



Wasa

LEADERSHIP | TRUST | ADVOCACY

WASHINGTON ASSOCIATION OF
SCHOOL ADMINISTRATORS

ANNUAL REPORT 2015–16

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



It has been quite a year! At the federal level, our collective efforts and those of our colleagues across the country were finally able to get out from under the shackles of NCLB with a reauthorization of ESSA signed into law by President Obama on December 10, 2015. Work on the Every Student Succeeds

Act (ESSA) is just getting underway with a great deal to be done over the next year, prior to full implementation in 2017–18. WASA members are well represented on OSPI's ESSA Consolidated Plan Team and on the various ESSA workgroups that have already begun to meet from now through November. We must still continue to be diligent in our regular communication to our Congressional delegations as the bureaucrats at the USED seem to be bound and determined to write regulations that are more constrictive than the intent of Congress when passing the legislation.

At the state level, I am disappointed to say, the results were far from encouraging and could even be considered detrimental to the continuous progress our schools have been making over the past few years. The Legislature's "Plan to Plan" is just another way for them to postpone doing their paramount constitutional duty. Not only was this a bad joke, we received another slap in the face when they failed to give us relief for at least one year from the Levy Cliff. The fact that we will all be forced to develop two budgets next January, preparing for the 2017–18 school year, is going to create turmoil, angst, and stress in all 295 districts. The April 30 timeline, established in SB 6195, just demonstrates how little knowledge Legislators have concerning the complexities of school funding and the little regard they have for the students, staff, and parents who will be forced to experience significant disruption to the culture and climate of their schools.

The one bright spot was from our Washington Supreme Court, which ruled the charter school legislation as unconstitutional. Unfortunately, this led to having our Legislature consume two-thirds of the last session trying to find a loophole to appease their big campaign donors under the guise of saving these wonderful schools for the barely 1,000 children, instead of working to address the needs of over one million students in our public schools. Well, they got the bill passed, but it is doubtful that it, too, will pass muster with the Supreme Court. As you are aware, WASA will again be part of the coalition challenging the legality of the legislation.

Moving away from the gloom and doom, let me remind you that our schools in Washington State have students achieving at levels never seen before, due, in large part, to the exceptional leadership you provide every single day. Pick whatever metric or data point you wish to examine, and you will find steady improvement over the past five years. Graduation rates, attendance rates, and test scores are all up, while dropout rates, suspensions, and achievement gaps are all down. The manufactured myth of failing public schools is just that—a myth.

Not to burst anyone's bubble, but there never was a "golden age of education" in this country. If it was anytime, that time would be now. Never doubt that your work in the continuous improvement of our schools has ever been better. Due to the advances in neuroscience, technology, and pedagogy, we know more about lesson design, scaffolding, interventions, the use of data, formative assessment, leadership, and supporting the "whole" child than at any time in the history of this nation.

As discouraging (think media) and frustrating (think legislature) as it may seem at times, keep fighting the good fight for our children, and continue the incredible work you are doing to make public education the best it can be.

It has been nothing but a pleasure and an honor to represent you as president of WASA. Our organization is strong and getting stronger even as our challenges persist and continue to increase.

Thank you to all the incredible WASA staff for their support over the year, especially: Bill, Dan, Helene, John, Marilee, Sheila, Jamie, Lisa, Tricia, and Talina. Thank you to our wonderful Board of Directors who continually step up to get our work done across this great state, and to all of you as members—the leaders who are making the miracles occur every day.

Continue to fight the good fight, and collectively as involved WASA members and school district leaders, we will improve the conditions academically, socially, emotionally, and physically for every child in our charge.

Your new WASA President, Dr. Lois Davies, is prepared to take us to the next level. I will be there to support her along the way; and I am sure you, too, will be as supportive of her as you were during my year as president.

All the best in the coming year.

Dr. Frank Hewins
Superintendent, Franklin Pierce Schools
WASA President 2015–16

FROM THE EXECUTIVE DIRECTOR

Thanks to the leadership of WASA President, Frank Hewins, and the active engagement of our members, 2015–16 was a great year for WASA. Under Frank's guidance, WASA leaders from around the state identified three goals which aligned with WASA's tagline, Leadership—Trust—Advocacy. These goals represented our strategic focus for the year. Under Frank's leadership and the WASA Board oversight, we made great progress in all three areas.

Our Goal 1 related to leadership development with an emphasis on academic success for all children. Within this area, WASA joined with our colleagues in the principals' and school directors' associations (AWSP, WSSDA) to cohost a two-day conference focused on equity. The conference entitled *Equity from the Boardroom to the Classroom* engaged teams of district leaders in addressing barriers and issues of disproportionality within their districts. The issue of equity was also addressed through concurrent sessions and keynote addresses in WASA's annual schedule of professional learning opportunities. It's also worth noting that attendance at the Summer Conference, which we cohost with AWSP, was at the highest level in recent memory.

The focus of WASA's Goal 2 was on building relationships through effective communication and collaboration. This is a critical area of emphasis for success, both internally among WASA's members, and externally among our various partners. Much of the work of building those internal relationships is achieved through participation by WASA executive staff in regional meetings held regularly around the state. Those meetings, and our participation in them, provide a great opportunity for two-way communication with members. A good example is the discussions we lead in several regions regarding key elements of any solution to the *McCleary* ruling. Leading those discussions not only helped us better understand members' perspectives on key issues, it also helped members better understand the pros and cons of various positions.

Goal 3 is related to advocacy, and the goal statement serves as a great charge to all educators: *Champion the fundamental role of public education in the preservation of democracy through professional educator expertise*. Early in the year, key members of the state Legislature held a "Legislative Working/Listening Tour" in seven regions across the state. WASA was invited to have members as part of a panel in each location to address several key questions related to the *McCleary*

decision. Each member provided strong testimony that was consistent with our members' positions related to that topic. That effort set the stage for a very active "short" legislative session, which in spite of an added special session, did little to create the court-ordered plan to address *McCleary*. That lack of progress wasn't due to any lack of engagement by WASA staff and members, or by our educational partners, who were all fully engaged with legislators throughout the year.

These are just a few of the highlights of the past year's accomplishments for WASA. In the following pages of this annual report, you will find more detailed information about our activities during the past year. 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 learning 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. Please review the list of corporate partners on page 16 and thank their representatives whenever you have the opportunity.

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

Bill Keim, Ed.D.
WASA Executive Director



FINANCIAL OVERVIEW AND MEMBERSHIP REPORT

FINANCIAL OVERVIEW

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

WASA MEMBERSHIP

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

REVENUE SOURCES (BY PERCENT)

Professional Learning	16%
Contracts/Grants	37%
Dues	41%
Miscellaneous	6%

PERSONNEL EXPENDITURES (BY PERCENT)

Governance	12%
Legislative	37%
Contracts	15%
Professional Learning	36%

OBJECT EXPENDITURES (BY PERCENT)

Legal/Miscellaneous	3%
Office Expenses	20%
Contracts	13%
Personnel	45%
Board/Standing Committees/Component Groups	3%
Legislation	1%
Professional Learning	15%

2015-16 MEMBERSHIP BY MEMBER TYPE

Active	1079
Associate	39
Lifetime	551
Complimentary	8
Student/Intern	7
Displaced	11
Total	1695

ACTIVE MEMBERSHIP BY REGION

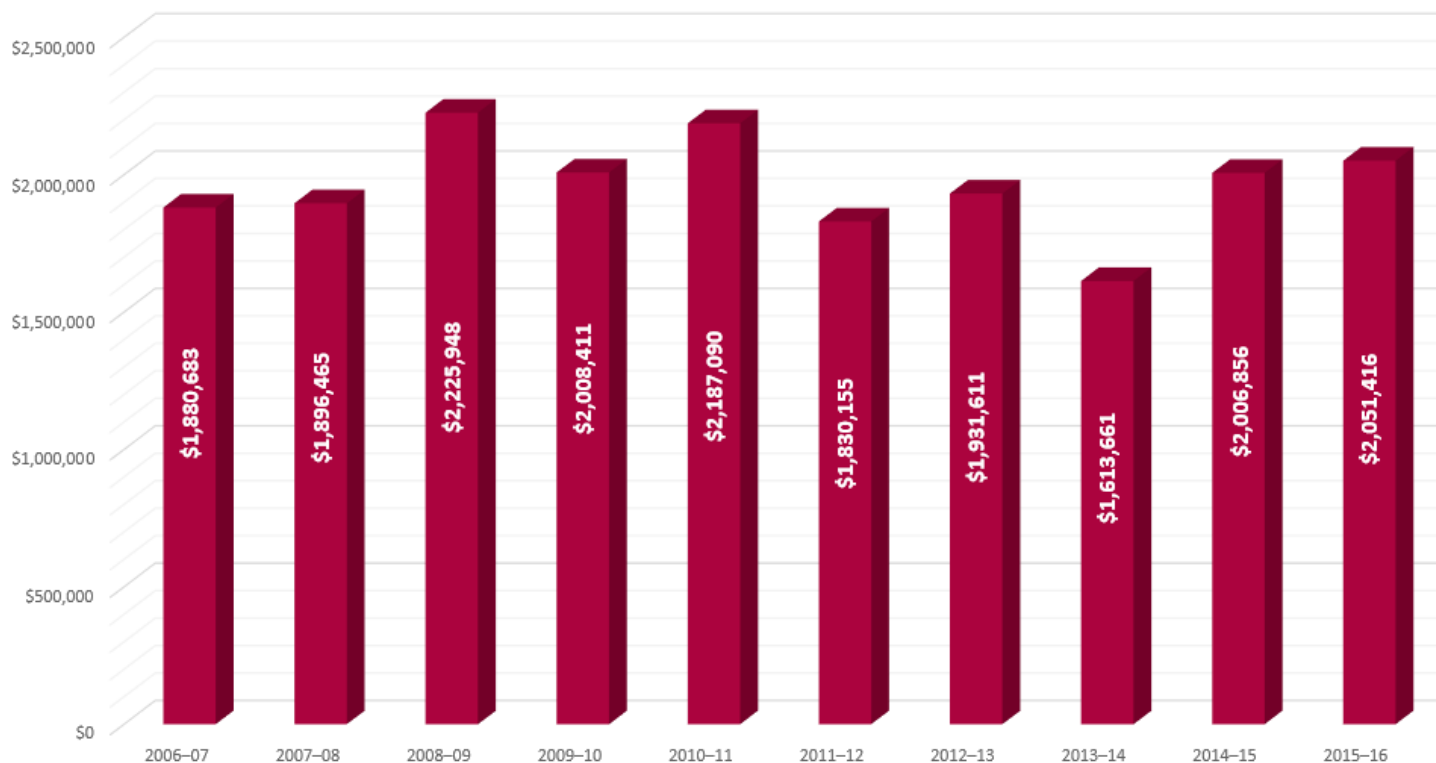
NEWASA Region 101	103
South Central Region 105	72
SWIS Region 108	57
Sno-Isle Region 109	98
Metro Region 110	210
Pierce Country Region 111	120
Columbia River Region 112	89
Capital Region 113	121
Olympic Peninsula Region 114	62
SEWASA Region 123	87
North Central Region 171	60
Total	1079

ACTIVE MEMBERSHIP BY COMPONENT

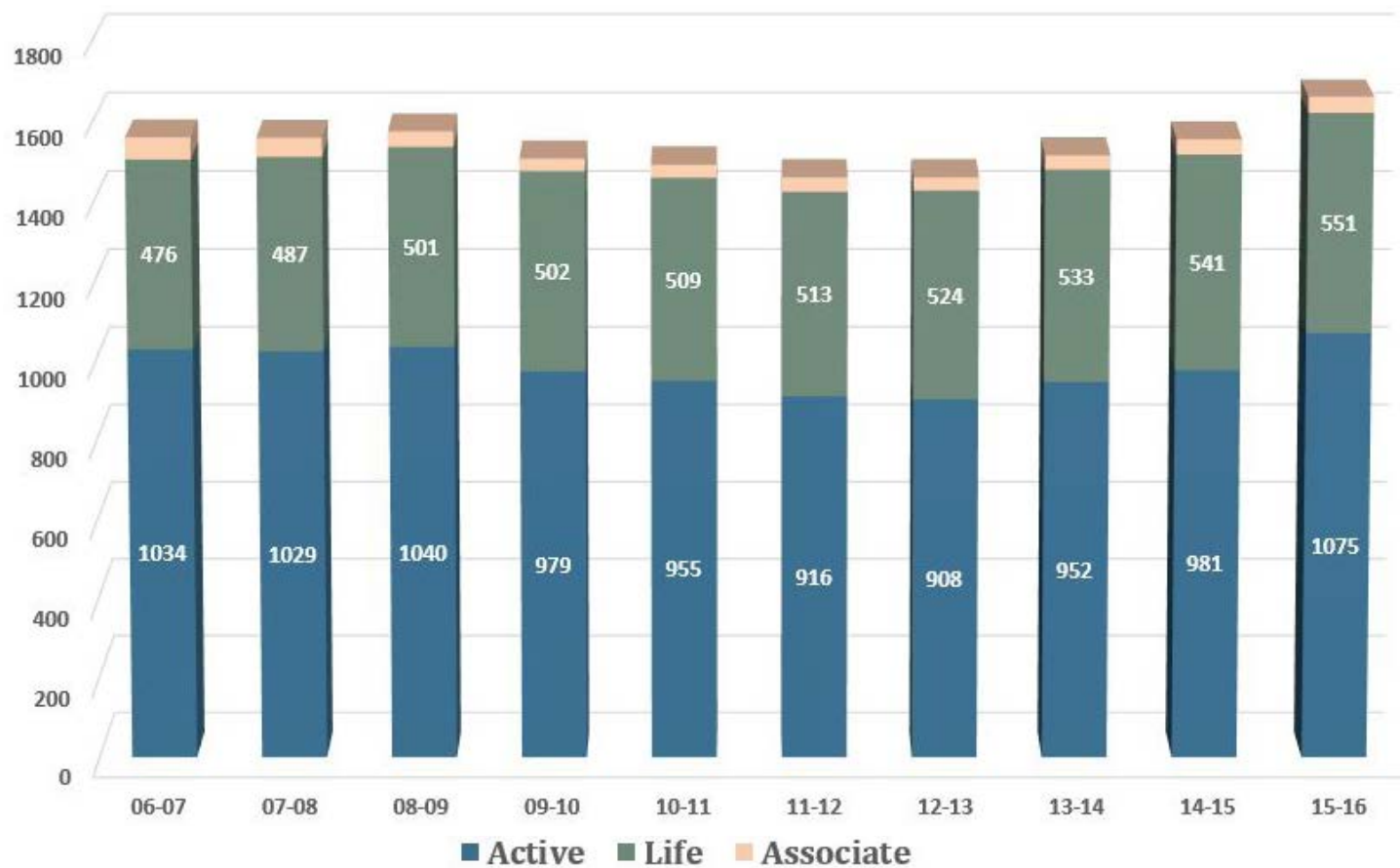
Business and Personnel Administrators	183
Instructional Program Administrators	323
Principals	34
Special Education Administrators	172
Superintendents	367

OPERATING BUDGET 2015-16—\$2,051,416

OPERATING BUDGET HISTORY



MEMBERSHIP TREND HISTORY



GOVERNMENT RELATIONS

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

As a part of the 2012 *McCleary* decision, the Court required the state (i.e., the Legislature) to provide a "complete spending plan." After failing to adopt the required plan in 2013, the Court reiterated the demand. Following the 2014 Session, after the Legislature again failed to adopt the required plan, 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. At the hearing, the state's attorney representing the Legislature acknowledged that they had not complied, but urged the Court not to find them in contempt or impose sanctions, because legislators recognized "the need for legislative action by the 2015 Legislature." In arguing against a contempt finding, the attorney clearly and boldly told the Court that all the Legislature needed was time. He argued that legislators knew that 2015 was THE year for the necessary "grand bargain" to solve the education funding problem.

In September 2014, the Court unanimously held the state in contempt of court; however, they accepted the state's promise to act and postponed sanctions until after the 2015 Session, if necessary. The 2015 Session turned out to be an agonizing, record-breaking 176-day affair. While the Legislature adopted a new two-year budget with \$1.3 billion in *McCleary*-related basic education enhancements, the investment continued to fall short of the necessary funding to put the Legislature on the path of full funding by 2018. Additionally, the Legislature again failed to adopt the required spending plan.

Following the end of the session, the Legislature again acknowledged they had not adopted a spending plan and attempted to explain why they had not complied with the Court's orders. The Court, however, rejected their excuses; and in August 2015, the Court ruled the state was still in contempt and ordered immediate sanctions. The sanctions consisted of a \$100,000 per-day fine. Rather than pay the fine to the state treasurer, the Court ordered the accumulated fine to be segregated and spent on K–12 education.

The Court, recognizing they had no power or authority to force the Legislature to return to session to adopt the necessary plan, encouraged Governor Inslee to call a special session.

Inslee declined to do so. Instead, he convened a *McCleary* Workgroup, comprised of two members from each of the four legislative political caucuses. He charged this Workgroup with coming up with the required plan. The Workgroup met (behind closed doors) in the fall and just prior to the convening of the 2016 Session, announced they had found "common ground" to address the Court's request for a plan. The "plan," introduced as SB 6195, turned out to be more of a "plan to plan," requiring further study rather than establish any specific plan.



WASA President Frank Hewins with Washington State Governor Jay Inslee

Ultimately, E2SSB 6195 was adopted by both houses and signed by the Governor. The bill continued Governor Inslee's *McCleary* Workgroup, reconstituted as the Education Funding Task Force, and charged them with providing a series of recommendations. To assist the work of the Task Force, an independent consultant was hired to collect and analyze data regarding school staff compensation. As this report goes to press, the Task Force has begun to review the consultant's initial analysis of the collected data. The Task Force must release a final report with recommendations by January 9, 2017—the first day of the new session.

A major priority for WASA in the 2015 Session was compensation and levy reform. The Legislature has been under the gun to address the continuing unconstitutional underfunding of educator compensation—which is forcing the ongoing unconstitutional overreliance on local levies—yet attempting to solve the issue continues to be delayed. There was broad agreement among legislators (and a public promise to the Court in 2014's "Show Cause" hearing) that 2015 was the crucial year for a "grand agreement," but no legislation ever was given a real chance of passage. Legislation addressing the issue was not introduced until late in the session (during the first Special Session, in fact);

and the bi-partisan sponsors flatly stated that, while there would be a public hearing on the bill, there was no intention to otherwise act on the bill in 2015.

The Legislature's lack of action on compensation/levy reform in 2015—especially after promising the Court the issue would be acted upon—set up 2016 as the prime time to move and it continued to be a major focus of WASA's advocacy efforts. It was disheartening when, prior to the start of session, Governor Inslee and leaders in all four caucuses announced that they would not even attempt to address the issue in 2016. They argued that it was just too complicated and too controversial to solve in a short, 60-day session. Nevertheless, WASA, along with WASBO and many of our other education association partners, kept the issue alive and kept the pressure up throughout the session. Ultimately, there was no new legislation forthcoming and no attempt to address the issue in the Supplemental Operating Budget.

E2SSB 6195, the *McCleary* “plan” bill, requires the new Education Funding Task Force to study and provide a series of recommendations, mostly centered on compensation and levy-related issues. The bill also includes a “commitment” to tackle the issue next session—with a clear deadline. Language in the bill includes a stand-alone, one sentence section that requires the Legislature to take action by the end of the 2017 Session to eliminate school district dependency on local levies for implementation of the state's program of basic education. This will again be a major priority for WASA.

When it became clear that compensation/levy reform was off the table, WASA shifted focus to another issue that is closely linked: the Levy Cliff. In 2010, in the midst of the so-called Great Recession, legislation was adopted to increase school district levy lids by four percent, and state funding for Local Effort Assistance (LEA or “levy equalization”) by two percent. Those increases, however, are temporary and are set to expire January 1, 2018. When the additional levy authority and LEA funding expires (along with “ghost” revenues that have artificially inflated levy bases), school districts are scheduled to collectively lose nearly a half billion dollars in local levy capacity and LEA funding. Throughout the course of the session, WASA, alongside WASBO and other education associations, strongly supported legislation to temporarily extend the sunset of the levy lid and LEA increases—or other provisions that would hold school district budgets harmless—until the Legislature meets the full cost of basic education employee compensation and addresses levy reform. If local levy capacity and LEA funding is decreased without a corresponding increase in state funding, many school districts will be forced over the “levy cliff” and will have difficulty

meeting financial obligations, forcing deep budget cuts and substantial employee layoffs. While legislation to protect districts from the levy cliff was not adopted, the Legislature provided another “commitment” to educators. Through language in the 2016 Supplemental Operating Budget, the Legislature makes a commitment to address the overreliance on levies. By April 1, 2017, there must be a determination that: the Legislature will meet its obligation to provide for compensation reform and eliminate school districts' overreliance on local levies by April 30, 2017; or legislation must be introduced to address the levy cliff by extending current state levy policy for at least one calendar year, with the objective of enacting such legislation by April 30, 2017.

One area where we were successful in 2016, was the growing teacher and substitute teacher shortage. Legislation was adopted (E2SSB 6455) to: increase the number of qualified individuals who apply for teaching positions in Washington, expand Alternative Route to Teacher Certification programs, increase teacher mentoring support, and undertake other strategies to alleviate the state's teacher shortage. The bill also amended current law to allow early retired teachers to work as substitute teachers for up to 867 hours per year without impacting their pension benefits—an issue WASA has strongly advocated for in the last two sessions. While this bill will not completely solve the teacher/substitute teacher shortage problem, it lays the groundwork for future action. Additional legislation will likely be needed in 2017.

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 LEARNING

A major focus of WASA's mission is to provide leadership in the development of competent, ethical, and visionary leaders by offering professional growth opportunities for those in, or aspiring to, district office administrative roles.

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

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

While WASA was not in the lead this past year for the Washington Educators' Conference (WEC), a conference co-sponsored with AWSP, WSASCD and OSPI, WASA members served on the planning committee, bringing our members' voice to the table.

WASA representatives from multiple regions of the state, played a vital role in determining the themes to be addressed during the past WASA/AWSP Summer Conference as well.

WASA, along with WSSDA and WASBO, hosted the annual Legislative Conference, attracting over 500 participants this year. Critical hot topics were addressed over the course of the conference.

During the 2015–16 year, WASA partnered with WSSDA and AWSP to provide an equity conference designed for district leadership teams. Based upon information from Dr. Pedro Noguera, Education Northwest's Oregon Leadership Network, and district leaders from Washington State, the approximately 300 participants, representing 45+ school districts, had planning time to consider their equity agenda.

Of additional note, WASA, collaborated with the Washington School Personnel Association (WSPA) to provide a series of workshops on the Teacher and Principal Evaluation Program

and Human Resources. WASA continued to partner with AWSP, providing professional learning opportunities designed for building-level administrators and those who evaluate them.

A conference developed for women superintendents was introduced during the 2015–16 year with great success.

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.

The Washington State Leadership Academy (WSLA), cosponsored by WASA and AWSP and under the leadership of Sharon Bower, successfully completed another year of operations. Fifteen teams successfully completed the two-year program, bringing WSLA's total to 101 districts that have completed WSLA. In addition, WSLA began the process of updating and refreshing the program. Through the input from participants, as well as the ongoing work of the Advisory and Design Teams, WSLA will have an updated curriculum for the 2017–18 cohorts.

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

2015–16 PROFESSIONAL LEARNING EVENTS

2015

JULY

WASA New Superintendent Workshop

AUGUST

WASA/OSPI Special Education Workshop

OCTOBER

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

NOVEMBER

Focus on Education

2016

FEBRUARY

ERNN Annual Conference

AASA National Conference on Education

MARCH

WASA/WSSDA/WASBO Legislative Conference

WASA Small Schools Conference

MAY

WASA Superintendent Workshop

WASA Women in Leadership Pre-Conference

WASA/WSSDA/AWSP Equity Conference

JUNE

WASA/AWSP Summer Conference

CONTRACTS FOR PROFESSIONAL LEARNING

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



New superintendents gather to focus their leadership and goals on their first 90 days and further refine their entry plans at the WASA New Superintendent Workshop.

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 2015–16, the WASA team welcomed some new faces. Talina Davis joined the team providing phone support and other front office duties on a part-time basis. Also joining the team is Lisa Gehman who is primarily responsible for data management for WASA's membership records, conference registrations, and payment processing.

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

2015–16 was a banner year for WASA Management Reviews! A record number of districts contacted WASA for assistance in evaluating their business practices, staffing levels, facilities, financial and program management, and student services programs. WASA offers customized studies and other services designed to meet the needs of individual districts.

WASA Management Reviews are conducted on-site 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 offer specific commendations providing districts with a clear roadmap for success. WASA wishes to express our thanks to the following for lending their knowledge and expertise to benefit districts across the state:

LEAD CONSULTANTS

G. Robert Van Slyke
Douglas Kernutt
Wayne Robertson
Skip Enes
J.Marie Riche
Karst Brandsma
Jim Cummings

EXPERT PRACTITIONERS

Paula Akerlund
David Beil
Mark Campbell
Harvey Erickson
Lynn Evans
Debra Howard
Brian Hunt
Darcy Johnson
Allen H. Jones
Mike Kenney
Dennis Matthews
Kim McAbee
Mary Sewright
Mark Spangenberg
Steve Story
Ed Strozyk
Jennifer Trauffer
David Wells

CONTRACT SERVICES

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

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

THE WASHINGTON STATE EDUPORTAL® AND E-CONVENE®

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



WASA staff. Back row, L-R: John Dekker, Dan Steele, Bill Keim, Andy Wolf, Jamie Chylinski. Front Row, L-R: Marilee Jensen, Helene Paroff, Tricia McCosh, Lisa Gehman, Talina Davis, Sheila Chard, Eve Johnson.

WASA HONORARY AWARDS

STATEWIDE AWARDS

GOLDEN GAVEL AWARD

SENATOR PATTY MURRAY, UNITED STATES SENATE

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 Senator Patty Murray for her tireless championing of the reauthorization of ESEA and work on the Every Student Succeeds Act (ESSA), which passed with strong bipartisan support, and her continuing efforts to work with state leaders, superintendents, principals, teachers, and stakeholders to ramp up efforts to implement the law.

[View Senator Patty Murray's acceptance speech here.](#)

BARBARA MERTENS LEGACY AWARD

DR. ALAN BURKE

Sponsor: D.A. Davidson & Company

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

The Barbara Mertens Legacy Award for 2016 was awarded to Dr. Alan Burke, Executive Director of WSSDA.



(L-R) Executive Director Bill Keim, Alan Burke, Jon Gores, D.A. Davidson Managing Director, and President Frank Hewins

Dr. Alan Burke was presented the Barbara Mertens Legacy Award for his contribution to public education. He held numerous positions in his 35-year career in public schools, including middle school teacher, principal, assistant superintendent, and superintendent of the Yelm School District. In 2009, he joined OSPI as assistant superintendent, overseeing several divisions and statewide efforts. In July 2014, Dr. Burke became the executive director of WSSDA, comprised of 1477 school board members in Washington State, bringing stability and focus to an organization that had experienced turmoil.

SERVICE TO WASA AWARD

DR. GAY SELBY, ASSOCIATE CLINICAL PROFESSOR, WSU

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."



(L-R) Executive Director Bill Keim, Gay Selby, and President Frank Hewins

This year's Service to WASA was presented to Dr. Gay Selby.

Dr. Gay Selby is the program coordinator for the WSU Vancouver principal and statewide superintendent certification programs. She has been a Washington State educator for 50 years and was the first woman superintendent of a first-class school district. From her principal and superintendent certification work, there are more than 200 alumni from the WSU program, and over 75 superintendents hold leadership roles in Washington. Dr. Selby understands that professional support and networking are the keys to creating successful school administrators.

WASA LEADERSHIP AWARD

JOHN DEKKER, ASSISTANT EXECUTIVE DIRECTOR, WASA

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.”



(L-R) Executive Director Bill Keim, John Dekker, and President Frank Hewins

Mr. John Dekker was selected for the WASA Leadership Award for being an advocate, confidant, and knowledgeable resource for WASA members. Superintendents and other educational leaders have known that Mr. Dekker was only a phone call away when they were facing labor unrest. His sage advice and calm demeanor have helped countless educational leaders through the innumerable moments of crisis that are part and parcel with their positions. Mr. Dekker has served as an unofficial mentor to those who are new in their leadership roles, offering common sense ideas and wisdom.

REGIONAL AWARDS

AWARD OF MERIT

Region 101	Randy Russell, Freeman
Region 105	Richard Cole, Sunnyside
Region 108	Phil Brockman, Sedro-Woolley
Region 109	Amy Beth Cook, Lake Stevens
Region 110	Alan Spicciati, Auburn
Region 112	Mark Mansell, La Center
Region 113	Tim Garchow, Rainier
Region 123	Bruce Hawkins, ESD 123
Region 171	Richard Johnson, Okanogan

WASA STUDENT ACHIEVEMENT LEADERSHIP AWARD

Region 101	Brian Talbott, Nine Mile Falls
Region 105	Kurt Hilyard, Union Gap
Region 108	Jerry Jenkins, Northwest ESD 189
Region 109	Jerry Jenkins, Northwest ESD 189
Region 111	David Hammond, Bethel
Region 111	Christine Maloney, Bethel
Region 112	Mike Nerland, Camas
Region 113	Shannon Criss, Winlock
Region 114	Stephanie Parker, Olympic ESD 114
Region 123	Sandra Hill, Pasco
Region 171	Brian Fones, Wenatchee

TWENTY-YEAR AWARD

Region 109	Linda Hall, Granite Falls
Region 110	Teri Poff, Shoreline
Region 112	Mike Nerland, Camas
Region 113	Kim Fry, Rochester
Region 113	Mike Parker, Hoquiam
Region 123	Carol Clarke, Waitsburg
Region 171	Glenn Johnson, Cashmere
Region 171	Michelle Price, Moses Lake

RETIREMENT AWARD

Region 105	Steve Myers, ESD 105
Region 105	Rose Search, Royal
Region 108/109	Jerry Jenkins, Northwest ESD 189
Region 109	Jim Baker, Marysville
Region 109	Renae Leeming, Mukilteo
Region 109	Bill Mester, Snohomish
Region 109	Fran Mester, Monroe
Region 109	Ruth Peckarsky, Mukilteo
Region 109	Fred Poss, Mukilteo
Region 109	Mary Waggoner, Everett
Region 110	Faith Chapel, Bainbridge
Region 110	Teri Poff, Shoreline
Region 112	Susan Barker, Castle Rock
Region 112	Barbara Lomas, ESD 112
Region 112	Dean Stenehjem, Washington School for the Blind
Region 113	Karen Ernest, Boistfort
Region 114	Stephanie Parker, Olympic ESD 114
Region 123	Vangi Ellwein, North Franklin
Region 123	Liz Flynn, Pasco
Region 123	Bruce Hawkins, ESD 123
Region 123	Sandra Hill, Pasco
Region 171	Dennis Carlson, Grand Coulee Dam
Region 171	Dan McDonald, Soap Lake

ADDITIONAL AWARDS AND RECOGNITION

WASHINGTON STATE SUPERINTENDENT OF THE YEAR

DR. STEVEN T. WEBB, SUPERINTENDENT, VANCOUVER PUBLIC SCHOOLS

Sponsor: D. A. Davidson & Company



Steve Webb with WASA President Frank Hewins

This award program is designed to recognize the outstanding leadership of active, front-line superintendents and pay tribute to those who lead our public schools. Washington State's Superintendent of the Year (SOY) will automatically become a candidate for the AASA National Superintendent of the Year.

In addition, D.A. Davidson &

Company provides a \$1,000 gift for Washington's SOY to use towards an educational program of his or her choice.

Dr. Steve T. Webb, Superintendent, Vancouver PS, was selected 2016 Washington State Superintendent of the Year and was one of the final four candidates for 2016 National Superintendent of the Year.

DOYLE WINTER SCHOLARSHIP FOR ADMINISTRATIVE LEADERSHIP IN EDUCATION

MS. REBECCA MINER, SUPERINTENDENT, SHORELINE SCHOOL DISTRICT

Sponsor: Piper Jaffray & Company

Through this scholarship, \$1,000 is awarded to a Washington school administrator who is in or will begin a doctoral program in education in the year the award is presented. It was established in honor of Dr. Doyle Winter, who retired in 2002 after completing 44 years of service for Washington public schools. Dr. Winter is a former executive director of WASA and has been recognized repeatedly for exhibiting exemplary leadership ability and enhancing school administration throughout his career.

The recipient of the Doyle Winter Scholarship for 2016 is Rebecca Miner, Superintendent of the Shoreline School District.



(L-R) Rebecca Miner, Piper Jaffray Vice President Ryan Swanson, and Managing Director Trevor Carlson

Ms. Rebecca Miner was selected for the scholarship because of her vision for K–12 public education over the next 10 years. That vision provides opportunity; promotes civic involvement; and educates all students by closing opportunity gaps by promoting equity, providing enrichment and intervention, and promoting the achievements of public education.

ROBERT J. HANDY MOST EFFECTIVE ADMINISTRATOR AWARD

MR. DONALD WAYNE VANDERHOLM, PRINCIPAL, MANSON SCHOOL DISTRICT

DR. JOSEPHINE MOCCIA, SUPERINTENDENT, SOUTH WHIDBEY SCHOOL DISTRICT

MR. THOMAS R. HAGLEY, CHIEF OF STAFF, VANCOUVER PUBLIC SCHOOLS

Sponsors: 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.

WITH SINCERE APPRECIATION TO WASA'S 2015–16 CORPORATE PARTNERS AND EVENT SPONSORS

WASA is grateful to the companies that support our professional learning conferences, workshops, and specific events. During the 2015–16 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 that partnered with WASA during the past year for helping make out 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 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.

MCKINSTRY



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

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

PEMCO INSURANCE



PEMCO Insurance is proud to be an official partner of WASA, providing support for superintendents at every stage

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

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

PIPER JAFFRAY

Piper Jaffray

Piper Jaffray assists local school districts with the implementation of bond

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

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

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

VEBA



VEBA Trust was created in 1984 to provide school districts in Washington with a method of providing supplemental benefits, particularly post-employment

(retiree) medical reimbursement plans. VEBA Trust is a non-profit Voluntary Employees' Beneficiary Association (VEBA) authorized under Internal Revenue Code § 501(c)(9).

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

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Seattle Pacific University

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President-elect	Lois Davies, Pateros
Past President	Michelle Price, Moses Lake
Secretary	Larry Francois, Northshore
Treasurer	Mark Mansell, La Center

REGION REPRESENTATIVES

Region 101	Tom Rockefeller, Mead
Region 105	Mike Brophy, West Valley, Yakima
Region 108	Jim Frey, Lynden
Region 109	Michael Mack, Lakewood
Region 110	Anthony Smith, Riverview
Region 111	Chrys Sweeting, Puyallup
Region 112	Mark Mansell, La Center
Region 113	Mike Parker, Hoquiam
Region 114	Michelle Reid, South Kitsap
Region 123	Gregg Taylor, North Franklin
Region 171	Matt Charlton, Manson

COMPONENT REPRESENTATIVES

BPAC	Marla Miller, Shoreline (Chair)
IPAC	Marci Shepard, Orting (Chair)
	Mike Olson, Sedro-Woolley (Chair-elect)
Principals	Wendy Eidbo, Mukilteo, (Chair)
Special Education	Tracy Wilson, Pasco (Chair)
Superintendents	Larry Francois, Northshore (Chair)
	Randy Russell, Freeman (Chair-elect)
	Jake Dingman, Oakesdale (Past Chair)

BOARD LIASONS

AASA	Rob Manahan, Lake Chelan
	Frank Hewins, Franklin Pierce
ESDs	Rich McBride, ESD 171
Higher Education	Marge Chow, City University
OSPI	Gil Mendoza
Retirees	Fred Yancey, The Nexus Group
SBE	Connie Fletcher
WIAA	Mike Nerland, Camas

REGION PRESIDENTS

101	Randy Russell, Freeman
105	Becky Imler, Wapato
108	Phil Brockman, Sedro-Woolley
109	Amy Beth Cook, Lake Stevens
110	Alan Spicciati, Auburn
111	Jennifer Bethman, Bethel
112	Sandra Yager, Hockinson
113	Karen Ernest, Boistfort
114	David Engle, Port Townsend
123	Ray Tolcacher, Prosser
171	Richard Johnson, Okanogan

WASA COMMITTEE CHAIRS

Honorary Awards	Carol Clarke, Waitsburg
Legislation & Finance	David Mcvicker, Central Kitsap
Membership	K.C. Knudson, Burlington-Edison
Professional Development	Carolyn Treleven, Franklin Pierce
Prof. Standards & Ethics	Sarah Thornton, Pasco
School Construction	Steve Story, Tacoma
Small Schools	Doug Dearden, Trout Lake
	Marcus Morgan, Reardan-Edwall



HONORARY AWARDS COMMITTEE

101	Jean Marczynski, West Valley
105	Duane Lyons, Naches
108	Pam Estvold, ESD 189
109	Molly Ringo, Everett
110	Peter Daniels, Puget Sound ESD
111	Christine Moloney, Puyallup John Hellwich, Peninsula
112	Jeff Snell, Camas
113	Dana Anderson, Capital Region ESD 113
114	Stephanie Parker, Olympic ESD 114
123	Carol Clarke, Waitsburg (Chair)
171	Eric Driessen, Brewster

LEGISLATION AND FINANCE COMMITTEE

101	Brian Talbott, Nine Mile Falls
105	Rick Cole, Sunnyside Mike Brophy, West Valley, Yakima
108	David Forsythe, Bellingham
109	Marci Larsen, Mukilteo
110	Duggan Harman, Highline
111	Tom Seigel, Bethel
112	Mark Mansell, La Center Mike Nerland, Camas
113	Rick Jones, Napavine
114	Patty Page, North Kitsap David Mcvicker, Central Kitsap (Chair)
171	Rob Manahan, Lake Chelan Garn Christensen, Eastmont
BPAC	Marla Miller, Shoreline
IPAC	Marci Shepard, Orting
Special Education Principals	Tracy Wilson, Pasco Wendy Eidbo, Mukilteo
Superintendents	Larry Francois, Northshore
ESDs	Steve Myers, ESD 105
Small Schools	Doug Dearden, Trout Lake
Federal Liaison	Michelle Price, Moses Lake Rob Manahan, Lake Chelan
At Large	Stephen Nielsen, Puget Sound ESD Jim Kowalkowski, Davenport/Rural Ed. Ctr.
WASA President	Frank Hewins, Franklin Pierce
<i>Consultants:</i>	
Pension/	
Health Benefits	Fred Yancey
AESD	Jim Shoemake Marcia Fromhold
AEA	Mitch Denning

MEMBERSHIP COMMITTEE

101	Debra Clemens, Cheney
105	Henry Strom, Mt. Adams
108	K.C. Knudson, Burlington-Edison (Chair)
110	Susanne Jerde, Highline
111	John Hellwich, Peninsula
114	Rick Thompson, Chimacum
171	Lois Davies, Pateros

PROFESSIONAL DEVELOPMENT COMMITTEE

101	Bill Wadlington, Creston
105	Brian Hart, Sunnyside
108	Mike Olson, Sedro-Woolley
109	John Gebert, Lake Stevens
110	Emilie Hard, Issaquah
111	Carolyn Treleven, Franklin Pierce (Chair)
113	Kevin Acuff, Elma
114	Tim Garrison, North Kitsap
171	Scott Sattler, Bridgeport

PROFESSIONAL STANDARDS & ETHICS COMMITTEE

101	Kyle Rydell, Liberty Dave Smith, Newport
105	Mark Heid, Goldendale
108	Linda Quinn, Ferndale
109	Justin Blasko, Monroe
110	Larry Francois, Northshore
111	Tim Yeomans, Puyallup
113	Jay Hambly, Grapeview
114	Aaron Leavell, Bremerton
123	Sarah Thornton, Pasco (Chair)
171	Dennis Carlson, Grand Coulee Dam

SCHOOL CONSTRUCTION COMMITTEE

101	Ben Small, Central Valley Nate Smith, Colton
105	Kurt Hilyard, Union Gap
108	Ron Cowan, Bellingham
110	Tim Madden, Enumclaw
111	Steve Story, Tacoma (Chair) Robin Heinrichs, Franklin Pierce
171	Glenn Johnson, Cashmere

SMALL SCHOOLS COMMITTEE

101	Jake Dingman, Oakesdale
	Marcus Morgan, Reardan-Edwall (Chair-elect)
105	Linda Martin, Thorp
108	Barbara Hawkings, Concrete
110	Ruth Moen, Snoqualmie Valley
111	Krestin Bahr, Eatonville
112	Doug Dearden, Trout Lake (Chair)
113	Karl Ostheller, Mccleary
114	Wally Lis, Brinnon-Quilcene
171	Tom Venable, Methow Valley

BPAC COMPONENT REPRESENTATIVES

101	Linda Mcdermott, Spokane
105	Tom Fleming, ESD 105
108	Cynthia Sicilia, Ferndale
110	Stephen Nielsen, Puget Sound ESD
	Marla Miller, Shoreline (Chair)
111	Kristin Heather, Tacoma
114	Paula Bailey, Central Kitsap
171	Debbie Sharp, Bridgeport

IPAC COMPONENT REPRESENTATIVES

101	Shauna Schmerer, Almira
105	Shane Backlund, Selah
108	Michael Olson, Sedro-Woolley (Chair-elect)
109	Amy Nelson, Mukilteo
111	Marci Shepard, Orting (Chair)
114	Shannon Thompson, South Kitsap

PRINCIPALS COMPONENT REPRESENTATIVES

101	Connie Kliewer, Tekoa
105	Nikki Cannon, ESD 105
108	James Everett, Bellingham
109	Wendy Eidbo, Mukilteo (Chair)
111	Teresa Sinay, Fife
171	Roy Johnson, Okanogan

SPECIAL EDUCATION COMPONENT REPRESENTATIVES

101	Maureen Lyden, East Valley, Spokane
105	Scott Fisher, Mabton
	Faye Fuchs, ESD 105
108	Jeff Brown, Burlington-Edison
109	Miriam Tencate, Lake Stevens
110	Chris Willis, Federal Way
111	Nancy Fitta, Fife
113	Paula Akerlund, Ocosta
114	Kerry O'connell, Chimacum
123	Tracy Wilson, Pasco (Chair)
171	Trisha Craig, Wenatchee

SUPERINTENDENTS COMPONENT REPRESENTATIVES

101	Jake Dingman, Oakesdale (Past Chair)
	Randy Russell, Freeman (Chair-elect)
105	Kevin Chase, Grandview
108	Laurel Browning, Burlington-Edison
110	Larry Francois, Northshore (Chair)
111	Kathi Weight, Steilacoom
114	Patty Page, North Kitsap
171	Jerry Simon, Ephrata

WASHINGTON'S AASA REPRESENTATIVES

Governing Board

Westside Rep.:	Frank Hewins, Franklin Pierce
Eastside Rep.:	Rob Manahan, Lake Chelan

Executive

<i>Committee Rep.:</i>	Michelle Price, Moses Lake
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VEBA BOARD

VEBA Trustee: Joel Aune, Snoqualmie Valley

VEBA Trustee: Mike Dunn, ESD 101

ADDITIONAL ACKNOWLEDGEMENT

We would also like to thank the many members who have represented WASA by serving on special committees, councils, taskforces, etc. Their input is crucial to the effective decision-making that ultimately leads to the success of each child in Washington State.

WASHINGTON STATE LEADERSHIP ACADEMY (WSLA)

SUPPORTING LEADERSHIP DEVELOPMENT TO IMPROVE STUDENT ACHIEVEMENT

The positive impact on system-wide leadership in school districts continues to be the focus of the Washington State Leadership Academy (WSLA). By the end of the 2015–16 year, a total of 101 school districts or Educational Service Districts graduated from or are currently participating in WSLA. This has resulted in an impressive total of 830 professional educators developing leadership skills through a uniquely designed curriculum rooted in the premise that quality school and district leadership impacts student achievement.

This year's roster of participants included five district and ESD teams from Puget Sound ESD and Northwest ESD 189 that became the eighth cohort of the Washington State Leadership Academy and 15 district teams completing their second year from Northeast Washington ESD 101 and Capital Region ESD 113.

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., Washington Learning Standards, Teacher and Principal Evaluation Program, Smarter Balanced Assessment—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 2015–16

COMPLETING TWO YEARS

FROM NEWESD 101	FROM CAPITAL REGION ESD 113
Chewelah	ESD 113 Team
Columbia	Eatonville
Curlew	Onalaska
Davenport	Rochester
East Valley	Southside
Reardan-Edwall	Tenino
Ritzville-Lind	Toledo
Tekoa	

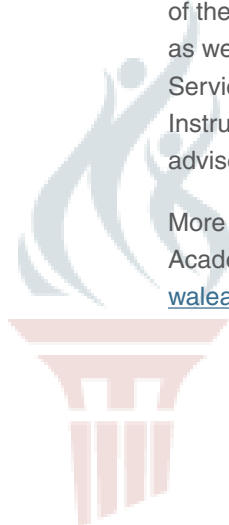
COMPLETING FIRST YEAR

FROM PSESD	FROM NWESD 189
Clover Park	Granite Falls
Orting	South Whidbey
Peninsula	

WSLA began the process of updating the Leadership Academy through the work of an Advisory Team, who carefully examined its scope and focus. The team used feedback and data from past and present participants, as well as researched-based practices to set an updated focus. During the 2016–17 year, the Design Team will be updating the curriculum, again using research-based practices. The updated version of WSLA will be available for the 2017–18 cohort.

Multiple agencies and partners continue to collaborate to make the Leadership Academy successful. The WSLA Coaches, 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, as well as the strong support from the nine Educational Service Districts, the Office of Superintendent of Public Instruction, the Governor's Office, state legislators, and valued advisement from the WSLA Board.

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





SCHOOL INFORMATION AND RESEARCH SERVICE (SIRS)

SIRS is a non-profit organization that provides data and information on school organization, administration, operation, finance, and instruction to specifically meet the needs of superintendents, central office administrators, principals, and school board members. SIRS contracts with WASA for management services. Since 2010, when Dan Steele joined WASA as Assistant Executive Director for Government Relations, he has served as the SIRS Executive Director. Beginning in 2016–17, Andy Wolf, who recently joined WASA as Assistant Executive Director for Administrative Operations, will assume the SIRS Executive Director position.

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 provided video tutorials. We continue to fine-tune the survey reports to ensure they are as useful and user-friendly as possible.

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

LOOKING TO THE FUTURE: WASA GOALS AND ACTION STEPS FOR 2016–17

GOAL I—LEADERSHIP

Identify and develop knowledgeable and effective leaders for the success of each child, school, and community.

ACTION A

Identify, facilitate, and provide innovative professional learning to support effective educational leadership.

ACTION B

Promote systems-level improvement through collaborative inquiry.

ACTION C

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

ACTION D

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

GOAL II—TRUST

Develop and sustain trust through positive relationships, effective communications, and collaboration to further the cause of public education.

ACTION A

Initiate strategies and maximize opportunities to maintain a high profile in local communities, counties, ESDs, and at the state level.

ACTION B

Create urgency and avenues among WASA members, state agencies, educational organizations, and other stakeholders for collaborative action.

ACTION C

Create a unified voice on the value of quality public education among the 295 diverse school districts and WASA partners.

GOAL III—ADVOCACY

Champion the fundamental role of public education in the preservation of democracy.

ACTION A

Cultivate ongoing, year-round relationships with legislators to promote education policy and statute based on the expertise of district leaders and evidence-based practices.

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.

ACTION C

Actively influence the implementation of ESSA to positively impact student success.