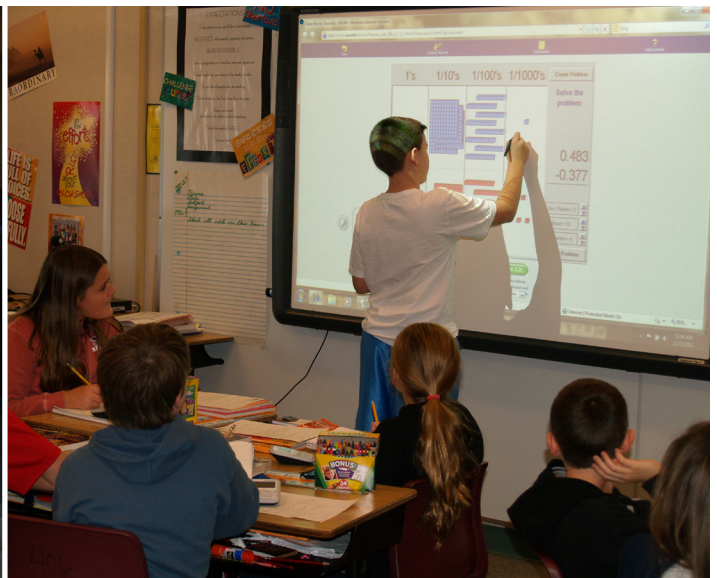


# *Wasa*

LEADERSHIP | TRUST | ADVOCACY

WASHINGTON ASSOCIATION OF  
SCHOOL ADMINISTRATORS

## 2012–13 Annual Report



# 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

**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 update 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 2012, annual goals were determined for 2012–13 by WASA regional leaders to champion professional educator expertise, invest in the paramount duty, and to promote leadership development and collaboration.

Educators who lead our schools and serve to guide WASA have made remarkable progress toward improving student learning and achievement even throughout times of most challenging circumstances. WASA is one of the leading sponsors of public education in Washington State. Its effectiveness is grounded in its core principles: **leadership**, **trust**, and **advocacy**.

**LEADERSHIP** is fundamentally what WASA does—developing and promoting leaders and leading advocacy and support for public schools. WASA assists members in establishing and maintaining a solid knowledge base and leadership skills to effectively lead school districts across the state. WASA is an organization that draws leadership from among the most accomplished and responsible educational professionals in the field of public education.

Honesty, integrity, and effective performance exemplify WASA's core principal, **TRUST**. Educational leaders across the state are called upon as trusted sources of perspective and information about public education in their communities. WASA is able to leverage that trust to influence policy and lawmakers on behalf of students and public schools.

Public education is among the most important investments society makes collectively through its government. WASA's role in **ADVOCACY** on behalf of public education is rooted in the fundamental notion that a well-educated and participating citizenry is vital to an effective democracy. It is today's children who will be the strength of our future and only to the extent that we make ample and effective investments in their education.

I count the opportunity to serve as WASA President among the most important of the many privileges and honors I enjoy. To work and learn from such valued colleagues as my WASA friends has been an outstanding experience. Through this experience 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.



The WASA staff is comprised of professionals who exemplify the organization's core principles. WASA and the state have benefited in so many ways from the leadership of Executive Director Paul Rosier. To say that his leadership will be missed at WASA is a considerable understatement. Dr. Rosier leaves WASA in a strong financial position and with structures and systems in place that position the organization to be productive and successful into the foreseeable future.

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. In transition with new leadership, I call upon you to unite with me in support of our new Executive Director, Dr. Bill Keim, and President, Mike Nelson. WASA remains in excellent hands as both are committed to the core principles and mission of WASA and are superb educational leaders.

Best wishes to all,

Paul Sturm  
2012–13 WASA President  
Superintendent, Pullman Public Schools

# FROM THE NEW EXECUTIVE DIRECTOR

Under the leadership of WASA President, Paul Sturm, 2012–13 was a very successful year for WASA in representing 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. The continuation and expansion of Focus on Education Week activities helped school district leaders engage key communicators, politicians, and business leaders to help them better understand the work of their local schools. Over 66 percent of districts that responded to a WASA survey indicated participation in last year's event.

Investing in the Paramount Duty was the second goal in our annual plan. The *McCleary* decision is clearly one of the most significant recent developments for Washington's public schools. WASA maintained proactive support for that decision through membership in Network for Excellence in Washington Schools (NEWS) and the Paramount Duty Coalition. During the past year, we also joined the NEWS Board of Trustees. The down payment toward full funding achieved during the 2013 Legislative Session wasn't as much as we sought, but it was undoubtedly more than it would have been without the advocacy of WASA and the other NEWS and Coalition members.

Promoting Professional Development was WASA's third annual goal. As part of this goal, we delivered ongoing professional development on powerful teaching and learning strategies and new state initiatives through each of our conferences and workshops. 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. Given the importance of TPEP to our members, collaboration on that initiative has been an important focus for the Board and staff. In addition to the training provided through various venues, WASA has served on the TPEP Steering Committee to provide a district leadership voice in the ongoing development of the process. We have also collaborated through ongoing and new ventures with our partner associations. This fall's Washington Educators' Conference will bring to fruition the planning that occurred



last year to partner with AWSP, OSPI, and WSASCD to offer a joint event that should better serve our members. The work under Goal 2 with NEWS and the Paramount Duty Coalition is another example of how we present a stronger, more uniform voice through collaboration.

In closing, it seems appropriate to focus a part of this year's WASA Annual Report on the leadership and accomplishments that Paul Rosier provided our association over the past seven years. As the new Executive Director, I clearly have big shoes to fill in the legacy Paul has left with WASA.

Bill Keim, Ed.D.  
WASA Executive Director



# EXECUTIVE DIRECTOR PAUL ROSIER

Dr. Paul Rosier retired June 30, 2013, after seven years as WASA's Executive Director. The following is only a summary of the highlights of Paul's WASA leadership.

**Simple Majority**—Under Paul's leadership, WASA was instrumental in the passage of the Simple Majority for school district levy elections. Given all of the funding cuts that occurred in the years following this change, we should all be thankful for Paul's leadership in this critical effort.

**Collaboration**—Early in Paul's leadership, WASA for the first time came together with the major education organizations in the state (WASA, AWSP, WEA, WSSDA, and PSE) to develop and promote a common legislative platform focused on full funding of basic education. Indeed, collaboration was to be a consistent theme for Paul's leadership, which saw strengthened relationships with OSPI and the Educational Service Districts (ESDs), in addition to each of WASA's partner associations.

**Supporting District Improvement**—In partnership with OSPI, WASA assisted districts in the category of "improvement" under No Child Left Behind from 2006 until 2012. Under Paul's oversight, coordination, and support, WASA provided training for District Improvement Facilitators to work directly with the superintendents and leadership teams of these struggling districts to help accelerate student achievement. Over 45 districts participated in the program with impressive results.

**Leadership Development**—One of Paul's early difficult decisions was to discontinue Project Leadership. In its place, Paul worked with AWSP, The Gates Foundation, the Governor's Office, and the ESDs to create the Washington State Leadership Academy (WSLA). A key element of WSLA's design reflected one of Paul's fundamental beliefs that effective leadership required a systemic approach with effective teams. Since its creation five years ago, WSLA has served 72 school district teams and over 500 educational leaders. As part of that work, 47 coaches have provided onsite support to the district leaders.

**WASA Business Plan and Branding**—Paul worked with the Board to develop a new business plan that included goals and actions which would allow WASA to continue to grow and better serve our members. As part of that plan, a new logo and branding were developed which highlights WASA's core principles: leadership, trust, and advocacy.



**Providing a Voice for Educational Leaders**—Paul was a consistent and passionate advocate for the quality of our public schools and the expertise of our educational leaders. In addition to that statewide voice, Paul also promoted a strong statewide message through local district efforts. Through Focus on Education and Generations of Progress II, Paul helped foster and support that local action.

**Advocacy**—In addition to the proactive efforts to achieve improvements such as the Simple Majority and full funding of basic education, under Paul's leadership, WASA was also a consistent advocate for more rational legislation. As part of that effort, many pieces of bad legislation were prevented, including adoption of Average Daily Attendance, the erosion of LEA, school consolidation proposals, and numerous measures presented as accountability initiatives.

**Team Building**—Paul understood that as a leader he was only as effective as the team with whom he worked. As a result, he built and developed a very effective staff team for WASA. He also nurtured the development of strong leaders on the WASA Board and within each of the WASA regions.

We thank Paul for his years of visionary service and are committed to building on that legacy!

# 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 .....	26%
Contracts/Grants .....	32%
Dues .....	39%
Miscellaneous .....	3%

### PROGRAM EXPENDITURES (BY PERCENT)

Governance .....	15%
Legislative .....	34%
Contracts .....	12%
Professional Development .....	39%

### OBJECT EXPENDITURES (BY PERCENT)

Legal/Miscellaneous .....	7%
Office Expenses .....	20%
Contracts .....	7%
Personnel .....	41%
Board/Standing Committees/Component Groups .....	4%
Legislation .....	1%
Professional Development .....	20%

### 2012-13 MEMBERSHIP BY MEMBER TYPE

Active .....	905
Associate .....	31
Lifetime .....	524
Complimentary .....	9
Student/Intern .....	20
Displaced .....	6
<b>Total.....</b>	<b>1495</b>

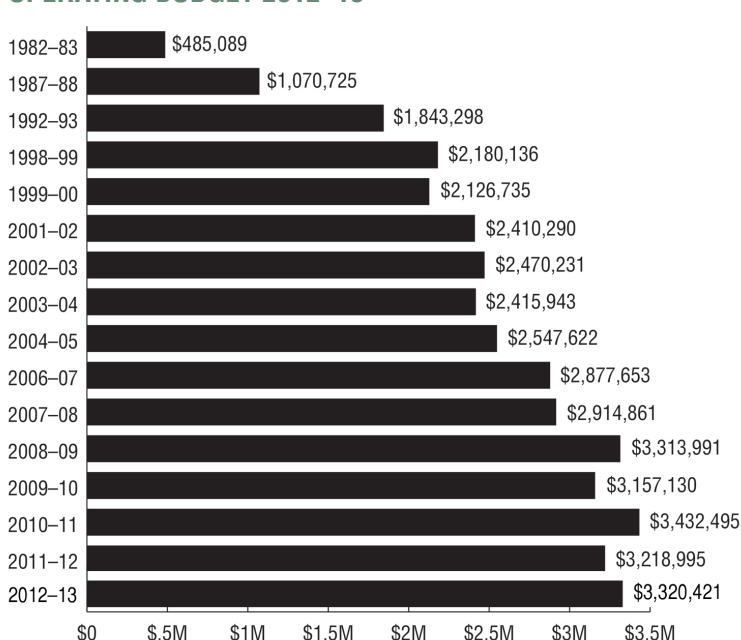
### ACTIVE MEMBERSHIP BY REGION

NEWASA Region 101 .....	91
South Central Region 105 .....	63
SWIS Region 108.....	56
Sno-Isle Region 109 .....	80
Metro Region 110 .....	140
Pierce Country Region 111 .....	109
Columbia River Region 112 .....	87
Region 113 .....	104
Olympic Peninsula Region 114 .....	46
SEWASA Region 123 .....	76
North Central Region 171 .....	53
<b>Total .....</b>	<b>905</b>

### ACTIVE MEMBERSHIP BY COMPONENT

Business and Personnel Administrators .....	159
Instructional Program Administrators .....	246
Principals .....	36
Special Education Administrators .....	131
Superintendents .....	333

### OPERATING BUDGET 2012-13



# GOVERNMENT RELATIONS

Just prior to the 2012 Legislative Session, the Supreme Court handed down its historic *McCleary* decision, finding the state was violating the constitutional paramount duty to amply fund K–12 education. The Court retained jurisdiction in the case to enforce its ruling and “help facilitate progress in the state’s plan to fully implement the [ESHB 2261/SHB 2776] reforms by 2018.” The 2012 Legislature adopted a Supplemental Operating Budget that, for the first time in several years, included no program cuts to K–12 education. Little was done in the way of making progress, however, towards full compliance with the paramount duty. Instead, the legislature established a Joint Task Force on Education Funding to make recommendations on how the legislature could meet the requirements of the basic education finance reforms adopted in ESHB 2261 (2009) and SHB 2776 (2010).

The Task Force, which began meeting in late summer of 2012, was comprised of two legislators from each of the four major political caucuses and three citizens appointed by the Governor. Dr. Susan Enfield, superintendent of the Highline School District, was one of the appointees and served as the Task Force Vice Chair. WASA closely monitored the Task Force’s work. Staff met with individual members, including a meeting with the Chair to discuss the work of WASA’s Stable Funding Committee, established last year to provide direction on WASA’s advocacy for new and more stable funding for education. Dr. Enfield also participated in a meeting with WASA’s Stable Funding Committee during the WSSDA Annual Conference in November. The Task Force submitted its final report to the legislature on December 31. The majority recommendations called for basic education enhancements of \$4.5 billion by 2018. Using a linear phase-in approach, a “down payment” of \$1.4 billion was recommended in the 2013–15 Operating Budget to begin compliance with the *McCleary* decision.

The request of a significant down payment for *McCleary* was at the heart of WASA’s 2013 Legislative Platform. Throughout the course of the session, we advocated for: (1) a basic education down payment of at least \$1.7 billion—while current obligations, such as Local Effort Assistance, were maintained; (2) the maintenance of the current, statutory implementation schedule of basic education enhancements contained in ESHB 2261/SHB 2776; and (3) the provision of enhanced basic education funding with sufficient flexibility to allow local school districts



to make decisions that best meet the needs of their local communities.

The adoption of a new two-year budget was the overriding priority of the 2013 Legislature and the *McCleary* requirements were a major part of budget discussions well before the session convened. Even though the state was finally emerging from the “Great Recession,” a projected shortfall continued to hang over the legislature. In November, the gap between projected revenues and anticipated expenditures was \$900 million—NOT including a required *McCleary* down payment. By the March forecast, that projected shortfall (minus the *McCleary* obligations) grew to almost \$1.3 billion.

One of the central debates over a budget solution was whether additional revenues would be required to balance the budget and provide a significant basic education enhancement. Legislative Democrats generally supported a revenue package, but they did not control the debate even though there were more Democrats than Republicans in both the House and Senate. In the 2013 session, Democrats retained control of the governor’s mansion with the election of Jay Inslee and they retained majority control of the House. While the results of the November election allowed Democrats in the Senate to retain a numerical majority, two dissident, centrist members joined with the Republicans, providing the conservative-minded coalition with a one-vote majority. The new “Senate Majority Coalition Caucus” aggressively advanced a “no new taxes” agenda.

With the budget shortfall, House Democrats and Governor Inslee argued for new revenue, but the Senate Majority Coalition Caucus resisted. In the end, House Democrats



were forced to drop the bulk of new revenue requests because of the strength of the Senate's Majority Coalition.

While the Coalition was strong on taxes and, in large part, were successful in defeating revenue enhancements, it overplayed its hand on policy issues. The Coalition mantra was "reform before revenue" and members sought a major overhaul of the state's worker's compensation system; broad restructuring of state employee (including education employee) pensions and health care benefits; a transformation of transportation project management; and sweeping accountability measures in K–12 education. They built a list of over 30 "reform" measures—many of them education-related—and used these bills to hold the budget hostage, making it clear that they would not advance a budget until the reforms were adopted by the House. A few issues were horse-traded with the House, but eventually, the Coalition Caucus was forced to abandon the bulk of its wish list. During the 2014 Session, a non-budget year, many of these policy issues will be back on the table, however. The education reform list includes: providing school principals with veto-authority over staffing assignments (known as "mutual consent"); A–F letter-grading of schools; increasing student growth data in teacher evaluations; redefining "school day" and prohibiting early release or late arrival schedules; and eliminating or capping locally funded supplemental teacher contracts (i.e., Time, Responsibilities, Incentives, or Innovations, also known as TRII).

Because of the political games played by both houses, the scheduled 105-day session lasted 153 days. The final 2013–15 Operating Budget provided almost \$1.0 billion in basic education enhancements; however, not all of the investment was "new" money and some of the funds came with strings attached. It was certainly positive to avoid painful cuts to K–12 programs and come away from the session with a substantial increase, but the state is far from compliance with the constitution. With the Court's deadline of 2018 fast approaching, the ramp to full compliance will be even steeper. The focus on *McCleary* remains a priority in WASA's 2013–14 Goals and will again be the focus of WASA's 2014 Legislative Platform, but the climb will become even more difficult. We will need the continued advocacy of administrators across the state to succeed. The plaintiffs in the *McCleary* case, the Network for Excellence in Washington Schools (NEWS), will assist in that advocacy effort. NEWS continues to monitor legislative actions and work with the Supreme Court to ensure the landmark ruling is enforced. WASA recently renewed its membership and is represented on the NEWS Board of Trustees. Individual school districts are strongly encouraged

to consider financially supporting NEWS and assisting its efforts to advocate for public school funding.

John Kvamme, consultant 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. Kvamme, after leading WASA's and AWSP's efforts on retirement and health benefits for over 20 years, has stepped down and heads into a well-deserved retirement. While John cannot be replaced, the two associations currently are in the process of searching for his successor.



# PROFESSIONAL DEVELOPMENT

WASA members' professional development needs continued to require attention to improved student learning through school systems enhancements. New challenges faced district leaders to begin implementation of new teacher and principal evaluation standards. Major training was provided to address the instructional frameworks and leadership frameworks to a significant number of educators as possible. Other 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 cuts, 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 fifth full year of operations. Funding of the program for another two years was granted by the legislature. The goal is to promote program development throughout the state and return to several of the original ESDs for program expansion. The Leadership Academy also received a 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:

- 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)

These organizations, agencies, and others have enhanced professional development for our members as well as theirs. Our most sincere appreciation goes out to these partners for their help in making our events 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.

## 2012–13 PROFESSIONAL DEVELOPMENT

### 2012 JULY

WASA New Superintendent Workshop

### AUGUST

WASA/OSPI Special Education Workshop

### OCTOBER

WASA/WSASCD/OSPI Fall Workshop

### NOVEMBER

Focus On Education Week

### 2013 FEBRUARY

WASA Small Schools Conference

AASA National Conference on Education

### MARCH

ERNN Annual Conference

WASA/WSSDA/WASBO Legislative Conference

### MAY

WASA Superintendent Workshop

### JUNE

WASA/AWSP 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

Being readily accessible to our members is one of WASA's core values. Whether you call, fax, email, tweet, or connect through Facebook, the staff at WASA is ready to respond to the needs of our members and our education partners. Focused on and dedicated to our members, the entire WASA team works hard to provide a wide array of quality services.

## MEMBER SERVICES

At WASA, 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. This year an emphasis was placed on effective entry planning for superintendents in transition. Concurrent sessions at the Superintendent Workshop and the WASA/AWSP Summer Conference provided each new superintendent with the 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, WASA 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 stake-holder perceptions to identify what is working and what needs improvement. Reviews provide specific commendations and recommendations providing districts with a clear roadmap for success.

During the past year, numerous districts contacted WASA for assistance in evaluating their business practices, staffing levels, facilities, financial and program management, and teaching and learning programs. WASA offers customized studies and other services designed to meet the needs of individual districts.

## 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®

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. Free, hands-on “webinar” training opportunities are offered, making it possible to gain experience with the EduPortal without leaving the office.

WASA and TransAct Communications expanded the EduPortal® suite of services to include e-Convvene®. This new, powerful, and cost-effective tool to facilitate paperless meetings has been adopted in dozens of districts across the state. The new e-Convvene® 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. In addition to the e-Convvene® 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.



# WASA HONORARY AWARDS

## STATEWIDE AWARDS

### GOLDEN GAVEL AWARD

#### WASHINGTON STATE REPRESENTATIVE KATHY HAIGH

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 Washington State Representative Kathy Haigh from Legislative District 35. Representative Haigh has been a longtime education advocate. She served on the Southside School Board before she was elected to the House of Representatives where she has been an education leader. Representative Haigh is the chair of the Appropriations Subcommittee on Education and has sponsored education legislation such as her landmark dropout prevention bill that provides families, schools, and communities with tools they need to increase the number of on-time graduations, and HB 1243, which helps the state earn additional funds for the Common School Fund allowing the Department of Natural Resources to harvest timber at a time when it can be sold for the best price. It is estimated that this fix could generate an additional \$1.5 million to support Washington schools.

### BARBARA MERTENS LEGACY AWARD

#### DR. GENE SHARRATT

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 2013 was awarded to Dr. Gene Sharratt, Clinical Assistant Professor, Department of Educational Leadership, College of Education at Washington State University. Dr. Sharratt

has served thousands of students as a teacher, principal, superintendent, and educational consultant; and he has chaired numerous state committees and organizations for more than 40 years. He has assisted school districts address the achievement gap and has equipped educational leaders with strategies to improve student learning. He is this state's strongest advocate for quality education for all children. Dr. Sharratt works side by side with others building relations and respect among and between all to make a significant difference. He is an inspirational example of a lifelong learner and an exemplary educational leader.

### SERVICE TO WASA AWARD

#### MICHAELA MILLER

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 was presented to Michaela Miller, Teacher and Principal Evaluation Project (TPEP) Manager, OSPI. Michaela was selected for the award for her support of districts' development and implementation of the Teacher/Principal Evaluation Project (TPEP). She personally visited districts and engaged in thoughtful discussions regarding the TPEP. She connected with administrative staff and led them in processing this important work. Michaela made a complex process much easier with her ability to make the trainings and discussions focused and meaningful. Our state's school districts are fortunate to have had her leadership and expertise.

### WASA LEADERSHIP AWARD

#### JAMES KOWALKOWSKI, SUPERINTENDENT OF THE DAVENPORT SCHOOL DISTRICT AND RURAL EDUCATION CENTER DIRECTOR

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 James Kowalkowski, Superintendent of the Davenport School District and Director of the Rural Education Center.

Jim has been the director of the Rural Education Center (REC), which is housed at the Davenport School District for the past 10 years. REC helps kids across Washington

State by giving educational leaders a platform to influence legislation, to provide professional development, help school administrators make good decisions, and to provide avenues for districts to acquire resources that will meet their particular needs. Jim has also been a strong advocate for schools throughout Washington and is often called on to testify on the Hill about bills directly affecting small, medium, and large districts. He also represented WASA as a member of the Joint Task Force on Basic Education Finance (appointed by the Governor) and the Compensation Technical Working Group (appointed by OSPI and WASA).

## REGIONAL AWARDS

### STUDENT ACHIEVEMENT LEADERSHIP AWARDS

Region 101	Becky Berg, Deer Park
Region 105	Minerva Morales, Mabton
Region 108	Mark Venn, Sedro-Woolley
Region 108	Chris Borgen, Anacortes
Region 110	Steve Rasmussen, Issaquah
Region 111	Gerald Denman, Puyallup
Region 112	Suzanne Cusick, Longview
Region 113	Justin Black, Rochester
Region 114	Michelle Reid, Port Angeles
Region 123	Kathy Hayden, Pasco
Region 171	Jerry Simon, Ephrata

### AWARDS OF MERIT

Region 101	Paul Sturm, Pullman
Region 105	Peter Finch, West Valley, Yakima
Region 110	Faith Chapel, Bainbridge Island
Region 111	Scott Hubbard, Carbonado
Region 112	Dean Stenehjem, Washington State School for the Blind
Region 114	David Peterson, North Mason
Region 123	Saundra Hill, Pasco
Region 171	Michelle Price, Moses Lake

### TWENTY-YEAR AWARD

Region 105	Peter Finch, West Valley, Yakima
Region 114	David Peterson, North Mason
Region 114	Walt Bigby, Olympic ESD 114

## WASA RETIREE AWARDS

Region 101	Ron Washington, Inchelium
Region 105	Rebecca Scholl, Yakima
Region 109	Larry Nyland, Marysville
Region 110	Kathleen Morrison, Mercer Island
Region 110	Steve Rasmussen, Issaquah
Region 110	Vera Risdon, Renton
Region 110	Conrad Robertson, Riverview
Region 110	Pat Turner, Mercer Island
Region 112	Teena McDonald, Stevenson-Carson
Region 114	Walt Bigby, Olympic ESD 114
Region 123	Calaine Bacon, Pasco

## COMMUNITY LEADERSHIP AWARDS

Each year awards are presented regionally to community members of 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

Saundra Hill, Superintendent, Pasco School District, was selected 2013 Washington State Superintendent of the Year.



Saundra is noted for her advocacy and ability to implement effective, educational approaches and has helped her district realize innovative solutions specific to student growth. During her tenure, students have seen significant gains in reading, math, and writing. Special emphasis is placed on Pasco's English language learners (ELL) and bilingual programs, which has resulted in a tighter achievement gap. In many cases, ELL or bilingual program students outperform their native English-speaking peers. Saundra has also played an instrumental role in developing Test Chats—a strategy that measures student achievement data and provides teachers with critical feedback.

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

Michaela Miller, Teacher and Principal Evaluation Project (TPEP) Manager, OSPI, is the recipient of the 10th annual Dr. Doyle E. Winter Scholarship for Administrative Leadership in Education. The scholarship is awarded by WASA and Seattle-Northwest Securities Corporation (SNW).

The scholarship selection committee was impressed with Michaela's ideas about the qualities that are essential to educational leadership: (1) Intentionality, bringing intentional and purposeful ideas and policies forward; (2) Humility, being able to admit as a leader, you do not have all of the answers; and (3) Sense-making, taking complex ideas and making sense of them for implementation to take hold—with the ultimate goal of making every day better for the students in our system.

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.

### 2013 ROBERT J. HANDY MOST EFFECTIVE ADMINISTRATOR AWARDS

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.

#### **Richard Cole, Sunnyside School District**

In 2007, Superintendent Richard Cole led the Sunnyside School District Board and staff in the development of a clear, focused, and shared vision for every student in the district. Even with the high-poverty community and the many external challenges facing the district's youth, Dr. Cole's strong belief that all children are capable of academic success helped shape that vision. In 2007, the graduation rate was 41 percent, and in 2012 it increased to 79.5 percent. With Dr. Cole's leadership, the district is closer to their vision of success for every student.



### **Glenn Johnson, Cashmere School District**

Superintendent Glenn Johnson's nominators noted that the most significant impact on student learning in the Cashmere School District is Glenn's relentless focus on supporting the instructional core (i.e., the interaction between student, teacher, and the content). This focus includes a culture of support centered on the non-negotiable belief that ALL students will learn; district systems are aligned on the foundation of high expectations, high standards, and high levels of support; and there is authentic stakeholder engagement in the development, implementation, and responsibility for student learning outcomes.

### **Teena McDonald, Stevenson-Carson School District**

During Superintendent Teena McDonald's time in Stevenson-Carson School District, she helped pass the district's first-ever levy, student test scores made impressive gains in 17 of 22 assessment areas, the Carson Elementary School came out of improvement, the high school received a School of Distinction award, and a 100 percent graduation rate was achieved. Superintendent McDonald instills a vision of increased student achievement through rigor and system-wide improvements as a priority and a norm.



## **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. Herbert M. Berg was awarded the AASA Distinguished Service Award at the 2013 AASA National Conference on Education. He has had a long and outstanding career as superintendent serving School District Five of Lexington and Richland Counties, South Carolina, 2008–10 (16,000 students); Alexandria City Public Schools, Alexandria, Virginia, 1995–2001 (11,000 students); and three Washington State school districts, 1974–2001.

Among many accomplishment, Dr. Berg led the overwhelming passage of a \$244 million bond referendum and developed an aggressive building and renovation plan for new facilities in School District Five of Lexington and Richland Counties; he led the Kershaw County School Board to approve the i-CAN Project, an \$8 million initiative to provide wireless laptop computers to all of the district's 2,900 high school students and their 275 teachers over a four-year period so that students would be able to say "I can" when they face their future; he supported and promoted professional development opportunities for educators and staff; and chaired the committee with the president of Seattle Pacific University to establish the school administrator doctoral program.



## 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

#### BLRBarchitects

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  
& Co. member  
SIPC

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.

#### Hill International

#### PEMCO INSURANCE

PEMCO Insurance is based within the PEMCO Corporation.



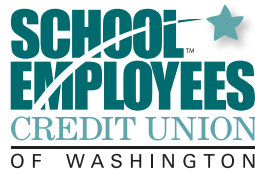
**PEMCO**  
Insurance

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.



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.

## PLATINUM-LEVEL PARTNERS

- Shelgren Financial
- Sodexo Education

## GOLD-LEVEL PARTNERS

- American Reading
- Cenergistic
- Foster Pepper PLLC
- K-12/Aventa
- Presence Learning
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- Seattle Pacific University
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## SILVER-LEVEL PARTNERS

- DLR Group
- Advanced Academics
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## ADDITIONAL SPONSORS

- American Fidelity Assurance
- Canfield
- Central Washington University
- City University
- Eastern Washington University
- NTN Math
- Renaissance Learning, Inc.
- Seattle University
- University of Washington
- Washington State University
- Western Washington University

## SEATTLE-NORTHWEST SECURITIES CORPORATION

Seattle-Northwest Securities (SNW) has assisted local school districts with the implementation of bond sales and management of debt service funds since 1970. SNW demonstrates how districts can manage their tax rates to stabilize the impact of taxes for levies and bonds and helps many districts improve their bond ratings.



SNW is the region's premier investment banking firm. It is the largest underwriter and the largest market maker in fixed-income securities in the Northwest and the top financial advisor to Northwest bond issuers. SNW's expertise reaches from the smallest public finance clients to the largest institutional investors in the country. An employee-owned firm, SNW believes that employee ownership has created a culture that promotes integrity, stability, and accountability throughout the firm.

SNW takes great pride in its reputation; it is the reason investors and issuers have trusted them for more than 30 years.

Editor's Note: Seattle-Northwest Securities was sold to Piper Jaffray & Co. on July 12, 2013, and continues to serve as a corporate sponsor—now known as Piper Jaffrey & Co. Seattle-Northwest Division.

## 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).





# MEMBER ACKNOWLEDGMENTS

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110	Steve Nielsen, PSES
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113	Molly Baasch, Shelton
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171	Colleen Obergh, Wenatchee

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123	Ray Tolcacher, Prosser
171	Jerry Simon, Ephrata

## WASHINGTON'S AASA REPRESENTATIVES

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Westside Representative: Frank Hewins, Franklin Pierce  
Eastside Representative: Michelle Price, Moses Lake

# WASHINGTON STATE LEADERSHIP ACADEMY (WSLA) CELEBRATES SUCCESS

In 2012, the work of the Leadership Academy grew exponentially with the addition of the responsibility of conducting all of the state's required Association of Washington School Principals (AWSP) evaluation trainings. In addition to the continuation of the regular program and curriculum, WSLA trained more than 200 districts in the use of the AWSP's frameworks and rubrics in preparation for the new evaluation system for principals, which will be required in 2013–14.

In fall of 2012, four westside teams in ESD 113 and PSESD 121 transitioned into year two, and a total of 15 new district teams in ESD 101 (Spokane) and ESD 171 (Wenatchee) started the program.

On the Principal Evaluation side, 19 Leadership Framework Specialists began training on the heels of WSLA's June culminating workshop and set the pace for three trainings and Leadership Framework Specialist support in 2012–13 for all RIG 1 districts. The first workshop for RIG II districts immediately followed, with 29 Leadership Framework Specialists assisting those districts. Although funding limitations required a condensed training and limited days with a Leadership Framework Specialist in the spring for RIG II participants, additional monies have been given to the program by OSPI for an additional training with RIG II districts in fall of 2013.



As we move into the coming school year, we are pleased that the state continues to show its support of the value of the Leadership Academy by continuing its funding. Twelve new district teams in ESD 105 and PSESD 121 will begin their two-year study in the regular program in October and a full slate of second trainings for the RIG II districts will be offered.

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 the Educational Service Districts statewide and the 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.waleadershipacademy.org](http://www.waleadershipacademy.org).

## 2012–13 GRADUATE SCHOOL DISTRICTS ESD 113

- Mossyrock
- Winlock

## PSESD 121

- Auburn





# 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](http://www.wasa-oly.org/SIRSbenefits).*

# LOOKING TO THE FUTURE: GOALS FOR 2013–14

## GOAL 1. CHAMPION PROFESSIONAL EDUCATOR EXPERTISE

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

- Promote an understanding among public and political leaders that educators are experts in their profession.
- Create urgency for action among WASA members.

### ACTION STEPS:

**Action A:** Continue to expand Focus on Education.

**Action B:** Collaborate with other partners and organizations to insert the voice of professional educators in the public discussion on education policies.

**Action C:** Develop systems for informing key communicators statewide about critical educational issues.

**Action D:** Seek ways of becoming a public voice regarding the quality of our public schools and their leadership.

## GOAL 2. INVEST IN THE PARAMOUNT DUTY.

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.

### ACTION STEPS:

**Action A:** Monitor and communicate the legislature's progress toward achieving ample funding of K–12 education as required by the *McCleary* decision.

**Action B:** Educate and enlist the local community, business leaders, and policymakers to advocate for legislative progress toward full implementation of HB 2261 and the ample funding of K–12 education, as affirmed by the Washington State Supreme Court in the *McCleary* decision.

## GOAL 3. PROMOTE LEADERSHIP DEVELOPMENT

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

### ACTION STEPS:

**Action A:** Deliver ongoing professional development focused on leadership in support of powerful student learning at each conference and workshop.

**Action B:** Continue Washington State Leadership Academy training as funding allows, promoting district leadership teams focused on systems-level improvement.

**Action C:** Continue to expand Washington State Leadership Academy work in areas of principal evaluation.

**Action D:** Provide on-going information for education reform through systems-change efforts, utilizing a variety of communications strategies.

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

**Action F:** Promote membership and participation in both WASA and AASA.

phasing in special education funding.

**Action C:** Explore two-way communication systems that engage members in dialogue related to key topics utilizing social media in addition to current modes such as online forums, Twitter feeds, and distill to sound bites.

**Action D:** Seek monetary support for a high-profile marketing plan on the effectiveness of public education.

## GOAL 4. PROMOTE COLLABORATION

- Mobilize a united coalition of partners inside and outside of education to ensure an equitable and rigorous education for all children.
- Facilitate collaboration among the 295 diverse district school leaders and WASA partners to forge a unified voice on the value of quality public education.

### ACTION STEPS:

**Action A:** Foster and facilitate greater inter-/intra-district/regional innovative practice sharing relative to such issues as TPEP/evaluation, charter schools, Common Core, safety, funding, and state assessments.

**Action B:** Provide facilitation and craft messages on Ample School Funding for districts to use with internal/external stakeholders such as compensation and labor relations, professional development (TPEP, Common Core, etc.), attracting and retaining professionals, and