

UPDATE

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Week of April 15, 2013

PRINCIPAL EFFECTIVENESS: NOT SO EASY TO EVALUATE

The role of principals in student achievement is an important factor, not only in the evaluation context, but also in education policy and reform discussions. While research on the topic is not limited, more and more studies are being undertaken as public policy is tying student achievement to principal evaluations. School principals have a strong effect on student achievement, in creating conditions and cultures that lead to better teaching and learning and on shaping the long-term impact of school improvements. The results of a study on the impact of principal effectiveness were recently published in *Education Next*, a journal coproduced by the Hoover Institute (Stanford University), the Kennedy School (Harvard University) and the Thomas B. Fordham Institute. The full study, *Estimating the Effect of Leaders on Public Sector Productivity: The Case of School Principals*, by **Dr. Gregory F. Branch** (University of Texas at Dallas), **Dr. Eric A. Hanushek** (Hoover Institute at Stanford University) and **Dr. Steven G. Rivkin** (University of Illinois at Chicago) was published by the National Bureau of Economic Research and provides new evidence on the importance of school leadership in student achievement. Their results indicate that principals can raise or lower the achievement of a typical student between two and seven months of learning in a single year depending upon their effectiveness. Of course, this impact is smaller than that associated with a teacher, but it is more widely felt. The principal affects all of the students in the school versus the teacher who may only impact his/her classroom. The analysis used data from the University of Texas at Dallas which included matched sets of public school teachers, administrators, staff and students over many years. It merged information on teacher and administrator experience, salary, education, class size, grade, population served and subject with student achievement by school, grade, year, gender, ethnicity and family income level.

The research looked in large part at principal and teacher turnover or transitions and the impact on achievement. They assumed principals had little control over new hires and therefore focused on turnover. This led to the conclusion that more highly rated principals were more successful in creating an environment that retained effective teachers and moved out those who were ineffective. This was seen as one of the key ways that a principal could improve student achievement. They also concluded that highly effective principals produce higher annual student gains and have higher teacher turnover in grades where teachers are least effective.

An interesting observation was that Texas schools with a high proportion of low-income students were more likely to have principals in their first-year or with minimal experience. In fact, the proportion of first-year principals was forty percent higher in schools in the bottom quartile of student achievement than those schools in the top quartile. The proportion of principals that had been at their current school at least six years was fifty percent higher in schools with higher scores. Acknowledging that the reason for the leadership turnover was a mitigating factor in student achievement, the researchers attempted to factor this into their data by subdividing the principals according to where they went when they left.

While hailed by some as sound statistical proof, the study was not supported by others. **Dr. Margaret Terry Orr**, Director of the Future School Leaders Academy at Bank Street College of Education in New York, reviewed it last month in a publication by the National Education Policy Center at the University of Colorado at Boulder. She found the study to be ambitious but limited by its methodology—old data (1993-1999) and failure to account for several variables, such as district assignment policies, career mobility patterns, other influences on high-poverty schools and non-principal-influenced teacher mobility. She concludes a quite exhaustive report with the excerpt below that has significance for all administrators:

PRINCIPAL (Cont.)

*The most important policy-relevant conclusion that can be derived from this report is that estimating principal effectiveness using student achievement data for performance evaluation decisions is simply not possible given current methodology and sample size restrictions. This conclusion is further confirmed by the other recently released studies of value-added indicators of principal effectiveness. All found that isolating principal effects requires controlling for school effects, which can only be done with principals who are new to the position who can be compared with prior principals of the same school (or vice versa), and having available test grade data. From other studies, this limitation makes value-added analyses applicable to less than half of all principals in the state. **This has a profound effect on the multiple states that have adopted principal evaluation systems that include estimates of principal effectiveness relative to changes in student test scores.***

The recent *Doe vs. Deasy* decision mandated that student data be included in the evaluation of certificated personnel. AALA has signed a one year MOU with LAUSD that is applicable for this current school year which says that starting in 2012-2013, student achievement data will be reflected in one goal and strategy on the Initial Planning Sheet and in one comment in the final evaluation. There have been no adjustments to the AALA-LAUSD Contract and no negotiations for next year regarding evaluation. However, the District is moving forward with updating the latent School Leadership Framework as the basis for administrator evaluation by creating focus groups to look at:

- Gathering input and feedback regarding types of evidence for some of the standards and components of the SLF
- Gathering input and feedback regarding ways in which this evidence could be collected and presented, in an efficient process consistent with the sequence of work that takes place during the school year

Therefore, it is particularly important that we look at what research is saying about the tenets of evaluation and how indelibly fluid the use of student data can be. AALA views the School Leadership Framework as too complicated, too broad and not applicable to all administrators. It's time for a practical framework in its current form for evaluating principals' performance—one that reflects the complexity of the principalship, measures principals' leadership competencies required for student and school success and seeks out the insight and experience that only practicing principals can bring to bear. We are happy to see that principals representing AALA are going to be part of the conversation about their evaluation, because without the expertise of school leaders, the new evaluation systems created may not necessarily be improved or attain desired results, and, as a result, principals may not view feedback from these new evaluation systems as informative for improvement of their practice or their schools. Feedback on practice is particularly important because principals report that they have few sources of trusted feedback on their practice and commonly feel isolated from colleagues due to the rigors of their position.

Dr. Hanushek, who coauthored the study cited earlier in this article, has been used as a resource for the District on including student achievement as a value-added measure in the evaluation of teachers. Yet, we see that his conclusions have been challenged by others in the field. Other research, in collaboration with the National Association of Elementary Principals, has delineated these items as critical components of an evaluation system:

- Be designed with the direct involvement of principals and other constituents
- Be educative
- Be connected to district- and state-level systems (one component of a broader leadership human capital management system)
- Be rigorous, fair and equitable
- Include multiple-rating categories to differentiate performance
- Gather evidence of performance through multiple measures of practice
- Communicate results to principals consistently and with transparency
- Include training, support and evaluation of principal evaluators

We suggest that the focus groups fully implement the above criteria into the existing School Leadership Framework.

HEALTH BENEFITS FAQ

TOPIC: NAVIGATING PRESCRIPTION DRUGS

What are the basic definitions for terms related to prescription drugs?

- **Formulary:** A formulary is a list of drugs that are covered by your medical plan. The formulary includes both generic and brand-name, or “preferred” drugs. “Nonformulary” drugs are those that are not on the list. The formulary list is usually revised during the plan year, with drugs added and removed.
- **Generic:** A generic drug is FDA approved and has the identical active ingredient(s), dosage and strength as its brand-name counterpart. Generic drugs cost significantly less because their manufacture does not involve research and development costs.
- **Brand Name:** A brand-name drug refers to a drug protected by patent. During the effective term of the patent, generic counterparts are not permitted. The difference between a generic and brand name is usually shape, coloring, name and inactive ingredients.
- **Preferred Brand:** Certain brand-name drugs listed on a drug plan’s formulary are called “preferred” and fall under a specific copayment amount.
- **Nonpreferred Brand:** A “nonpreferred brand” is a nonformulary drug. These drugs have the highest copayments.
- **Specialty Drug:** Specialty drugs are medications that require special handling, administration or monitoring. These drugs are used to treat complex, chronic and often costly conditions. Copayments may vary.

How do I find my medical or prescription plan’s formulary?

Plan members may access their plan’s formulary online or request a copy of their plan’s formulary by contacting their plan. The web addresses for your plan’s formulary are:

Kaiser HMO/Senior Advantage	www.kp.org/formulary	Click on Find out what drugs are covered in your area
Health Net HMO/Seniority Plus	www.healthnet.com/lausd	Click on Get Started, Pharmacy; then see bottom of page
Anthem Blue Cross HMO/EPO	www.caremark.com/lausd	Click on Check Availability & Cost
UnitedHealthCare®Group Medicare Advantage HMO (formerly Secure Horizons)	www.uhcretiree.com	Click on Look up prescription drugs for information.

Is the formulary different for Medicare retirees and non-Medicare retirees?

Yes and No. **Yes**, for retirees in Medicare Advantage plans; these plans have a Part D formulary that differs from the formulary for active employees and pre-Medicare retirees. Medicare retirees receive a copy of their plan’s Part D formulary by mail each year. **No**, for members of Anthem Blue Cross Select HMO and Anthem Blue Cross EPO; both Medicare and pre-Medicare retirees have the same copays as active employees.

AALA MEMBERS ELECT NEW DIRECTORS

AALA's Executive Board is comprised of 16 members, including the President of AALA and three officers—a Vice President and two Directors—from each department. The Executive Board is AALA's planning body and sets policies and procedures of the association. We congratulate the newly elected department directors. On Tuesday, April 9, active AALA members elected five department Directors—Adult, Elementary, Secondary, Supervisory, and Unit J, Classified. With 44% of active members voting, the results are:

Adult Director	Elsa Madrid	Principal, Maxine Waters Employment Center
Elementary Director	Renee Fuentes-Campa	Principal, Kingsley Elementary School
Secondary Director	Harold Boger	Principal, LA Center for Enriched Studies
Supervisory Director	Dr. Debbie Dillard	Coordinator, Student Integration Services
Unit J	Steven Johnson	Complex Project Manager, M & O

WHAT IS THE ROLE OF THE JOB STEWARD?

AALA's Unit J Contract is a binding legal agreement between AALA Unit J and the Los Angeles Unified School District. Article XXI of the Contract, which is available on the AALA website, describes the role and responsibilities of Job Stewards. To summarize what the Contract provides, Job Stewards: (a) Represent an employee, upon request, in a grievance meeting as provided for in Article V (Grievance Procedure) and Article X (Evaluation and Disciplinary Procedures); (b) Coordinate union meetings during unpaid time; (c) Post union notices on a bulletin board space designated for such purposes; (d) Report unsafe or unsanitary conditions at the worksite.

In order to fulfill these responsibilities, Job Stewards have legal rights under the National Labor Relations Act including the right to be treated as an equal by management when conducting union business, specifically when representing members. They have the right to be free from retaliation for union activities, the right to request information needed to process a grievance and the right to organize worksite actions. They may not be held to a higher standard than other employees in similar positions.

Ultimately, the Steward's job is to work with members to improve everyone's work life, not simply to do things for individual members. Their key role is to build a united, organized and involved membership.

Note: *This is the first in a series of articles on Job Stewards.*

IN MEMORIAM

ROBERT STEINHAUER — Former assistant principal at Fairfax High School and APSSS at Curtiss and Adams middle schools. Bob retired on October 3, 1996, and passed away on April 9, 2013. Viewing will be from 4:00 – 8:00 p.m. on April 14, 2013, at McCormick Mortuary, 635 S. Prairie Ave., Inglewood 90301. The funeral will be held on April 15, 2013, at 11:00 a.m. at the same location. Donations in Bob's memory may be made to the American Cancer Society or the Veterans of Foreign Wars Post 2075, Hawthorne, CA.

MASTER PROGRAM INSTITUTE (MPI) GRADUATES

Forty participants in Cohort 12, Series II, of the LAUSD/AALA Master Program Institute Collaborative completed the 80-hour intensive training program and received their participation certificates on Thursday, March 21, 2013. The graduates included the following: **John Aquino**, New Open World Academy; **Maria Calderas**, L.A. Academy MS; **Robert Barajas**, Torres HS/Social Justice Leadership Academy; **Harry Bedevian**, Helen Bernstein HS; **Martin Cadres**, Dorsey HS; **Michelle Carbone**, Verdugo Hills HS; **Dreena Joy Castillo**, San Fernando Institute for Applied Media; **Diane Chavez-Palmer**, Gage MS; **Kyoung Chi**, Los Angeles HS; **Andrew Conroy**, Young Oak Kim Academy; **Lindsey Corcoran**, Dorsey HS; **Sergio Cota**, Mark Twain MS; **Teresa DeAnda**, Stevenson MS; **Martha Delgado**, Orthopaedic Medical Magnet HS; **Narmeen Elfarra**, Polytechnic HS; **Patricia Farley-Terry**, Miguel Contreras LC; **Herbert Garcia Muralles**, Ambassador/Global Leaders @RFK; **Karla Guillen**, Harbor Teacher Prep Academy; **Victorio Gutierrez**, View Park HS; **Chris Haddy**, Miguel Contreras LC; **Maria Herrera**, Sylmar Promise Academy; **Andrew Hilbert**, Carnegie MS; **Lina Hodali**, Independence HS; **Heather Karuza**, Edison MS; **Carolyn Kavner**, STEM Academy; **Gina Kuraner**, Sylmar HS; **Teresita Leonido**, John Liechty MS; **Tamika Lewis**, Polytechnic HS; **Oscar Lopez**, Webster MS; **Erica Nava**, West Adams HS; **Sladjana Rakich**, Franklin HS; **Maria Veronica Reyes**, Sylmar HS; **Sandra Rivera**, Hilda Solis LC; **Carrie Ryan-Storey**, Narbonne HS; **Gilberto Samuel**, Curtiss MS; **Ardith Smith**, Santee Education Complex; **Lilia Storey**, Rancho Dominguez Prep; **Irene Tonkovich**, Mendez LC; **Kathy Torres**, Ambassador/Global Leaders @ RFK; and **Amanda Updegraff**, Torres HS/Engineering and Technology Academy.

April McNeel, Administrative Coordinator, and **Cori King**, Coordinator, Talent Management Division, serve as facilitators for the Master Program Institute (MPI). They are assisted by the following APSCS mentors: **Blanche Butler**, **Jim Bryan**, **Maggie Connelly**, **Cindy Cordova**, **Lew McCammon**, **Pat Nichols**, **Rose Rao**, and **Julie Ronquillo**. **Jane Pollock** is the AALA liaison to the program. Planning for the Fall Cohort of the Master Program Institute is now in progress. Individuals interested in participating should contact April McNeel or Cori King at 213.241.6608.

LEADERS TO LEARN FROM

Education Week just introduced the first of an annual *Leaders To Learn From* report that recognizes forward-thinking education leaders and shares their ideas. The report "...aims to draw attention to the importance of good leadership and spread the word on strategies and tactics from leaders..." Education Week's editorial staff made the final selections after requesting nominations from its readers, leaders of administrators' groups throughout the nation, the members of Education Writers Association and from the periodical's own reporters. The 16 district-level leaders who were selected are not all high-profile superintendents, but represent various career educators who, for the most part, have had long-standing ties to their school communities. They include **Jonathan Brice**, **Michele Brooks**, **Patricia Ciccone**, **Kerrie Dallman**, **Linda S. Hicks**, **Clark Hults**, **Daniel P. King**, **Austin Obasohan**, **Kyle Pace**, **Jeffrey K. Platenberg**, **Mary Rona**, **Valeria Silva**, **Steve A. Simmons**, **Judy Sorrell**, **Cynthia Stevenson** and **Dennis Stockdale**. To access the full report, visit: <http://www.edweek.org/leaders/>. Their stories are interesting and worth reading. 2014 nominations are currently being taken at leaders@epe.org.

Associated Administrators of Los Angeles

CALENDAR

EVENT	DATE	CONTACT
Hollenbeck MS 100 th Year Anniversary	April 13, 2013 10:00 a.m. – 5:00 p.m.	323.780.3000
AEIOU Scholarship Dinner Dance at Casa Italiana	April 13, 2013 6:00 p.m.	Doug Pozzo , 310.837.9612
Unit J Job Stewards' Meeting at AALA Offices	April 17, 2013 3:00 – 5:00 p.m.	Cathy Vacca , cvacca@aala.us or 213.484.2226
CalSTRS Pre-Retirement Workshop at Alta Loma ES Library	April 18, 2013 4:00 p.m.	Maria Voigt , 213.241.6365
Fundraiser for Monica Ratliff at Empress Pavilion	April 18, 2013 5:30 – 7:30 p.m.	nancydolanassociates@gmail.com or 323.465.9655
ACSA Region XVI Social at CSUN University Club	April 18, 2013 5:30 – 7:00 p.m.	Brian Sida , bsida@lausd.net or 818.609.2522
AAPA Professional Development Day at Frank Del Olmo ES	April 20, 2013 8:00 a.m. – 12:00 p.m.	Jina Kim , jxl5501@lausd.net
Denim Day and Administrative Professionals Day	April 24, 2013	
CalPERS Webinar—Planning Your Retirement	April 24, 2013 11:00 a.m. – 1:00 p.m.	www.calpers.gov
COBA Meeting at Crenshaw HS Library	April 24, 2013 5:30 p.m.	Josephine Ruffin , josephineruffin@sbcglobal.net
SHSOPO Meeting at Bernstein HS	April 25, 2013 8:00 a.m.	Jason Garrison , jason.garrison@lausd.net
CalSTRS Pre-Retirement Workshop at Weemes ES Auditorium	April 25, 2013 4:00 p.m.	Maria Voigt , 213.241.6365
AALA Representative Assembly Meeting at AALA Offices	April 25, 2013 4:30 p.m.	Gema Pivaral , 213.484.2226 or gpivaral@aala.us
Administrators' Appreciation at Lucky Strike at LA Live	April 25, 2013 5:00 – 7:00 p.m.	RSVP by April 19, 2013 213.542.4880
APSCS Meeting at Phillips Institute	April 26, 2013	Carol Willis , 323.266.7435 or cwillis@lausd.net
COBA Black Child Conference & Scholarship Luncheon at the Sheraton Gateway Hotel	April 27, 2013 7:00 a.m. – 3:00 p.m.	http://www.lausd.k12.ca.us/orgs/coba/Conference.html

UPCOMING EVENTS

- ❖ **Correction:** The contact information for **Robbie Belcher's** retirement party on June 8, 2013, is **Lola Sanchez** at 323.751.3887, not the e-mail address listed last week.
- ❖ AALA members are invited to attend the AAPA Professional Development Day on Saturday, April 20, 2013, from 8:00 a.m. to noon. Please contact **Jina Kim** at jxl5501@lausd.net for registration information.
- ❖ The AJE annual Scholarship Brunch will be held on Sunday, May 19, 2013, from 11:00 a.m. – 2:00 p.m. Tickets are \$50 each prior to May 17, 2013 and \$55 at the door. Please contact **Maralyn Soifer** at 818.903.6640 or mps1907@lausd.net for more information.
- ❖ **Mark Simmons**, Nobel Middle School Assistant Principal, will retire this year. His retirement celebration will be held at Maggiano's in Woodland Hills on May 31, 2013. Please RSVP by May 9, 2013, to **Dr. Anthony Saunders** at 818.773.4700.
- ❖ Maggiano's in Woodland Hills is the site of the retirement party for **Bridget Arce**, Division of Special Education, on June 1, 2013. Please contact **Mary Howard** at 213.241.8194 for more information.
- ❖ **Barbara Fiege**, Director of Interscholastic Athletics, is retiring this year. Her retirement party will be held at the Pickwick Gardens in Burbank on Saturday, June 8th starting at 5:00 p.m. The cost is \$55 per person. Please contact **Kim McEwen** at lola23870@aol.com or 661.212.4524 for more information and to receive a flyer.
- ❖ A retirement celebration will be held for **David J. Gonzalez**, Sutter Middle School Principal, on Sunday, June 23, 2013, at 11:00 a.m. at the Braemar Country Club in Tarzana. Please contact **Rob Krell** at 661.298.7762 or 661.609.2169 for more information.

POSITIONS AVAILABLE

Minimum Qualifications: *Candidates are responsible for making sure all the District requirements have been met. Please do not contact AALA for information regarding positions; use the contact phone number provided in the announcement or visit http://teachinla.com/admin_vacancies/ for more detailed requirements for positions and employment updates.*

CERTIFICATED

PRINCIPAL, SECONDARY

Roosevelt High School (Partnership LA), MST 48G, E Basis. For information and application procedures please visit www.partnershipla.org/careers. Filing deadline is Friday, April 26, 2013.

INSTRUCTIONAL DIRECTOR (SECONDARY)

Intensive Support and Innovation Service Center, MST 45G, Temporary Adviser, E Basis. For information and application procedures please visit http://teachinla.com/admin_vacancies. Filing deadline is Monday, April 22, 2013.

Associated Administrators of Los Angeles

PRINCIPAL, ELEMENTARY

24th Street Elementary School, ISIC, MST 42G, E Basis. For information and application procedures contact **Dr. Angel Barrett**, Instructional Director, at abarr5@lausd.net or 213.241.0100. Filing deadline is Friday, April 19, 2013.

PRINCIPAL, ELEMENTARY

Park Avenue Elementary School, ESC South, MST 40G, E Basis. For information and application procedures contact **Ruben Valles**, Instructional Director, at 310.354.3400. Filing deadline is Friday, April 19, 2013.

COORDINATOR, PLAN WRITING

Federal and State Education Programs, MST 40G, Temporary Adviser, A Basis. For information and application procedures contact **Debbie Ernst**, Director, at 213.241.6990. Filing deadline is 5:00 p.m., Tuesday, April 23, 2013.

SPECIALIST, MCD MONITORING/INSTRUCTIONAL SERVICES SUPPORT

Division of Special Education, MST 38G, Temporary Adviser, B Basis. For information and application procedures contact **Veronica Smith**, Director, at 213.241.5438. Filing deadline is 5:00 p.m., Friday, April 26, 2013.

PREVIOUSLY ANNOUNCED POSITIONS

CERTIFICATED POSITIONS	LOCATION	CONTACT	DEADLINE
<i>PRINCIPAL, ELEMENTARY</i> MST 40G, E Basis	Ninth Street Elementary School (ESC East)	Maria S. Martinez , Instructional Director, 323.224.3100 or m.s.martinez@lausd.net	5:00 p.m. Friday April 12, 2013
<i>SPECIALIST—FEDERAL AND STATE EDUCATION PROGRAMS</i> MST 39G, A Basis	Federal and State Education Programs Branch	Debbie Ernst , Director, 213.241.6990	5:00 p.m. Friday April 12, 2013
<i>COORDINATOR, GIFTED AND TALENTED PROGRAMS</i> MST 42G, A Basis	Office of Curriculum, Instruction and School Support	Arzie Galvez , Administrative Coordinator, 213.241.6440	Monday April 15, 2013
<i>DIRECTOR, COMMON CORE TECHNOLOGY</i> MST 45G, A Basis	Office of Curriculum, Instruction and School Support	Gloria Raif , gloria.raif@lausd.net	5:00 p.m. Friday April 19, 2013
<i>COORDINATOR, IMPLEMENTATION AND DEPLOYMENT</i> MST 43G, A Basis	Office of Curriculum, Instruction and School Support	Gloria Raif , gloria.raif@lausd.net	5:00 p.m. Friday April 19, 2013
<i>COORDINATOR, ORGANIZATIONAL CHANGE MANAGEMENT</i> MST 43G, A Basis	Office of Curriculum, Instruction and School Support	Gloria Raif , gloria.raif@lausd.net	5:00 p.m. Friday April 19, 2013

Associated Administrators of Los Angeles

<i>COORDINATOR, LEARNING MANAGEMENT SYSTEM, COMMON CORE TECHNOLOGY</i> MST 43G, A Basis	Information Technology Division	Daphne Congdon, Director of IT Finance & Administration, 213.241.4906	5:00 p.m. Friday April 19, 2013
<i>SPECIALIST, INSTRUCTIONAL CONTENT DEVELOPER – ENGLISH LANGUAGE ARTS</i> MST 38G, B Basis	Office of Curriculum, Instruction and School Support	Gloria Raif, gloria.raif@lausd.net	5:00 p.m. Friday April 19, 2013
<i>SPECIALIST, INSTRUCTIONAL CONTENT DEVELOPER – MATH</i> MST 38G, B Basis	Office of Curriculum, Instruction and School Support	Gloria Raif, gloria.raif@lausd.net	5:00 p.m. Friday April 19, 2013
<i>SPECIALIST, MAGNET RECRUITMENT</i> MST 38G, B Basis	Office of Student Integration Services	Deborah Brandy, MSAP Project Coordinator, 213.241.7009	<u>EXTENDED TO</u> 5:00 p.m. Tuesday April 23, 2013
CLASSIFIED POSITIONS	LOCATION	CONTACT	DEADLINE
<i>ASSISTANT GENERAL COUNSEL</i> \$143,290 - \$154,776, A Basis	Office of the General Counsel	For information about the position, please click here .	Friday April 12, 2013
<i>DEPUTY CHIEF BUILDING/ CONSTRUCTION INSPECTOR</i> \$97,000 - \$120,000, A Basis	Maintenance and Operations Branch, Facilities Services Division	For information about the position, please click here or contact Henry Vuong at henry.vuong@lausd.net	Friday April 12, 2013
<i>MOBILE DEVICE MANAGEMENT ADMINISTRATOR</i> \$91,600 - \$113,100, 10-, 11- or 12-month positions	Information Technology Division	For information about the position, please click here .	Monday April 22, 2013
<i>MOBILE DEVICE MANAGEMENT SPECIALIST</i> \$89,000 - \$99,700, A Basis	Information Technology Division	For information about the position, please click here .	Until Filled
<i>INSPECTOR GENERAL</i> \$163,000, A Basis	Office of the Inspector General	For information about the position, please click here .	Until Filled

ASSOCIATED ADMINISTRATORS OF LOS ANGELES

SCHOLARSHIP AND COMMUNITY AWARDS BANQUET

Millennium Biltmore Hotel
Gold Room
506 South Grand Avenue, Los Angeles



DATE: Wednesday, May 1, 2013

TIME: 5:30 p.m. - Social Hour
6:30 p.m. - Dinner
7:30 p.m. - Presentation of Awards
• Scholarship Awards
• Community Volunteer Awards

COST: \$71

PARKING: \$7.00 Self-Parking - Pershing Square
(For parking directions, please see other side.)
\$22 Valet - Millennium Biltmore Hotel
(with validation)

----- tear-off -----

Scholarship/Community Awards Banquet

Return tear-off with check payable to: Friends of AALA
1910 W. Sunset Blvd., Suite 850
Los Angeles, CA 90026

Reservation Deadline: Wednesday, April 17, 2013

Name _____ Phone number () _____

Number in your party _____ Check enclosed for _____

Name of guest(s) _____