REPORT ON SCHOOL DISTRICT BUDGETS

Late last month PASA and the PA Association of School Business Officials (PASBO) released the latest iteration of their school district budget report, which reveals that the financial condition in many districts remains tenuous and that greater state support for education is needed.

The budget report is based on survey responses from 61% of school districts along with the publicly available data pulled from the Annual Financial Reports and General Fund Budgets submitted by all 500 school districts.

The data tells the story of continually rising mandated costs—particularly those associated with special education, charter school tuition and pension costs—that require repeated decisions to cut or reduce programs or increase property taxes. The annual budgetary gymnastics leave little opportunity for school districts to move forward or tackle new challenges. At best they're standing still; at worst, they're marching backwards.

In a press conference at the Capitol on Jan. 25, PASA President Dr. Richard Fry noted the very real impact of increased costs on public schools. “In the Big Spring School District that I serve, special education costs have increased by more than $2 million over the last eight years, yet state funding for that same line-item has only increased by $104,000,” he said. “My Big Spring citizens pick up the tab for that difference.”

In addition to rising costs for special education, PASA and PASBO speakers also pointed out the impact of pension payments, mandated programs and services, and school safety upgrades as contributing to the continuing misalignment between available resources and actual costs.

“Pennsylvania school districts requested more than $300 million in the competitive safe schools grant application process for critical safety upgrades to their schools in December,” said PASA Executive Director Dr. Mark DiRocco. “The state allocated $40

See School Budget, page 3

2019-20 STATE BUDGET PLAN

Gov. Wolf unveiled his 2019-20 state budget on Feb. 5, a $34.1 billion state spending plan that increases spending 4.3% over the 2018-19 budget and one that includes no increases in broad-based taxes. What does the plan mean for education? See Mark’s column this month (p. 2) to learn more.
FROM THE EXECUTIVE DIRECTOR
DR. MARK DIROCCO

THE GOVERNOR’S BUDGET PROPOSAL IS A GOOD START

Governor Wolf presented his 2019-2020 Budget Proposal last week, a plan that included his priorities for public education. We have been fortunate to have a governor who values public education and is committed to improving funding to our schools. PASA appreciates that the governor has increased public school funding each year of his administration and we thank him for his unwavering commitment to Pennsylvania’s children.

A total of $441 million was added to the Basic Education Funding (BEF) line in the state budget. While this seems like a huge increase, $260 million of that figure was transferred to BEF from the Ready to School Block Grant. This money will continue to be distributed to schools as it was in previous years and will not be run through the BEF Formula. It's a continuation of what has previously been allocated in that fund with no increase.

Additionally, $13.8 million of the $441 million BEF line is designated for the governor’s initiative to increase the minimum teacher salary to $45,000. This is a direct allocation to the districts that have salaries below $45,000 and will not be run through the BEF Formula. Consequently, that leaves about $166 million in new BEF subsidy to be distributed through the formula.

Certainly $166 million in new BEF is welcomed by school leaders as they build their local budgets. Unfortunately, we are experiencing a familiar scenario again this year when we compare new subsidy dollars with rising mandated costs.

Of the $166 million in new BEF, $20 million is already committed to just five districts. That leaves approximately $142 million to run through the BEF Formula for 495 districts. The sad news is that the increase in PSERS employer contribution rate for school districts and intermediate units will equal or slightly exceed the $142 million in BEF dollars being distributed.

When you add in the rising cost of charter schools, many districts will be facing a deficit despite the increase in new BEF dollars. Once again, districts will be treading water, creating the need to ask local communities to pay more in taxes to adequately fund their schools, make reductions in programs and/or personnel, or forego much needed safety upgrades.

PASA, along with the PA Schools Work Campaign, continues to call for a minimum of a $400 million increase in BEF to stop the cycle of underfunding our schools in relation to rising mandated costs. We need new subsidy dollars to make it into the classroom instead of being a pass through for the pension system and charter schools.

The governor has proposed a $50 million increase in special education funding. This would be an actual positive gain for school districts and a welcome relief to the exploding cost of special education programs. Special education instruction and support services have been increasing by more than 6% per year, which has caused districts to divert greater budget expenditures to meet the special educational needs of identified children. These new dollars will help districts offset some of the exploding costs of these critical programs. PASA applauds the governor for this proposed increase and would like to see it expanded to $100 million.

One of the areas of highest concern in every district's budget is school safety and security. The governor has proposed a $50 million increase in BEF to the Ready to School Block Grant. This money will continue to be distributed to schools as it was in previous years and will not be run through the BEF Formula. This should be one of the state's highest priorities, with a significant increase to these funds over the current year allocation that is both sustainable and continually increasing well into the future.

I recently spoke with a former House member who remembered a time when the governor’s budget presentation was a low-water mark for public school subsidy funding. The General Assembly almost always increased the governor's initial request during the state budget process. However, in recent years, it has been just the opposite, with the governor's budget proposal usually being the high-water mark. We need to change this scenario if our public schools are going to thrive instead of just survive in the coming years.

PASA will be working with the PA Schools Work Campaign to educate policymakers and community members about the need to increase the governor's school funding proposals to achieve adequate funding for our public schools.

I encourage you to lend your voice to this important advocacy work as we move into the state budget development process over the coming months.

PASA needs your voice. Public education needs your voice.

Most importantly, our children need your voice!
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.

In State Budget News

Budget Overview: Gov. Tom Wolf last Tuesday unveiled a $34.1 billion state spending plan, an increase in spending of 4.3% over the 2018-19 budget. The plan, which includes no increase in broad-based taxes, focuses on education, workforce development, early childhood education, and continuing the fight against the opioid epidemic.

Education Funding: Funding for public school education increases 3.3 percent under the governor’s plan to $13.7 billion. Of that, an increase of $200 million is targeted for BEF and $50 million for special education. However, also driven through the BEF line-item is level-funding for Right to Learn grants and a proposed increase in the minimum threshold for teacher salaries.

Specific Line-Items: Transportation is level-funded, and $45 million is provided for school safety and security, down from $60 million in 2018-19. PlanCon includes $10M for lease reimbursements and no new projects.

Policy Proposals: Gov. Wolf proposed several policy changes, including raising the minimum teacher salary statewide to $45,000, lowering the compulsory attendance age from 8 to 6, raising the drop-out age from 17 to 18, and raising the statewide minimum wage statewide to $15/year by 2025. See Mark’s column in this issue of The PASA Flyer for more information on the budget. Specific links to budget resources are available on the PASA website, https://www.pasa-net.org/statebudget.

In Other Budget & Finance News

State Revenue: Pennsylvania collected $2.9 billion in General Fund revenue in January, which was $113.7 million, or 3.8 percent, less than anticipated. Fiscal year-to-date General Fund collections total $18.2 billion, which is $290 million, or 1.6 percent, above estimate and about 5.7 percent more than was collected in the same period of the last fiscal year.

State News

Charter School Pension Obligations: Late last month Commonwealth Court ruled that the Pennsylvania Department of Education, not the Catasaqua Area School District, is liable for the unpaid pension obligations of the now defunct Medical Academy Charter School. The PDE previously had subtracted over $140,000 to fund those obligations.

COMING UP

Now that the governor has unveiled his budget plan, over the next month the House and Senate appropriations committees will hold hearings on various aspects of the plan. Lawmakers will not return to regular session until mid-March, when the often long process to develop a final budget and consider related policy changes begins. As always, stay tuned for the latest information by following us on Twitter @PASASupts.

SCHOOL BUDGET

Continued from page 1

million for the current year grants, which places a heavy burden on local communities to fund the difference or defer safety upgrades for another year.”

“School districts start from behind each year, struggling to find the revenue to cover just the basics,” said Jay Himes, PASBO Executive Director. “Layering additional needs, such as safety and security, on top of already fragile budgets exacerbates this deficit, making for complicated math and tough decisions during the school district budget process.”

Click here to read the report.

RIGHT: Dr. Mark DiRocco talked about the need for policymakers to addressing continuing financial stress in Pennsylvania’s public schools.
Dr. Gennaro R. Piraino, Jr., Superintendent of the Franklin Regional School District and the 2019 Pennsylvania Superintendent of the Year, was feted at a special luncheon held in his honor on January 17 at the Fred Rodgers Center of St. Vincent University in Latrobe. Attendees at the event included Gov. Tom Wolf, Secretary of Education Pedro Rivera, Rep. Bob Brooks and Rep. Eric Nelson from the PA House of Representatives, and officials from the Franklin Regional community, as well as members of the PASA Board of Governors, school leaders from across Westmoreland I.U. 7, and staff and students from Franklin Regional.

LEFT: Dr. Piraino had the opportunity speak with Gov. Wolf about education before and during the luncheon.

RIGHT: Dr. Larry Borland, president of the Franklin Regional Board of Directors, praised Dr. Gennaro for his leadership with the district.

RIGHT: The Franklin Regional High School Choir, under the direction of director Kelly Newsted, performed during the luncheon.

ABOVE: Gov. Wolf offered remarks during the luncheon and talked about the importance of supporting education and workforce development throughout Pennsylvania.

LEFT: Dr. Richard Fry, PASA President and superintendent of the Big Spring SD, with Secretary Rivera. Fry introduced speakers during the event and presented a special plaque to Dr. Piraino.

RIGHT: Dr. Judith Swigart, superintendent of the Greater Latrobe SD, spoke about the positive experience of working with Dr. Piraino both at Greater Latrobe and in the intermediate unit.
SUPERINTENDENT OF THE YEAR LUNCHEON

Members and former members of the PASA Board of Governors and PASA staff attended the luncheon in honor of Dr. Piraino.

Congratulations, Dr. Piraino!
February signals the time of year for our superintendents’ national conference sponsored by AASA. This year, those able to attend are making the trip to Los Angeles to spend time together with colleagues focused on providing the very best learning organizations back in their home district.

There are nearly 50 superintendents from Pennsylvania making the trip west. The number of attendees is pretty consistent for our state when the conference is held on the west coast. When it is held in venues such as Nashville or New Orleans, we often have up to 70 superintendents make the trip.

Why go? What does it do for me as a superintendent? And, more importantly, what does it do for my school district?

Attending national events is not an easy sell for some superintendents. Local optics may not be good, coverage in the district is tough to maintain when the superintendent is out, and often it is just not something that can be considered – or so we think.

When I began my superintendency at Big Spring 15 years ago, I certainly struggled with this balance. I did not have an assistant superintendent, I was trying feverishly to build my credibility, and the last thing I wanted to answer to was “It must be nice to spend time on the west coast when we are back here in the midst of a Pennsylvania winter.” I avoided those scenarios at all cost, and for my first couple of years, my conference attendance was focused on our PASA/PSBA state conference and local offerings.

In time I began discussions with my board leadership, and we developed a shared vision for administrators and staff in our district to expand their thinking beyond our zip code. We wanted to find school districts of similar demographic characteristics nationally and ensure that we were able to spend time with them, essentially comparing notes.

That commitment and support from my board paved the way for various professionals throughout our district to travel and find affirmation or often times the very best learning organizations back in their home district.

In time I began discussions with my board leadership, and we developed a shared vision for administrators and staff in our district to expand their thinking beyond our zip code. We wanted to find school districts of similar demographic characteristics nationally and ensure that we were able to spend time with them, essentially comparing notes.

That commitment and support from my board paved the way for various professionals throughout our district to travel and find affirmation or often times urgency for change. Via our Title II Federal Programs, we committed to consistently getting outside our zip code and challenging our learning organization to grow. These trips are not about new initiatives but rather helping us define what we value and should include in our strategic plan, our Profile of a Graduate and our local assessment plan. In short, it helped reinforce our “why” and construct our “what” to help move us forward.

As stated previously, I certainly realize that not all superintendents are afforded the same vision that my Board of School Directors espouse when it comes to getting out to conferences or visiting other districts—getting out of the zip code. I do feel, however, that each of us need to commit to leaving our district and see how learning occurs in other school districts. If heading out of state just won’t fly in your district, commit to something more palatable that can still challenge you and your district to grow.

I’ve been blessed the last two years in being able to take part in learning walks with six of my colleagues throughout IU 15. We have representation from large school districts, suburban school districts, small school districts and rural school districts. Once every six weeks we spend about three hours on site at one of the buildings within a specific school district conducting learning walks. Our walks revolve around a personalized problem of practice for that specific building, and we discuss the current theory of action that exists in that building to address the challenge that was identified. After our discussion, we visit four or five classrooms and then reconvene and develop a theory of action based on our prior discussions and information gathered from our classroom visits.

This process has been quite powerful for all involved. It is an intentional leadership action that supports our personal growth, the growth of a colleague and the growth of their school district. The conversations have been incredible and have allowed us to reinforce our passion for the superintendency.

This sort of activity can absolutely be replicated. It takes commitment to a non-negotiable block of time, a facilitator from your IU or a local college and a willingness to accept feedback from a colleague.

Getting out of the zip code doesn’t have to require a trip out of state, but it does require a true commitment to reflection, feedback and growth. While we may internalize this sentiment more during our early and impressionable years as a superintendent, the reality is that I have grown from doing this as much as a veteran to the position as I did during my first year.

So schedule some time to get out of your zip code! It is essential to the growth of you and your school district.

**WHAT YOU NEED TO KNOW!**

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

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.

Check the PASA website at [www.pasa-net.org](http://www.pasa-net.org) for reports, testimony, the program and meeting schedule, archived Updates, the PASA Career Center (job postings) …and more!
Calling all school leaders committed to creating contemporary learning environments…

By Connie R Kindler, PASA Consultant for Professional Development

Have you registered for PASA’s statewide signature event? The 2019 PASA Leadership Forum (formerly the Education Congress), scheduled for March 17-18 in the Harrisburg Hilton, will focus on a key component of school system leadership and success – The Future of Public Education: BOLD LEADERS BREAKING BARRIERS.

This one-of-a-kind event, designed by Pennsylvania school leaders for school leaders, will challenge your thinking and offer solutions.

Learn from and network with international, national and Pennsylvania barrier-breaking experts who are leading bold changes:

- **Anthony Kim**, co-author of The NEW School Rules: 6 Vital Practices for Thriving and Responsive Schools, will challenge your thinking about the leadership and organizational model necessary for creating school cultures that rapidly respond to changes in the way people learn and work.
- **Dr. Heidi Hayes Jacobs**, co-author of Bold Moves for Schools: How We Create Remarkable Learning Environments, will speak to the current skills and capacities necessary for leaders and teachers committed to creating student learners who are “self-navigators, social contractors, media critics and makers, innovative designers, and globally-connected citizens.”
- **Dr. Joseph Erardi**, former superintendent of Newtown, CT schools, will share lessons learned from the horrific mass shooting at Sandy Hook Elementary.

New to our Forum this year are the “ED Talks” during which four courageous Pennsylvania leaders will share initiatives for the development of relevant and responsive schools. These brief overviews will be followed by breakout sessions that provide greater detail:

- Business, Engineering and Design, Global Studies & Medicine (Palisades SD)
- Simulated Manufacturing Plant (Conewago Valley SD)
- Re-allocating Time, Energy and Resources to What Matters Most (Washington SD)
- Meaningful and Authentic Project-Based and Experiential Learning (Springfield SD)

Other innovative, barrier-breaking sessions include:

- Boosting Results with Kahn Academy (Centennial SD)
- Leading Students to Graduation, College Degrees and Financial Savings (Oxford SD)
- Leadership Model to Inspire Innovative Learning Environments and Complex Change (Mt. Lebanon SD)
- High School Start Times, Schedules and a New Curriculum/Assessment System (Mechanicsburg SD)
- Blended, Self-Paced, Game-ified Professional Development (Hollidaysburg SD)

The Forum promises thought-provoking strategies for the leadership of learning ecosystems that prepare students for their future.

And this outstanding event is not just for superintendents but rather for ALL school system leaders who have an important leadership role to play in “breaking barriers” to enhance student achievement: assistant superintendents, curriculum leaders, technology coordinators and principals. Bring a team, or come alone, but don’t miss this unique opportunity to tackle the challenges of leadership for the future of public education.

Also, to assure that you take time to relax and network with your statewide colleagues, a “mix and mingle” featuring Irish and traditional foods and beverages will follow the Keynote on Sunday evening. Sláinte!

Discounted lodging ends February 15 and discounted registration ends February 18.

Register today at https://www.pasa-net.org/leadforum!

See page 9 for detailed information!
Every year on February 2, I watch the same DVD, always on the same day every year, and this year for the 16th time. Of course, it’s “Groundhog Day.” You might say that, by turning on the disc player every Feb. 2, I am having my own déjà vu all over again.

With Punxsutawney events as its backdrop, we watch Bill Murray as Phil Connors the cynical weatherman living through a recurring day, the do-over that never seems to get done right, and the stages of do-over responses: sarcasm, devilish glee, depression, and finally positive action, putting others before self and seeing the world from a different perspective.

While a lot of people find this movie annoying, I love it. Phil Connors puts it well: “This is one time where television really fails to capture the true excitement of a large squirrel predicting the weather.”

But you could also say that Pennsylvania has another “Groundhog Day” every year, ironically falling very close to the real thing: the official beginning of the state budget cycle. Or, as Phil puts it, “Well, it’s Groundhog Day... again...”

No matter how crazy the budget process is, no matter how elongated, political, biting-nails-crazy it gets, without fail there is always that same budget cycle, beginning on the first Tuesday of February and continuing until the constitutionally required deadline of 11:59 p.m. on June 30.

So what can we expect this year – again? Debates on state spending. Debates on proposals. Press releases and press conferences extolling the both the virtues and the fallacies of this policy or that one. Legislation jumping to the forefront without warning. Etc.

Based on what we are seeing in the governor’s proposal this year, and based on state revenues that are doing rather well this year, we may not see a lot of hypertension-inducing debates on state spending this budget season. But it is likely that policy considerations beyond just financial ones will be coming and going in the next four months or so (and beyond), many of them the same as last year and the year before that and the years before that, issues such as charter school reform, a natural gas extraction tax, local control vs. state control and property tax “reform,” to name a few. How many of them actually will get play this spring remains unknown.

But that is why we all need to stay vigilant, informed and ready to advocate for our public schools each and every day.

If you feel you are doing the same thing over and over again in advocacy, much like Phil Connors and even Punxsutawney Phil, you are right. It can be tiring and may even seem like a waste of time to be asked to call your legislators on this issue or that issue, especially when those requests come frequently. It’s easy to fall into the “I can’t make a difference anyway” mindset, much like Phil Connors does: “You want a prediction about the weather? You’re asking the wrong Phil. I’m going to give you a prediction about this winter? It’s going to be cold, it’s going to be dark and it’s going to last you for the rest of your life.”

Or, we can simply rail privately at what is going on but figure nothing can be done. As Phil puts it, “This is pitiful. A thousand people freezing their butts off waiting to worship a rat. What a hype! …Groundhog Day used to mean something in this town. They used to pull the hog out, and they used to eat it. You’re hypocrites, all of you!”

Sometimes it all just seems as though no one is listening and any effort we make just falls on deaf ears. And sometimes, when there is so much else to do, it is much easier to defer to PASA to be the advocate. Yes, we are. And, yes, we will be at the Capitol working on issues important to public education. The PASA Resolutions Corner will inform that work.

But as PASA’s Executive Director Mark DiRocco has put it, “Lawmakers need to hear 800-900 united voices on these important issues every time. Numbers matter!”

So, as challenging as it may be, let’s use advocacy as a positive. Yes, it takes time. Yes, it can be a bother when there are so many other things on your plate. But not saying anything IS saying something – and what it is saying is not positive for public education.

Work with PASA, communities within your district and your IU peers to develop advocacy strategies and coalitions. We will help you. And PA Schools Work is ready to help you do that as well. See the PASA website for contact information for your elected representatives and for resources on advocacy, as well as the PA Schools Work website for information and resources on building your local advocacy network.

Remember this: Sometimes doing the same thing over and over again is just what is actually needed, even if it seems like you are just in a perpetual and repetitive circle. With a concerted effort and positive advocacy focused on what is best for public schools, there may well be a light at the bottom of the groundhog hole.
Leading the Future of Public Education:

**Bold Leaders Breaking Barriers**

March 17-18, 2019 at the Hilton Harrisburg

**FEATURED KEYNOTERS**

ANTHONY KIM
CEO and founder of Education Elements
_Six New Rules for School_

HEIDI HAYES JACOBS
founder and president of Curriculum Designers
_Bold Moves for Schools_

virtual presentation

DR. JOSEPH ERARDI
former superintendent of Newtown School District
_K-12 Safety Best Practices_

Register today at the early-bird rate!

**RATES INCREASE ON FEB. 19.**

EARLY BIRD THROUGH FEB. 18
PASA Member: $299  Non-Member: $399

AFTER FEB. 18
PASA Member: $349  Non-Member: $449

**NOTE: PAYMENT IS DUE IN ADVANCE.**

BOOK YOUR HOTEL

**ACCOMMODATIONS BY FEB. 15!**

Hotel rooms available at a special rate of $169 +tax.

For more program, registration and hotel details, go to the PASA web site at:

_https://www.pasa-net.org/leadforum_

REGISTRATION NOW OPEN

**FEATURED KEYNOTERS**

DR. JOE SANFELIPPO, Superintendent of the Fall Creek SD (Wisconsin). His book, _Hacking Leadership: 10 Ways Great Leaders Inspire Learning That Teachers, Students and Parents Love_ will be featured at the summit and will be required reading for all PIL participants.

JESSICA CABEEN, principal of Ellis Middle School in Austin, Minnesota. Jessica was awarded the NAESP/VINCI Digital Leader of Early Learning Award in 2016, and in 2017 was named the Minnesota National Distinguished Principal.

Approved for 40 Hours of PIL/Act 45 Credit!

Early-Bird Rate through April 26 available for both individuals and team members. **CLICK HERE** to register.

HOTEL ACCOMMODATIONS

To secure rooms, contact Kalahari Resorts & Conventions at 1-877-52525-2427 and reference the “PA Educational Leadership Summit” room block or **click here** for online reservations (enter group ID 4422). Group rate based on availability. **Deadline: July 5.**

Sponsored by...
The vast majority of organizations today have more than enough intelligence, experience, and knowledge to be successful. What they lack is organizational health.

- Patrick Lencioni

The first month or two of the new year is often dedicated to resolutions – many focused on renewing a commitment to a healthy lifestyle, people asking themselves if they are eating right, exercising enough, getting enough sleep, and taking time for themselves and their families.

Do we do this in our school districts? Many districts, including mine, evaluate their progress toward completing their goals, but do we take the time to gauge the “healthiness of our school districts”?

For the past two years, our administrative team at Penns Valley Area School District has spent time working on what Patrick Lencioni, in his book The Advantage, calls “Organizational Health.” Lencioni believes that an organization is healthy when there is minimal politics and confusion, there are high degrees of morale and productivity, and there is low turnover rate among good employees.

Think about your school or your district. Using this definition, is your organization as “healthy” as you would like it to be? If the answer is no, Lencioni believes that creating clarity and then overcommunicating and reinforcing that clarity can greatly improve organizational health.

When creating clarity, Lencioni contends that leaders must not only agree upon but completely rally around answers to the following questions: Why do we exist? How do we behave? What do we do? How will we succeed? What is most important – right now? Who must do what?

All members of your organization team should be able to answer these questions and, more importantly, should use these beliefs in their everyday dealings. For example, Penns Valley’s answer to the question “How do we behave?” is that everyone in Penns Valley should act as a “synergetic, all in, purposeful, servant leader.” If we want to be as “healthy” as possible, everyone – from the superintendent and the teachers to the secretaries, the custodians, the students, and the school board members – must consistently behave this way!

How do you get hundreds or thousands of people within your district to not only know the answers to these questions but also to believe that they are important enough to utilize them in everyday decision making and task completion? Lencioni recommends over-communication and reinforcement.

According to research, people begin to believe things after it is communicated to them five to seven times. It takes many, many additional communications before the idea or belief becomes part of a person’s schema. How do you overcommunicate your district’s beliefs to all stakeholders? Do your social media posts communicate your beliefs? Do you communicate and exhibit those behaviors and beliefs during faculty meetings and when you are working with your school board? What about when you are at a basketball game or at the grocery store? How do you communicate so that you recruit and hire the right people? Communicating your ideas and beliefs must be about what you say and what you do every day.

Once beliefs and values are communicated and expected, we must reinforce behaviors that exemplify those values and beliefs. However, as leaders, we are not able to reinforce wanted behaviors of hundreds of employees on a regular basis. How can you structurally reinforce the values and behaviors that your organization has identified as most important?

Lencioni recommends the following: hiring the right people based upon the organizations values, teaching ALL new employees about the answers to those six crucial questions, having leaders set and communicate goals based upon the six questions, and developing reward systems around the values and goals.

As we head into the second half of the school year, I challenge you to gauge the “organizational health” of your district. How well is your leadership team able to create and overcommunicate your values and beliefs to all stakeholders? How well do you reinforce those values in beliefs through your structures? Do ALL stakeholders reinforce those values and beliefs when they see them being used?

I wish you much success as you think about becoming healthier, both individually and as an organization!

**PASA WOMEN’S CAUCUS SEEKING NOMINATIONS FOR TWO AWARDS**

The PASA Women’s Caucus is seeking nominations for two special awards, awarded annually to women in education.

**WANDA MCDANIEL AWARD**

This honor is awarded to an aspiring school educator or administrator who shows evidence of great leadership potential. The award is named for Dr. Wanda McDaniel, an outstanding administrator and superintendent who displayed a high quality of leadership.

**MARGARET SMITH LEADERSHIP AWARD**

This honor is awarded to an administrator (active or retired) who has demonstrated proven leadership in education. The award is named for Dr. Margaret Smith, first president of the Women’s Caucus, a former Pennsylvania superintendent and a former PA Secretary of Education.

Nominators for both awards (two per nominee) must address four areas: the nominee’s leadership, significant contributions in inspiring women and/or peers, significant accomplishments and evidence of continuing professional or personal growth.

Award recipients will be recognized at the Women’s Caucus Spring Conference, scheduled for May 13-15 in Hershey.

**Nominations for both awards are due by Friday, February 22.** Writable forms are available on the PASA web site, [http://www.pasa-net.org/wcawards](http://www.pasa-net.org/wcawards).
2019 Annual Spring Conference
Grit, Growth & Gains: Leading for Student Achievement

sponsored by the PASA Women’s Caucus
Mon., May 13 – Wed., May 15
Hotel Hershey

30 PIL/Act 45 Hours
approval pending

Featured Presenters:

DR. VEIRDRE JACKSON
Core Behaviors to Leveling Up and Leaving a Legacy

BETH TRAPANI
Communicating Under Pressure

DR. SHERRI SMITH
Update from the PDE

**PLUS**
Education Case Law Review
Legislative Update
Networking
Numerous education sessions focused on grit, growth & gains

Hotel Room Deadline: April 26
Conference fees increase after April 5.

See the PASA website at https://www.pasa-net.org/wcconf
for conference and registration details!

ONLINE ASSESSMENT

The Consortium for School Networking (CoSN) and its state affiliate chapter, Pennsylvania Association for Educational Communications and Technology, are honored to support the work of current and aspiring superintendents and district leadership teams in leading all aspects of digital learning transformations. (See a recent article from CoSN on Leading Mobile Learning).

This month we focus on the topic of Online Assessment. Once thought to be primarily a platform for summative assessments, online testing today has become an integral component of personalized learning, which relies heavily on data acquired through both ongoing formative assessments as well as summative assessments.

CoSN is pleased to provide school leaders (and all the stakeholders they serve) with nine key recommendations for leveraging online assessment capability and capacity.

CoSN has partnered with edWeb to provide a monthly webinar series on topics essential for leading digital transformations. School superintendents serve as panelists on each webinar and share their stories and expertise. Every webinar is recorded for viewing by those who are not able to join the live broadcast.

If your school or district would like more information about joining CoSN or getting more involved with CoSN and/or PAECT, please contact Brian Calvary, CAE, CoSN Director of Membership and Chapters, at bcalvary@cosn.org.

RESOURCES FOR THE SUPERINTENDENT

This past December, the PASA Technology Committee partnered with CoSN to present a webinar providing an overview of CoSN resources for the superintendent. Please take a moment to provide us with feedback by taking this 2-minute survey. Even if you didn't participate in the webinar, we would love to hear your thoughts on future PASA/CoSN professional learning opportunities!
Educators and administrators considering a move into either central office positions or the superintendent attended two days of the Aspiring to Leadership Workshops, intended to provide information and guidance for those considering moving forward in their professional career. Thank you to our presenters for a positive program that provided a focused and practical lens into current cabinet-level and superintendent roles and responsibilities:

**DAY 1: CENTRAL OFFICE**
- Overview of Central Office Leadership
- Application & Interview Process
- Transitioning to the New Role in Central Office

**Presenters:** Dr. Mark DiRocco (PASA Exec. Dir.), Virginia Montgomery (PASA General Counsel), Dr. Kevin Roberts, Jr., (Asst. Supt., Big Spring), Connie Kindler (PASA Consultant for Prof. Dev.), Colleen Friend (Asst. Supt., Carlisle Area), Julie Huff (Asst. Supt. for Academics, Mechanicsburg Area) and Dr. Gennaro Piraino, Jr. (Supt., Franklin Regional)

**DAY 2: THE SUPERINTENDENCY**
- Overview of the Superintendency
- Negotiating a Sound Employment Contract
- Entry Planning, Relationship Building and Transition

**Presenters:** Dr. Mark DiRocco, Dr. Michele Balliet (Supt., Elizabethtown Area), Dr. Eric Eshbach (Supt., Northern York County), Dr. Robert Hollister (Supt., Eastern Lancaster County), Dr. Todd Stoltz (Supt., West Shore), Virginia Montgomery, Dr. Linda Hippert (Asst. Prof., Point Park Univ.), Dr. Patrick O’Toole (consultant, ret. supt., Upper St. Clair), Dr. Robert Gildea (Supt., Hollidaysburg Area) and Dr. Gennaro Piraino, Jr.

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**Thinking about moving forward in YOUR professional journey?**

Registration is now OPEN for the next sessions of the Aspiring to Leadership Workshops, scheduled for June 20 and 21. See p. 12 for details.
designed to provide practical information and tools to assist those considering a future career as a district cabinet-level leader and/or superintendent

Thinking about moving forward in your professional journey? Or know someone who is? These are the workshops aspiring school system leaders need!

ASPIRING TO CABINET-LEVEL/CENTRAL OFFICE LEADERSHIP
PASA Office - June 20
Focus: an overview of cabinet positions; preparation for these roles; team building; the differences between contracted term and tenured compensation plans; and actions for successfully transitioning to the role that is right for you. Current superintendents and a cabinet-level leaders will facilitate practice interviews with participants.

ASPIRING TO THE SUPERINTENDENCY
PASA Office - June 21
Focus: an overview of the role, responsibilities and rewards of serving as a superintendent; balancing responsibilities; finding the right match; negotiating a sound contract; and entry planning and transition. A search consultant will discuss the search process and tips for securing the job.

WORKSHOP SCHEDULE
8:30 a.m. - Check-in/continental breakfast
9:00 a.m. - Program begins (includes lunch)
4:00 p.m. - Program concludes

REGISTRATION FEE:
$159 (per day). Register for one day or both days!

HELP US GROW FUTURE LEADERS!
Encourage aspiring leaders in your district or building to take advantage of this excellent learning opportunity!

BONUS: EARN GRADUATE CREDIT!
PASA is partnering with Shippensburg University to provide the option of earning three Shippensburg University graduate credits that can be applied to its nationally recognized Letter of Eligibility Program. The option requires participation in both days of PASA’s Aspiring to Leadership Workshops. Those seeking this option must be currently serving in an administrative or supervisory position.

Want more information? Need to register? See the PASA website at https://www.pasa-net.org/aspiring.
Don’t miss out on a learning-rich series of professional development opportunities in PASA’s new membership year. Whether you are a new superintendent, someone aspiring to higher levels of school system leadership, or a school administrator who is looking to build your knowledge base and grow your leadership skills – PASA has a program for YOU!

Don’t miss these professional learning opportunities developed with YOUR needs in mind!


Four one-hour informational webinars focused on leadership in innovation – issues important to YOU. The first webinar in the series was held January 10. The next webinar in the series is scheduled for February 21. See the box to the right for details.

“Bold Leaders Breaking Barriers”
March 17-18 at the Harrisburg Hilton with Anthony Kim, Heidi Hayes Jacobs and Dr. Joseph Erardi See p. 9 for details.

Women’s Caucus Spring Conference
“Grit, Growth, Gains: Leading for Student Achievement”
May 13-15 at the Hotel Hershey with Dr. Veidre Jackson and Beth Trapani See p. 10 for details.

Aspiring to Leadership Workshops
*Aspiring to Cabinet-Level/ Central Office Leadership
June 20 (PASA Office – Harrisburg)
Aspiring to the Superintendency
June 21 (PASA office – Harrisburg)
See p. 13 for details.

New Superintendents’ Academy
Part 1: Strategic & Cultural Leadership – July 11-12 (REGISTRATION OPENS SOON!)
Part 2: Systems Leadership – September 25-26
Part 3: Professional & Community Leadership – January 7-8
https://www.pasa-net.org/workshopnsa

PA Educational Leadership Summit featuring keynote speakers
Dr. Joe Sanfelippo and Jessica Cabeen
Teams encouraged to attend!
See p. 9 for details.

**SAVE THE DATE**
Thursday, Oct. 3 (PASA Office)
“Evidence-Centered Leadership: Actionable Solutions for the Assistant Superintendent”
a deeper dive into the practical, actionable aspects of the 4Cs - Culture, Capacity, Coherence and Courage - as they apply to Assistant Superintendents
https://www.pasa-net.org/asstsuptsummit

PA Educational Leadership Summit
August 4-6, 2019
Radisson Hotel Harrisburg
Paso Manor, PA

PA Educational Leadership Summit
August 4-6, 2019
Radisson Hotel Harrisburg
Paso Manor, PA

PASA Flyer - February 2019
OUR PASA SPONSORS

*Thank you for your continuing support!*

Visit the PASA website at [www.pasa-net.org/pasasponsors](http://www.pasa-net.org/pasasponsors) for more information on the products and services our sponsors can offer YOU!

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In January, both the House and Senate passed a short-term continuing resolution and the President signed it into law, bringing the longest partial government shutdown in history to a close in its 35th day.

Following increased pressure amid growing negative polling, and air stops in major airports due to the lack of workers, which sent ripples up and down the east coast, the President announced he would sign a funding deal to temporarily end the shutdown.

The agreement level-funds the portions of the government that had been shut down, buying Congress time to wrap up the appropriations work for FY19. In addition to funding the government through February 15, the agreement creates a conference committee on homeland security. This committee will have the three-week work period to negotiate the deal.

The short-term deal includes zero money for the border wall. The path forward remains anything but certain, as the President has already indicated that he remains open to declaring an emergency to secure funding for the wall. It is feasible Congress could pass stand-alone bills for all impacted portions of the government (except homeland security, the slice of the pie that would include funding for a wall). That said, this path forward, funding all parts of government except homeland security, would significantly reduce the consequence of another shutdown, as well as dilute any perceived pressure the President could leverage in negotiations related to wall funding should another shutdown occur.

As a reminder, of the 12 appropriations bills (which collectively fund the entirety of the federal government), these are the ones that remain incomplete: agriculture, commerce, financial services, homeland security, interior, state/foreign ops and transportation. These are the “slices of the funding pie” funded through February 15 and subject to the consequences of another shutdown if Congress fails to fund them for the remainder of the FY19 fiscal year.

Stay tuned.

As a reminder, the U.S. Deps. of Education and Health & Human Services, the two agencies that provide the bulk of federal funding provided to schools, are already fully funded, not part of the current shutdown, and face no threat of any additional shutdowns in 2019. However, if there is another shutdown and it includes the agriculture appropriations bill, it will impact the SNAP program as well as the school meals programs (breakfast, lunch and after school meals).

Related to the broader appropriations work, the President is typically required to release his budget by the first Monday of February (which was February 4). Citing the shutdown, however, the FY20 budget proposal is delayed and is expected to be released in two parts in March, with the topline numbers of the President’s FY20 budget blueprint released the week of March 11, and a fuller budget breakdown the following week. These dates are subject to change.

Looking ahead to the 2020 funding debates, education will face an uphill battle. In addition to needing Congress to raise the caps for both defense and non-defense discretionary funding (NDD) – and now education funding is part of NDD! – this year’s path won’t necessarily be as smooth as 2019.

In 2019, the funding cap had already been raised as part of the 2018 two-year budget deal AND the path specific to the education bill was wrinkle-free in large part because we were paired with the defense funding bill for the purposes of getting it out of Congress and all the way across the President’s desk. Without being paired with defense funding, there was concern the President might not sign a stand-alone labor-health-human services-education (LHHS) bill, which includes education. By pairing LHHS with defense, Congress essentially sent the marching band flautist to the prom with the quarterback. In effect, LHHS funding totally rode the coattails of defense funding over the finish line and avoided any impact under the shutdown.

We expect that, in 2020, the President won’t be as keen to sign this tandem bill (even with his prioritized support for defense funding), meaning that should there be a shutdown in FY2020, the chance of education being impacted is higher.

We’ll be monitoring both the wrap up of FY19 and the start of the FY2020 process. You can get the latest advocacy news on the blog, in our weekly legislative update or our monthly advocacy update.
CAP Report on Medicaid
Late this summer, the Center for American Progress (CAP) released a report detailing how proposed cuts to Medicaid programs could result in steep cuts to teachers and classrooms across the nation.

The new CAP analysis shows that if states were to absorb Medicaid funding cuts—such as those Republican lawmakers have previously proposed—by slashing their education budgets, public K-12 school teachers and college students would be hit hard.

Education accounts for more than a quarter of all state spending, leaving it a prime target for cuts if President Trump and Congress cut Medicaid.

Read the full report.

In This Month’s Issue of School Administrator
Dr. Terrance Furin, affiliate professor at St. Joseph’s University and a member of the PASA Professional Development, is featured in this month’s issue of School Administrator (p. 44). Furin discusses his book Combating Hatred: Transformational Educators Striving for Social Justice (2nd edition).

National Conference on Education & PA Reception
School system leaders from Pennsylvania and across the country will gather Feb. 14-16 in Los Angeles for the 2019 AASA National Conference on Education, “Effective Leadership Creates Success.” For those planning to attend this year’s conference, the Pennsylvania Reception during the conference is scheduled for Friday, February 15, from 5:30-7:30 p.m. at Tom’s Urban Restaurant, 1011 Figueroa Street (across the square from the JW Marriott Hotel near the convention center).

National Superintendent of the Year
2019 Pennsylvania Superintendent of the Year Dr. Gennaro R. Piraino, Jr. of the Franklin Regional SD (Westmoreland I.U. 7) will be recognized during the conference, along with all other state recipients of the honor.

AASA recently announced the name of the four state finalists for the 2019 National Superintendent of the Year. They are: Jeff Butts, Metropolitan School District of Wayne Township, Indianapolis, Ind.; Curtis Jones Jr., Bibb County School District, Macon, Ga.; Mary Ann Ranells, West Ada Joint School District #2, Meridian, Idaho; and Brian Woods, Northside Independent School District, San Antonio, Texas. The recipient of the honor will be announced on Feb. 14.

Candidates for AASA President-Elect
Candidates for AASA president-elect this year are Kristi Sandvik, superintendent since 2013 of the Buckeye Elementary School District in Buckeye, Ariz., and L. Oliver Robinson, superintendent since 2005 in the Shenendehowa Central School District in Clifton Park, N.Y.

Join AASA today and become part of a supported community of school leaders nationwide who advocate for public education! See the AASA website, www.aasa.org, for details or contact the PASA office.

COMMUNICATION TIP OF THE MONTH
“Creating trauma-sensitive schools has much in common with what many well-run schools already do. They identify priorities, such as learning jointly, coalition building, planning and evaluation. What is different at a trauma-sensitive school is that the awareness about trauma’s impact on learning becomes a primary motivator for taking action. Through more learning and reflective conversations, a sense of urgency grows into a deeper awareness of the pervasive role trauma plays at school and how addressing it can improve students’ educational accomplishments.” – Susan Cole, director of the Trauma and Learning Policy Initiative (Massachusetts), from “Understanding Trauma’s Impact on Learning,” as published in the February issue of AASA’s School Administrator. The issue examines mental health and trauma in schools.

**POLICY ON PASA WORKSHOP PAYMENTS/CANCELLATIONS**

CANCELLATIONS
A $25 service fee will be retained for cancellations received two (2) weeks or less prior to the scheduled program. NO REFUNDS/CREDITS will be given if cancellation is received five (5) business days or less prior to the scheduled program. All cancellations must be made/confirmed in writing.

PAYMENTS
All fees for programs and workshops, including those invoiced, are due in advance of the event. Payments not received in advance must be paid on-site.

NON-ATTENDANCE AND PAYMENT OF FEES
PASA understands that unexpected events may prevent a registrant from attending a program or workshop the day of the event. Unfortunately, PASA has limited capacity to absorb unexpected revenue losses (such as catering costs and other expenses) when individuals do not attend workshops and programs and fail to provide prior notice. For that reason, registrants who do not attend a program and have not provided a written notice of cancellation prior to the event as explained above in “Cancellations” remain responsible for payment of registration fees. Any unpaid fees not received thirty (30) calendar days after the program will be assessed an additional $25.00. Accounts must be settled prior to registering for any future PASA programs. Registrants may appeal to the Executive Director if there is an extenuating circumstance or unforeseen emergency that prevented attendance the day of the event.

WEATHER & PROGRAM CANCELLATIONS
In the event that a workshop is postponed due to weather conditions, registrants will receive full credit toward the rescheduled program. If the registrant is unable to attend the rescheduled workshop due to conflicts and informs PASA in advance (as per the above-listed cancellation/refund policy), PASA will apply the registration fee already paid toward the registration fee of a future PASA workshop.
**PASA CALENDAR**

**PASA CALENDAR OF EVENTS 2019**

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

**FEBRUARY**
14-16  AASA National Conference on Education (Los Angeles)
18  PASA office closed
20  PLUS Caucus of PASA meeting (virtual)
21  PASA Webinar: Bridging the Gap
26  PASA/PASBO Webinar for Superintendents: BEF Update

**MARCH**
12  Technology Committee meeting (virtual)
17-18  PASA Leadership Forum (Hilton Harrisburg)
21  PASA Webinar: Leadership Study – Changing School Start-Times
26  Women's Caucus Board meeting

**APRIL**
9  Women’s Caucus Board meeting
11  Resolutions Committee meeting (PASA Office)
12  Board of Governors’ meeting (Harrisburg)
19  Board of Governors’ Liaison Meeting (PASA Office)
25  PASA Webinar: Career Pathway Model
29  PSBA/PASA/PAIU Advocacy Day (Capitol)

**MAY**
1  Professional Development Committee meeting (virtual)
13-15  PASA Women’s Caucus Conference (Hershey)
17  Technology Committee meeting (virtual)
27  PASA office closed
29  PLUS Caucus of PASA Lobby Day (Capitol)

**JUNE**
18  PASA/PARSS/PaPA Lobby Day (Capitol)
20-21  Aspiring to Leadership Workshops (PASA Office)

**REGION 7**

Dr. William Kerr, superintendent of the Norwin SD, has announced he will retire at the end of the school year. Kerr has served in education for 42 years and as the district’s superintendent for nine years. He also has served as superintendent in both the Apollo-Ridge and Armstrong school districts.

**REGION 8**

Thomas McInroy, superintendent of the Bellwood-Antis SD, has received a new four-year contract.

**REGION 12**

Dr. Jody Nace recently retired from the position of Executive Director of Lincoln I.U. 12. Dr. Bruce Sensenig is currently serving as the I.U.’s interim executive director.

Dr. Dion Betts has been appointed superintendent of the Chambersburg Area SD, effective July 1. He currently serves as an assistant superintendent in the Philadelphia SD. Betts will replace Dr. Joseph Padasak, who is retiring after serving in the position since 2006.

**REGION 18**

Joseph Rasmus has been appointed superintendent of the Crestwood SD. He had been serving as the district’s acting superintendent since October. Joseph Gorham recently resigned from his position as superintendent of the district.

**REGION 19**

The PA Department of Education recently appointed Dr. Candis Finan as Chief Recovery Officer for the Scranton City SD. Finan retired from the Delaware Valley SD in 2012 after 14 years as superintendent and 13 years as assistant superintendent. She served as Women’s Caucus President in 2004-06.

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!”)