As we look to the future in education, we must focus as always on how our day to day work impacts children to become ready for the next steps in life. We must strive to build and strengthen them, not only academically, but socially. We want them to be prepared for college or a career path post high school, as they choose ready for adulthood and life. How we prepare them has a direct impact on our lives as well.

The accountability placed on us as educators is constantly changing. Districts within Alabama have recently received assessment results that will be utilized to create baseline data in order to measure growth at each school and district. Accountability will not only be determined by assessment results; graduation rates, attendance, participation, and teacher performance will all be used. This “dashboard” will mesh together to review results from all indicators to determine growth. Hopefully, this will enable schools and districts to continue to drill down in all of these areas to focus on the areas needing improvement.

In the end, it all comes down to realizing what we have always known, that everything we do plays a part in the final outcome --- preparation of our students for LIFE!
Executive Director’s Report

Being a Leader in Difficult Times

A leader is defined as one who can make decisions, is honorable, gains respect, and can get individuals to act together for the common good. And being an ethical leader is even more difficult as strange and unusual situations present themselves. It is critical that a person has moral compass and acts on those standards, whether self-imposed or by the community. In 1986, William Foster wrote in his book, Paradigms and Promises: New approaches to Educational Administration, that “each administrative decision carries with it a restructuring of human life: that is why administration at its heart is the resolution of moral dilemmas.” As leaders/administrators, decisions are made each and every day that impact countless lives. The decision may be dealing with CCRS standards, placement of teachers, implementation of a new math curriculum, re-assignment of instructional counselors, or development of enrichment programs. No matter the decision, there will be a domino effect and this is for good or not so good. Real-life dilemmas are “in our faces” every day and the decisions we make will impact teaching and learning for years and perhaps, a lifetime. Caution, risk taking, data collection, and proactive decision making are caveats of powerful leaders. We must take heed of our own moral compass and then be comfortable with our decision.

Several leadership events are planned for Spring 2015. The Standards Summit II will be held with one day of training in Montgomery (April 23) and another day of training in Birmingham (April 24). Format will follow the 2014 Summit with a nationally recognized keynote speaker and the Alabama state superintendent of Education, Dr. Tommy Bice. Breakout sessions by exemplary performing schools and leaders will take a big portion of the day. The goal is to have approximately 400 school administrators participate and invitations will be forthcoming. A Middle Grades Summit will be June 2 at Liberty Park for Birmingham area middle school teachers. More information can be found in the marketing flyer in this newsletter.

Remember the annual ASCD Conference will be held in Houston on March 21-23 and many sessions and the keynote sessions are available through streaming. Hope you will be able to join AASCD in at least one of the Spring events.

Dr. F. Jane Cobia
Executive Director
AASCD
Back Stage Pass: Middle School Best Practices Summit

Set the Stage for a Successful Year!

Ever wonder what's going on in another middle school? If so, this collaborative "back stage pass" is for you! This summit will "pull back the curtains" and provide middle school teachers, counselors, and administrators with time for meaningful roundtable discussions. Breakout groups will "spotlight" roundtable table discussions around best practices and challenges submitted ahead of time by the Summit participants. Additional "tickets may be punched" for administrators, SPED teachers, guidance counselors, ELL teachers, and technology specialists. Please come and "set the stage" for a reflective summer and exciting 2015-16 school year by lending YOUR voice to the conversation. After all, there's no business like middle school (show) business!

What: Middle School Best Practices Summit
Guest Speaker: Dr. Tommy Bice
When: June 3, 2015
Where: Liberty Park Middle School
17035 Liberty Parkway
Vestavia Hills, AL 35242
Time: 8:30am - 1:00pm
Other: The deadline to turn in your Interest Inventory Survey and sign up is April 1, 2015. Remember to register for session #157FY15Q in STI-PD. A light breakfast and lunch will be provided.
What an empowering experience LILA 2015 was for educators! With the 114th Congress having the potential to recreate education policy, the Leadership Institute for Legislative Advocacy attendees rolled up their sleeves to educate federal lawmakers about the need for a complete, immediate, and long-term congressional reauthorization of the Elementary and Secondary Education Act (ESEA). Alabama ASCD board members Dr. Jane Cobia, Mr. Donald Turner, Mrs. Mitchee Neel, and I joined forces with Mrs. Meghan Everett, a current ASCD Emerging Leader, AASCD member, and Alabama teacher, to explore the ASCD legislative agenda and talk specifically with Alabama lawmakers.

In preparation for meeting with lawmakers on Capitol Hill, LILA attendees heard a variety of political analysts and advocacy gurus offer insight into the current political climate, as well as offer advice on how to get issues to rise to the top among decision makers. Straight-talking Chris Matthews, the host of MSNBC’s Hardball, was a crowd favorite. “Teachers are articulate and know how to speak up. This gives them an advantage in advocacy”, he told the crowd. With over thirty states represented, LILA attendees took his message to heart and immediately went to work preparing messages for lawmakers. Megan Wolfe, along with ASCD Legislative Committee members, presented the ASCD Legislative Agenda for discussion. The five recommendations ASCD calls on Congress to act on in order to promote the success of students, educators, schools, communities, and the nation are:

1. Reauthorize ESEA now
2. Establish a multimetric accountability system
3. Reduce the reliance on standardized testing
4. Promote a whole child education
5. Honor and support the education profession

After thorough discussions about each of these five points and the priorities established by state affiliates, John Gundlach who serves as GMMB Senior Vice President and Group Creative Director, led attendees through the final preparation for meeting with lawmakers. In his hands-on sessions, Gundlach taught educators how to craft a personal advocacy story designed not only to make a point, but to make a difference. We have all been guilty of simply working hard to get our point across from time to time. Having learned to work smarter, we all left the final session determined to make a difference.

A light dusting of snow greeted the Alabama delegation early the final morning as we made our way to Capitol Hill. Visits with Senators Shelby and Sessions, as well as Representatives Byrne, Roby, Rogers, Aderholt, Brooks, Palmer, and Sewell, made for an eventful day on Capitol Hill. We found it invigorating to talk with lawmakers who are in-tune to the needs of Alabama students, educators, schools, and communities. The Alabama delegation represented the ASCD Legislative Agenda with integrity and passion and found that lawmakers were eager to hear from practitioners. It truly was a great day for Alabama ASCD on Capitol Hill!

As a final thought, we encourage all our AASCD members to be an advocate for education reform. What is your advocacy story? Go tell it!
LILA 2015 PHOTO RECAP

Pictured L-R: Mitchie Neel, Donald Turner, Jane Cobia, ASCD President - Nancy Gipson, and Ashley Catrett

Pictured L-R: Ashley Catrett, Meghan Everett (Emerging Leader), Rep. Bradley Byrne, Jane Cobia, and Donald Turner

Pictured L-R: Ashley Catrett, Donald Turner, Mitchie Neel, Jane Cobia, and Meghan Everett

Donald Turner (Left) and Meghan Everett (Right) with Rep. Mike Rogers.
Teachers and school leaders are accustomed to the words curriculum and instruction. Those words are instrumental in developing and planning educational pathways for students to learn. Most educators recognize curriculum is essentially what must be taught. Furthermore, instruction is understood to be the planned lessons to deliver the curriculum. However, my experiences have shown many educators have a misconception about pedagogy. Often, educators simply do not know what pedagogy is. A very important challenge results!

I have been blessed to work with school leaders, beginning teachers, career tech teachers entering the classroom from the workforce, veteran teachers, student interns, and aspiring instructional leaders. The connection between these three important terms is not always understood. Curriculum consists of the content to be taught; however, curriculum is not instruction. Instruction is planning how the curriculum will be delivered. Instruction is not synonymous with pedagogy. Pedagogy is truly the essence of teaching when the curriculum comes alive as the planned instruction becomes a reality when the students are in the classroom, the bell rings, the door closes, and the teacher begins his/her interaction with students. Additionally, pedagogy encompasses the all important factor of classroom management. Research has clearly associated the ability of a teacher to manage his/her classroom with student achievement. Teachers can have knowledge of the curriculum and plan exquisite lessons; however, they must be able to manage the classroom for effective teaching and student learning to take place.

I often ask my aspiring instructional leaders to identify what they want to be the core of their school. Two themes typically result: great teaching and student learning. While identifying the curriculum and planning instructional activities to deliver the curriculum are important, pedagogy is the key for both themes to reign.

There is another pertinent piece of the puzzle. After curriculum, instruction, and pedagogy, assessment enters the arena. Student assessments are given periodically. Assessments include formal and informal testing. The pedagogical savvy of a teacher does impact the performance on tests by students. Assessments represent what was taught and how it was taught. The assessment component advances the importance of pedagogy; it should not neglect the importance. It is not uncommon to hear about curriculum, instruction, and assessment without pedagogy being mentioned.

The challenge must be recognized and accepted. Teachers need to assess their pedagogical skills. Educational leaders at all levels (school, school district, institutions of higher education, and the State Department of Education) must continue their support of the development of pedagogical skills of teachers so the curriculum and planned instruction can be delivered in an effective way to facilitate student learning. Student assessment depends on it!

Dr. Christopher G. Pritchett
Associate Professor
Instructional Leadership and Administration
Troy University
and
Executive Director
Alabama Association of Professors of Educational Leadership (AAPEL)
Educators have two New Years to celebrate.....the starting of the school year in the fall and the beginning of the calendar year each January. With this school year now more than half over, the new calendar year is upon us! Congress began its new session the first week of January. State legislators will begin their work in a few weeks. Both of these groups have a huge impact on public education. For the first time in years there is word from Washington that reauthorization of education law is on the table, long overdue. This is an important time for us as our national elected officials begin this discussion. Alabama legislators will be working to pass an education budget and deliberating other issues related to education. Considering the magnitude of these discussions, both at the state and national levels, we need to stay informed as well as to inform our elected officials of our thoughts on these important issues. Your AASCD officers visited each Senator and Congressional member in late January. Conversations are ongoing with our state representatives. Help us keep educator input in decisions related to public education. Join the conversation in this New Year!

Upcoming Professional Development Events

ASCD Conference  
March 21-23  
Houston, Texas

The Standards Summit II  
April 23 - Montgomery  
April 24 - Birmingham

Middle School Best Practices Summit  
June 3  
Liberty Park Middle School

CLAS Annual Convention  
June 14-17  
Renaissance Montgomery
Like many other school systems across the state, Enterprise City Schools has been striving to better prepare our graduates for the workforce and their future careers. During the 2013-2014 school year, Enterprise High School (EHS) received a $142,031 grant and introduced health care classes into its course offerings. In that first year, approximately 60 students entered the program. Due to high demand and requests for these classes, an additional $142,031 grant was acquired and two additional two teachers. Currently, 392 students are enrolled in health science classes! Enterprise City Schools is the second largest employer in this area following Fort Rucker. For this reason, a teacher education program was identified as a significant area of need. There has been excellent interest in the program and currently three classes of students are enrolled in the first course entitled Education and Training. Finally, a need to give students the opportunity to explore engineering careers and further develop their interest in science, technology, engineering, and math was recognized. After securing a $146,817 grant, an engineering program was added this year. The grant enabled us to establish and furnish a state-of-the-art engineering lab. A retired engineer was hired as the instructor, and we are already amazed with the interest and progress of our students. The administration of EHS recognizes the need to stay current with industry and be fluid in our approach to course offerings in an effort to ensure our graduates are meeting the needs of our community.

Due to the efforts to match career tech offerings with the needs of the community, EHS was awarded the “Workforce Initiative Award” by the Enterprise Chamber of Commerce in October. This award was established to recognize business and industry programs addressing the issues of recruiting, training and maintaining workers, utilize local providers of workforce services, and partner with the local community to improve the quality of life for employees and the economic vitality of the city.

In addition to new course offerings, EHS identified a need to provide their students with college and career resources beyond those traditionally offered. During the 2013-14 school year, a College & Career Center was established. Two retired counselors were hired to work in the Center. Students may visit the Center to do everything from taking the Alabama Career Interest Inventories (Kuder) as a freshman or sophomore to completing the FAFSA during the spring of their senior year. The Center has really become the “hub” of College & Career planning at EHS. One goal of the Center is to help low income students prepare for college. Students who qualify for free or reduced lunch will more than likely qualify for the Pell grant, giving them access to a two year degree at little or no cost. The counselors in the Center have been tasked with working with those students to discuss college plans and encouraging them to continue their education. The counselors help these students apply to colleges, register for the ACT if needed, apply for scholarships, and complete the FAFSA. We have found many of these students have a desire to attend college, but may not know where to start or have parents who can assist them.
Other activities in the Center include:

- a two-year school college fair where the community colleges in our area present to the junior and senior classes their program offerings
- a “soft skill of the week” initiative where a soft skill is promoted school-wide
- free weekend ACT prep
- administering the all 10th graders the PSAT which serves as a screener for National Merit eligibility and to determines those students who are ready for AP courses
- a PSAT prep course for juniors who are potential National Merit Scholars
- an Armed Services recruiting day with branches of the military present to assist students wishing to join the military, and
- a College Admissions Prep Camp during the summer to help juniors and seniors get a jump start on the college application process.

During the 2013-14 school year, there were 993 visits made to the College & Career Center. Of those 993 visits, 423 were students who receive free or reduced lunches.

The results of the college and career initiative can be seen all over campus. Students in the healthcare, education, and engineering classes are engaged and excited about their learning. Scholarship dollars increased from $7.9 million for the class of 2013 to $12.5 million for the class of 2014. In addition, the percentage of students planning to attend college increased from 79% to 85%. The graduation rate has steadily improved over the last four years, culminating with a 96% graduation rate for last year!
You’re invited to join us for the 44th Annual CLAS Convention

Conference Features:
- Networking Opportunities
- Distinguished Speakers
- Numerous Session Tracks
- Motivational Presentations
- PLU Credits

Notable Sessions:
- “Becoming a Catalyst for Change” with Erin Gruwell
- “Preparing Students for the 21st Century” with Dr. Bill Daggett
- “Endless Possibilities: Igniting Opportunities for Alabama Students” with Dr. Tommy Bice

The most important professional development experience for Alabama’s current and future school administrators!

Register Online

2015 CLAS Convention
June 14-17, 2015
Renaissance Montgomery Hotel & Spa and Montgomery Performing Arts Centre
Montgomery, Alabama

Earn a PLU:
- Standard I: Planning for Continuous Improvement
- Standard II: Teaching and Learning
- Standard IV: Diversity
- Standard VII: Management of the Learning Organization

www.celasleaders.org
2015 CLAS Annual Summer Convention
June 14-17, 2015 | Montgomery, Alabama
Renaissance Montgomery Hotel & Spa and MPAC
REGISTRATION

(PLEASE PRINT CLEARLY)

Full Name: _________________________________________
Name for Badge: ____________________________________
Position: ____________________________________________
School System: ______________________________________
School: _____________________________________________
Phone: ___________________  Fax:  ____________________
E-mail Address: ______________________________________
(required for confirmation)
Bill To:  _____________________________________________
Billing Address: ______________________________________
City, ST Zip: _________________________________________

1. CONVENTION REGISTRATION
(Includes all meals, breaks, door prizes, sessions, and president’s reception)
circle the appropriate registration fee

<table>
<thead>
<tr>
<th></th>
<th>PRE-REGISTRATION</th>
<th>REGISTRATION</th>
<th>ON-SITE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BY MAY 15</td>
<td>BY JUNE 12</td>
<td>JUNE 14-17</td>
</tr>
<tr>
<td>MEMBER</td>
<td>$ 240</td>
<td>$ 270</td>
<td>$ 295</td>
</tr>
<tr>
<td>NON-MEMBER</td>
<td>$ 390</td>
<td>$ 420</td>
<td>$ 445</td>
</tr>
<tr>
<td>RETIRED MEMBER</td>
<td>$ 120</td>
<td>$ 130</td>
<td>$ 140</td>
</tr>
<tr>
<td>ASPIRING ADMIN MEMBER</td>
<td>$ 155</td>
<td>$ 170</td>
<td>$ 190</td>
</tr>
<tr>
<td>ASPIRING ADMIN NON-MEMBER</td>
<td>$ 230</td>
<td>$ 245</td>
<td>$ 265</td>
</tr>
<tr>
<td>SPOUSE/GUEST</td>
<td>$ 110</td>
<td>$ 120</td>
<td>$ 130</td>
</tr>
</tbody>
</table>

Spouse/Guest Name:
(Complete only if registered, does not receive professional development credit)

TOTAL Section 1................................. $ _____________

2. MEALS (No charge for paid registrants, but reservations are required!)
Awards Luncheon .........................Tuesday, June 16
- I will attend (No charge if paid convention registration)
- My spouse/guest will attend (included in $75 spouse/guest fee)
- I need _____ extra ticket(s) at $40 each

Closing Breakfast Session ...................Wednesday, June 17
- I will attend (No charge if paid convention registration)
- My spouse/guest will attend (included in $75 spouse/guest fee)
- I need _____ extra ticket(s) at $30 each

TOTAL Section 2................................. $ _____________

GRAND TOTAL (Sections 1 & 2)...................$ _____________

3. SPECIAL ACCOMMODATIONS
☐ I have special health/dietary needs:

4. EMERGENCY CONTACT (In case of emergency, we will contact)
Name: ____________________________________________
Relationship: ______________________________________
Daytime Phone: _____________________________________
Other Phone: _______________________________________

5. PAYMENT (Refunds granted only upon written request. No refunds granted after June 6, 2014.)
☐ Check (enclosed) # __________________________
☐ Purchase Order # ___________________________
☐ Credit Card (Visa/MC/Discover)
  ☐ Visa  ☐ Master Card  ☐ Discover
  Card Number: ____________________________________
  Expiration Date: _________/_________ CVV: ___________
  (Last 3 digits on back of card)
Cardholder Name: __________________________________
Cardholder Address: _________________________________
Cardholder Phone: _________________________________
Signature: _________________________________________

Send registration by 24-hour fax line to (334) 265-3611 if paying with credit card or purchase order, or mail the completed form with your payment to:

CLAS
P.O. Box 428
Montgomery, AL 36101-0428

Room Reservations: Hotel reservations may be made by calling the Renaissance Montgomery at (877) 545-0311 and asking for the 2015 CLAS Summer Convention room rate of $130 per night for single/double rooms. Reservations are subject to availability and must be made by May 15, 2015, to receive this rate. Online reservations - http://bit.ly/clasconv15res

Questions? Call (800) 239-3616 or visit us online at www.clasleaders.org

Online Registration available at www.clasleaders.org
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Donald Turner</td>
<td>President/Int. ASCD Representative</td>
<td>Calhoun County</td>
</tr>
<tr>
<td>Dr. Patrick Chappell</td>
<td>Immediate Past President/CLAS Board</td>
<td>Homewood City</td>
</tr>
<tr>
<td>Ashley Catrett</td>
<td>President Elect/CLAS Board</td>
<td>Crenshaw County</td>
</tr>
<tr>
<td>Ms. Vicky Ozment</td>
<td>Vice President Membership</td>
<td>Talladega County</td>
</tr>
<tr>
<td>Mrs. Mitchie Neel</td>
<td>Secretary</td>
<td>Blount County Schools Foundation</td>
</tr>
<tr>
<td>Dr. Jane Cobia</td>
<td>Executive Director/International ASCD Board Member</td>
<td>Samford University</td>
</tr>
<tr>
<td>Carlos Nelson</td>
<td>CLAS Board</td>
<td>Sheffield City</td>
</tr>
<tr>
<td>Mr. Rickey Darby</td>
<td>CLAS Board</td>
<td>Shelby County</td>
</tr>
<tr>
<td>Vivian Brown</td>
<td>CLAS Board</td>
<td>Boaz City</td>
</tr>
<tr>
<td>Dr. Celia Rudolph</td>
<td>Region 1 Representative</td>
<td>Muscle Shoals</td>
</tr>
<tr>
<td>Jon Hatton</td>
<td>Region 1 Representative</td>
<td>Lauderdale County</td>
</tr>
<tr>
<td>Carlos Nelson</td>
<td>Region 1 Representative</td>
<td>Sheffield City</td>
</tr>
<tr>
<td>Dr. Jan Tribble</td>
<td>Region 2 Representative</td>
<td>Limestone County</td>
</tr>
<tr>
<td>Jodi Jacobs</td>
<td>Region 2 Representative</td>
<td>Blount County</td>
</tr>
<tr>
<td>Judy Warmath</td>
<td>Region 3 Representative</td>
<td>Madison City</td>
</tr>
<tr>
<td>Kristi B. Pair</td>
<td>Region 3 Representative</td>
<td>Albertville City</td>
</tr>
<tr>
<td>Jetta Branch</td>
<td>Region 4 Representative</td>
<td>Tuscaloosa City</td>
</tr>
<tr>
<td>Dr. Alicia Cannon Nalls</td>
<td>Region 4 Representative</td>
<td>Fayette County</td>
</tr>
<tr>
<td>Dr. Shannon Stanley</td>
<td>Region 5 Representative</td>
<td>Jefferson County</td>
</tr>
<tr>
<td>Amy Banaszek</td>
<td>Region 5 Representative</td>
<td>Tarrant City</td>
</tr>
<tr>
<td>Mike Newell</td>
<td>Region 6 Representative</td>
<td>Jacksonville City</td>
</tr>
<tr>
<td>Kristie Goodwin</td>
<td>Region 6 Representative</td>
<td>Oxford City</td>
</tr>
<tr>
<td>Amanda Esslinger</td>
<td>Region 7 Representative</td>
<td>Homewood City</td>
</tr>
<tr>
<td>Jane Marie Marlin</td>
<td>Region 7 Representative</td>
<td>Vestavia Hills City</td>
</tr>
<tr>
<td>Dr. Emily Freeland</td>
<td>Region 7 Representative</td>
<td>Mountain Brook City</td>
</tr>
<tr>
<td>Dr. Joy House</td>
<td>Region 8 Representative</td>
<td>Huntingdon</td>
</tr>
<tr>
<td>Dr. Brenda Rickett</td>
<td>Region 9 Representative</td>
<td>Opelika City</td>
</tr>
<tr>
<td>Cristen Herring</td>
<td>Region 9 Representative</td>
<td>Auburn City</td>
</tr>
<tr>
<td>Clair Moore</td>
<td>Region 9 Representative</td>
<td>Elmore County</td>
</tr>
<tr>
<td>Dr. Carolyn Lee Taylor</td>
<td>Region 10 Representative</td>
<td>Mobile County</td>
</tr>
<tr>
<td>Dr. Camille Wright</td>
<td>Region 11 Representative</td>
<td>Enterprise City</td>
</tr>
<tr>
<td>Dr. Teri B. Prim</td>
<td>Region 11 Representative</td>
<td>Enterprise City</td>
</tr>
<tr>
<td>Dr. Amy Murphy</td>
<td>Web Precence Representative</td>
<td>UM Regional Inservice Center</td>
</tr>
<tr>
<td>Dr. Tommy Bice</td>
<td>SDE Representative</td>
<td>State Superintendent of Education</td>
</tr>
<tr>
<td>Dr. Jodi Newton</td>
<td>Higher Education Representative</td>
<td>Samford University</td>
</tr>
<tr>
<td>Mrs. Gail Morgan</td>
<td>CLAS Advisor</td>
<td>CLAS/Professional Dev. Coor.</td>
</tr>
<tr>
<td>Mrs. Nancy Cotter</td>
<td>Executive Director Emeritus</td>
<td>Talladega County (retired)</td>
</tr>
</tbody>
</table>