Dear Colleagues:

A tragedy, a major problem, a crisis—I suspect you have been presented with extraordinarily difficult challenges on many occasions during the course of your career. Budget, bargaining, and the potential of employee RIF are some big challenges that many of you will be confronted with this spring. These challenges call for leadership.

What is leadership, and what does it look like in the face of a big challenge? Leadership within this context means maintaining one’s composure, carefully assessing the situation, and taking a deliberate and thoughtful approach in moving forward. Leaders should not “hunker down” during difficult times. In fact, the opposite is true. Focus on communication and elevate your level of visibility in the school community—both in terms of a physical presence and on social networks.

As you lead your school district through the choppy waters that lie ahead, I urge you to organize your thinking and become even more intentional in your work than ever before. The following frame might be helpful:

Self-Awareness: It is important to be mindful of your own reaction to the challenges facing your school district. Staff, community, and the board of directors will be looking to you for honesty, confidence, poise, and a pragmatic sense of hope.

Staff Behavior: You and your leadership team must tune in to the staff. How are they dealing with the uncertainty and stress of the moment? What’s the temperature out there?

Directing the Message: Proactive communications and driving a consistent flow of information is essential. A steady and purposeful approach to educating and informing the community—board, staff, parents, and patrons—will bear fruit over time.

Relationships: Leaders work with people. Those people possess talents, perspective, and emotions. The first two are generally consistent from one day to the next. It is emotions, however, that can fluctuate with the circumstances of the moment. It is imperative that you and your team monitor undercurrents that might be impacting relations between staff. Times such as these can cause relationships to deteriorate among staff, and between staff and leadership.

Keep Your Eye on the Ball: You set the tone and focus for your school district. No matter what the circumstance, the core mission of the school district must remain at the forefront. Educating and caring for students is the paramount purpose of our work. As the leader, you must endeavor to keep staff, and the system focused on this work.

In times such as these, school communities will look to you for hope. Hope is showing poise and conveying confidence that “we will find a way.” Hope is being honest with people about the challenges we face while reassuring the community that we will get through this. With hope, the staff will better sustain their focus on the students under their care. With hope, members of your leadership team will better provide the support and reassurance necessary for employees to sustain a focus on their work. With hope, your team will more effectively contribute to the processes you facilitate to find solutions for these difficult problems.
WASA Leaders Workshop
April 16, 2019
Four Points by Sheraton at Seattle Airport South

WASA leadership will come together in April for the annual WASA Leaders Workshop. President-elect Krestin Bahr will facilitate the meeting. WASA members in the following leadership roles should plan to attend:

WASA Board of Directors 2018–19
Region Presidents 2018–19
Region Presidents-elect 2018–19
Region Presidents-elect 2019–20
Standing Committee Chairs 2018–19
Standing Committee Chairs 2019–20

Questions may be directed to Shari Parsons at sparsons@wasa-oly.org or 360.943.5717.

Piper Jaffray Dr. Doyle E. Winter Scholarship for Administrative Leadership in Education

WASA is now accepting applications for the Piper Jaffray Dr. Doyle E. Winter Scholarship for Administrative Leadership in Education. The scholarship will be awarded to a school administrator who is presently in or accepted into a doctoral program in education administration that has been approved by the Washington State Professional Educators Standards Board. The deadline to apply is April 25, 2019. For more information and the application, please see the WASA website at https://wasa-oly.org/WinterScholarship.

2019 WASA Honorary Awards
Nominations are Now Being Accepted

Nomination forms are being accepted for the 2019 WASA Honorary Awards. Applications are posted on the WASA website at https://wasa-oly.org/HonoraryAwards. State awards will be presented at the 2019 WASA/AWSP Summer Conference in July and include the Golden Gavel, D.A. Davidson Barbara Mertens Legacy, Service to WASA, and WASA Leadership awards. Region awards are presented at award ceremonies regionally and include the WASA Student Achievement Leadership, Award of Merit, Community Leadership, Twenty-Year, and Retiree awards. This is a great opportunity to acknowledge those colleagues or community members who are making an extraordinary contribution to K–12 education.

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The current environment may be presenting a host of formidable challenges for you, your team, and your district. In the weeks and months to come, I have no doubt you will rise to the challenge and provide the leadership, vision, and process-work necessary to solve these problems and keep your district in good standing.

Your commitment to doing what is best and right for kids is the quintessential basis of your work. Thank you for the leadership you are providing your community to achieve that vision.

Best regards,

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Best regards,
Upcoming Awards & Scholarships

Piper Jaffray Doyle E. Winter Scholarship for Administrative Leadership in Education

Designed to assist talented and committed educational administrators as they enhance those skills and abilities needed to serve as educational leaders in the field of K–12 public education.

Application Process: March 1–April 25, 2019

WASA HONORARY AWARDS

State Awards

The state awards include the Golden Gavel, D.A. Davidson Barbara Mertens Legacy, Service to WASA, and WASA Leadership.

Application Process: March 1–May 1, 2019

Region Awards

These awards are handled at the region level and include the Award of Merit, WASA Student Achievement Leadership, Twenty-Year, Retirement, and Community Leadership.

Application Process: March 1–May 2019 (deadlines vary by region)

Superintendent of the Year

The Superintendent of the Year program is designed to recognize the outstanding leadership of active, frontline superintendents.

Application Process: May 1–October 1, 2019

To review the criteria for the various awards, visit the WASA website at http://bit.ly/2g3DV0W. More information will be included in future editions of Hotline.

AASA Women in School Leadership Awards

The AASA Women in School Leadership Award program is designed to recognize the exceptional leadership of active, frontline female leaders who are making a difference in the lives of students every day. Three awards are available—Superintendent Award, Central Office/Principal Award, and The School Driven Leadership Award. Applicants are judged on the following criteria—Leadership for Learning, Communication, Professionalism, and Community Involvement. Applications must be submitted online at http://www.aasa.org/WomensLeadership.aspx by October 11, 2019. Finalists will be announced November 18, 2019. Winners will be announced on February 14, 2020, at the AASA National Conference. For further information visit https://www.aasa.org/WomensLeadership.aspx.

AASA Educational Administration Scholarships

AASA’s Educational Administration Scholarships were created in 1949 to provide incentive, honor, and financial assistance to outstanding graduate students in school administration who intend to make the school superintendency a career. Seven top graduate students in educational administration will receive a scholarship from AASA. To review the eligibility information and FAQ visit http://bit.ly/2CkFofI. Applications are available on the AASA website beginning April 30. The deadline to submit an application is September 30, 2019.

TWIO: THIS WEEK IN OLYMPIA

Don’t forget to check out the latest news happening in Olympia every Friday during session! Your copy of This Week In Olympia is waiting in your email inbox and online at https://wasa-oly.org/twio.
WASA Component Election Results

WASA Component elections were recently held for the Instructional Program Administrators (IPAC) Chair-elect, Superintendents Component Chair-elect, and Special Education Component Chair.

The candidates elected to serve are:

**Instructional Program Administrators Component (IPAC) Chair-elect**

Linda McKay, Assistant Superintendent, North Central ESD 171, was elected as IPAC Chair-elect for a three-year term beginning July 1, 2019, and ending June 30, 2022. Linda has been at the North Central ESD for the past three years. She is responsible for all aspects of instructional and leadership support for the 29 school districts and 47,500 students within the region. She collaborates and partners with the Association of Educational Service Districts (AESD) Assistant Superintendents and OSPI Leadership to coordinate, support, and facilitate statewide initiatives. Prior to coming to the North Central ESD, Linda served for seven years in the Moses Lake School District as the Executive Director of Teaching & Learning; and for nine years with the Wilson Creek School District as a superintendent, principal, and classroom teacher. She was involved with United Schools Insurance Pool as a director from 2006–09. Linda is active in WASA and the NCW Association of School Administrators where she is currently the treasurer.

**Superintendent Component Chair-elect**

Jeff Snell, Superintendent, Camas School District, was elected at Superintendent Component Chair-elect for a three-year term beginning July 1, 2019, and ending June 30, 2022. Jeff has been with the Camas School District for the past seven years where he is currently the superintendent. Prior to becoming the superintendent, he served as the Deputy Superintendent from 2012–16. Jeff came to Camas from Vancouver Public Schools where he served from 2007–12 as the Principal of Fort Vancouver High School. In addition to being a WASA member, Jeff is an active member of the WIAA Superintendent’s Council; Center for Strengthening the Teaching Profession, Vice President of the Board; SW WA STEM Network Executive Board Member; Cascadia Technical Academy Superintendent Council Chair; and an SW WA Risk Management Insurance Cooperative Executive Committee Member.

**Special Education Component Chair**

Lori Gylling, Special Services Director, Naches Valley School District, was elected as Special Education Component Chair for a two-year term beginning July 1, 2019, and ending June 30, 2021. Lori has worked in public school education for 22 years, starting her career as a School Psychologist in a high poverty school on the Yakima Indian reservation where she served for five years before moving to the Naches area. In the Wapato School District, she was the School Psychologist and Early Childhood Special Education Program Administrator. In 2005, she accepted her current position as Director of Special Services for the Naches School District. For the past three years, she has served as the ESD 105 Special Education Director Lead. Lori is on the Central Washington University Professional Education Advisory Board for School Psychology and served on the state team that revised the Washington standards for school psychology. She has worked as an instructor for Central Washington University instructing such courses as Child Psychopathology and Teaching and Instructional Psychology. In addition, she has provided a series of professional development lectures in Special Education, behavior modification, and differentiated instruction for school district staff. Lori has represented Region 105 on the WASA Special Education Component group since 2009.
### Event Calendar

**2019 ERNN REGIONAL WORKSHOP**
April 10 | ESD 112, Vancouver
Register now at [https://wasa-oly.org/ERNN19](https://wasa-oly.org/ERNN19).

**2019 WASA SPECIAL EDUCATION DIRECTOR ACADEMY**
May 1 | Zoom Meeting

**2019 WASA WOMEN IN LEADERSHIP CONFERENCE**
May 4 | Campbell’s Resort, Chelan
Register now at [https://wasa-oly.org/WIL19](https://wasa-oly.org/WIL19).

**2019 WASA SUPERINTENDENT CONFERENCE**
May 5–7 | Campbell’s Resort, Chelan
Register now at [https://wasa-oly.org/Supt19](https://wasa-oly.org/Supt19).

**2019 WASA/WSSDA/AWSP EQUITY CONFERENCE**
May 22 | DoubleTree by Hilton, SeaTac
Register and learn more at [www.wasa-oly.org/Equity19](http://www.wasa-oly.org/Equity19).

**2019 WASA/AWSP SUMMER CONFERENCE**
June 30–July 2 | Spokane Convention Center, Spokane
Conference and exhibitor registration are open at [https://wasa-oly.org/Summer19](https://wasa-oly.org/Summer19).

**2019 WASA INCOMING SUPERINTENDENT CONFERENCE**
July 22–23 | DoubleTree by Hilton, Olympia
Registration is open at [www.wasa-oly.org/Incoming19](http://www.wasa-oly.org/Incoming19).

**2019 WASA/OSPI SPECIAL EDUCATION CONFERENCE**
August 1–2 | Hotel Murano, Tacoma
Call for Presenters opens March 27 at [www.wasa-oly.org/SPED19](http://www.wasa-oly.org/SPED19).
Registration opens May 23.

**2019 WASA FALL CONFERENCE**
October 8 | Four Points by Sheraton Seattle Airport South

**Click here to view the 2019–20 Event Calendar**

### WASA Superintendent Mentor Program

WASA is committed to providing support to incoming superintendents. Whether a veteran moving to a new district or someone new to the superintendent role, today’s leaders know they have just one opportunity to make the most of those “first 90 days.” WASA recognizes how critically important it is to make a smooth and effective transition. Among the resources provided to incoming superintendents is a “mentor” relationship with a colleague in the region. WASA mentors provide a friendly and supportive contact to assist those transitioning to their new role/new district. Specifically, mentor superintendents can:

- Make introductions within the region to jump-start professional networking.
- Provide guidance in developing and implementing transition/entry plans.
- Be a source of information regarding services and resources available within the region.
- Provide confidential problem solving.
- Be a colleague committed to success.

If you are an incoming superintendent and want to further explore the WASA Mentor Program, please contact Andy Wolf at 360.489.3646 or [awolf@wasa-oly.org](mailto:awolf@wasa-oly.org).

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**THE 2019 LEGISLATIVE SESSION GUIDE IS NOW AVAILABLE!**

Engage with your legislators during this session of the 66th Washington State Legislature. Use this session guide to align your messages with WASA’s 2019 Legislative Platform and find up-to-date contact information. The session guide can be found at [https://wasa-oly.org/19SessionGuide](https://wasa-oly.org/19SessionGuide).
MAKE A Difference

2019 WASA/AWSP SUMMER CONFERENCE
JUNE 30–JULY 2 | SPOKANE CONVENTION CENTER

KEYNOTE SPEAKERS

CLINT PULVER
Sunday Banquet
The Power of One

PRINCIPAL BARUTI KAFELE
Monday Morning
What’s Leadership Got to Do With It?

DR. JOHN MEDINA
Tuesday Morning
The Leadership Brain

SONIA MANZANO
Tuesday Luncheon
From the South Bronx to Sesame Street

For more details and to register, visit www.wasa-oly.org/Summer19.
The 4th Annual WASA Women in Leadership Conference is designed for and is open to current and aspiring women district administrators. Join us to expand your network, learn from, and converse with women colleagues from across the state as we continue our journey to address the issue of attracting, mentoring, and retaining women in administrative leadership roles.

We encourage you to “tap a shoulder” and promote participation by other female administrators, or aspiring women leaders, in your district.

**Keynote Speaker**

Huda Essa

**Breaking Down Barriers to Lead with Purpose**

View conference details and register now at [https://wasa-oly.org/WIL19](https://wasa-oly.org/WIL19).

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**Spotlight on a WASA Diamond Level Sponsor:**

**CollegeBoard**

**Getting Ready: Changes are Coming to AP in 2019–20**

Starting in 2019–20, all schools that offer AP will institute new annual processes and receive new AP resources that will help more students earn college credit.

**A New Exam Ordering Timeline**

Registration for AP Exams will now take place in the fall. Every AP student deserves the chance to earn college credit, and we’ve learned that when they’re asked to commit early to taking an AP Exam, their chances of earning a score of three or higher on the exam increases.

AP teachers tell us that when students register early, they’re more likely to stay engaged in their classes, tackle college-level content and skills, and develop an “all in” commitment to learning, and we’ve seen early commitment positively impact exam results. More students earned scores of three or higher when we asked them to commit early, especially students of color, low-income students, and female students in STEM courses.

**Year-Round Resources**

To support early commitment, AP teachers and students will receive new classroom resources: an AP question bank, unit guides, personal progress checks, and a performance dashboard. These resources will help AP teachers provide students with focused instruction and actionable feedback throughout the year.

AP coordinators will have access to tools that will help them manage their AP programs, including a new online exam registration and ordering system. And new exam-day resources like personalized student registration labels will greatly reduce time-consuming bubbling of student information.

**Preparing Your School**

Here are some steps you can start taking now and throughout the rest of this school year to help your AP teachers, students, and parents get ready for these changes:

- **Outreach:** Share the new AP Exam ordering deadlines, policies, and fees. You can download detailed handouts from [http://collegeboard.org/ap2019](http://collegeboard.org/ap2019).

- **Training:** Connect your AP teachers and coordinators with resources and training opportunities that will be available throughout the year, including videos, live online sessions and tutorials, and in-person workshops at the AP Summer Institutes and the AP Annual Conference.

  - Teachers can pre-order new Course and Exam Descriptions at [http://collegeboard.org/CED](http://collegeboard.org/CED).


We’ll be providing additional updates throughout the year, so bookmark [http://collegeboard.org/ap2019](http://collegeboard.org/ap2019) to stay informed.

**WASA is looking for stories on the great learning and teaching taking place in our Washington schools. To “Tell Your Story,” please send information, pictures, materials, etc., to Tricia McCosh at pmccosh@wasa-oly.org.**
Now, more than ever, coming together with your superintendent colleagues is crucial. In addition to relevant breakout sessions and discussion time, you don’t want to miss these speakers!

Keynote Speakers

Galen Emanuele

Huda Essa

View our full lineup!

Learn more and register at https://wasa-oly.org/Supt19.

BLRB Architects is among the 15 largest firms in Washington and within its specialty, has established a national reputation for excellence in the thoughtful rehabilitation and preservation of historic schools. They have completed nearly two-dozen historic school rehabilitations across Washington and Oregon, including most recently Loyal Heights Elementary School (Seattle), Washington Elementary School (Tacoma), and currently in construction, Gresham High School in Oregon. Other current projects include the modernizations of Centralia High School (Centralia); Foster High School (Tukwila) and Sumner High School (Sumner-Bonney Lake); and a new elementary school for the Kalama School District.

For more information about BLRB Architects and its services, or to view their project portfolio, visit on-line at http://www.blrb.com.
## Region Events—April & May

Many WASA regions conduct monthly gatherings and/or provide activity reports in conjunction with ESD meetings (not listed below).

### REGION 101

**President—Kyle Rydell**

- **April 26, 11:30 a.m.**
  - Awards luncheon, CenterPlace Event Center
  - NEWESD 101, Spokane
- **May 16, 8:30 a.m.–12 p.m.**

### REGION 105

**President—Henry Strom**

- **April 18, 8 a.m.–11:30 a.m.**
  - Topic: Bargaining/Budgeting, Round 2—Warren Hopkins, ESD 105, Yakima
  - Region Awards, Howard Johnson, Yakima
- **May 2, 5:30–8:30 p.m.**
  - Topic: Supt. Of Public Instruction—Chris Reykdal, Yakima
- **May 16, 8 a.m.–11:30 a.m.**

### REGION 108

**President—Mark Wenzel**

- **May 3, 11:30 a.m.–1:30 p.m.**
  - Awards Luncheon, Skagit Golf & Country Club
  - ESD 189, Anacortes
- **May 10, 12 p.m.**

### REGION 109

**President—Ken Collins**

- **May 3, 11:30 a.m.–1:30 p.m.**
  - Awards Luncheon, Everett Golf & Country Club
  - ESD 189, Anacortes

### REGION 110

**President—Rebecca Miner**

- **May 17, 12–2 p.m.**
  - Award Ceremony, PSESD, Renton

### REGION 111

**President—John Hellwich**

- **May 3, 7:30–8:30 a.m.**
  - Awards/Scholarships, Fife School District Admin Center, Fife
- **May 17, 7:30–8:30 a.m.**

### REGION 112

**President—Nathan McCann**

- **May 17, 10:30 a.m.–12 p.m.**
  - Region Meeting, ESD 112, Vancouver

### REGION 113

**President—Jeff Davis**

- **April 24, 9:30 a.m.–12 p.m.**
  - Superintendents Meeting, ESD 113, Tumwater
- **May 29, 2–4:30 p.m.**
  - Superintendents Meeting, ESD 113, Tumwater
- **May 29, 5:30–8 p.m.**
  - Recognition Banquet, ESD 113, Tumwater

### REGION 114

**President—Aaron Leavell**

- **April 15, 6 p.m.**
  - Awards Ceremony, Suquamish Clearwater Resort, Salmon Hall Ballroom
  - General Member Meeting, ESD 114, Room 202, Bremerton
- **April 26, 9 a.m.–12 p.m.**
  - General Member Meeting, ESD 114, Room 202, Bremerton
- **May 31, 9 a.m.–12 p.m.**

### REGION 115

**President—Steve McCullough**

- **May 17, 12–2 p.m.**
  - NCESD 171, CTC, Wenatchee
  - WASA Awards/Honor of Retirees, Location TBD

### REGION 123

**President—Wade Smith**

- **May 9, 12–3 p.m.**
  - SAC Meeting, ESD 123, Pasco

### REGION 171

**President—Steve McCullough**

- **April 18, 9:30 a.m.–12 p.m.**
  - Superintendents Meeting, ESD 113, Tumwater
- **May 31, 9 a.m.–12 p.m.**
  - Superintendents Meeting, ESD 113, Tumwater
  - Recognition Banquet, ESD 113, Tumwater

### Contact WASA

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**2018–19 WASA Officers**
President: Randy Russell, Freeman
President-elect: Krestin Bahr, Eatonville
Past President: Steve Webb, Vancouver
Secretary: Vicki Bates, Auburn
Treasurer: Corine Pennington, Puyallup