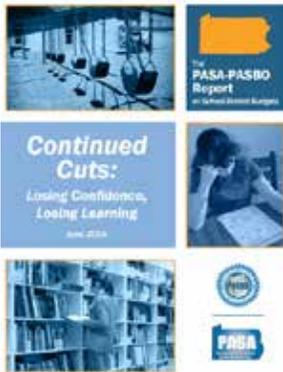


# PASA FLYER

Proud Leadership for Pennsylvania Schools

## 2016 PASA/PASBO Report on School District Budgets

# Continuing and rising costs heighten stress on district finances, leading to more cuts, higher local taxes



As Pennsylvania's school districts work to balance and finalize their 2016-17 budgets on the heels of the nine-month state budget impasse, unchecked mandated cost increases and unpaid state

school construction reimbursements are forcing school districts across the commonwealth to cut instructional and extracurricular programs, reduce classroom and other staff and increase local property taxes.

Those are the findings of the latest school budget survey, conducted by PASA and the Pennsylvania Association of School Business Officials (PASBO) from April 4-29.

Based on survey results, the report, "Continued Cuts: Losing Confidence, Losing Learning," represents the most current,

comprehensive financial picture for Pennsylvania's public schools. The report documents the ongoing impact of the 2015-16 budget impasse and cumulative effect of six years of mandated expenses outpacing state funding, resulting in shifting the tax burden to local property taxpayers combined with cuts to staff and educational programming.

Of Pennsylvania's 500 districts, 355 responded to the survey (71 percent) representing all 67 counties. Together, these districts educate approximately 1,211,000 students, or 76 percent of the Commonwealth's traditional PK-12 public school enrollment. Participating districts range from the largest districts in the state (Philadelphia with 134,538 students) to 28 districts with fewer than 750 students, and every type of district in between.

Survey findings show that the 2015-16 state budget impasse forced 48 school districts (14%) to borrow a whopping \$746 million to keep their schools open while more than 140 districts reduced, delayed or renegotiated payments to vendors.

More than one-third of districts indicate

they will need to borrow funds to meet fiscal obligations if the 2016-17 state budget is not approved by June 30, and 85 percent plan to increase property taxes, with 30 percent planning to raise them above the Act 1 index.

Other measures school districts plan to take to reduce costs include reducing or eliminating academic and extracurricular programs (50%), reduce staff (46%), and use

*See PASA/PASBO Report, page 5*



**At the Capitol**  
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**MEMBER NEWS**



**CALENDAR**

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*PASA Executive Director Jim Buckheit (at podium) along with PASBO Executive Director Jay Himes, CAE and school officials from across PA during the press conference unveiling the report*

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## From the Executive Director...Jim Buckheit

### Blind Spots



Something that has mystified me throughout my many years of public policy work is the wildly fluctuating differences in time between the adoption and implementation of different types of state policies. When I hear legislators talk about how they solved a particular problem or issue immediately following passage of their legislation, it sometimes makes me cringe knowing how imperfect or flawed the legislation may be and how much time and resources are required before the legislative change will actually have any real impact the issue in any tangible way.

A recent example of this is illustrated by the utter surprise expressed by legislators to the findings of the audit of Child Line by the Auditor General.

The audit found that Child Line was overwhelmed by the increased number of calls and reports filed, resulting in unanswered calls, lack of follow up and delayed responses. Somehow legislators didn't realize, or chose to ignore, that, when they enacted the legislation that would increase mandatory child abuse reporting, it would also require additional financial resources to support increased staffing levels, telecommunications and information systems and investigative capacity to handle the dramatically increased volume of mandatory reports.

A number of factors influence the speed and fidelity of implementation of changes in state and federal policy.

Most significant is the scope and scale of the change. Major systemic changes like the Affordable Care Act and Every Student Succeeds Act require several years before all aspects of the laws are fully implemented, or implemented with fidelity. Often major pieces of legislation include provisions that prove untenable and must be addressed through a legislative fix or administrative directive.

Costly policy changes that require the hiring and training of additional staff, changes to facilities, purchases of major equipment or highly specialized skills generally necessitate longer implementation periods than those that require little additional funding.

An example of a policy change that required millions in additional state funding, which has delayed its implementation, is the development of the additional Keystone Exams (e.g. English composition, civics and government, Algebra II, etc.).

During this period of extreme partisanship, ideology and an unwillingness to compromise, frequently the last consideration of policymakers is to make worthy, functional and properly resourced public policy. The gap between enacted policies and those that would be informed by data and research continues to widen, with those responsible for implementing the policy left with the responsibility to somehow make the policy work. Act 82 is the best example of this, where politics and desire to pass anything overwhelmed the quest to enact good public policy.

The blind spots where policymakers do not see or choose not to see the fundamental flaws in their policies result in wasted resources, ineffective processes or outcomes, and disillusioned professionals and citizens.

PASA continues to do its best to focus a bright spotlight on the issues that are hidden by their blind spots. Providing up-to-date, reliable and accurate data and information on a consistent basis, over time, helps to influence and shape many of these policies. Engaged district and educational leaders are critical in this ongoing, never ending advocacy effort. Perseverance, grit and determination in advocacy efforts is the only way we will be successful in eliminating the blind spots from educational policymaking and starting to close the gap between policy adoption and effective policy implementation.

### 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](mailto:pasa@pasa-net.org). Copy deadline is the 15th of each month.

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#### President

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#### Treasurer

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#### Executive Director

Jim Buckheit

#### Assistant to the Executive Director

Barbara W. Jewett

#### Design Editor

Suzanne K. Yorty

Correspondence regarding the *PASA Flyer* can be mailed to:

#### PASA

2608 Market Place  
Harrisburg, PA 17110  
(717) 540-4448  
(717) 540-4405 fax  
email to [pasa@pasa-net.org](mailto:pasa@pasa-net.org)

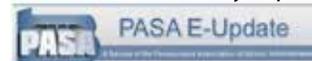
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### What You Need to Know!



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

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.



# 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](http://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

**PlanCon Update:** Although language passed with the 2015-16 bill provided for state borrowing to make good on PlanCon reimbursements, details have not yet been worked out and school districts continue to wait for their funding. The borrowing process appears to be tied into the 2016-17 budget.

**2016-17 Budget:** Budget talks continue, and work in the House and Senate is ramping up in advance of the June 30 budget deadline. Quick and sudden passage of a liquor modernization bill, movement in the House toward some kind of pension proposal, and plans to discuss revenue sources the week of June 20 all signal the General Assembly's intention to pass a budget as close to the deadline as possible.

**School Funding Formula:** Early this month Gov. Wolf signed into law HB 1552, now Act 35, which puts into statute the school funding formula recommended by the Basic Education Funding Commission, a formula that will be used as the basis of new BEF distribution going forward.

**Alternative Funding Plan:** Dr. Eric Eshbach, superintendent of the Northern York County SD and chair of the PASA Legislative Committee, was among those testifying this month in favor of the new BEF formula and in opposition to an alternative plan that would direct 75 percent of all new BEF to about 180 school districts. In his testimony, Eshbach noted that the new formula "is an important step toward the goal of ensuring ALL students will have a fair shot at academic success, no matter where they live."

### Legislative News

**Legislative Schedule:** Both the House and Senate are scheduled to be in session every day beginning June 20, as the push to finalize a state budget by the June 30 deadline continues.



Gov. Wolf, education association representatives and lawmakers applaud final passage of legislation enacting the new Basic Education Funding Formula during a signing ceremony at the Capitol. **Jim Buckheit**, PASA Executive Director (second from right), was among those at the event. **PASA strongly supported passage of the bill and support for the new funding formula.**

**Hazing Policies:** Gov. Wolf in May signed into law HB 1574, now Act 31 of 2016. The act expands the anti-hazing law to public and private secondary schools, requiring them to implement and enforce an anti-hazing policy, requiring public posting of the anti-hazing policy and clarifying responsibilities of school boards.

**School Code Bills:** As part of budget negotiations, lawmakers in both chambers are moving School Code bills into place for consideration and possible inclusion in a final School Code bill that will be passed with the 2016-17 budget.

**Economic Furloughs:** Gov. Wolf in late May vetoed HB 805, which would have provided for economic furloughs of school staff based on performance ratings of teachers. In his veto remarks, the governor stated that the bill "relies too heavily on a single score from the teacher evaluation system, as opposed to using the entire method of evaluation" and called for a concerted effort instead to develop a "wide-ranging evaluation system that focuses on real, proven strategies to prepare our students and measure teacher effectiveness."

### State News

**Immunization Regulations:** The PA Department of Health recently issued a statement clarifying that, although the recently proposed school immunization regulations are beginning to move through the regulatory process, no changes will go into effect for school year 2016-17.

**Strategic Planning:** The State Board of Education has submitted to the Independent Regulatory Review Commission (IRRC) a final-omitted regulation concerning strategic planning. The regulation would bring several chapters into consistency with existing requirements approved in 2014, which deleted the requirement that school entities submit strategic plans every six years. The regulation is scheduled for consideration by the IRRC at its June 30 public meeting.

### National News

**Disparities in Education:** The U.S. Department of Education's Office for Civil Rights this month unveiled new data from the 2013-14 school year showing gaps that "still remain too wide in key areas affecting educational equity and opportunity for students, including incidents of discipline, restraint and seclusion, access to courses and programs that lead to college and career readiness, teacher equity, rates of retention, and access to early learning."

### COMING UP

This month will be focused on developing the 2016-17 state budget, putting together a final School Code bill, and finalizing numerous related issues, including the revenues necessary to pay for budget increases, including education funding. Whether a final budget plan will be agreed to by or close to the June 30 deadline remains to be seen. June can be an unpredictable month at the Capitol. As was in evidence in the sudden passage and enactment of a liquor modernization bills this month, the first major change in the commonwealth's liquor system since Prohibition, things can change pretty fast in Harrisburg. Stay tuned – and follow us on Twitter for the latest news @PASASupts.



## July 22 Deadline

# REMINDER: PASA Seeking Nominations for 2016 Awards of Achievement

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.*

**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](http://www.pasa-net.org/PASAAwardsPA.asp).

## No PASA dues increase in 2016-17!

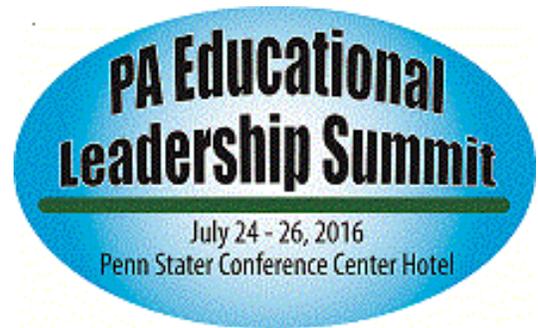
Membership renewal information is being mailed this week to all PASA members. Look for it – and renew your memberships before summer activity begins!

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 district superintendents, is vital for you personally, for the profession and for public education. Renew your membership today – with **NO PASA dues increase!**

### *Want to renew your membership securely online and pay via credit card?*

Go to the new PASA website at [www.pasa-net.org](http://www.pasa-net.org). Don't know your log-in? If this is the first time you have logged-in as a member, click on "Forgot Your Credentials?" Follow the instructions for getting/resetting your username and password, and look for the Membership Renewal button.

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



### *Are you registered?*

## 2016 PA Educational Leadership Summit set for July 24 - 26

The 2016 Educational Leadership Summit, scheduled for Sunday evening, July 24, to 2:00 p.m. on Tuesday afternoon, July 26 at the PennState 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*, **Deputy Secretary of Elementary and Secondary Education Matthew Stem**, 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. Participants who complete pre- and post-event activities and attend the entire Summit program are eligible to receive **50 PIL/Act 48 (Act 45) hours**.

Registration fees are \$299 for Individuals and \$259 pp for Team Member registration.

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

fund balances to balance their budgets in the next fiscal year (83%).

The survey also found that a high percentage of high poverty districts (56%) plan to cut or reduce programs. Concerning class sizes, over one-third of districts indicated that plan to increase those numbers, with 73 percent planning to increase class size in elementary schools and 64 percent planning to do so on the secondary level.

“Following six years of continued cuts of educational programs and staff, and the lingering impact of the nine-month state budget stalemate, a considerable number of school districts have reached their tipping point, where without immediate state action to address these challenges, they will be able to offer only bare-bones educational programming to their students,” said PASA Executive Director Jim Buckheit concerning survey results.

The report notes that mandated pension, health care, special education and charter school costs continue to escalate at rates that continue to exceed the total additional resources provided through increased state funding and local tax increases. “We estimate that in 2016-17 the increased cost of mandated expenses will exceed \$600 million, not including any cost of living salary adjustments,” the report concludes. “Thus, even under Governor Wolf’s proposal to add \$250 million in basic and special education revenues to next year’s state budget, the vast majority of districts report they could not restore the cuts they have been forced to make since 2010. It’s basic math.”

The impact of those combined factors on district financial conditions and student learning opportunities are featured throughout the report, centering on six school districts: Coudersport Area, Corry Area, Southeast Delco, Elizabeth Forward, Reading and Hanover Area, representing urban, suburban and rural districts.

The situation in Hanover Area School District, one of the districts profiled in the report, remains challenging even after the resolution of the budget impasse. “We’ve done all the tricks, but we’re spending so much time on negotiations and contingency plans to close schools, instead of doing the things that we’re supposed to be here to do,” said Business Manager Tom Cipriano, Jr.

Similarly, Elizabeth Forward School District, another district profiled in the report, is feeling the strain due to unpredictable state funding levels and delayed state budgets. “These challenges have a disproportionate impact on less affluent districts and the children they serve,” said Superintendent Bart Rocco. “The problem in our Commonwealth is the inequity focused around providing education funding based on property values. Why should a zip code of where a kid lives determine the quality of the education that he receives?”

Jay Himes, PASBO executive director, noted that mandated expenses continues to consume new state funding. “We continue to march backwards, resulting in more cuts, higher property taxes and reduced educational opportunities,” he said. “Our only option to balance schools’ budgets is increasing property taxes, cutting staff and spending down reserves.”

The report lauds enactment of the new Basic Education Funding Formula as “an important step towards a more equitable system of school funding,” but warns that it will be effective only if accompanied by a commitment to adequate funding. “Unless policymakers pursue a bold new commitment to public education, the rising expenses from pensions, health care, special education and charter costs will outpace state revenues, and heavy reliance on local property taxes will continue to drive inequity,” the report warns.

A copy of the report is available on the PASA website at [www.pasa-net.org](http://www.pasa-net.org).

## Are you retiring? STOP!

Before you retire, remember to stay connected to PASA by joining the association as a Retired Member in 2016-17. Be sure to forward your non-school contact information to the PASA office to continue receiving *The PASA Flyer* through the current membership year (ending September 30) and to receive membership information for 2016-17. Call Jolene Zelinski at PASA to update your information or for questions on next year’s membership at (717) 540-4448 (or via email at [jolenez@pasa-net.org](mailto:jolenez@pasa-net.org)).

## Reminder: Part 1 Scheduled for July 20-21

### For New District Leaders: New Superintendents’ Academy

Reach out to new school system leaders in your region and encourage them to get a head start in their new roles by participating in 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

**REGISTRATION REMAINS OPEN!** Hotel deadline is **June 19**. See the PASA website for information at [www.pasa-net.org](http://www.pasa-net.org).





## A Word of Thanks FROM THE PRESIDENT'S PEN

BY JOHN W. FRIEND,  
2015-16 PASA PRESIDENT

During the last two weeks, we have wished our 2016 high school graduates farewell and have offered them some thoughts to ponder in the future. I personally have heard valedictorians, class presidents, school board presidents and invited guests offer wonderful advice to this year's graduates.

One reoccurring theme in these remarks was to remember to thank the individuals who had helped students to arrive at this important point of their life. This a valuable message for all of us, particularly at this time of the year.

Most of us are breathing a sigh of relief as another school year comes to a successful conclusion. I think it is important to reflect on the year and to identify individuals who have made important contributions to the success of the school year.

Once identified, please take the time to communicate your thanks to those individuals with a personal phone call, a hand-written note or a card. If you must, an e-mail would work. Other methods I have found successful include asking the individual to attend a school board meeting to be recognized by the Board of Directors, and recognizing the person or group before their peers at the opening meeting of the school year. This has been well received by the faculty and staff and sets a positive tone as we launch the new school year.

Please remember that with a simple thank you can recognize the efforts of the dedicated folks who have contributed to the success of your district!



## Summer: Time to Recover, Rebound and Resonate

BY CONNIE KINDLER,  
INTERIM DIRECTOR OF  
PROFESSIONAL DEVELOPMENT

You survived!

The 2015 2016 school year was one of the most stressful years for educational leaders that I can remember. You dealt with continued funding cuts, increased mandated expenditures, changed accountability requirements, and an unpredictable state budget impasse. Many districts were forced to cut important staff and programs. In addition to these challenges, many of you also had other harrowing personal and professional matters to manage.

As the recently published "PASA-PASBO Report on School District Budgets" states, "students are losing learning." This phenomenon has likely caused you to feel anger, sadness, and deep concern for the effects of these losses on those you serve. In spite of these stressors, you continue to prod forward with a smile. Your admirable survival demonstrates your resiliency. However, have you thought about how you will maintain resiliency throughout the course of your career, or, better yet, throughout your life?

Your students and teachers are most certainly taking time this summer to re-energize. What about you? Allow me to remind you of the importance of also taking time for self-care and all that brings you renewal and drive.

Dr. Eric Greitens, a Navy SEAL, Rhodes Scholar, and humanitarian leader, is author of the book *Resilience: Hard-Won Wisdom for Living a Better Life*. He writes about lessons leaders can learn from the obstacles that he overcame in his life. His lessons are written in a series of letters to a former comrade who is struggling with severe emotional pain. He discusses resilience as making the difference in moving from fear to courage, pain to wisdom, and suffering to strength. Within this book are chapters that address the roles of reflection, friends, mentors, and teams in building resiliency.

One resilience practice that he describes is the act of "mental rehearsal." Similar to physical practice, when we mentally rehearse how we will address the difficult issues that we anticipate, we build clarity and conviction in response to these challenges. Mental rehearsal prior to an anticipated difficult situation keeps us from becoming overcome by the situation.

Karen Reivich, Steven Southwick, Judith Rodin and many others also write about resiliency. Allow them to also remind you of the importance of replenishing your reserve and increasing your capacity for resilience through self-care. Now is the time to take time to build your physical strength through steady and intense exercise, fuel your energy with a healthy diet, restore your mind and body through quality sleep, elevate your mood by surrounding yourself with optimistic people, build hope through your continued service to others, and exude compassion through the sharing of gratitude. Resiliency for leadership and life is rooted in the cultivation of these practices into lifelong habits!

Wishing you a healthy and enjoyable summer for a resilient 2016-2017 school year and life!

**2016 PASA/PSBA School  
Leadership Conference  
October 13 - 15, 2016  
Hershey Lodge & Convention Center**

**pasa-psba  
School  
Leadership  
conference**

**KEYNOTE SPEAKERS:  
Alan November ~ Jaime Casap  
Julie Lythcott-Haims**

### CONFERENCE HOUSING NOW OPEN!

Reservations for rooms at the Hershey Lodge & Convention Center are now being accepted. Guest rooms for School Law Workshop attendees are available at The Hotel Hershey. The per-night group rate is \$199 plus tax at the Lodge and \$232 plus tax at the Hotel Hershey. Reserve as early as possible to receive the group rate. (Also, please note cancellation policies.)

Get information on how to make your room reservation on the conference website:

[https://www.paschoolleaders.org/  
school-leadership-conference/hotel-information](https://www.paschoolleaders.org/school-leadership-conference/hotel-information)

For assistance, call the Hershey Lodge Reservation Office at (717) 520-5732.

For program information, see the Conference website at

[https://www.paschoolleaders.org/.](https://www.paschoolleaders.org/)

**Conference registration open soon!**

# Resolutions Corner: Safety

BY BARBARA W. JEWETT, ASSISTANT TO THE EXECUTIVE DIRECTOR



Safety once again is on everyone's mind: How do I keep myself, my family and, in the case of school leaders, my students safe in a crazy world in which, yet again, a single person with a crazy weapon can deliberately, unexpectedly and callously determine to kill as many people as possible in a crowded place?

The latest tragedies in Paris and Orlando, along with too many others over the past 20 years, have highlighted one fact: No place is inherently "safe." High schools, elementary schools, universities, concert halls, soccer fields, night clubs, malls, restaurants, stadiums, churches, hospitals, federal office buildings, private business, day care centers, nonprofits, manufacturing plants, movie theaters, military bases, clinics, and our own neighborhoods, perhaps even the house next door – none have been immune.

The bottom line is that no one can ever be 100 percent "safe," free from harm or risk, or secure from threat of danger, harm or loss. The best we can do is put processes, materials and procedures in place that will give the best chance of ensuring a secure environment for ourselves and those who depend on us. That is why we have police and fire departments, seat belts in our cars, metal detectors and x-rays in airports and buildings, locked doors and security checks, mandatory employee clearances, food, water and health inspections, etc.

Safe schools initiatives are important. They are vital. We have to do everything we can to ensure the best protection against those would harm our students and staff. School safety must be a state and local priority.

But we must also realize that even the best efforts we put forth may not make our students truly "safe." Pray God they may never experience the horrific event of an Orlando or a Columbine. But loss comes in many ways. Every year countless school districts need to focus on helping students cope with the loss of a teammate who never made it home after leaving the parking lot, a friend who was the victim of random or domestic violence, or a classmate who died from a drug overdose or suicide.

The world can be a dangerous place. It always was. But with the high impact of social media and instant news, the dangers of the world seem to be around us 24-7. Sometimes it all just seems overwhelming, especially for kids who are surrounded by pictures of woe and despair and loss and tragedy at a time in their lives when they should be focused instead on play and joy and imagination and dreams for the future.

Surrounded by the noise and sometimes horror of the world, it is easy for them to lose sight of some basic truths: Life is a precious gift. Relationships are important. Goals and dreams remain important. Living every day to the fullest is a verb and not just a concept. Developing inner strength and hope is the best protection against despair and fear.

That is why the greatest gift we can give our students may not be the metal detectors in the entry way, crisis response plans or the security guards at the basketball game. Those process, procedures and materials are important, if not crucial. We need to get them right.

But what is equally vital – or more so – is the nurturing, the support, the continuing relevance of providing an environment for children that focuses on their hopes and dreams, on their emotional and mental well-being, on positive relationships, on goals for both

today and tomorrow. We need to help our students develop a sense of themselves, an appreciation for the gift of life and love in a crazy, sometimes horrible world. We need to teach them resilience, inspire them to dream and encourage them to move forward in their dreams.

None of that is something we can measure with a test score, nor will it be reflected in a data point, and it certainly won't be displayed on the SPP. But in a world where no one is truly safe, that is perhaps the most important work we can do.

\* \* \*

"I know many people would like to see metal detectors and cameras, but I'm not sure if that stops it. I think what we need to do is develop a culture and an environment that is welcoming to all students and to address the needs of those kids that are crying out for help. That's what I'm trying to do is make sure we know all of our kids. It's all about relationships." Frank DeAngelis, former principal of Columbine HS

"When you hear the whisper of death, life takes on a different meaning. Not a moment passes when I don't recognize that it could have been us who didn't make it out of the school that day. That all of my students and I did get out alive is, in my mind, nothing short of a miracle. I honor that miracle by not taking anything for granted ... Rather than consuming myself with the horror of what happened, I began focusing on the good that could be done, and how I might take part in collective healing ... When I reached the crossroads in my journey back from that terrible day in 2012, I chose hope. And that has made all the difference." - Kaitlin Roig-DeBellis, former teacher, Sandy Hook Elementary School

"Let us let our own children know that we will stand against the forces of fear. When there is talk of hatred, let us stand up and talk against it. When there is talk of violence, let us stand up and talk against it. In the face of death, let us honor life. Let us not be overcome by evil, but overcome evil with good." – former President Bill Clinton following the Oklahoma City bombing, 1995

## Quick Glance: 2016 - 17 Programs

### **2016**

June 21	Webcast: Use of Social Media for Advocacy
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

# Women's Caucus Spotlight – 2016 Award Recipients

BY DR. RINA VASSALLO, WOMEN'S CAUCUS BOARD

At the Women's Caucus in May, two distinguished education leaders were recognized for their achievements in education.

## 2016 Mc Daniel Award Recipient:

### Dr. Siobhan Leavy

The 2016 Wanda Mc Daniel Honorary Membership Award is named for a founding member of the Women's Caucus who was an incredible role model and inspiring mentor to numerous female leaders across the state.

This year's recipient, Dr. Siobhan Leavy, who currently serves in a new position as Director of Pupil Services at Coatesville Area School District, was nominated by her former superintendent, Dr. Kathy Sherman, in Chichester School District, where she also served as Director of Pupil Services. Siobhan first met Dr. Sherman in Avon Grove School District, where Sherman was assigned to be her Induction Mentor. "Her leadership potential was evident in her teaching and in the leadership positions she held, even as a young teacher," Sherman said.

In nominating her for the award, Dr. Sherman said numerous positive things about Siobhan and her exceptional leadership. "She is a transformational leader who has the ability to quickly synthesize complex issues and implement processes that have allowed her to improve all the functions of our Pupil Services Department," she said. "Most importantly, Siobhan makes student centered decisions. When issues are controversial, Siobhan will address the issue passionately and professionally. She will do what is moral and ethical in all instances."

Upon receiving the award, Siobhan thanked Dr. Sherman for her incredible support and extraordinary mentoring.

Siobhan began her educational career as a teacher in Saints Peter and Paul School, Garnet Valley School District and Avon Grove School District, and has held several leadership positions at Garnet Valley and Mastery Charter School before she worked at Chichester. She earned her Ed.D. at Immaculata University and holds a B.S. and two Masters Degrees from St. Joseph's University. Siobhan has impressively been an adjunct at both Neumann and Immaculata University.

We congratulate Siobhan for her profound impact on education and for being the recipient of this distinguished award!



Siobhan (L) with Kathy Sherman, who nominated her for the award



## Margaret Smith Leadership Award Recipient:

### Dr. Merle Horowitz

In 2014 the Women's Caucus instituted a new award – The Margaret Smith Leadership Award, given to a female administrator who has demonstrated proven and outstanding leadership in education. The award is named for Dr. Margaret Smith, a founding member of the Women's Caucus who has had an illustrious and extensive 50 year career in education impressively serving as a superintendent in both Pennsylvania and Florida

This year's recipient of the Margaret Smith Leadership Award has also impacted education in exceptional and numerous ways in her 40 year career.

Dr. Merle Horowitz is the third recipient of this prestigious award. She began her amazing journey in Upper Darby School District first as a teacher, then as a reading specialist, principal, curriculum director and assistant superintendent. She also served as assistant superintendent at Penn Delco SD before being appointed as the first female superintendent at Marple-Newtown School District where she very competently led the district from 2005 through 2015 before retiring. Previously, the district had unprecedented changes, with ten superintendents in the helm in the previous 15 years.

As superintendent in Marple-Newtown, Merle had many accomplishments, including successfully instituting numerous community partnerships with the veteran's association, police and fire departments and overseeing a \$3.1 million renovation of the stadium and field, as well as a \$68 million high school renovation and addition.

Also during her tenure as superintendent, Merle impressively earned her doctorate from the University of Pennsylvania and served as president of the Women's Caucus 2012-14 and on the PASA Board of Governors since 2010.

As a result of her doctoral research, Merle went on to co-author the book *Cyberbullying in Social Media within Education Institutions* with attorney, Dorothy Bollinger.

Dr. Francine Endler, past president of the Women's Caucus, presented Merle with the award during the conference, where she praised Merle for her extraordinary mentoring. As Merle's successor in the position of Caucus president, Francine, along with many female leaders, has benefitted from Merle's generous sharing of her time and talents.

We congratulate Merle this prestigious award celebrating women who achieved great career heights at a time when there were limited career opportunities for women and thank her for her strong contributions both to the profession and to the Women's Caucus!



Merle (center) with Women's Caucus Conference co-chairs Dr. Francine Endler (L) and Dr. Tracy Hinich

**For your calendar...**

2017 Women's Caucus Conference  
April 30 - May 2  
Hershey

# Superintendent of the Year Nominations Due August 1 Online

PASA and the American Association of School Administrators (AASA) are now seeking nominations for 2017 Pennsylvania Superintendent of the Year.

The Superintendent of the Year program, sponsored by ARA-MARK Education, VALIC and AASA, pays tribute to the talent and vision of the men and women who lead the nation's public schools. This is the 30th year for the award program.

Each candidate for Superintendent of the Year will be judged on the following criteria:

**Leadership for Learning** – creativity in successfully meeting the needs of students in his or her school system.

**Communication** – strength in both personal and organizational communication.

**Professionalism** – constant improvement of administrative knowledge and skills, while providing professional development opportunities and motivation to others on the education team.

**Community Involvement** – active participation in local community activities and an understanding of regional, national, and international issues.

## NOMINATIONS

To be considered for National Superintendent of the Year, a Pennsylvania applicant must first be selected as Pennsylvania Superintendent of the Year by the PA Association of School Administrators (PASA).

Any superintendent **who plans to continue as a superintendent or I.U. Executive Director** may be nominated. The program is designed to recognize the outstanding leadership of active, front-line superintendents. It is not recognition of service at retirement or a program to reward current state or national leaders.

Additional criteria for Pennsylvania nominee eligibility include the following:

- ♦ The individual must be both a **PASA and AASA** member.
- ♦ The individual must have been a superintendent for at least five years and in his/her current district in Pennsylvania for at least two years.
- ♦ The individual must intend to continue serving as a superintendent in the year in which he/she will be the PA Superintendent of the Year.

All nominations will be accepted **online only**. Those seeking to nominate a superintendent must first register on the AASA website. (Self-nomination is permitted.) AASA will notify candidates of the nomination and provide instructions for submitting the application.

The deadline for submitting formal, online nominations for the Pennsylvania Superintendent of the Year is **August 1, 2016**. Nomination information for the 2017 National Superintendent of the Year program is available on the AASA web site at <http://soy.aasa.org>.

## APPLICATIONS

Those nominated for the award will complete the award application online on the AASA website by **September 16**.

## SELECTION

Members of the PASA Board of Governors will review all completed applications and determine the 2017 Pennsylvania recipient based on the four criteria.

## RECOGNITION

Winners from every state, including Pennsylvania, receive local, state and national recognition for their outstanding leadership. The Pennsylvania Superintendent of the Year will be recognized and honored during a special awards luncheon in Harrisburg, tentatively scheduled for Nov. 17, 2016.

The 2017 National Superintendent of the Year will be chosen from among four finalists selected from the state winners and will be announced at the 2017 AASA National Conference on Education in

New Orleans (March 2-4) during a ceremony where all state Superintendents of the Year are recognized and honored. In addition to other awards, a \$10,000 scholarship is presented each year in the name of the National Superintendent of the Year to a student in the high school from which the superintendent graduated. The four national finalists receive U.S. Savings Bonds.

Questions about the PA/National Superintendent of the Year application process may be directed to PASA.

## Policy Fellowship Graduates and Awards

Seven school administrators were among those who graduated this month after completing the Pennsylvania Education Policy Fellowship Program.

The Fellowship Program is a professional development program for individuals whose work record reflects strong leadership abilities and a concern for issues important to children and education. Supported by a national and state network of resource people and peers who have a track record of accomplishment in research, policy development, and effective practice in education, child development and human services, and hosted by the Education Policy and Leadership Center, the program is finishing its 16th year in Pennsylvania.

Graduating school administrators included: **Dr. Robin Felty** (Asst. Supt., Warwick), **Lynn Fuini-Hetten** (Asst. Supt., Salisbury Township), **Brian Gasper** (Supt., Jim Thorpe Area), **Dr. Alan Hack** (Asst. Princ. and Supt.-elect, Warrior Run), **Caroline Johns** (Asst. Supt., Moon Area and Supt.-elect, Northgate), **Dr. Deborah Wheeler** (Supt., Upper Dublin) and **Dr. Timothy Williams** (Asst. Supt., Manheim Township).

In addition to recognition of program graduates, two individuals were recognized with the 2016 EPLC Leadership Program Alumni Award. The award is given annually to one or more individuals who have participated in an EPLC leadership program and is based on their exceptional leadership for significant education policy since participating in an EPLC leadership program. This year's award recipients were Susan Gobreski, executive director of Education Voters of Pennsylvania, and **Dr. Eric Eshbach**, superintendent of the Northern York SD.

In addition to his position as superintendent, Eshbach serves on the AASA Executive Board and as chair of the PASA Legislative Committee, and served as 2012-13 PASA President. He regularly represents PASA before the House and Senate education committees and other state policymakers, most recently giving testimony at hearings concerning the new ESSA.

Congratulations, Eric and the 2015-16 Fellows Program graduates!



*Dr. Eshbach receives the award from EPLC executive director Ron Cowell.*

The Education Policy and Leadership Center (EPLC) is a Pennsylvania-based, not-for-profit corporation established in 1998 and governed by a board of directors that includes members who have significant experience with education policy, government and not-for-profit organizations. The Center conducts its policy and leadership programs in cooperation with numerous local, statewide and national organizations. PASA is a founder and supporter of EPLC.

Racial and ethnic disproportionality in special education is a complex issue that cannot be solved quickly or easily. It differs dramatically both across and within districts and states, and is linked to district finances, student and community demographics, and teacher and administrator training and capacity.

Recent federal investigations have determined that states are not appropriately identifying districts that have significant racial and ethnic disproportionality in special education. As a result, the U.S. Department of Education proposed regulations this spring that would dramatically increase the number of states and districts that must set aside IDEA Part B funding to remedy significant racial and ethnic disproportionality.

Based on the Department's projections, 23 states will require between 50-80 percent of all districts to set aside 15 percent of their federal share for early intervening services to remedy significant racial and ethnic disproportionality in at least one disability, educational environment or discipline category. Given the underfunding of IDEA and the lack of resources to address special education at the state and local levels, the financial consequences of requiring districts to redirect federal resources away from the provision of special education and related services and towards early intervening services cannot be understated.

One of the most deeply concerning aspects of the proposed regulation is that it would require the calculation of significant disproportionality to be accomplished through a cell size of 10 students. The Department argues that this cell-size for a subgroup of students is appropriate and will lead to many more districts being labeled as having significant racial and ethnic disproportionality. We certainly concur with this conclusion, but believe that using a cell size of 10 will require many districts to set aside resources to address a problem they do not need to solve. In particular, small rural districts will be greatly impacted by the use of a cell size of 10. A large family moving in and out of a district could influence whether or not they have access to 15 percent of its IDEA funds for special education services.

AASA also raised concerns with how districts with specialized programs would be impacted by the new regulation, as well as districts with robust open-enrollment policies, a substantial population of migrant students or students in foster care, or districts that have experienced a major health or environmental crisis.

A review of comments in response to the proposed regulations found that the vast majority of comments were negative and were written by school leaders, school personnel and school groups. It is our hope that the Department considers this feedback from the education community before promulgating these regulations.

AASA acknowledges the current system of measuring significant disproportionality must be reconsidered, as 21 states failed to find any districts as having significant disproportionality. But more of the same does not make sound public policy. It is unknown whether districts that have set aside IDEA funds for early intervening services to address this complicated issue have found much success through this approach.

It's clear that researchers have yet to find a silver bullet solution to reduce significant disproportionality in identification and placement, although progress has been made on discipline. The approach districts must take to address disproportionality is multifaceted and requires resources that most lack.

The Department's sledgehammer regulatory approach may only exacerbate inequities in school resources, which is the root problem

facing districts with significant racial and ethnic disproportionality. As we urge Congress to take up the reauthorization of IDEA, addressing this important problem in a meaningful and reasonable way will be a top priority for AASA. In addition, as we look towards reauthorization, AASA has launched a new blog called A New IDEA to share thoughtful ideas about the reauthorization of IDEA by legal experts, practitioners and special education researchers.

AASA – working for you in Washington!



## Published Article

An article written by **Dr. William Clark**, superintendent of the Warren County SD, appeared in the May issue of The School Administrator, AASA's monthly news magazine. "The Surprises of Parenting a Child with Autism" focuses on his family's "unexpected journey."

## Upcoming Themes in School Administrator Magazine

AASA welcomes contributions from those working in an aspect of school administration, in local school districts, intermediate agencies, professional associations, etc., to its monthly magazine, *School Administrator*, on the following subjects:

January – Measuring Student Learning

February – Bilingual/English Language Learners/Literacy

March – Digital Curriculum and Instruction

April – School Environment/Engagement/Smartphone Culture

May – STEAM

June – Superintendency as a Calling/Books That Resonate for School Leaders

Major article assignments related to the theme usually are finalized at least five months prior to publication, but only a portion of each issue relates directly to the editorial theme. Submissions on other topics are welcome for consideration. See the author guidelines on the AASA website at [www.aasa.org/AuthorGuidelineMagazine.aspx](http://www.aasa.org/AuthorGuidelineMagazine.aspx).

## Legislative Advocacy Conference

There still is time to register 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 by the Association of School Business Officials International (ASBO) and sponsored by AXA. See the AASA website at [www.aasa.org](http://www.aasa.org) for registration information.

## Reminder - 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](mailto:jrooney@aasa.org).

**NOT AN AASA MEMBER? Join today! See the AASA web site for details at [www.aasa.org](http://www.aasa.org) or contact the PASA office.**

# Noteworthy Quotes

## ***On Funding and Budgets...***

“The political reality is that the governor wants more money for schools and the legislators are entrenched against tax increases in an election year. They need to cross that divide and find a way, especially in this election year. As citizens, we should demand our governor and legislators get a budget adopted on time that addresses the issues of underfunding. It’s time to restore confidence, restore learning.” – from an editorial published in *The Delaware County Times*, 6/12/16

“The formula only works if we begin to give school districts additional funding to restore the unfairness in our school funding distribution.” – Gov. Tom Wolf on the newly enacted BEF formula, as quoted on *Capitolwire*, 6/6/16

“We strongly believe that all but a handful of school districts are underfunded and support the proposal by the Campaign for Fair Education Funding that state funding needs to increase over a six- to eight-year period to make ALL school districts, not just a select group, whole.” – Dr. Eric Eshbach, chair of the PASA Legislative Commit-

tee, in testimony on May 26 before the House Education Committee, speaking in support of the new BEF formula and in opposition to an alternative plan

## ***On the PASA/PASBO School District Budgets Report...***

“Following six years of continued cuts of educational programs and staff, and the lingering impact of the nine-month state budget stalemate, a considerable number of school districts have reached their tipping point, where, without immediate state action to address these challenges, they will be able to offer only bare-bones educational programming to their students.” – Jim Buckheit, PASA Executive Director, on results of the latest PASA/PASBO survey on school district budgets, from a June 6 press release

“We’ve made it work the last six years, but we’re at the end of the list of what we can do. There’s a line in the sand, and I don’t want to cut more from our kids.” – Alanna Huck, superintendent of the Coudersport Area SD, on the fiscal stress in that district, as quoted in the PASA/PASBO Report on School District Budgets

“We simply cannot afford to continue the failed strategy of cutting our way to success.” – PASBO Executive Director Jay Himes, during a press conference unveiling results of the PASA/PASBO survey

## ***On Other Issues...***

“We’ve been talking about this for many, many years, and it’s really killing us and other schools financially. Back in 2007, we were paying a little over \$30,000 for charter schools, and this year we’re projecting around \$785,000. Had those kids been here (in district schools), we’d be obviously in a positive situation budget-wise.” – Mahanoy Area School District Business Administrator John J. Hurst, as quoted in a story published in *The Standard Speaker*, 6/7/16

“This bill relies heavily on a single score from the teacher evaluation system, as opposed to using the entire method of evaluation. At a time when there is bipartisan agreement that we need to reduce our reliance on high-stakes testing, we should not use high-stake test scores as the benchmark for teacher quality.” – Gov. Tom Wolf, on the reasons for vetoing HB 805, which would have provided for economic furloughs of school district staff based on teacher effectiveness, from a press release, 5/18/16

“It is clearly an intent of Congress in ESSA to return policymaking authority back to states and local school districts in reaction to the years of federal overreach under NCLB and NCLB waivers. The question for state policymakers is whether they will use this opportunity to merely tweak the existing system to simply comply with the minimum federal requirements, or whether they will use this once-in-a-decade opportunity to start fresh and create a new, coherent, balanced and aligned system that is designed to prepare students for whatever their future brings.” – Dr. Eric Eshbach, testifying on May 18 during a joint public hearing of the House and Senate Education Committees on implementation of the new ESSA



## 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](mailto: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.)*

## REGION 3

**William Short** has been appointed superintendent of the Gateway SD. He has been serving as assistant superintendent in the district. Short replaces **Dr. Nina Zetty**, who has resigned from the position.

**Caroline Johns** has been appointed superintendent of the Northgate SD, effective July 1. She currently serves as assistant superintendent for teaching and learning in the Moon Area SD. Johns will replace **Dr. James Manley**, who has been serving as interim superintendent.

**Dr. Joseph Pasquerilla** is now serving as superintendent of the Bethel Park SD. He previously served as superintendent in the Northgate SD. Pasquerilla replaced **Nancy Aloï Rose**, who has retired.

**Dr. Michael Panza** is retiring as superintendent of the West Jefferson Hills SD, effective June 30. Panza has worked in education for more than 36 years, the last 17 as a superintendent, and has been in the district since 2013.

**John Frombach**, former administrator in the Baldwin-Whitehall SD (retired), is now serving as acting superintendent in the Wilkesburg SD. He replaces former acting superintendent **Dr. Joseph Petrella**.

## REGION 5

**Amy Stewart**, currently executive director of the Warren County SD, has been appointed district superintendent, effective July 1. She will replace **Dr. William Clark**, who is resigning from the position to take a position with Bollinger Enterprises Inc., which provides vocational rehabilitation services for individuals with disabilities.

## REGION 13

**Dr. Ella Musser** has been appointed superintendent of the Cocalico SD, effective July 1. She currently serves as assistant to the superintendent in the district. Musser will replace **Dr. Bruce Sensenig**, who is retiring after serving 41 years in the district and as superintendent since 2005.

## REGION 16

**Dr. Alan Hack** has been appointed superintendent of the Warrior Run SD, effective July 1. He currently serves as middle school assistant principal in the district. Hack will replace **Dr. John Kurelja**, who has accepted the position of chief academic officer for the Central Susquehanna Intermediate Unit.

## REGION 21

**Dr. Russell Mayo**, superintendent of the Allentown City SD, has announced he will retire from the position, effective June 30, 2017. Mayo has been with the district since 2004 and as superintendent since 2011.

## REGION 28

**Clint Weimer** has been appointed superintendent of the Marion Center Area SD, effective July 1. He currently serves as high school principal in the Apollo-Ridge SD. Weimer will replace **Dr. Frank Garritano**, who is retiring, having served as superintendent in the district the past six years.

Please report member news to PASA at [pasa@pasa-net.org](mailto: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](http://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](http://www.pasa-net.org).

### JUNE

21 Webinar: Use of Social Media for Education Advocacy\*

### 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)

13 PASA Recognition Dinner (Hershey)

14 PASA Women's Caucus breakfast/board meeting (Hershey)

### NOVEMBER

17-18 Board of Governors' meetings (PASA office)

24-25 PASA office closed

(\*sponsored by the PASA Technology Committee; to begin at 10:00 a.m. and led by Charlie Lyons of Shelly Lyons Public Affairs & Communications and Nicole McGalla, Public Relations Coordinator for Parkland School District)

## Communication Tip of the Month

"As school leaders, we are accustomed to a significant amount of formal and informal speaking. While this is crucial to the job, great mentors are those who allow the mentee to verbalize his or her concerns, worries and questions. Let the mentee tell the story he or she is part of. Listen to the new administrator without immediately jumping in and offering your answer." – Thomas Reardon, superintendent of the Wynantskill Union Free School District in Troy, NY, from "What Mentees (Like Me) Need in a Mentor," as published in the June issue of AASA's *School Administrator*. This month's issue looks at building a school district's bench strength by attending to leadership succession. *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.*