

OBSERVATIONS RELATED TO SPENDING OF FEDERAL ESSER FUNDS

BY JOHN MOLLOY, CFA, MANAGING DIRECTOR, PFM ASSET MANAGEMENT LLC

The events of this past year have placed an extraordinary strain on schools, students, and their families. To help address the challenges of remote learning and the return to classrooms, the federal government provided three separate rounds of federal stimulus funding to school districts over the last year. Funds for schools were included in the CARES Act, CRRSA Act, and the American Rescue Plan Act (ARP) via the Elementary and Secondary School Emergency Relief Fund (ESSER). These funds are intended to help directly address the impact of COVID-19 on students and school budgets.¹

The American Rescue Plan Act alone, which was passed in March 2021, represents one of the most significant investments in public education in recent history. In Pennsylvania, nearly \$4.5 billion has been allocated to school districts, with most districts receiving hundreds of thousands and in some cases millions of dollars.

Currently, school administrators are juggling the return of students to the classroom, planning and implementing programs and other supports and refining their annual budgets for the next year. At the same time,

they are also in the process of deciding how to spend these federal dollars to support their students, staff, and families to make up for lost ground during the pandemic. When making decisions about what will be funded and what its priorities are, great care must be taken as it is of the utmost importance that districts spend these resources wisely and with a view to improving and stabilizing finances in the long-term.

Under the ESSER programs, these federal dollars have a variety of allowable uses, including covering current operations, educational supports, training and professional development, and making enhancements that improve air quality. As public finance professionals that have worked extensively with school districts throughout the nation, helping them hone their budgeting and financial planning efforts, here are some of our key observations that we think decision makers should be aware of as they ponder the use of these ESSER funds:

***Understand your pre-pandemic financial picture.**

What was your district's long-term financial position before receiving ESSER

funds? Are there any pre-pandemic trends or issues your district may have been facing that will likely continue to impact your finances once the one-time ESSER funds have been spent? These issues could include growing charter school tuition costs, flat property tax revenues, or dwindling fund balances. Understanding the key factors at play in your budget will aid you in identifying areas where the use of time-limited ESSER funds can be spent to have the most impact.

See ESSER Funds, page 4

NOTICE TO MEMBERS:

PASA ANNUAL MEETING, RECOGNITION LUNCH SET FOR SEPTEMBER 9

Annual Meeting...

PASA members are invited to attend the PASA Annual Meeting, which has been scheduled for **Thursday, September 9, at 11:00 a.m. at the Sheraton Harrisburg Hershey** (4650 Lindle Rd, Harrisburg, PA 17111).

Previously held during the PASA/PSBA Fall Conference, the meeting, which is open to all PASA members, will include a "state of the association" report from PASA Executive Director Dr. Mark DiRocco.

In addition, PASA members attending who are those in membership categories "Commissioned Officer" or "Small District Leader" will vote to approve the draft 2021-22 PASA Advocacy Priorities, which direct

and inform PASA's advocacy. [CLICK HERE](#) to review the proposed Advocacy Priorities document.

PASA Recognition Luncheon...

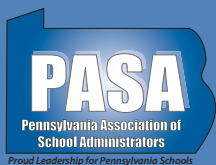
The PASA Recognition Luncheon, moved from the Fall Conference due to scheduling conflicts, will follow the Annual Meeting on September 9. During this luncheon, PASA will recognize the recipients of the 2021 PASA Awards of Achievement:

- ♦ *Service to the Profession* – **Dr. Emilie Lonardi**, Downingtown Area
- ♦ *Instructional Leadership* – **Dr. Donald Wheeler**, Bloomsburg Area

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

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PASA Members:

Please report your appointments, renewals, awards or special achievements, or that of others in your region to **Barbara Jewett** at PASA either by phone (717) 540-4448, by fax (717) 540-4405, or via email at pasa@pasa-net.org. Copy deadline is the 1st of each month.

FROM THE EXECUTIVE DIRECTOR DR. MARK DIROCCO

STAYING STRONG IN THE MIDST OF CHANGE



I recently watched the Field of Dreams baseball game that Major League Baseball sponsored in a tribute to the movie by the same title that originally was released in 1989 starring Kevin Costner, which is one of my all-time favorite movies.

One of the most memorable points of the film was when James Earl Jones' character, Terrence Mann, gives his "People will come" speech. In that speech he states, "America has rolled by like an army of steamrollers. It's been erased like a blackboard, rebuilt, and erased again." As I watched that clip, I couldn't help but to relate it to public education. Despite what some may think, public education has changed significantly over the years.

I offer just a few examples dating back to my high school experience from 1970-1974. (Yes, I'm that old). The IDEA law would not pass Congress until 1975 requiring special education services for identified students. At my high school, special education students spent most of their day in one classroom in the basement of the school. The only time I remember seeing those students was in the lunchroom, and they all sat at the same table. Today, special needs students are fully integrated into the regular education program to the greatest extent possible.

As a result of Title IX in 1972, my high school introduced girls' basketball, tennis and a gymnastics club. They were the only sports available to female students despite having many more sports for the boys throughout the year. Today, female students have a variety of sports available to them every athletic season and are provided equal athletic opportunities by law.

Many of the classrooms in my high school were constructed in the early part of the 20th century, and the desks were bolted to the hardwood floors. Even in the classrooms where desks were movable, every classroom was arranged in straight rows for lecture-style teaching. With a few exceptions, there was no collaborative or cooperative learning, as students were kept separated in the classroom to prevent talking, cheating or learning from one another. While we can argue if we have made enough changes in education since that time, there is no doubt that our schools are much more collaborative, personalized and inclusive today than in the past.

The Title IX Law of 1972 and the IDEA Law of 1975 were dramatic drivers of significant change in schools requiring school leaders to revamp their programs to usher in a new era of public education. Over the years, we have also improved our instructional pedagogy, student services, and curriculum offerings, rebuilding America's public education system to higher levels of achievement than any time in our nation's history. Each decade has brought significant improvement through the hard work and dedication of our educators and school leaders.

We are now at another significant pivot point in public education with the ongoing uncertainty of COVID-19 pandemic and the many challenges it continues to force upon our schools. With the recent surge in the Delta Variant, it seems like we are right back in the same place we were one year ago, trying to decide what mitigation procedures to implement to keep students and staff safe, while still providing quality educational programming. To make matters even more challenging this year, it appears that there will be no state mandates regarding COVID-19 procedures, only recommendations, leaving local school district leaders with the unenviable task of making recommendations to their school board and community on mitigation protocols.

The pandemic and other outside forces are causing change to our school systems at a more rapid pace than any time in history. The challenges of safely conducting in-person learning while keeping everyone safe from the virus and school violence (another school shooting recently occurred in Albuquerque, NM) are daunting and creating bitter divisions within communities. In addition, our traditional public schools are competing with cyber charter public choice options in a marketplace scenario that creates tremendous financial instability to district budgets.

Just as Title IX, IDEA, and the 1999 Columbine shooting changed our schools forever, so has the COVID-19 pandemic. Most experts agree that we will never go back to our pre-pandemic routines. We must now rebuild, recreate and adapt to this new reality despite the difficulties before us.

See Executive Director's Message, page 3



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 & Finance News

State Revenue: Pennsylvania collected \$2.7 billion in General Fund revenue in July, the first month of the 2021-22 fiscal year. The Department of Revenue also reported that Pennsylvania ended the 2020-21 fiscal year with \$40.4 billion in General Fund collections, which is \$3.4 billion, or 9.3 percent, above estimate.

Right to Learn Block Grant: The PDE has released the 2021-22 Ready to Learn application in eGrants, and the application process is open with a deadline of November 30. The 2021-22 RTL Block Grant appropriation is \$268 million, equivalent to the amount appropriated in 2020-21.

Federal Budget Bill: To date, the U.S. House has passed 9 of 12 appropriations bills, including one for education. The plan would provide the U.S. Department of Education with a \$20 billion increase for Title I and a \$2.6 billion increase for IDEA Grants to states. Action on the Biden budget plan has yet to be finalized and may be tied to consideration of the federal infrastructure plan.

Federal Infrastructure Plan: The Senate recently passed a \$600 billion infrastructure plan for the House to consider. The bill would provide \$500 million in competitive grants for districts to make energy efficiency, renewable energy and alternative fueled vehicle upgrades and improvements at public schools, plus \$5 billion for a new Clean School Bus program.

Legislative News

Session Schedule: The General Assembly remains in recess until later in September.

Lawmaker Resignation: Rep. Margo Davidson (D-Delaware) recently resigned from the PA House after being charged with theft relating to the misuse of campaign funds, theft by deception and other charges.

State News

Appeals Court on COVID Restrictions: A federal appeals court this month dismissed a judge's ruling that threw out Gov. Tom Wolf's sweeping COVID-19 restrictions, saying the issue is now moot because statewide mitigation measures have expired and Pennsylvania voters have since constrained a governor's emergency powers. The order from the 3rd U.S. Circuit Court of Appeals instructed U.S. District Judge William Stickman IV to vacate his nearly year-old ruling that Wolf's pandemic restrictions were overreaching and arbitrary and violated citizens' constitutional rights.

School Meals: The PDE recently announced that Pennsylvania's K-12 schools will have the option to continue offering free school meals in 2021-22. This follows action by the U.S. Department of Agriculture, which released a group of waivers and eligibility guidelines allowing schools to offer the meals without determining eligibility based on the student's household income.

In National News

Title IX Interpretation: In new guidance to schools, the U.S. Department of Education has stated that schools can respond to allegations of sexual misconduct in ways that "go beyond" the Title IX regulations adopted by the Trump administration last year, as long as those additional steps don't conflict with Trump-era rules or Title IX itself.

COMING UP

It is quiet in Harrisburg, with lawmakers out until late September, but COVID issues, including start-of-school and recurring pandemic questions, are keeping the Capitol busy. The legislative reapportionment commission is beginning its work to re-do legislative districts based on the latest census, and bills continue to be introduced concerning many "hot button" issues such as the pandemic, property taxes, school curriculum, and civil rights of transgender students, etc. – bills that would be expected to get attention in the 2022 election year. Meanwhile, the odds that badly needed reform of the state's charter school law will come up this fall are not promising. Stay tuned for the latest information by following us on **Twitter** @PASASupts.

EXECUTIVE DIRECTOR'S MESSAGE

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Please know that the team at PASA is here to assist and support you, and will continue to provide you with updates, information, and advice to help you lead your districts. Don't hesitate to contact us if we can be of help. The PASA cell phone number is available during and after normal office hours, and the weekends at 717-514-8718.

I encourage all our school leaders to stay strong for those you lead, stay committed to the students you serve, stay positive in the sea of negativity that surrounds you, stay focused on what you believe is right, and have faith in your decisions. You are part of a historical event that will shape the future of our children for generations, and your leadership is critical to their success. Despite all the obstacles, you have my best wishes for a successful school year.

Learn together...

Grow together...

Lead together!

Take advantage of the numerous professional learning programs PASA is offering for school administrators in 2021!

See the list on page 10.

NEW MEMBERSHIP YEAR BEGINS OCT. 1 HAVE YOU RENEWED YOUR PASA MEMBERSHIP?

Stay connected to PASA and your peers across the commonwealth in 2021-22 as we work together to navigate through the “new normal” in our schools.

PASA is working in Harrisburg and throughout the Commonwealth – and AASA is working for you in Washington D.C. – to influence policy, build support for public education, and provide school administrators with both the information and professional development they need, particularly now.

The Zoom briefings, numerous alerts and emails PASA provided to commissioned officers and information provided to all administrators over the past year concerning pandemic-related issues affecting public schools are just one example of how your professional association seeks to support you with the vital information you need to manage your district, whether in a crisis or during a “normal” school year – and will be vital as school districts develop education strategies moving forward into 2021-22.

In addition, legal advice and assistance for commissioned officers, weekly updates, and professional learning programs that meet your needs are all an essential component of PASA’s mission: supporting school district administrators, whether you are new to your position or an experienced school system leader.

Membership in both PASA, your professional state organization, and in AASA, the only national organization representing the interests of school district superintendents, is vital for you personally, for the profession and for public education. And never has it been more important – and valuable – for school leaders to be part of their professional associations.

Recognizing that this is a unique time in Pennsylvania, the PASA Board of Governors has **again** frozen membership dues in all categories for 2021-22. This ensures you will receive the same services and support next year at no additional cost. And, for those who also elect AASA membership, there is no fee increase on the national level!

Don’t forget to renew your membership today! See the PASA website to download a renewal form or renew online.

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



ANNUAL MEETING

continued from page 1

- ♦ **Leadership in Public Education – Dr. Frank Gallagher,** Souderton Area

In addition, PASA will give special recognition to **Dr. John Bell**, PASA President, for his year of service to the association.

How To Register Your Attendance...

PASA members are invited to attend the annual luncheon. While there is no cost for attending the Annual Meeting, the cost for the Recognition Luncheon is \$30 pp. [CLICK HERE](#) to register online (payment by credit card) or [CLICK HERE](#) for a registration form (payment by check).

(If you plan to attend the Annual Meeting but NOT the Recognition Luncheon, please let us know at pasa@pasa-net.org.) Questions concerning either the Annual Meeting or the Recognition Luncheon may be directed to PASA at pasa@pasa-net.org.

ESSER FUNDS

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*** Leverage ESSER funds for impact and sustainability.**

Given these constraints, districts will likely focus on ideas with the greatest potential return on investment or those that can provide a long-term financial benefit. This can include options that may reduce significant or recurring expenditures, such as improvements to district facilities, reducing debt service, or enhancing in-district virtual or hybrid learning options.

*** Accelerate your academic and equity goals.**

As districts consider how to spend these one-time resources, PFMAM observes that another key area of focus should be on the outcomes they want to achieve. A key question to ask is where do you want your district to be in three years and how can you best use those funds to get there?

According to the ESSER legislation included in the ARP, 20 percent of the funds must be targeted to support evidence-based learning loss programs. Initial planning will focus on measuring and responding to learning loss in the coming weeks and months. Linking these programs to longer-term plans and priorities will be important. In thinking through desired outcomes, districts may decide to pilot new academic programs or expand existing programs that are underway to improve academic outcomes.

*** Communicate with stakeholders.**

As districts make decisions about how to use these resources, those plans should be clearly communicated to all stakeholders, including staff, students, parents, and the community. Plans should be discussed at regular Board meetings, and community input should be encouraged, so that all perspectives are acknowledged.

As districts carefully consider how to spend these one-time funds, we believe they will need to balance their long-term goals against what can be reasonably achieved over the next three years, and then base their decisions on the individual financial, operational, and academic circumstances of their districts. Local leaders will need to invest a great deal of thought and effort into balancing their long-term priorities and clearly communicating how these investments fit into those goals in a way that is transparent and understandable to all stakeholders, including students, families, and staff.

¹ Coronavirus Aid, Relief, and Economic Security Act (CARES Act) and Coronavirus Preparedness and Response Supplemental Appropriations Act, 2020 (CRRSA Act).

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PLGIT was created in 1981 to meet the short-term investment needs of local governments, school districts, municipal authorities, and other types of governments in the Commonwealth of Pennsylvania (the “Commonwealth”). PASA is a sponsoring association of the Trust.



If you told me last August that we would still be dealing with the pandemic again this August, I never would have believed you. As my favorite singer, Jimmy Buffett, liked to say, "it is déjà vu all over again!"

I'm sorry that all of us are still dealing with this issue, but the good news is we have been down this road before

and are more prepared to handle it the second time around. We know a lot more about the virus, including who is most vulnerable, how to protect them, and how to treat them if hospitalized. We also learned how to keep schools open safely and what things didn't end up being crucial, such as surface cleaning. The latest data suggests that you only have a 1 in 10,000 chance of getting COVID by touching surfaces.

Somehow masks and vaccines have become politicized, which has put superintendents and school boards in an unenviable position. Isn't it ironic that these issues became so politicized that the politicians in Washington and Harrisburg decided to punt the decisions down to the local level? I wish you the best as your "team of 10" wrestles with these school reopening issues.

As summer comes to an end and the school year is about to begin, I want to encourage you to take care of yourself. I know I have broached this subject before in my column, but it deserves repeating. Here are a few guiding questions: Are you eating right? Are you getting enough sleep and exercise? Are you "turning off" work on nights and weekends? Have you planned some weekend getaways for the fall to rest and recharge? I encourage you to ponder these questions and build a plan to take care of yourself. Don't let the urgent overtake the important!

If you are looking for a book to read with your administrative team this year, you might want to consider Julie Zhuo's *The Making of a Manager: What To Do When Everyone Looks To You*. It is a Wall Street Journal bestseller by one of Silicon Valley's top product design executives. Here are some of the chapter titles: Great Managers Are Made, Not Born; The Art of Feedback; Managing Yourself; Amazing Meetings; Hiring Well; Making Things Happen; Leading a Growing Team; Nurturing Culture; and The Journey Is 1% Finished.

The book touches on everything from hiring to firing, from meetings to messaging, and from planning to pitching. Some of her insights include: how to tell the difference between a great manager and an average one, when you should look past an awkward interview and hire someone anyway, how to build trust with your reports through not being a boss, and where to look when you lose faith and lack the answers.

In closing, I want to give you some words of inspiration. First, you can handle this because this is our second time dealing with the pandemic. Second, your administrative team is more prepared than last year so share the load with them. Third, despite the politicization of masks and vaccines, your community still looks to you to lead them through trouble times. I am confident that, once again, superintendents will exhibit great leadership in serving their school districts and communities.

Have a great school year!

Dr. Bell is superintendent of the Delaware Valley SD.

STILL TIME TO APPLY!

EPLC'S 2021-2022 PA EDUCATION POLICY FELLOWSHIP PROGRAM

Applications are now being accepted for the [2021-22 Education Policy Fellowship Program](#). The Education Policy Fellowship Program is sponsored in Pennsylvania by The Education Policy and Leadership Center (EPLC)*.

Similar to the 2020-21 Program, the format and schedule of the 2021-22 program is changed from the traditional Fellowship Program held from 1999 to 2019 and will be conducted in briefer, more frequent, and mostly online sessions. In-person sessions are planned for the Gettysburg Battlefield and Army War College (October), Washington DC (April), and Harrisburg (May), with proof of COVID vaccination required for these events.

The online content will be substantially the same as the traditional Fellowship Program, with some changes necessitated by the online format and a desire to reduce costs to sponsors in these uncertain fiscal times. But with the new virtual format, the program is able to broaden the scope of experience and perspective represented by our session leaders and guests.

The commitment of EPLC remains the same. The Fellowship Program will continue to be Pennsylvania's premier education policy leadership program for education, community, policy and

advocacy leaders --- with more than 600 graduates since 1999. Many superintendents and aspiring superintendents are alumni of the program, which provides a wide view of education policy issues both in Pennsylvania and nationally.

The Fellowship Program begins with three-hour virtual morning sessions on September 17 and 24, and the program ends with a graduation event in June 2022.

The [application](#) may be copied from the EPLC web site, but it must be submitted by mail or scanned and e-mailed with the necessary signatures of applicant and sponsor. To discuss any aspect of the Fellowship Program and its requirements, contact EPLC Executive Director Ron Cowell at 412-298-4796 or COWELL@EPLC.ORG.

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

SIX STATEMENTS I WISH WERE TRUE – AND SIX THAT ARE TRUE

BY STEPHEN RODRIGUEZ, CAUCUS PRESIDENT
AND SUPERINTENDENT OF THE POTTSTOWN SD



PLUS CAUCUS OF PASA



1. No matter how much I eat, I just keep losing weight.
2. I am never tired until my head hits the pillow.
3. All work is complete before I leave the office.
4. Everyone agrees with my ideas and works diligently to execute them with fidelity.
5. Finding quality candidates to work with students is super easy.
6. The pandemic is behind us, and we can get back to normal.

I'm going to take a wild guess that all these statements above are not true for you either.



Even as I write this, I am visiting schools to greet staff one building at a time (instead of together), preparing for a TV station interview regarding mask requirements (hoping not to talk about critical race theory), and preparing an email to students and parents regarding mask requirements (which I'm sure everyone will love).

The stark reality is that this year may be just as challenging as last year but for different reasons. As such, I'm encouraged by the following statements, that ARE true:

1. If you don't make your own (mental and physical) health a priority, no one else will.
2. You will get all the sleep you need when you're dead, but death could happen a lot quicker if you don't get enough sleep tonight.
3. There will always be more work, so manage both time and expectations effectively.
4. Stakeholders, Stakeholders, Stakeholders. We must be the Chief Listening Officer in the district, before any new changes, initiatives or ideas are shared.
5. The single most important factor in a child's education is his/her teacher. Make sure that teacher can both relate well and teach effectively – even if you have to wait for a long time to fill that position.
6. The new normal is change. The old normal is history.

Wishing you an awesome opening for the 2021-22 school year!



Registration Open for National Conference on Education!

Registration is OPEN for the 2022 AASA National Conference on Education, scheduled for **February 17-19 in Nashville.**

With schools thrust into the global pandemic, equity became a critical barometer as changes were made to accommodate necessary distance learning, safety, technology, mental health and wellness, and other innovative approaches to education. Researchers, educators and practitioners will come together at the 2022 conference for intensive debate and discussion on **Leading for Student-Centered, Equity-Focused Education**, and what that means for your leadership role, community collaboration, district outcomes and student success.

[CLICK HERE TO REGISTER.](#)

THOUGHT FOR THE DAY

"One of the things I think crisis does it provide an opportunity to re-evaluate everything. Before, it was just too disruptive to re-evaluate everything. Even if you knew things needed to change in education or in your school, you just couldn't do it. Crisis created the disruption for us. Which means we have an opportunity to put the pieces back in a different shape." – Simon Sinek, British-born inspirational speaker and author, in an interview with Charles Dupre, retiring superintendent from Texas, from "A Conversation with Simon Sinek," as published in the August issue of *School Administrator*



CHOOSE LOVE

BY CONNIE KINDLER

PASA CONSULTANT FOR PROFESSIONAL DEVELOPMENT



During the recent PA Educational Leadership Summit (August 1-3), many conversations occurred about the opportunities that lay ahead. While acknowledging the arduous undertakings of the last 17 months, the stress that accompanied them, and concerns about the lingering virus, I heard overwhelming hope and enthusiasm for the coming school year.

One of the keynote speakers, Scarlett Lewis, provided a compelling plea to "choose love." Her young son was murdered in the Sandy Hook massacre, yet she found a path to forgiveness and continues to inspire a culture of love. Her passion for spreading love after her horrific loss reminded me of the love you continue to share as you assure the nurturance of all students entrusted to your care.

Also at the summit, Dr. Adam Drummond, a consultant with the International Center for Leadership in Education, shared tools and resources for challenging existing educational norms and moving people toward new behaviors.

His focus on the enhancement of culture as a key component for educational transformation reminded me of our book study discussions about cultures that lead and adapt to change, based upon Dr. Michael Fullan's *Leading in a Culture of Change* (<https://www.pasa-net.org/leadingchange>). Dr. Drummond's protocols for managing and measuring short term goals in support of the organization's vision align with the work of Dr. Pat Greco, with Studer Education, who will be facilitating our workshop for assistant superintendents and supervisors on October 15, "Leader Actions for Continuous School Improvement" (<https://www.pasa-net.org/asstsuptsummit>).

In addition, leading instructional planning, boosting student engagement, and building strong community partners, the other three key components to Dr. Drummond's instructional change model, will be addressed via our 2021-22 Webinar Series "Education in a New Era," inspired by Dr. Bill Daggett's Keynote at our 2021 Leadership Forum. Nine monthly webinars will showcase transformative practices occurring in PA schools (<https://www.pasa-net.org/webinars2021-22>).

Although challenges clouded the last 17 months, you inspired discoveries and hope. You ignited the re-envisioning of education, retooled teachers, prioritized equity, and raised the level of compassion in your school(s). Yes, imperfections existed, but while navigating massive operational disruptions, you customized your craft and mobilized your staff to learn, grow and lead. As we contend with the continuation of challenges and the inevitability of a rapidly changing future, we are also realizing the imperative for adaptive, servant leadership.

Best wishes as you kickoff a new school year. Focus on the celebration of achievements and the continued empowerment of exploration and growth. Do your best to remain above the noise by choosing love.

Our children need you.

REGISTRATION REMAINS OPEN



Part 1: Strategic and Cultural Leadership September 23-24

PASA Office, Harrisburg

(This program will be held in person unless circumstances require a virtual event.)

Approved for 25 PIL/Act 45 Hours

For new superintendents and those close to moving into the position

Successful leaders intentionally create cultures that prioritize relationships and value all children, families and staff. Learn strategies for assuring a great start within the new role, including the creation of a strong board of directors and leadership team.

Cost: \$249 - PASA Members / \$299 - nonmembers

<https://www.pasa-net.org/workshopnsa>

COMMUNICATIONS TIP OF THE MONTH

"The complementary nature of engagement and connections [with families] can lead to powerful collaboration to help students learn and succeed. Effective approaches include family input surveys, empathy interviews, and check-in conversations to respond nimbly to their needs and better understand their home and learning situations."
– Lisa Gonzales, chief business officer for Mt. Diablo Unified SD in Concord, CA, from "Pandemic-Learned Measures for Engaging Families," as published in the August issue of *School Administrator*. This month's issue examines how superintendents and their districts can get the most out of new federal relief funds.



THE CHALLENGE OF RESPECT

BY BARBARA WALVORT JEWETT, ASSISTANT TO THE EXECUTIVE DIRECTOR

Life can be challenging. At some point of another, everyone weathers storms, both personally and professionally. Sometimes we just get rain; sometimes it's rain, hail, lightning and high winds. Or a blizzard.

With school set to start amid a growing Delta variant threat across the nation, the relative normal we expected has morphed into more challenges: deciding whether to mask or not to mask, to require vaccines or not require them, to strengthen protocols or use existing ones; determining how best to utilize federal dollars to address a myriad of issues, from infrastructure to staffing; and making those decisions and recommendations in often very divided communities or in communities where the prevailing belief may not reflect the best course of action.

Everyone is an expert in their own mind. Many school board meetings in Pennsylvania and across the nation, many press conferences and many debates in legislative chambers make that clear. That is why perhaps the biggest challenge right now for school leaders is not the start-of-school: it is the challenge of respect.

As the captain of a ship sailing through stormy seas, the superintendent often is in the middle – or the crosshairs – of COVID-related issues, with every decision and recommendation subject to debate. As Eric Zolanko, superintendent of the Portage Area SD, put it in his weekly update to employees and friends of the district: "We've gone from balancing a student's health/safety and academic needs last year to those two concerns plus individual freedoms and social responsibility. At times, it feels like we're trying to walk a tightrope while in a tornado."

Recognizing the importance of respect for those who lead our public schools, the PASA Advocacy Committee included new language (highlighted) in the proposed [2021-22 PASA Advocacy Priorities](#) (formerly "PASA Resolutions") to make clear the importance of supporting school administrators and the superintendent in particular:

"The role of the school district administrator, particularly the superintendent, is increasingly challenging and often misunderstood. As a result, the number of those moving into administration and the superintendency continues to decline. For that reason, it is imperative that support for these positions in policymaking and in contracts more adequately matches the demands of the job and recognizes that superintendents are the political and social change agents within their communities, that they are the 10th member of the school board, and that they must address and manage a complicated environment that involves stressors from both within and outside of the district. For that reason, superintendents, with their school boards, must have sufficient flexibility and local authority to effectively manage, support and direct their respective districts."

The challenges with this start-of-school are as great or perhaps even greater as the challenges facing administrators in early 2021 with that start-of-school. We are certainly in a "complicated environment" in which we hear all the time, "We have to respect those with a different belief." That is true. But it also is true that those with a "different belief" need to respect those who must recommend and make the decisions for their individual districts that not everyone will find palatable.

Leadership requires courage and wisdom. School district leaders must consider the big picture in decision-making apart from just beliefs and ideology, utilize the best data and research available, and then make those decisions based on what is best for schools and communities – but especially for all kids. Those decisions will not make everyone happy all of the time. Walter Russell Mead, the James Clarke Chace Professor of Foreign Affairs and the Humanities at Bard College, has it right: "Life isn't easy, and leadership is harder still."

PASA takes the statement from the draft priorities seriously – and always has. Know that we will continue to support your professionally and advocate on your behalf not only concerning education policy but also concerning the need to respect the important work that you do, whether we are in discussions with state lawmakers or media or the general public. Your voice must be heard, and we are here to listen and support you and speak on your behalf.

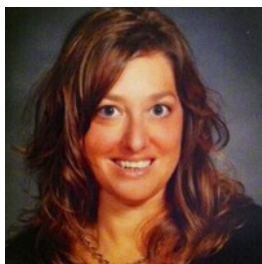
Remember this also: You are not alone. You are part of a unique fellowship of school leaders statewide and even nationwide. The gymnast Simone Biles said about her teammates, "We've always had each other's backs in and out competition. We support each other the most because we're the only ones that know what it's like to go through what we do, and so we can't be more thankful for each other. We're like sisters." As a school system leader, you are part of the family of school leaders. Don't forget to support each other, reach out to each other, and know that you are not alone as you guide your district forward in 2021-22.

SAVE THE DATE

PASA LEADERSHIP FORUM
Keynote: Dr. Michael Fullan

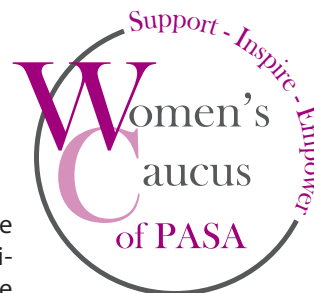
March 28, 2022
Hyatt Place State College

Watch for details!



COMPETENCE, COURAGE AND CHARACTER

BY LYNN FUINI-HETTEN
WOMEN'S CAUCUS PRESIDENT



Deja Vu, anyone?

Here we are again... Masks or no masks? Vaccinated or unvaccinated? Field trips? Visitors? Quarantines? And much more. So many decisions, so many details, so much guidance, and so few answers.

This past week, our team had the opportunity to listen to Dr. Carol Reardon, through the Gettysburg Foundation. Dr. Reardon led us in an engaging talk about leadership and change. Dr. Reardon connected her talk to an army leadership framework which embodies *competence, courage, and character*. It is easy to draw connections between this framework and our work as leaders in the ever-changing field of education.

We are *competent*. Yes, we will read the latest CDC and PA DOH guidance. We will ask questions. We have the necessary abilities, knowledge and skills to lead our school districts this fall.

As Dr. Reardon spoke to us about being competent, I recalled how our technology department rolled out almost 1,600 devices to students with only a few days' notice. Not only did our small technology department develop a plan to get the devices into students' hands, but they also created written and video help documents and facilitated live tech support for Zoom hours for teachers, parents, and learners. As students were in a fully remote model, having the technology was essential. Additionally, learners – along with their caregivers – needed to know how to navigate the equipment as well as the software. This was no easy task, but our competent technology department made it happen!

We are *courageous*. We

are making the tough decisions. Am I a little afraid of the unknown this year? Yup. I am dreading the last-minute guidance which might cause a change in course? Absolutely. However, like all of you, I am maintaining strength in these challenges.

Last year, we had the courage to implement a fully remote learning model as well as a model which included livestreaming for our learners at home. Was this easy? Nope. But, we did our best to support our teachers as they developed the technical skills and confidence to teach and provide services through these new, complex instructional models.

Finally, Dr. Reardon talked about character. We have *strong character*. We have the mental and moral qualities distinctive to each of us and our roles. No doubt about it, this is tough work. It is not for the weak or faint-hearted. We need to persevere as we do what is best for our learners and our staff members.

When we faced criticism from our families related to our March 2020 instructional model, we sought more feedback. We reflected on what worked and where we could improve. We were honest about our shortcomings and strived to make improvements to our online instruction in the fall of 2020. Our strong character provided the base for this work.

Think about examples of competence, courage, and strong character in your school or district. Repeat those to yourself and celebrate with your team. We have done this. We can do this! Have a great school year!

Lynn Fuini-Hetten is superintendent of the Salisbury Township SD.

FROM THE WOMEN'S CAUCUS

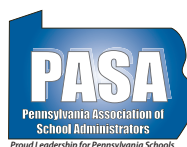
SAVE THE DATES:

**2021 Southeast Region
Caucus Dinner
November 10**



Featured Speaker:
Dr. Colleen Lelli,
Professor of Education at
Cabrini University and author of
Trauma Sensitive Schools
Registration opens soon!

**2022 Women's Caucus
Spring Conference
May 22 - 24
Hotel Hershey**



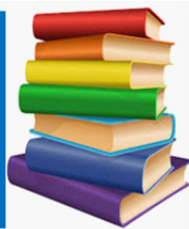
Contacting PASA

The PASA Office is open 8:00 a.m. to 4:00 p.m. weekdays and will close at 12:00 p.m. on Fridays in July and August.

Please call (717) 540-4448 to leave a message for any staff member. You may also call the Executive Director directly at (717) 514-8718 at any time, or email us at pasa@pasa-net.org.

In addition, you may send an email directly to specific PASA staff members. ([Click here](#) for the staff list.) Please do not hesitate to contact us with your questions and concerns!

Professional Learning



See the PASA website for program updates at

<https://www.pasa-net.org/programs>.

(Should it be necessary, in-person programs may be switched to virtual programs.)

Beginning September 15
2021-22 PASA Webinar Series
"Education in a New Era"
nine-webinar series

September 23-24
New Superintendents' Academy
Part 1: Strategic & Cultural Leadership
PASA Office

Virtual Fall Forum/Book Study:
"Leading in a Culture of Change"
October 6, November 3, December 1

October 15
PA Summit for Assistant Superintendents & Supervisors
"Leader Actions for Continuous School Improvement"
sponsored by Studer EducationSM
PASA Office

Mark your calendars!

**2022 AASA
NATIONAL CONFERENCE
ON EDUCATION**

February 17-19 in Nashville



2021-22 Series beginning September 15 noon – 1 p.m.

Take a short time out of your day and take advantage of these nine one-hour informational webinars in 2021-22 featuring issues important to you and your district team – and focused on "Education in a New Era."

- Sept. 15 A Future-Driven Framework for Thriving after a Pandemic
- Oct. 13 Creating a Community-Aligned Culture That Supports the Whole Learner
- Nov. 17 No Learner Marginalized via Framing the Journey to Modern Learning
- Dec. 8 Cultivating an Equity-Focused Culture through Mindfulness: Working from the Inside Out
- Jan. 12 Accelerating Learning via a Mobile Fabrication Lab
- Feb. 9 Developing Future-Ready Elementary Learners: Career Readiness through the Cultivation of Curiosity
- March 9 Developing the Whole Learner through a Trauma Sensitive & Equitable Culture: A Plan for Middle School
- April 13 Learners as Co-Authors of Their Journeys: Student Voice and Choice via a High School Pathway Program
- May 11 A Future-Driven High School: Blurring the Lines Between K-12 and Postsecondary Learning

Registrants will receive access to the recording of each webinar.

COST:

Series (best value):

\$270 for PASA members / \$380 for nonmembers

Individual Webinars:

\$39 for PASA members / \$49 for nonmembers

Learn more about each webinar and register at:

<https://www.pasa-net.org/2021-22webinars>

NAVIGATING THE SCHOOL YEAR: UPDATES & RESOURCES

From the PDE: ESSER/GEER Extra, Volume 2

The Pennsylvania Department of Education (PDE) offers ESSER/GEER Extra, a frequent communication that provides school communities with reminders, resources, information, and guidance as they develop plans, implement, and monitor their Elementary and Secondary School Emergency Relief (ESSER) and Governor's Emergency Education Relief (GEER) funds. [Click here](#) to access information.

From AASA: Maintenance of Equity

On August 6, the U.S. Department of Education announced revisions to its [guidance](#) on Maintenance of Equity, clarifying that for the 2021-22 school year, the provision applies only to schools that are experiencing a net decrease in state and local funding. This represents a critical course correction and will provide a much-needed common sense flexibility for the 2021-22 school year.

In June, USED released its initial guidance on Maintenance of Equity (MoEq) and included an interpretation that the provision would apply to all schools enrolling more than 1,000 students, which ran counter to the intention of the underlying statute, the general impression in the field and among policy experts, and something that would prove problematic to the field. AASA worked with other key partners collaboratively to highlight the problems inherent to USED's overly expansive interpretation of the law. Those conversations had an impact, and for the 2021-22 school year, the more narrow application will apply.

Approval of State Plan for ARP Funds

The PDE announced this month that Pennsylvania will receive \$1.6 billion in one-time pandemic relief to support the safe and sustained return to in-person learning after the U.S. Department of Education (USDE) approved [Pennsylvania's American Rescue Plan Elementary and Secondary School Emergency Relief \(ARP ESSER\) plan](#). The plan prioritizes developing student and educator and staff mental health supports; strengthening access and equity of remote learning, which has led to instructional and learning inequities; and addressing staffing shortages and other staffing challenges.

The ARP Act of 2021 directed 90 percent of the state's total allocation—about \$4.5 billion—to school districts and charter schools. Under the ARP Act and Act 24 of 2021, PDE must use the remaining \$500 million of ESSER funding to implement interventions that address learning loss, support summer enrichment and comprehensive afterschool programs, and assist school entities that do not receive direct ESSER allocation such as career and technical schools and intermediate units. LEAs will have to describe how they intend to implement an equitable and inclusive return to in-person instruction. PDE's [ARP ESSER Guidebook](#) includes detailed guidance on centering equity in LEA plans to address learning loss and explains the state's rationale for focusing such efforts on acceleration rather than remediation.

Update from AASA Regarding Masks on School Buses

AASA recently clarified directives concerning mandated use of masks on school buses, as follows:

"Many superintendents have expressed confusion about different federal orders requiring masks on school buses, and we are writing to provide some clarity for you and your administrative teams on this issue.

"But, first some context: In June, CDC reiterated its order from January that school bus masking is required. At the same time, several states acted in the spring and summer to prohibit local school districts from requiring masks for students generally.

"Superintendents have wondered what the consequence of following state law (no mask mandates) and flaunting federal CDC orders would be and the answer is as follows: **CDC has no way of enforcing its school bus mask mandate.** While they have the power to issue orders, their enforcement capacity is essentially non-existent. Superintendents should weigh the consequences of what would occur if they do not follow the state mandate on masks and following the CDC order and vice versa.

"In addition to masking, there are multiple effective mitigation strategies for districts to employ to reduce the risks associated with student transportation as demonstrated in this document published by the U.S. Department of Education. Regardless of what practices your district employs, the U.S. Department of Education has reiterated that social distancing practices on school buses should not deter districts from offering full-time, in-person instruction.

"With regards to the TSA order for buses that have associated fines for noncompliance, please know that school buses are not part of the order. There is no financial penalty associated with noncompliance with the TSA or CDC orders."

Latest Guidance from the CDC

The Centers for Disease Control and Prevention (CDC) updated the Guidance for COVID-19 Prevention in K-12 Schools to align with CDC's existing [guidance for fully vaccinated people](#) and assist K-12 schools in opening for in-person instruction and remaining open. Additionally, the [Considerations for Case Investigation and Contact Tracing in K-12 Schools and Institutions of Higher Education \(IHEs\)](#) has been updated to align with new CDC guidance.

The CDC reversed its earlier guidance by recommending that vaccinated people return to wearing masks indoors in public spaces in parts of the U.S. where the coronavirus is surging. Citing new information about the ability of the Delta variant to spread among vaccinated people, the CDC also recommends indoor masks for all teachers, staff, students and visitors to schools, regardless of vaccination status.

The CDC recommendation followed the release of recommendations from the American Academy of Pediatrics, which calls for everyone in schools to wear masks.

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Thank you for your continuing support!

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

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ADVOCACY & INFORMATION UPDATE

PASA continues to both provide information to members and advocate on their behalf. Some of these activities since the July issue of *The PASA Flyer* was published included the following:

- We offered to superintendents and executive directors on July 27 a special briefing concerning updated guidance from the CDC and TSA about masks and school buses.
- We sent members information about a free webinar on July 29 concerning the federal Emergency Connectivity Fund.
- We continued discussions with our lobbyist and other education associations on many issues in preparation for the fall legislative session, including the urgent need for charter/cyber charter reform.
- We fielded numerous calls from members concerning pandemic-related issues and both federal and state guidance in preparation for the start of school.
- We assisted the PA Association of Rural and Small Schools (PARSS) by sharing their survey with superintendents concerning the start of school, with that information subsequently shared with PA superintendents to provide a statewide perspective on decision-making for the 2021-22 school year.
- Dr. DiRocco continues to meet via Zoom with AASA legislative advocacy staff and executives from other state superintendent associations to share information and updates related to school operations and state education policy.

In addition, PASA continues to provide additional education news and information through the weekly Update on Mondays and *The PASA Flyer*.



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 web site, 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.)



TOPIC: EMPOWERED SUPERINTENDENT RESOURCES AND WEBINAR SERIES

The EmpowerED Superintendent eWebinar Series

The EmpowerED Superintendents edWebinar Series returns for its fourth season this fall. CoSN is pleased to partner with AASA, The School Superintendents Association, and edWeb.net in hosting this professional learning opportunity for school leaders, which is sponsored by ClassLink. There is no cost for webinar participants to sign up for the monthly webinars. Participants are invited to share their thoughts in the chat and through poll surveys and question and answer submissions during the live webinar broadcasts. They can also earn continuing education credits through the edWeb community.

The next webinar, scheduled for **September 13 at 5:00 p.m.**, will focus on “**Learning Reimagined: Leveraging Technology to Meet the Needs of All Students**,” and will feature three superintendents: Dr. David Schuler, chair of the CoSN Superintendent Advisory Panel, from High School District 214, Illinois; Dr. Carol Kelley, co-chair of CoSN’s Superintendent Advisory Panel, from Princeton Public Schools, New Jersey; and Dr. John Malloy from San Ramon Valley USD in California.

Each superintendent will each share how their school districts leverage technology to reimagine teaching and learning in new and innovative ways with goal of meeting the needs of all students, especially those most at risk. They will provide examples of technology implementations that they have each led to address: 1) Assessment and Data Driven Instruction, 2) Blended Learning, 3) Family Connections, 4) Social Emotional Learning, and 5) Diversity, Equity and Inclusion.

[Click here](#) for free registration for this webinar.

Webinars in this series are also offered as [recordings](#) and via [podcast](#) a day or two after the initial live broadcast.

CoSN Resources: CoSN/AASA EmpowerED Superintendents Toolkit

CoSN and AASA, The School Superintendents Association, partnered together to release version 3.0 of the EmpowerED Superintendents Toolkit. The kit includes an Executive Summary that provides an overall introduction to the Toolkit and two modules. Module 1 provides a detailed examination of the Five Imperatives for Technology Leadership. Packed with testimonials, case studies, and more. Module 1 gives a new perspective on the most important things you need to do to lead. Module 2 includes Four Action Steps for Strengthening the Technology Leadership Team. You are invited to download the complete [EmpowerED Superintendents Toolkit](#).

Self-Assessments for Superintendents, District Leadership Teams and CTOs, and other technology leadership resources are also freely available [online](#).

The Consortium for School Networking ([CoSN](#)) and its state affiliate chapter, Pennsylvania Association for Educational Communications and Technology ([PAECT](#)) are honored to support the work of current and aspiring superintendents and district leadership teams in leading all aspects of digital learning transformations. If your school or district would like more information about joining CoSN or getting more involved with CoSN, please contact Brian Calvary, CAE, CoSN Director of Membership and Chapters, at bcalvary@cosn.org.



For Educational Leaders, By Educational Leaders **PASA MENTOR COACHING PROGRAM**

Our superintendents and assistant superintendents continue to be challenged in ways we never imagined possible. The pandemic related complexities above and beyond the “normal” requirements for leading a school district are overwhelming, especially to those who are just beginning their roles as superintendents or assistant superintendents. The support of an experienced current or former Pennsylvania-based superintendent can be especially beneficial to the new career superintendent or assistant superintendent’s peace of mind, decision-making, and goal achievement.

PASA has developed and is piloting a mentor coaching program to assist with the unexpected and normal challenges of the job. Our program is based upon various international and national mentoring and coaching models. It provides a highly personalized approach, customized to the mentee’s needs and/or goals, in which an experienced, skilled mentor coach serves as the mentee’s thought partner.

Most successful executives, athletes, musicians, etc. utilize an experienced and skilled mentor and/or coach for ongoing guidance and training. You, too, deserve this opportunity.

For more information about PASA’s program, visit our website at <https://www.pasa-net.org/mentor> or contact Connie Kindler at ckindler@pasa-net.org.

Using ESSER to Advance Student Health Equity

A new guide, [Advancing Student and Staff Health with COVID-19 Relief Funding](#), highlights how districts should consider using ESSER funds to support student and staff health. In addition to sharing information on how school districts can use COVID-19 relief money for capacity building and infrastructure, the guidance details how these federal funds can be used to access additional funding streams, such as Medicaid, to ensure the efforts initiated with COVID relief aid are sustained. For more information, check out the guidance here. Developed by AASA, FutureEd, Healthy Schools Campaign and Kaiser Permanente, the guide provides an essential roadmap for strategic and sustainable investment that can help advance student and staff health for years to come.

AASA Hosts Social & Emotional Learning (Virtual) Summit

School district teams from across the country took a deep dive into issues of vision, implementation, planning and progress monitoring at a two-day (virtual) social and emotional learning summit, July 20-21, hosted by AASA. Linda Darling-Hammond, the Charles E. Ducommun Professor of Education Emeritus at the Stanford Graduate School of Education, served as opening keynote speaker at the meeting aimed at helping school districts activate their unique district visions for SEL by developing or refining implementation plans for the 2021-22 school year. Read the [press release here](#).

New AASA President

Paul Imhoff, superintendent of Upper Arlington Schools in Upper Arlington, Ohio, was sworn in last month as the 2021-22 AASA president.

Shari L. Camhi, superintendent of the Baldwin Union Free School District in Baldwin, N.Y., was also sworn in as AASA president-elect. The installation ceremony was held in conjunction with AASA's Legislative Advocacy Conference in Washington, D.C.

In This Month's School Administrator

"The new school year also is an opportune time to begin healing our communities. Events of the past year – the pandemic, civil unrest and a divisive political environment – took a toll on our communities, and schools often were thrust into the center of the storm. Now is the time to listen with empathy, act with compassion, rebuild relationships, and invite everyone to re-engage with their schools." – Paul Imhoff, AASA President, from "Aiming High in Hope"

"The infusion of generous federal funds alongside the disruption created by the COVID-19 pandemic do provide educators with the opportunity to create a brave new education world." – Daniel Domenech, AASA Executive Director, from "Federal Support That Enables 'Building Back Better'"

"The need for kindness and support is critical as schools open in both worlds, virtual and in-person. Connecting the virtual world of social media with the real world can create a bridge between what we want and what we need. We need each other and we need to clearly see success and the engagement of our students." – Matthew Silverman, assistant superintendent for teaching and

learning in Glenview SD 34 in Illinois, from "#SeeingsBelieving: What We Need Now"

AASA Post-Pandemic Resources

The AASA website offers school leaders updated information and resources from the federal levels, including Congress, the CDC, the Department of Education and the Department of Agriculture. [Click here](#) to see a list of resources and information provided by AASA.

Join AASA today and become part of a supported community of school leaders nationwide who advocate for public education. AASA, The School Superintendents Association, is the only national organization that represents and promotes the concerns of chief school administrators across the nation! **See the AASA website, <http://www.aasa.org>, for details or contact the PASA office.**



NOTEWORTHY QUOTES



"Some approaches to mitigation remain polarizing. No matter what approach we land on, at least some part of our constituency is going to disagree." – Dan Tredinnick, spokesman for the Derry Township School District, concerning the district's development of a health and safety plan for the start of school in the fall (from *The Patriot-News*, 7/26/21)

"At the end of June, I was ready to hang the 'mission accomplished' banner. Now, the last three weeks have been difficult for everybody, not just school districts.... We [the school community] all care very much about our kids. Regardless of the side of the topic you're on, we all want the best for our kids. If we keep that as the focus, we'll figure this out. We will make it out of this and have a successful school year for our students." – David Christopher, superintendent of the Cumberland Valley SD (from *The Patriot-News*, 8/5/21)

"At this time, we support a universal masking requirement in K-12 settings as a critical layer to facilitating safe, full-time, in-person learning. We're asking the school districts to actually implement these recommendations, but at this time, there is not a plan to mandate the masking requirement in schools because decisions of such magnitude are not made in a pure public health vacuum." – PA Acting Secretary of Health Alison Beam, during a public hearing before the Senate Education Committee on August 6

"Unfortunately or fortunately, this [mask requirement] is all going to be decided at the local level. And some school districts are going to be happy about that because they get to make the call. And some school districts are going to look at all of these varying guidelines and information and say, 'You know, we wish the state would just make a decision and tell us what to do in this regard.'" – PASA Executive Director Dr. Mark DiRocco, from a report by WTAE Pittsburgh on August 5

REGISTRATION IS OPEN!

PASA Summit for Assistant Superintendents & Supervisors

October 15, 2021

8:30 a.m. (continental breakfast) - 2:15 p.m.

PASA office, Harrisburg

Approved for 25 PIL/Act 45 Hours

"Leader Actions for Continuous School Improvement"

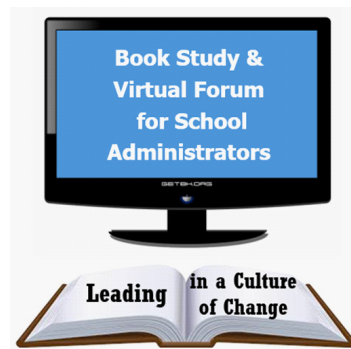
Presenter: Dr. Pat Greco

Senior Director for Thought Leadership with Studer EducationSM
and former Wisconsin Superintendent of the Year

This program is designed for assistant superintendents and other district level supervisors who aim to activate the district's learner-centered vision, in spite of the competing forces of managing a pandemic. Learn to systematize critical routines that will engage your teams and intentionally grow leadership capacity at every level. Participate to learn how to grow team capacity, hardwire routines to problem-solve together, and frame a district, department and/or school balanced scorecards to stay centered.

<https://www.pasa-net.org/asstsuptsummit>

Sponsored by
Studer EducationSM



FALL SESSIONS

October 6, November 3 & December 1

2:00 – 4:30 p.m.

**for ALL district leaders,
including central office and school**

**building administrators seeking to lead
change in their districts and schools**

APPROVED FOR 40 PIL/ACT 45 HOURS
(See the website for requirements.)

The fallout of COVID-19, combined with continuing advances in digital technology and an increasing demand for authentic student-centered learning, presents an unprecedented opportunity to transform education across whole systems. For that reason, ***Leading in a Culture of Change, 2nd edition*** (2020), by Michael Fullan, will provide the foundation and focus of this facilitated forum that will provide an opportunity for school administrators to discuss leading change in their own districts. The program consists of inquiry-based small and large group discussions about the leadership components within Fullan's book. (Participants must purchase their own copy of the book.)

**FEE* - \$199 for PASA members/
\$259 for non-members**

**Payments are due by October 1.
Virtual information will be sent to paid registrants.*

See the PASA website at
<https://www.pasa-net.org/leadingchange>

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!



MEMBER NEWS

REGION 1

Dr. Gary Peiffer is now serving as superintendent of the Chartiers-Houston SD. He previously served as superintendent of the Greensburg-Salem SD in I.U. 7.

REGION 6

Teresa Young has been appointed superintendent of the Keystone SD, effective Nov. 7. She currently serves as superintendent of the Weatherly Area SD.

REGION 13

Dr. Brian Barnhart, executive director of Lancaster/Lebanon IU 13, has announced he will retire in 2022, effective August 31. Barnhart has led the I.U. since 2013.

REGION 15

Dr. Jon Fox is now serving as superintendent of the Susquehanna SD. He formerly served as assistant superintendent in the Bermudian Springs SD.

Dr. Travis Waters has resigned from his position as superintendent of the Steelton-Highspire SD, a position he has held since 2016, and has accepted a teaching position with Shippensburg University.

REGION 18

Janet Serino, superintendent of the Wyoming Area SD, has announced her intention to retire at the end of the 2021-22 school year. Serino has worked in the district for 20 years, and as superintendent since 2013.

REGION 21

Dr. Michael Mahon has been appointed superintendent of the Southern Lehigh SD. He currently serves as superintendent of the Abington Heights SD (I.U. 19). Mahon will replace **Dr. Larry Mussoline**, who is serving as interim superintendent in the district.

Please report member news to PASA at pasa@pasa-net.org.

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

PASA CALENDAR

All programs and meetings are virtual.

See the PASA web site at www.pasa-net.org.

SEPTEMBER

- 6 PASA office closed
- 9 PASA Awards Luncheon/Annual Meeting of the Association
Board of Governors' meetings
- 15 Webinar: Education in a New Era series (#1)
- 23-24 New Superintendents' Academy Part 1 (PASA Office)

OCTOBER

- 1 **2021-22 PASA membership year begins**
- 6 Leading in a Culture of Change Session 1
- 13 Webinar: Education in a New Era series (#2)
- 15 PASA Summit for Asst. Superintendents & Supervisors
(PASA office)

NOVEMBER

- 3 Leading in a Culture of Change Session 2
- 10 Southeast Women's Caucus Dinner (King of Prussia)
- 11-12 Board of Governors meetings
- 15-16 New Superintendents' Academy Part 2
- 17 Webinar: Education in a New Era series (#3)
- 25-26 PASA office closed

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:
**[www.pasa-net.org/
legalservices](http://www.pasa-net.org/legalservices)**
to read more about it.