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AWSL Mission:
Providing leadership opportunities that support and increase the academic and social success of all students.

What is the Opportunity Gap?
The opportunity gap is created by the unequal or inequitable distribution of resources and opportunities. Just as there is an academic education gap in schools marked by disproportional achievement among student demographic groups, so too is there an opportunity gap that exists in student activities. In short, not all student demographic groups are equitably represented in many student activity programs. A step toward equity starts with the acknowledgment that there are still structural issues with institutionalized racism, sexism, disparate educational opportunities and oppressed treatment experienced by students of color or groups not in the majority.

What is the goal of Equity work?
The goal of equity is to create the conditions and commit resources, so all students have the supports they need to participate. Analyzing a school through an equity lens can lead to changes which result in increased student participation and engagement, especially from underrepresented student groups. AWSL believes in the following equity goals:

- Opportunities for students to lead, represent and reflect the demographics of the school.
- The school promotes multiple opportunities and access points for all students to lead.
- All students can learn to lead, just like all students can learn math, English, social studies and other content areas.

“Every system is perfectly designed to get the results it gets.”
—Dr. Paul Batalden, health care system innovator

The Association of Washington Student Leaders is a division of the Association of Washington School Principals

AWSL Belief Statement
AWSL believes that all students and adults have the ability to lead in their school.

In order to promote positive social and academic experiences for all, our focus provides opportunities, support and resources to:

- Examine, interrupt and address patterns of historic and current oppression
- Engage, connect, and collaborate with others
- Create safe schools where all are valued
- Feel successful in school and life.

Association of Washington Student Leaders
2442 Cispus Road
Randle, WA 98377
(360) 497-5323
www.AWSLeaders.org
<table>
<thead>
<tr>
<th>AWSL Goals and Objectives using language from Washington State Social Emotional Learning Standards</th>
<th>AWSP Leadership Framework Criteria</th>
</tr>
</thead>
</table>
| **Self-Awareness**  
• Explore one’s identity, story, culture, linguistic-assets and aspirations.  
• Understand strengths, areas of growth, biases and privilege. | Creating a Culture, Ensuring Safety, Aligning Curriculum, Improving Instruction, Engaging the Community, Closing the Gap |
| **Social Awareness**  
• Increase understanding of the power of words as it relates to microaggressions, biased language, sarcasm and humor.  
• Practice strategies that promote respect and acceptance in regard to multiple perspectives.  
• Recognize how people’s stories and experiences have shaped their identity. | Creating a Culture, Ensuring Safety, Aligning Curriculum, Improving Instruction, Engaging the Community, Closing the Gap |
| **Self-Management**  
• Define and recognize individual needs and triggers as it pertains to coping skills, self-care and stress.  
• Identify and practice strategies to manage emotions and self-regulate.  
• Develop the ability to listen for understanding without the need to respond.  
• Understand and value different leadership styles and their effectiveness in different settings. | Ensuring School Safety, Planning with Data, Engaging the Community, Managing Resources, Closing the Gap, Creating a Culture |
| **Social Management**  
• Identify and understand group processes and dynamics, especially in regard to the diversity of the group.  
• Learn and practice techniques for building and strengthening relationships.  
• Learn and practice techniques for resolving conflicts and repairing relationships.  
• Engage in constructive conversations while valuing the dignity of all participants.  
• Learn techniques and skills to advocate for self and others. | Managing Resources, Closing the Gap, Creating a Culture, Engaging the Community, Ensuring School Safety, Aligning Curriculum, Improving Instruction |
| **Self-Efficacy**  
• Practice shared responsibility and accountability.  
• Initiate, generate, and evaluate goals.  
• Believe, identify, and utilize the value of one’s experiences, talents, skills, and interests as assets and resources. | Managing Resources, Creating a Culture, Closing the Gap, Aligning Curriculum, Improving Instruction, Engaging the Community, Planning with Data |
| **Social Engagement**  
• Increase the opportunities, resources and support for all students to lead in their communities.  
• Develop a system where multiple perspectives are sought and utilized to make decisions for the community.  
• Utilize school demographics as an essential tool to interpret data to create a positive culture and climate.  
• Utilize project planning strategies for organizing school activities and events that reflect the cultures and interests of everyone on campus. | Creating a Culture, Planning with Data, Ensuring School Safety, Closing the Gap, Aligning Curriculum, Improving Instruction, Engaging the Community |
Student leaders are a part of a school's leadership team. Principals foster success by working to achieve excellence in eight defined areas in the Leadership Framework. Student leaders can also be doing positive work in these areas. Though the approaches might be different, the goals are the same: all students in the school achieve academic and social success. With student leaders actively involved, the Leadership Framework becomes the foundation for everything that happens in a school.

<table>
<thead>
<tr>
<th>What Principals are asked to do...</th>
<th>AWSL Executive Committee Belief Statements</th>
<th>What student leaders can be doing...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influence, establish and sustain a school culture conducive to continuous improvement.</td>
<td>We believe that students and staff thrive in a culture where they feel valued and supported.</td>
<td>Create a place where kids want to come to school instead of having to come to school. Help your principal establish a school climate where kids feel supported, included and are able to develop to their full potential.</td>
</tr>
<tr>
<td>Lead the development of a comprehensive safe schools plan that includes prevention, intervention, crisis response and recovery.</td>
<td>We believe that every student deserves to experience not only physical but emotional safety; this condition, in turn, precipitates belongingness and success.</td>
<td>Stop bullying in its tracks. Stand up for what is right, kind and fair. Help your principal establish a school environment where kids are physically, socially and emotionally safe.</td>
</tr>
<tr>
<td>Lead the development, implementation and evaluation of the data-driven plan for improvement of student achievement.</td>
<td>We believe that principals are informed best with data collected by student leaders who can articulate the voice of their fellow students.</td>
<td>Become the eyes and ears and heart and soul of your school. Listen, watch, observe and talk to your principal! Help your principal collect and analyze data to improve the effectiveness of the school system.</td>
</tr>
<tr>
<td>Help align curricula to state and local district learning goals and align assessment practices to best instructional practices.</td>
<td>We believe in making it a priority to increase student learning by developing new study strategies and leading by example in the classroom environment.</td>
<td>Make the job of being a teacher easier by being a role model for others in class. Organize meaningful teacher appreciation events.</td>
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<tr>
<td>Evaluate staff in effective instruction and assessment practices and assist staff in identifying valid, reliable sources of evidence of effectiveness.</td>
<td>We believe that classroom instruction can be improved through providing feedback for teachers and actively participating in class.</td>
<td>Learn what you are taught. Be kind to the guest teachers. Help your principal establish a school with a positive academic identity.</td>
</tr>
<tr>
<td>Manage human and fiscal resources to accomplish student achievement goals.</td>
<td>We believe that student leaders must establish a relationship with principals in order to properly use ASB funds and to manage resources within the school.</td>
<td>Be responsible with your Associated Student Body funds. Help your principal utilize the scarce human and fiscal resources available to the school to their fullest.</td>
</tr>
<tr>
<td>Communicate and partner with school community members to promote student learning.</td>
<td>We believe that as student leaders, we have a duty to make our schools active members in their communities.</td>
<td>Don't frighten the adults! Make the community feel proud that you are the future. Help your principal create opportunities for positive interaction between the school and members of the community.</td>
</tr>
<tr>
<td>Demonstrate a commitment to closing the achievement gap.</td>
<td>We believe that student leaders need to advocate for equitable opportunities to promote the success of all students regardless of circumstance.</td>
<td>Leave no one behind! Graduate with all of your peers. Be a mentor to younger students. Help your principal close the achievement gap between the kids who are graduating and meeting standard and the kids who are not.</td>
</tr>
</tbody>
</table>
When students know their work is focused around the same framework as the principals, they are able to provide the very best options for their peers that align with our work as adults. 

Anecia Grigsby, Assistant Principal, Sammamish High School, Bellevue School District

In the early registration brochures for summer camp in the 1950s, a message from the principals reads: "Washington high school summer workshops are made possible through the combined efforts of all the secondary school principals throughout the state. They believe in and foster student participation through the student council." Students were placed in a system where they participated in student council to plan their activities while the school was managed by the principal. By the 1970s, a new paradigm beyond student participation was born out of the Vietnam war and youth movement: student voice. When 18-20 year-olds around the country rallied to pass the 26th amendment, their main argument was that if they were old enough to fight in a war, then they were old enough to vote on the representatives that were sending them to war. Student leaders in schools continued to participate, but they now could provide input into the school system. Their opinions on school issues were solicited, and what they said mattered.

So what is the role of student leaders now?
If we push forward on the evolving arc of student involvement utilizing the AWSP Leadership Framework, the new paradigm is that of partner in educational outcomes. A simple rephrasing of a graphic brings this point to light.

We are teaching this slight-of-hand graphic to both high school and middle level school students that participate in one of our Washington Student Leadership programs or trainings. It is now a main staple of our curriculum. We explain that leaders in schools need to be focused on these concepts. And, just like a principal, they too are a leader in a school. The words principals use to explain one of the criteria might be different and what they decide to do might be different than what student leaders decide to do, yet the question is the same: how can schools help all students achieve academic and social success by creating a culture, ensuring school safety, planning with data, aligning curriculum, improving instruction, managing resources, engaging the community and closing the gap?
# Year at a Glance

## August

**High School**
- Encourage students to apply for Student Voice & Advocacy Board

**All**
- Meet with students who attended summer camp and see what they have learned.
- Renew or join AWSL Membership.
- Connect with AWSL if you are a new adviser in your building.
- Purchase AWSL curriculum and resource books.
- Register for ASB finance workshops for advisers, administrators, bookkeepers and students.
- Read AWSL’s Equity, Opportunity and Access information to prepare for the school year.

## September

**High School**
- Register for Fall Leadership Conference.
- Encourage students to apply to teach a small group workshop at the Fall Leadership Conference.

**Middle School**
- Register for regional Fall Leadership Days.
- Register for Fall Team Retreat (Takes place at Cispus Learning Center).

**Elementary**
- Connect with AWSL about our Elementary Leadership Programs (*Walk, Talk & Rock Like a Leader, All Play or Leadership 101*).

**All**
- Renew or join AWSL Membership.
- Connect with AWSL if a new adviser.
- Purchase AWSL curriculum and resource books.
- Register for ASB finance workshops for advisers, administrators, bookkeepers and students.

## October

**High School**
- Begin thinking about summer leadership camps in terms of budget.

**Middle School**
- Begin thinking about summer leader camps in terms of budget.
- Register for regional ¡La Chispa! Workshops (Bilingual Leadership/Empowerment workshop).
- Consider being a host for Middle Level Regionals.

**Elementary**
- Connect with AWSL about our Elementary Leadership Programs (*Walk, Talk & Rock Like a Leader, All Play or Leadership 101*).

**All**
- Renew or join AWSL Membership.
- Register for ASB finance workshops for advisers, administrators, bookkeepers and students.
- Contact A AWSL if you are interested in serving on a summer leadership camp staff.
- Register for WACA (Washington Activity Coordinators Association) Conference, which takes place in March.
- Nominate High School and Middle Level advisers for Adviser of the Year.

## November/December

**High School**
- Begin thinking about summer leadership camps in terms of budget.
- Consider hosting regional I AM | WE ARE regional workshop focusing on awareness, inclusion & empowerment.

**Middle School**
- Begin thinking about summer leader camps in terms of budget.
- Consider being a host for Middle Level Regionals.

**Elementary**
- Connect with AWSL about our Elementary Leadership Programs (*Walk, Talk & Rock Like a Leader, All Play or Leadership 101*).

**All**
- Consider joining AWSL for discounted programs, resources and opportunities.
- Register for ASB finance workshops for advisers, administrators, bookkeepers and students.
- Contact A AWSL if you are interested in serving on a summer leadership camp staff.
- Register for WACA (Washington Activity Coordinators Association) Conference (in March).
- Nominate High School and Middle Level advisers for Adviser of the Year.

## January

## February
High School
- Work on final steps towards registering for summer leadership camps. Registration opens February 1st. Spots fill up fast!
- Consider hosting regional I AM | WE ARE regional workshop focusing on awareness, inclusion & empowerment.

Middle School
- Work on final steps towards registering for summer leadership camps. Registration opens February 1st. Spots fill up fast!
- Register for Middle Level Regionals.

Elementary
- Connect with AWSL about our Elementary Leadership Programs (Walk, Talk & Rock Like a Leader, All Play or Leadership 101).

All
- Consider joining AWSL for discounted programs, resources and opportunities.
- Contact AWSL if you are interested in serving on a summer leadership camp staff.
- Register for WACA (Washington Activity Coordinators Association) Conference, which takes place in March.

High School
- Registration for summer leaderships is open! Reservation form and a PO will secure your spots. Spots fill up fast!
- Consider hosting regional I AM | WE ARE regional workshop focusing on awareness, inclusion & empowerment.

Middle School
- Registration for summer leaderships is open! Reservation form and a PO will secure your spots. Spots fill up fast!
- Register for Middle Level Regionals.

Elementary
- Connect with AWSL about our Elementary Leadership Programs (Walk, Talk & Rock Like a Leader, All Play or Leadership 101).

All
- Consider joining AWSL for discounted programs, resources and opportunities.
- Register for WACA (Washington Activity Coordinators Association) Conference, which takes place in March.
- Contact AWSL if you are interested in serving on summer leadership camp staff.
- Connect with AWSL about our Elementary Leadership Programs (*Walk, Talk & Rock Like a Leader, All Play or Leadership 101*).

**All**
- Consider joining AWSL for discounted programs, resources and opportunities.

### June

**High School & Middle Level**
- Double check with AWSL that all forms and POS are in for summer leadership camps.

**ALL**
- Let AWSL know about changes to your school's leadership team and adviser changes.

### July

**ALL**
- Let AWSL know about changes to your school's leadership team and adviser changes.
- Book a beginning of the year retreat at Cispus or Chewelah Peak Learning Center.
- Relax!
High School Programs at a Glance

Explore these AWSP/AWSL leadership development opportunities. Use trained student leaders to help...

- Create Culture
- Ensure Safety
- Close the Gap
- Engage the Community

October

AWSL Fall Conference $  
Hosted by a member school and its community  
Our first signature event of the school year, the AWSL conference is an incredible opportunity for high school student leaders from across the state to network and learn from each other.

Resident Counselors at ML Team Retreat 😊  
Cispus and Chewelah Peak Learning Centers  
An advanced leadership opportunity for outstanding high school leaders to help run the Team Retreats.

November  
¡La Chispa! mentors 😊  
One-day Latinx workshops throughout the state  
¡La Chispa! regional workshops build academic and self-identity in middle level Latinx students. High school students serve as mentors and role models.

March  
WACA Conference – Adviser Training $$$  
Participate at the state’s largest student leadership adviser training hosted by the Washington Activity Coordinators Association. This annual conference has been providing practitioners ideas, inspiration and innovations since 1972.

Winter/Spring  
AWSL Student Voice and Advocacy Board & State Board of Education 😊  
Student voice at the heart of our organization  
The Student Voice and Advocacy Board guides AWSL initiatives as well as provide crucial student voice to decision makers across the state. Each year, the Board chooses a Sophomore to represent students on the State Board of Education through their Senior year.

June  
AWSL Adviser Training $$  
Chewelah Peak Learning Center  
Create a student leadership philosophy, gain practical ideas and network with other advisers. Come as an individual from your school or bring a team. This is a great opportunity for reflection and planning.

June – August  
High School Leadership Camps $$  
Late June - August 4, 10 sessions  
Cispus and Chewelah Peak Learning Centers  
Immerse student leaders in an in-depth, residential leadership experience. Camp staffs are composed of veteran student activity advisers, administrators and other professionals. Both traditional and specialty camps, including Latinx, Native American and Deaf Teen camps are offered.

July  
CheerLeadership Camp $$  
Central Washington University  
CheerLeadership Camp is a one-of-a-kind partnership between the National Cheerleaders Association who provides cheer and stunting instruction, with veteran AWSL staff providing leadership training to highly visible student leaders.

August  
Middle Level Resident Counselors 😊  
Cispus and Chewelah Peak Learning Centers  
An advanced leadership opportunity for outstanding high school leaders to help supervise and run AWSL’s middle level Summer Leadership camps.

To help you plan your leadership budget, programs are listed with approximate costs:

- 😊 Free opportunities for students.
- $ $100 - $200 per delegate or adviser
- $$ $200 - $400 per delegate or adviser
- $$$ $400+ per delegate or adviser

For more information visit:  www.AWSLeaders.org
**Middle Level Programs at a Glance**

Explore these AWSP/AWSL leadership development opportunities. Use trained student leaders to help...

Create Culture • Ensure Safety • Close the Gap • Engage the Community

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**August**

**Middle Level Leadership Camps $$$$**
*Cispus and Chewelah Peak Learning Centers*
Immerse student leaders in an in-depth residential leadership experience. Students attend as members of a school delegation. Advisers who attend (optional) participate in a separate adviser session designed to strengthen skills and build a network of support. Camp staffs are composed of veteran student activity advisers, administrators and other professionals.

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**October**

**Fall Leadership Days $**
*One-day workshops at locations across the state*
Start the year with energy, ideas and skills. This one-day workshop focuses on teambuilding, officer responsibility and project planning.

**Team Retreat $$$**
*Cispus Learning Center*
Develop a team that is ready for the challenges of leadership during this three-day retreat. Advisers meet regularly with their school group to process the retreat learning while also having separate time to network as advisers. The curriculum focuses on project planning, school climate and officer responsibility. The retreat is facilitated by AWSL staff.

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**November**

**¡La Chispa! Regional Workshops $**
*One-day workshops hosted by high schools throughout the state*
Ignite the leadership potential in emerging Latinx leaders. These one-day regional workshops tap into the efficacy of near peer relationships by connecting high school role models with middle level students. The program is delivered bilingually and focuses on building a positive self and academic identity.

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**February**

**Middle Level Regional Workshops $**
*One-day workshops hosted by middle schools throughout the state*
Energize both new and veteran student leaders in a highly engaging, fast-paced day. The Middle Level Regionals program is a great opportunity to both introduce new students to the concepts of leadership as well as motivate ASB officers for the end of the year activities.

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**March**

**WACA Conference – Adviser Training $$$$$**
Join fellow advisers, administrators and ASB bookkeepers at the biggest student leadership adviser training in the state. The annual conference of the Washington Activities Coordinators Association has been providing practitioners ideas, inspiration and innovations since 1972.

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**June**

**AWSL Adviser Training $$$**
*Chewelah Peak Learning Center*
Create a student leadership philosophy, gain practical ideas and network with advisers and administrators. Come as an individual from your school or bring a team. This is a great opportunity for reflection and planning.

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To help you plan your leadership budget, programs are listed with approximate costs:

- $ $20 - $40 per delegate or adviser
- $$ $50 - $100 per delegate or adviser
- $$$ $100 - $150 per delegate or adviser
- $$$$ $200 - $250 per delegate or adviser
- $$$$$ $300+ per delegate or adviser

For more information visit: [www.AWSLeaders.org](http://www.AWSLeaders.org)
Explore these AWSP/AWSL leadership development opportunities. Use trained student leaders to help...

Create Culture • Ensure Safety • Close the Gap • Engage the Community

Each elementary workshop and training is customized for your unique goals and school configuration. All of our programs start with a conversation with you. Together, we match our program offerings with what you hope to accomplish. It is our belief that student leaders are key stakeholders in the process of creating a culture, ensuring safety and closing the gap. To help you begin thinking about how we can serve your school, we have defined a menu of some basic workshop topics...but feel free to add to this plate of choices! These workshops can be delivered on your school doorstep or incorporated into a retreat at the Cispus and Chewelah Peak Learning Centers.

Workshops

Walk, Talk and Rock Like a Leader
Creating a positive climate where everyone belongs

What does a caring school look like, sound like and feel like? These questions are explored in this highly engaging workshop. Students learn to invite, compliment and encourage others. To create a culture of acceptance and belonging, students practice the interpersonal S³ communication skills: smile, shake and share. Individual leadership styles are identified to promote positive teamwork.

All Play—Inclusive Recess Games
Play fair, play fun, everybody plays with everyone

Kids love games. This workshop introduces students to over 15 easy-to-learn, inclusive games that can be played at recess, around tables or during PE. Kids that play together can learn together. Maximize the impact of this workshop by considering having playground and lunch supervisors, PE teachers as well as older student leaders attend the workshop and learn the games with the students.

Leadership 101 & Meeting Skills
Energize your student leaders for action

Jumpstart your student council or leadership team with basic leadership skills and age appropriate effective meeting techniques. Students learn engaging, student-friendly methods to generate ideas, make decisions and communicate effectively. They also polish their presentation skills, identify their strengths and weaknesses as student leaders.
Other Options

Utilizing High School and Middle Level Role Models during a Workshop

Harness the power of near peers

Utilizing high school and middle level student leaders as role models to help with workshop trainings is a great programming choice. The research indicates that near peers have a positive impact on educational outcomes. Providing a training for the role models prior to the event with the elementary students helps the day run smooth.

Staff Training—Inspiring Students to Lead A Resource Guide for Elementary Schools

Committing to a staff training on how to effectively teach from Inspiring Students to Lead: A Resource Guide for Elementary Schools is a proactive way to start a leadership program.

Looking for a Retreat? Learn outside the school house walls

The outlined workshops and trainings can easily be adapted to a retreat setting. Consider planning a retreat at one of the learning centers operated by the Association of Washington School Principals. The Cispus Learning Center is three hours south from Seattle, and the Chewelah Peak Learning Center is one hour north of Spokane. By booking a retreat at either site, you will receive reduced rates on facilitation fees for our leadership workshops and trainings.

How to Book a Workshop

See next page

How to Book a Workshop

Contact AWSL to discuss your specific needs and goals.

- Eastern Washington Schools
  James Layman
  jamesl@awsp.org or 509.868.4732

- Western Washington Schools
  Joe Fenbert
  joef@awsp.org or 360.497.5323

Once a date and workshop topics have been selected, we will send you agreement contract, and then an invoice billing will be sent to you after the workshop has been conducted.

Workshop Time Frame

Each workshop is generally six hours, but can be shorter or longer in length depending on your need.

Pricing

The fees associated with a workshop are:

- mileage at .40 per mile from Cispus
- food/lodging if travel makes it necessary
- workshop fee

Members of the Association of Washington Student Leaders (AWSL) receive a $50 discount on workshops and trainings.

Workshop Fees:

<table>
<thead>
<tr>
<th>Number of People</th>
<th>Fee</th>
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<tbody>
<tr>
<td>Up to 100</td>
<td>$1,250</td>
</tr>
<tr>
<td>100-250</td>
<td>$1,500-$2,000</td>
</tr>
</tbody>
</table>

An additional supply fee of $1.50 per student is added to the Rock, Talk and Walk Like a Leader workshop for special program-specific materials.
Workshops Include

Facilitators:
Certified facilitators from the Association of Washington Student Leaders conduct the workshops. Facilitators are teachers, administrators or professionals who are involved in some aspect of the Association of Washington Student Leaders program. Most are associated with a summer leadership camp.

Materials & Supplies:
The Association of Washington Student Leaders supplies all materials and handouts for activities.

Additional Options:
To add to the atmosphere of your event, you can purchase the following customized Association of Washington Student Leaders items:

<table>
<thead>
<tr>
<th>Item</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>folder</td>
<td>1.50 each</td>
</tr>
<tr>
<td>pen</td>
<td>.50 each</td>
</tr>
<tr>
<td>pencil</td>
<td>.25 each</td>
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</tbody>
</table>

Facility Needs
The best workshop space for us is one that allows participants to sit and listen while a concept is introduced as well as space for small group activities. Gyms with bleachers and floor space, cafeterias/libraries with tables and floor space, or theaters with a large stage and wide aisles provide good workshop areas. It is also possible to hold a workshop in a local community hall or church that meets our space requirements.