PASA members were among those attending the American Association of School Administrators’ (AASA) National Conference on Education last month in Los Angeles (Feb. 14-16). The conference, the only national conference for chief school administrators, featured sessions, speakers, special workshops and roundtables designed to help administrators in both their professional and personal development, with the theme “Effective Leadership Creates Success.”

SUPERINTENDENT OF THE YEAR

During the conference, Dr. Gennaro R. Piraino, Jr. (center), Superintendent of the Franklin Regional SD, was recognized as the 2019 Pennsylvania Superintendent of the Year, along with the other state honorees from across the country. National Superintendent of the Year honors went to Curtis R. Jones, Jr., Superintendent of Bibb County School District in Macon, Georgia.

CONFERENCE SESSIONS: PA PRESENTERS AND FACILITATORS

Pennsylvania school leaders were well represented among the facilitators and session presenters at the conference. Those who led sessions included:

- **Dion Betts**, Assistant Superintendent, Philadelphia – “When Worlds Connect: An Exchange of Cultures and Best Practices in Education with Discover China”
- **Jay Burkhart**, Superintendent, South Western – “Rural Consolidation”
- **Randy Ziegenfuss**, Superintendent, Salisbury Township – “Repositioning Educational Leadership: Inquiry-Based Approaches to District Leadership” and “Leadership Lessons for Our Times: Cybersecurity and Data Privacy”
- **Eric Eshbach**, Superintendent, Northern York County, and **Sybil Knight-Burney**, Superintendent, Harrisburg – “Combating Inequities and Building Successful Systems of Integrated Student Supports”

- **Mark Hoffman**, Executive Director, and **Rachel Holler**, Director of Programs and Services, Bucks County I.U. 22 – “Building Leadership Capacity Using a Multi-District Collaborative Approach”
- **Joseph O’Brien**, Executive Director, Chester County I.U. – “Superintendents Supporting Superintendents: The Suburban Study Council”

See AASA Conference Recap, page 4

REMINDER

PASA is seeking nominations for 2019-20 President-Elect and 2019-20 Treasurer, and one nomination for a seat on the AASA Governing Board. The deadline for nomination papers (PASA officers) and letters of interest (AASA Governing Board) is MARCH 15. See the PASA website for information at https://www.pasa-net.org/elections.
The PASA Flyer is published monthly by the Pennsylvania Association of School Administrators.

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The PASA Flyer - March 2019

FROM THE EXECUTIVE DIRECTOR

DR. MARK DIROCCO

THE IMPORTANCE OF BOARD AND SUPERINTENDENT RELATIONSHIPS

A superintendent’s relationship with his/her school board is one of the most critical aspects of being a successful leader and enjoying a productive tenure in a school district. Positive, honest, and respectful communication by both the superintendent and the board is critical for a trusting and healthy working relationship.

When this relationship goes south, it can become an agonizing situation for superintendents, often resulting in an unexpected job search, non-renewal or separation of employment. These situations can lead to serious consequences for superintendents and their families.

For those reasons, it is imperative that superintendents pay attention to their relationship with the board and be observant as to developments that could spell trouble.

In the March 2019 edition of School Administrator, Ryan Donlan, a former superintendent and current education professor at Indiana State University, explains how superintendents can make positive connections with board members between official school board meetings in an effort to cultivate relationships. When individuals know each other on a more personal level, he says, it is easier to work through difficult challenges in a formal board setting.

Although there are a variety of ways to develop positive and healthy relationships with board members, here are a few examples that have proven to be valuable by successful superintendents:

Provide orientation for new board members. Invite newly elected board members to an orientation session prior to their first meeting as a board member. Typically, these sessions are conducted by the superintendent and board president to provide new board members with an overview of the district and board operations. This will help new board members be prepared for their first meeting and allow you to clearly explain your role as superintendent and their role as a board member.

Communicate regularly. Most superintendents send out some type of weekly communication to their board to be sure they are aware of important happenings in the district. Board members want to be aware of school activities and events so they feel that they are “in the know” when community members speak with them.

Communicate the bad and the good. Board members don’t like to be surprised by community members about something that happened in the district before the superintendent contacts them. Be sure to send your board a brief communication when incidents and events happen such as the police being called to a school, a water pipe break in a building, or an incident that may be exploding on social media. Although you will be busy handling these events, be sure to have a system established so the board is aware of what is happening before the general public is notified.

Make sure everyone receives the information. It is important that all board members are provided with the same information regarding matter that may come before the board. When board members send you questions between board meetings, it’s always prudent to send your response to all the board members so everyone is in the loop.

Learn Together. It is highly recommended that you hold periodic board conferences/retreats to delve deeper into learning about district operations, finances, educational research, facility maintenance, special education programs, etc. Board conferences are scheduled at a time between board meetings in a more relaxed setting for the board to learn about the school district. During my time as superintendent, we typically held two board retreats each year on a Saturday morning. The sessions always included some type of team building activity along with training sessions. These sessions allow the superintendent and board to work together in a collaborative environment, build trust, and strengthen relationships. If you find it difficult to schedule a time to meet between board meetings, try having a limited agenda at regularly schedule board meeting and hold a board retreat immediately afterward.

See Executive Director’s Message, page 3

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Correspondence regarding the PASA Flyer can be mailed to:

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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 Budget & Finance News

State Revenue: Pennsylvania collected $2 billion in General Fund revenue in February, which was $2.5 million, or 0.1 percent, less than anticipated. Fiscal year-to-date General Fund collections total $20.2 billion, which is $87.4 million, or 1.4 percent, above estimate and about 5.7 percent more than was collected in the same period of the last fiscal year.

Wages and Salary Proposals: Gov. Wolf’s proposed increase in the statewide minimum wage and the minimum teacher salary were issues of high interest during appropriations committee hearings over the past month. At this point, there are no clear indications about where either proposal is headed in the legislature.

Cyber Charter Costs: A recent report from Education Voters of Pennsylvania finds that “students from nearly every school district in Pennsylvania attend a state-authorized cyber school at an annual cost of more than $463 million.” The report notes that, although cyber charter schools have “materially lower costs” than either traditional public schools or brick-and-mortar charter schools, tuition payments are the same as brick-and-mortars.

School Safety

Safe2SaySomething Tips: According to the Office of the Attorney General, the Safe2Say reporting system fielded more than 4,900 tips in its first month of operation, about a third of them considered serious enough to pass along to local authorities. Of those, nearly 1,400 were deemed “life safety” tips, considered important enough to notify schools and the local 911 centers. These included suicide threats, situations where students may have hurt others without intervention, harassment, bullying and mental health issues.

PSP Assessment Teams: In appropriations hearings last month, officials from the PA State Police (PSP) reported that in 2018 the PSP conducted 104 risk and vulnerability assessments, 85 of them in school buildings. The current backlog for schools is 120 for K-12, 60 for K-12 private schools, and 16 for higher education. Currently, the PSP has three teams across the state with three members each.

State News

Charter School Applications: School boards in the Harrisburg, Pittsburgh and Philadelphia school districts recently rejected charter school applications for a variety of reasons. However, the Pennsylvania Charter Appeals Board recently overturned a Pittsburgh SD denial of a charter application. According to news reports, members of the Appeals Board, all of whom are Gov. Corbett appointees, are operating under expired terms, as Gov. Wolf has not acted to either replace them or extend their terms on the board.

National News

Infrastructure Bill: The U.S. House Education & Labor Committee recently passed the “Rebuild America’s Schools Act,” which would provide about $100 billion for school infrastructure. However, the bill does not identify where those funds will come from, which means funding the measure, should it pass through Congress, would need to be addressed in the annual appropriations bill.

Promoting School Choice: Secretary of Education Betsy DeVos is promoting legislation that would provide federal tax credits to companies that donate to organizations offering “scholarships” to students for private education. The measure faces long odds in Congress.

Student Homelessness: According to new federal data, the number of K-12 students who are homeless has increased by 70 percent over the last decade – and shows no sign of slowing. Nine states reported increases of more than 20 percent over the last three years alone, and 20 states reported growth of 10 percent or more.

Graduation Rates: According to an analysis of federal data by the Education Week Research Center, 935 public high schools nationwide have four-year graduation rates of less than 50 percent in 2016-17, but, of those, 54 percent are charter schools – or one-quarter of all U.S. charter high schools and nearly 3 percent of all public high schools.

COMING UP

This month the House and Senate appropriations committees wrap up their hearings on Gov. Wolf’s proposed state budget and begin holding voting sessions off and on through April. Work on the budget likely will begin in earnest after the Easter break. Meanwhile, the education committees will begin their consideration of numerous issues, as this legislative session begins to pick up the pace. As always, stay tuned for the latest information by following us on Twitter @PASASupts.

EXECUTIVE DIRECTOR’S MESSAGE

Continued from page 2

Keep your sensors up. If you sense that something is not going well with your school board, address it right away. It is easy for superintendents to miss the signs that the board is unhappy with their leadership. It is always best to confront small situations early before they become magnified and unresolvable.

Stability and longevity of the superintendent is one of the factors that the research identifies in effective school systems, yet we continue to see high turnover in the superintendent position across the state.

PASA is available for assistance in helping superintendents navigate and strengthen relationships with their board. Sometimes a third party can help everyone see the situation more clearly and provide a process for an improved working relationship. Please contact us if we can be of help.

PASA Flyer - March 2019
RECOGNITION OF PA SCHOOL LEADERS

Three Pennsylvania administrators were recognized during the conference for completing special AASA leadership programs. They are: Craig Skaluba, Superintendent of the Muncy SD, who completed the National Superintendent Certification Program; Bryan McGraw, Superintendent of the North Pocono SD, who completed the Urban Superintendents Academy; and Daniel Powell, assistant Superintendent of the North Pocono SD, who completed the Aspiring Superintendents Academy.

MINI GRANT RECIPIENTS

Two Pennsylvania school districts and one intermediate unit were among school entities receiving a 2019 AASA/Sourcewell Helping Kids Mini Grant, initiated to support schools recovering from natural disasters and helping students in urgent need. Among the recipients were Bristol Township SD, Centennial SD and Bucks County I.U. 22.

AT THE CONFERENCE

LEFT: AASA President Chris Gaines, superintendent of the Mehlville SD in St. Louis, MO, called for altering perceptions to see how much school leaders matter. (Photo by LifeTouch)

BELOW: Dr. Randy Ziegenfuss (left), Superintendent of the Salisbury Township SD and chair of the PASA Technology Committee, served on two panels during the conference, one on inquiry-based approaches to district leadership and one on cybersecurity and data privacy.

ABOVE: Dr. Sybil Knight-Burney, Superintendent of the Harrisburg SD and President of the PLUS Caucus of PASA, and Dr. Eric Eshbach, Superintendent of the Northern York County SD and a PASA Past-President, spoke on trauma-informed schooling during one of the education sessions.

RIGHT: Dr. Jay Burkhart (speaking), Superintendent of the South Western SD and chair of the PASA Election Committee, served on a panel session discussing rural school consolidation.

BELOW: Dr. Randy Ziegenfuss (left), Superintendent of the Salisbury Township SD and chair of the PASA Technology Committee, served on two panels during the conference, one on inquiry-based approaches to district leadership and one on cybersecurity and data privacy.

PHOTOGRAPHY CREDIT:

Where noted, photos were provided by LifeTouch, official photographer of the AASA Conference. Other photos taken by Dr. Mark DiRocco, PASA Executive Director.

ABOVE: Dr. Eshbach, Dr. Piraino and Dr. Burkhart take a break during the conference.

continued from page 1

continued on next page
ABOVE: Dr. Amy Sichel (center, front row), former Superintendent of Abington SD, was among the AASA Past-Presidents recognized during the conference.

RIGHT: Former national security adviser Susan Rice said schools have a major role to ensure democratic values in the next generation. (Photo by LifeTouch)

ABOVE: Dr. Brian Troop (center), Superintendent of the Ephrata Area SD, and colleagues from other states took advantage of activities and networking time in the Social Media Lounge. (Photo by LifeTouch)

LEFT: During the conference AASA volunteers stuffed about 1,000 backpacks with food for needy kids in Los Angeles. (Photo by LifeTouch)

BELOW: Thomas Gentzel, NSBA Executive Director, and Dan Domenech, AASA Executive Director, discussed the importance of positive school board/superintendent relationships. (Photo by LifeTouch)

ABOVE: Keynote speaker Bill Daggett talked about “Forward-Focused Schools.” (Photo by LifeTouch)

THANK YOU TO OUR RECEPTION SPONSORS:

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PSBA Insurance Trust: providing superior insurance services and programs designed specifically for the unique needs of Pennsylvania’s member school entities

PENNSYLVANIANS AT THE PASA RECEPTION

Over 50 Pennsylvanians and sponsor representatives attended the Pennsylvania Reception during the AASA Conference. The reception was held at Tom’s Urban Restaurant next to the Convention Center.

ONLINE RECAP OF THIS YEAR’S CONFERENCE...

Want to see more about this year’s conference? Check out AASA’s Conference Daily Online for short write-ups about general session speakers and other presenters, stories and photos of award winners, short video clips, and reflective blog postings by AASA members about their conference experiences. See the AASA website at http://nce.aasa.org/conference-daily-online.

MARK YOUR CALENDARS!

2020 AASA National Conference on Education
February 13-15 in San Diego, California
As March rolls around and we get a sense that spring may be on the horizon, or so the Groundhog said, we start to focus our calendars on state assessments.

Life in the education sector post-NCLB became quite stressful for students, staff and administrators alike. But, with the passage of the Every Student Succeeds Act, there is a newfound feeling of some flexibility in regards to our accountability model.

The Pennsylvania Department of Education has lessened testing time and incorporated an updated model that is less dependent on PSSAs and Keystones and more reflective of other identified measures. Whether you are comfortable with the newly minted “Future Ready Index” or whether you hoped for more flexibility, we still must challenge ourselves to set our own scorecard for the students in our respective school districts, enabling us to communicate the most critical elements of our students’ development.

Setting your own scorecard brings the focus back to a local accountability model which reflects both your community values and what is needed within our global economy moving forward. From my discussions with colleagues about this process nationally, there seems to be some commonality in what got them to the point of setting their own scorecard. In most cases, it started with a locally driven strategic plan process. For those of us in the commonwealth, this goes beyond our Comprehensive Planning Model and focuses specifically on a localized strategic plan that incorporates the mission and vision of the district and what the community identifies as “key deliverables” in their child’s educational process.

Once the strategic plan is in place, the next step often includes the development of your own “Portrait of a Graduate.” If you need some reference materials on this process, visit the EdLeader21 and Battelle for Kids Portrait of a Graduate website, https://portraitofagraduate.org/, and see what other school districts throughout the nation are doing with this process. With the strategic plan and Portrait of Graduate in place, the conversation naturally evolves to the effective measurement of these processes both as a system and also on the individual student level.

This progression takes us to “Setting Your Scorecard,” and it can be accomplished at a school district of 12,000 students with a healthy central office as well as a school district of 600 with a rather flat central office. For the systems that we value most to be effective, we need to set a cadence of accountability. This accountability can serve as a very critical component in telling your story as a school district to your local residents, within your IU and even at the state and national level.

Phil Schlechty always made the case that our scorecard needs to be community-driven and focused on student benefit. It is not a scorecard focused solely on standardized tests, as that allows your story to be told by entities beyond your school district. Rather, the scorecard needs to focus on the uniqueness of the processes within your school district that make your students “life ready.” How we measure various competencies articulated within our Portrait of a Graduate or dispositions our business community finds critical for our graduates, their future employees, sets your discussion in motion for developing your own scorecard.

Does it sound like “pie-in-the-sky” thinking? Is it too much to accomplish in a small rural school district? Do I have the staff necessary to pull this off? These questions, and many more are those that school leaders throughout the country pose when they think about this evolution of planning.

There are many examples throughout the country of districts moving in this direction. Two that I’ve seen recently in the commonwealth are in the North Allegheny School District led by Robert Scherrer and also in the Ephrata Area School District led by Brian Troop.

North Allegheny delivers a very comprehensive scorecard entitled “Measuring Success at North Allegheny School District.” The document is produced yearly and certainly doesn’t downplay the traditional accountability measures defined by Pennsylvania, but it clearly takes the next step and defines a localized “Measuring Success Framework.” In short, North Allegheny has set their own scorecard and now uses that scorecard to help them tell their story.

Ephrata Area has followed a similar path. Ephrata doesn’t shy away from what is required by our state accountability model, but as a school district they took the next step and embraced a framework for a “Life Ready Graduate.” This work was done in collaboration with their residents and local businesses to provide opportunities and measure skills, competencies and dispositions that are valued in their community and needed for future success.

Hats off to Robert and Brian on these efforts! I would encourage you to visit their websites and read more about each.

Setting your own scorecard is not an easy process. It takes time and consistent work within your community and leadership team. But it is slowly starting to happen, and we have some great examples here in the commonwealth. Take some time and touch base with colleagues immersed in some component of this systemic process. Find out what support structures they’ve utilized and envision it within your own setting.

As district leaders, we are charged with telling our school district’s story. Having a local accountability model that sets your scorecard can absolutely serve as the driver in that journey. Challenge yourself to having student-centered tools in place that allow you to tell your story, because, at the end of the day, if you don’t tell your story, someone else will define it for you.

BE A BETTER ADVOCATE!

Want to be a better advocate for your school, your community and, most importantly, your students? The PASA website provides you with resources you need!

Check it out… https://www.pasa-net.org/advocacy
Recently I watched my seven-year-old granddaughter play Minecraft, the virtual video game in which players create a life-like world. I was in awe observing the impressive house with multiple rooms and furniture that she designed. While building, she periodically navigated to YouTube videos for instruction. Later that day she challenged her brother into a Dash & Dot robotic ball launching game maneuvered via coding applications on their iPads.

During these experiences they were engaged with others and self-directing their own construction of meaning and knowledge. This lens into children at play exemplifies the way in which the Web and current technologies have influenced the manner in which our students learn, socialize and entertain themselves.

In my interactions with school leaders across the Commonwealth, I am inspired by their enthusiastic and persistent efforts to create cultures in which meaningful, modern-day teaching and learning occurs. They are motivated by their students’ achievement of the knowledge, skills, dispositions, and forms of literacy required for success in an increasingly innovative world. These leaders are changing systems, structures, strategies, practices, and programs that have existed far beyond their relevancy.

Through PASA’s varied “barrier-breaking” themed professional development offerings this year, we support their efforts by providing opportunities for our school leaders to connect with colleagues who are attempting similar feats. Through the sharing of promising innovations, we aim to grow and sustain leadership that is responsive to our rapidly changing future.

We are especially excited about our signature event, the 2019 PASA Leadership Forum (formerly the Education Congress), focused on “The Future of Public Education: Bold Leaders Breaking Barriers” on March 17 and 18, Sunday evening through Monday afternoon, at the Harrisburg Hilton. This program will highlight innovations and the processes for leading them. Superintendents, assistant superintendents, curriculum directors, technology directors, and principals will participate in this unique opportunity to learn about and share strategies for creating school environments that are applicable to today’s learners. Click here to read more!

Another means for sharing statewide innovative programs and practices with your leadership team is through our “Barrier-Breaking Webinar Series,” facilitated by school district leaders. Registration for these monthly webinars provides you with live participation and access to the recordings for further review and discussion with your district teams. Click here to learn more.

In addition, aligned with our theme of “innovation” is the forward-thinking collaborative work of our Technology Committee, led by Dr. Randy Ziegenfuss, Superintendent of the Salisbury Township SD, and our Research and Development Committee, led by Dr. David Baugh, Superintendent of the Centennial SD. Their goal is to assist the scaling of promising innovations via the generation of an index of educational innovations, along with contact information.

Toward that end, their committees are developing a process for the ongoing identification of innovations across the state. Using criteria identified in What School Could Be: Insights and Inspiration from Teachers Across America by Ted Dintersmith, schools that are implementing innovative systems, structures, strategies, practices and programs will be nominated for inclusion in this effort. Stay tuned for more information…..

These PASA innovation initiatives are designed BY PA school leaders FOR PA school leaders. Learn from your colleagues who know, understand and live the challenges you face. We hope that you will participate.

Together we are better!
I admit I am somewhat of an anomaly – someone who is not in LOVE with long, sunny and hot summer days. While the rest of the PASA staff cannot wait until the long shadows of winter recede, snow goes back to the Arctic Circle, and temperatures are consistently above 70, I soon will be longing for the cold crispness of my favorite season to return. And as they look forward to lounging at “the shore,” I can honestly say I’ve never experienced nor do I desire the thrill of tepid water and hot sand. I’d prefer a cabin on an ice-cold freshwater lake in northern Wisconsin.

Which brings me to DST – Daylight Savings Time. For me, it marks the transition from the chilly delight of the winter solstice to the inevitable heat and humidity of a central Pennsylvania summer. And, to “celebrate” the occasion, I lose an hours’ worth of sleep this Sunday and the morning sun to help kick-start the day. (Speaking of that, I’m not certain what the advantage is to making that transition before St. Patrick’s Day. Seriously, what is there to do outside at 7 p.m. when it is 40 degrees and there still is snow on the ground? Just asking.)

For school superintendents, DST most definitely marks the beginning of a transition away from making those 4 a.m. school delay calls and the march toward graduation and some brief respite from the myriad up-and-down issues that inevitably take up so much of your day. That transition will take another 2.5 months into early June, give or take some days, but DTS is a sign that the close of another school year is on the horizon.

The same is not true in Harrisburg. Ironically, the start of DST marks the real beginning of the legislative session season, which begins to rev up now that appropriations hearings are over. Up to this point, the Capitol has been relatively quiet. Lawmakers have had four weeks to grill department and agency staff about Gov. Wolf’s proposed budget and assorted policy issues, and now the transition begins to committee meetings, leadership discussions, consideration of newly introduced legislation, and debates on policy issues, all of it intensifying as the temperatures rise.

And as that activity revs up, so does PASA’s advocacy. The PASA Resolutions Committee meets next month to discuss revisions to the current Resolutions document. Without a doubt, school funding, property taxes, school safety and charter school reform will be major issues again this year. And they should be.

But at the Capitol, what will be the elephant-in-the-room is the view of public education itself: whether it has value or should be replaced by a system of choice and vouchers; whether public schools need increased, adequate and equitable funding or they are just money pits; and whether those who manage and lead public schools are doing their best to meet high expectations with fewer resources or whether public schools are plagued with “mismanagement.”

The PASA Resolutions make clear the priorities for the association and for school leaders across the commonwealth. That is why it is so important to keep it updated and current. But while the issues identified in those resolutions are a key component of our advocacy, the overriding theme in that document and in our efforts is that public education WORKS, that it is essential to a thriving democracy, and that the schools where the vast majority of our students attend must be supported fully by local communities and by the commonwealth.

DST marks a transition to heightened activity at the Capitol, where public education always figures prominently in budget and policy discussions. That is why it is important that ALL school leaders make advocacy a priority this spring as we rev up our efforts to advocate for our schools and our most important resource – our students.

Looking for resources to enhance your own advocacy?
Check out the PASA website at https://www.pasa-net.org/advocacy to assist you in those efforts!

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 for reports, testimony, the program and meeting schedule, archived Updates, the PASA Career Center (job postings) …and more!
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.**
Bring your administrative team and make this a learning & planning opportunity before the school year begins! [CLICK HERE](#) to register.

**HOTEL ACCOMMODATIONS**
To secure rooms, contact Kalahari Resorts & Conventions at 1-877-525-25-2427 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.**

REGISTRATION FOR PART 1 IS OPEN!

Are you a new superintendent – or soon will be? Is there a new superintendent coming to your intermediate unit?

PASA’s New Superintendents’ Academy is a “must-do” for those moving into or considering a move into the superintendency.

The three-part series serves as a primer of the “basics” for new superintendents. Each two-day academy program features discussions led by experienced superintendents and offers participants practical advice on issues they are likely to confront as they prepare for and enter their new position. In addition, each program in the series is PIL-approved for 25 hours (provided upon attendance and completion of embedded activities per two-day session).

Perhaps most importantly, the Academy provides new superintendents an opportunity to meet and discuss issues with experienced and highly successful colleagues from throughout the commonwealth, develop a network with new superintendents, and gain a statewide perspective from participants and session leaders representing the diversity of districts across Pennsylvania.

Encourage new superintendents in your area to attend! Overnight accommodations on July 11 are available nearby. **(Deadline: June 12)**

See the PASA website for details, registration and hotel information at: [www.pasa-net.org/workshopnsa](http://www.pasa-net.org/workshopnsa)

The three sessions in the 2019 series are as follows:

**July 11-12 – Part 1: Strategic and Cultural Leadership**
Gain insight into the importance of vision, goals and an empowering culture that promote student and staff growth, as well as working effectively with the school board.

**September 25-26 – Part 2: Systems Leadership**
Gain understanding about the importance of assuring systems and processes for managing and allocating resources transparently, efficiently, effectively and safely to foster equitable access to learning opportunities.

**January 7-8, 2020 – Part 3: Professional and Community Leadership**
Learn strategies that engage all stakeholders with effective and ongoing communication, collaboration and empowerment of others inside and outside of the organization in the pursuit of excellence in student learning.

(Note: Although the programs are sequential, participants are urged to take all three programs as they are able.)

All three sessions, held in the PASA office in Harrisburg, begin with check-in between 9:30-10:15 a.m., include lunch, dinner and evening discussion the first day, and conclude at about 2:15 p.m. on the second day (breakfast and lunch included).
WHERE ARE YOUR FENCES?
BY LEE ANN WENTZEL, SUPERINTENDENT, RIDLEY SD

The grass is always greener, as the saying goes. Listen to a veteran building principal with a long tenure in a single school, and you begin hearing tales of woe regarding the demands of their specific job. The eagerness of assuming the formal leadership position has lost a little shine and no longer has the freshness of a new challenge. No matter how strong the principal continues to perform, it is human nature for the required day-to-day work to become a little stale.

Principals’ supervisory responsibilities during school hours, instructing on district professional development days, and outside program costs create challenges in seeking out new learning opportunities to create a spark. The Ridley School District Cabinet reflected on the concerns for principals about to enter a decade in the same position and how to overcome the challenges for principal professional development. We believed professional development affords an individual the chance to acquire new learning, test skills in a different setting, and experience shared practices from a different perspective.

These three purposes generated an idea to set up a different type of learning scenario—a principal exchange. The temporary, one-week principal exchange occurred within the district. The exchange gave principals a fresh perspective of their role as principal and the ability to see what was on the “other side of the fence.”

The “other side of the fence” helped us achieve our expected outcomes. We hoped principals could see many common elements within the district from a new perspective.

The exchange had five reflection questions for principals to share:
1. What is one thing you missed from your home school?
2. What is one suggestion to share with your exchange partner?
3. What is your answer for your one special question? (Each building had a specific data-related question.)
4. What is one thing that you learned?
5. Did you see yourself as an instructional leader or building manager? Why?

However, the bigger value came from the other conversations—like many neighborly chats at the property line.

The announcement and explanation was received with a bit of stunned silence and bewilderment. It did not take long for questions to spur dialogues from fearful to funny. We expected a bit anxiety with the expectation of unfamiliar soil and gave a two-month lead for principals to prepare projects and appointments—not to mention to prepare emotionally.

The questions and resulting conversations shifted from: “Really, a whole week?” to, “Should we record little video diaries like Big Brother, kind of like a confessional?” With the realization that the idea was not going away, we notified staff and families about the exchange one week in advance.

An interesting thing happened after the notification. Secondary principals gave a sudden push to not participate. After addressing the concerns, the exchange was underway for all nine buildings.

The week unfolded as we expected it would when you have highly capable principals, staff, and students. Good principals can serve regardless of location—even if a principal’s approach is different. Staff members were more self-sufficient in resolving issues. Children welcomed anyone wanting to be part of their school community. As schools routines continued, the good-natured “rumors” of disruption by principals circulated. A child had a meltdown. Books were read. It was too cold outside—indoor recess. Lessons were observed. Math problems found solutions. Green eggs and ham still marked the celebration of Dr. Seuss. Most importantly, the world did not come to an end after one week.

Last month in this space, Dr. Sherri Connell wrote about individual and organizational health. Our principal exchange was a good “stress test” to assess our district health. We all came away with rich personal and professional reflections. It has opened other ideas for in-district exchanges. Teachers are wondering about a one-day classroom swap. The Cabinet will commit one week for a non-evaluative principal shadow.

As these conversations continue, we must continue to look for ways to see beyond barriers that limit us. Principals did not realize they were expressing that it must be greener on the “other side of the fence.” The exchange showed the grass is all pretty much the same, because there really is no fence.

COMMUNICATION TIP OF THE MONTH

“School district leaders are using more and more parent satisfaction, employee engagement and community input surveys to determine how well their schools are serving constituents. While these surveys inform our decision-making, they also can be a tool to heighten communication, trust and engagement—but only if we take the next key step and roll out the results for input. Distributing the survey results can’t be the end of the process. It must start a new step of engagement where we bring together those who participated in the survey, roll out the survey results and ask for more input. That’s what makes it a true continuous improvement process.” – Joann Sternke, former superintendent in Pewaukee, WI, from “Cascading Communication,” as published in the March issue of AASA’s School Administrator. The issue looks at continuous improvement at the school district level.
**REGISTER TODAY**

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!

Each month, PASA, in coordination with the Technology Committee and CoSN (Consortium for School Networking), will publish a monthly technology-focused news item of interest to members of PASA.

**TOPIC: ACCESSIBILITY**

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 the recent article on issues involved with leading and successfully implementing online assessments.

This month we focus on the topic of Accessibility.

As learning environments continue the move toward digital learning settings, it is critical that everyone involved in student learning has ready access to all essential learning tools and materials. CoSN is pleased to provide school leaders (and all the stakeholders they serve) with five compelling steps to take now to ensure accessibility. You are welcome to access the CoSN One-Pager Document on Accessibility.

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.

The title of the free March 11 webinar (scheduled for 5:00 pm ET) is “Accessibility: Effective, Equitable Learning Environments for All Students.” Click here to learn more and register for this free webinar.

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.

THOUGHT FOR THE DAY

“Too many policy makers think school still looks like desks and chairs in rows because that was their experience. You probably know a lawmaker who thinks just that. If so, it’s our fault. We’ve got to get them into our schools. They must understand what we do. Policy makers must understand that our children are more than test scores.” – AASA President Chris Gaines, superintendent of the Mehlville School District in St. Louis, Mo.
“For us to say that Juniata should have the same security system as Scranton or Philadelphia, that's silly. [Let’s] get the policies in place to free them up to make the best decisions for their schools.” – Senate Majority Leader Jake Corman (R-Centre), on looking at funding and policies this year concerning school safety

“There’s a huge cost to using [a bonding process to pay for new school construction], and there doesn’t seem to be a long-term consensus on how we get back to funding new construction. We’re going to probably hit our $2.5 billion statutory limit when we went down this road on PlanCon, and we need to be forward thinking about the structural challenges and the limitations within the legislature.” – Rep. Matthew Bradford (R-Montgomery), minority chairman of the House Appropriations Committee, during a public hearing on the proposed education funding

“I am frustrated that we have districts that are failing. We as a whole have got to find a way to make failing school districts successful, and I think the legislation we have right now is too weak. It’s too weak because it allows local people to impede for their own political and selfish interest, and they are sacrificing our children. We are sentencing those children to drugs, to prisons, to poverty, and we have to find a solution to our failing schools. It’s not just about money. It’s about mismanagement.” – Rep. Stan Saylor (R-York), chairman of the House Appropriations Committee, during a budget hearing

“I am concerned with that ripple effect. Someone’s going to have to come up with the money to cover those additional salary increases.” – Rep. Jim Struzzi (R-Indiana), on the governor’s proposed increase in the teacher minimum wage, during the appropriations hearing on education

“I don’t think it’s a matter of vote collecting. It’s a matter of arriving on a number that both the governor and the Senate Democrats can agree off of that we can too as well.” – Senate Majority Leader Jake Corman (R-Centre), on the governor’s proposal for an increase in Pennsylvania’s minimum wage

From AASA’s National Conference on Education Last Month…

“The best antidote to fake news is to proactively communicate. Tell your story in multiple ways every day and not just the good news. You have to be upfront with your bad news too. That's how you build trust.” – Catherine Carbone Rogers, chief communications officer with the Highline Public Schools in Burien, Washington

“The influence on the variation of test scores attributable to teachers is about 10 percent, which means the amount of the variance attributed to outside school factors is about 60 percent. A 6 to 1 ratio is what will influence a test score. And so to accept those as the measure of the quality of a school or teacher is ridiculous.” – David C. Berliner

“They take care of children. Health care is usually universal. There is income security and [state-paid] pre-school. In effect, those countries educate the whole child.” - Linda Darling-Hammond, comparing the U.S. to Finland and Singapore

“Leaders must know their emotions and their values. They must understand their teams. Most know they want to transform their organizations. But self-understanding and self-management are [crucial] before leaders can move on to the management of others.” – Rachel Boechler, facilitator of National Excellence in School Leadership Initiative

“I think it’s all about personal development. I think it’s about personal character, personal values, and if we focus on that then I think the rest of the things will take care of themselves.” – 2019 National Superintendent of the Year Curtis L. Jones, Jr., superintendent of the Bibb County SD in Macon, Ga.

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2019 PASA/PSBA School Leadership Conference

CALL FOR SESSION PRESENTATIONS

Share your ideas and expertise with other education leaders by leading educational sessions at the PASA/PSBA School Leadership Conference, scheduled for Oct. 16-18 in Hershey.

Presentation topics are open to all areas of education and training. Potential subject areas may include best practices, safety and security, advocacy, risk management, finance, student supports, equity, behavioral health, positive board communication, trauma, career and technical education readiness, and social media.

Preference will be given to interactive sessions.

The deadline for entries is July 1, 2019.

See the conference website at https://www.paschoolleaders.org/ for details and information about how to submit your proposal AND for information about the conference.

ALSO…

We need your talented students for the 2019 Student Showcase at the annual conference, scheduled for October 17!

If you have an outstanding performing arts group or individual that you are proud of, submit an application. We are looking for energetic, entertaining acts to perform for 10 minutes each as part of a celebration of public school students.

In addition to performing arts groups, we also need a student master of ceremonies to host the show.

Applications are due by June 14, 2019. Selected groups and individuals will be notified by July 15, 2019. See the conference website for details.
SUPERINTENDENT’S LETTER
EXAM PREP. SESSION

The Center for Educational Leadership at Shippensburg University, in sponsorship with PASA, is again offering a low-cost, half-day study session to help interested educators prepare for the Superintendent’s Letter exam.

The session, set for Saturday, March 30 from 9-11:30 a.m., is available on a first-come, first-served basis. Location is the Dixon University Center, Duncan Hall, Room 222 (2986 N 2nd St, Harrisburg, PA 17110).

Facilitators for this session are Mark Blanchard, Executive Director, Cumberland Valley HS and Kelly DeWees, Supervisor of Special Education, Gettysburg Area SD, both highly accomplished educators and successful licensure test completers.

Cost is $65 ($55 for Shippensburg University students and alums).

To receive a registration packet, click here.

PASA Website: Career Center

Have an administrative position you need to fill? Or are you considering moving forward in your professional career?

As a courtesy to school administrators, public school employers, and those seeking positions in school administration, PASA provides on its website the “PASA Career Center,” a listing of school administrator job openings, both in Pennsylvania and in the Mid-Atlantic 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 website, send a message to the Webmaster. 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.)
PROFESSIONAL LEARNING: REGISTER TODAY FOR 2019

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!

“Bold Leaders Breaking Barriers”
March 17-18 at the Harrisburg Hilton
with Anthony Kim, Heidi Hayes Jacobs and Dr. Joseph Erardi
LAST CHANCE TO REGISTER!

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 OPEN)
Part 2: Systems Leadership – September 25-26
Part 3: Professional & Community Leader-ship – January 7-8
See p. 9 for details.

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

PA Summit for Assistant Superintendents

**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

Four one-hour informational webinars focused on leadership in innovation – issues important to YOU. The next webinar in the series, set for March 21, focuses on “Bridging the Gap: Developing an Online/Blended STEM Education Program.” See the box to the right for details.

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

Recommended for curriculum leaders and building administrators as well as superintendents!

Take a short time out of your day - and take advantage of these four one-hour informational PASA webinars focused on the importance of instructional leadership to spark innovation in schools! Provided to school administrators online, this webinar series features both information and opportunity for Q & A.

SCHEDULE:
March 21 – Leadership Study: How a School Community Changed School Start Times To Better Meet the Needs of Their Students

REGISTER TODAY!
PASA Members: $39 per webinar
Non-members: $49 per webinar

PAYMENT IS DUE IN ADVANCE OF EACH WEBINAR.
Connection instructions will be sent to paid participants only.
(Note: Webinars are recorded. A link is sent to registrants for later viewing if they are unable to connect at the time of the presentation.)

See the PASA website for more details on each webinar and links to registration at www.pasa-net.org/webinars.
When was the last time you heard politicians in Washington D.C. talk about the great things happening in public schools?

If you’re like me, it’s been a while.

Sure, shout-outs like “hardworking teachers” or “increasing graduation rates” are occasional soundbites that ricochet around Capitol Hill, but can you recall hearing members of Congress from both sides of the aisle and in both chambers speaking with one voice about the importance of public education and how public schools are key to the growth and well-being of our communities?

I’m guessing not.

That’s why I am so excited to share that, beginning March 25, we are launching Public Schools Week, a new campaign AASA is co-leading along with principals, teachers, parents and many other education advocates, asking our national leaders to commit to making time this spring to talk about the GREAT things happening in the districts they represent on Capitol Hill.

Public Schools Week is THE moment in 2019 for politicians in Washington (and around the country) to honor the contributions you and your colleagues are making to improve American society through public education. However, we need your help to make sure we get the traction we need at the Capitol and around the country.

First, take a moment to ask your members of Congress to co-sponsor the Public Schools Week resolution. The resolution serves as an excellent barometer for whether both new and seasoned representatives are “with us” on issues like school vouchers, providing stable, equitable, predictable and adequate funding for great public schools for every student, and making sure we have safe and inclusive schools for every child.

Second, get your school community involved in celebrating Public Schools Week by downloading our social media toolkit – and ask everyone in your district to share why they are #PublicSchoolProud on Facebook/Twitter the week of March 25. We need to reflect and amplify why Congress should be investing in public schools by talking about the great things we’re doing with the dollars (however limited they are) that public schools are receiving today.

Third, tune in to some of our Capitol Hill events during Public Schools Week via AASA’s FacebookLive page. Whether it’s our press conference featuring our six awesome co-chairs or our panel of diverse faith-leaders from around the country talking about the moral imperative in supporting public education, or our briefing by disability rights advocates talking about the importance of supporting public education for students with disabilities, we have some great events happening that you can join!

As a superintendent, you have committed your professional life to improving public schools and ensuring every child in your community — regardless of ability, religion, wealth, language, country of origin or need — has access to a high-quality public education system. It is intuitive that by strengthening America’s public school system, which nine out of 10 children attend, we strengthen our democracy. It’s time to demand that Congress takes the time to honor the contributions you and your colleagues are making to improve American society.

Please join us in supporting Public Schools Week!

A MEMBERSHIP BENEFIT!

PASA LEGAL SERVICES

PASA’s legal staff offers a wide range of employment-related legal resources and services to PASA members who are Commissioned Officers.

These services include consulting services, employment contract services, non-litigation dispute resolution, and assistance with the negotiation and development of separation agreements.

Go to http://www.pasa-net.org/legalservices to read more about it.

MEMBER NEWS

REGION 11

Keith Yarger has resigned from his position as superintendent of the Juniata County SD.

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.”)
Superintendent Salary Study

During last month’s National Conference on Education, AASA released its seventh annual salary study to benchmark superintendent compensation and benefits.

The study found that median salaries ranged from $92,000 to $236,000, depending on district enrollment, that respondents to the survey were predominately male (75 percent) and white (89.9 percent), and more than half have served in their present position between one and five years, with less than 15 percent exceeding 10 years.

Few superintendents see their district’s economic condition as strong, and slightly more than one quarter describe it as declining. For more information, click here.

Report on Medicaid Inequality

AASA also has released a special report describing how immediate congressional action could ensure school districts of all sizes deliver healthcare services more efficiently and to a greater number of students.

Structural Inefficiencies in the School-Based Medicaid program Disadvantage Small and Rural Districts and Students notes that 750 school leaders in 41 states who are participating in the school-based Medicaid program found the complex administrative and paperwork requirements necessary to obtain Medicaid reimbursement significantly hindered district participation in the program. Those most impacted were small and rural schools.

The report recommends that Congress pass “The Improving Medicaid in Schools Act,” which would allow states to implement a uniform, cost-based reimbursement methodology that would ensure districts of all sizes can be reimbursed by Medicaid for meeting the healthcare needs of their students regardless of their administrative capacity and student population.

Click here to read more.

Public Schools Week – March 25-29

AASA is urging school leaders across the country to take action for “Public Schools Week,” a new campaign AASA is co-leading along with school boards, principals, teachers, parents and many other education advocates that asks national leaders to commit to making this spring to talk about the GREAT things happening the districts they represent on Capitol Hill.

AASA is encouraging superintendents to take a few moments to ask their political leaders to demonstrate their support for public education by signing onto the Public Schools Week Resolution. Click here for more information.

2019 AASA Legislative Agenda

Drafted by the AASA executive committee in January, and revised and ratified by the AASA governing board at the National Conference for Education in LA last month, the final legislative agenda is available for your reference. This document represents the organization’s federal legislative priorities and is used by the policy and advocacy team as “marching orders” on Capitol Hill. Join AASA in DC in July for the annual advocacy conference for your chance to weigh in on these important issues.

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.

PASA CALENDAR OF EVENTS 2019

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

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
2 Professional Development Committee meeting (virtual)
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)
PASA office closed
25 PASA Webinar: Career Pathway Model
29 PSBA/PASA/PAIU Advocacy Day (Capitol)

MAY
13-15 PASA Women’s Caucus Conference (Hershey)
17 Technology Committee meeting (virtual)
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)

JULY
4 PASA office closed
11-12 New Superintendents’ Academy Session 1 (PASA Office)