



Wasa

LEADERSHIP | TRUST | ADVOCACY

WASHINGTON ASSOCIATION OF
SCHOOL ADMINISTRATORS

ANNUAL REPORT 2016–17

MISSION STATEMENT

The Washington Association of School Administrators is an organization for professional administrators that is committed to leadership:

- Leadership in providing equity and excellence in student learning.
- Leadership in developing competent, ethical, and visionary leaders by:
 - Providing member services.
 - Offering growth opportunities for leaders.
 - Promoting community and legislative support for education.

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FROM THE PRESIDENT



It has been an exceptional year! As school leaders, we have been on a roller-coaster ride with many levels of turnarounds, uphill challenges, and record setting downward plunges. The mixture of good, bad, and unclear news has left us spinning. The federal level became

more complex and tenuous. The changes that began in November continue to amaze and confound the issues of funding and support. We are thankful for the leadership Washington State has shown in seeking clarity and continuity in this divisive time. The work on the Every Student Succeeds Act (ESSA) continues to prepare for full implementation in 2017–18. WASA members are well represented on OSPI's ESSA Consolidated Plan Team and on the various ESSA workgroups. We must continue to be diligent in our regular communication to our congressional delegations as the bureaucrats at the USED are clearly bound and determined to write regulations that are more constrictive than the intent of Congress when passing the legislation.

At the state level, we have had what Dan Steele described as a “long, partisan, contentious, and opaque year.” The record 193-day session ended with split controls, leaving schools unsure of their budgets as the new school year begins. The failure to adopt the 2017–19 Capital Budget has many K–12 projects held hostage as they are stalled due to promised funding currently unavailable. The partisan squabbling moved into social media in an unprecedented fashion. Those who did not enter the fray are to be commended. The lack of transparency during negotiations as they sought to redefine basic education was compounded with the absence of educators in the conversation. The final budget had positive signs of maintaining the prototypical school funding model. However, there are significant losses with the elimination of the salary allocation model. The question remains, did the final bipartisan agreement meet the Supreme Court's requirements of our constitutional “paramount duty” to “amply fund basic education” for all K–12 children?

The encouraging news, I was pleased to discover, is that Washington educators are deeply respected by leaders from other states. Educational associations came together to seek basic education funding for every K–12 public school student in the state. WSSDA, WASA, WASBO, WSPA, AEA, and AWSP represented nearly 8,000 school district leaders and all 295 school districts. We asked for three steps: Fund Basic Education Compensation First, Do No Harm, and Update and Use the Prototypical School Model. Well done, Washington educators!

It has been an honor and privilege to represent you as President of WASA. Our organization is strong and continues to grow stronger even as our challenges persist, evolve, and grow. Building our federal and national network continues to become more important.

Thank you to all the incredible WASA staff for their support over the year: Bill, Dan, Helene, John, Andy, Marilee, Alyssa, Sheila, Jamie, Lisa, Tricia, and Eve. A warm welcome to Shari Parsons, who will bring extensive experience to her role as Executive Assistant this fall. A genuine thank you to Marilee as she transitions out after fourteen years of exemplary service. It has been a privilege to work with John Dekker in his concluding year of service with WASA, and to walk beside Andy Wolf as he skillfully secured and established his role as Assistant Executive Director.

Bill Keim continues to show remarkable leadership as the Executive Director of WASA. We have a wonderful challenge this next year, to seek, find, and welcome our next Executive Director. Bill has set a high bar in his service, expertise, insight, and ability to build capacity; not only for WASA, but for collaboration with leaders of the other educational associations. His quiet and articulate way of bringing focus and clarity on the key issues continues to serve our state and our association well. The proposed model of working side by side will be of critical importance in this transition.

Thank you to our remarkable Board of Directors who consistently step up to get our work done across this great state, and to all of you as members—the leaders who are making the miracles happen in the lives of the staff and students you serve.

Congratulations to Randy Russell, our 2017–18 WASA President-elect. His service oriented leadership and growth focused perspective will thrive during the next three years.

Our new WASA President, Dr. Steven Webb, has already started to take a strong lead toward our next steps. I look forward to supporting him along the way; and I am sure you too, will be as supportive of him as you were during my year as President.

Stay the course as we collaboratively work together as WASA members and school district leaders to strive for equity. We will continue to improve the conditions academically, socially, emotionally, and physically for every child in our charge.

With deep appreciation,

Lois

Dr. Lois A. Davies
Superintendent, Pateros School District
WASA President 2016–17

FROM THE EXECUTIVE DIRECTOR

Under President Lois Davies' leadership, 2016–17 was a very successful year for WASA. Lois began her leadership duties as President-elect in April of 2016, when she convened the WASA Leaders Workshop. That event brings together a large, representative group of leaders from across the state to refine WASA's focus for the coming year. Under Lois's leadership, those leaders crafted several actions in each of the three goals areas which aligned with WASA's tagline: Leadership, Trust, Advocacy. These goals and actions represented our strategic focus for the year. With Lois's leadership and the WASA Board's oversight, we made great progress in all three areas.

WASA's Goal 1 focuses on leadership development with an emphasis on closing the opportunity/achievement gap in our schools. This theme was integrated into each of the events we planned during the year. Participation in those events is one measure of how well they meet the needs of our members. From that standpoint, 2016–17 was a smashing success. One example is the second equity conference that WASA co-hosted with our colleagues from AWSP and WSSDA. Last year's inaugural event attracted 265 participants, and this year's conference had nearly 400 registered. While growth in our other events wasn't as large, overall, our conference and workshop attendance was up significantly over previous years.

The emphasis of Goal 2 is to build and sustain trust through positive relationships, effective communication, and collaboration to further the cause of public education. This focus on trust is important for both internal relationships with our members, and for external relationships with educational stakeholders. Much of our work in building internal relationships is achieved through participation by WASA executive staff in regional meetings held regularly around the state. Those meetings provide a great opportunity for two-way communication and a better understanding of our members' concerns. Much of our external communication during the year was based on that understanding, and centered on the various proposed solutions to the *McCleary* decision. In that regard, our staff and board members participated in several editorial board meetings, and we wrote multiple guest editorials for large daily newspapers.

Goal 3 relates to advocacy and the goal statement serves as a great charge to all educators: *Champion the fundamental role of public education in the preservation of democracy.* At the state level, WASA staff worked tirelessly through the marathon legislative session to keep our members informed

and to encourage their involvement in key issues as they emerged. Those efforts began early in the year with both written input and meeting testimony to the Education Funding Task Force. Once the session started, we were engaged in legislative hearings and working behind the scenes with key legislators regarding the parameters of their *McCleary* plan. At the federal level, we were actively engaged in the development of our state's ESSA plan. During that planning process, 79 WASA members were involved in one or more of the thirteen planning committees.

These are just a few of the highlights of the past year's accomplishments for WASA. In the following pages of this annual report, you will find more detailed information about our activities during the past year. The key ingredient in all those efforts is the support and active involvement of you, our WASA members. Our association is capable of great things, but we are only as strong as our members' level of teamwork and engagement in the important issues we face together. Thank you for all you do to support the important work of *your* professional association.

Our work also benefits from the outstanding support of our wonderful corporate partners. Without their ongoing support, we wouldn't be able to offer the high-quality professional learning opportunities and honorary awards to which our members have become accustomed. Those partners are also strong advocates of public education and the work of effective leadership as they interact with their colleagues in the corporate world. That advocacy is invaluable in the face of so much unwarranted criticism of public education. Please review the list of corporate partners on page 16 and thank their representatives whenever you have the opportunity.

In closing, I would like to thank Lois Davies for her leadership, passion, and support which helped make this such a successful year for the association. Lois's dedication and tireless advocacy for Washington's students were an inspiration to the WASA staff and members alike throughout the year.

Bill Keim, Ed.D.
WASA Executive Director



FINANCIAL OVERVIEW AND MEMBERSHIP REPORT

FINANCIAL OVERVIEW

WASA's financial position continues to be strong. This is due to increased participation in our professional learning programs, increased contract services to school districts, and careful control of expenses.

WASA MEMBERSHIP

Membership is more than just joining; it is engaging in the activities and leadership roles within WASA that support Washington State administrators, students, and public school education. Every member of WASA is important and valuable.

OPERATING BUDGET 2016–17—\$2,498,911

REVENUE SOURCES (BY PERCENT)

| | |
|-----------------------------|-----|
| Professional Learning | 28% |
| Contracts/Grants | 23% |
| Dues | 40% |
| Miscellaneous | 9% |

PERSONNEL EXPENDITURES (BY PERCENT)

| | |
|-----------------------------|-----|
| Governance | 15% |
| Legislative | 34% |
| Contracts | 14% |
| Professional Learning | 37% |

OBJECT EXPENDITURES (BY PERCENT)

| | |
|--|-----|
| Legal/Miscellaneous | 3% |
| Office Expenses | 18% |
| Contracts | 9% |
| Personnel | 51% |
| Board/Standing Committees/Component Groups | 2% |
| Legislation | 1% |
| Professional Learning | 16% |

2016–17 MEMBERSHIP BY MEMBER TYPE

| | |
|----------------------|------|
| Active | 1128 |
| Associate | 53 |
| Lifetime | 555 |
| Complimentary | 7 |
| Student/Intern | 23 |
| Displaced | 12 |
| Total | 1778 |

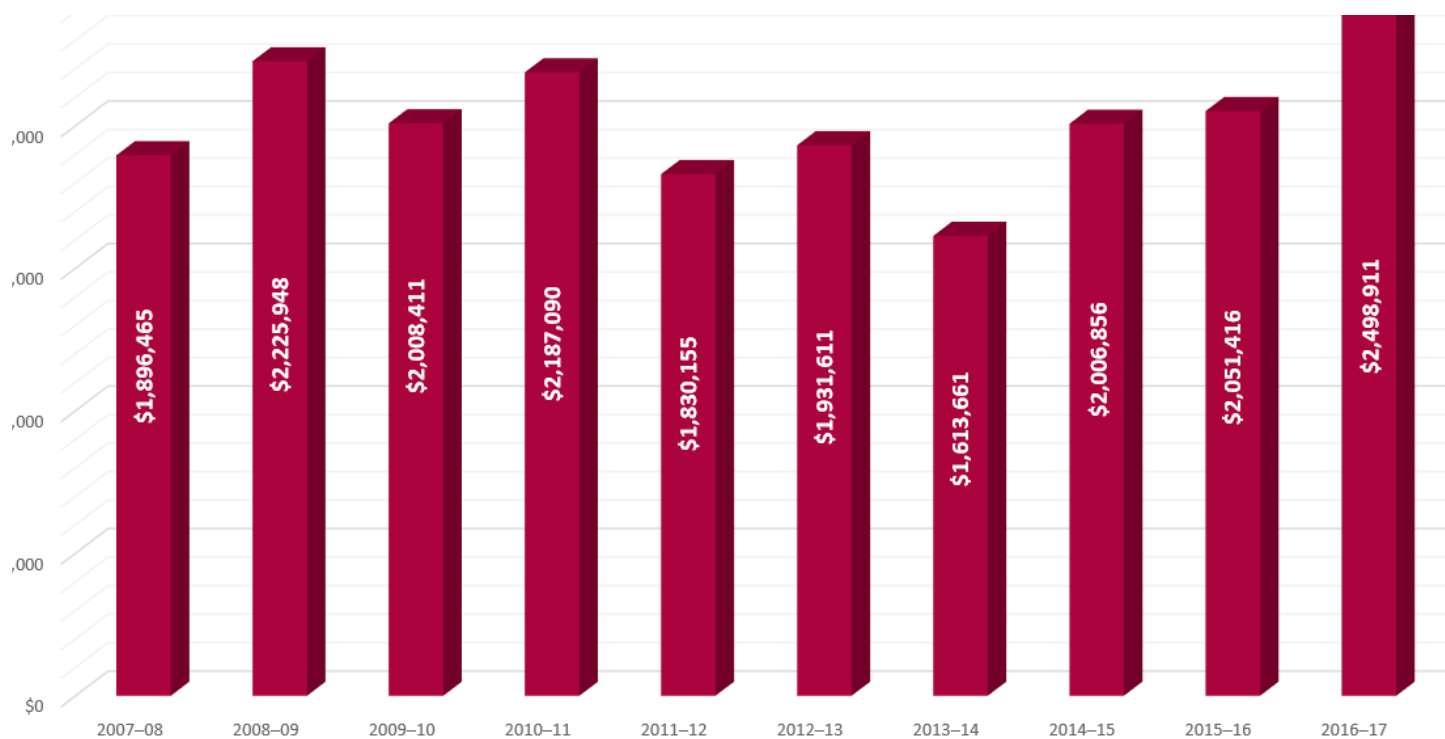
ACTIVE MEMBERSHIP BY REGION

| | |
|------------------------------------|------|
| NEWASA Region 101 | 112 |
| South Central Region 105 | 70 |
| SWIS Region 108 | 63 |
| Sno-Isle Region 109 | 98 |
| Metro Region 110 | 221 |
| Pierce Country Region 111 | 127 |
| Columbia River Region 112 | 94 |
| Capital Region 113 | 123 |
| Olympic Peninsula Region 114 | 67 |
| SEWASA Region 123 | 87 |
| North Central Region 171 | 66 |
| Total | 1128 |

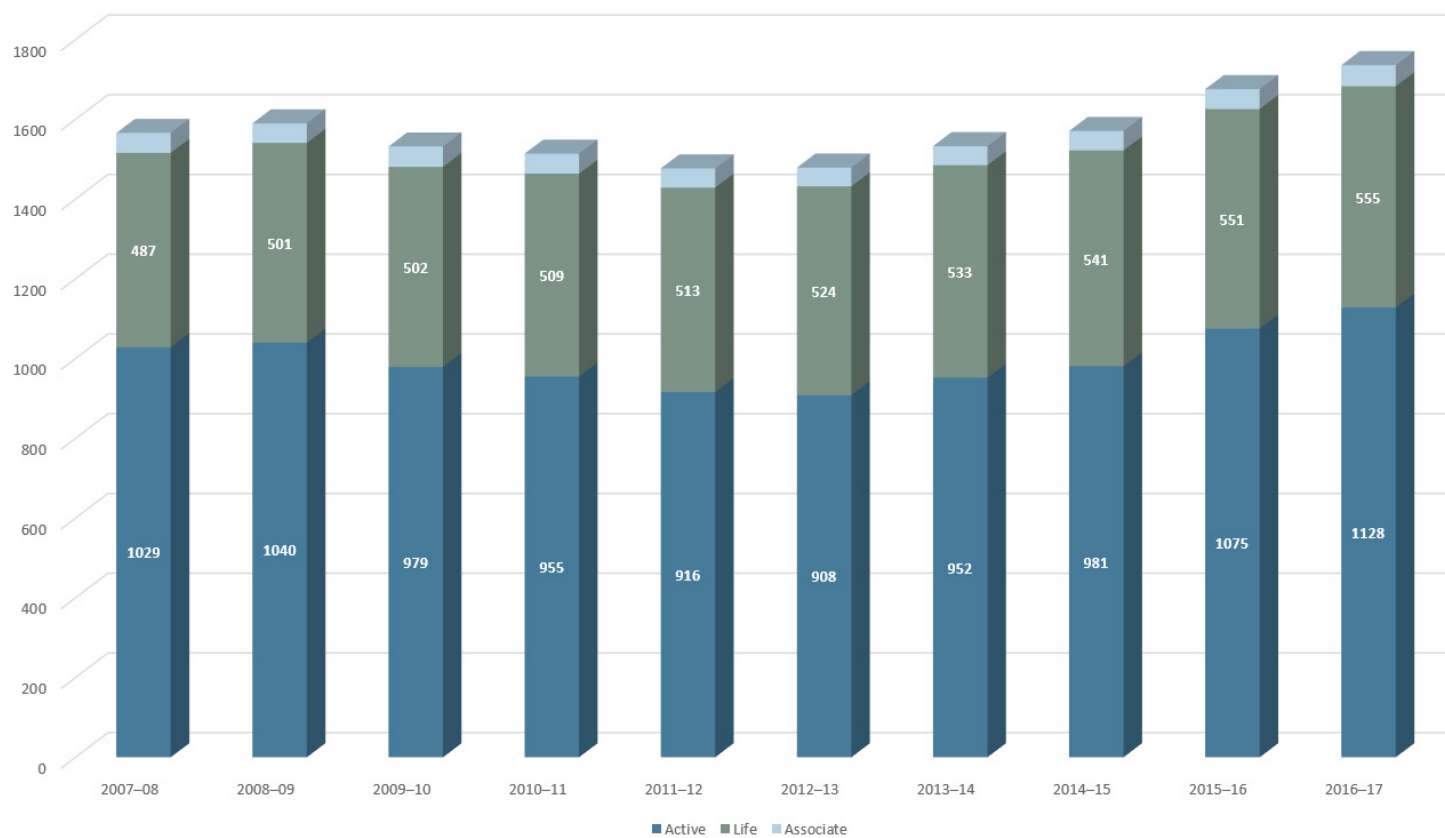
ACTIVE MEMBERSHIP BY COMPONENT

| | |
|---|-----|
| Business and Personnel Administrators | 198 |
| Instructional Program Administrators | 382 |
| Principals | 31 |
| Special Education Administrators | 171 |
| Superintendents | 346 |

OPERATING BUDGET HISTORY



MEMBERSHIP TREND HISTORY



GOVERNMENT RELATIONS

The main focus of WASA's legislative activities were once again largely focused on pushing the Legislature to follow through on their commitment to comply with the Supreme Court's *McCleary v. State of Washington* education funding lawsuit ruling. The 2017 Session was the final opportunity for the Legislature to solve the *McCleary* problem.

As part of the Supreme Court's retained jurisdiction in the *McCleary* case, they twice ordered the state (that is, the Legislature) to submit a "complete funding plan." After failing to comply with the 2012 and 2013 orders, the Court found the Legislature to be in Contempt of Court, but postponed sanctions. The 2015 Legislature again failed to adopt the required plan and the Court ruled the state was still in Contempt of Court and ordered immediate sanctions. The sanctions consisted of a \$100,000 per-day fine until the required plan was submitted and ordered the accumulated fine to be segregated and spent on K–12 education.

In response, Governor Inslee convened a *McCleary* workgroup, comprised of two members from each of the four legislative political caucuses, and charged them with coming up with the required plan. Just prior to the 2016 Session, workgroup members announced they had reached a consensus on the necessary plan. The plan, however, ended up being more of a "plan to plan," requiring further study rather than establishing any specific plan.

As we reported in last year's annual report, the 2016 Legislature adopted their "plan" in E2SSB 6195, which established another Education Funding Task Force and charged them with providing a series of recommendations by January 9, 2017—the first day of the 2017 Session. In its 2016 post-budget compliance report, the Legislature argued they had "complied with the Court's orders to submit a plan" and stated the Contempt Order should be dissolved and the sanctions terminated. The Court responded by summoning the parties to appear before the Court on September 7, 2016. The main question to be addressed was: "What significance, if any, the Court should attach to E2SSB 6195 in determining compliance with the Court's order to provide a complete plan?"

After the hearing, on October 6, 2016, the Court released a new order. The Court stated that E2SSB 6195's "call for further study and recommendations does not constitute a plan demonstrating how the State will meet its constitutional obligation." Ultimately, the Court ordered that the Contempt Order against the State and the \$100,000 per day sanctions

continue until a "complete legislative plan demonstrating how [the State] will fully comply" with the constitutional paramount duty is adopted. Additionally, they clarified the sanctions must be specifically "paid into a segregated account for the benefit of basic education."

The Court also clarified the "2018" deadline to fully comply with the Court's decision. Justices stated: "The State has until September 1, 2018, to fully implement its program of basic education." This meant September 1, 2018, is the ultimate deadline; however, the Court noted the remaining details of the basic education program "must be in place by the final adjournment of the 2017 Legislative Session." Those details must include "funding sources and the necessary appropriations for the 2017–19 Biennium." The 2017 Session then was the Legislature's last opportunity to solve *McCleary*.

Unfortunately, in a bit of foreshadowing of the session to come, the Education Funding Task Force met on the first day of the 2017 Session, but due to partisan bickering were unable to adopt any required recommendations—or even a simple report of its activities. After eight months of work, the task force had nothing to show for it. The task force was set to provide the Legislature with some guidance, but the failure to provide recommendations made the effort to reach a final *McCleary* solution more difficult.

Rather than starting from a set of bi-partisan recommendations, the four caucuses were left to fend for themselves, and the Education Funding Plans that came forward were purely partisan proposals. The Senate Republicans introduced SB 5607 (later revised by SB 5875) and pushed it hard. The House and Senate Democrats introduced HB 1843/SB 5623 (later replaced by HB 2185). The two plans were so far apart there was no apparent way to meld them together into one final plan. A group of moderate Democrats in the Senate introduced another plan, SB 5825, in an effort to find a "middle way" and influence a final package. The House Republicans also drafted a plan; however, it was never officially introduced or otherwise released. House GOP Leadership was scheduled to publicly unveil their proposal, but after briefing their Senate colleagues, a public release never occurred. It was clear that Senate leadership did not want their colleagues introducing a plan that veered from their own.

With multiple legislative plans on the table (including a proposal introduced by Governor Inslee as a part of his 2017–19 budget request), the Local Funding Workgroup stepped up its advocacy efforts. The workgroup, established by WASBO and WASA in 2014, expanded last year to include school directors (WSSDA), HR directors (WSPA), school

principals (AWSP), and maintenance officials and nutrition staff (AEA), and now represent nearly 8,000 school district leaders. Workgroup members analyzed each proposal and developed a common set of recommendations, which were disseminated to each of our memberships. Collectively and individually, we pushed the recommendations to as many legislators as possible. Several ESDs also provided similar short-lists of recommendations.

Due to the high stakes involved with a once-in-a-generation major overhaul of K–12 education, administrators and the full education community were more engaged with their local legislators than ever before—and, in large part, were more unified than ever before. The final bill, EHB 2242, included some positive changes, but also includes some troubling provisions and a whole slew of unanswered questions. Not content to end the fight, WASA and WASBO, along with our Local Funding Workgroup colleagues are continuing to engage to fully analyze EHB 2242 to offer assistance to school districts and develop a comprehensive list of issues to be “fixed” in the 2018 Session.

Although *McCleary* was the major focus in 2017, there were other issues in which WASA played a major role. After being hotly debated for the last several years, the issue of high school assessments was finally comprehensively addressed. The battle may not be completely ended; however, the compromise legislation adopted in 2017 will provide an opportunity to review how a revised system will work. ESHB 2224 delays the Biology/Science assessment until 2021; and allows students who fail to meet standard on the English Language Arts and/or Mathematics assessment to appeal to have the requirements waived. Additionally, current 11th grade assessments will be moved to the 10th grade; the Collection of Evidence alternative is eliminated; and additional details are added to the currently required High School and Beyond Plan.

Two other long-term issues were positively addressed this year: School siting and the Public Records Act. Two bills were adopted, ESHB 1017 and HB 2243, which authorize schools to be sited outside of an Urban Growth Area under the state’s Growth Management Act under specific circumstances. The bills are not a perfect solution for all school districts which have siting issues; however, the change in law will be very positive for many districts that have hit roadblocks with city or county governments or with the Growth Management Hearings Board.

After a multi-year struggle, positive changes were also made to the Public Records Act (PRA). WASA continues to be a member of a Local Government Coalition comprised

of associations representing: cities, counties, ports, public hospitals, libraries, fire commissioners, and others. The coalition collectively advocates on behalf of issues of common interest, including public works and bid laws, elections, the Open Public Meetings Act, and the Public Records Act. In recent years, the coalition has been focused on legislation to reduce the burden of PRA requests on local governments. In 2017, two positive bills were adopted, HB 1594 and HB 1595. HB 1594 will improve administration of public records by: directing the Attorney General to establish a consultation program to assist local governments with best practices for managing public records requests, and directing the Division of Archives and Records Management to provide training to local agencies on records retention practices.

The second PRA bill, HB 1595, addresses the growing costs to local governments responding to public records requests. The bill amends PRA authorizing local governments and agencies to charge for providing copies of electronically produced public records. Additional amendments will help to eliminate harassing requests.

A number of consultants worked closely with us throughout the session:

- Fred Yancey and Michael Moran (The Nexus Group) are consultants for retirement and health benefits for WASA and AWSP.
- Mitch Denning (Alliance for Education Associations).
- Jim Shoemake, Marcia Fromhold, and Melissa Gombosky (Association of Educational Service Districts).

They regularly kept WASA’s Legislation & Finance Committee apprised of activities through oral and written updates and provided excellent service as they operated as liaisons between WASA and the Legislature.

PROFESSIONAL LEARNING

A major focus of WASA's mission is to provide leadership in the development of competent, ethical, and visionary leaders by offering professional growth opportunities for those in, or aspiring to, district office administrative roles. Professional learning offerings are aligned with WASA's goals and actions, set by our Board and others in leadership positions.

WASA continues to collaborate with various organizations and agencies to mutually meet professional learning needs, while keeping an eye toward leveraging resources. This past year, WASA partnered with:

- Association of Educational Service Districts (AESD)
- Association of Washington School Principals (AWSP)
- Employee Relations and Negotiations Network (ERNN)
- Office of Superintendent of Public Instruction (OSPI)
- Washington Association of School Business Officials (WASBO)
- Washington State Association of Supervision and Curriculum Development (WSASCD)
- Washington State School Directors' Association (WSSDA)

WASA held a renewed Fall Conference: Who's Telling Your Story? This one-day conference focused on the critical role of administrators to intentionally design and compellingly communicate their district's story to the public.

WASA was the lead association for the 2017 WASA/AWSP Summer Conference. WASA representatives from multiple regions across the state played a vital role in determining the theme of *Passion + Purpose = Progress* to be addressed during the conference. Close to 1000 building and district administrators participated and indicated a high degree of satisfaction.

WASA, along with WSSDA and WASBO, hosted the annual Legislative Conference which provided an excellent opportunity for administrators and school directors to meet with their legislators and get up-to-date information about key education policy issues. The 2017 conference attracted over 500 participants.

A highly successful second annual conference developed for women leaders was held in late April. Over 50 women leaders, representing building and central office positions (including superintendents) from across the state, came

together to converse, network, and brainstorm possible ways to address the issue of attracting, mentoring, and retaining women in administrative leadership roles.

During the 2016–17 year, WASA continued to partner with WSSDA and AWSP to provide an equity conference designed for district leadership teams. Based upon informative, powerful keynotes and breakout sessions from practitioners throughout our state, more than 350 participants, representing over 50 school districts, had time to consider their own district's path towards equitable practices. The overall goal of this conference was to increase organizational leadership capacity by providing systemic strategies for equity and access, so all students can achieve at a high level. Participants from districts, ESDs, and state agencies focused on research-based, high-leverage core practices necessary for organizational growth in leadership for equity.

An additional note, WASA collaborated with the Washington School Personnel Association (WSPA) to provide a series of workshops on the Teacher and Principal Evaluation Program and Human Resources. Over the course of the year, our two associations, in cooperation with the ESDs, assisted over 100 participants address issues related to TPEP and the implications for personnel decisions. As requested, WASA continued to partner with AWSP providing professional learning opportunities designed for building-level administrators and those who evaluate them.

Other workshops and/or conferences were held throughout the year. With WASA's goals and actions in mind, and based upon the input from members, each one had a thoughtfully developed theme that impacted the keynote and breakout session topics. Plans are already underway for the 2018 conferences.

The Washington State Leadership Academy (WSLA), cosponsored by WASA and AWSP and under the leadership of Sharon Bower, successfully completed another year of operations. By the end of the 2016–17 year, a total of 122 school districts or Educational Service Districts graduated from or participated in WSLA. This has resulted in an impressive total of 1,005 professional educators developing leadership skills through a uniquely designed curriculum rooted in the premise that quality school and district leadership impacts student achievement.

2016–17 PROFESSIONAL LEARNING EVENTS

2016

JULY

WASA New Superintendent Workshop

AUGUST

WASA/OSPI Special Education Workshop

OCTOBER

WASA Fall Conference: Who's Telling Your Story?

NOVEMBER

Focus on Education Month

2017

FEBRUARY

ERNN Annual Conference

AASA National Conference on Education

MARCH

WASA/WSSDA/WASBO Legislative Conference

WASA Small Schools Conference

MAY

WASA Superintendent Workshop

WASA Women in Leadership Conference

WASA/WSSDA/AWSP Equity Conference

JUNE

WASA/AWSP Summer Conference

CONTRACTS FOR PROFESSIONAL LEARNING

- Employee Relations and Negotiations Network (ERNN)
- Office of Superintendent of Public Instruction (OSPI)
- Washington State Association for Supervision and Curriculum Development (WSASCD)
- Washington State Leadership Academy (WSLA)

ADMINISTRATIVE OPERATIONS

WASA OPERATIONS

Focused on and dedicated to our members, the entire WASA team works hard to provide a wide array of quality services. Whether by phone, fax, email, tweet, or Facebook, the WASA staff stands ready to respond to the needs of our members and our education partners.

In 2016–17, the WASA team welcomed some new faces. Shari Parsons was selected to replace Marilee Jensen, who is retiring this fall, and serve as the executive assistant to the executive director. In addition, Alyssa Pietz also came on board as a full-time receptionist and support to many facets of the WASA operation.

MEMBER SERVICES

Quality service to members is our top priority! Throughout the past year, WASA actively assisted administrators with concerns regarding district policy, finance, personnel, governance, board/superintendent relations, preparation for hearings, career consulting, employment contract analysis, and retirement counseling. WASA provides timely, technical, and administrative assistance.

The New Superintendent Workshop and the Superintendent Mentor Program are two examples of proactive member support. Superintendents in transition receive resources and support in developing effective entry plans and tools needed to be successful in their new positions.

Every year, new superintendents are offered an opportunity to engage in the latest leadership strategies, begin networking with colleagues, and work with experienced mentor superintendents. The mentor program is an excellent example of how the association and its members work together to support quality public education.

MANAGEMENT REVIEWS

2016–17 was another strong year for WASA Management Reviews! Several districts contacted WASA for assistance in evaluating their business practices, staffing levels, facilities, financial and program management, and student services programs. WASA offers customized studies and other services designed to meet the needs of individual districts.

WASA Management Reviews are conducted onsite by a team of expert practitioners utilizing a review of data and stakeholder perceptions to identify what is working and what needs improvement. Reviews offer specific commendations providing districts with a clear roadmap for success. WASA wishes to express our thanks to the following professionals for lending their knowledge and expertise to benefit districts across the state:

LEAD CONSULTANTS

Alan Burke
Allan Jones
Allen H. Jones
Bill Jordan
Douglas Kernutt
Dennis Mathews
Wayne Robertson

EXPERT PRACTITIONERS

Jeff Brown
Lisa Caderno-Smith
Kathy Ehman
Allen Jones
Douglas Kernutt
Andra Kelley-Batstone
Teresa Knirk
Lindsay Myatich
Sue Race
Jeff Role
Cindy Steigerwald
Shelly Thiel
Dennis Wallace
Andy Wolf

CONTRACT SERVICES

WASA supports a number of partner associations offering management and legislative services to enhance the benefits they offer their members. Those organizations include:

- Association of Educational Service Districts (AESD)
- Washington Association of Maintenance and Operations Administrators (WAMOA)
- Washington Association of School Business Officials (WASBO)
- Washington State Association for Supervision and Curriculum Development (WSASCD)
- School Information and Research Service (SIRS)
- Employee Relations and Negotiations Network (ERNN)
- Washington School Nutrition Association (WSNA)

THE WASHINGTON STATE EDUPORTAL® AND E-CONVENE®

In more than a decade as a statewide service, the EduPortal® document sharing network continues to provide a unique service to school and district leaders across the state. The site offers thousands of resources for leaders, including over 500 searchable collective bargaining agreements. The e-Convene® paperless meeting manager service includes: support for collaboration, agenda, meeting packet, and minutes generators, saving time and expense. This product is currently saving districts thousands annually and integrates seamlessly with the district's website to share meeting and policy documents with the public. In addition to the e-Convene® meetings tools, the "table of contents generator" is designed to streamline the work of district-policy maintenance, making the hosting and updating of district policies and procedures quick and simple.

AWARDS AND SCHOLARSHIPS 2016–17

WASHINGTON STATE SUPERINTENDENT OF THE YEAR

DR. GARY COHN, SUPERINTENDENT, EVERETT PUBLIC SCHOOLS

Sponsor: D. A. Davidson & Company

This award program is designed to recognize the outstanding leadership of active, front-line superintendents and pay tribute to those who lead our public schools. Washington's Superintendent of the Year (SOY) automatically becomes a candidate for the AASA National Superintendent of the Year. In addition, D.A. Davidson & Company provides \$1,000 for Washington's SOY to use towards an educational program of his or her choice.

Dr. Gary Cohn, Superintendent, Everett Public Schools, was selected 2017 Washington State Superintendent of the Year.



Dr. Gary Cohn with the Everett School Board.

DR. DOYLE E. WINTER SCHOLARSHIP FOR ADMINISTRATIVE LEADERSHIP IN EDUCATION

HEATHER SÁNCHEZ, DIRECTOR, ACCELERATED PROGRAMS, CHOICE & INNOVATION, LAKE WASHINGTON SCHOOL DISTRICT

Sponsor: Piper Jaffray & Company

Through this scholarship, \$1,000 is awarded to a Washington school administrator who is in or will begin a doctoral program in education in the year the award is presented. It was established in honor of Dr. Doyle Winter, who retired in 2002

after completing 44 years of service for Washington public schools. Dr. Winter is a former executive director of WASA and has been recognized repeatedly for exhibiting exemplary leadership ability and enhancing school administration throughout his career.

The recipient of the Dr. Doyle E. Winter Scholarship for 2017 is Heather Sánchez, Lake Washington School District.



(L to R) Executive Director Bill Keim, Ryan Swanson (Piper Jaffray), Heather Sánchez, and Trevor Carlson (Piper Jaffray)

ROBERT J. HANDY MOST EFFECTIVE ADMINISTRATOR AWARDS

Sponsor: PEMCO Insurance

The Handy Awards seek to recognize outstanding public-school administrators in Washington State. Robert J. Handy, the awards' namesake, founded the PEMCO Life Insurance Company. Handy was a Seattle school teacher during the Great Depression whose vision was to provide low-cost loans to school teachers. Three awards are presented each year with a \$10,000 award equally divided among the winners. The award can be used for personal or professional growth and/or to support and disseminate information about a successful school or district program.

Awardees are selected for the award for the role they play in actualizing the nine characteristics of high performing school/districts as identified by OSPI research. This year's outstanding recipients of a Robert J. Handy Most Effective Administrator Awards include:

SMALL DISTRICT:

LINDA MARTIN, SUPERINTENDENT, THORP SCHOOL DISTRICT

MEDIUM DISTRICT:

DIANE HULL, DIRECTOR, SPECIAL PROGRAMS, BRIDGEPORT SCHOOL DISTRICT

LARGE DISTRICT:

JOYCE STEWART, DEPUTY SUPERINTENDENT, EVERETT PUBLIC SCHOOLS

STATE AWARDS

GOLDEN GAVEL AWARD

SENATOR ANDY BILLIG, WASHINGTON STATE SENATE

The Golden Gavel Award is WASA's most prestigious award. It is presented to "an individual, group, association, or firm for making an outstanding contribution to public education in Washington"—a contribution that has "statewide application and is of lasting value." The recipient does not have to be a WASA member.

Senator Andy Billig was selected for the Golden Gavel Award for his efforts to ensure that Washington State lives up to its paramount duty of providing every student in the state, regardless of ethnicity or socioeconomic background, an ample and equitable world class education. Senator Billig has taken full advantage of his opportunity as leader on the Senate's Early Learning & K-12 Education and Ways & Means Committees to advance his deep and abiding commitment to public education.

BARBARA MERTENS LEGACY AWARD

GAY SELBY, RETIRED, WSU

Sponsor: D.A. Davidson & Company

The Barbara Mertens Legacy Award was established in honor of Barbara Mertens, former assistant executive director of Government Relations at WASA, who retired in 2010. It is presented to "an individual or group who has had a significant impact on public education in Washington—a legacy that has a lasting influence." The person or group does not have to be a member of WASA. The award comes with a \$1,000 gift from D.A. Davidson & Company, which is awarded to a school, foundation, etc., in the awardee's name and at his/her direction.

Gay Selby was presented with the Barbara Mertens Legacy Award for helping countless superintendents and principals as part of her leadership work in the WSU superintendent

and principal certification programs. Gay has been a tireless champion and leader of quality education, and for the key role that leaders play toward that outcome. Her impact has been huge, and the respect she has earned is without limit.

WASA LEADERSHIP AWARD

RICH MCBRIDE, SUPERINTENDENT, NORTH CENTRAL EDUCATIONAL SERVICE DISTRICT 171

The WASA Leadership Award is given to select WASA members who "demonstrate and exemplify outstanding leadership abilities and who have made significant contributions to the field of education."

WASA's Leadership Award was presented to Dr. Richard McBride who has been a strong supporter of WASA since 1987. He served on the WASA Board of Directors from 2007–10 as President-elect, President, and Past President; and from 2014–16, he was the AESD Liaison on the Board. In 2011, Rich was also presented with the WASA Leadership Award. What his nominator wrote about him then still rings true about articulating a clear and compelling vision that inspires others to achieve at high levels of performance and helps colleagues set and achieve their goals. He also demonstrates respect for others through strong personal and professional communication skills.



(L to R) Executive Director Bill Keim, Rich McBride, and President Lois Davies



(L to R) Executive Director Bill Keim, Jon Gores (D.A. Davidson), Gay Selby, and President Lois Davies

SERVICE TO WASA AWARD

MERLE KIRKLEY, RETIRED, THE BERESFORD COMPANY

The criteria for the Service to WASA Award states that “the recipient shall have contributed in an outstanding way toward the goals of WASA and shall not be a voting member of WASA.”

Merle Kirkley was selected for the Service to WASA Award for his incredible friendship to WASA and to education in Washington State. As a Beresford Company representative, he and his colleagues consistently supported WASA. Nominators from northeast Washington wrote about their appreciation for Merle’s support, friendship, and the example he provides as an advocate for educational excellence. Although one of WASA’s strengths is the commitment and participation of its members, a decided additional strength is its valued partners ... and no partner has been more valued or appreciated than Merle Kirkley.



(L to R) Executive Director Bill Keim, Merle Kirkley, and President Lois Davies

REGIONAL AWARDS

AWARD OF MERIT

| | |
|------------|----------------------------------|
| Region 101 | Gene Sementi, West Valley |
| Region 105 | Mike Brophy, West Valley, Yakima |
| Region 108 | Charles Burleigh, Mount Baker |
| Region 109 | Mike Johnson, Arlington |
| Region 110 | Janene Fogard, Lake Washington |
| Region 111 | Michelle Ledbetter, Bethel |
| Region 112 | John Deeder, Evergreen |
| Region 113 | Paula Akerlund, Ocosta |
| Region 171 | Rich McBride, ESD 171 |

STUDENT ACHIEVEMENT LEADERSHIP AWARD

| | |
|------------|------------------------------------|
| Region 101 | Shelley Redinger, Spokane |
| Region 105 | Linda Martin, Thorp |
| Region 108 | Laurel Browning, Burlington-Edison |
| Region 109 | Kristine McDuffy, Edmonds |
| Region 112 | Mark Hottowe, Battle Ground |
| Region 113 | Judy Holliday, Aberdeen |
| Region 171 | John Boyd, Quincy |

TWENTY-YEAR AWARD

| | |
|------------|--------------------------------|
| Region 105 | Kurt Hilyard, Union Gap |
| Region 110 | Mike Nelson, Enumclaw |
| | Chris Beals, Enumclaw |
| | Janene Fogard, Lake Washington |
| Region 113 | John Dekker, WASA |
| | Steve Holland, Raymond |
| | Rick Jones, Napavine |
| | Tom Opstad, Aberdeen |
| Region 114 | Patty Page, North Kitsap |

RETIREMENT AWARD

| | |
|------------|--------------------------------|
| Region 101 | Steve Gaub, Wilbur |
| Region 108 | Barbara Hawkings, Concrete |
| Region 110 | Terry Parker, Enumclaw |
| | Janene Fogard, Lake Washington |
| Region 112 | John Deeder, Evergreen |
| | Mark Hottowe, Battle Ground |
| | Sally Godwin, Skamania |
| Region 113 | Paula Akerlund, Ocosta |
| | Dick Cvitanich, Olympia |
| | Judy Holliday, Aberdeen |
| | Rick Jones, Napavine |
| | Tom Opstad, Aberdeen |
| | Mike Parker, Hoquiam |
| Region 114 | Patty Page, North Kitsap |
| Region 123 | Carol Clarke, Waitsburg |
| | Glenda Cloud, Pasco |
| | JoAnn Henderson, ESD 123 |
| Region 171 | Rich McBride, ESD 171 |

WITH SINCERE APPRECIATION TO WASA'S 2016–17 CORPORATE PARTNERS AND EVENT SPONSORS

WASA is grateful to the companies that support our professional learning conferences, workshops, and specific events. During the past year, slightly over \$200,000 of corporate dollars were realized to support activities serving WASA membership. Cost containment for conference expenses is critical to our members' ability to participate. Thanks to those companies that partnered with WASA during the timeframe of July 2016 to June 2017 for helping to make our events a huge success.

DIAMOND LEVEL



THE BERESFORD COMPANY

Servicing and supplying floor coverings to over 180 Washington

schools and districts for the past 50 years, Beresford considers their advocacy for public education a stewardship responsibility. Offering full customer service and no-risk carpet plans with single-source responsibility, The Beresford Company not only measures and supplies the necessary materials and labor, they take responsibility for installation and wearability. Leaving every transaction with a satisfied customer is something for which The Beresford Company strives.

The Beresford Company consistently supports various activities and keynote speakers at WASA conferences and workshops. In addition to their generous sponsorship of WASA events, the company also advocates for other education associations statewide and annually sponsors the "Washington State Teacher of the Year." The Beresford Company is a long-time supporter of WASA.

BLRB ARCHITECTS, P.S.



BLRB Architects has specialized in K–12 facility

planning and design for nearly six decades. With offices in Tacoma, Spokane, Portland, and Bend, the firm has served more than 70 distinct school district clients throughout the Pacific Northwest on projects worth more than \$3.6 billion in construction value. Committed to collaborative and inclusive planning and highly personalized facility design, BLRB works with its educational clients to maximize capital funding investment in pursuit of high performance learning environments that foster achievement, inspire creativity, and enhance excellence in both students and staff.

D.A. DAVIDSON & COMPANY



D|A|DAVIDSON

The D.A. Davidson name is synonymous with education funding throughout the Pacific Northwest. They are proud to serve school districts large and small, and offer a full range of services including bond-issue planning, tax-rate management, and bond-rating assistance. D.A. Davidson's niche lies in expertise and exceptional client service.

D.A. Davidson, founded in 1935, is the largest full-service investment firm based in the Northwest. D.A. Davidson has built a solid reputation of integrity and professionalism with their full-service banking capabilities, broad distribution, experienced professionals, and a long-term approach to business. They maintain an independent, employee-owned-and-operated business environment, placing client needs at the forefront of their business decisions.

HILL INTERNATIONAL



Hill International

Hill is a leading international construction consulting firm that provides program and project management, construction management, cost engineering and estimating, quality assurance, inspection, scheduling, claims analysis, innovative dispute resolution, and staff augmentation services. Since 1986, Hill has successfully maintained offices in Seattle, Spokane, and Portland to provide those services and others, such as pre-bond/capital levy program/project planning, long-range facility planning, fixtures, furnishings and equipment (FF&E) planning and procurement, commissioning, and retro commissioning services to our valued Washington State K–12 school districts.

INSPIRUS CREDIT UNION



Inspirus is a not-for-profit credit union that is proud to support local schools and educational programs across Washington. It all started in 1936,

when math and journalism teacher Robert J. Handy, along with a few others, founded the credit union to serve teachers. Today, we continue the traditions of the credit unions' founding principles by offering more free services, lower loan rates, and better return on deposits than most big banks, and now we serve all of those who are passionate about education. Together, we're donating our time, talents, and dollars to make a difference in the education community.

MCKINSTRY



McKinstry is a privately held, full-service, design-build-operate-and-maintain (DBOM) firm specializing in consulting, construction,

energy and facility services. The firm's innovative, integrated delivery methodology provides clients with a single point of accountability that drives waste and redundancy out of the design/build process. With over 1,900 professional staff and trades people throughout the United States and operations in more than 15 states, McKinstry advocates collaborative, sustainable solutions designed to ensure occupant comfort, improve systems efficiency, reduce facility operational costs and optimize profitability "For The Life of Your Building."

PEMCO INSURANCE



PEMCO Insurance is proud to be an official partner of WASA, providing support for

superintendents at every stage of their professional development and serving as the title sponsor of the WASA Administrator of the Year awards. PEMCO was founded by a teacher in 1949 and is committed to supporting the education community.

All school employees receive a special discount on their personal home and auto insurance. PEMCO also offers umbrella and boat coverage.

PIPER JAFFRAY

Piper Jaffray

Piper Jaffray assists local school districts with the implementation of bond sales and management

of debt service funds. Piper Jaffray demonstrates how districts can manage their tax rates to stabilize the impact of taxes for levies and bonds, and helps many districts improve bond ratings.

Piper Jaffray is a leading full-service investment bank and asset management firm serving clients in the U.S. and internationally. Their proven advisory teams combine deep product and sector expertise with ready access to global capital. They are a leading underwriter and market maker of fixed-income securities in the Northwest, and a leading financial advisor to Northwest bond issuers. Piper Jaffray's expertise reaches from the smallest public finance clients to the largest institutional investors in the country. They support their public finance platform with a strong primary and secondary trading effort. Through their regional trading desks, clients have access to underwriting, sales, and trading experts who work with bond issuers to structure both taxable and tax-exempt fixed-income securities.

Piper Jaffray takes great pride in its reputation; it is the reason investors and issuers have trusted the firm since 1895.

VEBA



VEBA Trust was created in 1984 to provide school districts in Washington with a method of providing supplemental benefits, particularly post-employment (retiree) medical reimbursement plans. VEBA Trust is a non-profit Voluntary Employees' Beneficiary Association (VEBA) authorized under Internal Revenue Code § 501(c)(9).

VEBA Trust is operated for the benefit of public employees in the state of Washington and is managed by a board of trustees appointed by the plan sponsors: Association of Washington School Principals (AWSP), WASA, and the Washington Association of School Business Officials (WASBO).

PLATINUM LEVEL

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Foster Pepper PLLC
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GOLD LEVEL

American Fidelity
Cenergistic
Chartwell's
DLR Group

Kutak Rock
Rural Education Center
PresenceLearning
Stevens Clay

SILVER LEVEL

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TransACT Communications, Inc.

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MEMBER ACKNOWLEDGMENTS

WASA BOARD OF DIRECTORS

OFFICERS

| | |
|-----------------|-------------------------------|
| President | Lois Davies, Pateros |
| President-elect | Steve Webb, Vancouver |
| Past President | Frank Hewins, Franklin Pierce |
| Secretary | Larry Francois, ESD 189 |
| Treasurer | Corine Pennington, Puyallup |

REGION REPRESENTATIVES

| | |
|-----|-----------------------------------|
| 101 | Tom Rockefeller, Mead |
| 105 | Mike Brophy, West Valley, Yakima |
| 108 | Jim Frey, Lynden |
| 109 | Michael Mack, Lakewood |
| 110 | Anthony Smith, Riverview |
| 111 | Jeff Chamberlin, University Place |
| 112 | Mike Stromme, Washougal |
| 113 | Mike Parker, Hoquiam |
| 114 | David McVicker, Central Kitsap |
| 123 | Ray Tolcacher, Prosser |
| 171 | Matt Charlton, Manson |

COMPONENTS REPRESENTATIVES

| | |
|-----------------|---|
| BPAC | Corine Pennington, Puyallup (Chair) |
| IPAC | Mike Olson, Sedro-Woolley (Chair) |
| | Vicki Bates, Auburn (Chair-elect) |
| Principals | Devin McLane, Mukilteo (Chair) |
| Special Ed | Tracy Wilson, Pasco (Chair) |
| Superintendents | Randy Russell, Freeman (Chair) |
| | Carl Bruner, Mount Vernon (Chair-elect) |
| | Larry Francois, ESD 189 (Past Chair) |

BOARD LIAISONS

| | |
|------------------|-------------------------------|
| AASA | Randy Russell, Freeman |
| | Frank Hewins, Franklin Pierce |
| ESDs | John Welch, PSESD |
| Higher Education | Marge Chow, City University |
| OSPI | Michaela Miller |
| Retirees | Rick Anthony |
| SBE | Connie Fletcher |
| WIAA | Joel Aune, Snoqualmie Valley |

WASA REGION PRESIDENTS

| | |
|-----|------------------------------------|
| 101 | Gene Sementi, West Valley, Spokane |
| 105 | Linda Martin, Thorp |
| 108 | Charles Burleigh, Mount Baker |
| 109 | Mike Johnson, Arlington |
| 110 | Traci Pierce, Lake Washington |

| | |
|-----|----------------------------------|
| 111 | Christine Moloney, Puyallup |
| 112 | Mike Stromme, Washougal |
| 113 | Kim Fry, Rochester |
| 114 | Dana Rosenbach, North Mason |
| 123 | Dale Bonfield, Asotin-Anatone |
| 171 | Ismael Vivanco, Entiat/Palisades |

WASA COMMITTEE CHAIRS

| | |
|--------------------------|-----------------------------------|
| Honorary Awards | Carol Clarke, Waitsburg |
| Legislation & Finance | Mike Brophy, West Valley, Yakima |
| Membership | K.C. Knudson, Burlington-Edison |
| Professional Development | Carolyn Treleven, Franklin Pierce |
| Prof. Standards & Ethics | Sarah Thornton, Pasco |
| School Construction | Steve Story, Tacoma |
| Small Schools | Marcus Morgan, Reardan-Edwall |

HONORARY AWARDS COMMITTEE

| | |
|-----|---|
| 101 | Jean Marczynski, West Valley |
| 105 | Becky Imler, Wapato |
| 108 | Jeff Drayer, Burlington-Edison |
| 109 | Molly Ringo, Everett |
| 110 | Melissa Laramie, Puget Sound ESD |
| 111 | John Hellwich, Peninsula |
| 112 | Mike Nerland, ESD 112 |
| 113 | Dana Anderson, Capital Region ESD 113 |
| 114 | Susan Lathrop, Olympic ESD 114 |
| 123 | Carol Clarke, Waitsburg (State Chair) / Susan Bell, Touchet |
| 171 | Eric Driessen, Brewster |

LEGISLATION AND FINANCE COMMITTEE

| | |
|-------------------|---|
| 101 | Brian Talbott, Nine Mile Falls |
| 105 | Mike Brophy, West Valley, Yakima (State Chair) / Becky Imler, Wapato |
| 108 | David Forsythe, NWESD 189 |
| 109 | Marci Larsen, Mukilteo |
| 110 | Duggan Harman, Highline |
| 111 | Tom Seigel, Bethel |
| 112 | Sandra Yager, Hockinson / Nathan McCann, Ridgefield |
| 113 | Lisa Grant, Mossyrock |
| 114 | Patty Page, North Kitsap |
| 123 | David Bond, Kennewick |
| 171 | Garn Christensen, Eastmont |
| BPAC | Corine Pennington, Puyallup |
| IPAC | Mike Olson, Sedro-Woolley |
| Special Education | Tracy Wilson, Pasco |

| | | | |
|-----------------|-------------------------------|-----|-------------------------------------|
| Principals | Devin McLane, Mukilteo | 110 | Ron Thiele, Issaquah |
| Superintendents | Randy Russell, Freeman | 111 | Tim Yeomans, Puyallup |
| ESDs | John Welch, PSESD | 113 | Jay Hambly, Grapeview |
| Small Schools | Marcus Morgan, Reardan-Edwall | 114 | Aaron Leavell, Bremerton |
| Federal Liaison | Randy Russell, Freeman | 123 | Sarah Thornton, Pasco (State Chair) |
| | Frank Hewins, Franklin Pierce | 171 | Steve McCullough, Tonasket |

| | |
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| At Large | Stephen Nielsen, Seattle |
| | Jim Kowalkowski, Davenport, Rural Ed. Ctr. |

| | |
|----------------|----------------------|
| WASA President | Lois Davies, Pateros |
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Consultants:

| | | |
|----------------|-------------|-----|
| Pension/Health | Fred Yancey | 105 |
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| Benefits | | 110 |
|----------|--|-----|

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| AESD | Jim Shoemake | 111 |
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| | Marcia Fromhold | |
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| | Melissa Gombosky | 113 |
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| AEA | Mitch Denning | 114 |
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SCHOOL CONSTRUCTION COMMITTEE

| | |
|-----|---|
| 101 | Ben Small, Central Valley / Nate Smith, Colton |
| | Kurt Hilyard, Union Gap |
| | Ed Hatzenbeler, Enumclaw |
| | Steve Story, Tacoma (State Chair) / Robin Heinrichs, Franklin Pierce |
| | Lisa Grant, Mossyrock |
| | Gary Neal, Sequim |
| 171 | Glenn Johnson, Cashmere |

MEMBERSHIP COMMITTEE

| | |
|-----|--|
| 101 | Steve Gaub, Wilbur |
| 105 | Henry Strom, Grandview |
| 108 | K.C. Knudson, Burlington-Edison (State Chair) |
| 109 | Buck Marsh, Darrington |
| 110 | Susanne Jerde, Highline |
| 111 | Marci Shepard, Orting / John Page, Tacoma |
| 113 | Jeff Davis, Onalaska |
| 114 | Rick Thompson, Chimacum |
| 123 | Lou Gates, Columbia-Burbank |
| 171 | Spencer Taylor, Eastmont |

PROFESSIONAL LEARNING COMMITTEE

| | |
|-----|--|
| 101 | Bill Wadlington, Creston |
| 105 | Brian Hart, Sunnyside |
| 108 | Mark Wenzel, Anacortes |
| 109 | John Gebert, Lake Stevens |
| 110 | Emilie Hard, Issaquah |
| 111 | Carolyn Treleven, Franklin Pierce (State Chair) |
| 113 | Kevin Acuff, Elma |
| 114 | Tim Garrison, North Kitsap |
| 123 | Darcy Weisner, ESD 123 |
| 171 | Scott Sattler, Bridgeport |

PROFESSIONAL STANDARDS & ETHICS COMMITTEE

| | |
|-----|---|
| 101 | Kyle Rydell, Liberty / Dave Smith, Newport |
| 105 | Mark Heid, Goldendale |
| 108 | Laurel Browning, Burlington-Edison |
| 109 | Justin Blasko, Monroe |

SMALL SCHOOLS COMMITTEE

| | |
|-----|--|
| 101 | Jake Dingman, Oakesdale |
| | Marcus Morgan, Reardan-Edwall (State Chair) |
| 105 | Linda Martin, Thorp |
| 111 | Krestin Bahr, Eatonville |
| 114 | Wally Lis, Quilcene |
| 123 | Tim Payne, College Place |
| | Marissa Waddell, College Place |
| 171 | Tom Venable, Methow Valley |

BPAC COMPONENT REPRESENTATIVES

| | |
|-----|--|
| 101 | Linda McDermott, Spokane |
| 105 | Tom Fleming, ESD 105 |
| 110 | Janene Fogard, Lake Washington |
| 111 | Debbie Campbell, Sumner |
| | Corine Pennington, Puyallup (State Chair) |
| 114 | Paula Bailey, Central Kitsap |
| 171 | Debby Sharp, Bridgeport |

IPAC COMPONENT REPRESENTATIVES

| | |
|-----|---|
| 101 | Shauna Schmerer, Almira |
| 105 | Shane Backlund, Selah |
| 108 | Mike Olson, Sedro-Woolley (State Chair) |
| 109 | Amy Nelson, Mukilteo |
| 110 | Vicki Bates, Auburn (State Chair-elect) |
| 111 | Michael Farmer, Eatonville |
| 114 | Shannon Thompson, South Kitsap |

PRINCIPALS COMPONENT REPRESENTATIVES

| | |
|-----|--|
| 101 | Connie Kliewer, Tekoa |
| 105 | Nikki Cannon, ESD 105 |
| 109 | Devin McLane, Mukilteo (State Chair) Brian Beckley, Everett |
| 111 | Matt Yarkosky, Bethel |
| 114 | Chad Collins, North Mason |
| 171 | Roy Johnson, Okanogan |

SPECIAL EDUCATION COMPONENT REPRESENTATIVES

| | |
|-----|---|
| 101 | Susana Reyes, Mead |
| 105 | Scott Fisher, Mabton Faye Fuchs, ESD 105 |
| 108 | Connie Martin, Anacortes |
| 109 | Miriam Tencate, Lake Stevens |
| 110 | Shannon Hitch, Northshore |
| 111 | Nancy Fitta, Fife |
| 112 | Laura Bergeron, Vancouver |
| 113 | Paula Akerlund, Ocosta |
| 114 | Kerry O'Connell, Chimacum |
| 123 | Tracy Wilson, Pasco (State Chair) |
| 171 | Trisha Craig, Wenatchee |

SUPERINTENDENTS COMPONENT REPRESENTATIVES

| | |
|-----|---|
| 101 | Jake Dingman, Oakesdale / Randy Russell, Freeman (State Chair) |
| 108 | Carl Bruner, Mount Vernon (State Chair-elect) |
| 109 | Chrys Sweeting, Arlington |
| 110 | Rebecca Miner, Shoreline |
| 111 | Kathi Weight, Steilacoom |
| 112 | Mike Green, Woodland |
| 113 | Ellen Perconti, Mary M Knight |
| 114 | Patty Page, North Kitsap |
| 171 | Bill Motsenbocker, Cascade |

WASHINGTON'S AASA REPRESENTATIVES

Governing Board

| | |
|---------------|-------------------------------|
| Westside Rep. | Frank Hewins, Franklin Pierce |
| Eastside Rep. | Randy Russell, Freeman |

Executive

| | |
|-----------------------|----------------------------|
| <i>Committee Rep.</i> | Michelle Price, Moses Lake |
|-----------------------|----------------------------|

VEBA BOARD

| | |
|--------------|------------------------------|
| VEBA Trustie | Joel Aune, Snoqualmie Valley |
| VEBA Trustie | Mike Dunn, ESD 101 |



WASA Board of Directors

WASHINGTON STATE LEADERSHIP ACADEMY (WSLA)

SUPPORTING LEADERSHIP DEVELOPMENT TO IMPROVE STUDENT ACHIEVEMENT

The positive impact on systemwide leadership in school districts continues to be the focus of WSLA. The 2016–17 cohorts grew the overall impact of WSLA to include 122 school districts or Educational Service Districts that have graduated from or are currently participating in WSLA. This has resulted in an impressive total of 1,005 professional educators having developed leadership skills through a uniquely designed curriculum rooted in the premise that quality school and district leadership impacts student achievement.

Seventeen district and ESD teams from the ESD 101 (Spokane) and ESD 112 (Vancouver) regions became the eighth cohort of WSLA. Additionally, four district teams from ESDs 121 (Renton) and 189 (Anacortes) completed their second year, and four districts from ESD 101 (Spokane) chose to come back for a Year 3.

WSLA TEAMS 2016–17

COMPLETING THREE YEARS

| FROM ESD 101 |
|-----------------|
| Davenport |
| Freeman |
| Nine Mile Falls |
| Tekoa |

COMPLETING TWO YEARS

| FROM ESD 121 | FROM ESD 189 |
|--------------|---------------|
| Clover Park | Granite Falls |
| Orting | South Whidbey |

COMPLETING FIRST YEAR

| FROM ESD 101 | FROM ESD 112 |
|-----------------------------|----------------|
| Colville | Camas |
| Dayton (traveling from 123) | Castle Rock |
| Harrington | ESD 112 (Team) |
| Inchelium | Evergreen |

| | |
|-------------------|------------------|
| Lind-Ritzville | Kalama |
| Newport | Kelso |
| Oakesdale | Ocean Beach |
| St. John/Endicott | Stevenson-Carson |
| | White Salmon |

All participating teams worked on developing *Theories of Action* to assist them in implementing state and federal initiatives. By working on a predefined problem of practice to help the districts “create and lead a system that ensures effective instruction for all students, integrates multiple initiatives— i.e., Common Core, TPEP, Smarter Balanced— and results in high levels of learning,” WSLA participants found time to examine their district student achievement data, dig deeply into system issues that needed to be addressed, and write improvement plans based on researched best practices.

During the 2016–17 year, WSLA developed a partnership with OSPI’s Secondary Education and K–12 Supports office, to focus on the graduation rate disproportionality data and equity within districtwide system change. Five, Year 1 districts— Evergreen, Kelso, Oakesdale, Ocean Beach, and White Salmon—built their Problem of Practice and Theory of Action around equity. These districts will continue this equity focus into their Year 2 WSLA work. In addition, all WSLA coaches, instructors, and support staff were trained throughout the year on the disproportionality data as well as best practices around equity throughout a districtwide system.

The OSPI partnership around equity also guided the update to WSLA curriculum, using research-based practices. The updated version of WSLA will be available for the 2017–18 cohort. In addition, the website will be updated to reflect the curriculum update as well.

Multiple agencies and partners continue to collaborate to make the Washington State Leadership Academy successful. The WSLA coaches, coupled with skilled instructors and a thoughtful curriculum of regionally delivered workshops, are valuable resources to districts and essential components of WSLA. The Leadership Academy continues to be successful due to the ongoing partnership between WASA and AWSP, as well as the strong support from all nine Educational Service Districts, the Office of Superintendent of Public Instruction, the Governor’s Office, state legislators, and valued advisement from the WSLA Board.

More information about the Washington State Leadership Academy can be found on the program’s website at www.waleadership.org.



SCHOOL INFORMATION AND RESEARCH SERVICE (SIRS)

SIRS is a non-profit organization that provides data and information on school organization, administration, operation, finance, and instruction to specifically meet the needs of superintendents, central office administrators, principals, and school board members. SIRS contracts with WASA for management services. Since 2016, when Andy Wolf joined WASA as Assistant Executive Director for Administrative Operation, he has served as the SIRS Executive Director. SIRS provides member districts with *Leadership Information*, the *Legislative Handbook*, and the *SIRS Salary Survey* in addition to occasional special reports.

LEADERSHIP INFORMATION

Starting in 2016, SIRS has collaborated with the Hanover Research Institute to provide eight electronic articles that are pertinent to the ever-changing educational landscape. In addition, Hanover provides four research articles a year that take a deeper dive into a topic specific to our state and provide greater understanding utilizing data and best practices from Washington school districts.

LEGISLATIVE HANDBOOK

The *Legislative Handbook* is an annual guide to the Washington State Legislature. It provides school administrators and professional associations with information about our state government including directories, website links and email addresses, legislative maps, and much more. The handbook is a valuable tool for participating effectively in the legislative process. It is also an excellent addition for social studies classrooms and school libraries. The handbook is available online to SIRS members and can be downloaded and distributed to staff.

SIRS SALARY SURVEY

SIRS annually compiles and publishes the *SIRS Salary Survey* report, a timely salary and benefits report of Washington's school employees, in three parts: administrators, classified personnel, and teachers. Only SIRS members can access the full online surveys, which are published in fully customizable Excel workbooks.

In recent years, we have updated the survey reports and provided video tutorials. We continue to fine-tune the survey reports to ensure they are as useful and user-friendly as possible.

To find out more about the benefits of becoming a SIRS member district, please visit www.wasa-oly.org/SIRSbenefits.

LOOKING TO THE FUTURE: WASA GOALS AND ACTION STEPS FOR 2017–18

GOAL I—LEADERSHIP

Cultivate transformative, equity-driven leaders to ensure each student in every school and community is college, career, and life-ready.

ACTION A

Recruit, mentor/support, and retain effective leaders who represent the student demographics of Washington State.

ACTION B

Provide targeted, quality professional learning.

ACTION C

Promote engaged leadership with education associations, agencies, and WASA regions benefiting from shared knowledge, understanding, and interests.

ACTION D

Support systems-level improvement through collaborative inquiry and learning.

GOAL II—TRUST

Develop and sustain trust to further the cause of equity and excellence in public education.

ACTION A

Build, through presence and shared voice, relationships with diverse stakeholders to promote equity and opportunities.

ACTION B

Mobilize WASA members, state agencies, educational organizations, and other stakeholders through collaborative actions that support equity and access in public education.

ACTION C

Communicate with a unified message on the value of an equitable, world-class public education among the 295 diverse school districts and WASA partners.

GOAL III—ADVOCACY

Champion the fundamental role of public education in an inclusive democracy.

ACTION A

Actively support districts and local communities to eliminate opportunity gaps and provide equitable access for each child.

ACTION B

Cultivate ongoing relationships with legislators to influence education policy for equity of access and opportunity based on the expertise of district leaders.

ACTION C

In a unified, compelling voice, hold the Legislature accountable for delivering on the state's "paramount duty" to provide ample funding for all K–12 children.

ACTION D

Actively influence federal policy to positively impact each student.