

PASA FLYER

Proud Leadership for Pennsylvania Schools

July 22 Deadline

PASA Seeking Nominations for 2016 Awards of Achievement

School districts have just started getting state education payments again. It's the middle of PSSA season. And end-of-year activities are picking up speed. It's a busy time and a very challenging one for all school administrators, even more so this year.

That is why it is important to recognize the good work that school administrators do in leading school systems, raising student achievement and advocating for public education. The PASA Awards of Achievement were developed for just this purpose.

PASA is again seeking nominations for three special awards recognizing leadership in public education in three areas:

SERVICE TO THE PROFESSION - Demonstrating commitment to excellence as evidenced through notable service to the profession. Examples of this service may include developing an effective professional development program for school district educators, demonstrating leadership in administrator preparation programs, school study councils or other professional development efforts, or promoting the education profession through research, writing or organizational service.

Sponsored by: Horace Mann

INSTRUCTIONAL LEADERSHIP - Demonstrating commitment to excellence in teaching and learning by developing, nurturing and supporting exemplary programs that support the academic achievement of particular student populations, enrich student learning in a particular content area, or implement strategies to enhance student learning across the curriculum.

Sponsored by: Lincoln Investment Planning, Inc.

See Awards of Achievement, page 4

PASA Executive Director Search

Applications are invited for the position of executive director of the Pennsylvania Association of School Administrators (PASA).

PASA advocates for public education while supporting local public education leaders with information, professional develop-

ment, legal support and providing them with a statewide network of professional colleagues. PASA is an affiliate of the American Association of School Administrators, the School Superintendent Association, and is governed by a 40-member board with seven standing committees.

The successful candidate will bring to the position deep knowledge of Pennsylvania's public education system, and a solid understanding of Pennsylvania institutions that make or influence public education policymaking. The candidate also should have a background in non-profit management and possess strong oral and written communication skills.

Interested applicants should submit a letter of interest, resume, completed application and criminal background check and child abuse clearances (or completed attestation form) **on or before May 13, 2016** to be given full consideration. Please also list three references (names, titles, addresses, phone numbers, and email addresses). The materials should be sent to: Dr. Jeffrey Miller, 1221 Limerick Court, Hummelstown, PA 17036.

For more information on the position and the application process, see the PASA website at www.pasa-net.org.

PASA Election Results

Dr. Emilie Lonardi, superintendent of the West York Area SD, has been elected PASA President-Elect and **Richard Fry**, superintendent of the Big Spring SD, has been re-elected PASA Treasurer, effective October 1.

Dr. Shane Hotchkiss, superintendent of the Bermudian Springs SD, has been elected to serve a three-year term on the AASA Governing Board. Also serving on the board are **Dr. Sherri Smith** (Lower Dauphin), **Richard Fry**, **Dr. Emilie Lonardi** and **Dr. G. Brian Toth** (St. Marys Area). **Dr. Eric Eshbach** (Northern York County) serves as Region 6 representative to the AASA Executive Committee.



At the Capitol

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PASA Members:

Please report your appointments, renewals, awards or special achievements, or that of others in your region to **Barbara Jewett** at PASA either by phone (717) 540-4448, by fax (717) 540-4405, or via email at pasa@pasa-net.org. Copy deadline is the 15th of each month.

The *PASA Flyer* is published monthly by the Pennsylvania Association of School Administrators.

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From the Executive Director...Jim Buckheit



From the Ministry of Truth

George Orwell is likely smiling down on Pennsylvania as the Commonwealth and its school districts limp towards the conclusion of fiscal and school years for the record books. The thirteen-month odyssey that began in March 2015 when Governor Wolf presented his budget proposal to the General Assembly continues today with school districts still not knowing whether they will receive their 2015-16 PlanCon reimbursements by June 30.

The political spin machines that first kicked into gear over the 2010-11 Corbett school funding cuts accelerated to a cyclonic frenzy in 2015 just as the level of partisanship and political rancor nationwide started to grow as the presidential campaigns began

in earnest.

In Orwell's *1984*, the Ministry of Truth indoctrinated citizens with the slogans "War is Peace, Freedom is Slavery, Ignorance is Strength." In the midst of this year's budget debacle, Pennsylvania's version of the Ministry of Truth continues to portray school funding provided in the budget as "Less is More, Mandated Costs are Savings, Education is Optional."

The constant flow of twitter messages, spontaneous press conferences, press releases, op-ed pieces and staged press events filled the airways and news with well-coordinated messages and attacks from both sides throughout the budget stalemate and continues as we head into budget negotiations for 2016-17.

This is perhaps best illustrated by the April 14 point and counter-point op-ed pieces on PennLive. Meagan Healey, Deputy Press Secretary to Governor Tom Wolf, wrote *Dispelling some GOP myths about school funding*, and Jennifer Kocher, spokesperson for Senate Majority Leader Jake Corman, countered with *Legislators did their part for school funding, now it's Wolf's turn*. Both selectively use facts to support their case. Both tell the truth, although a partial truth.

A relatively new product from the political spin machines are the competing Excel spreadsheets, each side displaying how their particular level of funding and allocation formula is best. To help readers determine for themselves which approach is best, newspapers throughout the state are now posting the actual spreadsheets along with the news coverage.

With dozens of school districts across the state struggling to survive without an approved state budget, they and other districts were desperate for any amount of funding for the year. The problem is that this only perpetuates the structural deficiencies in Pennsylvania's school funding and tax systems. The 25-year annual approach of funding public schools, in which the General Assembly determines what pocket change is available to appease public education advocates, is unchanged in 2015-16. The \$200 million increase is just a seven-tenths of one-percent increase to the overall cost of operating Pennsylvania's system of public education. This increase is largely overwhelmed by mandated pension, special education and charter and cyber charter tuition payments.

The only bright spot is that we may finally have a predictable, data-driven, fair funding formula on which to allocate basic education funding and special education funding going forward – if we can maintain political discipline and willpower to keep them in place.

As we approach budget negotiations for the new fiscal year painfully, coinciding with an election year, we need to brace ourselves for a new onslaught of sloganeering from Harrisburg's own version of the Ministry of Truth. The new world order driven by social media and instant reaction and analysis is likely to accelerate and worsen an already fractured political landscape at the State Capitol. And it is unlikely that, even with a strong advocate for public education sitting as Governor, given the current composition of the General Assembly, we should expect positive reforms to the way Pennsylvania funds its public schools.

The fight for fair, adequate and equitable school funding can only be won through persistence and continuous, active advocacy. The pressure must continue to be applied on state policymakers. This is a marathon, not a sprint.

PASA continues to collaborate with the 50-plus members of the Campaign for Fair Education Funding to advocate for fair, predictable, adequate and equitable school funding. Join us May 2 at the State Capitol to rally and demand reform of Pennsylvania's education funding system.

At the Capitol...

NEWS RECAP

Don't forget to check the PASA website for the weekly **Education Update** that provides a summary of up-to-date legislative, state and national education news. For more information on the following news briefs, see the PASA Web site at www.pasa-net.org. (Click on "News and Advocacy" to access the current and archived updates.) And follow us on Twitter for the latest updates @PASASupts.

Budget and Funding News

2015-16 State Budget: Last month the General Assembly passed and sent to the governor both a 2015-16 budget appropriations bill and an accompanying fiscal code bill that included implementation language. While Gov. Wolf did not sign the budget bill, he did allow it to become law. However, the governor vetoed the fiscal code bill, thus triggering some controversy about how basic education funding would be distributed.

2015-16 Fiscal Code Bill: On April 13 the legislature gave final approval and sent to the governor a new fiscal code bill that addresses the distribution of new 2015-16 basic education funds and language to authorize \$2.5 billion in borrowing for PlanCon reimbursements. As this issue of *The PASA Flyer* goes to publication, Gov. Wolf had not yet announced what he will do with the bill, although the bill passed with bipartisan support that could be sufficient to override a veto.

State Revenues: According to the Department of Revenue, Pennsylvania collected \$4.5 billion in General Fund revenue in March, which was \$86.7 million, or 2 percent, more than anticipated. Fiscal year-to-date collections are 0.7 percent above estimate.

State Unemployment: According to the Department of Labor & Industry, Pennsylvania's unemployment rate was up three-tenths of a percentage point from February, to 4.9 percent.

Legislative News

Legislative Schedule: The General Assembly is currently in recess for the April 26 state primary. The House and Senate will return to session

next month, mostly in different weeks.

Investment of Public Funds: Last month Gov. Wolf signed into law HB 1296, now Act 10 of 2016. The act provides local governments and school districts the ability to take advantage of new investment vehicles that offer added diversification and more competitive yields.

State News

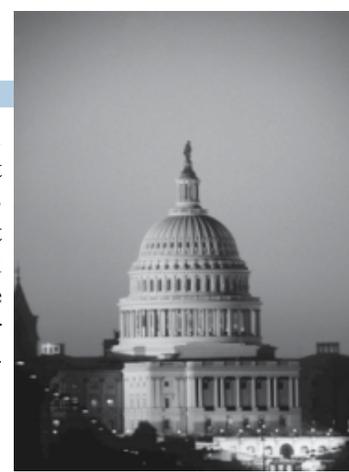
Immunization Regulations: Proposed changes to immunization regulations have been published in *The Pennsylvania Bulletin* to tighten requirements for student enrollment and bring Pennsylvania schools closer to a "herd immunity" to ensure better student body health. The proposal, which includes changes in both State Board of Education (Chapter 11) and Department of Health (Chapter 23) regulations, shortens the timeframe for compliance with upgraded requirements for immunizations. (See the April 18 "Education Update" on the PASA website for details.) Public comments on the proposed regulations are due before May 7.

National News

Fair-Share Fees: The U.S. Supreme Court last month deadlocked in a California case challenging the collection of fair-share fees for public school employees. As a result, a lower court decision upholding the practice remains in effect in the state.

COMING UP

Although nine months late, Pennsylvania is close to putting a 2015-16 state budget fully into effect, a budget that doesn't please anyone and a budget that fails to address the state's growing fiscal deficit. Amid that atmosphere, looming ahead is work on a 2016-17 budget. With legislative leaders in the House and Senate at odds over various issues and priorities, and Republicans and Gov. Wolf continuing to lock horns in the media over those priorities, the likelihood for meeting the July 1 budget "deadline" is zero to none. In fact, what will be the challenge is finalizing a budget by Nov. 30, the last day of the two-year legislative session. As of December 1, session is over until January 1, when a new session begins with some new lawmakers. This is shaping up to be yet another contentious summer in Harrisburg.



RETIRING?

Stay connected to PASA and join as a Retired Member. Contact Jolene Zelinski for information at (717) 540-4448 or via email at jolenez@pasa-net.org.



For breaking education news
and the latest from the Capitol,
Follow us on Twitter
@PASASupts

What You Need to Know!

What's the latest news on the budget? Proposed regulations? Legislation moving at the Capitol? If you are a PASA member as a Commissioned Officer or District/Cabinet/Central Office Administrator, find **what you need to know** in the weekly "Education Update." Watch your email on Mondays for the E-Update and link to this weekly report, a source for the latest in education and budget news from Harrisburg, Pennsylvania and the nation.

Mark your calendars...

2016 PASA/PSBA School
Leadership Conference

October 13-15, 2016

Hershey Lodge & Convention Center

Call for Proposals deadline extended to **APRIL 20!**

PASA and PSBA are now accepting proposals for education sessions at the 2016 School Leadership Conference. See the PASA website for information at www.pasa-net.org/fallconference.

Awards of Achievement

Continued from page 1

LEADERSHIP IN PUBLIC EDUCATION - Demonstrating commitment to school administration as a profession, to public education and to one's colleagues, including participation in and leadership with the Pennsylvania Association of School Administrators.

Sponsored by: PLGIT/PFM

All PASA members are eligible for these awards. Individuals may self-nominate or be nominated by their peers, staff or board. Nominees may be asked to complete the PASA Awards application form and attach further information that will provide a judging panel with sufficient evidence to support their nomination.

The PASA Awards of Achievement will be presented on Oct. 13 during the PASA Recognition Dinner in Hershey at the PASA/PSBA Annual Conference. \$1,000 will be donated in each recipient's name to a scholarship fund of his/her choice or to the Pennsylvania administrator preparation program of his/her choice.

Deadline for nominations is **July 22**.

For more information on the Awards of Achievement, see the PASA web site at www.pasa-net.org/PASAAwardsPA.asp.

PASA thanks our Awards of Achievement sponsors for their continuing support in recognizing outstanding public school administrators in Pennsylvania.

COMING SOON....

Membership Renewal

PASA is working in Harrisburg and throughout the Commonwealth – and AASA is working for you in Washington D.C. – to influence policy, build support for public education, and provide school administrators with both the information and professional development they need. Membership in both PASA, your professional state organization, and in AASA, the only national organization representing the interests of school district superintendents, is vital for you personally, for the profession and for public education.

Watch for your membership renewal to arrive by mail in early June!

The PASA membership year runs from October 1 through September 30.



THANK YOU TO OUR PASA SPONSORS

Thank you to our PASA Sponsors for supporting our special professional development programs, including the 2016 Education Congress. Please read more about our sponsors and the products and services they offer to school administrators and public schools in the Commonwealth at www.pasa-net.org/PASAsponsors.

DIAMOND SPONSORS

Eidex Insights

Offering a powerful tool to analyze district academic and financial data

Lincoln Investment

Offering quality investment and retirement products and services to individuals and employers

NaviGate Prepared

Using cloud-based technology to prepare school officials and first responders for crisis situations

PLGIT/PFM

Helping school entities to pool their resources in an effort to gain better control of their assets

PLATINUM SPONSOR

Horace Mann

Offering a wide range of financial services, including annuities, mutual funds, college savings plans, and insurance

GOLD SPONSORS

AXA Equitable

Offering life insurance, annuity, and investment products and services

EI Associates

Providing exceptional architectural designs and engineering solutions

MIND Research Institute

Offering math instructional software and systems to improve student achievement

SILVER SPONSORS

Kades Margolis

Offering regional financial services and retirement planning for individuals and groups

King, Spry, Herman, Freund & Faul LLC

providing comprehensive legal services to clients for almost 40 years

PARTNERS

Drexel University Graduate School of Education

Developing school system leaders with the expertise to solve complex problems

EasyProcure

Offering rebates and internal fiscal control through a procurement card program

Point Park University School of Education

Expanding your leadership skills and helping you reach a higher-level position in your career.



Funding Our Schools

FROM THE PRESIDENT'S PEN

BY JOHN W. FRIEND, 2015-16 PASA PRESIDENT

The following op-ed, written by PASA President John W. Friend, appeared in both The Patriot-News and The Carlisle Sentinel earlier this month. Since this article appeared, the General Assembly has passed and sent to the Governor a fiscal code bill that includes language implementing many PlanCon funding changes and utilizes the funding

receives these funds, which were promised by the state, the district will receive less total funding from the state than they did in 2014-15.

The important new Basic Education Funding Formula also was not included. This formula could have been a good start for providing districts with funding based on factors that drive costs. Examples are enrollment, poverty and programming for both English Language Learners and Special Education. If the legislature fails to enact a new fiscal code bill, districts will be funded by the administration using a simple formula called **hold harmless**. Simply said, you get what you did the year before. This has been the mode of operation for many years since it requires little forethought or commitment to schools, but it has had negative effects for districts with increased enrollment.

Teachers are a key to the future of public education. There has been a 60% reduction in teacher certification rates over the last three years. Fewer young people are entering the field of education. **Can you blame them?** This is but one of the threats to the viability of public schools created by the unhealthy climate of endless and unrelenting budget strife.

The governor, legislators, school superintendents, teachers, parents and citizens of the Commonwealth must share a commitment to the children of Pennsylvania. **Let us put the recent budget impasse behind us and work together to establish a state budget in 2016-2017 that provides adequate funding for public schools.** The problems that plague the finances of public schools are evident- pensions, failing cyber charter schools and unstable funding.

I implore our state leaders to compromise and to find solutions to these problems. The students, our future citizens, deserve an electorate who works for their futures!

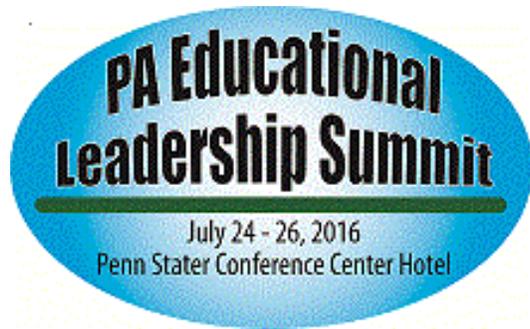
formula developed by the Basic Education Funding Commission to drive out new 2015-16 funds passed with the budget bill in March. As this issue of The PASA Flyer goes to print, the Governor had not yet announced what he would do with the bill.

Dear Editor,

The Pennsylvania State budget for 2015-16 is history, or at least, it should be. Governor Wolf allowed House Bill 1801 to become law on Easter Sunday; however, he vetoed the fiscal code bill, HB 1327.

People may say, "What's the big deal? The legislators and Governor Wolf can figure it out!" The big deal is that public schools will still struggle to balance budgets and to maintain educational programs.

The 2015-16 budget included some new money for schools, but important pieces of the budget puzzle for many local school districts were not included. Funding for school construction reimbursements, part of a school construction program called PlanCon, was not included. How might this impact an individual school district? The Carlisle Area School District (CASD) budgeted about \$600,000.00 for the district's PlanCon reimbursement in 2015-16. Unless the district



Early-Bird Deadline: April 30

Register for the 2016 PA Educational Leadership Summit

The 2016 Educational Leadership Summit, scheduled for Sunday evening, July 24, to 2:00 p.m. on Tuesday afternoon, July 26 at the PennStater Conference Center in State College, will provide an excellent opportunity for school district administrative teams and instructional leaders to learn, share and plan together at a quality venue in "Happy Valley."

Co-sponsored by PASA, the Pennsylvania Principals Association, the PA Association for Middle Level Education and PASCD, the summit will feature **Grant Lichtman**, author of *EdJourney: A Roadmap to the Future of Education*, **Secretary of Education Pedro Rivera** (invited), and **Dana Lightman**, author of *POWER Optimism: Enjoy the Life You Have... Create the Success You Want*.

Keynote speakers, high quality breakout sessions, table talks on hot topics and district team planning and job-alike sessions will provide practical ideas that can be immediately reviewed and discussed at the summit before returning back to your district.

Discounted "early bird" registration fees are available for those who register and pay **by April 30** at \$289 for Individuals and \$249 pp for team member registration (5 or more from the same school district). After April 30, registration will be \$299 for Individuals and \$259 pp for Team Member registration.

For online registration, see the Summit website at <http://bit.ly/1No460f>.

From the Women's Caucus...

Thank You

BY DR. FRANCINE ENDLER,
CAUCUS PRESIDENT

At the conclusion of the Women's Caucus Conference next month in Hershey, I will be ending my time as the president of the Women's Caucus of PASA.

It is difficult to believe that two years has gone by so quickly.

It has been both an honor and a privilege to serve as the president of such a wonderful group of women leaders. This journey has made a positive impact on me as both a leader and an educator.

I would like to thank all of the members of the Women's Caucus Executive Committee for their hard work and commitment to support women leaders throughout the Commonwealth.

Additionally, I would like to thank the members of the PASA Board of Governors for the opportunity to serve with a dedicated group of professionals.

For everyone, enjoy these last few weeks of school as you celebrate the many accomplishments of your student and staff...and have a restful and reflective summer break!



Is there a new superintendent in your intermediate unit?

Help him or her get a head start by encouraging them to attend PASA's "New Superintendents' Academy." Or, if YOU are a new superintendent, take advantage of a professional development program developed to meet YOUR needs.

The Academy is a three-part series that serves as a primer of the "basics" for new superintendents. Each two-day academy program features discussions led by experienced superintendents. Each offers participants practical advice on issues they are likely to confront as they prepare for and enter their new position.

Perhaps most importantly, the Academy provides new superintendents an opportunity to meet and discuss issues with experienced colleagues from throughout the commonwealth and develop a network with new superintendents.

The 2016 series begins on **July 20-21** with **Part 1 – "Entry."** This program, which will be offered on two full days, will focus on tools you need as you enter the superintendency: the entry process, leading with the board to create a culture of teaching and learning, getting organized, team building, advocating for education, working with the Department of Education, the superintendent's role as ethical leader, and wellness for school leaders.

Upcoming programs in the series include:

Part 2 – September 20-21– Communicating with the Board, the Staff and the Public

Part 3 – January 11-12, 2017 – Evaluating Programs and Performance

Encourage new superintendents in your area to attend!

REGISTRATION OPENS SOON! Watch the PASA website for registration information at www.pasa-net.org.



STILL TIME TO REGISTER!

**PASA Women's Caucus
2016 ANNUAL
SPRING CONFERENCE
May 1-3 at the Hotel Hershey**

**Revolutionizing Education through
Customization, Leading & Learning**

FEATURED PRESENTERS:

Julie Young

Leadership Lessons in 21st Century Education

Elizabeth King

A Leadership Journey through the Lens of Service

Secretary of Education Pedro Rivera

An Update from the Department

Kristine Roddick

Education Case Law Review

Hannah Barrick

The Latest from the Capitol

****plus education sessions, networking – and more****

See the PASA website for program and registration information at www.pasa-net.org/wcconf.

Communication Tip of the Month

"I have found that parents and community members often want to hear important information from the horse's mouth, a/k/a/ the superintendent.... Last fall, I began recording a weekly unscripted message that I call the "PISD 2-Minute Drill." It is pushed out via Twitter and Facebook, posted on the district website and included in the superintendent's weekly newsletter, while being played in classrooms all over the district. The reception has been enormously positive. While my topics vary, I try to address the issues of the moment as well as rumor mill mumblings." – from "A 2-Minute Drill for Community Awareness" by Drew Watkins, as published in the April issue of *The School Administrator*. This month's issue focuses on "Emotional Intelligence: Education's "Softer Side" Requires Plenty of Cognition." *Want to have direct access to AASA materials? Become an AASA member today and join your colleagues in the only national organization focused on the needs of chief school administrators. Call PASA today for information.*



Resolutions Corner: Priorities

BY BARBARA W. JEWETT, ASSISTANT TO THE EXECUTIVE DIRECTOR

Priorities are important. Education is – and should be – a top priority for communities and state policymakers alike. And that priority must come with more than a general belief that education is important. If education is a priority, that priority must be accompanied by real support beyond lip-service.

Last week members of the Resolutions Committee met to redraft the PASA Resolutions for 2016-17, following a process that included getting feedback from within their I.U.s about what the association's legislative priorities should be going into the next year.

Concerning the priorities themselves, it was not a surprise that school funding remains a focus and a high concern among school leaders, particularly following a year of political discord in Harrisburg and a budget impasse that put school district funding in the crossfire.

While the governor followed through on his campaign promise to make increases in funding for education a top priority, the push-back from lawmakers focused on cutting costs and avoiding any tax increases. The resulting conflict had serious consequences, among them a budget so late and so unresolved that its consequences continue: loss of district funds to cover the cost of borrowing, a deepening of the already existing inequities among school districts, and an increased level of uncertainty among all districts concerning future district budgets.

Perhaps an even more concerning consequence is a growing gulf in trust between those charged with leading school districts and those charged to “provide for the maintenance and support of a thorough and efficient system of public education to serve the needs of the Commonwealth.”

This growing lack of trust has had an impact on school leaders, engendering the growing perception of a disconnect between what goes on in Harrisburg and what goes on in local communities and school districts, and a subsequent growing discouragement and skepticism about the legislative process and the impact of advocacy.

Beyond budget issues, discussions at the Resolutions Committee meeting also focused on the coming development of a new state education plan to align with the newly authorized Every Student Succeeds Act (ESSA), which replaces NCLB. Although confident in the Department of Education's work to engage school leaders in that process, PASA members are skeptical about whether the concerns, ideas and expertise from those who lead public schools will have the same level of influence in developing that plan as will the political ideology overwhelming the Capitol.

This general level of frustration about the process of developing state budgets and education policy has led some school leaders to question whether updating the PASA Resolutions or identifying priorities is an activity worth having.

The answer is this: it is.

The PASA Resolutions informs PASA's advocacy efforts at the Capitol. And, while the immediate effects of that work are not always obvious, PASA members should know that, yes, your concerns are being heard at the Capitol.

Through direct conversations with policymakers, developing a positive relationship with members of the media, participation in local

and statewide meetings, panels and coalitions, and building trust with those in Harrisburg who have a direct voice in policymaking, PASA gives YOU a voice in that process. Considering the politically charged atmosphere in Harrisburg, you should know that many of the bills that have been considered and/or enacted in recent years could have had a much more negative impact on Pennsylvania's public schools had our advocacy not been there. While that result is not always obvious, it is very real.

For that reason, the resolutions process is important, and members of the Resolutions Committee who engaged in that important work deserve a big “thank you.” As we move forward in this process, know that PASA's advocacy based on their input and the input from school leaders across the Commonwealth **will** have an ongoing influence in Harrisburg.

Priorities are important – and a quality education is essential for Pennsylvania's children and Pennsylvania's future. That priority is the most important of all.

Career Center on the Web

As a courtesy to school administrators, those seeking positions in school administration and public school employers, PASA provides on its website the “**PASA Career Center**,” a listing of job openings, both in Pennsylvania and in the Mid-Atlantic region. Job openings are grouped into several categories:

- Superintendent/Asst. Supt./Executive Director vacancies in PA
- Public K-12, I.U., Career-Tech, Charter School administrator vacancies in PA
- Other Professional Vacancies: PA and National (professional education vacancies in public higher education institutions, associations and other organizations in PA, and non-superintendent public school positions in other states)
- Northeast/Mid-Atlantic Regional Positions (superintendent and other executive vacancies in public schools out-of-state, particularly the Northeast/MidAtlantic region)

Vacancies and available positions for public schools are posted at **no charge** upon request and review.

To request a vacancy announcement posting on this web site, send a message to the webmaster at pasa@pasa-net.org. Please include your phone number with your e-mail request. Information needed includes: position, entity, contact name/address, description of the position, application deadline and application process. Additional position information may be included, depending on length.

(PASA reserves the right not to publish an open position or to modify submitted information.)

Creativity and School Leadership

BY CONNIE KINDLER, INTERIM DIRECTOR OF PROFESSIONAL DEVELOPMENT



The 2016 PASA Education Congress delivered all that was expected and much more.

Focused on the book, *The Myths of Creativity: The Truth About How Innovative Companies Generate Great Ideas*, Dr. David Burkus, best-selling author, award-winning podcaster, and management professor, discussed popular myths about creativity and facilitated

a research-based “design thinking” process. Three of our own creative PA leaders also led sessions demonstrating real examples of educational innovations: Dr. Terrance Furin (“Creativity in Social Issues”), Dr. Tod Kline (“Creativity in Achievement”) and Dr. Michael Snell (“Creativity in Instruction”).

What do leaders of innovative companies consistently do?

Dr. Burkus addressed that issue, opening with the statement, “The stories that we tell ourselves are the stories that we believe.” Throughout his presentation he demystified popular beliefs about creativity. Below are a few examples of the myths.

- Creativity in organizations is the result of one person, and not teamwork, “**The Lone Creator Myth.**”
- New ideas come from those born with creative genes, and not by those who welcome new experiences and complexity, “**The Breed Myth.**”
- The best ideas are often the result of the person who has the most experience and/or knowledge about an issue, and not the product of teams whose diverse members are valued equally, “**The Expert Myth.**”
- Great ideas are usually the result of a stroke of luck, and not well-orchestrated team and process, “**The Eureka Myth.**”
- Innovative results are generated by team members who agree with each other, and not by teams who value friendly conflict, “**The Cohesive Myth.**”

He referenced research by Dr. Teresa Amabile, a Harvard Business School professor who champions the “componential model of creativity.” She asserts that creativity is influenced by four separate components: “domain-relevant skills, creativity-relevant processes, task motivation, and the surrounding social environment.”

The “domain-relevant skills” are commonly called “expertise.” Although Dr. Burkus refuted a potential correlation between the depth of a person’s experience and/or knowledge and the quality of innovative work that a person produces, he acknowledged the importance of expertise in determining the “usefulness” of ideas.

In discrediting “The Expert Myth,” he shared the career research of Dean Keith Simonton, a professor of psychology at the University of California, who validated the need for a high “ideation” rate when attempting to create new and useful options and solutions. Dr. Burkus stressed the necessity of routinely including a few new members into brainstorming sessions. He added that innovation is enhanced when the new members bring diverse experiences, knowledge, and skills to the team.

Utilizing the research of psychologist Mihaly Csikszentmihalyi, who studied the thought processes of ninety-one prominent creative individuals, including writer Robertson Davies and scientist Jonas Salk, “The Eureka Myth” was debunked. Dr. Csikszentmihalyi

found that most innovative resolutions within his studies consisted of a similar creative process that consisted of five stages: “preparation, incubation, insight, evaluation, and elaboration,” and only a few occurred via a sudden burst of creativity.

The stage of “incubation” is a process that we often deploy without much conscious thought. Ideas frequently crystallize during non-office time, such as during lunch or while driving. This information can be useful to structuring the work day, the school day and team planning sessions. Doing mindless work, such as reading emails during the mid-afternoon instead of addressing them as our first order of the day, could provide for the “incubation” of resolutions to options considered during a “preparation” stage that occurred earlier in the day. Perhaps recess during the school day and coffee breaks during professional development really do serve the greater purpose of gestation.

During our afternoon with Dr. Burkus, we worked in small groups to experience his discrediting of “The Cohesive Myth.” Referencing Pixar’s success, he cited the value of controlled conflict as we generated solutions to real issues within our schools. In our teams we used a “design thinking” process in which we followed the steps of “research, define, ideate, prototype and test.” Using this process, we literally “framed” the journey of a consumer within our organizations.

My team mapped students’ truancy experiences. Following our processes of “research, define, and ideate,” we took an “incubation” period. When we returned from our break, we selected the varied responses that students receive from educators as our “slice” of this problem to address, and identified “prototypes” that we “tested” via presentations to other groups. As a part of the “test,” the other teams used a method of “plussing,” in which each criticism was accompanied with a suggestion about how to improve the work. As a result of this “design thinking” process, my team’s innovative solution was to provide professional development to educators that illustrates how their responses to truant students could inspire these students to either engage in or permanently depart from their schools.

It took several hours to thoroughly address one “slice.” As I thought about the time and process, it became obvious that comprehensive transformation will require resilient leadership of a deliberate course of action over a sustained period of time.

Throughout the Congress, I saw and heard examples of Dr. Amabile’s “surrounding social environment” domain, confirming my belief that this domain is the core foundation to the creation of innovations. Freedom for risk-taking and failure was evident in the work environments of Dr. Burkus’ examples and all presenters. Dr. Snell’s team members used the phrase “Fail Forward” as they shared their evolving customized approach to instruction in Central York School District. While describing the significantly improved student achievement results in Southern Huntington County School District, Dr. Kline shared his former district’s “creation of an environment of openness.” Dr. Furin modeled the valuing of all participants as equal contributors in his session. In all sessions, we learned that a visionary leader shapes a culture that supports ideas that are not the status quo.

The 2016 PASA Education Congress was charged with provocations to traditional mindsets and educational structures school administrators are forging to change. When reflecting upon our experiences, several participants commented on the systemic processes necessary for meaningful transformation of outdated educational structures and systems. Dr. Rob McGee, high school principal of Neshaminy High School and Congress participant, summarized it best: “Transformation occurs brick by brick or slice by slice.”

Negotiated Rulemaking: The Sausage Making Stage of ESSA Legislation

BY NOELLE ELLERSON, AASA ASSOCIATE EXECUTIVE DIRECTOR

Four months ago, Congress passed the Every Student Succeeds Act (ESSA) as the latest iteration of the Elementary and Secondary Education Act (ESEA). While the bill is more than 1,000 pages in length, it lacks the level of detail necessary to fully support successful implementation at the local level, and that is where the regulatory process comes in.

Negotiated rulemaking—the specific version of regulation playing out right now—is the in-person version of regulation. A committee of approximately 25 stakeholders representing the education, civil rights, disabilities and other related communities convene to review specified topics in the hopes of reaching consensus on what shape the regulations should take. In this round, negotiated rulemaking (“neg reg”) is focused on assessments and supplement/supplant, with the broader assessments bucket capturing computer adaptive assessment, assessment for English learners, alternate assessment, exception for advanced mathematics assessments in 8th grade and the high school assessment flexibility pilot.

AASA joined eight other national organizations in a letter to Secretary King encouraging the U.S. Department of Education to ensure that the final product be consistent with the scope and spirit of ESSA and represent, to the extent possible, broad support from the neg reg committee. In particular, the groups encourage USED to refrain from defining terms and aspects of the new law that Congress designed to empower communities.

Mr. Alvin Wilbanks, superintendent of Gwinnett County Schools in Georgia and an AASA member, is a member of the committee, appointed to represent the voice of school board and district leaders. AASA’s advocacy team has covered the first six days of neg reg (Mar 21-23 and Apr 6-8), and the group will convene one final time, April 18-19. As much as I would like to be wrong, it seems unlikely that the group will be able to reach consensus. What are some of the sticking points?

- **Alternate Assessment:** You’ll recall that AASA advocated very intensely to ensure students can take tests that are developmentally appropriate. The set of items under consideration would limit the flexibility at both the state and local level, should the rate of identification for alternate assessments exceed 1 percent. Further, there is a push for a national definition of ‘students with the most severe cognitive disabilities.’ AASA opposes the attempt to change the carefully negotiated statute and believes that the intent is clear, for state and local education agencies to have some flexibility in how they place students for alternate assessments. Further, to the extent that ESSA did not create a definition, it is not something that should be created through regulation.

- **Supplement, Not Supplant (SNS):** This is one of three fiscal tests that districts and states have to meet to ensure the integrity of Title I dollars. The three tests are maintenance of effort, supplement/supplant and comparability. ESSA made changes to SNS, but not the other two tests. AASA is concerned that the proposed regulations blur the lines between the two distinct tests of SNS and comparability. AASA believes that the new reporting requirements around teacher salary need time to play out before unnecessarily tying them into

an SNS proposal that has ‘mission creep’ into the equity function of comparability.

- **Computer Adaptive Assessment:** Under the proposal, computer-adaptive tests used for accountability would have to be able to determine whether a student is on grade level.

- **Eighth Grade Assessments:** Under the proposal, students who take a higher-level math test for accountability purposes (i.e. an Algebra test, usually given to high schoolers) must be given access to accommodations if they are English language learners, or students in special education.

- **Local High School Assessment:** The debate is circling on how to define ‘nationally recognized.’

- **English Learner Assessment:** The proposed regulations say states need to come up with a common test to measure English-language proficiency.

For purposes of moving forward, the committee will have two considerations: SNS will be considered on its own, and the assessment pieces will be considered in one joint bucket, with all five items to be voted on collectively, an ‘up’ or ‘down’ vote.

Stay tuned to the AASA Leading Edge blog as the rest of the neg reg process plays out. And, as a point of reference, we are regularly asked some of our go-to resources for education policy news. They’re listed here:

- AASA Leading Edge Blog www.aasa.org/aasablog.aspx
- Politics K12 (EdWeek) <http://blogs.edweek.org/edweek/campaign-k-12/>
- RealClearEducation <http://www.realcleareducation.com/>
- Cabinet Report <http://cabinetreport.com/>
- Morning Education <http://www.politico.com/tipsheets/morning-education>

Quick Glance: 2016 Programs

2016

April 29	Leadership for Learning Course – Module 2
May 1 - 3	Women’s Caucus Conference (Hershey)
June 6	Webcast: Legal Issues and Social Media
June 16	Leadership for Learning Course – Module 3
July 20-21	New Superintendents’ Academy Part 1
July 24-26	PA Education Leadership Summit (State College)
Sept. 20-21	New Superintendents’ Academy Part 2
October 13-15	PASA/PSBA School Leadership Conference

2017

January 11 - 12	New Superintendents’ Academy Part 3
January 17 - 18	Aspiring to Leadership Workshop

Noteworthy Quotes

“The approved budget...casts no light on the government’s ability to reach compromise on its long-term fiscal challenges.” – from a report from credit agency Moody’s following enactment of the 2015-16 budget bill

“I cannot in good conscience sign this bill. I cannot in good conscience attach my name to a budget that simply does not add up. But to allow us to move on to face budget challenges of 2016-17, I am going to allow HB 1801 to become law. It means that schools will stay open through the end of this year. But unless Harrisburg changes its ways, they won’t have adequate funds for next year.... We need to get back to work to create a budget in Fiscal Year 2016-17 that actually has the money we all know we need.” – Gov. Wolf, on the 2015-16 budget bill passed by the General Assembly in late March

“Somebody, somewhere, soon must fix the manner in which education is funded in the Commonwealth of Pennsylvania. The system is broken. If our goal is to ‘just pay the bills,’ then let’s celebrate the passage of the budget! If the goal is to appropriately fund education to provide for our children, then we have very little to celebrate.” – Dr. Shelly Merkle, superintendent of the York Suburban SD, in an op-ed published in *The York Daily Record*, 3/24/16

“This is a second opportunity – hopefully we’re meeting the governor half way, keeping a couple things out that he didn’t want – but putting a couple of very important things back in for our school districts’ funding.” – Senate Majority Leader Jake Corman (R-Centre) on the recently passed fiscal code bill, from a story on *Capitolwire* (4/12/16)

“Since day one, Gov. Wolf has been fighting for historic investments in education at all levels, including K through 12 basic education, to restore the devastating cuts that forced educator layoffs, increased class sizes, program cuts, and soaring property taxes. The governor has made clear that he supports the basic education funding formula that his administration helped create to end Pennsylvania’s inequitable distribution of education dollars, one of the most inequitable in the country, but the new formula can only be fair once we have turned the page on the damage of the past five years.” – Jeff Sheridan, spokesman for Gov. Wolf, 4/12/16

“I don’t think folks are in the mood to play games with big items like this. I think they want to get things done. I think they wanted the funding formula enacted and the PlanCon issue taken off the table.” – House Majority Leader Dave Reed (R-Indiana), on passage of the 2015-16 fiscal code bill on April 13

“By failing to address long-term structural balance in fiscal 2016, lawmakers have pushed difficult fiscal decisions to the fiscal 2017 budget... Our negative outlook rather reflects our view that the state’s fiscal issues lie in lack of political will to solve them in a timely manner...” – from an S&P report on Pennsylvania’s fiscal condition (March 2016)

“It’s hard to find any real, real winners.” – Dr. G. Terry Madonna, political science professor and pollster at Franklin & Marshall College in Lancaster on the budget and legislative process, as quoted on *Capitolwire* (4/4/16)



Legislative Advocacy Conference

Registration remains open for the 2016 AASA Legislative Advocacy Conference, scheduled for **July 12-14** in Washington, D.C. The conference, which will include presentations by and visits with members of Congress, is hosted in partnership with the Association of School Business Officials International (ASBO) and sponsored by AXA. See the AASA website at www.aasa.org for registration information.

ESSA and Foster Children

AASA, in collaboration with the National Association for the Education of Homeless Children and Youth, has released a guide on the new ESSA provisions focused on transportation for students in foster care.

In contrast to the majority of assessment, accountability and funding provisions in ESSA which are effective beginning the 2017-2018 school year, ESSA’s foster care transportation provisions are effective December 2016. This guide will help school system leaders understand the responsibilities both child welfare agencies and school districts have for transporting children in foster care, specifically which aspects are optional and which aspects are requirements. In addition, the guide provides a series of questions to guide the development of local transportation procedures.

This is the first of many ESSA resources AASA will be producing for AASA members.

2017 Conference: Call for proposals

Don’t miss next year’s conference: **March 2-4 in New Orleans**. AASA is now searching for the “best of the best” presenters to engage conference attendees in conversations around cutting edge trends, issues and solutions in education.

Participation as a presenter will help attendees increase their leadership skills and professional competence, provide for an exchange of ideas and solutions and help attendees address the controversial issues facing today’s educators. In doing so, AASA, along with those selected presenters, will create a community of learning that will help America’s public school education leaders improve the quality of education for all children.

Read more about it on the AASA website. For any questions regarding the Call for Proposals process, please contact: Jennifer Rooney at jrooney@aasa.org.

NOT AN AASA MEMBER? Join today! See the AASA web site for details at www.aasa.org or contact the PASA office.

MEMBER

NEWS

REGION 3

Dr. Billie Rondinelli, superintendent of the South Fayette Township SD, recently was named the 2016 Tri-State Area School Study Council's Distinguished Educator.

REGION 8

Joseph Kimmel has been appointed superintendent of the Windber Area SD. He currently serves as superintendent of the Northern Cambria SD. He will replace **Rick Huffman**, who is leaving the position.

REGION 10

Dr. Jill Dillon, superintendent of the Harmony Area SD, has announced she will retire from the position, effective July 1. Dillon has worked in education for 37 years, and has served as superintendent in the district since 2012.

REGION 12

Dr. C. Gregory Hoover, superintendent of the Greencastle-Antrim SD, has announced he will resign from the position, effective June 30. He has served nearly four decades in public education with the district.

Dr. Robert Lombardo, superintendent of the Spring Grove Area SD, has announced he will retire, effective in June. He has served in the position since 2009. **Dr. David Renaut**, currently assistant superintendent in the district, has been appointed superintendent following Dr. Lombardo's retirement.

REGION 13

Dr. Bruce Sensenig, superintendent of the Cocalico SD, has announced he will retire from the position, effective June 30. Sensenig has served nearly 42 years in public education, all of them in the district, and has served as district superintendent since 2005. Sensenig has been a long-standing member of the PASA Resolutions Committee.

REGION 18

Joseph Gorham has been appointed superintendent of the Crestwood SD. He currently serves as superintendent of the Carbondale Area SD (Region 19).

REGION 19

Richard McDonald will retire from the position of superintendent following the current school year. **John Marichak**, currently associate superintendent and supervisor of secondary education for the Scranton SD, has been appointed superintendent following McDonald's retirement.

REGION 20

William Riker has been appointed superintendent of the East Stroudsburg Area SD, effective July 1. He currently serves as assistant superintendent in the Stroudsburg Area SD. Riker will replace **Sharon Laverdure**, who is retiring.

REGION 22

John Kopicki has been appointed superintendent of the Central Bucks SD, effective July 1. He currently serves as superintendent of the Altoona Area SD. He will replace **Dr. David Weitzel**, who is retiring.

Dr. Donna Dunar, assist superintendent of the Pennsbury SD, was one of the featured contributors to the April issue of *The School Administrator*, AASA's monthly magazine. Dunar's article, "Character Education on a District Level," provides an overview of the district's initiative to develop a plan of action for improving school climate and fostering a positive atmosphere within the district, an initiative that has led to both state and national recognition.

REGION 25

Dr. Francis Barnes has announced he will resign from the position of Receiver for the Chester Upland SD, effective May 1.

REGION 27

Dr. Jeffrey Fuller, superintendent of the Freedom Area SD, has received a five-year contract to continue in the position.

David Wytiaz is now serving as administrator director of the Beaver County Career and Technical Center. He previously served as superintendent of the Aliquippa SD.

REGION 28

Dr. Frank Garritano, superintendent of the Marion Center Area SD, has announced he will retire from the position, effective June 29. Garritano, a member of the PASA Board of Governors and the PASA Professional Development Committee, has served as the district's superintendent for six years.

REGION 29

Brian Waite has been named superintendent of the Shenandoah Valley SD. He has been serving as acting superintendent in the Crestwood SD (Region 18) since January.

Please report member news to PASA at pasa@pasa-net.org. Announcements of professional vacancies across Pennsylvania and in neighboring states are posted on the PASA Web site at www.pasa-net.org (Click on the "Leadership Development" button and look for "Career Center.")



PASA CALENDAR OF EVENTS 2016

For more information, see the PASA web site at www.pasa-net.org.

APRIL

29 Leadership for Learning Module 2 (PASA office)

MAY

1-3 PASA Women's Caucus Conference (Hershey)
2 Campaign for Fair Education Funding Rally at the Capitol
9 Technology Committee meeting
30 *PASA office closed*

JUNE

6 Legal Issues and Social Media webinar*
7 PASA Lobby Day at the Capitol
16 Leadership for Learning – Module 3 (PASA office)

JULY

4 *PASA office closed*
20-21 New Superintendents' Academy Party 1 (PASA office)
24-26 PA Education Leadership Summit (State College)

SEPTEMBER

5 *PASA office closed*
20-21 New Superintendents' Academy Part 2 (PASA office)
29-30 Board of Governors' meetings (PASA office)

OCTOBER

13-15 PASA/PSBA School Leadership Conference (Hershey)

(*sponsored by the PASA Technology Committee; to begin at 10:30 a.m. and led by Mark Walz, attorney with Sweet, Stevens, Katz and Williams LLP)