



Wasa

LEADERSHIP | TRUST | ADVOCACY

WASHINGTON ASSOCIATION OF
SCHOOL ADMINISTRATORS

ANNUAL REPORT 2017–18

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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EXECUTIVE DIRECTOR

Bill Keim, Ed.D.
Joel Aune (July 2018)

ASSISTANT EXECUTIVE DIRECTORS

- Dan Steele**
Government Relations
- Helene Paroff**
Professional Learning
- Andy Wolf**
Administrative Operations

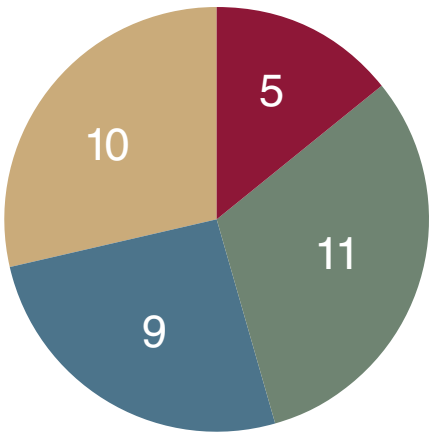
SUPPORT STAFF

- Eve Johnson**
Accountant/Technology Support
- Jamie Chylinski**
Professional Learning Coordinator
- Lisa Gehman**
Professional Learning/Membership Assistant
- Shari Parsons**
Executive Assistant
- Sheila Chard**
Administrative Assistant, Government Relations
- Tricia McCosh**
Communications/Production Support
- Rachel Paquet**
Office Assistant

WASA AT A GLANCE 2017-18

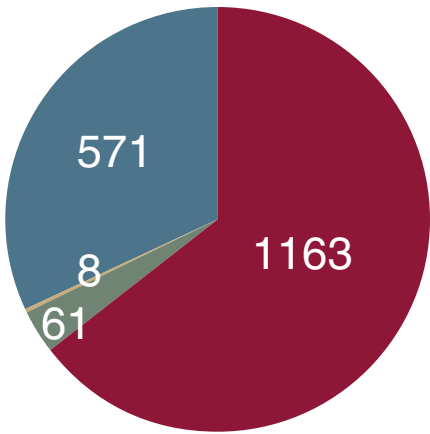
BOARD OF DIRECTORS

- Executive Officers
- Regional Representatives
- Components
- Liaisons



MEMBERSHIP

- Active
- Retired/Life
- Associate
- Student/Intern



CORPORATE PARTNERS



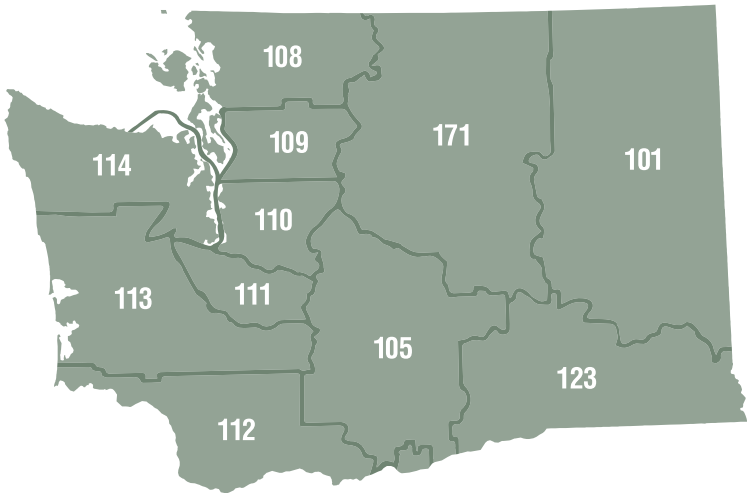
14
The number of conferences and workshops provided

16
The number of This Week In Olympia (TWIO)'s that went out



Forty-three people were recipients of WASA awards and scholarships

WASA REGIONS



COMPONENT GROUPS

BPAC • IPAC • Principals • Special Education • Superintendents

SOME OF THE SERVICES WASA ACTIVE MEMBERS BENEFITED FROM

Advice and Legal Counsel
Legal Services
Ethics Assistance
Conflict Intervention
Contract Review
Mentorships
Career Counseling
Retirement Counseling



FROM THE PRESIDENT

For WASA, it has been an exceptional year. WASA has become the preeminent voice of sensible public education policy in Washington. As tireless champions for children, educators, superintendents, and public schools, Dr. Bill

Keim and the WASA executive team have partnered with six professional education associations to spearhead advocacy efforts resulting in historic state funding investments in public education—4 billion dollars over the last two biennial budgets. WASA has never been stronger. Membership has grown by 17 percent since 2015, while revenue has grown by 25 percent.

Together, we said goodbye to Marilee Jensen and Bill Keim for their dedication and exemplary service to the organization and our members. The Board of Directors implemented an executive director leadership succession plan and search, hiring Joel Aune as Bill's successor. At the Board's request, Bill agreed to provide onboarding and coaching support to Joel for the 2018–19 year. This transition plan gave the board a great amount of confidence in a seamless leadership handoff for the organization. We also welcomed Shari Parsons as Executive Assistant whose attention to detail and positive outlook has enabled the team to achieve peak performance this year.

Looking ahead, the *McCleary* "fix" legislated by E2SSB 6362 in 2018 raises a host of challenges. The complex and inequitable funding system adopted by the Legislature in response to the *McCleary* lawsuit is making the process of bargaining teacher contracts exceptionally difficult for districts throughout the state. Similar to many of you, I am disappointed by the lack of legislative leadership and acceptance of this responsibility. The Legislature's solution is dividing and disrupting many communities. All districts are committed to providing teachers and other employees with fair and competitive wages in a fiscally responsible and sustainable manner.

State Superintendent of Public Instruction Chris Reykdal explained the inequitable impact in an August 22 letter to district superintendents:

As you know, I communicated directly to legislators on July 26 with concerns I have related to the "McCleary solution," and specifically E2SSB 6362 (2018). My communication focused on two main points: A) Legislative salary language for 2018–19 was not clear; and B) The new funding model creates disparate opportunities for districts to raise compensation in 2018–19 and beyond.

In a recent news story, Reykdal also stated:

There's simply no way that every district can do double-digit pay increases this next year.

Yet, that's what we were asked to do. In fact, some districts are raising compensation to the point of risking financial stability in the budget out-years. We must attend to unfinished legislative business. We must continue to work together and champion reasonable policy "fixes" to the "fix." Further improvements to the state's funding model may be a heavy lift because of education funding fatigue in Olympia, but I invite all of us to channel our warrior spirit on behalf of our students, families, and community. I'm confident that President Randy Russell, WASA President-elect Krestin Bahr, the WASA Board of Directors, Joel Aune, and the entire WASA executive team and staff are up to the challenge.

It has been an honor and career highlight to serve as WASA President this past year. I've appreciated the opportunity to lead and serve with love!

Steve

Dr. Steven T. Webb
Superintendent, Vancouver Public Schools
WASA President 2017–18



FROM THE EXECUTIVE DIRECTOR

2017–18 was a successful year for WASA. Under President Steve Webb's leadership, the WASA staff worked diligently to engage members, support their efforts to create excellent schools, and forcefully advocate for the

membership and their school districts.

Three strategic goals provided a focus for the year:

- *Leadership:* Cultivate transformative, equity-driven leaders to ensure each student in every school and community is college, career, and life-ready.
- *Trust:* Develop and sustain trust to further the cause of equity and excellence in public education.
- *Advocacy:* Champion the fundamental role of public education in an inclusive democracy.

In reviewing this report, you will see that last year was a prolific one for our association. Bill Keim, his executive team, and the support staff at WASA worked to provide opportunities for professional learning that construct knowledge, develop skills, and build leadership capacity. These professional learning opportunities enable school leaders to provide the vision, leadership, and commitment necessary to move systems forward in the interest of preparing all students for bright futures. WASA continues to be responsive to the needs of the membership by providing support and guidance as circumstances arise that are unusually difficult or challenging. In recent years WASA—by providing vision and bringing other professional education associations together—has led an effort that resulted in a huge monetary investment in public education. Despite this investment, the work to fully fund schools is not yet completed as E2SSB 6362 created enormous challenges for school districts. WASA's Legislative Platform for 2019 centers on these challenges and refocuses our efforts to ensure ample and equitable funding for all school districts.

I look forward to working with President Randy Russell during the coming year to build upon the accomplishments of the past in order to move WASA forward. His vision, enthusiasm, and support will help the WASA staff work with a focus to further advance WASA's strategic goals.

In closing, I must make mention of Bill Keim. Under his leadership, WASA has become the preeminent voice for public education in the State of Washington. During the past five years, Bill provided a consistent, measured, and deeply thoughtful voice for the WASA membership and public education. He leaves behind a legacy of honor, integrity, and accomplishment. WASA is better and stronger today than when he was named Executive Director back in 2013.

Be assured that I sincerely appreciate the opportunity to work with the staff and with you to take WASA to even greater heights in the years to come.

Respectfully,

Joel Aune
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 2017-18: \$2,366,422

REVENUE SOURCES (BY PERCENT)

Professional Learning	20%
Contracts/Grants	24%
Dues	47%
Miscellaneous	9%

PERSONNEL EXPENDITURES (BY PERCENT)

Governance	17%
Legislative	29%
Contracts	22%
Professional Learning	32%

OBJECT EXPENDITURES (BY PERCENT)

Legal/Miscellaneous	4%
Office Expenses	16%
Contracts	7%
Personnel	51%
Board/Standing Committees/Component Groups	3%
Legislation	1%
Professional Learning	18%

2017-18 MEMBERSHIP BY MEMBER TYPE

Active	1163
Associate	61
Retired/Life	571
Student/Intern	8
Complimentary	9
Displaced	31
Total	1843

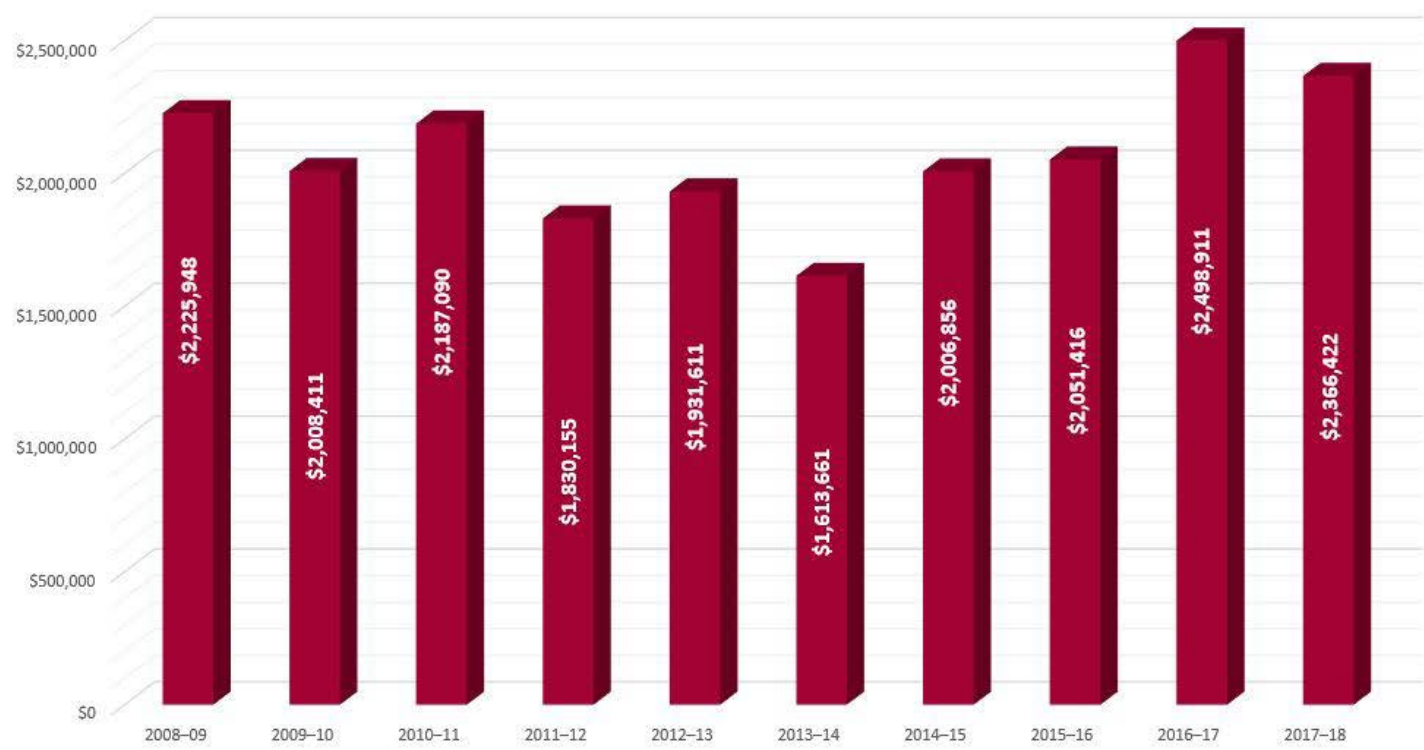
ACTIVE MEMBERSHIP BY REGION

NEWASA Region 101	110
South Central Region 105	70
SWIS Region 108	68
Sno-Isle Region 109	94
Metro Region 110	236
Pierce Country Region 111	148
Columbia River Region 112	102
Capital Region 113	113
Olympic Peninsula Region 114	70
SEWASA Region 123	86
North Central Region 171	66
Total	1163

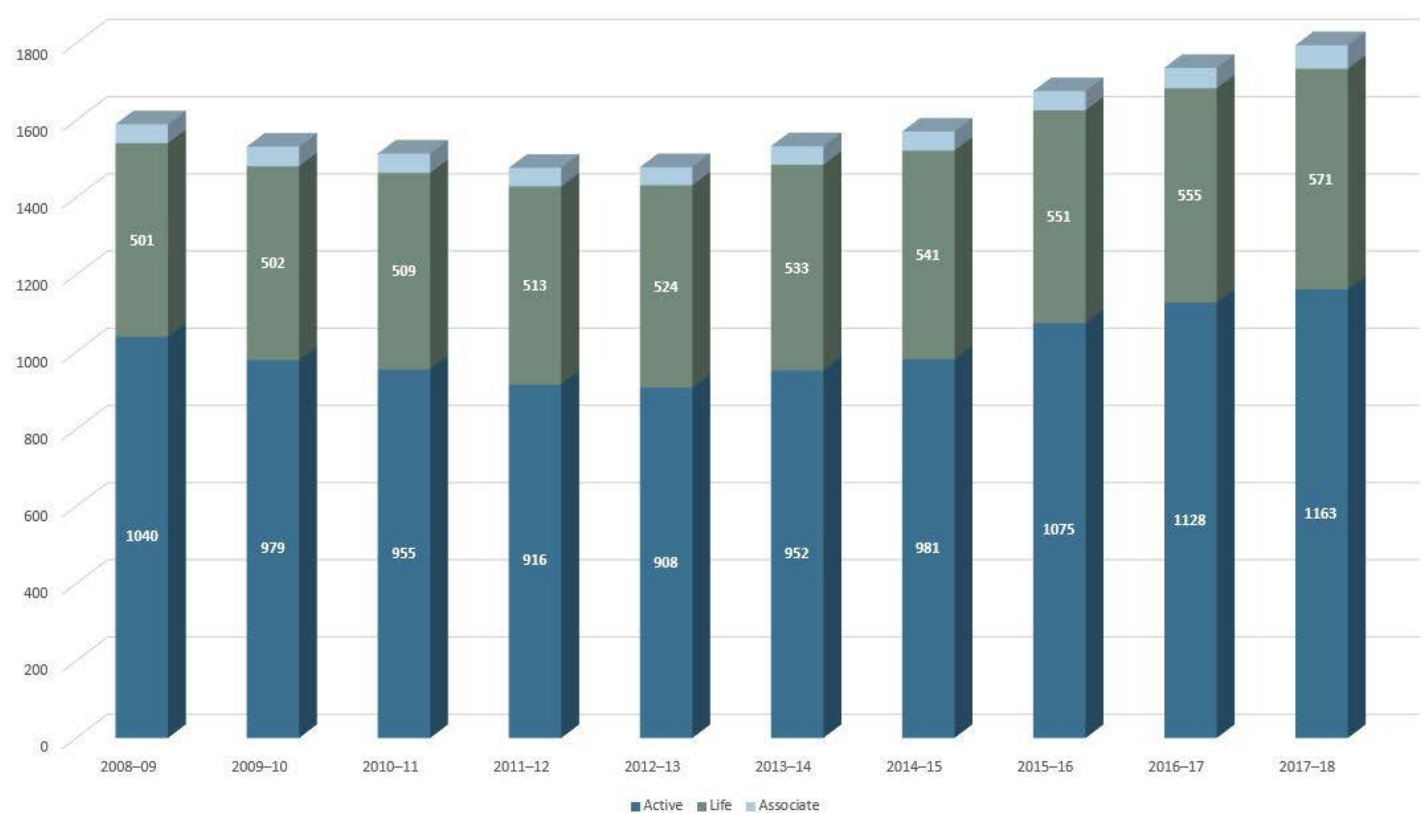
ACTIVE MEMBERSHIP BY COMPONENT

Business and Personnel Administrators	209
Instructional Program Administrators	386
Principals	47
Special Education Administrators	182
Superintendents	339

OPERATING BUDGET HISTORY



MEMBERSHIP TREND HISTORY



GOVERNMENT RELATIONS

The main focus of WASA's legislative activities in the last few years has been to push the Legislature to follow through on its commitment—and obligation—to comply with the Supreme Court's *McCleary v. State of Washington* education lawsuit ruling. It was anticipated, however, that in the 2018 session the education community could return to focusing on education policy with the *McCleary* education funding conundrum solved and the case put to bed. Apparently, that was just too much to ask, as 2018 was a bit of déjà vu all over again, with *McCleary* remaining the focal point—of both the Legislature and WASA's advocacy efforts.

Even though the *McCleary* decision was handed down by the Supreme Court in 2012, the Legislature had shown no urgency to comply with the Court's orders—until the fall of 2016. In October 2016, the Court released new orders in the case. The Court ordered the Contempt Order against the State (issued in 2014) and the \$100,000 per day sanctions (issued in 2015) to remain in place because the Legislature had failed to adopt a “complete legislative plan demonstrating how [the State] will fully comply” with the constitutional paramount duty. (The required plan was mandated by the Court in 2012 and again in 2013.)

More importantly, the Court specifically defined the somewhat ambiguous “2018” deadline to fully comply with the Court's ruling. Justices clarified: “The State has until September 1, 2018 to fully implement its program of basic education.” They further clarified that, while September 1, 2018 is the ultimate deadline, the remaining details of the basic education program “must be in place by the final adjournment of the 2017 Legislative Session.” Those details were required to include “funding sources and the necessary appropriations for the 2017–19 biennium.” This set the stage for 2017 to be the “Year of *McCleary*,” as the 2017 session was the Legislature's last opportunity to resolve the case.

As we reported in last year's annual report, the 2017 session started out a bit rocky. The Education Funding Task Force, a bi-partisan, bi-cameral group of eight legislators formed in 2016 to provide the Legislature with recommendations on a final *McCleary* funding plan, held their final meeting on the first day of the session. Unfortunately, due to partisan bickering, they were unable to adopt any required recommendations—or even a simple report of its activities. Rather than starting from a set of bi-partisan recommendations, the four political caucuses were left to fend for themselves—and the subsequent education funding plans that came forward were purely partisan proposals.

The Education Funding Task Force continued to meet throughout the 2017 session. Eventually, Task Force members went underground to craft their funding plan. They shut out school superintendents and school business managers, along with the rest of the education community, and even left their legislative colleagues and their staff in the dark. As the State was on the brink of going over the fiscal cliff (midnight June 30), a final bill, EHB 2242, was unveiled less than 24 hours before it was brought to the floor of the House and Senate to be voted upon, not allowing any chance for amendment or even review.

Following the session, the Legislature submitted what it anticipated was its final *McCleary* compliance report to the Supreme Court. In a November 2017 ruling, Justices determined that, with the adoption of EHB 2242 and SSB 5883 (2017–19 Operating Budget), “the State has satisfied the Court's mandate to fully fund the program of basic education.” There was one major exception, however. Legislators desired to phase-in implementation of the new funding system, so EHB 2242 (and the budget) provided for 50 percent of additional educator salary funds in the 2018–19 school year and the remaining 50 percent in the 2019–20 school year. Justices noted “the Court is satisfied that the new salary model established by EHB 2242 provides for full State funding of basic education salaries sufficient to recruit and retain competent teachers, administrators, and staff,” but emphatically said EHB 2242 and the new budget “fall short in fully funding salary increases by the 2018–19 school year,” as ordered by the Court. Justices maintained the Contempt Order and the daily sanctions and stated they expected the Legislature to achieve full compliance by the end of the 2018 Regular Session.

While the Court had determined EHB 2242 fully funded the program of basic education (except for the timing snag with salaries), WASA was closely analyzing the bill to assist school districts. It quickly became clear the Legislature's adopted *McCleary* fund plan was riddled with inconsistencies and flaws—and local school districts were uncovering potentially major negative impacts to their budgets.

School administrators across the state continued to engage with legislators and expressed their grave concerns with the new education funding scheme. At first, most legislators were very defensive—in part because they did not even understand what they had adopted. Eight legislators wrote EHB 2242 behind-closed-doors and their colleagues were kept in the dark about the bill until almost literally the eleventh-hour.

What legislators knew about the bill, they mostly learned from a set of biased talking points and briefing notes—prepared by those eight legislators. School administrators (who know schools better than legislators) continued to keep the heat on. After a few months of educating legislators about what EHB 2242 really meant to local school districts, their funding, and their staffing, some legislators began to see the light. Before the 2018 session began, there was fairly broad support to at least review, and perhaps adjust, some pieces of EHB 2242.

A major focus of WASA's 2018 Legislative Platform was to advocate for a set of key fixes to EHB 2242. Our Local Funding Work Group colleagues (WASBO, along with WSSDA, AWSP, WSPA, and AEA) also focused on a set of necessary "fixes" to the education funding plan. Eventually, Superintendent Reykdal engaged in the conversation and introduced his own request legislation to provide a series of fixes to EHB 2242. The OSPI request bill was the vehicle to advance changes, but it took a wild ride as it was melded with other legislation and political compromises added or eliminated various proposals.

Ultimately, a final compromise was put together and E2SSB 6362 was adopted. The bill did improve some aspects of EHB 2242; however, most of those improvements were minor. For example, regionalization was adjusted, assisting six districts, and a new Experience Factor of four percent was implemented, assisting 56 districts. Other areas were ignored or became worse. New policies regarding levies and Local Effort Assistance, recognized as a major flaw in EHB 2242, were untouched. To comply with the Court's November 2017 Order, an additional \$1.0 billion was infused in the system, while at the same time, the salary restraints contained in EHB 2242 were significantly weakened. This new money and the weakening of salary limits forced major confrontations at district bargaining tables, including several strikes and even more near-strikes. The funding also forced many districts with Collective Bargaining Agreements that do not expire until 2019 or 2020 back to the table to negotiate new salaries for educators.

With the adoption of E2SSB 6362 and the previous EHB 2242, the general attitude among legislators is that "*McCleary* is finished." In fact, the Supreme Court purged the Contempt Order, eliminated the sanctions, relinquished jurisdiction in *McCleary* and terminated the case. It is incumbent upon administrators, however, to remain engaged in the legislative process and advocate for additional revisions to EHB 2242—and now necessary "fixes" to E2SSB 6362. The core of WASA's 2019 Legislative Platform is centered around additional changes to the new education funding scheme.

Next year's annual report will hopefully include good news about a successful 2019 Legislative Session.

A number of consultants worked closely with us throughout the 2018 session (and the legislative interims before and after session):

- Fred Yancey and Michael Moran (The Nexus Group) are consultants for retirement and health benefits for WASA and AWSP;
- Mitch Denning represents administrators in the Alliance for Education Associations (AEA), comprised of the Washington School Nutrition Association (WSNA) and the Washington Association of Maintenance and Operation Administrators (WAMOA); and
- Melissa Gombosky represents the Association of Educational Service Districts.

These consultants 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 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 ASCD (WSASCD)
- Washington State School Directors' Association (WSSDA)

With WASA's goals and actions in mind, and based upon input from members, each conference has a thoughtfully developed theme that impacts the keynote and breakout session topics.

The Leader in the Mirror: Reflecting, Acting, and Transforming Cultures for Learning and Success was the theme of WASA's Fall Conference. This one-day conference provided an opportunity for administrators to focus on the refinement of their leadership skills.

WASA, along with WSSDA and WASBO, hosted the annual Legislative Conference which provided an important opportunity for district administrators and school directors to receive the most up-to-date information about key education policy issues and to meet with their legislators. As has been the case in past years, the 2018 conference brought over 500 participants to Olympia.

An inaugural conference designed for superintendent and fiscal officer teams was held, emphasizing the importance of that relationship. Additionally, WASA hosted a Winter Conference devoted to legal issues. Each conference was found to be of such value that we are offering additional conferences during the 2018–19 year.

A highly successful third annual conference developed for women leaders was held in early May. Over 75 current and/or aspiring women leaders, representing building and central office positions (including superintendents) from across the state came together to learn, network, and develop systems to support each other in their respective roles.

Partnering with WSSDA and AWSP, WASA was the lead association for the third annual Equity Conference designed for district leadership teams. Based upon informative, powerful keynotes, and breakout sessions from practitioners throughout our state, more than 450 participants had time to consider their own district's path towards equitable practices.

Close to 1,000 building and district administrators participated in and indicated a high degree of satisfaction in the WASA/ AWSP Summer Conference; highlighting the theme of *Leadership: Equity in Action*.

During the 2017–18 year, with support from OSPI, WASA launched the Mentor Academy. This is an initiative designed for the mentors of incoming superintendents so that they, in turn, could more effectively support their mentees as they supervise and evaluate their building leaders. Again, this program was deemed so important that it will be offered again this coming year and expanded to include an academy designed to support early career superintendents.

WASA, along with AWSP, cosponsor the Washington State Leadership Academy (WSLA), which successfully completed another year of operations. By the end of the 2017–18 year, a total of 132 school districts or Educational Service Districts graduated from or are currently participating in WSLA. This has resulted in an impressive total of 1,090 professional educators developing leadership skills through a uniquely designed curriculum rooted in the premise that quality school and district leadership impacts student learning.

2017–18 PROFESSIONAL LEARNING EVENTS

2017

JULY

WASA Incoming Superintendent Conference:
Starting Strong: What You Know & Do Matters

AUGUST

WASA/OSPI Special Education Conference:
The Evolving Landscape of Special Education

SEPTEMBER

WASA Superintendent & CFO Conference

OCTOBER

WASA Fall Conference: *The Leader in the Mirror*

2018

JANUARY

WASA/WSSDA/WASBO Legislative Conference

JANUARY–FEBRUARY

ERNN Regional Workshops

FEBRUARY

AASA National Conference on Education

WASA Winter Conference: *Legal Issues*

MARCH

WASA Spring Conference for Small Schools Leaders:
Building Culture. Building Capacity.

MAY

WASA Superintendent Conference: *Inspire. Inform. Impact.*

WASA Women in Leadership Conference

WASA/WSSDA/AWSP Equity Conference:
Equity: From the Boardroom to the Classroom

JUNE

WASA/AWSP Summer Conference:
Leadership: Equity in Action

CONTRACTS FOR PROFESSIONAL LEARNING

- Employee Relations and Negotiations Network (ERNN)
- Office of Superintendent of Public Instruction (OSPI)
- Washington State ASCD (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, Twitter, or Facebook, the WASA staff stands ready to respond to the needs of our members and our education partners.

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 Incoming Superintendent Conference 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, incoming 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

2017–18 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

Brian Benzel
Holly Burlingame
Harry Carthum
Cindy Duncan
Bill Jordan
Kathy Shoop

EXPERT PRACTITIONERS

Marc Bell
Jennifer Bethman
Kim Ferra
Emilie Hard
Carol Johnson
Camille Jones
Jan Lappien
Maureen Lyden
Christine Moloney
Andrea Staton
Kristi Thurston
Jennifer Trauffer
Andy Wolf
Cindy Wyborne

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 2017–18

WASHINGTON STATE SUPERINTENDENT OF THE YEAR

DR. FRANK HEWINS, SUPERINTENDENT, FRANKLIN PIERCE SCHOOLS

Sponsor: D.A. Davidson & Company

This 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. Frank Hewins, Superintendent, Franklin Pierce School District, was selected 2018 Washington State Superintendent of the Year.

DR. HOWARD M. COBLE SCHOLARSHIP FOR UNDER-REPRESENTED ADMINISTRATORS

TREVOR GREEN, EXECUTIVE DIRECTOR OF HUMAN RESOURCES (STRATEGIC WORKFORCE PLANNING & DEVELOPMENT), HIGHLINE PUBLIC SCHOOLS

Sponsor: The Washington School Administrators Foundation, in Partnership with the Washington Association of School Administrators

The Dr. Howard M. Coble Scholarship was designed to assist talented, under-represented educators to pursue graduate studies that prepare for central office leadership positions. The \$5,000 scholarship was awarded to an educator who is presently enrolled in or will begin graduate studies in educational leadership by the fall of 2018.

Dr. Howard M. Coble, former executive director of the Washington Association of School Administrators, retired in 2002 after completing 44 years of service for Washington public schools. In 2010, he received a national Distinguished Service Award from the American Association of School Administrators for exhibiting exemplary leadership ability and enhancing school administration throughout his career.

The recipient of the 2018 Dr. Howard M. Coble Scholarship was Trevor Green, Executive Director of Human Resources (Strategic Workforce Planning & Development), Highline Public Schools.

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

DEIRDRE FAUNTLEROY, PRINCIPAL, SEATTLE PUBLIC SCHOOLS

Sponsor: Piper Jaffray & Co

Established in honor of Dr. Doyle Winter, this \$1,000 scholarship 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. Dr. Doyle Winter, former executive director of WASA, retired in 2002 after completing 44 years of service for Washington public schools. Dr. Winter was recognized for his exemplary leadership ability and enhancing school administration throughout his career.

The recipient of the Dr. Doyle E. Winter Scholarship for 2018 is Deirdre Fauntleroy, Principal, Seattle Public Schools.

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.

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

SMALL SIZE DISTRICT: Mike Hull, Principal, Pateros School District.

MEDIUM SIZE DISTRICT: Elia Ala'iliana Daley, Principal, Cascade School District (Leavenworth).

LARGE SIZE DISTRICT: William Rasplika, Executive Director of Learning Support Services, Franklin Pierce Schools.

STATE AWARDS

GOLDEN GAVEL AWARD

BEN BAGHERPOUR, VICE PRESIDENT OF QUALITY, IT, AND SUPPORT AT SEH AMERICA



(L to R) Ben Bagherpour, WASA Executive Director Bill Keim, and WASA President Steve Webb

The Golden Gavel Award is WASA's most prestigious award and 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.

Ben Bagherpour was selected for the Golden Gavel Award for his efforts to work with state education and business leaders to articulate a clear pathway from high school to high demand technical careers. Ben hosted numerous visitations from school districts wanting to expand career connected learning opportunities. Governor Inslee invited Ben to be a member of his Career Connect Washington Task Force. Ben's contributions to public education are significant and very deserving of the Golden Gavel Award.

BARBARA MERTENS LEGACY AWARD

BILL KEIM, EXECUTIVE DIRECTOR, WASA

Sponsor: D.A. Davidson & Company

The Barbara Mertens Legacy Award was established in honor of Barbara Mertens, a former assistant executive director of Government Relations at WASA, who retired in 2010. The award 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.

Bill Keim was presented the Barbara Mertens Legacy Award for his outstanding educational leadership in Washington State. His role as WASA Executive Director through the *McCleary* case and subsequent fix was invaluable to the school district leaders across Washington. Bill's clear, trusted voice was vital to helping educational leaders navigate the complexities of education issues in the Legislature. He fostered extensive collaboration with statewide agencies and associations to create positive outcomes for students in Washington. Thanks to his intellect, voice, and experience Bill was the perfect fit for WASA during one of the most challenging times in Washington State education history.

WASA LEADERSHIP AWARD

JIM KOWALKOWSKI, SUPERINTENDENT, DAVENPORT SCHOOL DISTRICT

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."

The WASA Leadership Award was presented to Jim Kowalkowski for his work as a respected educator, leader, and colleague. As the superintendent of Davenport School District and the leader of the Rural Education Center, Jim has strived to be an effective and informed advocate in the legislative process. Jim has earned appreciation for the time and talents he invests to inform policymakers and to advocate support for the highest quality public education for all students and staff in Washington State.



(L to R) Jim Kowalkowski, WASA Executive Director Bill Keim, and WASA President Steve Webb

WASA SERVICE AWARD

WARREN HOPKINS, EXECUTIVE DIRECTOR, ERNN

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.”

Warren Hopkins, a longtime Washington State administrator, was selected for this award for his leadership and vision in service to the Employee Relations and Negotiations Network (ERNN) for the past several years. Specifically, his current service as Executive Director of ERNN has been instrumental in the development of up to date tools to assist districts in the Collective Bargaining process. Warren Hopkins and his service to WASA save WASA members a great deal of time and energy due to the ERNN resource bank.



Warren Hopkins, ERNN Executive Director

REGIONAL AWARDS

AWARD OF MERIT

Region 101	Kevin Foster, Valley
Region 105	Shane Backlund, Selah
Region 108	Ron Spanjer, Blaine
Region 109	Marci Larsen, Mukilteo
Region 111	Dr. Frank Hewins, Franklin Pierce
Region 112	Glenn Gelbrich, Kelso
Region 113	Kim Fry, Rochester
Region 123	Dr. Ray Tolcacher, Prosser
Region 171	Dr. Richard Johnson, Okanogan

STUDENT ACHIEVEMENT AWARD

Region 101	Nathan Smith, Colton
Region 105	John Schieche, East Valley
Region 108	Cynthia Simonsen, Anacortes
Region 111	Dr. Vincent Pecchia, Puyallup
Region 112	Andrew Kelly, Lyle
Region 113	Mary Lou Bissett, Chehalis
	Ed Rothlin, Chehalis
	Chris Woods, Tumwater
Region 171	Scott Sattler, Bridgeport

TWENTY-YEAR AWARD

Region 110	Mark Davidson, Federal Way
Region 123	Gregg Taylor, North Franklin

RETIREMENT AWARD

Region 105	Margarita C. Lopez, Granger
	Linda Martin, Thorp
	Minerva Morales, Mabton
	Daniel Murray, Wapato
Region 108	Tom Churchill, Meridian
	Cynthia Simonsen, Anacortes
Region 110	Mark Davidson, Federal Way
	Debbie Leighton, Auburn
Region 111	Dr. Frank Hewins, Franklin Pierce
Region 112	Glenn Gelbrich, Kelso
Region 114	Chris Willits, North Kitsap
	Dr. Marc Jackson, Port Angeles
Region 123	Dr. Lou Gates, Columbia-Burbank
	Gregg Taylor, North Franklin
	Ray Tolcacher, Prosser
Region 171	Dr. Lois Davies, Pateros
	Dr. Richard Johnson, Okanogan
	Cathi Nelson, Waterville
	Dr. Jerry Simon, Ephrata

WITH SINCERE APPRECIATION TO WASA'S 2017-18 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, over \$215,000 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 2017 to June 2018 for helping to make our events a huge success!

DIAMOND LEVEL

BLRB architects

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.



Clear Risk Solutions is more than just a standard insurance provider, we are an industry leader in both insurance and risk management services and solutions. Our mission is to make our services your asset by delivering customizable results that you can trust and will better equip you to succeed in an unpredictable future.



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 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 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 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 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 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.



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.



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).

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Foster Pepper PLLC
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Chartwells
Discovery Education
OAC Services, Inc.
Rural Education Center
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Region 114	David McVicker, Central Kitsap
Region 123	Lance Hahn, Finley
Region 171	Matt Charlton, Manson

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Special Education	Jennifer Traufler, Tacoma (Chair)
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	Shane Backlund, Selah (Chair-elect)
	Randy Russell, Freeman (Past Chair)

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SBE	Ricardo Sanchez
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School Construction	Steve Story, Tacoma
Small Schools	Marcus Morgan, Reardan-Edwall

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Region 111	Amy McFarland, Chief Leschi
Region 112	Andrew Kelly, Lyle
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Region 114	Susan Lathrop, Olympic ESD 114
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Region 109	Marci Larsen, Mukilteo
Region 110	Duggan Harman, Highline
Region 111	Tom Seigel, Bethel
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Region 113	Cal Brodie, Capital Region ESD 113
Region 114	David McVicker, Central Kitsap
Region 123	David Bond, Kennewick
Region 171	Garn Christensen, Eastmont
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IPAC	Vicki Bates, Auburn
Special Education	Jennifer Traufler, Tacoma
Principals	Devin McLane, Mukilteo
Superintendents	Carl Bruner, Mount Vernon
ESDs	John Welch, Puget Sound ESD
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WASA President	Steve Webb, Vancouver

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Region 111	Marci Shepard, Orting (Chair) / John Page, Tacoma
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Region 123	Lou Gates, Columbia-Burbank
Region 171	Lois Davies, Pateros

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Region 109	Mike Mack, Lakewood
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Region 111	Tim Yeomans, Puyallup
Region 112	Andrew Kyle, Lyle
Region 113	Deb Clemens, North Thurston
Region 114	Aaron Leavell, Bremerton
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Region 113	Chris Rust, Toledo / Bill Evans, Grapeview
Region 114	Wally Lis, Quilcene
Region 123	Tim Payne, College Place
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Region 111	Debbie Campbell, Sumner / Corine Pennington, Puyallup (Chair)
Region 114	Paula Bailey, Central Kitsap
Region 171	Debby Sharp, Bridgeport

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Region 108	Mike Olson, Sedro-Woolley (Past Chair)
Region 110	Vicki Bates, Auburn (Chair)
Region 111	Michael Farmer, Eatonville / Jennifer Bethman, Bethel (Chair-Elect)
Region 114	Shannon Thompson, South Kitsap

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Region 105	Nikki Cannon, ESD 105
Region 109	Devin McLane, Mukilteo (Chair)
Region 111	Matt Yarkosky, Bethel
Region 114	Chad Collins, North Mason
Region 171	Roy Johnson, Okanogan

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Region 109	Miriam Tencate, Lake Stevens
Region 110	Diana Thomas, Federal Way
Region 111	Nancy Fitta, Fife / Jennifer Traufler (Chair)
Region 123	Tracy Wilson, Pasco
Region 171	Trisha Craig, Wenatchee

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Region 101	Jerry Pugh, Colfax / Randy Russell, Freeman (Past Chair)
Region 105	Shane Backlund, Selah (Chair-elect)
Region 108	Carl Bruner, Mount Vernon (Chair)
Region 109	Gary Cohn, Everett
Region 110	Rebecca Miner, Shoreline
Region 111	Kathi Weight, Steilacoom
Region 112	Mike Green, Woodland
Region 114	Rick Thompson, Chimacum

WASHINGTON'S AASA REPRESENTATIVES

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Eastside	Randy Russell, Freeman
Statewide	Anthony Smith, Riverview
Executive	
Committee Rep.	Michelle Price, NCESD 171

VEBA BOARD

VEBA Trustie	Joel Aune, Snoqualmie Valley
VEBA Trustie	Mike Dunn, NE Washington ESD 101

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 2017–18 cohorts grew the overall impact of WSLA to include 132 school districts or Educational Service Districts that have completed, or are currently participating in WSLA, with over 20 districts participating multiple times. This has resulted in an impressive total of 1,090 professional educators having developed leadership skills through a uniquely designed curriculum rooted in the premise that quality school and district leadership impacts student achievement.

Ten districts and ESD teams from ESDs 171 (Wenatchee) and 189 (Anacortes) became the ninth cohort of the Leadership Academy, and along with sixteen district teams completing their second year from ESDs 101 (Spokane) and 112 (Vancouver) made up the 2017–18 roster of participants.

The researched best practices curriculum that WSLA teams focus on to build collaborative, accountable learning systems is newly updated. These best practices promote highly effective teaching and learning, and are understood and practiced in every classroom and in adult interactions. Each participating team uses student data to develop a *Problem of Practice and Theory of Action* aimed to create sustainable aligned systems that ensure equity and high levels of learning. WSLA participants examine their district student achievement data, dig deeply into system issues that needed to be addressed, and write system improvement plans based on researched best practices.

WSLA TEAMS 2017–18

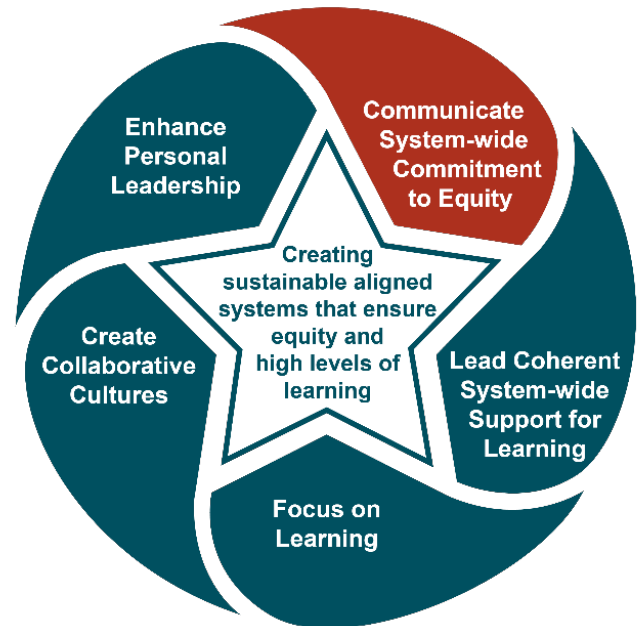
COMPLETING YEAR ONE

FROM ESD 171	FROM ESD 189
ESD 171 (Team)	Arlington
Oroville	La Conner
Pateros	Orcas Island
Tonasket	San Juan Island
Waterville	South Whidbey (Year Three)

COMPLETING YEAR TWO

FROM ESD 101	FROM ESD 112
Colville	Camas
Dayton (traveling from 123)	Castle Rock
Harrington	ESD 112 (Team)
Inchelium	Evergreen
Lind-Ritzville	Kalama
Newport	Ocean Beach
Nine Mile	White Salmon
Oakesdale	

The researched best practices curriculum update included new curriculum strands aligned to clear rubrics and designed to support districts in their goal to create sustainable aligned systems that ensure equity and high levels of learning. In addition, a new logo was designed to reflect the updated strands.



Multiple agencies and partners continue to collaborate to make the Leadership Academy successful. The WSLA skilled coaches and instructors, updated research best practices curriculum, and regionally delivered workshops are valuable resources to districts and essential components of WSLA. WSLA continues to be successful because of the ongoing partnership between WASA and AWSP, as well as the strong support from all nine Educational Service Districts, the Office of the 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)



School Information
and Research Service

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.

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.

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

LOOKING TO THE FUTURE: WASA GOALS AND ACTION STEPS FOR 2018–19

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 and retain effective leaders who represent the student demographics of Washington State.

ACTION B

Provide professional learning designed to support individual and systems-level improvement.

ACTION C

Promote engaged leadership with WASA members in order to share knowledge, understanding, and expertise.

GOAL II—TRUST

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

ACTION A

Build strong relationships with and among our members and other stakeholders to develop and sustain a shared voice in support of our public schools.

ACTION B

Mobilize and provide support for WASA members, state agencies, educational organizations, and other stakeholders to provide equitable educational access for each child that eliminates opportunity and achievement gaps.

ACTION C

Communicate with a unified message among WASA members, partner organizations, and the general public regarding the value of an equitable, world-class public education.

GOAL III—ADVOCACY

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

ACTION A

Cultivate ongoing relationships with legislators and other policymakers to influence legislation and education policy for equity of access and opportunities for each child.

ACTION B

In a unified, compelling voice, hold the Legislature accountable for providing consistent and equitable resources to school districts that will positively impact opportunities and learning of all K–12 children.

ACTION C

Actively influence federal policy to positively impact each student.