

# **THE PASA Flyer**

Vol. 66, NO. 1- October 2023

Proud Leadership for  
Pennsylvania Schools

## **Cover:**

**Meet PA's 2024**

**Superintendent of the Year:  
Dr. Shane Hotchkiss**

## **From the President's Pen:**

**New President Takes the Helm at PASA:**

**A Message from Dr. George F. Fiore**

## **From PASA's Executive Director:**

**Developing Board-Superintendent  
Relationships**

**Professional Development Calendar | Member News | State and National News | AASA Updates**



## Inside this issue:

- 4** Executive Director's Message
- 5** Region News
- 6** From the President's Pen
- 8** Bermudian Springs' Dr. Shane Hotchkiss Named 2024 PA Superintendent of the Year
- 12** Professional Development: Dignity in the Workplace
- 14** Aiming High: Leadership Lessons from Michelangelo
- 16** State News
- 17** National News
- 19** Life Lessons from the Musical "Hamilton"
- 20** All Things School Nutrition
- 22** CoSN Updates
- 23** PASA Events Calendar



## New Superintendent Induction Program

**For educational leaders, by educational leaders**

PASA's New Superintendent Induction Program will provide needed support and guidance for beginning superintendents to help them succeed with the transition into the superintendency. This program facilitates a working relationship between the superintendent and an experienced mentor that allows for open and private discussions and provides resources to sustain school system leaders.

### This new program will include the following parameters:

- A Mentor will be matched with the leader for twelve consecutive months for the Comprehensive Program or as otherwise determined by the selected Program option.
- Regular contact mentor/superintendent meetings as needed to:
  - Review current progress and identify next steps throughout the year to accomplish the superintendent's desired results.
  - Assist with effective practices for communications with School Boards (e.g., agendas and information for school board meetings).
  - Assist with effective practices for working with the District's Administrative Team.
  - Assist with effective practices for communications to staff, parents, and the community.
  - Address current issues and concerns within District.
  - Review and help prioritize typical monthly tasks for Superintendents to accomplish, including budget development.
- Mentor will attend at least one board meeting (more if requested) to gain perspective of board and community climate (if part of the developed program).
- Mentor will attend at least one administrative team meeting (more if requested) to observe and advise as needed (if part of the developed program).
- Mentor will be available and on call for the leader to discuss any items or issues the leader is experiencing.

**Note:** The program will be adapted to meet the individualized needs of the superintendent.

The program is open to PASA members who are current or acting superintendents. The superintendent applies to participate via the PASA New Superintendent Induction Program Application that requests information about the superintendent, the superintendent's district, and the superintendent's desired result(s).

**For more information and pricing, visit [PASA's website](#).**

### The PASA Flyer is published monthly

#### President:

Dr. George F. Fiore, Executive Director  
Chester County I.U.

#### Treasurer:

Lynn Fuini-Hetten, Superintendent  
Salisbury Township School District

#### President-Elect/Secretary

Dr. Gennaro Piraino, Jr.  
Franklin Regional School District

#### PASA Members:

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

#### Past President:

Dr. John Sanville, Superintendent  
Unionville-Chadds Ford School District

#### Executive Director:

Dr. Sherri L. Smith

#### Director of Professional Development:

Dr. Michele M. Balliet

#### Director of Communications:

Adam Kulikowski



Walk-up registrations are still available for the PASA/PSBA conference on October 15-17 at Kalahari Resorts & Conventions. Dynamic keynote speakers, dozens of education sessions, networking opportunities, exhibit hall, student performances -- it's all here! Registration includes attendance at the PA Public Education Foundation Awards and Student Showcase. The conference kicks off on Sunday, October 15 at 7:00 p.m. You won't want to miss it.

Cost for PASA members is \$499 for the full conference and \$300 for either Monday or Tuesday.

[PASA Members: Walk-ups are still welcome to attend the conference.](#)  
[Learn more about the Keynotes](#) | [Conference Schedule](#) | [Lodging](#)

### Meet the Keynote Speakers:



**Dr. Christine Porath**  
*Mastering Civility*



**Gregory Offner**  
*Employee Engagement & Retention*

# From the Executive Director

## *Developing Board – Superintendent Relationships*



**By Dr. Sherri Smith**  
Executive Director, PASA



**T**he annual PASA-PSBA School Leadership Conference is set for this coming week, October 15-17, at the Kalahari Resorts and Convention Center in the Poconos. We are excited that this year's conference has over 400 registrants, with both school board members and superintendents attending!

This conference provides an excellent opportunity for superintendents and board members to engage in unified professional learning and networking in a friendly and supportive environment.

An effective school board–superintendent relationship is a critical key to providing quality education in a safe and positive environment for students.

It also provides stability to the governance and operations of the school system.

Providing ongoing professional learning opportunities assists in developing effective board discussions and actions.

Boards that have a common understanding of the district's vision, mission, and educational practices are more likely to work together as a team and respect each other's perspectives.

Do you hold regularly scheduled in-services for your school boards? If not, you need to consider starting them this school year!

Coming this November are school board elections, and many superintendents will be welcoming new members to their Team of 10 at their December Board Reorganization Meeting.

It is critical to start this relationship on a positive note by opening communication with the new members prior to the reorganization meeting.

***Boards that have a common understanding of the district's vision, mission, and educational practices are more likely to work together as a team and respect each other's perspectives.***

Superintendents and their school board presidents should reach out to new members and schedule a time for an orientation focused on school board operations and expectations. This will assist these new members to effectively participate in their first school board meeting.

This is also a good first step to developing an effective working relationship with the superintendent, existing board members, and new board members – developing the Team of 10 concept- 9 board members and the superintendent!



The orientation is a good time to focus on the critical roles of school boards for both new members and existing members who wish to attend. Key agenda items to include at the orientation are the following:

Characteristics of High-Functioning Boards Public Meeting Protocols (000 Policies) including Ethics, Open Meetings, Support Materials (agenda, support docs, inter-meeting updates, meeting format), Proper Engagement of Public

Personnel Overview: List of Administrators, staff, and support staff

Roles and Responsibilities of Board, Superintendent, Administrative Team: Chain of Command, including what individual board members cannot do, such as making individual hiring or firing decisions, evaluating staff members, or getting involved in investigating student concerns.

Instructional and Academic Programs

Budget, Fiscal Management, and School Operations

The past few years have been very problematic for many superintendents, mainly due to difficult relationships with their boards.

It's important for superintendents to constantly work on developing and nurturing their relationship with the board on a regular basis. The New Board Orientation is a good first step to setting the correct tone for the newly developed board team.

Beyond orientations, superintendents should consider holding regular board in-services throughout the year to educate board members on pertinent issues facing their schools. Schedule a Saturday morning or an evening to bring the board members together for a light meal and team learning!

Many board members are not in education as a profession and therefore do not understand many of the basics for operating a safe school system that educates all children. Just as we provide regular in-services to our staff, it is also important to educate our board members.

Providing regular in-services that focus on educating members on key concepts can assist in preventing longer or more contentious board meetings due to a lack of understanding.

Topics such as how to develop a balanced school district budget, district procedures for curriculum and instructional practices, or providing effective student support services, at a board in-service builds that common language and understanding of district practices.

Additionally, consider continuous, ongoing communication to keep board members in the loop. Regular updates to board members will not only deepen

# Region News:

## Region 5:

Fairview Superintendent Erik Kincade will retire from the district on October 31 after 14 years at the helm. He plans to pursue other opportunities outside the education field.

## Region 15:

Cumberland Valley Superintendent David Christopher and PASA Board of Governors member [accepted the superintendency at West Chester](#) and will leave his post at Cumberland Valley in December. Christopher, who became the leader of CV in 2019, will replace interim Superintendent Kalia Reynolds.

## Region 10:

Superintendent Tammie Burnaford will not seek a new contract or extension when her current agreement with Bellefonte Area School District. Burnaford has been with the district for 20 years and became superintendent in 2021.

*Please report member news to PASA at [pasa@pasa-net.org](mailto:pasa@pasa-net.org). Announcements of professional vacancies across Pennsylvania and in neighboring states are posted on the PASA website at [www.pasa-net.org](http://www.pasa-net.org) (Click on the "Leadership Development" button and look for "Career Center.")*

their understanding of your work but also foster trust in your leadership.

Better to hear it from you first rather than be surprised by a group of parents at the Friday night football game! Consider sending a weekly, general update to board members on topics such as positive events occurring in the schools and/or a community concern. However, be sure that information sharing does not violate sunshine laws or provide any confidential student and staff information.

Fostering a strong working relationship with your full board – all 9 members - is an important part of a superintendent's responsibilities.

Giving it the time and attention needed to build trust and common knowledge, can pay off huge dividends in the end for you personally as a superintendent and for nurturing an effective school system where students can thrive.

Please don't hesitate to contact us if we can be of service in how to effectively work with your board!

Best Regards, Sherri

# From the President's Pen

## *New President Takes the Helm at PASA: A Message from Dr. George F. Fiore*



**By Dr. George F. Fiore**  
2023-24 PASA President



As the leaves begin to change color and the crisp autumn air fills our days, we find ourselves standing on the cusp of a new season in more ways than one. It is not only a transformation from the warmth of summer to the coziness of fall, but it also marks a significant transition in leadership here at PASA. I am deeply honored and excited to step into the role of PASA President, succeeding the outstanding leadership of Dr. John Sanville.

Dr. Sanville has been and continues to be an exemplary leader, guiding PASA with unwavering dedication and commitment. His vision and tireless efforts have left an indelible mark on our association and the educational landscape of Pennsylvania. He is also an outstanding Superintendent in the Unionville-Chadds Ford School District. I am humbled to follow in his footsteps and am eager to build upon the strong foundation he has laid.

We find ourselves in tumultuous times, marked by challenging elections and ever-evolving educational landscapes. As leaders, it is our duty to remain steadfast advocates for our profession and, most importantly, for the well-being and growth of our children. These are times that will test our resolve, but they are also times that present us with extraordinary opportunities to make a lasting impact.

Please know that PASA stands firmly with you, ready to walk alongside and support you in your journey. We understand that the path forward may sometimes be difficult, but it can also be incredibly rewarding.

With over 20 years of administrative experience and nearly a decade as a chief school leader, I am acutely aware of the challenges we face in our educational institutions. I have witnessed firsthand the transformative power of effective leadership, and I am committed to harnessing that power to drive positive change for our schools and, more importantly, for the students we serve.

There are many challenges ahead ranging from school safety, staffing shortages, special education funding, to school vouchers. Let us remember that our strength lies in unity. PASA is a community of leaders, and it is through our collaboration and shared dedication that we can overcome any obstacle and achieve remarkable results. Together, we will navigate the challenges, celebrate the successes, and champion the cause of education in Pennsylvania. In fact, there are 1.7 million children in Pennsylvania who are counting on us to do so.

I want to express my gratitude for entrusting me with the responsibility of serving as your PASA President during this pivotal time. Together, we will weather the changing seasons and emerge stronger and more resilient than ever before. I am excited to work alongside each one of you and look forward to a year filled with meaningful progress and positive impact.

Thank you for your unwavering commitment to our profession and our children. Let's embark on this journey together, with the promise of a brighter future for all.





# TIME TO RENEW

*If you have not yet renewed your PASA membership, you are at risk of losing your benefits!*

*Please disregard if you have already submitted your dues for the 2023-24 membership year.*

As an educational leader in your school district and community, you encounter a multitude of challenges and opportunities to serve your students. Staying connected with PASA provides you and your team with up-to-date information and support to be successful in your leadership.

PASA is dedicated to supporting Superintendents, Assistant Superintendents, and other key educational leaders with ongoing updates from the state and national political arena, advocacy on issues that directly affect your schools, quality professional development, and support for district leaders and opportunities to network with hundreds of your Pennsylvania colleagues. Your membership gives you direct access to weekly state-level updates and many informational resources.

It is important that you invest in your own success by belonging to an organization that will keep you updated on critical educational issues and provide you with professional development that is targeted to meet the specific needs of school leaders.

PASA also has a full-time legal department that provides employment-related legal assistance to commissioned officers, which is critical in relation to negotiating and reviewing Superintendent and Assistant Superintendent contracts. When you join both PASA and our national affiliate, AASA, you also receive \$1 million in professional liability insurance and up to \$20,000 in legal assistance which is critical for your personal protection.

This coming year with the Commonwealth Court's ruling for Public Education Equitable Funding and the Commission on Education and Economic Competitiveness, it has never been more critical that commissioned officers and school leaders join together to support one another and advocate for the support of quality public education in our Commonwealth. PASA is committed to providing you with exemplary service and support to assist you in leading your schools and educating children.

Please join us by renewing your membership online using the link below or by downloading the form below and mailing it back to PASA. Members who renew by October 31 also will be included in the 2023-24 Membership Directory.

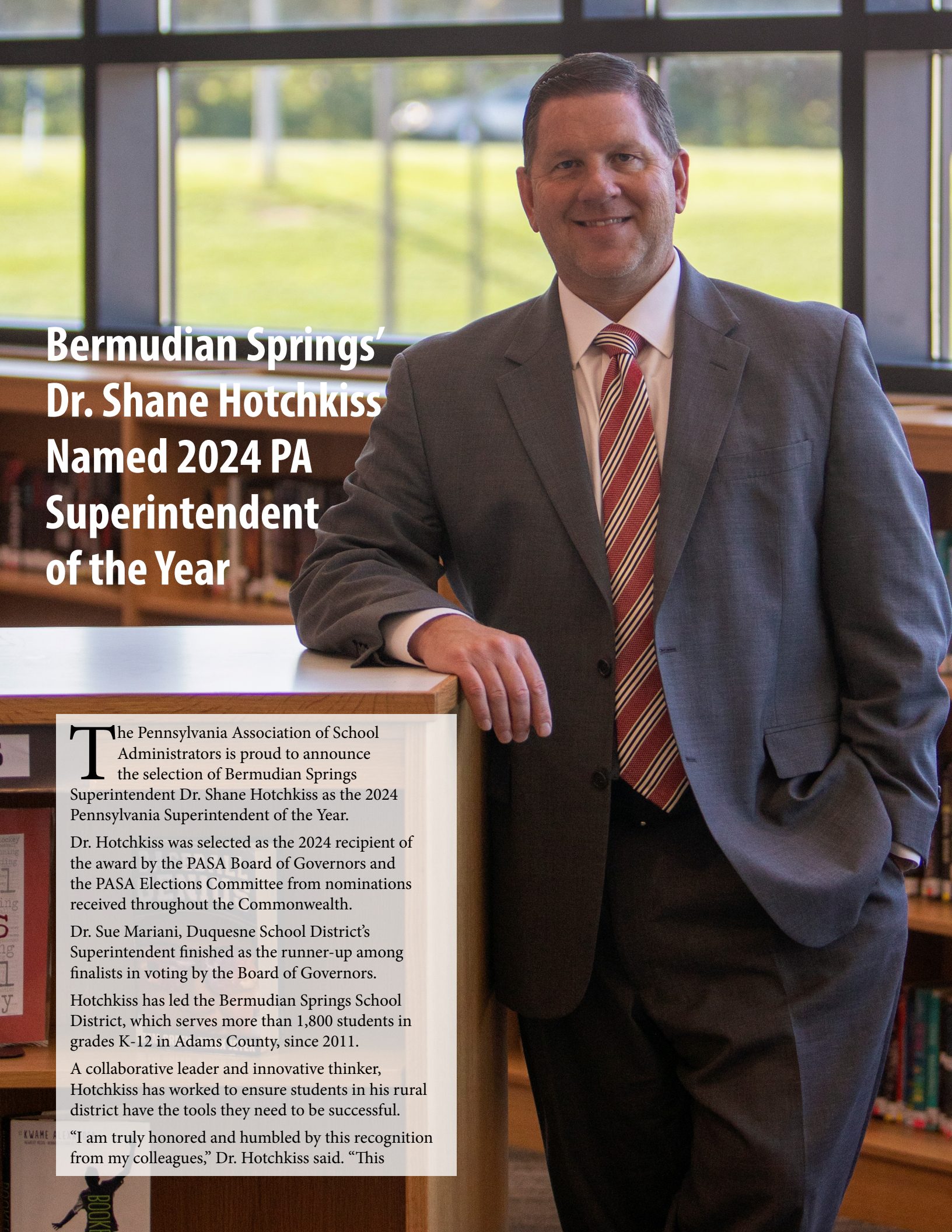
## **DIRECT MEMBERSHIP QUESTIONS TO:**

Anna Maria Stankoczi  
[amstankoczi@pasa-net.org](mailto:amstankoczi@pasa-net.org)

## **AASA Membership Renewals:**

When you join both the AASA and PASA, AASA provides **professional liability insurance** AND **funds for legal expenses** to qualifying members. See the [AASA website](#) for a full list of membership benefits.



A man in a grey suit, white shirt, and red striped tie stands in a library. He is leaning on a wooden counter with his right hand. Behind him are bookshelves filled with books and large windows looking out onto a green lawn.

# Bermudian Springs' Dr. Shane Hotchkiss Named 2024 PA Superintendent of the Year

**T**he Pennsylvania Association of School Administrators is proud to announce the selection of Bermudian Springs Superintendent Dr. Shane Hotchkiss as the 2024 Pennsylvania Superintendent of the Year.

Dr. Hotchkiss was selected as the 2024 recipient of the award by the PASA Board of Governors and the PASA Elections Committee from nominations received throughout the Commonwealth.

Dr. Sue Mariani, Duquesne School District's Superintendent finished as the runner-up among finalists in voting by the Board of Governors.

Hotchkiss has led the Bermudian Springs School District, which serves more than 1,800 students in grades K-12 in Adams County, since 2011.

A collaborative leader and innovative thinker, Hotchkiss has worked to ensure students in his rural district have the tools they need to be successful.

"I am truly honored and humbled by this recognition from my colleagues," Dr. Hotchkiss said. "This



award has afforded me the opportunity to share our District story. I view this as a District honor, not just a personal accomplishment. I feel that I am merely an advocate for the amazing staff and students that I have the honor of representing every day. It truly is because of the fantastic students, dedicated and caring staff, thoughtful leaders, and supportive community that I am able to do what I do every single day. We are only as strong as the sum of our parts as a team, and I am part of an exceptional team. This award simply recognizes how far we've come in supporting and creating opportunities for our students, while also providing the tools and resources for our teachers to do what they do best."

Among his many accomplishments at Bermudian Springs, Hotchkiss helped to lead The One to World Initiative—a program designed to provide teachers and students with increased access to technology resources in support of their learning in school and at home.

Through The One to World Initiative, Bermudian transformed its classrooms to ensure that the resources are available to support individualized instruction to prepare students with the 21st-century skills needed for a career or post-secondary education. They created a support system and learning opportunities for teachers and information sessions for parents to learn how the initiative impacts their child's education. The initiative fostered student creativity, collaboration, communication, and critical thinking in an environment that allowed for personalized learning.

"Shane represents all that is right and well in education while leading the Bermudian Springs School District for over a decade," PASA Board of Governors President Dr. John Sanville said. "Great leadership does not happen by accident—it takes focus, energy, and passion—all characteristics that Dr. Hotchkiss exhibits on a daily basis."

It also requires the ability to think outside the box to solve problems that may be unique to one's district. For example, Bermudian Springs lies just a handful of miles from the Route 15 artery, but unlike most school districts, does not have access to public water, sewer, or cable. Hotchkiss and his team at Bermudian Springs led the construction of the district's own water treatment facility, renovated the school's wastewater treatment plant, and installed new fiber-optic lines to ensure students have access to the latest information and learning opportunities.

"Dr. Hotchkiss has led Bermudian Springs, a small rural school district in the heart of Apple Country, with innovation, creativity, and compassion," PASA Executive Director Dr. Sherri Smith said. "In addition, he is a strong legislative advocate for his district and at the state and federal level. Congratulations Shane on this tremendous honor. It is well deserved!"

Dr. Hotchkiss serves in a number of leadership roles in the field of education and his local community in addition to his position at Bermudian Springs. He is a member of the American Association of School Administrators, the Pennsylvania Association of School Administrators, and the Association for Supervision and Curriculum Development. He also serves on AASA's Board of Governors as a Pennsylvania Representative, PASA's Board of Governors, and as Chairperson of PASA's Legislative Committee.

Hotchkiss is a graduate of Widener University's Doctoral Program for Educational Leaders and possesses a Master of Education and a Bachelor's degree from Manfield University.

As the Pennsylvania honoree, Dr. Hotchkiss and 49 other state honorees will be recognized during the AASA National Conference on Education in San Diego on February 15-17.



# In His Words: Thank you!

The past two weeks have been very humbling for me personally and professionally. I truly have appreciated hearing from so many of my friends, colleagues, and family who have offered congratulations.

My conversations have all been fairly consistent. I've taken the opportunity to share that the award is really a result of so many people other than me.

I'm simply using the platform to tell a story. However, I would like to take this column writing opportunity to give a few special "thanks".

The responsibilities of being a public school superintendent are never-ending. It really can be a 24/7/365 position if you let it.

I would like to take this moment to truly thank my wife, Erin, and my three children, Ethan, Emma, and Elise. THANK YOU!!!

Erin is the rock that holds our family together. She does so many things for our family on a daily basis and that gets magnified when I'm at a meeting, attending an event, or even on a phone call related to school.

I cannot thank her enough for the sacrifices she has made, the support she has provided our own children, and the support she has provided to me. Thank you so much for everything you do Erin, I love you!

I would also like to thank my children. They are always supportive and responsive when I talk about school, "our kids (Bermudian Springs students)", or ask them about their own school experience.

I have missed some of their events and important milestones because of school-related things. I cannot thank them enough for being so supportive and turning out to be great kids (again many thanks to Erin).

Life really does come full circle. I'd like to highlight a few of the individuals who have reached out and their connection to me.

One of the first messages I received (then a phone call) was from Joseph Davis. Joe was my cooperating teacher from Rock L. Butler Middle School in Wellsboro, PA.

Joe sent a congratulatory message and referenced a poem that I used for instruction to our 6th-grade class (The Road Not Taken by Robert Frost).



I vividly remember the lesson and so did Joe. We haven't spoken since my time with him in 1994, but the memories flooded back once I heard his voice. Thank you for reaching out Joe!

I then received three different messages from several of my former high school teachers and coaches. Those teachers were Dan Smith (HS football coach), Ron Lorson (HS baseball coach and Health teacher, and Joann Cromley (HS Choral teacher).

They all offered their congratulations and shared how proud they were. The reality is, I'm more proud of them!

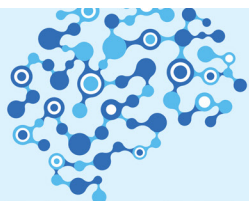
You see, the four individuals who reached out all hand a significant hand in my evolution as a professional and as a person.

I have not spoken to them in decades, but it seems like yesterday that I was on the field or in the classroom with them. I am trying to make the most of this opportunity and thank them for being such great teachers, mentors, and people.

It is a perfect example of the impact that a teacher can have on someone for years to come and I'm thrilled that they took the time to connect back with me.

Thank you so much, Mr. Davis, Mr. Lorson, Mr. Smith, and Mrs. Cromley for your kind words and for being outstanding teachers! Life comes full circle.





# Assistant Superintendents and Supervisors Summit

*Ignite Passion with the 7 Mindsets: A Workshop for Educational Leaders*

**Friday, October 20, 2023 | 8:30 a.m. to 3:30 p.m. | Harrisburg PaTTAN**

Ignite positive mindsets in our schools! Improve your personal mindset as an educational leader and build upon your professional strategies to support the well-being of your staff members and students! This one-day workshop will empower central office leaders to build a winning culture in our schools!

The \*7 Mindsets Workshop\* isn't just a seminar—it's a revolution in perspective. Delve into the core Mindsets that fuel both personal and professional success. Collaborate with peers, sharing strategies to weave these insights into your schools, crafting environments where educators and students don't just learn but thrive. Beyond just learning, connect with like-minded leaders eager to redefine the future of education. This is your chance to rediscover purpose, strengthen your leadership, and inspire positive change in your institutions.

Join your fellow assistant superintendents and central office leaders from across Pennsylvania for a day of learning and networking! Register today and each registrant will receive a copy of The 7 Mindsets book!

## Featured Speakers:



### Jeff Waller

*Co-author of The 7 Mindsets to Live Your Ultimate Life: An Unexpected Blueprint for an Extraordinary Life*

Jeff is a thought leader in social and emotional learning, personal achievement, and youth empowerment. He is the co-author of The 7 Mindsets to Live Your Ultimate Life. He is also the co-author of Ridiculously Amazing Schools, Creating a Culture where Everyone Thrives. He is the co-founder of 7 Mindsets Corporation, a prominent social and emotional learning solution provider currently serving 2 million students in all 47 states.



### Chelsea Buchanan

*Director of Partner Solutions, 7 Mindsets*

Chelsea is the Director of Partner Solutions and supports the sales, marketing, product, and services teams at 7 Mindsets. As a passionate team leader and lifelong educator, Chelsea believes that social-emotional learning is the foundation for building meaningful and lasting relationships with your students and colleagues. In her tenure with 7 Mindsets, Chelsea developed and authored the first 7 Mindsets elementary curriculum. She has presented over 2500 hours of 7 Mindsets P.D. and has experience working with urban, rural, and suburban districts nationwide and globally. She has implemented 7 Mindsets to students and staff as an educator prior to working with the 7 Mindsets team.

**Plus a panel of PA Education Leaders will share their experiences in implementing 7Mindsets in their schools.**

## How to register:

[Click here to register online at PASA's website.](#)

(Book included in costs)

## Investment:

PASA Member: \$109 | Non-Member: \$149

As a PASA member, bring other members of your district team (members or non-members) at a cost of \$79 for each additional team member!

## Questions:

Contact PASA's Professional Development Administrative Assistant, Aubrey Kyler at 717-540-4448 or via email at [akyler@pasa-net.org](mailto:akyler@pasa-net.org).

# Professional Development

## *Dignity in the Workplace*



**By Dr. Jodi Frankelli**

Superintendent, Palmerton Area



As superintendents, we are always looking to learn and grow in our profession, and we often wear many hats, particularly in smaller school districts.

When my Director of Facilities was on leave recently, I had the opportunity to put on my facilities hat for about two months.

In this two-month span, I dealt with mold issues, construction projects, roof leaks, and a sewage pipe backup just to name a few of the bigger (and often smellier) projects.

Those two months made me realize and reflect on a few things that I would like to share with all of you:

1. That was the longest two months of my superintendent work life.
2. I always knew what my Director of Facilities did throughout his day-to-day work life, but knowing and doing are two very different things. Engaging in the doing, was a true learning experience.
3. I still have a lot to learn.
4. Lastly, and most importantly, I needed to acknowledge #1-3 and ensure that I was leading with dignity.

This two-month experience made me think about a book that I just finished reading called [Leading with Dignity](#):

**To view upcoming professional learning opportunities, visit [PASA's website](#) or check out our calendar of events on Page 23.**

[How to Create a Culture That Brings Out the Best in People](#), by Donna Hicks, Ph.D.

In her book, Hicks reminds us that “everyone wants to be treated in a way that shows they matter.” This dignity can be shown and displayed in a variety of ways, as Hicks highlighted throughout her book. Included below are a few of the sections that resonated with me as they related to my recent situation.

**Set the Tone: Make it safe to be vulnerable because vulnerability is at the heart of meaningful human experiences.**

While I was helping to keep the facilities ship afloat, I often found myself showing my vulnerability by asking for help and seeking advice from other district experts in various areas.

I repeatedly reminded others that the Director of Facilities role is huge and requires a wide array of skill sets. I found myself focusing on larger, immediate needs and reminding others that the Director of Facilities would be better able to address the remaining areas upon his return. I think





# New Superintendents' Academy

The Pennsylvania Association of School Administrators (PASA) encourages new superintendents to attend the high-value, three-part New Superintendents' Academy that will provide you with an in-depth overview about your new role.

Sessions vary in theme and are led by experienced Pennsylvania superintendents and education experts who offer information and practical advice regarding the complicated issues and challenges unique to your new leadership role.

This series is aimed at enhancing your leadership skills and capacities in the key areas of Strategic and Cultural Leadership, Systems Leadership, and Professional and Community Leadership.

For more information and to register, [visit PASA's website](https://www.pasa-net.org).

## Academy Schedule:

Part 2 – November 16-17: Systems Leadership

Part 3 – January 11-12: Professional & Community Leadership

Completed– (Will be offered in 2024): Strategic & Cultural Leadership

## REGISTRATION:

### Complete Series:

\$800 for PASA members

\$950 for nonmembers

### Two-day Program:

\$280 for PASA members

\$330 for nonmembers

## Questions?

Contact Director for Professional Development, Dr. Michele Balliet at [mballiet@pasa-net.org](mailto:mballiet@pasa-net.org) or via phone at 717-540-4448.

that people in the district, particularly the custodians and maintenance employees, appreciated that I recognized the role that the facilities department employees play in the school district, acknowledged that it is challenging, and admitted that I didn't know everything.

### **Activate Empathy: When we focus on others our world expands, and we increase our capacity for connections.**

I think I have a great relationship with the other leaders in my school district but entering someone else's work life really did bring me closer to many others in the district.

I think employees appreciated that I was trying to learn on the fly and do the best that I could when faced with challenging situations.

I found myself asking questions and letting others lead as much as possible when they had the expertise and knowledge that I was missing. This often included support staff members such as custodians and maintenance department employees.

### **Demonstrate and Courage Lifelong Learning and Development: Stretch yourself.**

When the Director of Facilities returned to the office, I

asked him if he would attend a facilities and maintenance conference with me. Clearly, he was the expert in this area, and I was trying to follow through with my goal of learning and growing. I really enjoyed attending this conference with him for several reasons.

In addition to expanding my knowledge base, attending this conference allowed me to be vulnerable. It also provided an opportunity for him to be a true leader and teach me about various components of his daily work life that I may not have fully recognized previously.

As superintendents, we are faced with opportunities to lead and guide others on a daily basis.

Because of this, I know that what I did was not special or unique. I filled a temporary need in the district and tried to lean on others for guidance and expertise. It provided me with an opportunity to grow professionally and lead with dignity and respect.

As you go through your professional day-to-day responsibilities, I hope that all of you take time to recognize and reflect on the great work that you do for your students and employees and continue to lead with dignity.

# Aiming High: Leadership Lessons from Michelangelo



By Dr. Noreen O'Neill

Director of Innovative Educational Services  
Chester County I.U.



*“The greatest danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low and achieving our work.”*

*- Michelangelo*

How can leaders inspire others to expand their thinking and take risks? While reading Stephen M. R. Covey's *Trust & Inspire: How Truly Great Leaders Unleash Greatness in Others*, I faced this challenge. Our team was about to develop goals for ourselves and those we supervise.

When I encountered Covey's reference to Michelangelo's perspective on goal setting, I realized I had found a way to communicate high expectations.

Michelangelo Buonarroti (1475-1564) is a celebrated genius of the Italian Renaissance. A renowned sculptor, painter, and architect, Michelangelo not only influenced the time in which he lived, but he also left a legacy that continues to inspire us today. How did he manage to have such a lasting influence?

**David** – Michelangelo was 26 years old when he began sculpting his statue of David. Michelangelo was given latitude to carve the figure as he wished, but he had to use an existing block of marble that had been botched by a previous sculptor. The huge block of marble had been abandoned for over 30 years in a work yard in Florence and was nicknamed “the Giant.” Michelangelo

transformed the Giant into a masterpiece.

**The Sistine Chapel** – Michelangelo reluctantly agreed to paint the Sistine Chapel. The task of painting the ceiling of the chapel would take a long time, would be physically uncomfortable, and would require Michelangelo to develop new skills and strengths. He created scaffolding so the chapel could be used while he worked and to avoid leaving holes in the ceiling. Ultimately, his frescos challenged contemporary thinking of religious art and attracted thousands of visitors when they were made public in 1512.

**Pietas** – Michelangelo's career as a sculptor is framed by his pietas. At the beginning of his career, Michelangelo's *Pieta*, displayed in Rome in 1500, brought him fame as a talented artist.

In 1564, during Michelangelo's last days, he worked on the *Rondanini Pietà*, which depicts Mary as standing, rather than sitting, as she holds Christ. The *Rondanini Pietà* illustrates a shift in perspective to a familiar concept. In fact, in his final hours Michelangelo said that he regretted “dying just as I am beginning to learn the alphabet of my



## PASA Celebrates the Achievements of New Superintendents' Academy Graduates



Through a series of three, two-day, in-person workshops, participants in PASA's New Superintendents' Academy learned and engaged with and from experts in the field regarding various aspects of organizational leadership impacting their new responsibilities. Mr. Sean Gildea, Mr. Douglas Lindner, Mr. Mark Mitchell and Dr. Laura Fisanick (not pictured) completed the academy on September 27.

profession.”

After sharing these stories of Michelangelo, I asked our team, “What lessons did you learn from Michelangelo that can be applied to goal setting and to your role as leaders?”

Here is a sampling of their responses:

- **Commit to the Vision:** Michelangelo’s work merged his own vision with that of his patrons. As leaders, our goals need to be driven by more than our own jobs and roles. Our goals should draw others into a fuller understanding of our organization’s vision and values.
- **See Potential:** Michelangelo saw potential in a damaged block of marble after it had been abandoned by others. We were once the blocks of marble, and others saw our potential.  
As leaders, we must see potential in others, especially when their potential may be overlooked. We need to remove obstacles to sculpt people into great leaders. Or perhaps the people we lead are the Michelangelos. How do we help them do the best work of their lives?
- **Be a Learner:** Michelangelo developed new skills by taking on new challenges. As leaders, we need to take risks and capitalize on opportunities. We must look to the future and be open to change. Our goals must reflect our willingness to be open to failure and send the message that there is learning to be done.
- **Persevere for Quality:** Michelangelo’s legacy lasts today

because he was committed to being the best. As leaders, we need to make our work great. We need to replicate his focus and be aware of specific contexts as well as their implications for the bigger picture. It must be evident to all that we strive for excellence.

• **Innovate the Infrastructure:** When Michelangelo painted the Sistine Chapel, he created scaffolding to accomplish the task. As leaders, we will need to develop new supports to accomplish our goals.

The tools and processes that we used in the past will need to be adapted, and we will design new structures. We will develop our goals without thinking of the obstacles, and then create the infrastructure to accomplish them.

By asking our team how we could apply lessons from Michelangelo today, I was struck by how much we gained by reflecting on their answers. I was reminded that what we learn from the past often challenges us to think more deeply about how to make a better future.

As educators, we must think beyond our everyday challenges and aspire to accomplish goals that are greater than our own personal experiences. By using a goal setting process to develop others as leaders, we create our own legacies.

Covey, S. M. R., Kasperson, D., Covey, M., & Judd, G. T. (2023). *Trust & Inspire: How truly great leaders unleash greatness in others*. Simon & Schuster.

# State News:



## **Pennsylvania Launches Website to Encourage More People to Become Teachers**

The Shapiro administration on Wednesday introduced a new website called Teach in PA... It's part of an effort to deal with a growing teacher shortage in Pennsylvania. Almost every school district has experienced this and Nina Esposito-Visgitis with the Pittsburgh Federation of Teachers has seen it up close.

**Read the rest of the story:** [“Pennsylvania Launches Website to Encourage More People to Become Teachers”](#) (from, CBS News Pittsburgh, 10/4/23)

## **PA House Passes Budget Bills, Including End-Run Around University Funding Stalemate**

In a second consecutive day of after-dark voting Wednesday, the Pennsylvania House's Democratic majority, accompanied by a handful of Republicans, passed a multipronged fiscal code including a funding mechanism for state-subsidized universities that circumvented the need for a two-thirds majority vote.

**Read the rest of the story:** [“PA House Passes Budget Bills, Including End-Run Around University Funding Stalemate”](#) (from Pennlive, 10/9/23)

## **PA's Poor School Districts 'Triage' Resources for Students, Superintendents Note at House Hearing**

Members of Pennsylvania's House Appropriations and Education committees heard expert testimony in Pittsburgh on Thursday as part of a joint effort to gather input on the state's school funding model. A Commonwealth Court judge tasked lawmakers with revising the state's current K-12 funding system after deeming it 'unconstitutional' in a ruling earlier this year.

**Read the rest of the story:** [“PA's Poor School Districts 'Triage' Resources for Students, Superintendents Note at House Hearing”](#) (from NPR, 10/6/23)

## **Pennsylvania Basic Education Funding Commission Holds Fifth Meeting**

The Pennsylvania Basic Education Funding Commission held its fifth meeting this time in Hanover. It's part of a statewide tour to address education funding inequity after a commonwealth court declared Pennsylvania's school funding system unconstitutional.

Thursday's hearing included testimony from the Pennsylvania School of Business officials and Pennsylvania Association of School Administrators.

**Read the rest of the story:** [“Pennsylvania Basic Education Funding Commission Holds Fifth Meeting”](#) (from ABC 27, 9/28/23)

**Note:** PASA's [Dr. Sherri Smith](#) and PASBO's [Hannah Barrick](#) provided testimony during this meeting. Superintendents [Dr. Jay Burkhart](#) and [Dr. Nathan Van Deusen](#) also provided their insights. Click on their names to view their comments.

## **How a Pennsylvania Superintendent Set Out To Restore Her District's Secondary Grades**

When Sue Mariani took the reins of Pennsylvania's Duquesne City School District in 2018, her two decades of experience in education had already included wearing a number of hats in another Pennsylvania system that was in receivership, York City School District.

In 2007, a combination of financial mismanagement and lack of academic offerings and proficiency led the Pennsylvania Department of Education to take grades 9-12 from Duquesne, sending those students instead to nearby districts. Grades 7 and 8 were pulled from the district in 2012 following cuts to basic education funding.

**Read the rest of the story:** [“How a Pennsylvania Superintendent Set Out to Restore Her District's Secondary Grades”](#) (from K-12Dive, 9/27/23)



# National News:

## Students Are Missing School Because They're Too Anxious to Show Up

Aside from physical illness and bad weather, anxiety is the top reason high school students missed school in the past year, according to the results of a student survey from the EdWeek Research Center. Sixteen percent of students who were absent for at least a day in the past year and missed school for reasons other than physical illness said they didn't attend because of anxiety, and 12 percent said they felt too sad or depressed to attend.

**Read the rest of the story:** [“Students Are Missing School Because They're Too Anxious to Show Up”](#) (from EducationWeek, 10/6/23)

## ACLU Sounds Alarms on School Surveillance Technologies

A majority of 14- to 18-year-olds — 87% — are aware of surveillance technologies in their schools, according to a survey released by the American Civil Liberties Union polling 502 students in October 2022. For instance, students reported that their schools use video cameras (62%), monitoring software on school-issued devices (49%) and social media monitoring (27%). The ACLU's survey also pointed out unsettling issues some students have with surveillance technology in schools. Some 32% said these security measures lead them to “always feel like I'm being watched,” while 24% said school surveillance makes them feel limited in their access to online resources.

**Read the rest of the story:** [“ACLU Sounds Alarms on School Surveillance Technologies”](#) (from, K-12Dive, 10/6/23)

## Education Department Calls For K-12 Pathway Programs, Outreach to Boost College Access

K-12 college counseling, targeted outreach and pathway programs for high school students can serve as strategies to encourage underserved students to apply to college in the wake of the U.S. Supreme Court's June decision overturning race-conscious admissions, according to a U.S. Department of Education report issued Thursday.

**Read the rest of the story:** [“Education Department Calls For K-12 Pathway Programs, Outreach to Boost College Access”](#) (from K-12Dive, 10/2/23)

## New York Bans Facial Recognition in Schools After Report Finds Risks Outweigh Potential Benefits

New York state banned the use of facial recognition technology in schools Wednesday, following a report that concluded the risks to student privacy and civil



rights outweigh potential security benefits. Education Commissioner Betty Rosa's order leaves decisions on digital fingerprinting and other biometric technology up to local districts. The state has had a moratorium on facial recognition since parents filed a court challenge to its adoption by an upstate district.

**Read the rest of the story:** [“New York Bans Facial Recognition in Schools After Report Finds Risks outweigh Potential Benefits”](#) (from, Associated Press, 9/27/23)

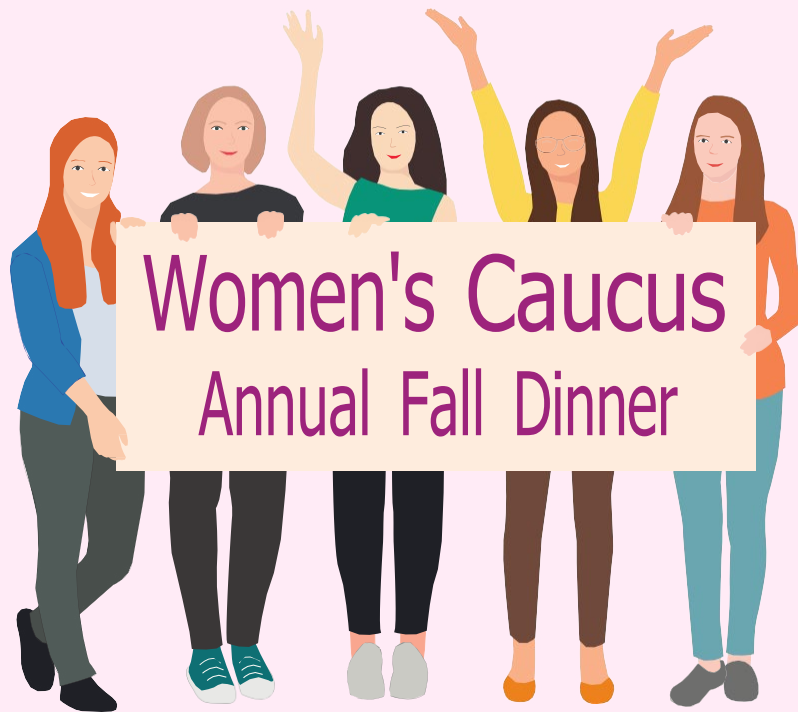
## More Schools Are Adopting 4-Day Weeks, But for Parents, The Challenge is Day 5

It's a Monday in September, but with schools closed, the three children in the Prunte household have nowhere to be. Callahan, 13, contorts herself into a backbend as 7-year-old Hudson fiddles with a balloon and 10-year-old Keegan plays the piano.

Like a growing number of students around the U.S, the Prunte children are on a four-day school schedule, a change instituted this fall by their district in Independence, Mo. To the kids, it's terrific. “I have a three-day break of school!” exclaimed Hudson.

But their mom, Brandi Prunte, who teaches French in a neighboring district in suburban Kansas City, is frustrated to find herself hunting for activities to keep her kids entertained and off electronics while she works five days a week.

**Read the rest of the story:** [“More Schools Are Adopting 4-Day Weeks But for Parents, the Challenge is Day 5”](#) (from, Pittsburgh Post-Gazette, 10/1/23)



**When - Tuesday, November 7, 2023**

4:00-5:15p.m. Registration

**Where - The Desmond**

1 Liberty Blvd  
Malvern, PA 19355

**Dinner Details - Cost of Dinner**

\$65 for PASA members

\$75 for non-members

Cash Bar

**Registration**

Can be made online by clicking [here](#).

Or by check, made payable to PASA  
and sent to

PASA, Attention: Aubrey Kyler  
2608 Market Place  
Harrisburg, PA 17110

**Deadline is October 30, 2023**

**Featured Presenter**

**Dr. Judith Wilson**

Educational Consultant

*Leaders are  
Learners!*

This year's donations will  
be collected for the  
**Purple House Project** to  
support women in need.



Purple House Project  
most needed items are  
**new bras of any size  
and feminine products.**  
**Please bring a donation  
to the dinner to support  
the Purple House  
Project.**



# Writing Out Loud

## *Life lessons from the Musical “Hamilton”*



By Adam Kulikowski  
Director of Communications

Last Wednesday, I took my wife on a semi-surprise getaway to celebrate her 40th birthday. It’s been a goal of ours for quite some time to see Lin Manuel Miranda’s *Hamilton* on Broadway.

And there’s no time like the present, so we packed a day bag, sent our six-year-old Goldendoodle, Roosevelt, off to ‘doggie-daycare’ and trekked the 3.5-hour journey into the Big Apple.

It’s been a challenging several weeks in the Kulikowski household navigating our jobs, back-to-back weddings with varying levels of complicating factors and providing support to close friend who has been working through some serious adversity.

Car rides have always provided valuable opportunities for thought. Perhaps it is the peace of the journey or the scenic views of the changing leaves—a symbolic gesture that change is coming—and that’s a good thing.

***“I am the one thing in life I can control. I am inimitable. I am an original.”***

***-Aaron Burr, Wait For It***

In between the 90s-era sing-along songs and the excited banter between my wife and I that still flows just as easily as the first days we met, I found myself pondering how best to help a friend who is in a state where every nuance of life appears to be a life-or-death crisis.

The feeling of desperation—whether real or a result of a perceived crisis can dramatically affect who you are as a person and how you treat others.

While the car ride out didn’t produce any profound plan to assist our friend in need, the lyrics of *Hamilton* perhaps offers some useful guidance.

As we navigated the maze of lanes and exits—we only missed two turns in rush-hour traffic—I thought about some of the best moments in the award-winning *Hamilton* and how the lessons in the musical could provide valuable perspective not only to our friend in need of a lift, but everyone in their daily lives.



Beyond our [favorite King George moments humorously threatens death to one’s family and friends](#), here are a few of my of my favorite ‘teachable moments’ from an incredible performance.

### “Look around”

Count your blessings. In a fast-paced life, it’s easy to constantly flip the page to the next task or place we need to be. It’s just as easy when things are not going well to fall into the belief that the world is ending or you lack a purpose in it. But perhaps just for a moment, heed the advice of Eliza Hamilton and “look around at how lucky we are to be alive right now.” I can guarantee there is much to be thankful for if you take a moment to see.

### “Non-Stop!” and “My Shot”

Persistence is a common theme of *Hamilton* who as an orphaned immigrant without wealth must fight for every opportunity. He’s always in full pursuit of his beliefs, navigating challenges along every step of the way. He faces adversity but he is never deterred. It’s inspiration to continue to push forward and take Your Shot.

### “Wait For It”

If there’s one thing we can learn from Aaron Burr, it is that in a world where many things are out of our control, we can control how we react to the experiences we encounter. Burr is always measured in his responses, doesn’t over-divulge and remains steadily calculated in his actions. To be our best selves, we need to stay in control of our emotions and actions—perhaps that is what Burr actually stood for!



# All Things School Nutrition



By Tara Thomas

Policy Analyst, AASA, The School  
Superintendents Association



The U.S. Department of Agriculture (USDA) has been busy this year with new rules and regulations for school meal programs. This month, we're putting everything you need to know about what's happened and what to expect all in one place.

## Community Eligibility Provision (CEP) Final Rule

Most recently, on September 26, USDA issued a final rule on changing the eligibility threshold for CEP, reducing it from 40 to 25 Identified Student Percentage (ISP). This rule will go into effect on October 26, 2023. Schools must have the right ISP by April 1 prior to the year they wish to participate. As this time, it seems the earliest schools will be able to take advantage of this change will be SY2024-25 – opting in by April 1, 2024.

USDA does not have the authority to increase the multiplier beyond the current 1.6 so it will remain the same. AASA will continue to advocate for Congress to increase the CEP multiplier to expand the program and ensure it is financially viable for districts to participate. Additionally, we are cognizant of CEP's impact on the availability of Free and Reduced Priced Lunch (FRPL) data and are working with partners in Washington, D.C. to identify alternative poverty measures that are not reliant on school meal programs for data. However, in response to recent concerns, it is important to note that FRPL does not determine Title I allocations. Those allocations are based on Small Area Income Poverty Estimate (SAIPE) data which is pulled from the census.

## Child Nutrition Integrity Rule

In early August, USDA published a final rule on program integrity to ensure that child nutrition programs are properly operated and managed to protect federal funds and taxpayer dollars. The relevant changes provided in the rule aim to simplify monitoring for the National School Lunch Program (NSLP) and School Breakfast Program (SBP) by increasing flexibility and reducing redundancy and paperwork. Most notable, it allows state agencies to return to a 5-year administrative review cycle and requires state agencies to conduct reviews on a longer than 3-year cycle to identify high-risk school food authorities (SFAs) for additional oversight. This has been a child nutrition priority for AASA, and we are excited to see it implemented.

Additionally, the rule allows for flexibility and state discretion around certain requirements for audits, administrative reviews and account assessments. See full details of these changes [here](#). It will now depend on states to opt-in to these



changes in order for districts to benefit from the simplified processes.

### Addressing Summer Hunger

Thanks to bipartisan action from Congress, there are new tools available to address summer hunger:

**Summer EBT:** will provide \$40 a month during the summer months to students who qualify for FRPL or are directly certified. The program will begin next summer (summer 2024), and states have until January 1, 2024 to notify USDA that they will be participating. Initial guidance was released this summer so schools and states know what to expect for implementation of the program. Most notable for school leaders is that students who are directly certified or already enrolled in FRPL—known as streamline certification in this program—will automatically be enrolled in the program by the state and do not have to be matched against school records. Additionally, states must create a statewide form for other students who may qualify but cannot be streamline certified. These actions from USDA are based on listening sessions they held with stakeholders and aim to minimize the administrative burden on schools. A formal Interim Final Rule for Summer EBT will be released later this year.

**Non-congregate meal service in rural areas:** This policy change built upon the lessons learned from the COVID-19 pandemic—that in certain areas, the flexibility for schools to provide meals through a grab and go or delivery model were far more successful in ensuring students had access to the meals they need. This option first became available in Summer 2023 (initial implementation guidance here), but further guidance from USDA is expected soon to improve the implementation of the program in the future. In the meantime, this webinar and fact sheet from No Kid Hungry may be helpful for any district interested in opting into this flexibility for next summer.

### Updates to School Meal Nutrition Standards – Final Rule Coming Soon

In February, USDA issued a proposed rule to update the nutrition standards to align with the 2020 Dietary Guidelines. A final rule is expected early next year. As a reminder, the rule provides limits on the usual categories: milk, sodium and whole grains; and, for the first time ever, added sugars. Full details on the proposal here. The proposal provides a gradual implementation timeline, starting in SY24-25 and ending in SY29-30. We have encouraged USDA to give districts ample time to prepare for these changes so implementation can be successful. Additionally, we hope USDA has been engaging with manufacturers to ensure districts have access to the products that will need to align with the new changes. You can read AASA's comments on the proposed rule here.

## In the October Issue of School Administrator Magazine:

This month's issue examines the impact of artificial intelligence in education. Articles include Ethical Considerations for Using Artificial Intelligence; Exploring ChatGPT's Potential; Three Practical Uses of AI in Schools and more.



### Quotes:

“Recognizing the impact of homelessness on children’s education and well-being, the school district has implemented a robust support system. Counselors, Social Workers, Principals, Teachers, Homeless liaisons and other school staff work diligently to identify and assist homeless families within the school community.”

–**William Adams, Assistant Superintendent, Willmar, in “Family Promise of Willmar: A Community’s Journey Towards Sheltering Homeless Families”**

“The successful integration of AI into the curriculum involves careful consideration of existing standards and learning outcomes. AI should not be introduced as an isolated subject but woven seamlessly into the broader educational objectives. In other words, the goal is not to simply add a new layer to the curriculum but to recalibrate the curriculum such that the AI-based activities align with and enhance the existing standards.”

–**Quintin Shepherd, Superintendent of Victoria Independent School District in Victoria, Texas and Dave MacLeod, CEO of Thought Exchange in Rossland, British Columbia, Canada in “Exploring Chatr GPT’s Potential”**

“High flyers, such as Singapore, do not lower their qualification standards for the profession when hiring newcomers. In fact, it’s just the opposite. The world’s high-performing education systems recruit and retain teachers from the ranks of top-performing secondary students, while also effectively mitigating potential teacher shortages.”

–**Vicki Phillips, former superintendent and CEO at the National Center on Education and the Economy in Washington D.C., in “When Addressing Teacher Shortages, One State Learns from Singapore”**



**By Ann McMullan**  
Project Director, CoSN



### **EmpowerED Superintendents Initiative – Resources for School Leaders**

As we continue our journey into the 2023-2024 school year we are pleased to remind school leaders of the EmpowerED Superintendents Initiative, graciously sponsored by [ClassLink](#), [edWeb.net](#), and [jamf](#). This initiative exists through the dedicated and ongoing partnership between [AASA](#) and [CoSN](#) to support technology innovations through the lens of Superintendent leadership.

#### **Below are highlights of a few of the EmpowerED Superintendents Initiative's Resources:**

**EmpowerED Superintendents Toolkit:** The toolkit includes guidance, specific action steps, and practical tools for navigating leadership in the ever-changing landscape of educational technology.

**Critical Focus Areas: Issue One-Pagers:** When school leaders get questions from their board, staff, or community members about issues related to educational technology practices and challenges their responses often need to be both clear and brief. The EmpowerED Superintendents “One-Pagers” are the perfect guide for responding to those questions in “non-techy talk”.

**Creating Effective Responsible Use Policies for Schools:** This new report was created in partnership with the Digital Citizenship Coalition, ISTE, ATLIS, and CoSN. In this report, readers receive guidance on creating the conditions (technical and behavioral) for both safe and effective use of technology in schools.

**Self-Assessments:** Designed to help school leaders analyze their own leadership skills, three different self-assessments are provided: Superintendent Self-Assessment, CTO Self-Assessment, and a District Leadership Team Self-Assessment.

**Financing Technology Innovations, Strategies, and Tools:** Multiple tools to assist school leaders when

analyzing educational technology through the lens of Total Cost of Ownership and Value of Investment.

**All of the above resources are readily available at:**

<https://www.cosn.org/superintendents/>.

#### **AASA/CoSN EmpowerED Superintendents edLeader Panel Series**

The most recent broadcast in the EmpowerED Superintendents ed Leader Panel Series (now in its 6th season) aired on Monday, October 9, and was titled, “Artificial Intelligence and Generative AI: Empowering a Deeper Conversation”. The featured guest panelists included Dr. Matthew Friedman, Superintendent of Schools, Quakertown Community School District, PA, Dr. Kelly May-Vollmar, Superintendent, Desert Sands Unified School District, CA, Dr. David Miyashiro, Superintendent, Cajon Valley Union School District, CA, and Pete Just, CETL, Executive Director, Indiana CTO Council. The series is co-hosted by [AASA](#) and [CoSN](#) in partnership with [edWeb.net](#) and is sponsored by [ClassLink](#).

Free registration to view the recording of the October 9 broadcast and recordings of other previous broadcasts, as well as access to registration for upcoming programs (airing on the second Monday of the month at 5:00 PM Eastern Time) is available at <https://home.edweb.net/supers/>.

#### **CoSN 2024 Annual Conference, “Leading for Innovation: At Warp Speed”**

Registration is now open for the CoSN 2024 Annual Conference, scheduled for April 8-10, 2024, in Miami, Florida. For conference and hotel information and registration links, see <https://www.cosn.org/cosn2024/>.

#### **CoSN Membership**

If you, your school, or district would like more information about joining CoSN or getting more involved with CoSN, please contact [membership@cosn.org](mailto:membership@cosn.org).



# PASA Calendar



## October:

October 15-17: PASA/PSBA Fall Conference (Poconos)  
October 20: Assistant Superintendents/Supervisors Summit

## November:

November 7: Women's Caucus Annual Fall Dinner  
November 8: Annual Meeting/Awards of Achievement Reception and Board of Governors Meeting  
November 14: Managing the Risks: Complex Student Issues: Avoiding Ethical and Legal Issues  
November 16-17: New Superintendents' Academy Series (Part 2)

**November 23-24: PASA office closed in observance of Thanksgiving**

## December:

December 6-7: Second session of PASA's 2024 Cohort of the AASA Superintendent Certification Program  
December 13: Assistant Superintendents/Supervisors Summit follow-up Webinar No. 1  
December 14: Managing the Risks: Instructional Materials Selection and Red Flags

**December 25: PASA office closed in observance of Christmas holiday**

## Thank you to our Diamond Sponsors:



RIGHT AT  
SCHOOL



SuperEval



securly



frontline  
education™