

PASA FLYER

Proud Leadership for Pennsylvania Schools

ROOM RESERVATIONS DEADLINE: MARCH 6

2016 PASA Education Congress to focus on creativity in leadership

Now is the time to register for the 2016 Education Congress featuring David Burkus. The Congress, scheduled for April 6-7 at the Radisson Hotel Harrisburg in Camp Hill, will focus on *The Myths of Creativity: The Truth about How Innovative Companies Generate Ideas*.

About David Burkus...

Burkus is the founder and host of LDRLB (pronounced "leader lab"), a podcast that shares insights on leadership, innovation, and strategy. He has delivered keynote speeches and workshops for Fortune 500 companies such as Microsoft and Stryker, in-demand conferences such as SXSW and TEDx events, and governmental leaders and future leaders at the US Naval Academy and Naval Postgraduate School. As associate

professor of management at Oral Roberts University, Burkus teaches courses on organizational behavior, creativity and innovation, and strategic leadership.

The Myths of Creativity demystifies the processes that drive innovation. Based on the latest research into how creative individuals and firms succeed, Burkus highlights the mistaken ideas that hold us back and shows us how anyone can embrace a practical approach, grounded in reality, to finding the best new ideas, projects, processes, and programs.

About the Program...

The first day of the program (April 6), which begins at 10:30 a.m., features presentations by Dr. Burkus, author of "The Myths of Creativity," which lays the framework for creative leadership in public and private

institutions. Focus of the agenda will be how school leaders can develop and utilize creativity in education management, operations, curriculum and leadership goals. The first day will end with a reception for participants.

The second day (April 7) will allow participants to select from multiple discussion/work sessions focusing on concepts presented by Dr. Burkus and facilitated by school leaders who have demonstrated success in creative thinking and leadership in schools across the commonwealth. The Congress will close

See Education Congress, page 4

Nominees sought for PASA officers, AASA representatives

PASA is seeking nominations for the 2016-17 PASA President-Elect and Treasurer. In addition, PASA is seeking nominations for one Pennsylvania representative to the AASA Governing Board.

Election for Pennsylvania Representative to the AASA Governing Board

Deadline for nominations: MARCH 1

PASA is seeking nominations for **one** three-year term on the Board, beginning July 1, 2016 to June 30, 2019.

Due to increased AASA membership among Pennsylvania's school leaders, election of this representative will bring the number of PASA's representation on the board to five. Current PA representatives on the Board include Dr. Sherri Smith (Lower Dauphin), Dr. Emilie Lonardi (West York Area), Richard Fry (Big Spring) and Dr. G. Brian Toth (St. Marys Area). Dr. Eric Eshbach (Northern York Co.) currently serves on the AASA Executive Committee, having been elected in 2015 by Governing Board members representing the mid-Atlantic region.

Responsibilities of the Governing Board

The AASA Governing Board consists of representatives elected from each state. The responsibilities of the Governing Board include the following:

- acting on resolutions submitted by the AASA Executive Committee or other resolutions approved for consideration with a 2/3 vote
- recommending policy to the Executive Committee
- serving as the liaison between state affiliates and AASA
- determining, on an annual basis, the Association dues for Active and Associate members
- recommending programs and activities for inclusion in the AASA budget
- reviewing the annual AASA budget
- affirming AASA's legislative agenda

Eligibility/Requirements

1. Each eligible candidate must have been an eligible voting member of both AASA and PASA for at least three years. ("Voting members" of PASA include those who are current

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MEMBER NEWS



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From the Executive Director...Jim Buckheit



Ideologues and Budgets

After six months of budget battles with the new year approaching, guarded optimism prevailed in the State Capitol as it appeared the so-called “framework” budget agreement would finally bring the stalemate to an end.

The state Senate moved a compromise framework pension reform bill forward, along with the compromise budget bill. It seemed like the stage was set for final passage in the House on the other side of the Capitol.

Then, in a last minute attempt to kill the pension reform component of the framework, which would have affected current employees, influential groups representing labor leveraged their allies in the House to oppose the bill. When the extreme right Republican members in the House learned the Democrats would oppose the bill, Republicans saw this as their chance to kill the budget framework, which they did not support due to the state tax increases it would require.

The pension bill was soundly defeated in the House by a vote of 149-52, killing off any chance for the framework agreement to move forward. Frustrated with House leadership for their inability to deliver the votes, or perhaps acting to intentionally sabotage the agreement, Senate leadership shifted course. Determining that it was unlikely any agreement would be possible in the short-term and acknowledging that public schools, county governments, human and social service agencies and others could not continue to operate much longer without state funding, they decided to approve a budget bill developed and approved by the House last fall that spends \$500 million less than the framework budget.

Using the only power authorized under the state Constitution, Governor Wolf, instead of vetoing the entire budget bill, used his line-item veto to further reduce the approved budget bill by \$6 billion, including more than \$3 billion from the Basic Education Funding appropriation.

Now stuck in limbo without the framework agreement are several key bills: the omnibus School Code, Fiscal Code, capital budget and non-preferred appropriations (funding for Pitt, Penn State, Temple and Lincoln Universities and Penn Vet School). The omnibus School Code bill includes several important items, such as the two-year moratorium on the Keystone Exam graduation requirement and codification of the new basic education funding formula and special education funding formula.

Immediately following the Governor’s use of the line-item veto, House and Senate Republican leaders met to discuss how they would proceed. Reports note the atmosphere of the meeting was ice cold, with Senate leaders saying, since the House blew up the budget deal, it was now up to them to devise and lead the way forward.

The following week House leadership attempted to approve funding for Pitt, Penn State, Temple and Lincoln Universities and the School of Veterinary Medicine at the University of Pennsylvania. Funding for these institutions must be approved by a two-thirds vote. House Democrats voted as a block against the appropriations in protest against House leadership’s failure to permit a vote on the compromise framework budget agreement and for the cuts in education funding in the House approved budget from the amounts originally agreed to by House leadership in the framework budget.

Political pundits inside the Harrisburg beltway suggest that action to finish the budget and associated legislation will likely not occur until well after the April 26 primary election – and may very well not take place until the state budget for 2016-17 is approved.

The only good news currently coming from Harrisburg is that the Senate is not going to wait for agreement on a School Code bill. Instead it is planning to approve Senate Bill 880, which imposes a two-year moratorium on the Keystone Exam graduation requirements and the alternative project-based assessments. School districts and students finally will get the legislation that nearly everyone in Harrisburg and across the state supports. The legislation also requires the Department of Education to develop and provide the legislature with recommendations for testing and graduation requirements within six months of enactment of the legislation.

As these developments were occurring, more than one dozen veteran House and Senate members, many of whom are considered moderates, have announced they are not running for reelection or are running for another office. It is expected that additional members, potentially some in leadership positions, will announce they will not be seeking reelection this year.

See Executive Director’s Message, page 3

January 2016

PASA Members:

Please report your appointments, renewals, awards or special achievements, or that of others in your region to **Barbara Jewett** at PASA either by phone (717) 540-4448, by fax (717) 540-4405, or via email at pasa@pasa-net.org. Copy deadline is the 15th of each month.

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

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NEWS RECAP

Don't forget to check the PASA website for the weekly Education Update that provides a summary of up-to-date legislative, state and national education news. For more information on the following news briefs, see the PASA Web site at www.pasa-net.org. (Click on "News and Advocacy" to access the current and archived updates.) And follow us on Twitter for the latest updates @PASASupts.

Budget and Funding News

State Budget: The sudden collapse of the budget framework agreement that was negotiated and agreed to by the Governor, Senate and House and Republican and Democratic leadership just before Christmas resulted in the rushed enactment of a reduced state budget that Governor Wolf, in an effort to get legislators back to the budget table, addressed by using his line-item veto authority to "blue-line" several major budget items, including the Basic Education Funding (BEF) appropriation. While the release of some funds for basic education and social service agencies was welcome relief, lawmakers and the Governor still need to finalize a 2015-16 state budget – with additional money for BEF and a final formula for distributing those funds. However, at this point, the budget impasse seems more entrenched than ever, with some predicting no final budget until late April following the primary election – or beyond. Follow us on Twitter for the latest information on the budget @PASASupts.

Revenue Projections: According to the Independent Fiscal Office, General Fund revenues were \$94 million above estimate for the second quarter of FY 2015-16 and \$168 million above estimate for the fiscal year-to-date.

More Revenue News: Pennsylvania collected \$2.7 billion in General Fund revenue in December, bringing fiscal year-to-date collections to \$13.4 billion. Meanwhile, according to the PA Gaming Control Board, gross revenue from slot machine gaming for the 2015 calendar year rose 2 percent over 2014 figures, topping \$2.3 billion for the fifth consecutive year.

Unemployment Rate: According to the PA Department of Labor & Industry, Pennsylvania's unemployment rate was down one-tenth of a percentage point to 5.0 percent in November, matching that of the U.S., which was unchanged from October.

Legislative News

Legislative Schedule: The House and Senate have a limited session schedule for the next few months. Both are scheduled to be in Harrisburg for three days each of the next two weeks, but then will be in recess the rest of February and early March to allow for budget hearings on Gov. Wolf's 2016-17 budget plan, which will be unveiled on Feb. 9. After Feb. 10, neither chamber will return to voting session until March 14.

State News

Immunization Schedule: At its January meeting, the State Board of Education passed a resolution expressing concern about proposed changes to Chapter 11 concerning student immunization requirements, a proposal supported by both the Department of Health (DOH) and the Department of Education. The proposal would scale back the current provisional admission period from eight months to five school days. In its resolution, the Board encouraged the Department of Health to give "additional thought and consideration" to the proposed timeframe for provisional admission "as it relates to implementation by schools and the potential impact on students." According to the DOH, current

regulations do not go far enough to ensure a "herd" or community immunity within schools – a situation in which a sufficient proportion of a population is immune to an infectious disease (through vaccination and/or prior illness) to make its spread from person to person unlikely. According to a DOH fact sheet, "Herd immunity offers some protection even to individuals who are not vaccinated, such as newborns and those with chronic illnesses, because the disease has little opportunity to spread within the community."

National News

Quality Counts 2016: Pennsylvania ranked seventh in the nation overall on the annual "Quality Counts" report issued by Education Week, earning a "B-" average in three categories: chance for success, school finance and K-12 achievement (including graduation rates, AP test scores and NAEP scores). The national average was a "C."

Graduation Rates: The national graduate rate reached 82 percent in 2013-14, according to the National Center for Education Statistics. Pennsylvania's graduation rate was higher than the national average, at 85 percent.

COMING UP

Talks continue on the budget, although there is little positive movement. Gov. Wolf is scheduled to release his proposed 2016-17 state budget on Tuesday, February 9 – less than 3 weeks away. Given the current impasse, it should be an interesting plan.

Executive Director's Message

Continued from page 2

The ongoing budget stalemate and collapse of the budget framework agreement is largely the result of relatively new members of the legislature who are rigid ideologues. They view compromise as a surrender of their principles. Like some members of Congress who until recently were willing to shut down the federal government in order to get their way, we too have growing numbers of legislators in the Pennsylvania General Assembly who would prefer government services to shut down than raise taxes.

With the state's legislative districts gerrymandered with highly accurate precision, it is unlikely the future makeup of the legislature will change. If anything, given the large number of moderates and veteran legislators who believe their first obligation is to govern, but who are leaving at the end of the year, the number of ideologues in the legislature will only grow in number.

The pro-public education agenda that Governor Wolf continues to advocate has hit a stonewall constructed by ideologues who do not care that current and future generations of Pennsylvania students are being harmed by their actions and that, while they may be able to say they did not raise taxes, their actions force school districts, county governments and municipalities across the state to raise local taxes.

That is the reality we are faced with moving into the new year. In this atmosphere, our advocacy for public education continues to be vital – and all those who are passionate about public schools must speak as one voice on behalf of Pennsylvania's students. It will be a real challenge – but it is one we must meet head-on. The future of the commonwealth depends on it.

Resolutions process begins this month

This month PASA members will begin the process to identify “issues of high concern” as the first step in updating and revising the PASA Resolutions, which guides the association's response to education issues and provides direction for PASA positions.

The PASA Resolutions is divided into three sections, each identifying issues, policies and principles that PASA supports, those to whom PASA is opposed and those PASA members believe need to be changed. The three sections are: Success for All Students, Resources to Achieve Student Success, and Assuring Opportunities for Equitable Public Education.

A major topic of discussion this year will concern the new “Every Student Succeeds Act” (ESSA), which replaces NCLB, and the implications for changes in Pennsylvania’s education policy, which likely will include a new or revised accountability system, changing requirements relating to teacher and administrator quality, revisions to the SPP, interventions for low-performing schools (without utilizing AYP as the determining factor), and others.

Following regional discussions, committee members will submit to the PASA office recommendations for changes to the current Resolutions. Those recommendations then will be compiled for committee discussion and review on April 14, when the committee will develop revisions to the Resolutions. Following review by the Board of Governors, the 2016-17 draft resolutions will be presented to the membership for approval at the October 2016 conference in Hershey.

PASA members are encouraged to participate in regional meetings to discuss issue of high concern.

See this month’s “Resolutions Corner” (p. 7) for more information on the process.

Communication Tip of the Month

“Just like our students, school administrators and teachers and the rest of us need to regularly engage in critical thinking and question what is presented to us as fact and what we think we understand. We must seek out reliable support or counter-evidence for the claims, ideas and experiences we encounter throughout each day. Avoiding the effects of inaccurate information requires the kind of evaluative stances we hope to encourage in our students, colleagues and loved ones.” – from “Overcoming Misinformation” by David Rapp and Meghan Salomon, as published in the January issue of *The School Administrator*. This month’s issue focuses on “the potentials (and pitfalls) of big data: evidence-based decisions for managing K-12 education.” *Want to have direct access to AASA materials? Become an AASA member today and join your colleagues in the only national organization focused on the needs of chief school administrators. Call PASA today for information.*

Nominations Needed

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members as *Commissioned Officer, Small District Leader or District Cabinet/Central Office* members. “Voting members” of AASA are those who are current members as *Active, Institutional Active, Life or College Professor*.)

2. Nominees must be committed to attending **two** AASA meetings per year, in July and February (beginning July 2016). Travel expenses are provided for the July meeting. Governing Board members are responsible for their own expenses to the February meeting, which coincides with the AASA National Conference on Education.

Nominations

Candidates may self-nominate or be nominated from among the active PASA membership. **No** signatures or petitions are required.

Deadlines

- **March 1** – nominations due to Jolene Zelinski in the PASA office (jolenez@pasa-net.org)
- **March 18** – deadline for submitting electronically to the office a letter including: 1) a short biographical statement (including involvement with AASA and PASA); 2) goals for AASA; 3) reason(s) for seeking the position; and 4) a photo.

Election for PASA Officers: President and Treasurer

Deadline for nomination petitions: MARCH 11

Candidates for **PASA President** must make a three-year commitment to the association by serving one year each as President-Elect, President and Past-President. The individual serves on the PASA Executive Committee during the three-year period and also chairs the Resolutions Committee during his/her term as President-Elect. The individual elected will serve as President-Elect in the 2016-17 membership year, beginning October 1, 2016.

The position of **Treasurer** is a one-year term. The Treasurer works with the Executive Director to oversee association finances and make reports to the Board of Governors. The elected treasurer’s term begins on October 1, 2016.

Eligibility

Eligible candidates must have been an active member of the Association for at least three years prior to 10/1/15.

Nominations

Interested candidates must submit the following to the Association office, **no later than March 11**:

1. a nominating petition containing the endorsement of at least a majority of the active PASA members of the candidate’s intermediate unit; and
2. a nominating petition containing the endorsement of a total of at least 20 active members from a combination of no less than two other intermediate units.

Only PASA members may sign the petitions. PASA members may sign more than one nominating petition for each position.

Copies of I.U. and general nominating petitions may be downloaded from the PASA web site at www.pasa-net.org/election2016.

In advance of the election, candidates will be asked to submit to the PASA office a letter (with picture) outlining their reasons for seeking the position.

The election for PASA officers and the AASA Governing Board representative will be scheduled for April (TBA).

Questions? Contact Jolene Zelinski in the PASA office at (717) 540-4448.

Spotlight on: Melissa Butler, Wanda McDaniel Award Winner 2007

BY RINA VASSALLO, ED.D., PASA WOMEN'S CAUCUS

Since 1998, the PASA Women's Caucus has annually selected a recipient for the Wanda McDaniel Honorary Membership Award. This honorary membership is awarded each spring to an aspiring or new school administrator who shows evidence of great leadership potential.

In 2007, Dr. Melissa Butler from Springfield School District in Delaware County was chosen as the statewide honoree. At the time, Melissa was in the classroom as a successful middle school Language Arts teacher, as well as the Language Arts Curriculum Coordinator in the Teaching and Learning Division for the district. The Curriculum Coordinator position was new to her, having been thrust into the position after the longtime leader unexpectedly retired in 2005. She expertly took on the challenge of leading her peers through a series of curriculum, materials, assessment and professional development undertakings. She also presented several very effective district-wide workshops.

Before being honored, Melissa had already accumulated impressive credentials. She earned a B.A. in English from Boston College where she spent a semester abroad at the University of London and then spent the year following her graduation as a volunteer in the Jesuit Volunteer Corps working in a group home for adolescents. This is how Melissa described her experience:

"For more than 50 years the Jesuit Volunteer Corps has engaged brave young people in service within poor communities, fostering the growth of leaders committed to hope in action. Volunteers live according to four guiding principles: spirituality, simple living, social justice, and community. I lived in St. Louis, Missouri, with six other volunteers who were from across the United States. I worked in suburban St. Louis in a group home for teenage girls who were removed from their homes due to abuse and were put in the custody of the state."

Melissa returned to Pennsylvania after her year of "service" and embarked on a Master's Degree in Education at West Chester University. After receiving her degree, she began her teaching career as a middle school Language Arts at Brandywine School District in Delaware and then eventually as a Team Leader. She joined Springfield School District several years later, again in middle school, and then in 2006 joined Springfield High School faculty where she taught Honors classes.

Melissa has served as Teacher on Assignment for two stints during the 2004-5 school year and then again in 2012-13. After receiving her Ed.D. in 2012 from Neumann University,

she was promoted to Assistant Principal at Springfield High School in 2013, then elevated to district office in 2014, serving first as Supervisor of Assessment and Technology and most recently as Supervisor of Curriculum, Instruction and Assessment. In her "spare time," Melissa is earning her Letter of Eligibility which she will complete this year.

In 2007, Melissa was clearly identified as an educator with great leadership potential.

Cynthia Mattei, Assistant Superintendent at Springfield School District, who Melissa reports to, agrees. "Melissa is versatile, as evidenced by her success in her various positions," she said. "She is very adept at bringing people with different viewpoints to consensus. She truly works to understand all perspectives of an issue. As a leader, she does it very quietly. I am fortunate to have her on my team."

When asked about her journey, the McDaniel award said, "Being nominated and winning the Wanda McDaniel Award inspired me to further pursue my career in education. After winning the award, I felt a responsibility to the profession and to my fellow Women's Caucus col-

leagues to represent leadership in the spirit of Wanda McDaniel. Since winning the award, I have completed my doctorate and have held three administrative positions within my district. "

This year's recipient of the McDaniel Award, as well as the selected recipient for the Margaret Smith Leadership Award, will be recognized at the annual Women's Caucus Spring Conference in Hershey on May 1-3. The PASA Women's Caucus is now soliciting nominations for this award from across the state. Information can be accessed on the PASA website.





For breaking education news and the latest from the Capitol, Follow us on Twitter @PASASupts

Get the latest information!

If you are a PASA member as a Commissioned Officer or District/Cabinet/Central Office Administrator, check your email on Mondays for the PASA E-Update, which provides you with a link to the weekly Education Update, a source for the latest in education and budget news from Harrisburg, Pennsylvania and the nation.

Education Congress

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around noon.

All registrants will receive a copy of Dr. Burkus' book. This program is approved for 40 hours of PIL/Act 48 (Act 45) credit.

About Registration...

Registration fees for the Congress are: \$299 for individual PASA members and \$399 for individual nonmembers. **District teams are encouraged to attend!** The registration fee for a school district team of five or more is \$279 pp. (Note: Individual registration can be completed online. However, those seeking to register district teams should contact Jolene Zelinski in the PASA office for assistance at (717) 540-4448 or by email at jolenez@pasa-net.org.)

See the PASA website for details at www.pasa-net.org/2016edcongress.

REGISTER TODAY!



FROM THE PRESIDENT'S PEN

Welcome back to school after the holiday break

BY JOHN W. FRIEND, 2015-16 PASA PRESIDENT

As I write this column, we actually have a state budget – well at least a partial one. I will hold any additional comments on the budget until it is finalized, hopefully soon.

During the holiday break it has become my habit to read leadership articles that focus on making resolutions for change. I have never been one to make New Year's resolutions, but the articles always make me consider ways to improve my leadership in the second half of the school year.

The majority of the articles focused on the usual suggestions: Let someone on your team know where they really stand, or Pick one thing that isn't broken and make it better. While these suggestions can be appropriate and useful, they just didn't inspire me.

I found an article by Jim Gray, a former reporter, who is a senior communications advisor in Toronto. The title, "Resolve to Communicate Better Despite Technology Lowering Standards," grabbed my attention, probably because I have seen evidence of this decline and have mentioned it to our administrative staff. The article offered useful advice for improving communication. The key points are excerpted below:

Be simple. Simplicity has never been more important. It is increasingly rare because it takes so much time and hard work to get there. It is worth every second. A straightforward, consistent, easily understandable story is the foundation for successful communications.

Be brief. Brevity delivers impact. Write long; cut short. When speaking, never go over the allotted time. It will be resented.

Be prepared. Be able to tell others what value you bring, and use no more than three points to do so. Monitor, manage, and protect your online identity; it can enhance your standing or undermine it.

Be certain. Speak as the leader you are or want to be. Start slowly, and put plenty of space around key words and phrases.

Be attentive. Give people around you the time and respect to fully express themselves. Interruption is verbal mugging. Silence is a killer app of the early 21st century.

Be grammatical. One grammatical or spelling error, especially the misspelling of someone's name, can undermine the credibility of an otherwise sound document. If you misspeak, calmly correct yourself and move on. The bigger deal you make of it, the bigger deal it will become in the minds of your listeners.

Be positive. It is easy to buy into today's pervasive negativity, and it is hard to maintain an enthusiastic outlook amid an uncertain future. But leaders, in speech and in correspondence, need to emphasize the positive while realistically acknowledging challenges. Optimism is contagious.

Be memorable. Compliment others sincerely, not gratuitously. Take time to handwrite notes. If you need to discuss a difficult issue with someone, there is no doubt that it is best to do so in person, or failing that, on the phone.

As we all start the second half of difficult school year in terms of public perception in Pennsylvania, these tips serve as valuable reminders. Continue to serve the students of the Commonwealth with the enthusiasm and the determination that will make our schools great!

Nominations due February 26

PASA Women's Caucus Seeking Nominations for Two Awards

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

Wanda McDaniel Award

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

Margaret Smith Leadership Award

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

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

Award recipients will be recognized at the Women's Caucus Spring Conference, scheduled for May 1-3 in Hershey.

Nominations for both awards are due by February 26. Forms are available on the PASA web site (or call PASA at 717-540-4448).

REGISTRATION OPENS SOON!

2016 ANNUAL SPRING CONFERENCE

**May 1 - 3, 2016
Hotel Hershey**

FEATURED PRESENTERS:

**Julie Young
Elizabeth King
Kristine Roddick**



**WATCH FOR UPDATES ON
THE PASA WEBSITE!**



Resolutions Corner: The Foundation of Advocacy

BY BARBARA W. JEWETT, ASSISTANT TO THE EXECUTIVE DIRECTOR

Even though Capitol gridlock has become the norm and the state budget remains “a work in [non]progress,” PASA’s advocacy on issues important to school system leaders continues.

The foundation of that advocacy is the PASA Resolutions, which serves to guide the Board of Governors, Executive Director and committees in carrying out the work of PASA and identifying specific actions that need to be taken in order to achieve the goals of the association. With the ongoing budget impasse and numerous unresolved issues in Harrisburg, it is imperative that this document remains current and pertinent.

The current Resolutions document reflects the interconnection between multiple issues of concern and makes clear to both PASA members and policymakers the importance of seeing education as a “whole,” not just the sum of its parts. In other words, not addressing education issues as though they were a series of single, disconnected topics but rather seeing them in context

The three high-priority categories are: Success for All Students, Resources to Achieve Student Success and Assuring Opportunities for Equitable Public Education. (See the 2015-16 PASA Resolutions on the web at <http://bit.ly/1TYejQ2>.)

To keep the PASA Resolutions “fresh” and ensure that they adequately inform decisions made by PASA’s leadership moving forward, members of the Resolutions Committee this month will begin leading regional conversations with school system leaders across the commonwealth concerning key issues.

Following that important part of the resolutions process, committee members will take ideas, concerns and recommendations from their regions and submit them to the PASA office, where they will be compiled for committee discussion and review on April 14. During that meeting, the committee will draft necessary revisions to the PASA Resolutions and, ultimately, seek approval of that draft from the PASA Board of Governors and PASA members.

Perhaps the main focus for discussion this year will be education policy issues related to the recent enactment of the federal “Every Student Succeeds Act” (ESSA), which replaces NCLB. The ESSA makes clear Congress’ intent that states be solely responsible for the development and implementation of, and decisions regarding, all aspects of their state accountability systems. Because the Pennsylvania Department of Education already is engaged in that process, input from stakeholders will be key to ensuring that implementation of changes required under ESSA is fair, transparent and reasonable, and that the state implementation of the ESSA balances the need for accountability with the reality of teaching and learning in the commonwealth’s public schools.

Many of the current PASA Resolutions specifically relate to issues that were major concerns and requirements related to NCLB. Because the new ESSA will have policy and regulatory implications not only on the federal level but even more so on the state level, it is important that the Resolutions Committee spend extensive time on April 14 in a discussion of the issues that will be central to policy and regulatory changes in Pennsylvania under the new federal law, including Pennsylvania’s accountability system, teacher and administrator quality, the SPP, interventions for low-performing schools (without utilizing AYP as the determining factor), and others.

The process for developing the PASA Resolutions relies heavily on regional discussion and input. The importance of that process cannot be understated. With gridlock in Harrisburg, state and school district budgets stretched beyond or nearly beyond capacity, education policy revisions due to ESSA, and numerous policy issues remaining unresolved, PASA will continue to rely on the Resolutions to direct PASA’s advocacy efforts.

We encourage school system leaders to participate in these important discussions as the process for revising the resolutions moves forward.

****Policy on PASA Workshop Payments/Cancellations****

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

PAYMENTS & LATE FEES - Registrants who have not paid in advance of the program will be responsible for payment of any late fees. Final payment for workshops must be received no more than **45 business days** from the date of the event. Payments received after that time will be assessed a \$25 late payment fee.

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

Quick Glance: 2016 Programs

2016

Jan. 20-21	Aspiring to Leadership Workshop
February 11	Commonwealth Budget Seminar (Mars, PA)
February 12	Commonwealth Budget Seminar (Grantville)
February 16	Commonwealth Budget Seminar (webcast)
February 20	Supt., Principal Licensure Exam Prep Session
February 26	Leadership for Learning Course – Module 1
April 6 - 7	Education Congress with David Burkus
April 16	Supt., Principal Licensure Exam Prep Session
April 29	Leadership for Learning Course – Module 2
May 1 - 3	Women’s Caucus Conference (Hershey)
June 16	Leadership for Learning Course – Module 3
July 20-21	New Superintendents’ Academy Part 1
July 24-26	PA Education Leadership Summit (State College)

An Open Letter to My Colleagues

BY DR. PATRICK E. CRAWFORD,

DIRECTOR OF PROFESSIONAL DEVELOPMENT



Friends and Fellow Educational Leaders:

This is the last column I will write as PASA's Director of Professional Development. It has been a wonderful privilege to serve in this position since July 2007. After more than eight years as Director of Professional Development, I am leaving PASA for a different opportunity to influence the future of education.

After 19 years as a superintendent and accepting the position at PASA, I started saying, "I entered my Encore Career #1. Now I am moving into Encore Career #2." I have been asked and have accepted the unique opportunity to become the first *Director of the Mid-Atlantic Consortium for Mass Customized Learning*. Given my personal mission to support, inspire and influence educational leaders in transforming the current industrial model of education to a system of customized/personalized learning, it was an opportunity and challenge I could not refuse.

Although I look forward to Encore Career #2, my sentiments for PASA and work of school leaders in Pennsylvania remains steadfast. I want to express my debt of gratitude to Stinson Stroup, Jim Buckheit, the PASA staff, and the numerous educational leaders who graciously gave their time and energy to provide outstanding professional development programs. I have enjoyed the position immensely because of you, the dedicated leaders of education I met and observed in your faithful service to the education of children.

Perhaps this where I should stop writing, but it would be unnatural for me not to offer some observations and recommendations (in my humble opinion) about the current state and future of public education. The following reflections are based upon my observations and experiences over four decades in education. I encourage you to consider the following as parting thoughts from a friend.

THANK YOU, PAT,

for your service to PASA as Director
of Professional Development.

We wish you the best in your
new position!

Patriotism

Interwoven in the fabric of freedom and liberty that makes America a great nation is an imperative for every child to have access to a high quality public educational system. The right to an education is the fundamental pillar that supports democracy and social justice in our nation. Education is the the only key that unlocks the chains of poverty. Excellent education systems establish patterns of innovation that create a strong economy, an improved lifestyle for citizens and, in turn, a great nation. Citizenship in the United States, whether created by birth or choice, permits us to the "right to have rights." Our schools have a responsibility to teach and model lessons that forge a pride in patriotism and accountability the essential elements of being a good citizen. As political pressures demand improved test scores, the onus is on educational leaders to protect the citizenship lessons necessary to preserve all that is critical to insure a society of patriots.

Common Good

There is an edginess and lack of civility rampant in our society. It is divisive and polarizing our country. This unbridled attitude of "win - lose" is epidemic in our government, in the media and within organizations. The desire to dominate at all cost is very destructive to our society. Public education can and must influence students' disposition and promote the high character traits that will create a kinder, more compassionate and empathic society, a society that considers the "common good" over individual gain. Regardless of a student's social economic status or home life, dedicated educators can infuse values and behaviors that will provide a moral compass for children. These universal values will serve as guides for children as they become polite, respectful and considerate adults. It is incumbent for us to regularly check our own attitude and in living a life of gratitude. We must always remember that children learn more from our actions than from our words.

Communicate - Communicate - Communicate

Essential to the future of public education is our ability to speak persuasively about the virtues of education and of being an educator. The capacity to advocate for children and youth should be a prerequisite for anyone in the education profession. We should never corporately or individually underestimate our influence on the on education issues. Most people view us as the experts and trust our leadership. PASA is the collective voice of educational leaders in Pennsylvania. Unifying for espousing the purpose and importance of public education is essential in enhancing our ability to be heard. Engaging in the programs and being active members of PASA magnifies and amplifies our voice.

As I move into Encore Career #2, I want to say thank you for the opportunity to be PASA's Director of Professional Development for the past eight plus years. I look forward to continuing to work with many of you through the Pennsylvania Leadership Development Center (PLDC) and my new position as Director of the Mid-Atlantic Consortium for Mass Customized Learning. If I can be of any help in the areas of professional leadership learning and/or in creating customized/personalized learning, please feel free to contact me at crawfordp@pldc.name or call my cell phone (814) 977-1097.

Leadership for Learning Course

designed to provide the participant with a framework to transform education in the classroom, building and/or district

The new Leadership for Learning course, developed by experienced school leaders who also will serve as instructors, will be offered in three modules, each with both one-site and virtual components, and include an evidence-fair component. In addition to module attendance, each participant will be asked to create a culminating activity/project the focuses on how advanced technologies and Universal Design Learning (UDL) engages and empowers all students in successful learning experiences.

The modules include:

Module 1 – Education Past and Present

February 26, 2016

Review and discussion of the history of education in the United States and what our systems look like today. Participants will identify the key events that lead to disparities in education. Based upon the best current research, participants will create a schematic of the future of education.

Module 2 – Future of Education

Friday, April 29, 2016

Allows participants to become familiar with the advanced technologies and tools that are available to transform education. The content emphases will be on the use of technologies to enhance student learning, the use of data, and the acceleration of effective teaching practices.

Module 3 – Transforming Education

Thursday, June 16, 2016

Tackles the problems associated with transforming education and implementing personalized/customized learning for students. Content areas include:

- Modeling/visualizing
- Development of an action plan
- Communicating to all stakeholders
- Professional and development and preparation of staff
- Reallocation of resources/budgeting
- Classroom set-up and infrastructure (buildings)
- Preparation to board and parents/community

In addition to attending the three modules on-site, which begin at 9 am and conclude at 3:30 p.m., each participant will complete six 60-minute virtual lessons that prepare and support the face-to-face meetings. The virtual lesson also requires each person to become familiar with an online alternative means of learning.

The final session of the course is dedicated to sharing the participants' culminating activity with other participants and invited audience. Each individual will be required to use a form of advanced technology to record the critical components of transforming education and provide evidence of their learning.

Those seeking **60 PIL/Act 48 (Act 45) hours of credit** must attend all three on-site sessions and corresponding virtual/online sessions, participate in the evidence fair and complete the culminating activity.

Enroll early! Registration limited to 50 participants. See the PASA website for details.

Questions about this course may be directed to Dr. Patrick Crawford, PASA Director of Professional Development, at patrick@pasa-net.org.

PA Educational Leadership Summit

July 24 - 26, 2016

Penn Stater Conference Center Hotel

July 24-26 in State College

Registration Open for 2016 PA Educational Leadership Summit

The 2016 Educational Leadership Summit, scheduled for Sunday evening, July 24, to 2: p.m. on Tuesday afternoon, July 26 at the PennStater Conference Center in State College, will provide an excellent opportunity for school district administrative teams and instructional leaders to learn, share and plan together at a quality venue in "Happy Valley."

Co-sponsored by PASA, the Pennsylvania Principals Association, the PA Association for Middle Level Education and PASCD, the summit will feature **Grant Lichtman**, author of *EdJourney: A Roadmap to the Future of Education*, **Secretary of Education Pedro Rivera** (invited), and **Dana Lightman**, author of *POWER Optimism: Enjoy the Life You Have... Create the Success You Want*.

Keynote speakers, high quality breakout sessions, table talks on hot topics and district team planning and job-alike sessions will provide practical ideas that can be immediately reviewed and discussed at the summit before returning back to your district.

Discounted "early bird" registration fees are available for those who register and pay by April 30 at \$289 for Individuals and \$249 pp for team member registration (5 or more from the same school district). After April 30, registration will be \$299 for Individuals and \$259 pp for Team Member registration.

For online registration, see the Summit website at <http://bit.ly/1No460f>.

New Superintendents' Academy Part 3

“Evaluating Programs and Performance” was the focus of Part 3 of the PASA New Superintendents' Academy, offered January 13-14. Twenty-eight participants attended the two-day program, which also provided opportunity for discussion and networking.

To begin the session, Secretary of Education **Pedro Rivera** engaged participants in a discussion about events and activities at the Department of Education.

Sessions focused on a variety of topics, including:

- the data-informed superintendent
- the superintendent as instructional leader
- superintendent evaluation: an overview
- teachers, principals and non-teaching professionals evaluation
- superintendents' evaluation: a district perspective

Presenters at the Academy session were:

- **Dr. G. Brian Toth**, Superintendent, St. Marys Area
- **Dr. Jim Tracy**, Superintendent, Girard
- **Jim Buckheit**, PASA Executive Director, and **Virginia Montgomery, Esq.**, PASA Chief Counsel
- **Dr. Paul Healey**, Executive Director, and **Dr. Joseph Clapper**, Assistant Executive Director, PAESSP
- **Dr. Sherri Smith**, Superintendent, Lower Dauphin, and PASA Past-President

Dates for the 2016-17 round of the New Superintendents' Academy are July 20-21 (Part 1), and September 20-21 (Part 2). Part 3 is scheduled for January 2017 (TBA).

ACADEMY GRADUATES

Recognized during the program were 20 graduates who completed all three sessions of the Academy.



(L-R): **Dr. Damaris Rau** (Lancaster), **Dr. Joseph Gillespie** (First Philadelphia Prep Charter), **Dr. Nicholas Guarente** (Greenwood), **Dr. Timothy Scott** (Kiski Area), **Andria Saia** (Chester Upland), **Dr. Christopher Adams** (Hempfield), **Karen Kugler** (Fairfield Area) and **Dr. Patricia Wargo** (Huntingdon Area)



(L-R): **Sherry Griggs** (Sayre Area), **Patricia Cross** (Sullivan County), **Dr. Pat Crawford** (PASA), **Michael Daniels** (Canon-McMillan) and **Dr. James Walsh** (Burgettstown Area)



(L-R): **Dr. Melanie Gehrens** (Bristol Township), **Dr. Linda Brown** (York City), **Dr. Jill Jacoby** (Fort Cherry), **Dr. Robert Fraser** (Council Rock), **Dr. Carol Cary** (Marple Newtown) and **Todd Beatty** (Northern Bedford County)

Not Pictured: **Robert Gaetano** (Kane Area) and **Matthew Button** (Blue Ridge)

Study Session for PA Superintendent and Principal Licensure Exams Preparation

Two Dates:

Saturday, February 20

Saturday, April 16

Location: PASA Office

PASA, in partnership with the Center for Educational Leadership at Shippensburg University, is again sponsoring a low-cost, half-day prep session on two different dates to help interested educators prepare for either the Superintendent's Letter or the Principal Certification exam. Each session will be three and one-half hours in length.

TIMES:

9 a.m. to noon: Superintendent's Exam preparation

1 p.m. to 4 p.m.: Principal's Certification Exam preparation

COST:

\$55 pp

FACILITATORS:

Mark Blanchard, High School Principal, Gettysburg Area SD

Mark Mallett, Director of Curriculum & Instruction, Susquenita SD

LOCATION:

PASA/PASBO Offices, 2608 Market Place, Harrisburg, PA 17110
(one mile from Exit 69 off I-81)

To receive a registration packet complete the survey link:

<https://www.surveymonkey.com/r/FV2LZTZ>

What previous attendees have said about this prep session:

"Take Mark and Mark's suggestions!" – C

"I really found the session a few weeks ago helpful. It taught me how to study for this test. It really gave me guidance and purpose." – T

"The course really gave me a good understanding of what to expect and how to start studying." – A

"I feel the Principalship study session course with Mark Mallett and Mark Blanchard helped me to prepare for and pass the exam. They provided advice on setting up a study schedule and how to read the questions to determine the best answer. Mark and Mark discussed personal examples of how the concepts impact their current leadership roles. Both instructors made themselves available to discuss questions after the study session." – V

Commonwealth Budget Seminar for the 2016-17 Proposed State Budget

*Offered by the Pennsylvania Association
of School Business Officials (PASBO)*

**Thursday, Feb. 11 – DoubleTree Monroeville
(9:00 – 11:45 a.m.)**

**Friday, Feb. 12 – Holiday Inn Harrisburg/Hershey,
Grantville (9:00 - 11:45 a.m.)**

Tuesday, Feb. 16 – webcast (9:00 - 11:45 a.m.)

Description: Even though the 2015-16 budget impasse continues, Gov. Wolf presents his proposed 2016-17 budget on February 9. PASBO will decipher the budget numbers, provide an update on the ongoing budget impasse, and help you to determine how budget issues will impact your district. The Department of Education budget will be examined, with a discussion on new PDE initiatives and related issues.

Registration Information and Deadlines: See the PASBO web site at www.pasbo.org for details on the program, fees and registration.

LISTING OF JOB OPENINGS

As a courtesy to school administrators, those seeking positions in school administration and public school employers, PASA provides on its website the "PASA Career Center," a listing of job openings, both in Pennsylvania and in the Mid-Atlantic region.

Job openings are grouped into several categories:

- Superintendent/Asst. Supt./Executive Director vacancies in PA
- Public K-12, I.U., Career-Tech, Charter School administrator vacancies in PA
- Other Professional Vacancies: PA and National (professional education vacancies in public higher education institutions, associations and other organizations in PA, and non-superintendent public school positions in other states)
- Northeast/Mid-Atlantic Regional Positions (superintendent and other executive vacancies in public schools out-of-state, particularly the Northeast/MidAtlantic 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 at pasa@pasa-net.org. 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.)

National Superintendent of the Year Finalists Announced

Four finalists for National Superintendent of the Year have been selected from among state-level honorees. They are: Freddie Williamson, Hoke County Schools, Raeford, North Carolina; Thomas Tucker, Princeton City Schools, Cincinnati, Ohio; Pamela Moran, Albermale County Schools, Charlottesville, Virginia; and Steven Webb, Vancouver Public Schools, Vancouver, Washington.

The national recipient of the honor will be announced at AASA's National Conference on Education, Feb. 11-13 in Phoenix.

Dr. Mark DiRocco, superintendent of the Lewisburg Area SD and the 2016 Pennsylvania Superintendent of the Year, will be among the state-level recipients who will be recognized at the conference.

Buckheit Joins Memory Mission to Build School in Central America

PASA Executive Director **Jim Buckheit** is among several members of AASA who are currently participating in a Lifetouch Memory Mission® to build a school in the Dominican Republic.

The group, who left on Jan. 18 and will return on Jan. 26, is building the school for the children and families in a small, mountainous farming community. Lifetouch Photography, the leading national provider of school and family photography, organized the trip and invited school administrators, school board members, principals, other educators and PTA members to work alongside Lifetouch volunteers and Dominican nationals to build the school.

This is the fifth Memory Mission to Constanza. Volunteers have built an elementary school, which now serves hundreds of children who otherwise would not have the chance to receive an education. Additionally, volunteers have built a vocational school, providing a place for students to continue their education, offering greater opportunities for careers as adults. This time, the 52 volunteers are beginning construction on a new elementary school.

During the trip, volunteers are working on a variety of projects, including building structures with concrete blocks. While in the Dominican, volunteers will have an opportunity to visit with community members, interact with teachers and students and participate in a day of photography for the students and families in this village – many of whom have never seen a photo of themselves. Memory Mission participants will hold two-way conversations with their home schools or offices using *Google Hangouts On Air*. In addition to hearing about their personal experiences, viewers will be able to see the surroundings and construction site.

Since its inception in 2000, the Lifetouch Memory Mission program has rebuilt a village in war-ravaged Kosovo, repaired homes in Appalachia, established a children's center in Jamaica and has constructed a foot-bridge for students to use while walking to school in the land of the Navajo in Arizona. Additionally, volunteers have built 13 schools across Haiti and the Dominican Republic. Memory Mission volunteers have also provided on-site assistance to victims of natural disasters throughout the United States, including Hurricane Katrina in New Orleans, floods in the Dakotas, fires in California, and tornadoes across the Midwest.

Learn more about the Lifetouch Memory Mission at www.lifetouchmemorymission.com.

National Conference on Education

There still is time to register for the National Conference on Education in Phoenix on February 11-13! Join your colleagues from Pennsylvania and across the nation for this high-value conference aimed to inform and inspire school superintendents. See the conference website for updates on featured speakers and events, as well as registration and accommodations information, at <http://nce.aasa.org>.

NOT AN AASA MEMBER? Join today! See the AASA web site for details at www.aasa.org or contact the PASA office.

PASA and AASA – working together to advocate on behalf of school system leaders!

Noteworthy Quotes

“[This Republican-passed budget] is a ridiculous exercise in budget futility.... For six months I thought we were making some real progress in fits and starts. But we're now at a point where I don't want to hold the children of Pennsylvania hostage for the inability of folks here in Harrisburg to get the job done... I wanted to get some funds out so the schools don't have to close next week.” – Gov. Wolf, on signing an emergency appropriations bill after blue-lining (eliminating or reducing) some of the line-items, from a story on *pennlive.com*, 1/29/15

“Could it go on into April or May? Look, I think the divide has gone so deep over raising taxes that, for us, for Republicans, raising broad-based taxes and getting absolutely nothing is the equivalent to insanity.” – Senate President Pro Tempore Joe Scarnati (R-Jefferson) on the outlook for final passage of a state budget, as quoted by the Associated Press, 1/9/16

“We will continue conversations with the governor and Senate – Republican and Democrat – to come to a reality-based budget solution.” – from a joint statement issued by House Speaker Mike Turzai and Majority Leader Dave Reed, 1/2/16

“If we want to get back to the original framework, we would welcome those discussions. But the original framework had property tax reform, had liquor privatization, pension reform, increased dollars for education and a balanced budget. By the time we got to the week of Christmas, the only thing we had left in that framework was tax increases for increased spending. The framework got off track in the month of December. If folks want to have that discussion again, that's fine. But we expect all those items to be put back on the table.” – House Minority Leader Frank Dermody (D-Allegheny) about getting back to budget negotiations, from a story on *Capitolwire*, 1/5/16

“Despite six months of deliberations, Pennsylvania's budget deliberations continue, leaving it uncertain whether legislators will act to close the state's budget gap or address its long-term pension liabilities.... As the state's longest running budget impasse persists, the question of lawmakers' political willingness to address fiscal challenges remains.” – from a statement by Standard & Poor's, one of the nation's leading credit agencies for governments and municipalities, on Dec. 29

MEMBER

NEWS

PASA is sad to report the passing of **Dr. Steven Houser**, superintendent of the Annville-Cleona SD (Lancaster/Lebanon I.U. 13), following an extended illness. Previous to assuming the superintendency in 2010, Houser served as an assistant

superintendent in the Susquehanna Township SD. We offer our deepest sympathies to the Houser family and the staff and community of the Annville-Cleona SD.

REGION 3

Robert Scherrer is now serving as acting superintendent of the North Allegheny SD. He had been serving as a substitute superintendent following the departure of **Raymond Gualtieri**, who resigned as superintendent for medical reasons.

REGION 14

Dr. Robert Phillips is now superintendent of the Exeter Township SD. He previously served as director of pupil services in the Pennridge SD. Phillips replaces **Dr. Beverly Martin**, who retired the end of December.

REGION 16

Amy Morton, chief academic officer for Central Susquehanna I.U., has announced her intention to retire, effective June 30, 2016, after more than 32 years in public education at the district, I.U. and state level.

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



PASA CALENDAR OF EVENTS 2016

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

JANUARY

- 20-21 Aspiring to Leadership Workshop (PASA office)
- 28 Joint Boards Dinner (Harrisburg)
- 29 Board of Governors' meeting (PASA office)

FEBRUARY

- 11 Commonwealth Budget Seminar (Mars)
- 11-13 AASA National Conference on Education
- 12 Commonwealth Budget Seminar (Grantville)
- 15 *PASA office closed*
- 16 Commonwealth Budget Seminar (virtual)
- 20 PA Superintendent, Principal Licensure Exam Prep Session (PASA office)
- 26 Leadership for Learning – Module 1 (PASA office)
Nomination deadline for Women's Caucus awards

MARCH

- 1 Deadline for AASA Governing Board nominations
- 11 Deadline for PASA Officer petitions
- 25 *PASA office closed*

APRIL

- 6-7 Education Congress with David Burkus (Harrisburg)
- 14 Resolutions Committee meeting (PASA office)
- 14-15 Board of Governors' meetings (PASA office)
- 16 PA Superintendent, Principal Licensure Exam Prep Session (PASA office)
- 29 Leadership for Learning Module 2 (PASA office)

MAY

- 1-3 PASA Women's Caucus Conference (Hershey)
- 30 *PASA office closed*