



FROM THE PRESIDENT'S PEN: IT HAS BEEN AN HONOR

BY DR. JOHN BELL, 2020-21 PASA PRESIDENT

While I like to change up my graduation speech every June, there are two sentences that are always included. It goes like this: "I want to take this opportunity to say thank you to all the parents for sharing your children with us over the years. Whether you have been here for all 13 years or just a few, the pleasure has been all ours." To paraphrase it for this occasion, let me say that when it comes to serving as PASA president, the pleasure has been all mine.

This is my final column as president. It has been an honor to serve in this role. The PASA staff, while limited in size, does incredible work on behalf of our organization. I have watched our advocacy efforts and professional development offerings increase dramatically in the five years I have served on the Board of Governors. The staff has also provided great assistance to superintendents on legal/contractual matters and

put us in a strong financial position. This only happens because of a talented and dedicated staff. Thank you, ladies!

When the world stopped on March 13, 2020 and the state and federal governments were up to their eyeballs with their own issues, PASA executive director Mark DiRocco rose to the occasion and helped provide guidance and wisdom to our PASA members. I don't know what the superintendents across Pennsylvania would have done without Mark's Zoom briefings. I told many people before the pandemic even occurred that "every time I interact with Mark, he makes me a better superintendent. He is a wealth of knowledge, experience and calmness." As a result of the pandemic, all of that is still true times ten! Thank you, Mark!

If you have read my "President's Pen" columns, you know I am a very positive and optimistic person. My monthly goal was to help you see past all of the negative news coming your way and find five minutes of positivity when reading my column. In case you haven't kept up, here are the titles of my columns starting with last October through

this September:

Tough Times Call for Great Leadership
PA Proud!
Keep Rowing the Boat
2021: Light at the End of the Tunnel
Taking Care of Yourself
We Are Going to Make It!
We Are in the Home Stretch!
Summer is Coming

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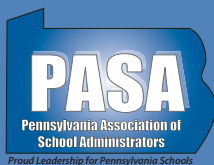
THANK YOU TO OUR PASA OFFICERS

On behalf of the PASA Board of Governors, we thank **Dr. John Bell** for his year of service to PASA as PASA President.

Both 2020 and 2021 have been anything but typical years. As have school districts, PASA continued to face challenges this past. But during his tenure as president, John provided PASA with a steady hand, served as an example of leadership and dedication to the importance of a strong, professional community focused on informed advocacy, collegial support and the importance of working together, and encouraged each of us to take care of ourselves personally and professionally.

We also offer a "Thank You" to **Dr. Thomas Lesniewski** for his service as PASA Treasurer and to **Dr. Jay Burkhart** for his service as President-Elect and chair of the Advocacy Committee over the past year.

Beginning October 1, Dr. Bell will serve as Past-President and chair of the Membership Committee, and Dr. Burkhart will begin his year as PASA President. Dr. Lesniewski was elected to an additional year as Treasurer and will begin another term as Treasurer on October 1.



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FROM THE EXECUTIVE DIRECTOR DR. MARK DIROCCO

BETWEEN A ROCK AND A HARD PLACE



School leadership has always been challenging, but what we are seeing play out in our school communities over the past few weeks is unprecedented. I am truly worried about the physical safety, health, and well-being of our school leaders as a result of the latest controversy over face coverings for staff and students in our schools. School administrators, especially our superintendents, are truly between a rock and hard place.

I have spoken to many superintendents since the face covering order was issued by DOH on August 31. I've heard stories of school board meetings shutting down because the audience was physically and verbally out of control, dozens of vitriolic and threatening emails being sent to administrators for following the face covering order, superintendents being asked to disobey the order by their school board at the risk of losing their commission and education certificate, and even some superintendents forced to step down from their position for their unwillingness to disobey the law.

It has been an excruciating time to be an educational leader.

Of course, this is all happening after the bone-tiring fatigue of dealing with pandemic mitigation efforts for more than 18 months. It was just back in July that we all thought the 2021-22 school year would be somewhat normal with most mitigation strategies in the rear view mirror, only to have the Delta variant rip through the nation, leaving a path of victims in its wake, including some vaccinated individuals. Suddenly, DOH reconsidered its stance and announced the face covering order. It was like lighting the fuse of a powder keg for those who have had enough of COVID and its restrictions.

Unfortunately, school administrators, especially superintendents, and board members are the ones absorbing the force of this explosion of frustration, anger and madness. As I am watching all of this unfold, I grow more concerned that fewer individuals will want to ascend to the superintendency or run for school board as a result of witnessing this chaos at a time we need our best people leading our schools.

I watched several of the 9/11 ceremonies over this past weekend and was reminded of what we went through as a country at that time. The shock that our country was vulnerable to a new form of terror attack was devastating to our psyche, and our lives changed forever. New security measures were put into place for public transportation, causing long lines at airports and other transportation hubs. Although there was some pushback by groups and individuals, few people complained as no one wanted to see another terror event unfold. The nation, for the most part, came together for the common good.

It seems as though we have lost our ability to do that today.

Now, some superintendents find themselves in the unenviable position of having to choose to follow an official state order or follow a motion by their school board. To make matters worse, there is an abundance of legal opinion about the face covering order and how districts should verify the exceptions to the order. PASA continues to recommend the following:

- All commissioned officers and school administrators should comply with the face covering order issues by DOH on 8-31-21.
- Districts should request medical documentation for an exception under # 3 of the order to show they have done their due diligence to follow the order. (We realize there are legal opinions that indicate requesting medical documentation is not necessary and all that is needed is a parent signature. As always, follow your solicitor's advice. However, we believe requesting medical documentation, whether it is provided or not, places the district and administrators in a much stronger position should legal action be taken against them in the future.)
- If a school board chooses not to comply with the order, commissioned officers and administrators should go on the record with the school board in writing or in recorded school board meeting minutes, indicating that the district should comply with the face covering order.

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 Budget & Finance News

State Revenue: Pennsylvania collected \$2.6 billion in General Fund revenue in August, which was \$135.5 million, or 5.6 percent, more than anticipated. Fiscal year-to-date General Fund collections total \$5.3 billion, which is \$132.4 million, or 2.6 percent, above estimate.

Federal Budget & Infrastructure Bills: Work continues to finalize and consider both President Biden's budget plan and the federal infrastructure bill and get both through Congress, which returns to Washington this week. As noted by NBC News (9/7/21), the government will have to be funded by Sept. 30 to prevent a shutdown, the debt limit will have to be extended this fall to prevent a global economic collapse, and flood insurance and surface transportation measures expire at the end of the month.

School Meals SY 21-22 Flexibilities, Waivers and Supply Chain Resources: The USDA recently detailed the School Year 2021-22 and Supply Chain Challenges technical assistance resources available to State agencies, school districts and stakeholders. A suite of technical assistance resources, entitled [Planning for a Dynamic School Environment](#), includes: [Summary of Flexibilities, Table of Flexibilities, Flexibilities in Practice](#) (scenario-based resource), and [School Meals Supply Chain Issues During SY 2021-22](#).

Public Schools Facilities Funding: The [2021 State of Our Schools Report](#) from the 21st Century School Fund, the International WELL Building Institute and the National Council on School Facilities compiles and analyzes the best available school district data regarding U.S. PK-12 public school facilities funding. In addition to drawing attention to the disparity across the U.S. in funding levels, it finds that the U.S. is underinvesting in school buildings and grounds by \$85 billion each year.

EXECUTIVE DIRECTOR'S MESSAGE

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- If administrators are directed by their board to not comply with the face covering order, they should contact the Department of Education to explain their situation and provide evidence that they recommended that the school board comply with the order.

Eventually, this crisis will pass. It will either be resolved in the courts or by the path of the virus. In the interim, it is critical for our superintendents and school administrators to take the high road, stay measured during heated discussions, follow the face covering order, and place yourself in the best position possible should litigation come your way in the future.

I know that most school administrators rarely think of themselves and focus their efforts on their students, but in this current environment, I also encourage you to do what is right for you and your future. Please don't hesitate to call me if you need assistance.

Legislative News

Session Schedule: Both the House and Senate return to session this month after a 2 ½ month summer recess. At this point, each chamber is scheduled to be in session about 18 days until the end of the year.

State News

RTK and Teacher Effectiveness Data: Pennsylvania Commonwealth Court last month overturned a decision by the Office of Open Records (OOR) that would have required the PDE to provide to a requester PVAAS scores for all Algebra I teachers in Philadelphia-area public schools. The PDE argued that, contrary to the OOR's conclusion, PVAAS scores are a factor in public school teachers' performance ratings, which are exempt from disclosure under the RTKL and the School Code and shielded by the Pennsylvania Constitution. The Court agreed with the Department's argument that the RTKL precludes disclosure of the requested information.

In National News

9/11 Remembrance: Commemoration ceremonies last weekend in New York, Washington and Shenksville, PA, commemorated the 20th anniversary of the 9/11 terrorism attacks.

Psychology of School Shootings: Students who commit shootings in K-12 schools are more likely to have a long history of rejection and lack a sense of belonging than are mass shooters in college and adult settings—but they are less likely to have experienced a sudden breakup, or showed bad behavior that can serve as a red flag for administrators. That's the conclusion of a new study in the Journal of Social Psychology, which compared the characteristics of 57 shootings on K-12 campuses with 24 college shootings and 77 mass shootings in other places since 2001. The findings come amid a rise in school shootings that coincides with the return to in-person schooling.

COMING UP

Lawmakers return to Harrisburg this month, with Republican leaders in both chambers putting the Governor's school masking order and more hearings on the 2020 election at the forefront of the agenda, although the rest of their fall agenda remains unknown. Already lawmakers have signed on to legal challenges to the Governor's order and to the election code bill passed in the last session. (Ironically, 11 of the 14 Republican lawmakers signing on to challenge the constitutionality of the write-in ballot provisions of that bill actually voted for it.) Rumors are there may be some action on charter school reform, but that rumbling indicates it may be reform around management and organizational issues, not on badly needed need funding reform. Some lawmakers even are suggesting the use of COVID relief funds to address damage from Hurricane Ida. Expect continued introduction of bills related to the pandemic, property tax "reform," school curriculum (specifically Critical Race Theory), and civil rights of transgender students, etc. – bills that would get attention in the upcoming election year. In other words: Harrisburg will continue to be focused on hyper-partisan politics. Stay tuned for the latest information by following us on **Twitter** @PASASupts.

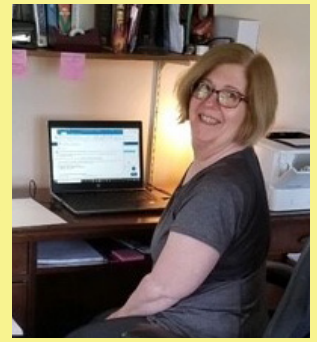
STAFF RETIREMENT...

Jolene Zelinski, who has served as PASA's Administrative/Financial Officer, is retiring the end of this month after 22 years in the position.

Jolene has managed the association's financials, membership system and program registration, and has worked closely with the Women's Caucus, among many other responsibilities, working beyond normal hours more often than not and maintaining a commitment to "getting it right," whether working in the office or at home during the pandemic. During her tenure, the association had a positive audit each year, and members always could expect a quick response to their questions.

Although she does not have any specific plans upon retirement, Jolene likely will keep busy with her four grandchildren, continuing to settle into the house she and husband Joe recently purchased, doing volunteer work, and making plans for some traveling.

Thank you for all of your hard work over the years, Jolene. You will be missed – and we wish you the very best in the next phase of your life!



2021-22 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 challenges facing school districts and school leaders.

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.

Our focus is to support you with the vital information you need to manage your district and grow professionally. Legal advice and assistance, weekly updates, *The PASA Flyer* and professional learning programs that meet your needs are all an essential component of PASA's mission: supporting school district leaders.

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.

No Dues Increase in 2021-22!

The PASA Board of Governors has frozen membership dues in all categories for the second year in a row. This ensures you will receive the same services and support at NO additional cost.

Important Dates & Renewal Information...

The PASA membership year begins October 1. Membership listings for the 2021-22 annual PASA Membership Directory are due to the publisher in early October. Renew your membership **this month** to ensure that your name will be included in this year's directory and you will continue to receive monthly issues of *The PASA Flyer*.

See the PASA website at <https://www.pasa-net.org/join> for renewal information, including which membership option fits your current position. Membership questions should be directed to Jolene Zelinski at jolenez@pasa-net.org.

Stay connected to YOUR professional association!

FROM THE PRESIDENT'S PEN

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We Did It!
Sharpen the Saw
Déjà Vu
It Has Been an Honor! (*this month's column*)

You also know by now that I love biographies and leadership books. I read at least 25 of them every year. I buy real books, not e-books, and mark them up with underlining and bent pages. I then enjoy re-reading only the marked parts at a later date as a refresher. I have shared more than 20 book titles with you in these columns. Whether you are looking for a good book to read independently or with your administrative team, I encourage you to go back and look at the books I've recommended. By suggesting good leadership books, my hope was that instead of giving you just five minutes of positivity by reading my column, I wanted to encourage you to get lost in a good book for hours and let it distract you from the stress of leading a school district in a pandemic.

Public education is a cornerstone of our democracy. Public education needs great leaders to hire outstanding faculty and staff, offer amazing programs, and keep politics at bay. We are in a tough time right now, but we will get through it thanks to great leadership by all of you!

Dr. Bell is superintendent of the Delaware Valley SD.

Notice to Members

PASA ANNUAL MEETING, RECOGNITION LUNCHEON RESCHEDULED

The PASA Annual Meeting and Recognition Luncheon scheduled for **Thursday, September 9** was **postponed and has been rescheduled for Friday, November 12**.

With the growing number of Delta Variant COVID cases and the recent announcement by DOH requiring universal masking for all students and staff starting next week, we believed it would be more difficult for people to attend an in-person event in early September.

We regret this decision, but believe postponing these programs seemed to be the most prudent action.



IT'S TOUGH AT THE TOP

BY CONNIE KINDLER

PASA CONSULTANT FOR PROFESSIONAL DEVELOPMENT



The superintendent's role has always been challenging, political and volatile. Required technical knowledge and skills are engulfed with adaptive challenges. The role requires competencies unlike any other K-12 position.

During the last 19 months, the superintendent's adaptive challenges have gone from difficult but manageable to chaotic and cluttered. Unprecedented controversial issues have compounded the ongoing complexities of the position, and the superintendent is expected to face the bedlam with an armor composed of emotional control, mental flexibility, and compassion. As a result of the ongoing stress, K-12 education is experiencing a mass exodus of superintendents.

Rigorous, quantitative research completed by Robert Marzano and Timothy Waters in 2006 confirmed 27 earlier studies on the statistically significant positive impact of stable leadership and goal achievement on student success. Unfortunately, districts are losing the stability necessary for achieving their goals.

Engaging a "thought partner" in the form of a mentor coach could counter this phenomenon. Many studies have confirmed the value of mentors and coaches. The Harvard Business Review in January 2009 publicized a report that stated, "Ten years ago, most companies engaged a coach to help fix toxic behavior at the top. Today, most coaching is about developing the capabilities of high-potential performers." The International Coach Federation in 2009 reported that leaders in various professional fields who worked with a coach received a personal return on investment of over three times the initial investment, and that organizations that invest in coaching yield a median return of seven times the initial cost. Mentoring and coaching programs are part of the culture of many businesses that maintain stable leadership at the top and outperform their competitors.

In the 1990s, teacher mentoring programs proved that supporting first-year teachers generated better instructors who remained within the district. That success led to mentoring programs for building principals. Now similar programs are facilitated for superintendents via their state associations.

We believe this support is essential for new superintendents who hope to achieve longevity within their districts. In some states, school boards are required to pay for their new superintendents' participation in mentoring or coaching programs. In Pennsylvania, an increasing number of superintendents are including this provision within their contracts.

PASA offers a blended model of mentoring and coaching that meets conditions for success identified by mentor and coaching organizations:

- Mentor coach is selected based upon experience with and expertise in the needs and interests the client identifies.
- Mentor coaches participate in a level of training that builds upon their strengths.
- Mentor coach and client commit to the process, the expected result(s), and a one-year commitment.
- Client's goals are aligned with the organization's mission.
- Via coaching process, coach prompts client's achievement of incremental actions aligned with long term goals.
- Via mentoring process, mentor supports client with timely

requirements, and the resolution of current and emerging challenges.

- Mentor coach provides candid feedback that builds upon the client's strengths.
- Conversations are confidential.

Those participating in PASA's program provided the testimonials below:

"The Superintendency is one of the most complex and challenging roles in Education. While at one time having a 'thought partner' was an added benefit, PASA's program has shown me that it's far more than a benefit. Having a thought partner who's done the job, who has served in the role and who understands the intricacies can make all the difference. I encourage new and experienced Superintendents and Assistant Superintendents to take advantage of PASA's support. No one needs to walk alone, and if you reach out to PASA, you never will!"

"As a new Superintendent, the PASA Mentor Coach Program has given me the opportunity to connect directly with an experienced Superintendent who can offer me real-time real-world wisdom and advice that is practical and applicable to what I'm doing every day."

"The opportunity to have a mentor and thought partner during my first year as an executive director was invaluable. The support, encouragement and ability to engage in reflective and authentic discussion helped me to navigate many challenging situations."

"All superintendents know that being the leader in the arena is unlike any position in education. Participating in the PASA Mentor Coach program provided me the opportunity to speak freely and openly with Connie who has experienced the challenges, the successes, and the unexpected pitfalls of the superintendency. She gave me the confidence, the resources, and the wisdom to think through my challenges with a diverse perspective. While I worked to support the Board, staff, and students in my district, I had a mentor working to support me by providing resources, suggestions, and documents to enable me to be my best."

Superintendents and executive directors accelerate to the top because they and others recognize their high potential. In the current climate, many new and experienced superintendents are overwhelmed and frustrated. They want to move their districts into the future, but the current daily challenges are all-consuming. It's tough at the top! No matter how much experience one has, the guidance of a "thought partner" could help facilitate the balance necessary to navigate the current issues and act in pursuit of long-term goals.

Successful executives, athletes, and musicians have coaches. Bill Gates had a coach. High performing superintendents have mentors and/or coaches. Dr. Khalid Mumin, PASA 2021 Superintendent of the Year and National Finalist, said, "Influential leaders mentored and coached

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ACCOUNTABILITY

BY BARBARA WALVORT JEWETT, ASSISTANT TO THE EXECUTIVE DIRECTOR

During hearings last month before the House State Government Committee concerning PA's public pension systems, Terri Sanchez, executive director of the State Employees Retirement System (SERS), provided an overview of the system's governance and unfunded actuarial liability. "She explained that the factors influencing that liability include:

sustained periods of employer contributions below normal costs, losses that neutralized investment gains, benefit increases that were not pre-funded, legislatively mandated actuarial changes that extended the time over which liabilities are paid or artificially suppressed employer contribution rates, and gradual reductions in assumed rates of return over the past several years." (*from Pennsylvania Legislative Services*)

The legislative response: What about better investments? Better system management? Should we follow the private sector in restricting our pension systems?

Not one legislator on that panel took ownership of the underfunding mess created and exacerbated since the mid-1990s in no small measure by lawmakers and governors who adopted policies, benefits and contribution rates that turned what was once two 100% or nearly 100% funded public pension systems that stood above most other state pension systems into struggling, underfunded systems.

Then, that same week, a group of Republican legislators, led by Rep. Andrew Lewis (R-Dauphin), unveiled yet another voucher proposal – HB 1, the "Excellent Education for All Act." During the group's press conference, Rep. Lewis said this: "Sadly, across Pennsylvania there are many students locked out of an excellent education because of their ZIP code or socioeconomic status. Parents are being held hostage and their children's future is being held hostage by never-ending changes and mandates coming from their schools. The time has come to break down the barriers to an excellent education and focus on funding students, not an unaccountable system."

PASA opposes vouchers of any kind, but let's just focus on that statement, shall we?

"Sadly, across Pennsylvania there are many students locked out of an excellent education because of their ZIP code or socioeconomic status."

Too true. That is because the schools with greatest need (rural, urban & suburban) have been consistently underfunded while they struggle to meet the rapidly growing needs of struggling students, families and communities. And who underfunded high-need districts year after year, choosing not to focus on adequacy and equity but rather on the BIG education spend? Who failed to provide adequate and equitable funding focused on those public schools and communities struggling with poverty, family instability, food insecurity,

substandard housing, and limited access to community supports or adequate health care?

"Parents are being held hostage and their children's future is being held hostage by never-ending changes and mandates coming from their schools."

"Held hostage"? This would be comical if it weren't so outrageous. Schools do not pass bills imposing mandates on themselves concerning which reports they have to make, how they have to test, what they must and must not teach, or how they must operate, to name a few. The legislature and governors have done that and continue to do that every single year. Nor do schools set regulations on themselves – state and federal boards and departments do that. Schools do not impose "mandates and changes" – lawmakers and policymakers do that. Here's a thought: If you want to avoid continual mandates and changes, stop passing them.

"The time has come to break down the barriers to an excellent education and focus on funding students, not an unaccountable system."

You would be hard-pressed to find any institution more highly regulated and more subject to oversight and accountability and transparency than a public school district, and that accountability is to the federal government, state government and local taxpayers. If you are looking for school entities who are "unaccountable" systems, you need look no further than those "public" schools not held to the same restrictions, mandates and accountability standards as traditional public schools and certainly not held accountable to local taxpayers. Or look at homeschooling, where virtually the only accountability is one within the home. Or private schools, where the only "accountability" is to parents who either are happy or not happy with their children's education. And that is actually no accountability, because the school essentially chooses who comes in and who stays. I know. I taught in those schools.

Bottom line: School districts by law and choice focus all of their attention on every student who walks through their doors. It's their job: education for all. To say anything other than that is a lie. Our school districts are not the ones who set up barriers to innovation and divert resources away from real needs in the schools the vast majority of our students attend. This voucher plan, like similar plans recently proposed across the country, is just using fallout from the pandemic as an excuse to further erode support for public education – the only education the Constitution requires the Commonwealth to support.

The critics of public pension systems and public school districts in Pennsylvania – and their legislative solutions focused on demonizing anything "public" in favor of everything private – have one thing

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PROFESSIONAL DEVELOPMENT

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me to achieve infinite possibilities of success day by day... That motivation turned me into a leader who had the confidence to compete, achieve, and excel in the education system."

Could a mentor coach help you to compete, achieve, and excel within the current tough environment?

If so, visit <https://www.pasa-net.org/mentor> or email Connie Kindler at ckindler@pasa-net.org.



CONQUERING THE MOUNTAIN TOGETHER

BY TINA KANE, Ed.D



Welcome back to the 2021-22 school year!

I would like to begin with a brief acknowledgement of last school year, what seemed like an impossible, uphill climb.

To summarize, collectively administrators, teachers, faculty, staff, and parents' selfless efforts provided our students with viable access to learning. Throughout the year, there was frustration with the COVID-19 matters that were out of our control. Despite those obstacles, educators searched for ways to overcome them – and they did. That was evident in the number of students who returned to our schools to be with their teachers, peers and school community.

This is all thanks to the extraordinary efforts educators made to minimize the amount of learning loss by building relationships, finding creative ways to instruct, and providing opportunities to interact with students. Educators defied the odds by preventing an academic super-slide that the world projected would happen. Finishing the year completing what we thought was the end of our uphill climb turned out to be a plateau on a mountain range.

I sincerely hope that administrators and educators were able to take advantage of the time this past summer to rest and recharge on that plateau. Rest is necessary for the mind and body to recharge so the climbers can physically handle the trek ahead of them.

As we enter this new school year, with the uncertain footing ahead of us, please remember you are not alone. There are 500 public school districts throughout the Commonwealth of Pennsylvania consisting of 3,287 schools. This year we welcomed the greatest number of new teachers than ever before. On the other hand, there

are numerous educators who remain in our school districts who have a wealth of experience, content knowledge, and well-honed skills and instructional practices. These talented educators are the guides within our school systems. Those guides or "Sherpas" are the leaders to support you and each other along the next trek on this year's mountain.

The common expression to "take it one-step at a time" is meant to simplify a complicated task into smaller more manageable ones. This year, we will need to "take it one-step at a time" because of the uncertainties that lie ahead for everyone.

There will be times this year that the path may be beautiful and humbling. Take advantage of those moments and enjoy the view. Other stages of the climb may be tricky and require the need for more thoughtful and careful attention.

As a school community, we must stay together to support each other. We must be prepared to seek out our colleagues for support as much as we need to be prepared to give it.

Remember our school communities. Our students need us, our families need us, and we need each other. I wish you all good health, strength, and success this school year. It is going to take all of us to conquer the mountain.

We are in this together.

Dr. Tina Kane is superintendent of the Marple Newtown SD and secretary of the PASA Women's Caucus.



WRITING OUT LOUD

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in common: pointing their fingers at the very "failing" institutions they are effectively undercutting.

They need a mirror, not voucher plans.

The PASA Advocacy Priorities puts it well:

"All partners in education must stand accountable for their contributions to public schools and the impact their role has on student learning."

"The development of education policy concerning accountability must be based on an understanding of the entirety of the educational experience beyond test scores, recognizing the totality of what public schools do for students, and the multiple realities of the school setting, including the role of educators beyond academics, the challenges of preparing each child for future success, the availability of services and supports for students to ensure that success, and the impact of inequities on student learning."

When all parties involved in public education take responsibility for their actions, both past and present, that will be real accountability. The two go hand-in-hand.



FROM THE WOMEN'S CAUCUS

UPDATE ON CAUCUS EVENTS

The Southeast Region Caucus Dinner scheduled for November 10 has been cancelled.

**Save the Date:
2022 Women's Caucus Spring Conference,
May 22-24 (Hotel Hershey)**

NAVIGATING THE SCHOOL YEAR: UPDATES & RESOURCES

School Masking Order from the Department of Health

On August 31, 2021, Pennsylvania's Acting Secretary of Health signed an [Order requiring face coverings to be worn in all school entities](#), including school districts, brick and mortar and cyber charter schools, private and parochial schools, career and technical centers, intermediate units, and early learning and other child care settings, effective Tuesday, September 7, 2021.

In an [FAQ](#) concerning the order, the PA Department of Education states that "school officials who fail to adhere to the order could lose the protection of sovereign immunity and may personally face lawsuits from those who may be affected by any official's attempt to ignore the order. Failing to implement or follow the control measures may expose individuals to personal liability under 42 Pa.C.S. § 8550 (relating to willful misconduct), as well as other remedies as provided by law. Failure to implement and follow the control measures under the Order also subjects a person to the penalty provisions of the Disease Prevention and Control Law of 1955."

Presidential Order on Mitigation Strategies

Pres. Joe Biden this month announced a plan that urges more schools to routinely test students for COVID-19 and more governors to step up teacher vaccination efforts as part of a [larger plan](#) to address concerns about the pandemic's more contagious Delta variant. In addition, his administration launched a new grant program to help offset financial penalties for schools that defy state bans on mitigation strategies, like universal mask requirements. His plan also calls for a new rule requiring private businesses with more than 100 employees to require staff to get vaccinated or tested for the virus weekly. That requirement also will apply to private schools nationwide. (as published on *Education Week*, 9/9/21)

Vaccination Clinics, Free COVID-19 Testing Program for PA Schools

The Wolf Administration last month announced two initiatives to support K-12 schools and institutions of higher education during the 2021-22 school year.

Beginning on August 16, [an order](#) by the Acting Secretary of Health directing vaccine providers to coordinate vaccine clinics with school entities and institutions of high education went into effect. When requested to do so by any institution of higher education or school entity, vaccine providers are expected to make every effort to coordinate a vaccine clinic for the employees, contractors, volunteers, students, or students' families of the school.

Additionally, both Pennsylvania departments of Health and Education announced a partnership with Concentric by Ginkgo Bioworks (Ginkgo) to provide free COVID-19 testing in K-12 schools across the commonwealth to mitigate the spread of COVID-19 and outbreaks in schools during the 2021-2022 school year. The partnership with Ginkgo allows K-12 school districts throughout Pennsylvania to take advantage of classroom testing and provide safer in-person environments for students and educators. (from a press release)

Second Application Window for FCC Emergency Connectivity Funds

The Federal Communications Commission (FCC) announced last month that it has received requests for \$5.137 billion to fund 9.1 million connected devices and 5.4 million broadband connections as part of the \$7.17 billion Emergency Connectivity Fund Program. Requests from Pennsylvania totaled more than \$99 million.

In view of demand and the recent spike in coronavirus cases, the FCC will open a second application filing window for schools and libraries to request funding for connected devices and broadband connections for off-campus use by students, school staff, and library patrons for the current 2021-22 school year. During the second application filing window, which will run from September 28 to October 13, eligible schools and libraries can apply for financial support to purchase eligible equipment and services for students, school staff and library patrons with unmet needs. (from a press release)

Approval of Pfizer Vaccine

Last month the U.S. Food and Drug Administration (FDA) approved the first COVID-19 vaccine. Known as the Pfizer-BioNTech COVID-19 Vaccine, the vaccine will now be marketed as Comirnaty (koe-mir'-na-tee), for the prevention of COVID-19 disease in individuals 16 years of age and older. The vaccine also continues to be available under emergency use authorization (EUA), including for individuals 12 through 15 years of age and for the administration of a third dose in certain immunocompromised individuals. (from a press release)

From the PDE: ESSER/GEER Extra

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.

COMMUNICATIONS TIP OF THE MONTH

"Story is the best way we convey messages, ideas, culture, traditions. Telling stories reinforces the messages and what matters most in our lives, in our communities, in our schools. The story you tell determines that life that you live. The stories that you tell help people understand what matters and what they need to do going forward." – Jon Gordon, author of *The Power of Positive Leadership*, in an interview with Jill Siler, newly appointed deputy executive director for professional learning with the Texas Assn. of School Administrators, from "Leading with Positivity," as published in the September issue of *School Administrator*. This month's issue examines the state of the superintendency coming out of an especially trying year.

Learning 2025 Network of Demonstration Systems

Twenty-one Pennsylvania school districts are among the more than 60 school systems across the country that have joined AASA's Learning 2025 Network of Demonstration Systems, which is a collaborative network of districts to help advance student-centered, equity-focused, future-driven education.

The "demonstration systems" represent a collection of forward-leaning urban, suburban and rural districts serving as national models to help guide and reposition partner districts efficiently by sharing successful practices and successes, as well as challenges.

"Our goal is to galvanize and synergize thought leaders from all sectors to emerge from the pandemic in better shape than they were before," said Daniel A. Domenech, executive director, AASA. "This initiative will ensure that educators are empowered and equipped to meet whole learners' needs by personalizing and customizing instruction involving students in designing their own learning and coordinating resources to support ALL children's overall growth and well-being."

The [AASA Learning 2025: National Commission on Student-Centered, Equity-Focused, Future-Driven Education](#) recommended essential principles for school system redesign. The recommendations, which include the creation of demonstration districts, are found in the commission's report, [An American Imperative: A New Vision of Public Schools](#).

An AASA Learning 2025 Demonstration System will:

- ♦ Receive senior consulting services, personalized engagement and strategic planning support for their district.
- ♦ Create a customized action plan tailored to meet the needs of their district.
- ♦ Gain a customized dashboard to track their district's progress and provide real data to community stakeholders.
- ♦ Take part in professional learning opportunities, including a complimentary registration to one of AASA's Leadership Network cohorts.
- ♦ Contribute to national research, practice and policy.
- ♦ Network, collaborate and learn with school systems that are committed to supporting the whole learner, ensuring anti-marginalization and adopting future-driven practices.
- ♦ Move their district forward with research-based recommendations to provide all learners with a bright future.

Participating Pennsylvania districts and their superintendents include: Bensalem (Samuel Lee), Big Beaver Falls Area (Donna Nugent), Brownsville Area (Keith Hartbauer), California Area (Laura Jacob), Chartiers Valley (Johannah Vanatta), Cornell (Aaron Thomas), Duquesne City (Sue Mariani), Ephrata Area (Brian Troop), Franklin Regional (Gennaro Piraino), Greater Latrobe (Georgia Teppert), Hampton Township (Michael Loughhead), Keystone Central (Jacquelyn Martin), Keystone Oaks (William Stropkaj), Seneca Valley (Tracy Vitale), New Brighton Area (Joseph Guarino), New Hope-Solebury (Charles Lentz), Northgate (Caroline Johns), Purchase Line (Shawn Ford), Shaler Area (Sean Aiken), South Allegheny (Lisa Duval), and West Allegheny (Jerri Lynn Lippert).

In This Month's School Administrator

"One of our primary focuses as leaders for the year ahead must be reconnecting with every member of our staff and rebuilding a sense of belonging within our school district. This is vital not only to our team's success but also to the success of our students." – AASA President Paul Imhoff, from "Rebuilding a Sense of Belonging"

"Unfortunately, public education lost too many outstanding leaders last year who chose to retire because of the prevailing circumstances when they would have otherwise continued to serve. But to the very end, along with their colleagues who remain, they were all champions who fought for equity and the safety and welfare of the children they served." – AASA Executive Director Daniel Domenech, from "The Regrettable Losses to Our Profession"

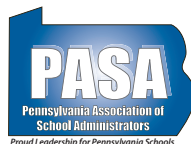
AASA Post-Pandemic Resources

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.**

MENTOR COACHING TIP OF THE MONTH

Ask open-ended questions that prompt those you supervise to completely and accurately define the specific problem they are trying to solve or specific goal they are trying to reach. Listen to their responses and wait until they have provided a clear definition before paraphrasing the problem or goal for them.



Contacting PASA

The PASA Office is open 8:00 a.m. to 4:00 p.m. weekdays. 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!

On September 1, AASA released the [results of a survey of superintendents](#) about how they plan to use ARP funding this school year and during the next three years. The rationale for conducting this survey is that federal policymakers have expressed concern that district leaders are either taking too long to spend or are unsure of how to spend federal COVID-19 relief funding to address specific pandemic-related educational issues.

Our hope is that this survey of AASA members reassures them that the planning is well underway and sheds light on the trends in allocating federal resources quickly to address both short-term and long-term issues for students and districts.

What does the data from this survey tell us?

One big takeaway is that ARP money is being used to add support staff, particularly mental health support staff, to schools, which is exactly what Congress intended.

- Two-thirds (66%) of respondents plan to use ARP funding this year to add specialized instructional support staff and other specialists (e.g., counselor/social worker/reading specialists) to support specific student needs.
- More than three-quarters (83%) of respondents expressed their desire to use this investment during the next three years to meet the needs of their students' physical, social-emotional and behavioral development.
- Slightly more than half (52%) of respondents said they would use ARP funding to implement or advance social-emotional learning practices and systems in their districts and/or on trauma-informed training for their educators. Professional development, curriculum upgrades and purchasing of devices was another major expenditure for this school year.
- Nearly two-thirds (62%) are using ARP funds to purchase technology/devices and/or provide students with internet connectivity during the school year.
- More than half (61%) said they were going to invest in professional development for their educators.
- More than half (60%) of respondents will be using ARP to procure high-quality instructional materials and curriculum for students.

When asked about major expenditures for the next three years, there was a concerted effort by district leaders to invest in re-engaging students, enhancing special education offerings and providing more dual-enrollment and CTE offerings.

- More than half (58%) of respondents indicated their district would be able to improve educational outcomes by investing in re-engaging high school students who have fallen off-track to graduate and who need additional support to navigate the transition to college and career.
- Nearly half (46%) said they planned to enhance special education services and programming for students with disabilities.
- More than one third (35%) said they planned to expand dual enrollment programming, apprenticeships and high-quality CTE offerings for students.

It is increasingly likely that the Democrats' reconciliation bill that will be released later this month will contain paltry funding for new school construction. This means that the only opportunity most districts will have to invest in upgrading school facilities is through ARP spending. School facilities experts suggest that at least 15% of ARP funding should be dedicated to school construction.

Our survey found:

- More than half (57%) of superintendents said they would be able to renovate and build school facilities.
- Nearly half (45%) of districts indicated they would spend between 1-10% of ARP funding on school facilities improvements.
- Few (13%) districts indicated they would spend between 11-15% of ARP funding on school facilities improvements.
- Few (17%) districts indicated they would spend between 16-25% of ARP funding on school facilities improvements.

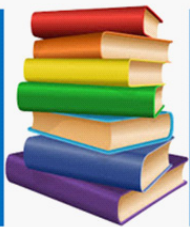
Finally, one quarter of respondents indicated that the 2024 deadline to spend funding was an obstacle in using ARP funding for infrastructure updates and construction. Nearly half of urban districts and two-thirds of suburban districts indicated they would spend less than 10% of ARP funding on construction or other infrastructure improvements. Rural districts were much more likely than suburban and urban districts to spend more than 25% of their ARP funding on facility enhancements.

While the survey data is a snapshot of the earliest days of ESSER spending, AASA intends to monitor the continued investment and impact of these dollars on students, particularly vulnerable students, in future surveys of our membership.

THOUGHT FOR THE DAY

"From the emancipation movement to the suffragettes to the anti-war protesters of the 20th century to the debates of the moment, our nation is at its finest when debate, fierce advocacy and democratic rule allow us, sometimes quickly, sometimes slowly, to move forward. The greatest issue confronting school leaders today is not critical race theory or any other controversy but rather how we navigate these challenging discussions with an insistence on civility, respect and modeling the best of American discourse for students and communities."

– Douglas Reeves, founder and CEO of Creative Leadership Solutions, from "Navigating the Vitriol Over Critical Race Theory," as published in the September issue of *School Administrator*



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

Available in-person or live-streamed

September 29

Webinar: Critical Race Theory

What You Need To Know

free to PASA members but registration required

Beginning October 6

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

October 25-27

PASA/PSBA School Leadership Conference

Virtual; free to PASA and PSBA members

Register today!

**2022 AASA
NATIONAL CONFERENCE
ON EDUCATION**

February 17-19 in Nashville

**PASA
webinars**

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>



NOW VIRTUAL October 25-27

Due to concerns from school directors and superintendents about in-person events and low registration for next month's planned in-person conference, the scheduled conference has been converted to a series of virtual offerings in late October that will feature keynote speakers and many of the breakout sessions. The entire program will be spread out over multiple days to help participants avoid "Zoom fatigue." Sessions and keynotes will be offered free-of-charge to all PASA and PSBA members.

Featured Keynotes...

- **Kimberly Reed**, award-winning international speaker, author, corporate trainer and diversity, equality and inclusion executive
- **Donna Beegle**, co-founder and president of Communication Across Barriers, which provides resources and trainings that aim to improve communication and relationships across poverty barriers
- **Gregg Behr** and **Ryan Rydzewski**, authors of *When You Wonder, You're Learning: Mister Rogers' Enduring Lessons for Raising Creative, Curious, Caring Kids*

[Click here](#) for the latest conference details.



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.](#)

ADVOCACY & INFORMATION UPDATE

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

- We offered to superintendents and executive directors on September 2 a special briefing concerning the PA Department of Health's school masking order. PASA shared a video of the briefing, along with updated information from the PDE, following the online briefing.
- 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, primarily focused on the new school mask order.
- 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*.

Career Center

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

CoSN is pleased to partner with AASA, The School Superintendents Association, and edWeb.net in hosting the EmpowerED Superintendents edWebinar Series, a 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 fourth season of the series began on Monday, September 13, with Dr. David Schuler, superintendent of High School District 214 (Illinois) and chair of the CoSN Superintendent Advisory Panel, Dr. Carol Kelley, superintendent of Princeton Public Schools (New Jersey) and co-chair of CoSN's Superintendent Advisory Panel, and Dr. John Malloy, superintendent of San Ramon Valley USD (California) coming together to discuss **"Learning Reimagined: Leveraging Technology to Meet the Needs of All Students."**

Each superintendent shared how their school districts leverage technology to reimagine teaching and learning in new and innovative ways with the goal of meeting the needs of all students, especially those most at risk. They provided examples of technology implementations that they have each led to address: 1) Technology Access, 2) Assessment and Data Driven Instruction, 3) Blended Learning, 4) Family Connections, 5) Social Emotional Learning, and 6) Diversity, Equity and Inclusion.

[Click here](#) to view the webinar recording or [click here](#) to access the podcast.

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.



NOTEWORTHY QUOTES



"I preferred for local school boards to make this decision. Unfortunately, an aggressive nationwide campaign is spreading misinformation about mask-wearing and pressuring and intimidating school districts to reject mask policies that will keep kids safe and in school. As we see cases among children increase in Pennsylvania and throughout the country, this is especially dangerous and challenging as we seek to keep kids in school and maintain a safe and healthy learning environment." – Gov. Tom Wolf, in an August 31 press release concerning the new mask mandate

"The reality we are living in now is much different than it was just a month ago. With case counts increasing, the situation has reached the point that we need to take this action to protect our children, teachers and staff. The science is clear. If we want to keep our schools open, maintain classroom learning and allow sports and other activities to continue, masking significantly increases our chances of doing so." – Acting PA Health Secretary Alison Beam on the mask mandate, from an August 31 press release

"Our position throughout the pandemic has been consistent – we believe in local control. School districts are best suited to make the decisions regarding the health and safety of students, and they should be empowered to make those choices. Pennsylvanians have clearly had enough of Governor Wolf's damaging mandates and one-size-fits-all approaches to complex problems." – Senate President Pro Tempore Jake Corman (R-Centre), from a published statement on August 31

"After months apart, students and educators are eagerly returning to classrooms across Pennsylvania for the new school year. Unfortunately, we've already seen schools across the nation close because of COVID-19. Wearing masks is a proven strategy that will help Pennsylvania's schools reduce the spread of COVID-19, protect their communities, and keep our students and educators where we know it's vital for them to be – teaching, learning and growing together safely in their classrooms." – Secretary of Education Noe Ortega, from an August 31 press release

"We believe this [whether to mandate the use of masks] should be a decision based on facts and science coming from the medical professionals to the school boards and the superintendents. It should be a decision based on fact, not opinion. There is far too many politics being incorporated into this decision than just factual information or evidence. There seems to be a blur between political points of view and medical points of view. We find that to be incredibly unfortunate." – PASA Executive Director Dr. Mark DiRocco, as noted in an [article](#) from *The Patriot-News*, 8/23/21

"It [the chances of a school staying open safely amid the ongoing pandemic] is about the decisions the schools are making, and whether or not they're going to be able to do any physical or social distancing, or whether or not they have masks in place – but schools are a microcosm of the broader community too. What's your vaccination rate in the eligible population? What is the general practice of broader mitigation strategies in the community? All of that is interrelated. The work of opening schools doesn't occur in a silo." – Noelle Ellerson Ng, AASA Associate Executive Director of Advocacy and Governance, from a story on CNN, 9/7/21

STILL TIME TO REGISTER



Part 1: Strategic and Cultural Leadership

September 23-24

**Available to registrants either in-person at the
PASA office OR virtually**

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>

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 11.

E-Info...

SPECIAL WEBINAR

Critical Race Theory: What You Need To Know
Wednesday, September 29
12 noon – 1:00 p.m.

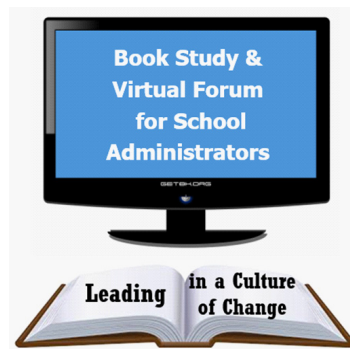
What is Critical Race Theory (CRT)? What is the misconception about CRT? Why is there so much resistance to it being taught in schools? What do school leaders need to know about CRT? How does CRT relate to social justice, diversity, equity, and inclusion?

Join our special guests, Dr. Shayla Griffin and Dr. Serena Shivers, to sort out what has become a very challenging topic across the state and country: ***How do we continue to do the important work of social justice and equity, while defueling this hot topic and ongoing debate?*** Participants will have a better understanding of what CRT is and what it is not, along with a few resources and tools to take back to their school district.

No fee for PASA members, but registration is required.

Those registered will receive a link to the webinar via email.
(Fee for non-members: \$50)

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



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>

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

MEMBER NEWS

REGION 2

Dr. Anthony Hamlet, superintendent of the Pittsburgh SD, has announced he will resign from the position, effective in October.

REGION 13

Dr. Robert Hollister, superintendent of the Eastern Lancaster County SD, has announced he will retire, effective no later than March 11, 2022. He has served the district for nearly 16 years, 13 as superintendent. Hollister currently serves on the PASA Board of Governors.

REGION 15

James Estep will become superintendent of the South Middleton SD this month. He has been serving as interim superintendent in the district, replacing **Dr. Matt Strine**, who has left the position. Until early July, Estep had served as superintendent of the Mifflin County SD.

REGION 27

Dr. Peter Carbone has resigned from his position as superintendent of the Aliquippa SD. He has worked in the district for 26 years, as interim superintendent beginning May 2016 and as superintendent since August 2016. **Phillip Woods** is now serving as superintendent. He previously served as high school principal in the Woodland Hills 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.")

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!



PASA CALENDAR

All programs and meetings are virtual.

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

SEPTEMBER

- 23-24 New Superintendents' Academy Part 1 (PASA Office)
- 29 Webinar: Critical Race Theory

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
- 25-27 PASA/PSBA Virtual School Leadership Conference

NOVEMBER

- 3 Leading in a Culture of Change Session 2
- 12 PASA Awards Luncheon/Board of Governors meeting (Harrisburg)
- 15-16 New Superintendents' Academy Part 2
- 17 Webinar: Education in a New Era series (#3)
- 25-26 *PASA office closed*

DECEMBER

- 1 Leading in a Culture of Change Session 3
- 8 Webinar: Education in a New Era series (#4)
- 24-31 *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
to read more about it.