Dear Colleagues,

Most of the time in education we get it right, though sometimes we don’t. Our intentions are good. We pride ourselves as school administrators to be positive, collaborative problem solvers, and team players. Ultimately, we want to make the very best decisions we can to support all students and staff we serve.

Our education partners get it right most of the time as well. And sometimes, they don’t. No leader, no agency, no governing body is going to be perfect. We’re going to make mistakes, and it is okay. It’s important to try different things and fail, than to have never tried at all. We all can fail forward as long as we keep our eye on our students.

It is easier for us to lead and serve when things are going well, and we’re getting it right. So how do we lead and serve when things aren’t going well or when we or others we depend on don’t get it right? Our parents and grandparents taught us when we make a mistake—when we don’t get it right—we need to accept responsibility and work to fix it and make it right. As leaders, we also have a responsibility to help others when they make a mistake or don’t get it right. Winston Churchill stated, “The price of greatness is responsibility.” We have a responsibility to act, especially when decisions negatively impact our school districts, our staff, and our students.

I learned several great lessons from my good friend and mentor, Dr. Gene Sharratt, who says, “You can’t influence those you’ve offended” and “If you want to go fast, go alone; if you want to go far, go together.” We need to both influence and be great team players. When we see an individual, a group, an agency, or a governing body not get it right, we must be a positive, collaborative problem solver, and a team player. Getting it right is more important than who is right.

As we have seen this fall, the bow wave of decisions made last spring has hit us especially hard. There have been challenges during negotiations, unrest among the troops, civil people turning uncivil, and a lot of finger pointing. It’s even become mean and personal at times. Let’s work together to fix something that is broken.

We have a great opportunity this winter and into next spring to influence and help our legislators get it right. Our legislators are also an important educational partner, and I truly believe they mean well, and they don’t want to harm the students, staff, and school districts to whom we serve in public education. However, they need help, and we can provide it if they are willing to listen. We must listen to learn before we lead. I encourage you to meet with your legislators before the session starts and give them specific examples of what is working and what isn’t. Let them see how their decisions impact what we are doing to help educate our youth. If we work together, there is still time to get it right.

We’re doing many things right in serving our 1.1 million students in the state of Washington. Let’s celebrate the things we are doing right and help ourselves and others when we still need to get it right. We must continue working together and find the solutions, even as we sometimes need to fail forward to achieve success in the long run.
WASA Legislative Platform Adopted

At its October 8 meeting, the WASA Board of Directors took action to adopt the association’s Legislative Platform for the 2019 Session. A highlight of the Platform is the support for safe and secure schools. Our focus is on prevention—and we will be strongly supporting state-funded staff allocation enhancements (via the Prototypical School Funding Model) for school nurses, mental health counselors, and SROs. The Platform explicitly provides our support for a long-time ESD priority: investments in a system of comprehensive Regional Safety Centers.

The 2017 Legislature adopted EHB 2242, implementing a comprehensive revision of Washington’s K–12 education funding system. Administrators recognized serious deficiencies with many components of the bill and set their sights on a series of priority fixes in 2018. The 2018 Legislature did take action to revise EHB 2242 by adopting E2SSB 6362; however, some of the identified deficiencies were not addressed, others received minor adjustments, and some provisions further complicated the job of school administrators. Once again, WASA’s Platform seeks a series of revisions to the state’s new education funding system. Priority fixes identified are: (1) special education funding; (2) levy authority and Local Effort Assistance; (3) salary allocations and a state salary schedule, including full funding to implement health benefits under the new School Employees’ Benefits Board; and (4) regionalization methodology.

WASA continues to advocate for a series of required updates to school construction. We will be urging the Legislature to: (1) advance a constitutional amendment to the people to authorize school district bond issues to be approved with a simple majority vote; (2) update the current, outdated funding formulas to ensure state investments more closely reflect actual construction costs and educational space needs; and (3) provide school districts which have difficulty passing local bonds or have limited debt capacity with capital funds to support necessary new construction or modernization. Additionally, we will be seeking a state investment in safety-related school facility costs.

Finally, WASA will once again argue the state’s current budget structure simply cannot accommodate the required increases in basic education and meet other state needs. The 2019 Platform specifically requests the enhancement of state revenues to ensure the Legislature is able to fully fund basic education and also prevent drastic reductions of other necessary government services. WASA will continue to use the Board-adopted Position on Enhanced State Revenues to guide our support or opposition of revenue proposals.

Your association cannot effectively advocate without you. School administrators are encouraged to continue building relationships with local legislators and engage in the conversation—now and during the upcoming session.

WASA Professional Assistance Program

WASA places a high priority on supporting its members 24 hours a day. WASA executives are experienced, professional colleagues who are available to advise members on personal and professional matters in situations related to their roles as education leaders.

Through the WASA Professional Assistance Program, active, state WASA members are eligible to access:

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

If you have any questions about the WASA Professional Assistance Program, please contact Andy Wolf.

Andy can be reached at 360.489.3646 or at awolf@wasa-oly.org.
Upcoming Awards & Scholarships

Dr. Howard M. Coble Scholarship for Under-Represented Educational Leaders
Designed to assist talented, under-represented educators to pursue graduate studies that prepare for central office leadership positions.

Application Process: February 19–April 1, 2019

Doyle E. Winter Scholarship for Administrative Leadership in Education
Designed to assist talented and committed educational administrators as they enhance those skills and abilities needed to serve as educational leaders in the field of K–12 public education.

Application Process: March 1–April 25, 2019

PEMCO Robert J. Handy Most Effective Administrator Awards
One highly effective superintendent, central office administrator, or building administrator will be selected from a small district (up to 500 students), medium-sized district (501–2,000 students), and large district (over 2,000 students).

Application Process: January 16–March 21, 2019

WASA HONORARY AWARDS
State Awards
The state awards include the Golden Gavel, Barbara Mertens Legacy, Service to WASA, and WASA Leadership.

Application Process: March 1–May 1, 2019

Region Awards
These awards are handled at the region level and include the Award of Merit, WASA Student Achievement Leadership, Twenty-Year, Retirement, and Community Leadership.

Application Process: March 1–May 2019 (deadlines vary by region)

To review the criteria for the various awards, visit the WASA website at http://bit.ly/2g3DV0W. More information will be included in future editions of Hotline.

WASA Board Minutes in Brief—October 8, 2018

The Board approved the following:
- Legal Assistance Funding Procedures
- WASA’s 2018–19 Final Budget
- WASA’s 2018–19 Goals, Action Steps, and Tasks
- WASA’s 2019 Legislative Platform
- Consent Calendar (Conference Financials, June 23, 2018, Board Meeting Minutes, and the September 2018 Membership Report)

Presentation/discussion/information items included:
- Board Reminders (Board Handbook, Duties and Responsibilities, Attendance, Updates at Region Meetings, Substitutes for Absent Board Members, and Travel Insurance Coverage)
- WASA/AWSP Summer Conference Lodging
- Local Funding Work Group (LFWG) Update
- OSPI School Day Task Force
- Reports by WASA Assistant Executive Directors
- Reports by WASA Liaisons

WASA Superintendents Component Meeting

The Superintendents Component meeting, held in conjunction with the annual WSSDA Conference, is scheduled for Friday, November 16, 2018 at the Davenport Grand Hotel in Spokane. The meeting will be held in Ballroom C from 7:30–9 a.m. Shane Backlund, Selah School District Superintendent and WASA Superintendents Component chair, will facilitate. Washington’s 2019 Superintendent of the Year (SOY) will be announced during the meeting. Washington’s SOY will also be a candidate for the National Superintendent of the Year award which will be announced at the AASA National Conference on Education in Los Angeles, California, February 14–16, 2019.

PLEASE UPDATE YOUR WASA PROFILE

Just as districts around the state are asked for staff and student demographics, WASA often receives requests regarding our members’ gender, race, and ethnicity. This information is helpful when specific invitations are made for members to serve on committees, task forces, or workgroups. In addition, we are also asked for a mix of geographic area (east/west) and/or size of district (small to large) as needed. Please take a moment to update your membership profile to assist us in appropriately responding to the requests we receive. Go to WASA’s website at www.wasa-oly.org to log in/My WASA Profile/Update. You may also upload a photograph onto your profile.
## Event Calendar

<table>
<thead>
<tr>
<th>Event Title</th>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td><strong>2018 WASA EARLY CAREER SUPERINTENDENT ACADEMY</strong></td>
<td>December 4</td>
<td>Zoom Meeting</td>
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<tr>
<td><strong>2018 WASA SPECIAL EDUCATION DIRECTOR ACADEMY</strong></td>
<td>December 5</td>
<td>Zoom Meeting</td>
</tr>
<tr>
<td><strong>2018 WASA WINTER CONFERENCE</strong></td>
<td>Legal Issues: Focusing on Finance</td>
<td>Four Points by Sheraton Seattle Airport South</td>
</tr>
<tr>
<td><strong>2019 WASA EARLY CAREER SUPERINTENDENT ACADEMY</strong></td>
<td>February 4</td>
<td>Four Points by Sheraton Seattle Airport South</td>
</tr>
<tr>
<td><strong>2019 WASA SPECIAL EDUCATION DIRECTOR ACADEMY</strong></td>
<td>February 20</td>
<td>Four Points by Sheraton Seattle Airport South</td>
</tr>
<tr>
<td><strong>2019 WASA SPRING CONFERENCE FOR SMALL SCHOOLS LEADERS</strong></td>
<td>March 4–5</td>
<td>Wenatchee Convention Center, Wenatchee</td>
</tr>
<tr>
<td><strong>2019 WASA SPECIAL EDUCATION DIRECTOR ACADEMY</strong></td>
<td>March 1</td>
<td>Four Points by Sheraton Seattle Airport South</td>
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<tr>
<td><strong>2019 WASA EARLY CAREER SUPERINTENDENT ACADEMY</strong></td>
<td>April 2</td>
<td>Zoom Meeting</td>
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<tr>
<td><strong>2019 WASA SPECIAL EDUCATION DIRECTOR ACADEMY</strong></td>
<td>May 1</td>
<td>Zoom Meeting</td>
</tr>
<tr>
<td><strong>2019 WASA WOMEN IN LEADERSHIP CONFERENCE</strong></td>
<td>May 4</td>
<td>Campbell's Resort, Chelan</td>
</tr>
<tr>
<td><strong>2019 WASA SUPERINTENDENT CONFERENCE</strong></td>
<td>May 5–7</td>
<td>Campbell's Resort, Chelan</td>
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### 2019 WASA/WSSDA/WASBO LEGISLATIVE CONFERENCE

February 10–11 | South Puget Sound Community College/ Capitol Campus, Olympia
Registration and housing opens November 29.

### 2019 AASA NATIONAL CONFERENCE ON EDUCATION

February 14–16 | Los Angeles, CA
Register at [ncc.aasa.org](http://ncc.aasa.org).

### 2019 WASA MENTOR ACADEMY

February 25 | Four Points by Sheraton Seattle Airport South

### 2019 WASA SPRING CONFERENCE FOR SMALL SCHOOLS LEADERS

March 4–5 | Wenatchee Convention Center, Wenatchee
Exhibitor registration opens December 10.
Conference registration opens January 7.

### 2019 WASA SPECIAL EDUCATION DIRECTOR ACADEMY

March 20 | Four Points by Sheraton Seattle Airport South

### 2019 WASA EARLY CAREER SUPERINTENDENT ACADEMY

April 2 | Zoom Meeting

### 2019 WASA SPECIAL EDUCATION DIRECTOR ACADEMY

May 1 | Zoom Meeting

### 2019 WASA WOMEN IN LEADERSHIP CONFERENCE

May 4 | Campbell's Resort, Chelan

### 2019 WASA SUPERINTENDENT CONFERENCE

May 5–7 | Campbell's Resort, Chelan

### 2019 WASA/WSSDA/AWSP EQUITY CONFERENCE

May 22 (Tentative) | DoubleTree by Hilton, SeaTac

### 2019 WASA/AWSP SUMMER CONFERENCE

June 30–July 2 | Spokane Convention Center, Spokane
Exhibitor registration opens January 16.
Registration and housing open January 22.

### 2019 WASA INCOMING SUPERINTENDENT CONFERENCE

July 22–23 | DoubleTree by Hilton, Olympia

### 2019 WASA/OSPI SPECIAL EDUCATION CONFERENCE

August 1–2 | Hotel Murano, Tacoma

### 2019 WASA FALL CONFERENCE

October 8 | Four Points by Sheraton Seattle Airport South

The annual WASH/WSSDA/WASBO Legislative Conference is an important partnership among school administrators, school board directors, and district business managers. This conference provides the opportunity to hear updates on our shared legislative priorities and the current education policy landscape.

Sunday’s program takes place in the Minnaert Center at South Puget Sound Community College. Tentative topics/presenters include:

- Education Finance and Implementation of the New System
- Chris Reykdal, Superintendent of Public Instruction
- Governor Jay Inslee (Invited)
- Hot Topics Briefing

Sunday concludes with a conference reception following the Day on the Hill Regional Coordination Meetings. Attendees are encouraged to invite their legislators to attend the reception.

Monday’s Day on the Hill meetings with legislators take place on the Capitol Campus. Attendees will meet with their legislators to discuss shared priorities. WSSDA Legislative Committee members will schedule these critical meetings and the meeting schedule will be posted online mid-January.

Registration and housing open November 29 at [www.wasa-oly.org](http://www.wasa-oly.org).
Registration is open for the 2019 AASA National Conference on Education to be held at the Los Angeles Convention Center, February 14–16, 2019. The theme for this year’s conference is “Effective Leadership Creates Success.” The conference offers many opportunities for professional learning and breakout sessions. This year’s General Session speakers include:

• Susan Rice, Former United States National Security Advisor and Ambassador to the United Nations—A Discussion with Susan Rice and Dan Domenech.


• Jim Abbott—ADAPT: Overcoming Adversity.

For further information on the conference schedule, to register, or to request lodging, visit [https://www4.cmrreg.com/aasa2019/](https://www4.cmrreg.com/aasa2019/).

Call for Presenters! 2019 WASA/AWSP Summer Conference

For over 40 years, WASA and AWSP have cosponsored the Summer Conference, gathering school and district administrators to celebrate the past year and begin planning for the next to come. Both WASA and AWSP are deeply committed to providing quality professional learning that supports leaders in their highly satisfying yet often challenging work. This year's conference will continue the tradition of excellence and meeting the associations’ respective missions.

With district and school leadership in mind, and supporting our theme “Make a Difference,” we are seeking school or district personnel who have satisfactorily addressed or are currently engaged in significant work in any of the following areas. Proposals should address a best practices approach to one or more of the topics.

• Culture
• Leadership
• Diversity and Equity Practices
• Instructional and Assessment Strategies
• SEL and Self-care
• School Safety and Security
• ESSA/Schools of Distinction
• Other

Sessions are one hour each and should engage participants in meaningful discussions and share viable experiences resulting in individual growth and/or systems improvement.

The Call for Presenters is now open at [www.wasa-oly.org/Summer19C4P](http://www.wasa-oly.org/Summer19C4P). The deadline to submit your proposal is November 30.
Spotlight on a WASA Diamond Level Sponsor: Piper Jaffray.

Piper Jaffray has worked in tandem with Washington school districts for nearly 50 years. Their Washington Schools Group, led by Mr. Trevor Carlson, Managing Director, is best known for providing step-by-step strategic planning for Washington school district bond issues. What may surprise you is that Piper Jaffray is a full-service investment bank and asset management firm, providing issuers and investors throughout the United States with the financial tools to meet all of their investment needs.

Founded in 1895, the firm is headquartered in Minneapolis, Minnesota and has 58 offices with more than 1,300 employees. Their professionals routinely provide service to state and local governments, cultural and social service nonprofits, healthcare, higher education, senior living, and of course school districts. It is this breadth and depth of experience that enables their team members to remain educated on current market trends and ultimately provide successful, tailored solutions for their clients.

When wading into the $3.9 trillion municipal bond market, it is important for a school district to have a partner that can navigate the ever-changing currents. Their Washington Schools Group understands the importance of the role they play in connecting local school districts to this national market. Their team believes in creating a partnership that covers the entire bond process, from pre-planning to events occurring long after a sale is completed. Examples of services they provide, specifically related to Washington school district bond issues, include:

- Levy Rate Planning
- Board and Staff Education
- Community Communication
- Bond Rating Acquisition
- Bond Structuring and Timing
- Disclosure Preparation
- Post-Issuance Compliance

Further, they recognize their actions have an impact throughout the communities they serve. As ambassadors for the clients they serve, Piper Jaffray has developed a set of core values that each and every team member takes pride in championing:

- Always place our clients’ interests first
- Conduct ourselves with integrity and treat others with respect
- Work in partnership with our clients and each other
- Maintain a high-quality environment that attracts, retains, and develops the best people
- Contribute our talents and resources to serve the communities in which we live and work

Piper Jaffray is committed to serving the needs of WASA members and is proud to support WASA’s mission of providing excellence in student learning.

For more information, please visit [www.piperjaffray.com](http://www.piperjaffray.com).

#WAScience4All: New Fact Sheet for School Administrators

Our state will have more than 700,000 job openings by 2021, and a majority of them will require knowledge in science, technology, engineering, and math. Since school administrators play a key role in ensuring strong science education for students, Ready Washington created a new fact sheet with ideas and resources to support strong implementation of the Washington State Science Learning Standards. Check it out [here](http://www.piperjaffray.com) and share it with your networks on [Twitter](http://www.twitter.com) and [Facebook](http://www.facebook.com).

Who’s telling your story?

“Those who tell the stories, rule the world.”
NATIVE AMERICAN PROVERB

Superintendent Regional Blended Learning Walks in ESD 105

Source: Mike Brophy, Superintendent, West Valley School District

Educational Service District 105, centered in Yakima, will be expanding the Superintendent Regional Blended Learning Walks which started October 4. Superintendents, principals, IT personnel, and teachers from Yakima and Kittitas counties joined together in West Valley School District to actively engage in the Blended Learning Problem of Practice. This initiative was piloted by ten districts during the 2017–18 school year and has expanded to being open to all 25 school district leaders in ESD 105. West Valley School District hosted the first Superintendent Regional Blended Learning Walks last year, and once again hosted the first one this year. Over 40 joined the West Valley Team for Blended Learning Walks at Wide Hollow Elementary School, West Valley Middle School, West Valley Junior High School, and West Valley High School on October 4. Superintendent Mike Brophy, a past member of the AASA Digital Consortium and current member of the AASA Personalized Learning Cohort, has developed a Blended Learning Walk form from their past WV 4 Classroom Look For’s, with the assistance of The Highlander Institute’s Blended Learning Walks Form, arriving at the WV 5 Classroom Look For’s. For more information on how to regionalize blended learning walks, contact Mike Brophy, EdD, at brophy@wvsd208.org, or @SuptBrophy on Twitter.

Want to Tell Your Story?

WASA is looking for stories on the great learning and teaching taking place in our Washington schools. To “Tell Your Story,” please send information, pictures, materials, etc., to Tricia McCosh at pmccosh@wasa-oly.org.
Region Events—November & December
Many WASA regions conduct monthly gatherings and/or provide activity reports in conjunction with ESD meetings (not listed below).

<table>
<thead>
<tr>
<th>REGION 101</th>
<th>PRESIDENT—KYLE RYDELL</th>
<th>NEWESD 101, Spokane</th>
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<tbody>
<tr>
<td>Nov. 29, 8:30 a.m.–12 p.m.</td>
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<thead>
<tr>
<th>REGION 105</th>
<th>PRESIDENT—HENRY STROM</th>
<th>Topic: Special Education–Monroe, ESD 105, Yakima</th>
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</thead>
<tbody>
<tr>
<td>Nov. 8, 8–11:30 a.m.</td>
<td></td>
<td>Topic: Elective Differentiation, ELL, ESD 105, Yakima</td>
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<tr>
<td>Dec. 20, 8–11:30 a.m.</td>
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<thead>
<tr>
<th>REGION 108</th>
<th>PRESIDENT—MARK WENZEL</th>
<th>ESD 189, Anacortes</th>
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<tr>
<td>Nov. 2, 12 p.m.</td>
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<tr>
<th>REGION 111</th>
<th>PRESIDENT—JOHN HELLWICH</th>
<th>General Member Meeting, Fife School District Administrative Center.</th>
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<tbody>
<tr>
<td>Dec. 14, 7:30–8:30 a.m.</td>
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<tr>
<th>REGION 112</th>
<th>PRESIDENT—NATHAN MCCANN</th>
<th>General Member Meeting, ESD 112, Vancouver</th>
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<tbody>
<tr>
<td>Nov. 9, 10 a.m.–12 p.m.</td>
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<tr>
<th>REGION 113</th>
<th>PRESIDENT—JEFF DAVIS</th>
<th>ESD 113, Room Pac/GH/T, Tumwater</th>
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<tbody>
<tr>
<td>Nov. 28, 8–9 a.m.</td>
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<tr>
<th>REGION 114</th>
<th>PRESIDENT—AARON LEAVELL</th>
<th>General Member Meeting, ESD 114, Room 202, Bremerton</th>
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<tbody>
<tr>
<td>Dec. 3, 9 a.m.–12 p.m.</td>
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<tr>
<th>REGION 115</th>
<th>PRESIDENT—WADE SMITH</th>
<th>SAC Meeting, ESD 123, Pasco</th>
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<tr>
<td>Nov. 8, 12–3 p.m.</td>
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<tr>
<th>REGION 123</th>
<th>PRESIDENT—STEVE MCCULLOUGH</th>
<th>NCESD 171, Cottonwood Retreat Center, Wenatchee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov. 8, 9:30 a.m.–12 p.m.</td>
<td></td>
<td>Dec. 13, 9:30 a.m.–12 p.m.</td>
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</tbody>
</table>

Contact WASA

GENERAL INFORMATION
360.943.5717 / 800.859.9272

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- Andy Wolf, Assistant Executive Director awolf@wasa-oly.org

2018–19 WASA OFFICERS
President: Randy Russell, Freeman
President-elect: Krestin Bahr, Eatonville
Past President: Steve Webb, Vancouver
Secretary: Vicki Bates, Auburn
Treasurer: Corine Pennington, Puyallup