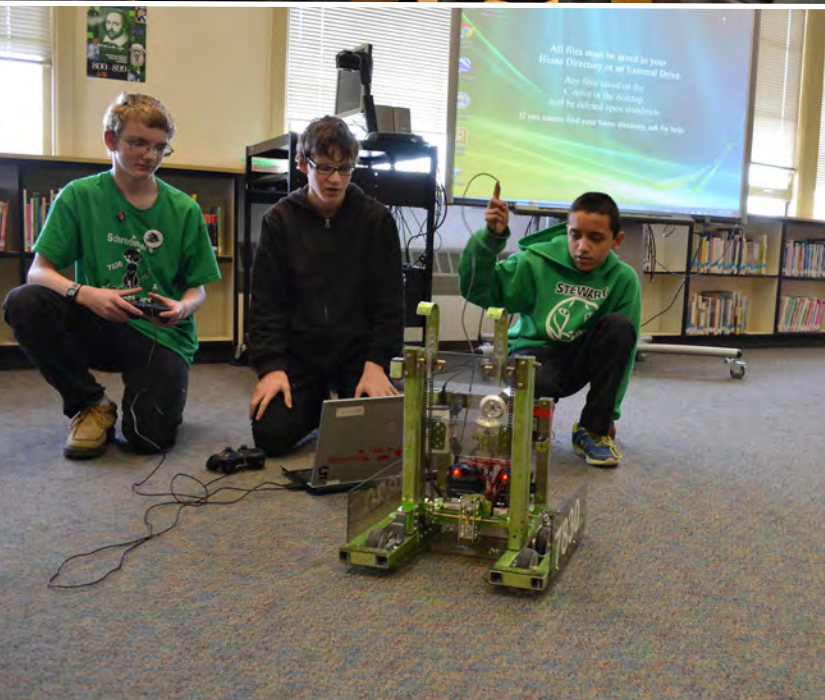


2013–14 Annual Report

WASA

LEADERSHIP | TRUST | ADVOCACY

WASHINGTON ASSOCIATION OF
SCHOOL ADMINISTRATORS



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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EXECUTIVE DIRECTOR

Bill Keim, Ed.D.

ASSISTANT EXECUTIVE DIRECTORS

Dan Steele, Government Relations

John Dekker, Administrative Operations

Mack Armstrong, Ed.D., Professional Development

SUPPORT STAFF

Anne Morris, Professional Development/ Membership Assistant

Claire Beagle, Communication Specialist

Eve Johnson, Accountant/Technology Support

Jamie Chylinski, Professional Development Coordinator

Marilee Jensen, Executive Assistant

Sheila Chard, Administrative Assistant, Government Relations

FROM THE PRESIDENT



This annual 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 2013, four annual goals were determined for 2013–14 by WASA regional leaders. The goal areas are:

- Champion Professional Educator Expertise
- Invest in the Paramount Duty
- Promote Leadership Development
- Promote Collaboration

In this year's report, you will see that the actions of committed WASA staff and educators across the state have contributed to making great progress on our goals and, ultimately, having a positive impact on public education for our students. Even though each of our school districts are unique in many ways, this year we did experience the powerful effect of a unifying message. As an organization, WASA created a proactive pamphlet representing all ESDs on the power of teacher collaboration. This document helped us to move forward in addressing the 1080-hour funding issue and to, ultimately, narrow our focus on SB 6552 as the best vehicle to address district concerns. I have no doubt that WASA will continue this strong path of collaborative advocacy as we have seen that it does make a difference!

It has been an honor and privilege to serve as WASA President for the past year. To work with and learn from such valued colleagues has been a wonderful experience. Through this year, I have gained an even greater appreciation for the professionalism, creativity, and dedication of WASA educators who lead the important and complex work in their districts and on behalf of the state of Washington. Our students, district administrators, and building staff members are so fortunate to have leadership and support from such a strong and caring group of educational leaders.

The work of education is never complete, and optimal student learning and achievement for each student will forever be a goal. As we strive to attain this goal, WASA will continue to be a leading voice to champion public education. As we move forward to another school year with important legislative issues in front of us, I ask that you continue to support the leadership of our Executive Director, Dr. Bill Keim and his staff as well as WASA President Michelle Price. WASA is in excellent hands as Bill, his staff, and Michelle are committed to the core principles and mission of WASA and are superb educational leaders.

Wishing you all the best for another successful year!

Mike Nelson
2013–14 WASA President
Superintendent, Enumclaw School District



FROM THE EXECUTIVE DIRECTOR

Under the leadership of WASA President Michael Nelson, 2013–14 was a very successful year for WASA in representing and supporting its members. Through his leadership and the WASA Board's focus on strategic goals, we made significant progress in a number of our annual plan areas. Goal 1 in that plan was to "Champion Educator Expertise." One of the goal's most significant developments was WASA's success in addressing the concerns members had about a new law that would have increased annual student contact time to 1080-instructional hours in grades 7–12. The new law would have presented significant logistical problems for most districts. Through a concerted effort by WASA members, the law was modified to provide much greater flexibility.

WASA's second annual goal was "Investing in the Paramount Duty." The *McCleary* decision is one of the most significant developments for Washington's public schools, but it will be a hollow victory for our schools if the Legislature doesn't provide the ample funding called for by that decision. WASA has provided a strong voice in support of full funding and has been an active member in Network for Excellence in Washington Schools (NEWS), including serving on the NEWS Board of Directors. WASA also supported members' communications by providing tools and talking points about the Legislature's overstated down payment toward full funding achieved during the 2013 Legislative Session.

Professional development has always been at the core of WASA's support for members, and that is the focus of our third annual goal, "Promote Leadership Development." In support of that goal, WASA partnered with other associations at our two largest conferences to deliver professional development on powerful teaching and learning strategies and new state initiatives. We also provided more tailored support to members through the Small Schools Conference and Superintendent Workshop. In partnership with AWSP, we also extended the Washington State Leadership Academy to more school districts and expanded WSLA by providing training on the leadership frameworks as part of the Teacher Principal Evaluation Project (TPEP).

WASA's fourth annual goal was to "Promote Collaboration." In reality, collaboration is a consistent thread in all that we do. WASA executive staff participate

in numerous statewide committees and workgroups, and we frequently meet with various partners. Within the Association our staff strives to have a representative attend all of the WASA region meetings, as well as each Educational Service District meeting. And as is evident in the brief descriptions above, collaboration is at the heart of how we have pursued each of the other three goals.

In closing, I would also like to thank Mike Nelson for helping to make my first year with WASA such a positive and successful experience. His vision, energy, and enthusiasm were an inspiration and at the heart of our efforts on behalf of members throughout the year.

Bill Keim, Ed.D.
WASA Executive Director



WASA ASSISTANT EXECUTIVE DIRECTOR MACK ARMSTRONG RETIRES

AN EXEMPLARY LEADER AND VISIONARY FOR THE STATE

After providing a decade of service and effective leadership for WASA and its members, Mack Armstrong retired from his position as Assistant Executive Director on June 30, 2014. During his tenure, Mack worked for three different WASA Executive Directors and helped lead the Association through many significant changes.

One of Mack's most significant WASA accomplishments was his role in the design and implementation of the Washington State Leadership Academy (WSLA). The academy was designed as a platform to support teams of school district leaders in making the system-wide changes necessary to effectively improve learning for all students. During the seven years that WSLA has been in operation, 625 leaders in 79 school districts have participated. WSLA also filled an important need in providing district leaders with timely training on the AWSP Leadership Framework.

The heart of Mack's work at WASA has provided members the opportunity to stay current in their professional knowledge and skills. Mack led in the planning of over sixty statewide conferences and workshops attended by thousands of our members. In 2013, in an effort to enhance collaboration and team learning opportunities, Mack helped transform WASA's traditional fall event into the Washington Educators' Conference, jointly sponsored by AWSP, WSASCD, and OSPI. That first joint effort was so successful that the WASA Board supported a continuation of the collaborative format.

An often unseen part of Mack's work was the nurturing of a wide range of business partnerships. Thanks to his efforts, we have benefited from the strong, consistent support of these partners for WASA conferences and other initiatives. One of Mack's consistent messages in conversations with partners was to view their partnership opportunities as a way to build relationships with our members rather than just selling products and services. Leading by example, Mack has built strong relationships with countless partners over the years.

In addition to his work with professional development and business partnerships, Mack provided sage advice and



counsel to countless WASA members and partners. At times that occurred through his liaison role with the State Board of Education, the Professional Educator Standards Board, and others. At other times, Mack was sought out by individual members for his advice on challenges they faced. Regardless of the source of needs represented by these conversations, Mack became a source of effective support for leaders around the state.

In retiring from this second leadership career, Mack Armstrong has left a tremendous legacy with WASA and its members. Now that he has fully retired Mack will be one more Washington educational leader spending a good part of his winter in Arizona.

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.....	12%
Contracts/Grants.....	36%
Dues	47%
Miscellaneous.....	5%

PROGRAM EXPENDITURES (BY PERCENT)

Governance	18%
Legislative	32%
Contracts.....	15%
Professional Development.....	35%

OBJECT EXPENDITURES (BY PERCENT)

Legal/Miscellaneous	8%
Office Expenses	11%
Contracts.....	9%
Personnel	46%
Board/Standing Committees/Component Groups.....	4%
Legislation.....	1%
Professional Development.....	21%

2013-14 MEMBERSHIP BY MEMBER TYPE

Active.....	951
Associate.....	32
Lifetime.....	534
Complimentary	7
Student/Intern	13
Displaced.....	6
Total.....	1543

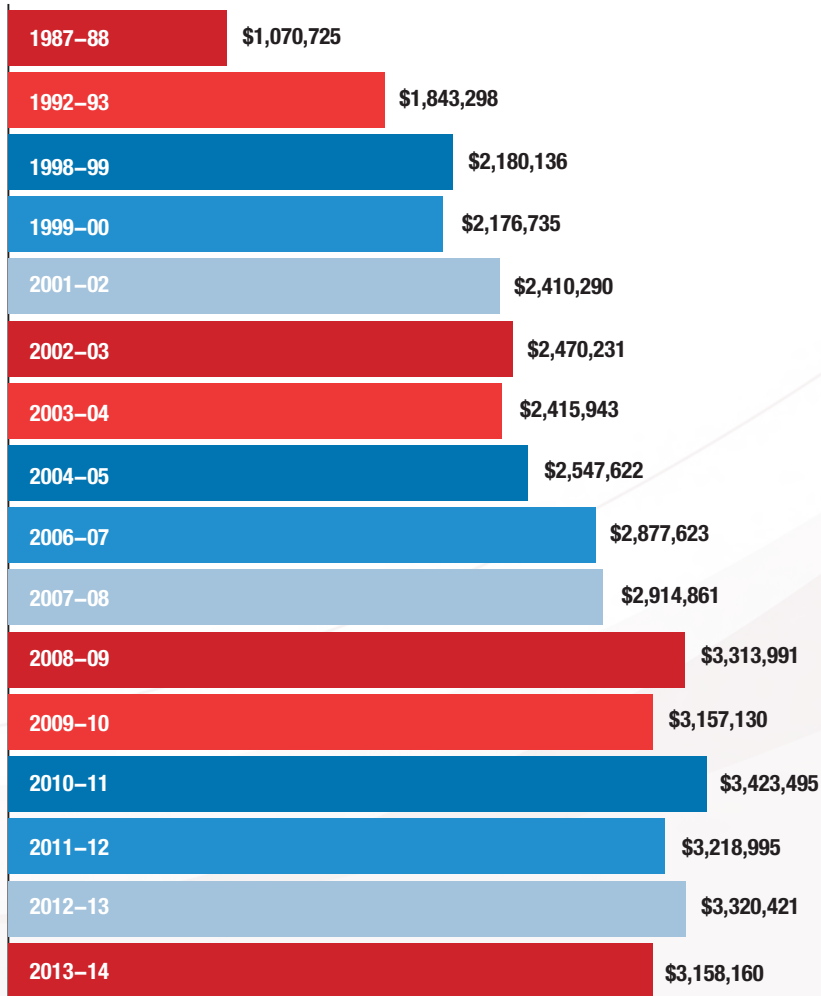
ACTIVE MEMBERSHIP BY REGION

NEWASA Region 101.....	93
South Central Region 105.....	70
SWIS Region 108.....	59
Sno-Isle Region 109.....	86
Metro Region 110.....	154
Pierce Country Region 111.....	108
Columbia River Region 112.....	91
Region 113.....	110
Olympic Peninsula Region 114.....	48
SEWASA Region 123.....	77
North Central Region 171.....	55
Total	951

ACTIVE MEMBERSHIP BY COMPONENT

Business and Personnel Administrators.....	158
Instructional Program Administrators	276
Principals	36
Special Education Administrators	140
Superintendents	341

Operating Budget History



GOVERNMENT RELATIONS

In response to the Supreme Court's decision in *McCleary v. State of Washington*, the historic education funding lawsuit, the 2013 Legislature adopted a two-year budget with almost \$1.0 billion in basic education enhancements. Of course, the "billion dollar" investment, when put into context of the overall budget picture was closer to \$500 million if education reductions and restorations of previous cuts are included. Regardless, whether this *McCleary* "down payment" was actually \$500 million, \$1.0 billion, or somewhere in between, the basic education funding enhancement fell far short of the Legislature's own analysis of the needed investment to stay on track to fully implement ESHB 2261 and SHB 2776 and fully comply with the constitutional paramount duty by 2018.

In the state's second required *McCleary* compliance report, legislators boasted to the Supreme Court about the billion dollar K-12 investment and said, "the Court should find the state is making progress toward implementing the reforms initiated in ESHB 2261 and achieving full compliance with Article IX, Section 1 by 2018." Justices, however, were not fooled.

Just days before the 2014 Legislature convened, the Court responded to the state's compliance report with a new Order. They complimented the Legislature for taking "meaningful steps" toward fulfilling its constitutional mandate; however, the Court chided the Legislature for providing only "a 6.7 percent increase over the current constitutionally inadequate level of funding." Justices bluntly noted the Legislature "cannot realistically claim to have made significant progress when its own analysis shows that it is not on target to implement ESHB 2261 and SHB 2776 by the 2017-18 school year."

Legislators largely ignored the supplemental budget for most of the session. Budget-writers in the Republican-led Senate Majority Coalition Caucus reiterated that they did the heavy lifting in 2013 by providing \$1.0 billion to K-12, and there was no need for a Supplemental Operating Budget. House Democrat budget-writers expressed the need for a budget but did little to press the issue in the first half of the session. It was not until Week 7 of the 8-week session that it became clear both houses were willing to act on a budget.

Budget proposals from both houses included very minor increases over the underlying 2013-15 budget; however, both budgets devoted the majority of those slim increases to K-12 education. After each house moved their respective budgets,



budget negotiators spent the remaining days of session hammering out details of a compromise budget. On Day 59 of the 60-day session, an agreement was in place. The Senate and House each adopted the final budget on the last day of the session. The final 2014 Supplemental Operating Budget increased spending in the underlying budget by \$155 million, with \$66 million of that total provided for policy-level increases. Most of the policy enhancements (\$63.6 million) were devoted to K-12, with the bulk provided (\$58.0 million) to enhance Maintenance, Supplies and Operating Costs (MSOC).

On the policy front, little was accomplished by the 2014 Legislature. Major issues often have little chance to get full review and action during a short session, and the continued split control of the two houses kept most issues from moving very far. Besides the budget (which, as described above, was disappointing), there were two headline-grabbing events in K-12: the issue of instructional hours and a 24-credit diploma; and legislation to secure Washington's No Child Left Behind waiver.

The original 2013-15 Operating Budget included language which mandated school districts to increase instructional hours to facilitate a 24-credit diploma, beginning in the 2014-15 school year. School districts were required to increase instructional hours in grades 1-6 from an average of 1,000 hours to 1,000 actual hours in each grade level and increase instructional hours in grades 7-12 from 1,000 average hours to 1,080 actual hours in each grade level. The budget also provided \$97 million to facilitate an increase in instructional hours. Last fall, superintendents started discussing the untenable—and ineffective—nature of the new requirements; however, efforts to seek relief fell on deaf ears at the state level.

As session began, it appeared any effort to alter the instructional-hour requirements would be fruitless.

Superintendents across the state continued to press the issue, however, and ultimately proved that legislators will listen to educators.

Four weeks into the session, SB 6552 emerged from the back room with the ultimate solution to the instructional-hour conundrum. In short, the bill shifted the legislative focus from compliance with minimum instructional hours to assisting school districts to provide an opportunity for students to earn twenty-four credits for high school graduation. There are multiple issues addressed in the bill, but there are three keys: adjusted instructional hours, increased high school graduation requirements, and a shift in funding.

As adopted, SB 6552 restructured the increase in instructional hours. Grades 1–8 must have a district-wide annual average of 1,000 hours and grades 9–12 must have a district-wide annual average of 1,080 hours. In other words, an average of approximately 1,027 hours will be required for each grade in a district with grades 1–12. In addition, the bill also delayed the implementation of the increased instructional hours until the 2015–16 school year.

Legislators argued the increased instructional hours was to facilitate the upcoming requirement for a 24-credit diploma. Administrators argued that school districts should have flexibility to phase-in the 24-credit requirement, rather than force a premature and ineffective increase in instructional hours. Along with the delay and restructuring of the instructional-hour requirement, SB 6552 authorized the State Board of Education to adopt rules implementing the 24-credit diploma, beginning with the Class of 2019 (however, districts are allowed to request an automatic one- or two-year waiver). The bill also authorizes school districts to waive up to two credits on an individual student basis, based on “unusual circumstances” in accordance with a written school board policy. WSSDA has been charged with drafting a model policy regarding the credit waivers.

The final crucial piece to the puzzle was funding. SB 6552, along with budget language, “reprogrammed” the \$97 million instructional-hour appropriation to allow for a phase-in of the implementation of the 24-credit diploma. The majority of the funding went to enhance MSOC in grades 9–12. A portion of the funding was directed to enhancements in lab sciences classes and to increase the number of high school guidance counselors.

While the passage of SB 6552 was a prime example of how effective superintendent/administrator advocacy can be, the fight to secure Washington’s NCLB waiver is a reminder of how effective the WEA can be when they decide to

flex their muscles. Washington was one of the few states that were put on notice last year by the US Department of Education for failing to comply with requirements in our waiver. Although Washington’s Teacher/Principal Evaluation Project is a model for other states, the new evaluation system does not require the use of student assessments as a part of the evaluations. The laws say the scores “can” be used; the Department insists that scores “must” be used.

Legislation was worked throughout the course of the session—literally until the final hours of session—but no bill was adopted. At the session’s mid-point, a bill to make the “can” to “must” adjustment (SB 5246) was moved to the Senate floor where it promptly failed after a contentious debate on the issue. No bill was ever moved in the House and efforts to move a compromise issue late in the session also failed.

Shortly after the session ended, OSPI was notified by DoE that our state’s waiver had been revoked, causing the state to fall under the NCLB guidelines again. With NCLB’s requirement for 100 percent proficiency, almost 90 percent of Washington schools were considered to be “failing” this year. That label then forced school districts across the state to send notices to parents that their students’ school was failing and provide them with information regarding supplemental education services. Along with the labeling of Washington schools as “failing,” school districts across the state also lost control of about \$40 million in Title I funds. It appears the issue will return next session; however, its success is doubtful.

In 2015, the Legislature must adopt another two-year budget. With a looming budget shortfall and the *McCleary* requirement to ramp up funding for K–12 education, the session could be ugly—and will likely drag on well-beyond its 105-day limit. Educators across the state will be called upon to be active and vocal in the process. *McCleary* has given K–12 education a once-in-a-lifetime opportunity to make a major positive change—we cannot let that opportunity slip through our fingers.

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

WASA members' professional development needs continued to require attention in order to improve student learning and accountability. New challenges faced district leaders as they continued implementation of new teacher and principal evaluation standards. Major training to a significant number of educators was provided to address the instructional and leadership frameworks. Education reform initiatives continued to be addressed: Common Core State Standards, Smarter Balanced Assessments, Next Generation Science, and opportunities for STEM innovation projects each commanded valuable district time for implementation.

WASA committee members continued to play a vital role in recommending viable topics to be presented at various professional development events. This year, members requested such topics as governance, collective bargaining information for TPEP implementation, managing morale during multiple reform projects, information on funding targets, staffing trends, and new district allocation models. Members also requested increased efficiencies and accountability. Throughout the year, the core district focus remained improved student learning.

The Washington State Leadership Academy (WSLA)



successfully completed the sixth full year of operations. Funding of the program for another year was granted by the Legislature. The goal is to develop and support school leaders to create educational systems where powerful instruction helps all students succeed throughout Washington. The Leadership Academy also received another contract to deliver training on the Association of Washington School Principals (AWSP) Leadership Framework to district employees who evaluate principals. This expansion of the Washington State Leadership Academy enhanced the scope



of work and understanding for what new accountability knowledge and procedures are embedded in leadership. WASA will maintain its partnership with AWSP to deliver Leadership Academy programming.

WASA continues to collaborate with various organizations and agencies to conserve resources and mutually meet professional development needs, partnering with:

- Washington State School Directors' Association (WSSDA)
- Office of Superintendent of Public Instruction (OSPI)
- Association of Washington School Principals (AWSP)
- Washington Association of School Business Officials (WASBO)
- State Board of Education (SBE)
- Professional Educator Standards Board (PESB)
- Educational Service Districts (ESDs)
- Employee Relations and Negotiations Network (ERNN)
- Washington State Association of Supervision and Curriculum Development (WSASCD)

Our professional development events have been enhanced by the partnerships with these organizations, agencies, and others. Our sincere appreciation goes out to them for their help to ensure that our events are as strong as they are.

Many thanks to WASA members who participated as advisors to our program development—your advice and support is critical to our success.

2013–14 PROFESSIONAL DEVELOPMENT

2013

JULY

WASA New Superintendent Workshop

AUGUST

WASA/OSPI Special Education Workshop

OCTOBER

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

NOVEMBER

Focus On Education Week

2014

JANUARY

WASA/WSSDA/WASBO Legislative Conference

ERNN Annual Conference

FEBRUARY

AASA National Conference on Education

MARCH

WASA Small Schools Conference

MAY

WASA Superintendent Workshop

JUNE

AWSP/WASA Summer Conference



CONTRACT PROFESSIONAL DEVELOPMENT

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

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.

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 over 150 WASA Management Reviews. Focused on effectiveness and efficiency, these reviews are valuable tools for districts striving to provide their communities with the best services possible. WASA Management Reviews are conducted on-site by a team of expert practitioners utilizing a review of data and stakeholder 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 teaching and learning programs. WASA offers customized studies and other services designed to meet the needs of individual districts.

Essential to the process, WASA Management Reviews require participation of 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

Harry Carthum
Wayne Robertson
William Jordan

EXPERT PRACTITIONERS

Ann Jones-Almlie
Kathleen Ehman
Skip Enes
Tim Fuhrman
Terry Groh
Carl Hockhalter
Michael Johnson
Paula Koeler-Martin

Mike Lesebert
Teresa Main
Dennis Mathews
Fredrika Smith
Steven Story
Ed Strozyk



districts thousands annually. In addition to the e-Convene® meetings tools, the new “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.

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 600 searchable collective bargaining agreements. The new e-Convene® paperless meeting manager service includes support for collaboration, agenda and minutes generators, and meeting packet generator—saving time and expense. This product is currently saving

WASA HONORARY AWARDS

STATEWIDE AWARDS

GOLDEN GAVEL AWARD



DR. ALAN BURKE, DEPUTY SUPERINTENDENT, OSPI

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 Alan Burke, Deputy Superintendent, Office of Superintendent of Public Instruction.

In his role as OSPI Deputy Superintendent of K–12 Education, Alan has provided excellent service to the students and staff in Washington's public schools. In that role, he has led the state's efforts with TPEP, Common Core, Next Generation Science, and the Smarter Balanced Assessments. Alan has been readily accessible to school leaders around the state, answering the tough questions and doing presentations whenever requested. Alan has also done an excellent job of representing Washington with the US Department of Education. While the end result isn't what we may have wanted, Alan was tireless and articulate in leading our state's negotiations related to the recent loss of our ESEA waiver.

BARBARA MERTENS LEGACY AWARD

DAVID ALFRED, EXECUTIVE DIRECTOR, ERNN

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 2014 was awarded to David Alfred, Executive Director, Employee Relations and Negotiations Network.



David became the executive director of ERNN in 1996, after "retiring" from a career in education and private business. He has helped negotiate over 250 bargaining agreements throughout Washington State. He has devoted time and expertise to finding solutions to negotiations challenges and grown the ERNN organization into a valuable service-oriented resource, collecting and disseminating timely information in support of districts. David is a collaborative "people person." He is always available to give sage advice and words of encouragement to administrators enmeshed in tough negotiations. We recognize David's significant contributions to the field of education.



SERVICE TO WASA AWARD

DR. MACK ARMSTRONG, ASSISTANT EXECUTIVE DIRECTOR, WASA

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. Mack Armstrong, WASA Assistant Executive Director for Professional Development.

After 32 years in education as a teacher, assistant principal, principal, assistant superintendent, and superintendent, Mack joined WASA in 2004. During his service at WASA, Mack supervised Professional Development, concentrating on the planning, development, and execution of all WASA conferences and trainings, from Summer Conference to the New Superintendent’s Workshop and everything in between. He also assisted in the design and implementation of the Washington State Leadership Academy.

WASA LEADERSHIP AWARD

STEVE MYERS, SUPERINTENDENT, ESD 105

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 Steve Myers a dynamic change agent who is driven to influence and achieve excellence in education. Steve excels in providing courageous leadership at the regional and state level as he contributes countless hours in blazing the trail to make a significant difference for children. He has a relentless focus on achieving excellent teaching and learning in every district, every classroom, every day, for every child in the state of Washington as he influences educational leaders and legislators.



REGIONAL AWARDS

AWARD OF MERIT AWARD

Region 101	Timothy Ames, Wellpinit
Region 101	Kevin Jacka, Mary Walker
Region 105	Henry Strom, Mount Adams
Region 108	Jim Frey, Lynden
Region 109	Molly Ringo, Everett
Region 110	Susanne Walker, Shoreline
Region 110	Larry Francois, Northshore
Region 112	Mark Mansell, La Center
Region 114	Greg Lynch, Olympic ESD 114
Region 171	Steve McKenna, Cascade

WASA STUDENT ACHIEVEMENT LEADERSHIP AWARD

Region 101	Ben Small, Central Valley
Region 105	Mark Flatau, Cle Elum-Roslyn
Region 109	Gary Cohn, Everett
Region 110	John Welch, Puget Sound ESD
Region 111	Chrys Sweeting, Puyallup
Region 113	Kim Fry, Rochester
Region 123	Liz Flynn, Pasco
Region 171	Eric Driessen, Brewster

20-YEAR AWARD

Region 101	Marcus Morgan, Reardan-Edwall
Region 109	Lynn Evans, Everett
Region 109	Martin Boyle, Index
Region 110	Larry Francois, Northshore
Region 112	Twyla Barnes, ESD 112
Region 112	Paula Koehler-Martin, Battle Ground
Region 113	Mike Morris, South Bend
Region 113	Tom Manke, Morton

RETIREMENT

Region 109	Martin Boyle, Index
Region 109	Lynn Evans, Everett
Region 109	Dennis Haddock, Lakewood
Region 109	Don Schmitz, Mukilteo
Region 110	Susanne Walker, Shoreline
Region 110	Kathy Miyauchi, Issaquah
Region 110	Marilyn Holm, Issaquah
Region 110	Carla Jackson, Highline
Region 112	Twyla Barnes, ESD 112
Region 112	Marcia Christian, Battle Ground
Region 113	Mike Morris, South Bend
Region 113	Tom Manke, Morton
Region 113	Mack Armstrong, WASA
Region 123	Bev Johnson-Torelli, Kennewick
Region 123	Mary Margaret Nipper, North Franklin
Region 123	John Morgan, Pasco
Region 123	Peggy Douglas, Paterson
Region 171	Burton Dickerson, Quincy

COMMUNITY LEADERSHIP AWARDS



Each year awards are presented regionally to community members or groups in recognition of their contribution to education. The criteria for the awards are: benefit to students, leadership, motivation, success, cooperation/coordination with local district, recognition by others, and history of service. Over 100 awards were presented during the spring at region awards events.

ADDITIONAL AWARDS & RECOGNITION

WASHINGTON STATE SUPERINTENDENT OF THE YEAR

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



Lee Vargas, Superintendent, Kent School District, was selected 2014 Washington State Superintendent of the Year.

Vargas has served as superintendent of the Kent School District since 2009. Kent School District has received numerous local, state, national, and international awards. They are designated as a Microsoft International Best Practices Site for Technology, partner in the Innovative Schools World Tour, and member of the Digital Promise League of Innovative Schools. Vargas has also served as superintendent in large urban school districts in California, New Mexico, and Texas.

Dr. Vargas was named “California Superintendent of the Year” in 2006 and was recruited to the Stupski Foundation as a “Superintendent in Residence” where he worked coaching other system leaders around the country until his appointment to the Kent School District in 2009.

Vargas is a nationally recognized speaker on leadership for creating high performing school systems grounded in equity and excellence for all, Distinguished Lecturer on “School System Readiness to Transform,” keynoting at numerous state and national conferences including the National Blue Ribbon Schools Awards Ceremony in Washington, DC on 21st Century Skills, speaking at USA-China Educational Symposiums in China, and presenting at Microsoft’s Global Forum on Technology in Prague, Czech Republic in 2012.

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

SPONSORED BY PIPER JAFFRAY & CO. SEATTLE-NORTHWEST DIVISION AND THE WASHINGTON ASSOCIATION OF SCHOOL ADMINISTRATORS.

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 Andrew Schwebke, Executive Director of Student Learning, Tumwater School District.



The scholarship committee was impressed with Andrew’s commitment to educational leadership around closing the achievement and opportunity gaps for every student, passion for teaching and learning, and desire to help build capacity of others to do their jobs more effectively.

2014 ROBERT J. HANDY MOST EFFECTIVE ADMINISTRATOR AWARDS

SPONSORED BY PEMCO INSURANCE, SCHOOL EMPLOYEES CREDIT UNION OF WASHINGTON, 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.

This year, three outstanding principals were awarded a Robert J. Handy Most Effective Administrator Award. They are:

Aaron Fletcher

*Liberty High School
Liberty School District*

Kristen Sheridan

*Sand Hill Elementary
North Mason School District*

Linda Masteller

*Sumner School District
Bonnie Lake High School*

AASA DISTINGUISHED SERVICE AWARD



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. Dennis Ray was awarded the AASA Distinguished Service Award at the 2014 AASA National Conference on Education. Dr. Ray's remarkable educational career spans five decades and he continues to have a significant positive impact on public education in Washington State and beyond. As an administrator, he proved effective leadership in six school districts over a period of nearly 30 years. While those contributions were significant, especially to the communities Dr. Ray served, the following information highlights the wider impact of his career.

- Beginning in 1994, Dr. Ray redesigned and directed

the Washington State University's superintendent certification program, Leaders for Tomorrow's Schools. Under his leadership, this program prepared over 225 superintendent candidates. Today, over one-third of Washington school districts are led by superintendents who earned their certificates at WSU.

- In 2000, Dr. Ray organized the Northwest Leadership Associates (NWLTA). Since its inception, NWLTA has conducted over 160 superintendent searches in the northwest and dozens of searches for other school district leadership positions.
- One of Dr. Ray's significant commitments and accomplishments through his work with Leaders for Tomorrow's Schools and NWLTA is the preparation and advancement of women into school leadership roles. Nearly 50 women have moved into superintendent positions as a result of WSU's Leaders for Tomorrow's Schools program and/or executive searches conducted by Northwest Leadership Associates.

Perhaps the greatest legacy Dr. Ray has left for public education is the role he has played in inspiring so many to take on the mantle of leadership.

CORPORATE SPONSORS/ PARTNERS PROGRAM

WASA appreciates the companies that support our professional development activities and events. 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 success.

DIAMOND-LEVEL PARTNERS

THE BERESFORD COMPANY



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. Servicing and supplying floor coverings to over 180 Washington schools and districts for the past 50 years, the company 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.

BLRB ARCHITECTS **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 their 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



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 business decisions.

HILL INTERNATIONAL INC.



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.

PEMCO INSURANCE

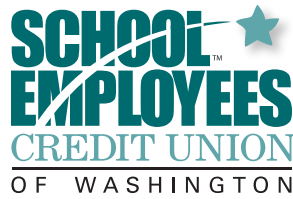


PEMCO Insurance is based within the PEMCO Corporation. PEMCO Insurance, founded in 1949, is a preferred-risk insurer that offers personal auto, home, boat, umbrella, and life insurance to nearly 555,000 Washington residents. PEMCO specializes in coverage for school employees.

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.

SCHOOL EMPLOYEES CREDIT UNION OF WASHINGTON

School Employees Credit Union (SECU) of Washington is based within Evergreen Bank and was founded in 1936 by Seattle teacher Robert J. Handy with \$5 in capital. It's now one of the largest and strongest credit unions in the state. Pooled resources—members' savings accounts—still make low-interest loans possible. SECU executives believe in being good corporate citizens. Annually, they donate about five percent of their individual earnings to charities throughout Washington.



PIPER JAFFRAY & CO. SEATTLE-NORTHWEST DIVISION



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. Our proven advisory teams combine deep product and sector expertise with ready access to global capital. We 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. We support our public finance platform with a strong primary and secondary trading effort. Through our regional trading desks, clients have access to our 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 us since 1895.

VEBA TRUST

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: AWSP, WASA, and WASBO.

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Eastside Representative: Michelle Price, Moses Lake

WASHINGTON STATE LEADERSHIP ACADEMY (WSLA) CELEBRATES SUCCESS

SUPPORTING LEADERSHIP DEVELOPMENT TO IMPACT STUDENT ACHIEVEMENT

In 2013–14, the work of the Leadership Academy grew to include 79 school districts or Educational Service Districts graduated from or currently participating in WSLA. At the conclusion of the year, an impressive total of 625 education professionals have developed leadership skills through a uniquely designed curriculum rooted in the premise that quality school and district leadership impacts student achievement.

“WSLA assists school district leaders as they strive to achieve what is needed to effectively implement systems to meet the needs of their students. The State’s continued financial support in this important work demonstrates a commitment to quality education in our state,” said Carol Whitehead, WSLA Director.

Eleven district teams from ESDs 121 (Renton) and 105 (Yakima)—the sixth cohort of the Leadership Academy—along with 14 district teams in their second year from ESDs 101 (Spokane) and 171 (Wenatchee), made up the 2013–14 roster of participants. Incoming teams experienced a new approach to the work of implementing state and federal initiatives by working on a predefined problem of practice that helps them “create and lead a system that ensures effective instruction for all students, integrates multiple initiatives—e.g., Common Core, TPEP, Smarter Balanced Assessments—and results in high levels of learning.”

2013–14 GRADUATE SCHOOL DISTRICTS

ESD 101

Deer Park
Freeman
Garfield/Paulouse
Mead
Newport
Nine Mile Falls
Oakesdale
Wellpinit



ESD 171

Brewster
Cascade
Ephrata
Pateros
Tonasket

WSLA also accepted responsibility of conducting all of the state’s required Association of Washington School Principals (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 of principals and assistant principals grow professionally.

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 the Leadership Academy’s success. And without the ongoing partnership between WASA and AWSP, as well as the strong support from all nine Educational Service Districts, the Office of Superintendent of Public Instruction, the Governor’s Office, state legislators, and valued advisement from the WSLA Board, the Academy would not exist.

More information about the regular program and the principal evaluation arm is available on the Washington State Leadership Academy website at www.waleadership.org.



SCHOOL INFORMATION AND RESEARCH SERVICE (SIRS)

SIRS is a non-profit organization that provides data and information on school organization, administration, operation, finance, and instruction to specifically meet the needs of superintendents, central office administrators, principals, and school board members. SIRS contracts with WASA for management services. Dan Steele, WASA's Assistant Executive Director for Government Relations, serves as the Executive Director of SIRS.

SIRS produces *Leadership Information*, the *Legislative Handbook*, and the *SIRS Salary Survey* in addition to 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 provide video tutorials. We continue to fine-tune the survey reports to ensure they are as useful and user-friendly as possible.

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

LOOKING TO THE FUTURE: GOALS FOR 2014–15

GOAL 1

OFFERING GROWTH OPPORTUNITIES FOR LEADERS— LEADERSHIP

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

Action A: Identify and deliver ongoing professional development in support of educational leadership at every opportunity.

Action B: Continue Washington State Leadership Academy training as funding allows, promoting district leadership teams for systems-level improvement and principal evaluation.

Action C: Promote engaged leadership with education associations, agencies, and WASA regions benefitting from shared knowledge, understandings, and interests.

GOAL 2

BUILDING INTERNAL AND EXTERNAL RELATIONSHIPS— TRUST

Develop trust by building positive relationships focused on communication and collaboration.

Action A: Ensure and promote an understanding among public and political leaders that educators are experts in their professions.

Action B: Create urgency and avenues for collaborative action among WASA members.

Action C: Facilitate 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

PROMOTING COMMUNITY AND LEGISLATIVE SUPPORT FOR EDUCATION—ADVOCACY

Champion professional educator expertise and the fundamental role of public educators in the preservation of our democracy.

Action A: Promote education policy and statute based on the expertise of professional educators and on the research of actual education practice and results.

Action B: Hold the Legislature accountable for delivering on the state’s “paramount duty” to provide ample funding for all K–12 children, consistent with the Supreme Court’s *McCleary* ruling and defined by HB 2261.