



wasasa

LEADERSHIP | TRUST | ADVOCACY

WASHINGTON ASSOCIATION OF
SCHOOL ADMINISTRATORS

ANNUAL REPORT 2014–15

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; and leadership in developing competent, ethical, and visionary leaders by providing member services, offering growth opportunities for leaders, and promoting community and legislative support for education.

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WASHINGTON ASSOCIATION OF SCHOOL ADMINISTRATORS

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FROM THE PRESIDENT

The following report is a summary of the work, accomplishments, and status of the WASA organization. When you review the report, I believe you will find that WASA has been productive and successful, making important progress toward fulfilling its mission and accomplishing its goals. In April 2014, WASA regional leaders identified three goals to give intentionality and clarity to our work. The goal areas are:

- Offering growth opportunities for leaders—*Leadership*
- Building internal and external relationships—*Trust*
- Promoting community and legislative support for education—*Advocacy*

Throughout the past year, evidence shows that educators who lead our schools and serve to guide WASA, along with the dedicated and committed WASA staff, have made giant strides toward improving educational opportunities and outcomes for our students. As an organization, WASA partnered on training for TPEP and held many successful conferences. Collaboration and communication has improved dramatically, including our website with links to tools and related work products. Championing professional educator expertise and the fundamental role of public educators in the preservation of our democracy was demonstrated by many with promotion of *McCleary* and coordinated advocacy opportunities.

Our work in education is never complete. School leaders are constantly thinking about meeting new rigorous college and career ready standards, customizing and personalizing learning experiences, closing long-standing opportunity and achievement gaps, creating advancement opportunities for teachers, and leveraging innovative technologies—not to mention stretching our tight budgets. Navigating these currents requires creativity, flexibility, and a willingness to do things differently. WASA is an outstanding organization that anchors itself on the core principles of *Leadership, Trust, and Advocacy*. As we continue to meet the challenges, WASA will continue to be a unified voice to support educational leaders and champion public education.

Thank you for allowing me to serve as WASA president for the past year. I consider it a great privilege and honor. To work and learn from skilled leaders and valued colleagues has been an incredible experience. Through this experience, I have gained the utmost appreciation for the professionalism,



dedication, and creativity of educational leaders who do this complex work around our state.

WASA is blessed to have Bill Keim at the helm. His quiet and thoughtful demeanor is respected by many. He has developed a team culture that accentuates the strengths of the incredibly professional staff. It has been my pleasure to work with the WASA staff and Board.

Our work is demanding, rewarding, and critically important. I am proud of all that we have accomplished and know that we will make the very best out of the challenges we have ahead of us. Our collective voice is powerful. We do make a difference. As we move forward to another school year with important work ahead, I ask that you continue to support the leadership of our Executive Director, Dr. Bill Keim, his staff, as well as WASA President, Dr. Frank Hewins. WASA is in great hands!

Wishing you the best,

Michelle Price
2014–15 WASA President
Superintendent, Moses Lake School District

FROM THE EXECUTIVE DIRECTOR

Under the leadership of WASA President, Michelle Price, 2014–15 was a great year for WASA and the members we serve. Through Michelle's leadership, the WASA Board identified three goals that aligned with WASA's tagline, Leadership—Trust—Advocacy. These goals represented our strategic focus for the year. As a result of Michelle's leadership and the WASA Board's oversight, we achieved positive results in all three areas.

Goal 1 was “Offering Growth Opportunities for Leaders—Leadership.” One of the most significant accomplishments related to this goal was the training series provided to school district leaders in partnership with AWSP. The focus of that series was the effective implementation of the principal/assistant principal evaluation system. There was good attendance and very positive responses to these sessions from the participants. In addition to that new offering, this was WASA's year to take the lead with the Washington Educators' Conference and WASA/AWSP Summer Conference, which resulted in a very busy year for our professional development staff. We had high levels of member participation in all seven of our conferences and workshops including record high participation in the Summer Conference.

WASA's second annual goal was “Building Internal and External Relationships—Trust.” The focus of this goal was on building relationships through communication and collaboration. One of the most impactful accomplishments in this area was our collaboration with the Washington Association of School Business Officials (WASBO) on the future of local levy funding. Leaders in both associations recognized that the *McCleary* decision was likely to create significant changes related to the collection and use of local levies. A taskforce was formed of knowledgeable leaders from around the state to study the implications of those potential changes. After extensive study of the issue, the two associations jointly released a white paper stressing the importance of funding education labor costs before any reduction occurred in local levy authority.

Our third goal was “Promoting Community and Legislative Support for Education—Advocacy.” The past year was a critical phase in the Legislature's response to the *McCleary* decision. WASA staff were very active both in direct advocacy and in support of our members advocacy efforts. Following the collaborative work with WASBO identified in Goal 2, WASA leaders met with several editorial boards around the state to stress the concepts outlined in the white paper. Those meetings helped inform editorial staff and resulted in some

very positive editorials. WASA also collaborated with WASBO in creating a letter to legislators late in the session encouraging action on the compensation issue. While none of these efforts resulted in the legislation we were seeking, it appears that we did help change the conversation in Olympia to begin addressing these important issues.

These are just a few of the highlights of the past year's accomplishments for WASA. I would encourage you to read the rest of this annual report for more detailed information about our activities. None of those efforts would have been successful without the support and active involvement of you, our members. WASA is capable of great things, but we are only as strong as our members' level of teamwork and engagement in the important issues that we face together. Thank you for all you do in that regard.



We are also sustained in that shared work by an outstanding group of corporate partners. Without their ongoing support, we wouldn't be able to offer the high-quality professional development offerings and honorary awards to which our members have become accustomed. Perhaps of equal importance, those partners are strong advocates of public education and the work of effective leadership as they interact with their colleagues in the corporate world. That support is invaluable in the face of so much unwarranted criticism of public education.

In closing, I would like to thank Michelle Price for her leadership and support which helped make this such a successful year for the Association. Her vision, passion, and enthusiasm were an inspiration to the WASA staff and members alike as we worked together on behalf of Washington's students.

Bill Keim, Ed.D.
WASA Executive Director

FINANCIAL OVERVIEW & MEMBERSHIP REPORT

FINANCIAL OVERVIEW

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

WASA MEMBERSHIP

Every member of WASA is important. 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 is important and valuable.

REVENUE SOURCES (BY PERCENT)

Professional Development	27%
Contracts/Grants	29%
Dues	39%
Miscellaneous	5%

PERSONNEL EXPENDITURES (BY PERCENT)

Governance	17%
Legislative	32%
Contracts	15%
Professional Development	36%

OBJECT EXPENDITURES (BY PERCENT)

Legal/Miscellaneous	7%
Office Expenses	19%
Contracts	9%
Personnel	43%
Board/Standing Committees/Component Groups	4%
Legislation	1%
Professional Development	17%

2014–15 MEMBERSHIP BY MEMBER TYPE

Active	981
Associate	38
Lifetime	542
Complimentary	7
Student/Intern	6
Displaced	10
Total	1584

ACTIVE MEMBERSHIP BY REGION

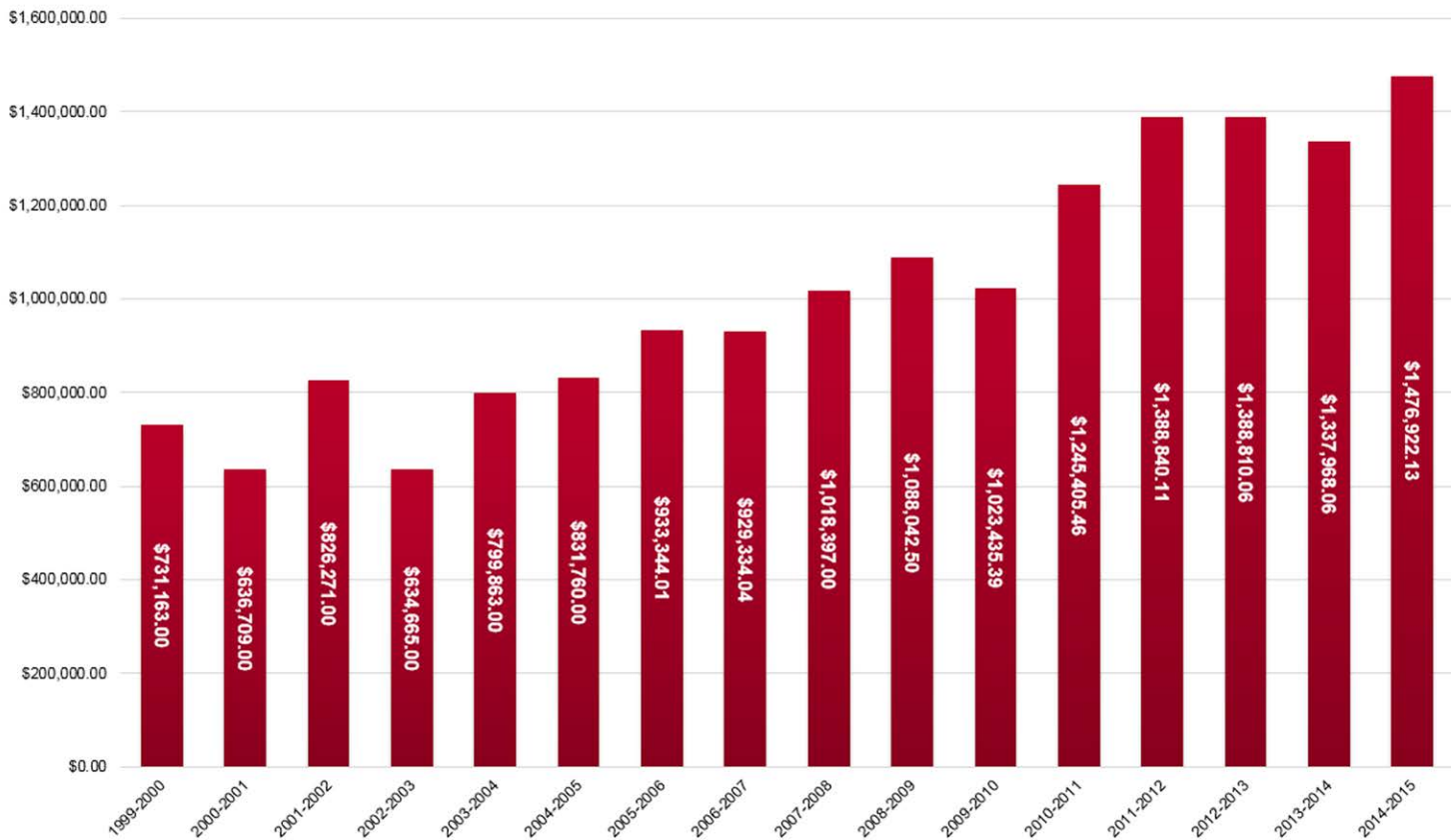
NEWASA Region 101	91
South Central Region 105	70
SWIS Region 108	57
Sno-Isle Region 109	94
Metro Region 110	169
Pierce Country Region 111	110
Columbia River Region 112	83
Capital Region 113	114
Olympic Peninsula Region 114	54
SEWASA Region 123	80
North Central Region 171	59
Total	981

ACTIVE MEMBERSHIP BY COMPONENT

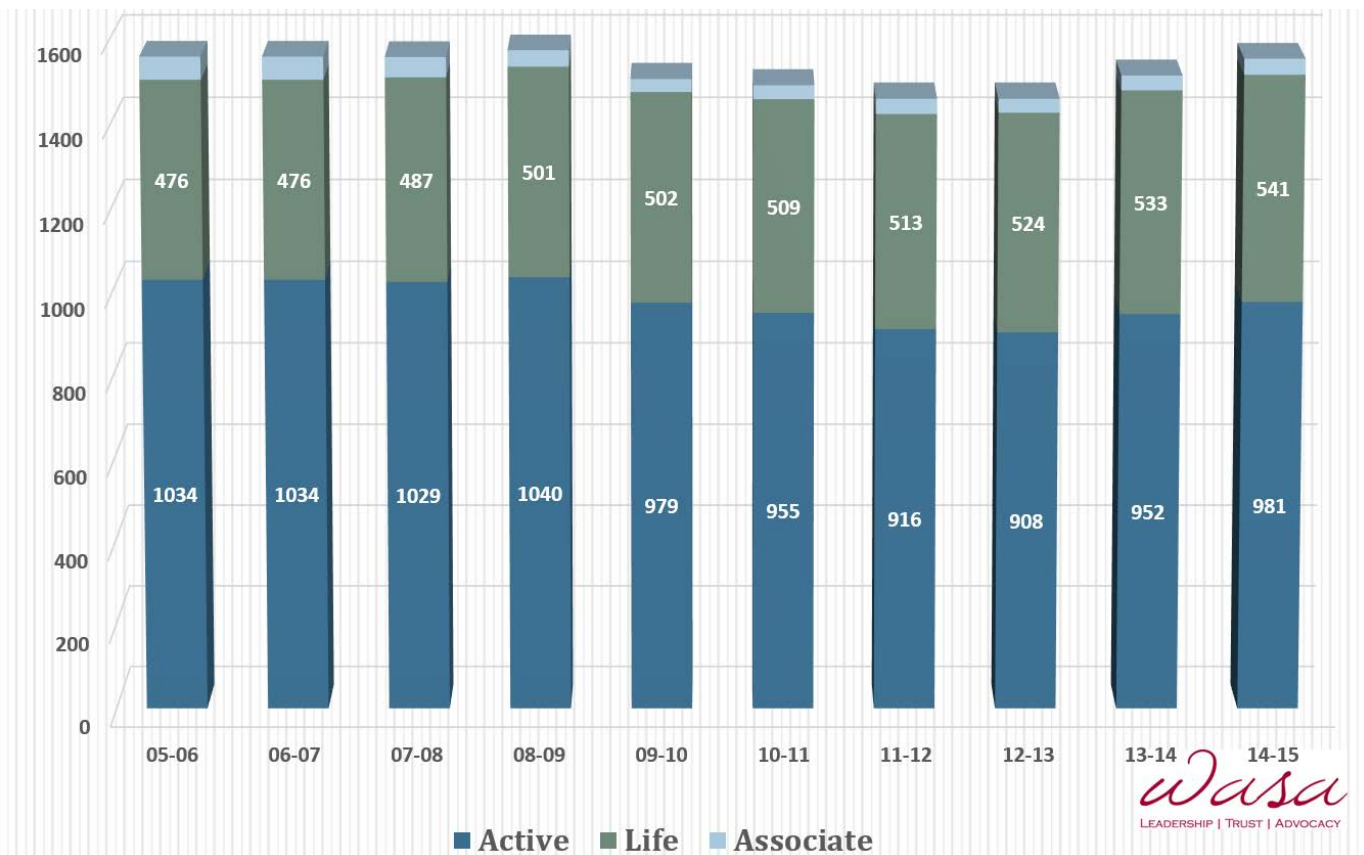
Business and Personnel Administrators	165
Instructional Program Administrators	292
Principals	43
Special Education Administrators	149
Superintendents	332

OPERATING BUDGET 2014–15—\$3,483,778

OPERATING BUDGET HISTORY



MEMBERSHIP TREND HISTORY



GOVERNMENT RELATIONS

WASA's legislative activities again were largely focused on pushing the Legislature to comply with the Supreme Court's historic decision in the *McCleary v. State of Washington* education funding lawsuit. The Legislature has been making progress towards fully funding basic education; however, that progress has been insufficient. The closer the state comes to the 2018 funding deadline, the more it looks like they will fall short of full compliance with the constitution's Article IX, Section 1 "paramount duty."

In 2013, the Legislature adopted a two-year budget with almost \$1.0 billion in basic education enhancements. Although this was a significant increase by any measure, it still fell far short of the Legislature's own analysis of the needed investment to stay on track to fully implement ESHB 2261 (2009) and SHB 2776 (2010) and fully comply with the constitutional paramount duty by 2018.

The Legislature enhanced K–12 education spending in the 2014 Supplemental Operating Budget. In fact, the vast majority of policy enhancements were devoted to K–12 education. Unfortunately, the total increase in policy enhancements over the underlying 2013–15 Operating Budget was a mere \$66 million, so the "vast majority" for K–12 education amounted to just under \$64 million—a minor blip on top of the previous year's \$1.0 billion.

In addition to the necessary basic education enhancements, the Supreme Court has also ordered the state (i.e., the Legislature) to provide a "complete spending plan." The Legislature's required compliance report to the Court in 2013 essentially ignored the order, so the Court reiterated the demand (not simply a request, but a specific directive). A spending plan was not enacted in 2014 and the Legislature's required compliance report acknowledged that fact, but provided a series of excuses why they were unable to comply with the order.

After the 2014 Session concluded and the Legislature's compliance report was filed, along with a response from the Network for Excellence in Washington Schools (NEWS), the *McCleary* plaintiffs, the Court expressed its frustration with the Legislature's lack of action. The Court summoned the state to a "show cause" hearing, wherein, they were to explain why they should not be found in contempt of court and if they were found to be in contempt, why they should not be sanctioned. The state and NEWS filed necessary briefs in late summer and presented oral arguments before the Court on September 3. The attorneys for the state again acknowledged that they had not complied, but urged the Court not to find

them in contempt or sanction them because they recognized "the need for legislative action by the 2015 Legislature" and a contempt order "is not necessary to get the state's attention." There was much talk about a "grand bargain" that would come together in 2015; and the state urged the Court, if they found the state in contempt, to withhold any sanctions until after the 2015 Session.

On September 11, the Court unanimously held the state in contempt of court. They accepted the state's promise to act, however, and postponed sanctions providing an opportunity to purge the contempt during the 2015 Session. The Court firmly noted that if the contempt was not purged by adjournment of the 2015 Session, "the Court will reconvene and impose sanctions or other remedial measures." The Legislature was required to provide the Court with a report immediately after session adjourned detailing whether or not the state purged the contempt order.

The 2015 Legislative Session began with a cloud of the contempt order hanging over head. The 2015–17 Operating Budget was the overriding focus and K–12 education was a major part of the discussion from Day One. Budget agreements were destined to be complicated, however, given the continued divided control of the Legislature. Democrats continued to hold the majority in the House, albeit with a slim 51–47 lead (down from 55–43 during the 2013 and 2014 sessions). Republicans in the Senate were numerically outnumbered by Democrats in the last two years, but they controlled a newly formed Majority Coalition Caucus, comprised of Republicans and two dissident Democrats. Following the 2014 election, Republicans solidified their majority and took outright control of the Senate; including one of the previous dissident Democrats who continued to caucus with Republicans, the Coalition Caucus held a 26–23 majority.

The Governor and budget leaders in each caucus all conceded that a significant enhancement for education was a requirement in the new two-year budget. The level of that enhancement was debated, however. Governor Inslee, as required, issued his budget request in mid-December, showing his cards early. His proposal included \$1.3 billion for *McCleary*-related enhancements. Inslee noted that his proposal would "constitute full implementation of Substitute House Bill 2776." While it was technically true that his proposal would fully implement SHB 2776, simply implementing that bill from 2010 would NOT fully fund education or fully comply with the Supreme Court's orders in *McCleary*. During the past few years, the legislative focus has been on the "big four" issues in SHB 2776: full funding of pupil transportation, full funding of Maintenance,

Supplies & Operating Costs (MSOC), full funding of K–3 class size reduction (down to 17 students per teacher), and state funding of all-day kindergarten across the state. While fully funding these issues is positive (and required), it is not the end of the line. ESHB 2261—including its required compensation enhancements—also needs to be fully implemented. This was a fight WASA had to engage in the entire session.

The Senate Republicans argued early on that there were only two required K–12 policy enhancements that were statutorily required in 2015–17: Initiative 732 COLAs and MSOC in SHB 2776. Again, technically, that was true. A K–12 budget that was limited to providing a \$750 million MSOC enhancement and a \$230 million COLA, however, certainly would not meet the needs of school districts across the state—nor would it appease the Supreme Court, which has already criticized the Legislature for its lack of progress towards full funding of basic education. The initial informal proposal from Senate Republicans was just south of \$1.0 billion.

Next up were the House Democrats. They also publicly discussed the need to fully fund SHB 2776; however, they also argued additional enhancements needed to be made to address compensation and also stay on the 2018 target. Their initial informal proposal was broadly described as a “\$1.2 billion to \$2.0 billion” investment.

Even though the 2015 Session was an agonizing, record-breaking 176 days, the suggested K–12 investment in the Governor’s and the two legislative budgets were largely similar throughout most of the session. The Governor continued to advocate for a \$1.3 billion enhancement; House Democrats eventually landed on a \$1.4 billion target; and Senate Republicans coalesced around a \$1.3 billion target. The implementation details within those proposed investments were different, but not in any significant way.

Ultimately, the final 2015–17 Operating Budget provided a \$1.3 billion *McCleary*-related basic education enhancement for MSOC (\$741.5 million), K–3 Class Size Reduction (\$350.2 million) and state-funded All-Day Kindergarten (\$179.8 million). Additionally, over \$380 million was provided for I-732 COLAs and an additional one-time “bonus” COLA for educators. In total, including maintenance level items, the K–12 budget increased by just under \$2.9 billion.

This investment is positive, yet it continues to fall short of the Legislature’s own Joint Task Force on Education Funding recommendations; and it continues to be substantially less than the level of K–12 funding the state promised during the *McCleary* trial. Additionally, this year’s budget provides

no investment to address the constitutional underfunding of educator compensation which continues to force an unconstitutional overreliance on school district local levies. The Legislature also failed to adopt the required spending plan.

Following the end of the session, the Legislature submitted its required progress report to the Court. As they did last year, they acknowledged a required spending plan was not adopted. Instead of giving excuses for not acting, however, the Legislature tried to explain why a plan was unnecessary. The Attorney General argued the Legislature was making significant progress towards full funding of education and said, “The 2015 Legislature’s actions move the state closer to ultimate constitutional compliance than any written plan would have done, and continuing to demand a plan at this point would serve no useful purpose.” They also argued the contempt order should be dissolved because it is no longer necessary.

The Supreme Court disagreed. On August 13, the Court ruled the state was still in contempt and ordered immediate sanctions. The state will be fined \$100,000 per day until it adopts the ordered “complete plan for complying with Article IX, Section 1 by the 2018 school year.” They also encouraged the Governor “to aid in resolving this matter by calling a special session.”

A major subset of WASA’s activities on the budget this session was the focus on compensation and levy reform. Last year, WASA joined with our WASBO colleagues to form a Local Funding Workgroup to address compensation/levy reform and we prioritized the issue this session. At first, the issue was ignored, but after continuing to press it, we finally started to see some cracks. In mid-February, budget-writers in both houses publicly stated they recognized that the Legislature needed to address the state’s underfunding of salaries—and clarified the urgency by noting it needed to be addressed THIS session. In the waning days of the session, multiple



*Assistant Executive Directors
John Dekker, Dan Steele, and Helene Paroff*

plans were publicly released to tackle the issue; however, there was no real legislative consensus, and no bill was ever moved.

The Court continues to urge compensation/levy reform to be addressed—and WASA will continue to advocate for solutions. This summer, we will again join with WASBO to review legislative proposals and craft our own messages. There was a bit of hope the Legislature would act on the issue in 2015. Instead, the Legislature compounded the problem. Legislators provided additional enhancements for all-day kindergarten and class size reduction and funded the required Initiative 732 COLA for educators (along with a onetime “bonus”). These are positive actions, yet failing to positively address the unconstitutional underfunding of compensation or the unconstitutional overreliance on local levies actually exacerbates the current funding problem.

Compensation and levy reform will likely be THE major issue of the 2016 Session. Educators from across the state must continue to be actively engaged and vocal in the legislative process. These issues (and numerous others) could have major impacts on education funding for years to come.

The Nexus Group (Fred Yancey, along with Scott Nelson), consultants for retirement and health benefits for WASA and AWSP, and our associates Mitch Denning, Alliance for Education Associations (AEA), and Jim Shoemake and Marcia Fromhold, Association of Educational Service Districts (AESD), worked closely with us throughout the session. 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 DEVELOPMENT

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, central office administrative roles.

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

During the 2014–15 year, WASA assumed the lead role in two key conferences—Washington Educators' Conference (with AWSP, WSASCD, and OSPI as partners) and the WASA/AWSP Summer Conference. Planning committees comprised of WASA members, representing multiple regions of the state, played a vital role in determining the themes to be addressed during the conferences. Evaluations from participants indicate the high level of success of the conferences because of their relevance to the essential work of leaders.

Other workshops and/or conferences were held throughout the year. Each one had a thoughtfully developed theme that impacted the keynote and breakout session topics.

Of note, WASA, AWSP, and AESD collaborated on a three-part series designed for building-level administrators and those who evaluate them. Conducted at three different sites throughout the state, district teams were provided the opportunity to make decisions regarding the processes that would be used to make the evaluation system relevant to their context.

The Washington State Leadership Academy (WSLA), co-sponsored by WASA and AWSP and under the leadership of Dr. Carol Whitehead, successfully completed another year of operations and was fully funded for the next biennium. In June 2015, Dr. Whitehead retired from the position of director and Dr. Sharon Bower was selected as her



Janice Watson and Carol Whitehead leading a WSLA training.

successor. Transition of leadership began immediately and plans for the 2015–16 year are well underway. Additionally, WSLA conducted professional development on the AWSP Leadership Framework through a grant provided by the Office of Superintendent of Public Instruction.

The strength of WASA's professional development offerings is a direct result of the involvement and input from our membership.

2014–15 PROFESSIONAL DEVELOPMENT EVENTS

2014

JULY

WASA New Superintendent Workshop

AUGUST

WASA/OSPI Special Education Workshop

OCTOBER

WASA/AWSP/WSASCD/OSPI Washington Educators' Conference (WEC)

NOVEMBER

Focus On Education Month

2015

FEBRUARY

ERNN Annual Conference

AASA National Conference on Education

MARCH

WASA/WSSDA/WASBO Legislative Conference

WASA Small Schools Conference

MAY

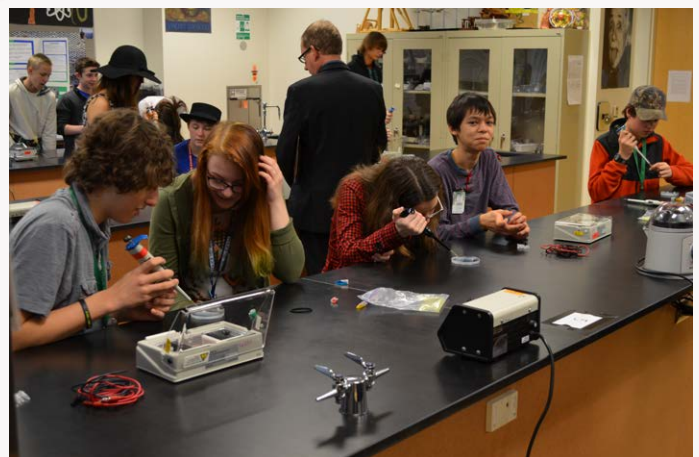
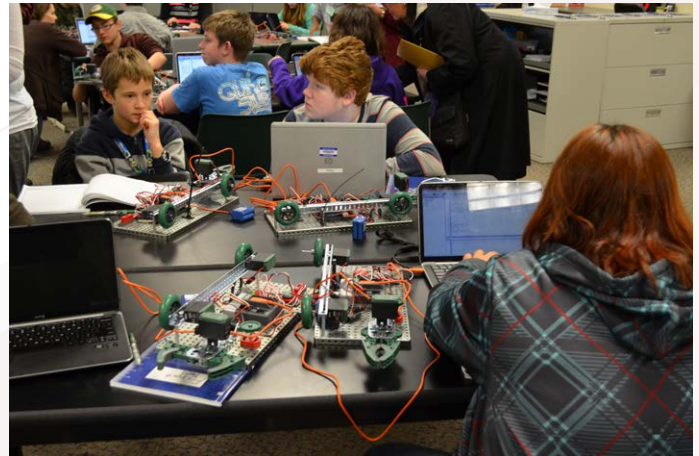
WASA Superintendent Workshop

JUNE

WASA/AWSP Summer Conference

CONTRACT PROFESSIONAL DEVELOPMENT

- 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)



Vancouver iTechPrep students hard at work during the district patron's tour.

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 2014–15, the WASA team welcomed some new faces. Helene Paroff joined the WASA team as Assistant Executive Director for Professional Development and Membership Services. Helene came to WASA from NorthEast Washington ESD 101 where she served as Assistant Superintendent for Student Learning & Support Services. Another new member of the team is Tricia McCosh. Tricia serves WASA in the areas of Communications and Production.

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, and is always just an email or phone call away.

The New Superintendent Workshop and the Superintendent Mentor Program are just 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

Since the early 1990s, WASA has assisted school districts with nearly 200 WASA Management Reviews. Focused on effectiveness and efficiency, these reviews are valuable tools for



L–R: Past President Mike Nelson, President-elect Frank Hewins, and President Michelle Price

districts striving to provide their communities with the best services possible. WASA Management Reviews are conducted onsite by a team of expert practitioners utilizing a review of data and stake-holder perceptions to identify what is working and what needs improvement. Reviews provide specific commendations and recommendations providing districts with a clear roadmap for success.

During the past year, numerous 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.

Essential to the process, WASA Management Reviews cannot be provided without the participation of our expert practitioners who lend their expertise to the process. WASA wishes to thank the following for assisting districts in their quest for continuous improvement:

LEAD CONSULTANTS

Dr. Michael Boring

Dr. Wayne Robertson

EXPERT PRACTITIONERS

Skip Ennis

Dr. Deb Howard

Dennis Mathews

Jennifer Trauffer

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 and agenda, meeting packet, and minutes generators—saving time and expense. This product is currently saving districts thousands of dollars 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.

WASA HONORARY AWARDS

STATEWIDE AWARDS

GOLDEN GAVEL AWARD

MICHAEL A. PATTERSON, ATTORNEY, PATTERSON BUCHANAN FOBES & LEITCH, INC. P.S.



The Golden Gavel 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.

This year's Golden Gavel Award was presented to Michael A. Patterson, Attorney, Patterson Buchanan Fobes & Leitch, Inc. P.S. for his avid support of public education throughout his long and illustrious career. He has represented over one-third of Washington's public school districts in a variety of legal matters and is singularly committed to supporting and defending school districts within his field. As founding principal of Patterson Buchanan Fobes & Leitch, Inc. P.S., Michael forms, supports, and leads a group of outstanding attorneys that represent many of Washington's school districts. Some of Michael's contributions to public education in Washington include:

- Helping set the standard for appropriate staff behavior to curb student sexual abuse by staff.
- Developing appropriated guidelines and standards for staff conduct with students.
- Supporting the education of school personnel in legal matters.
- Winning several landmark school district cases such as *Faulaau v. Highline School District*.

BARBARA MERTENS LEGACY AWARD

DR. BETTE HYDE, DIRECTOR, DEPARTMENT OF EARLY LEARNING

Sponsor: D.A. Davidson & Co.

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.



The Barbara Mertens Legacy Award for 2015 was awarded to Dr. Bette Hyde, Director of the Department of Early Learning for her work on quality early learning opportunities, kindergarten readiness, childhood provider partnerships, and family engagement. Dr. Bette Hyde's work at the Department of Early Learning is unparalleled at the regional, state, and national levels. She blazed the trail of establishing a comprehensive early learning system that had partnerships with agencies, public and private partners, and the general public. Her leadership has benefitted thousands of children, families, communities, and educators in providing a ready and successful entry plan for kindergarten.

SERVICE TO WASA AWARD

DR. CAROL WHITEHEAD, DIRECTOR, WSLA

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."

This year's Service to WASA Award was presented to Dr. Carol Whitehead, Director of the Washington State Leadership Academy for her work in the planning, organization, and program oversight to support growth for school and district leaders to effectively improve student success. To date, 94 school districts or Educational Service Districts and 719 education leaders have participated in the WSLA Program.



WASA LEADERSHIP AWARD

**DR. CHRYS SWEETING, ASSISTANT SUPERINTENDENT,
PUYALLUP 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.”

This year’s WASA Leadership Award was presented to Chrys Sweeting, Assistant Superintendent, Puyallup School District.

Chrys was selected for her work in developing a Central Management Team evaluation tool based on the frameworks for TPEP.

REGIONAL AWARDS

AWARD OF MERIT AWARD

Region 101	Jim Kowalkowski, Davenport
Region 105	Elaine Beraza, Yakima
Region 108	Richard Thompson, San Juan Island
Region 109	Ken Hoover, Monroe
Region 111	Glenn Malone, Puyallup
Region 111	Brian Loffer, Bethel
Region 112	Dawn Tarzian, Washougal
Region 113	Howard King, Elma
Region 171	Dennis Carlson, Grand Coulee Dam

WASA STUDENT ACHIEVEMENT LEADERSHIP AWARD

Region 101	Suellen White, Odessa
Region 105	Shane Backlund, Selah
Region 108	Kathy Shoop, NWESD 189
Region 110	Kip Herren, Auburn
Region 111	Carolyn Treleven, Franklin Pierce
Region 112	John Deeder, Evergreen
Region 113	Shannon Criss, Winlock
Region 171	Brent Stark, North Central ESD 171

20-YEAR AWARD

Region 101	Steve Gaub, Wilbur
Region 108	Laurel Browning, Burlington-Edison
Region 113	Howard King, Elma
Region 113	Sharon Bower, Toledo
Region 171	Dennis Carlson, Grand Coulee Dan

RETIREMENT

Region 105	Elaine Bereza, Yakima
Region 108	Kathy Shoop, NWESD 189
Region 109	Ken Hoover, Monroe
Region 110	Colleen Dixon, Issaquah
Region 112	Jim Sutton, Kalama
Region 112	Jerry Lynch, Klickitat
Region 112	Dawn Tarzian, Washougal
Region 113	Rich Apperson, Boistfort
Region 113	Jim Forrest, Adna
Region 113	Howard King, Elma
Region 113	Ray Yoder, Wishkah Valley
Region 113	Tita Mallory, McCleary

ADDITIONAL AWARDS & RECOGNITION

WASHINGTON STATE SUPERINTENDENT OF THE YEAR

DR. DENNIS KIP HERREN, SUPERINTENDENT, AUBURN SCHOOL DISTRICT

This program is designed to recognize the outstanding leadership of active, front-line superintendents and pay tribute to those who lead our public schools.



L–R: Mike Nelson, Michelle Price, Kip Herren, Helene Paroff, and Frank Hewins

Dr. Dennis Kip Herren, Superintendent, Auburn School District, was selected 2015 Washington State Superintendent of the Year.

Herren has been in education for 40 years; 35 of those years in the Auburn School District, with seven served as the district's superintendent. The district has 15,000 students with 56 percent poverty, 25 percent Hispanic, and 2,500 English language learners from 65 different first languages. Even with these demographics, the Auburn School District consistently is one of the top achieving school districts in Washington State.

DOYLE WINTER SCHOLARSHIP FOR ADMINISTRATIVE LEADERSHIP IN EDUCATION

BRIAN HART, EXECUTIVE DIRECTOR, CURRICULUM, INSTRUCTION, AND ASSESSMENT, SUNNYSIDE SCHOOL DISTRICT

Sponsored by Piper Jaffray & Co., Seattle-Northwest Division

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 Doyle Winter Scholarship for this year is Brian Hart, Executive Director of Curriculum, Instruction, and Assessment, Sunnyside School District.

Brian was selected for the scholarship for his professional goal “to develop a first-class professional development model that supports every teacher in helping each student meet standard and graduate with career and college readiness skills.” The focus of the professional development will be providing quality, aligned instruction that ensures equity and access for all students.

ROBERT J. HANDY MOST EFFECTIVE ADMINISTRATOR AWARD

Sponsored by PEMCO Insurance and the Washington Association of School Administrators

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 of providing low-cost loans to school teachers grew into what is now the School Employees Credit Union of Washington (SECU). Three Handy 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 characteristic of high performing school/districts as identified by OSPI research. This year's outstanding recipients of a Robert J. Handy Most Effective Administrator award include:

SMALL DISTRICT

KAREN WIRKKALA, PRINCIPAL, NASELLE-GRAYS RIVER VALLEY SCHOOL DISTRICT

MEDIUM DISTRICT

JAMES EVERETT, PRINCIPAL, MERIDIAN SCHOOL DISTRICT

LARGE DISTRICT

CARL BRUNER, SUPERINTENDENT, MOUNT VERNON SCHOOL DISTRICT



AASA DISTINGUISHED SERVICE AWARD

DR. STEPHEN RASMUSSEN

Distinguished Service Awards are given annually to retired AASA members who exhibit exemplary leadership throughout their careers and have enhanced the profession of school administration. Nominees are expected to have brought honor to themselves, their colleagues, and their profession; given exemplary service to their state or national professional association; and made significant contributions to the field of education through their service, writings, and other activities.

Dr. Stephen Rasmussen was awarded the AASA Distinguished Service Award at the 2015 AASA National Conference on Education.

Rasmussen spent 40 years contributing to public education in Washington State and nationally. As an administrator, he provided leadership for five school districts over a period of 35 years. With his retirement in 2013, Rasmussen concluded a remarkable career impacting innumerable students and educators. His tireless dedication to public education is reflected in his successful career as a superintendent and by his commitment to lead, teach, encourage, and advocate for future education leaders at the state and national levels.



L–R: Mike Nelson, Michelle Price, Stephen Rasmussen, and Frank Hewins

WITH SINCERE APPRECIATION TO WASA'S 2014–15 CORPORATE PARTNERS AND EVENT SPONSORS

WASA is grateful to the companies that support our professional development conferences, workshops, and specific events. During the 2014–15 year, nearly \$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 who partnered with WASA during the past year for helping 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 55 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 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.

HOBSONS

HOBSONS

Hobsons is an education solutions company dedicated to helping educators, administrators, students, and families maximize success through every stage of the learning lifecycle. The company's solutions serve millions of students across more than 10,000 schools, colleges, and universities worldwide.

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 based within the PEMCO Corporation. PEMCO Insurance, founded in 1949, is a preferred-risk insurer that offers personal auto, home, boat, umbrella, and life insurance to nearly 555,000 Washington residents. PEMCO specializes in coverage for school employees.

In addition to serving the needs of their customers and employees, executives of PEMCO believe in being good corporate citizens. Each year, they donate roughly five percent of their earnings to charities across Washington.

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 (AWSPP), WASA, and the Washington Association of School Business Officials (WASBO).

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President Michelle Price's Inauguration Reception

MEMBER ACKNOWLEDGMENTS

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WASA Region 108 Meeting

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101	Connie Kliewer, Tekoa
105	Nikki Cannon, ESD 105
108	Jeff Brown, Burlington-Edison
109	Wendy Eidbo, Mukilteo, (Chair)
123	John Seaton, Paterson
171	Dan Andrews, Soap Lake



WASA Leaders Workshop

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- 109 Renae Leeming, Mukilteo
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- 123 Tracy Wilson, Pasco

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- 110 Larry Francois, Northshore (Chair-elect)
- 111 Kathi Weight, Steilacoom
- 123 Lou Gates, Columbia-Burbank
- 171 Jerry Simon, Ephrata

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Eastside: Michelle Price, Moses Lake

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Garn Christensen, Eastmont

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VEBA Trustee: Joel Aune, Snoqualmie Valley

WASHINGTON STATE LEADERSHIP ACADEMY (WSLA) CELEBRATES SUCCESS

SUPPORTING LEADERSHIP DEVELOPMENT TO IMPACT STUDENT ACHIEVEMENT

In 2014–15, the work of the Leadership Academy grew to include 94 school districts or Educational Service Districts that have graduated from or are currently participating in WSLA, resulting in an impressive total of 719 professional educators having developed leadership skills through a uniquely designed curriculum rooted in the premise that quality school and district leadership impacts student achievement.

“WSLA assists leaders from public school districts in the state of Washington as they strive to develop and implement strategies to effectively implement systems designed to meet the learning needs of their students. The state’s continued financial support in this important work demonstrates a commitment to quality education for Washington’s children,” said Dr. Carol Whitehead, WSLA Director.

Fifteen district and ESD teams from ESDs 101 (Spokane) and 113 (Olympia) became the seventh cohort of the Leadership Academy, along with nine district teams completing their second year from ESDs 105 (Yakima) and 121 (Renton), made up the 2014–15 roster of participants.

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, TPER, 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.

WSLA TEAMS 2014–15

COMPLETING TWO YEARS

FROM ESD 121	FROM ESD 105
Eatonville	Cle Elum-Roslyn
Enumclaw	Mabton
Skykomish	Royal
Steilacoom	Toppenish
Vashon Island	

COMPLETING FIRST YEAR

FROM ESD 101	FROM ESD 113
Chewelah	ESD 113 Team
Columbia-Hunter	Mossyrock
Curlew	Onalaska
Davenport	Rochester
East Valley	Southside
Reardon-Edwall	Tenino
Ritzville-Lind	Toledo
Tekoa	

In addition to the regular program, WSLA accepted responsibility for conducting all of the state’s required AWSP Leadership Framework Principal Evaluation trainings. With a cadre of highly skilled Leadership Framework Specialists, evaluators of principals and/or assistant principals working in districts from across the state developed an understanding of the AWSP Framework and Rubrics, the new state-required Principal Evaluation System and how to write legally-defensible evaluations to help evaluators, principals, and assistant principals grow professionally. In the 2014–15 school year, leaders in 64 districts participated in Leadership Framework Training; and WSLA trained 27 presenters from ESDs to continue the AWSP Leadership Framework Principal Evaluation in the future.

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

Dr. Carol Whitehead, the director of WSLA since spring of 2010, retired from the position on June 30, 2015. Sharon Bower, the newly appointed WSLA director immediately began transitioning into the position. This leadership change should be seamless for participants and the continued success of WSLA.

More information about the Washington State Leadership Academy can be found on the program’s website at <http://waleadershipacademy.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; and Dan Steele, WASA's Assistant Executive Director for Government Relations, serves as the Executive Director.

SIRS produces *Leadership Information*, the *Legislative Handbook*, and the *SIRS Salary Survey* as well as occasional special reports like the Ample School Funding Project.

LEADERSHIP INFORMATION

Leadership Information (LI) is a research and information journal relating directly to the needs of education leaders in Washington State. Member districts receive a number of LI copies depending on district size.

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 your 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 http://www.wasa-oly.org/WASA/1_0_Who_We_Are/Partners/Affiliates/SIRS%20Member_Benefits.aspx.

WASA GOALS AND ACTION STEPS FOR 2015–16

GOAL 1—LEADERSHIP

Identify and develop knowledgeable and effective leaders who champion academic success for all children by enhancing purposeful systems that yield powerful instruction and learning.

ACTION A

Identify, facilitate, and provide ongoing innovative professional development in support of educational leadership.

ACTION B

Promote systems-level improvement and professional growth.

ACTION C

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



GOAL 2—TRUST

Develop trust by building year-round, positive stakeholder relationships focused on communication and collaboration.

ACTION A

Develop ongoing opportunities to maintain a high profile in local communities, counties, ESDs, and at the state level to further the cause of public education.

ACTION B

Create urgency and avenues for collaborative action among WASA members and stakeholders.

ACTION C

Facilitate communication and collaboration among the 295 diverse district school leaders and WASA partners to forge a unified voice on the value of quality public education.



GOAL 3—ADVOCACY

Champion the fundamental role of public education in the preservation of democracy through professional educator expertise.

ACTION A

Enhance and cultivate ongoing, year-round relationships with legislators to promote education policy and statute based on the expertise of district leaders and on the research of actual education practice and results.

ACTION B

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