communications support to AWSA members. The AWSA website includes information related to contacting the Donovan Group and comprehensive resources for communicating in crisis situations.

Communication Tools

Are you maximizing your website, social media and other communications tools to engage key stakeholders in support of your students? AWSA provides



communication tools to help you assess your communication strengths and help identify areas of growth. We will provide you with information about how to improve your communications efforts, consider current communications practices, and select the tools needed to help make the effort easier.



A Commitment to Professional Learning for Equity and Excellence

Learning Leadership	Data Use & Performance Management	Productive School Culture	Operations Management	Communications & Community Engagement	Professionalism & Advocacy
<ul style="list-style-type: none"> Model and lead an inclusive school of high expectations for all regardless of race, class, culture, language, gender, orientation and disability. Guide the development of a vision that places students at the center and that builds a shared understanding and commitment to each student's academic success and well-being. Identify and use high-quality research and data-based strategies and practices that inform teaching and increase learning for every student. Model lifelong learning by continually deepening understanding and practice related to content standards, assessment, data, teacher evaluation, and professional learning strategies. Ensure that frequent, ongoing educator development and feedback leads to rigorous, relevant, and engaging education for all students. Develop a repertoire of effective strategies for coaching/teacher development that leads to actionable feedback. Model and encourage risk-taking to promote growth, change, and innovation. Support the development of personalized learning systems that provide opportunities to maximize the potential of all students and instill a love of learning. 	<ul style="list-style-type: none"> Develop assessment literacy and use/develop data systems to identify strengths and gaps between goals and areas for improvement. Situate sources of information and data analysis within a cycle of inquiry to identify, facilitate, and monitor a focused improvement agenda that recognizes phases of implementation, engaging staff and community stakeholders as appropriate into the process. Utilize a systems perspective to promote coherence among improvement efforts and develop the capacity to lead continuous improvement that focuses on high quality teaching, learning, and organizational excellence. Create systems for professional support, including growth-oriented observations, analysis, and reflection. Develop and maintain data and communication systems to deliver actionable information for classroom and school improvement. Consistently use evaluation results and other relevant data to promote individual and school growth and to inform school improvement planning. 	<ul style="list-style-type: none"> Create and sustain a school environment in which each student is known, accepted and valued, trusted and respected, cared for, and encouraged to be an active and responsible member of the school community. Develop shared commitments and collective responsibility for providing an intellectually challenging, culturally responsive school environment that maintains accountability to all students. Utilize shared decision-making and collaboration to build relationships and to enhance positive school/district morale. Advocate for and create collaborative systems and distributed leadership responsibilities that support student and staff learning. Promote a digital-age learning culture in schools and organizations. Provide opportunities for collaborative examination of practice, collegial feedback, and collective learning. 	<ul style="list-style-type: none"> Implement practices to recruit, develop, and retain a student-centered, diverse, high-performing staff. Plan for and manage staff turnover and succession, providing opportunities for effective induction and mentoring of new personnel. Generate, align, and leverage resources for the sound stewardship of the school's resources. Ensure that each student has equitable access to effective teachers, learning opportunities, academic and social support, and other resources necessary for success. Use effective tools, skills, and knowledge of strategic, long-range, and operational planning to continuously improve the operational system. 	<ul style="list-style-type: none"> Communicate school goals, learning expectations, challenges, improvement plans and progress to all stakeholders, and vary communication strategies to be responsive to a variety of audiences with different backgrounds and perspectives. Maintain a presence in the community to understand its strengths and needs, develop productive relationships, and engage its resources for the school. Demonstrate cultural competence to improve teaching and learning and community engagement. Assess effectiveness of different communication strategies and adapt as necessary (e.g., retooling message, expanding scope of communication). Solicit and respond to contact from parents and community members in a timely and meaningful way. Provide timely, professional, and effective crisis and media communication when warranted. Model and promote the frequent and effective use of technology for communication, learning, and results. 	<ul style="list-style-type: none"> Articulate, advocate, and cultivate core values that demonstrate high expectations for equity, inclusiveness, and social justice. Demonstrate and communicate a working knowledge and understanding of state/federal public education regulations and laws, as well as school district policies. Foster the success of all students by demonstrating behavior consistent with legal, ethical, and professional standards, engaging in continuous professional learning. Communicate, collaborate, and connect effectively with the school board, staff, families, policy makers, and the community. Develop relationships with stakeholders and policymakers to identify, respond to, and influence issues, trends, and potential changes that affect education to advocate for student and system needs. Manage uncertainty, risk, competing initiatives, and politics of change with courage and perseverance. Contribute to, enhance, and support the development of the profession maintaining a healthy work-life balance.



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