

AGREEMENT

THIS AGREEMENT made this 24 day of May, 2022 by and between BOARD OF SCHOOL DIRECTORS OF THE NAZARETH AREA SCHOOL DISTRICT, a Pennsylvania school district, with its principal offices located at One Education Plaza, Nazareth, PA 18064 (hereinafter referred to as "District" or "Board") and Dr. Richard R. Kaskey (hereinafter referred to as "Dr. Kaskey" or "Superintendent").

WITNESSETH:

WHEREAS, the Board by action dated May 24, 2022, has voted to elect Dr. Richard Kaskey District Superintendent for the time period of no earlier than July 1, 2022, until June 30, 2027.

WHEREAS, the Board desires to provide Dr. Kaskey with a written Employment Agreement in order to: (1) enhance administrative stability and continuity within the District, which the Board believes generally improves the quality of its overall educational program; and (2) to comply with the employment agreement provisions of Act 141 of 2012; and

WHEREAS, the purpose of this Agreement is for the parties to set forth the understandings governing compensation and fringe benefits reached between District and Dr. Kaskey.

NOW, THEREFORE, the parties intending to be legally bound, based upon the mutual considerations and covenants herein, agree as follows:

1. **Term of District Superintendent.** In consideration of the promises herein contained, the Board has employed the Superintendent and the Superintendent hereby accepts said employment as Superintendent of the District for a term commencing on or before July 1, 2022, and ending on June 30, 2027 ("Term"). This Agreement shall terminate immediately upon

the expiration of the aforesaid Term unless the Agreement is modified or terminated in accordance with this Agreement or allowed to renew automatically in accordance with the Public School Code. By execution of this Agreement, the Superintendent hereby accepts employment by the District as District Superintendent for the Term under the terms and conditions set forth in this Agreement.

2. **Initial Base Compensation.** Dr. Kaskey's base annual salary as Superintendent shall be ONE HUNDRED SEVENTY-TWO THOUSAND FIVE HUNDRED DOLLARS (\$172,500.00) ("Annual Base Salary"). Such Annual Base Salary shall be payable monthly or semi-monthly, in accordance with the policies and procedures of the District's Business Department, less the contributions required by law to be paid to the Public School Employees' Retirement Fund and less necessary withholdings and deductions required by law. In the event Dr. Kaskey's employment as District Superintendent commences after July 1, 2022, his Annual Base Salary shall be prorated during the first year of employment with the District.

3. **Compensation Adjustments.** Dr. Kaskey shall be eligible for an adjustment of his Annual Base Salary effective July 1st of the 2023-2024, 2024-2025, 2025-2026 and 2026-2027 fiscal year of this Contract.

(a) Effective July 1, 2023, Dr. Kaskey's Annual Base Salary shall increase by THREE THOUSAND FIVE HUNDRED DOLLARS (\$3,500.00);

(b) Effective July 1, 2024, Dr. Kaskey's Annual Base Salary shall increase by THREE THOUSAND FIVE HUNDRED DOLLARS (\$3,500.00);

(c) Effective July 1, 2025, Dr. Kaskey's Annual Base Salary shall increase by FOUR THOUSAND DOLLARS (\$4,000.00);

(d) Effective July 1, 2026, Dr. Kaskey's Annual Base Salary shall increase by FOUR THOUSAND FIVE HUNDRED DOLLARS (\$4,500.00);

Such an adjustment shall occur following Board review of the Superintendent's performance consistent with the provisions of Section 4 below.

At its sole discretion, the Board may award the Superintendent a performance bonus or adjust his base compensation as noted herein. Any changes to base compensation or any applicable performance bonus shall require a public Board vote.

4. **Assessment of Performance.**

(a) Consistent with the provisions of the School Code, the Board shall post mutually agreed objective performance standards contained in this Agreement on the District's publicly accessible internet website. Upon completion of the annual performance assessment, the Board shall post the date of the assessment and whether or not the Superintendent has met the agreed to objective standards on the District's publicly accessible internet website.

(b) The Superintendent shall be evaluated on a distinguished, proficient, needs improvement, or failing methodology as follows:

(i) **Distinguished.** Distinguished means that the performance is clearly outstanding; the performance is superior, far exceeding expectations; or that performance is exceptional on a regular or continuity basis – the Superintendent shall far outperform relative to minimum expectations.

(ii) **Proficient.** Proficient means that the Superintendent is adequately performing all functions within the role, meeting or occasionally exceeding expectations; performance is adequate, meeting or occasionally exceeding standards or expectations generally associated with performance.

(iii) Needs Improvement. Needs improvement means that the Superintendent periodically fails to meet expectations associated with assigned tasks, targeted goals, or professional competencies; performance is less than adequate on a periodic basis or frequent basis – the Superintendent may be developing within the position, but needs to improve to be considered proficient.

(iv) Failing. Failing means the performance is below acceptable levels; that it fails to meet most expectations associated with the role of the Superintendent – substantial professional improvement is needed before the Superintendent can be considered proficient in the role.

(c) In the event the Superintendent receives an unsatisfactory rating, he will not receive the Annual Base Salary increase for the following year.

(d) In the event the Superintendent receives a “Needs Improvement” rating, the Board may modify the Annual Base Salary increase for the following year.

(e) In the event the Superintendent is evaluated as “Needs Improvement” or “Failing” in any area of consideration set forth below, the Board shall describe in writing, in reasonable detail, the specific instances of performance that needs improvement or is failing.

(f) The performance evaluation form shall be in accordance with the format that will be mutually developed between Dr. Kaskey and the Board and will be considered to be incorporated into this Agreement.

(g) The Board and Dr. Kaskey hereby mutually agree to the objective performance standards attached hereto as Appendix A, which shall be based on the following areas of consideration which upon mutual agreement of the parties may be changed over the

course of the Agreement based on the need of the District and the performance of the Superintendent:

- (i) **Student Growth and Achievement.**
- (ii) **Organizational Leadership.**
- (iii) **District Operations and Financial Management.**
- (iv) **Communication and Community Relations.**
- (v) **Human Resource Management.**
- (vi) **Professionalism.**

(h) Notwithstanding the attached objective performance standards in Appendix “A” the parties agree to meet, no later than July 31, 2022, to review and potentially modify the attached standards in order to ensure appropriate standards for the Superintendent’s first year as Superintendent.

(i) The Board herein exercises maximum flexibility in evaluating the Superintendent based on the areas noted above as well as other areas the Board desires to evaluate in order to ensure the professional growth of the Superintendent during his tenure.

(j) The Board shall evaluate the Superintendent annually in accordance with the statutes, regulations, and Board policy relating to the Superintendent evaluation. Each annual evaluation shall be in writing using the performance evaluation form developed in accordance with Section 4(f) above. The written performance assessment will be conducted no later than June 30 or at another date agreed upon by the parties. A copy of the written evaluation shall be delivered to the Superintendent. The Superintendent shall have the right to make a written response to the evaluation.

(k) To the extent required by law, the Board shall post the mutually agreed upon objective performance standards on the District website and shall also annually post the date of the Superintendent's annual performance assessment and whether or not the Superintendent met the agreed upon objective performance standards. No other information regarding the Superintendent's performance assessment shall be posted on the District website or in another other manner disclosed by the District unless the District is expressly required to do so by federal or state law.

5. **Benefits Package.**

(a) Unless otherwise specified in this Agreement, Dr. Kaskey shall be entitled to the fringe benefit program as is applicable and made available to the District's Principals, Assistant Principals, Directors, and/or Supervisors set forth in the District's Act 93 Compensation Plan pursuant to Section 11-1164 of the Public School Code, as amended ("Act 93 Group"), a true and correct copy of which is attached hereto, made a part hereof, and marked Exhibit "A". Dr. Kaskey's eligibility for benefits under the District's Act 93 Compensation Plan shall be consistent with the terms of the Act 93 Compensation Plan. Should the Act 93 Compensation Plan be amended, the fringe benefits contained in the amended plan shall be applicable to Dr. Kaskey as of the effective date of the amendment, unless otherwise stated in this Agreement.

(b) Dr. Kaskey may transfer up to forty (40) sick days accrued from his current employer.

(c) The Superintendent shall receive twenty-five (25) days of paid vacation annually, exclusive of legal holidays, to be taken at such times as the Superintendent and the Board mutually agree. Vacation shall be taken within twelve months of the year in which it is

earned unless otherwise provided by school district policy. In addition to vacation aforesaid, the Superintendent shall be entitled to a minimum of twelve (12) paid legal holidays per contract year. The Superintendent may cash out up to ten (10) unused vacation days per year to be deposited in a 403(b) plan.

6. **Duties of the Superintendent of Schools.**

(a) During the term of this Agreement the District Superintendent agrees to serve as Chief Administrator of the School District and Executive Officer for the Board of School Directors, and to perform the duties of the District Superintendent in a competent and professional manner in accordance with the laws of the Commonwealth of Pennsylvania, the District job description for the position of District Superintendent (attached and incorporated into this Agreement as Appendix A), the policies of the District and the provisions of this Agreement.

(b) The District Superintendent shall be charged with the administration of the schools under the direction of the Board of School Directors. The District Superintendent shall be the Chief Executive Officer of the District and, as such, shall be responsible for:

- Planning and initiating programs and policies concerning the organizational, operational and educational function of the District as directed by the Board of School Directors with ultimate responsibility for the execution of these programs and policies.
- Assisting the Board of School Directors in developing short-range and long-range goals and methods for the Board to evaluate the operational effectiveness of the District.
- Keeping the Board of School Directors informed by written and oral reports as to the operation and needs of the District.
- Taking discretionary action in any matters not covered by Board policy and reporting such actions to the Board of School Directors with recommendations for policy as necessary in order to provide guidance in the future.
- Directing the daily operation of the District schools by organizing, supervising and coordinating the District staff.

- Arranging for the systematic evaluation of District staff by responsible administrators.
- Recommending the employment of, assigning, and supervising the work of all District employees. Recommending promotion, salary changes, demotion or discharge of any District employee rendering unsatisfactory service.
- Establishing internal administrative operational procedures, rules and regulations relating to personnel, financial disbursements and accounting requirements, equipment/facilities operation and use, food service and staffing requirements.
- Developing effective staff development programs that are linked to the District's comprehensive plan and the Board of School Directors' goals for the District.
- Communicating directly, or through delegation, all personnel actions by the Board of School Directors to all employees as appropriate and receiving from employees communication to be made to the Board of School Directors.
- Ensuring that District students have equal access to appropriate educational programs, including pupil personnel, extracurricular activities and other supplemental programs deemed necessary.
- Overseeing a timely review of all curricular areas required by law as well as other subjects the Board may require and making recommendations to the Board of School Directors for the improvement of curriculum.
- Recommending to the Board of School Directors any major changes in texts and time schedules to be used in District schools.
- Providing for appropriate methods of teaching, supervision and administration in the schools, as he deems necessary and reporting to the Board any insufficiencies that are found.
- Directing the development of and making recommendations for the yearly operating budget on a timely basis that reflects the needs of the District and the use of District assets and resources.
- Establishing and maintaining efficient procedures and effective controls for all expenditures of District funds in accordance with the adopted budget.
- Making recommendations regarding the needs for instructional and non-instructional materials and equipment and recommending plans for improvements, alterations or other changes in the buildings or surrounding grounds.

- Maintaining, directly or through delegation, adequate records for the schools, including a system of financial accounts, business and property records, personnel, school population and scholastic records which are required by law and Board policy.
- Interpreting and/or supervising the implementation of all federal and state laws relevant to education.
- Other professional duties assigned by the Board of School Directors and in accordance with the direction of the Board.

7. **Family Medical Leave.** The Board of School Directors adheres to the regulations and requirements of the Family Medical Leave Act (FMLA). In the event Dr. Kaskey qualifies for such leave, such leave shall be taken concurrently with available paid sick leave consistent with School Board Policy. At Dr. Kaskey's discretion, he may opt to use ten (10) sick days prior to the commencement of FMLA time.

8. **Technology.** Dr. Kaskey shall be entitled to receive a Smartphone mobile phone device and a laptop computer with wireless capabilities to be used for official business purposes in accordance with District policy.

9. **Expense and Mileage Reimbursement.** The District shall fully reimburse the Superintendent for all reasonable expenses incurred by the Superintendent in the discharge of his duties, upon proper documentation submitted to the Business Manager of the District and approved by the Board President. This shall include reimbursement for mileage associated with the use of the Superintendent's private vehicle in the performance of the Superintendent's duties, which said reimbursement shall be based on the current mileage allowance as established by the Internal Revenue Service ("IRS"), as the same may be changed or modified from time to time by the IRS. Such expense reimbursement costs shall be estimated for budget purposes and approved by the Board in accordance with Board policy and procedures.

10. **Membership Dues, Fees, and Continuing Professional Development.** The District agrees to pay for membership dues, fees, and continuing professional development to permit Dr. Kaskey to have relevant and significant opportunities for professional development with organizations or entities that could provide Dr. Kaskey with information and methodologies that will improve the quality of education in the District. These membership dues, fees, and continuing professional development opportunities shall include American Association of School Administrators, Pennsylvania Association of School Administrators, Association for Supervision and Curriculum Development, participation in community organizations, such as Rotary, Kiwanis, and such other organizations that the Board may preapprove. Notwithstanding the importance the District attaches to Dr. Kaskey's participation in such professional development opportunities and involvement with professional organizations and study councils, it is understood that Dr. Kaskey's engagement in these activities will not interfere with Dr. Kaskey's ability to act as Superintendent of the District and the duties of the Superintendent of the District.

11. **Waiver of Right of Sabbatical Leave.** The Superintendent waives any rights that he may have to a sabbatical leave pursuant to the Public School Code of 1949, as amended.

12. **Loyalty and Outside Work or Opportunities.** Dr. Kaskey shall devote all of Superintendent's time, attention, knowledge, and skills solely and exclusively to the business and interests of the District. Superintendent may, however, undertake compensated or uncompensated consulting work, speaking engagements, teaching, and other professional services as set forth herein so long as: (1) such work does not materially interfere with the discharge of Superintendent's duties and responsibilities hereunder; and (2) Superintendent receives preapproval from the Board through the Board President to engage in such activities.

13. **Election as District Superintendent.** Dr. Kaskey's election as District Superintendent is subject to the provisions of the Public School Code of 1949 and its amendments thereto.

14. **Seat on the School Board.** Dr. Kaskey shall have a seat on the Board and its committees and shall have the right to speak on all matters before them, but not to vote.

15. **Representation of the Superintendent.** Dr. Kaskey represents that, at all times during the term of employment, he will have a duly issued and validated certificate to act as Superintendent of Schools in the Commonwealth of Pennsylvania and agrees to provide a copy thereof to the District, upon request. Dr. Kaskey agrees to promptly notify District if the foregoing representation is no longer true and correct during any period during the term of employment. Further, Dr. Kaskey shall provide any and all necessary state or federal background checks upon hire, including but not limited to Act 34, 151, and 114 clearances. Should clearances not be current and consistent with state regulation, Dr. Kaskey shall submit to such clearances.

16. **Separation from Employment.** In the event that Dr. Kaskey seeks to resign or separate his employment with District for any reason other than death, illness, disability, or retirement permanently from public service in the Commonwealth of Pennsylvania, Dr. Kaskey shall give the Board of the District at least one hundred twenty (120) days' written notice in advance of the employment severance date. The failure of Dr. Kaskey to give such required written notice shall cause Dr. Kaskey to lose any entitlement to any unused vacation days, other payments, benefits, or any other entitlement to be paid upon employment separation whether it be through Board policy or pursuant to the Act 93 Agreement.

17. **Discharge and Termination.** Dr. Kaskey may be discharged, and this Agreement terminated, even during the term of this Agreement, under the provisions of the Public School Code of 1949, as amended, and pursuant to the provisions of the Constitution of the Commonwealth of Pennsylvania. The Board shall not arbitrarily or capriciously call for his dismissal and the Superintendent shall, in any event, have the right to written charges, notice of hearing, all elements of due process, and the right to appeal to a court of competent jurisdiction. The Superintendent shall have the right to be represented by counsel at his sole cost and expense. In the event that the Superintendent were to be discharged from employment, the Agreement shall be terminated with no additional compensation or benefits provided and no entitlement to payment for any accrued payments or accrued benefits.

18. **Death During Employment.** If Superintendent shall die during the term of employment, the Board shall pay to the estate of Superintendent all compensation, including salary and benefits of the Superintendent earned, accrued and/or is entitled to under this Agreement which otherwise would be payable to Superintendent up to the end of the month in which Superintendent's death occurs and for one month thereafter. Thereafter, the Board shall have no further responsibilities hereunder, and this Agreement shall terminate automatically. Again, the provisions hereof shall not be deemed to affect any other benefits which may be available to Superintendent, including, but not limited to, those available under applicable retirement programs, health insurance, worker's compensation, or otherwise.

19. **Early Separation Options.** The parties may mutually agree prior to the expiration of the term of this Agreement to terminate the Agreement. In such event, the Board shall pay the Superintendent as follows:

(a) If there is more than one (1) year that remains in this Agreement, the severance package will be equal to six (6) months' salary.

(b) If less than one year remains in this Agreement, the Superintendent will be entitled to ½ of his remaining salary under the term of this Agreement at the time of separation.

Under no circumstances will the Board pay-out to the Superintendent exceed the sums set forth in Paragraph 19 (a) and (b) herein. Further, under no circumstances shall the Board pay out to the Superintendent under this section should his employment be terminated for cause.

20. **Referrals to Superintendent.** The Board, collectively or individually, shall use its best efforts to promptly refer to Superintendent all criticisms, complaints, and suggestions called to their attention relative to Superintendent or the District for Superintendent's study and recommendation. This provision shall not be deemed to provide for the referral of matters to the Superintendent where the Board reasonably deems it inappropriate to do so. Failure to comply with this provision will not be a basis for finding a violation of this Agreement by the Board.

21. **Provisions in Accordance with School Code.** This Agreement shall not be in violation of any provisions of the School Code and shall be construed as containing and be read in conformity with all provisions of the School Code as it relates to the relationship between a "District" and its "Superintendent."

22. **Compliance with Agreement.** Dr. Kaskey shall be required to comply with all aspects of this Agreement, any exception thereto being agreed to only by mutual written consent of the District and Dr. Kaskey.

23. **Entire Agreement.** This Agreement contains the entire agreement between the parties and may not be changed, amended, modified or superseded, except by written instrument

executed by the parties hereto. This Agreement supersedes any and all other agreements between the parties hereto with respect to the subject matter hereof.

24. **Execution and Counterparts.** This Agreement may be executed in two or more counterparts, each of which, when executed by the parties, shall be considered to constitute one instrument.

25. **Possible Illegalities.** If any one provision of this Agreement shall be declared void or invalid by a court of competent jurisdiction, such void or invalid provisions shall not in any way impair the whole Agreement; the remaining provisions shall be construed as if not containing the provisions or provision held to be void or invalid, and the rights and/or obligations of the parties shall be construed and enforced accordingly.

26. **Enforcement of Agreement.** This Agreement shall be construed and interpreted in accordance with the laws of the Commonwealth of Pennsylvania and any headings contained in this Agreement are for reference only and shall not in any way affect the meaning or interpretation of this Agreement. Each and every provision of this Agreement has been mutually negotiated, prepared and drafted and in connection with the construction of any provision hereof, no consideration shall be given to the issue of which party actually prepared, drafted or negotiated any provision of this Agreement or its deletion.


27. **Duty to Defend.** The District shall defend Dr. Kaskey and his heirs against any civil actions, claims, suits, and/or other legal proceedings brought against Dr. Kaskey, in his official agent and employee capacity of the District, specifically as the result of Dr. Kaskey's actions within the scope of his duties as Superintendent of the District, as well as the result of any directive issued by the Board of the District. The District agrees to indemnify and hold harmless Dr. Kaskey or his heirs and to pay any civil judgments or awards entered against Dr.

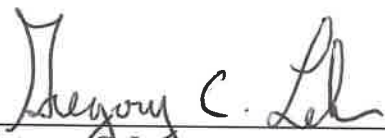
Kaskey or his heirs as the result of Dr. Kaskey's actions within the scope of his duties as Superintendent of the District, as well as the result of any directive issued by the Board of the District. The District will not be obligated to defend Dr. Kaskey in any discharge, removal proceedings, or other proceedings in which the District is an adverse party. This section shall survive the term of this Agreement.

28. **Reappointment.** The District shall notify the Superintendent in writing no later than ninety (90) days prior to the expiration of this Agreement of the Board's intent not to reappoint him. Should the Superintendent not be so notified, the Superintendent's Agreement herein shall be extended for one additional year consistent with the Public School Code.

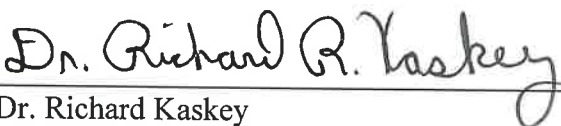
IN WITNESS WHEREOF, intending to be legally bound, the parties have hereunto set their hands and seals the day and year first above written.

BOARD OF SCHOOL DIRECTORS OF THE
NAZARETH AREA SCHOOL DISTRICT

Attest: 
Stuart C. Whiteleather, Ph.D.
Board Secretary

By: 
Gregory C. Leh
Board President

Witness: 


Dr. Richard Kaskey



Nazareth Area School District



Superintendent Goals for 2022-2023

- 1. Meet all “100-Day Entry Plan and Beyond” goals**
 - Lay the groundwork to build trusting, productive, and collaborative working relationships with internal and external stakeholders.
 - Adhere to Board policies and governance by developing a trusting, productive, transparent, and collaborative relationship with the NASD Board of Education.
 - Create a positive working relationship with administrators, teachers, and support staff.
 - Establish a positive presence in the community while acquiring information about community values, norms, and expectations.
 - Learn as much as I can about NASD to gain insight into the district’s strengths, challenges, and opportunities for improvement.
 - Review the organizational structure, climate, budget, and key work processes to ensure alignment of resources, efficiency, and effectiveness in meeting our students’ needs.
 - Maintain and/or create a culture of mutual accountability that achieves the best academic, developmental, and social-emotional outcomes for all students.
 - Assess the strengths and weaknesses of the district’s curriculum and instruction to guarantee all students are career and college ready.
 - Examine how the district’s current initiatives and priorities are being implemented by staff.
 - Create a transparent and reciprocal process of communication within the school community. A process based on mutual trust and commitment to understand and address NASD’s strengths and challenges.
 - Evaluate, focus, and increase communication efforts to ensure multiple perspectives and voices are heard.
 - Examine how the district’s initiatives and priorities are communicated to our stakeholders and whether the communication results in a true understanding.

- 2. Increase academic achievement for all students**
 - Continue to program for learning loss because of instructional model changes caused by the pandemic.
 - Improve student academic growth in each of the core content areas: English Language Arts (ELA), Mathematics (MA), and Science (SCI).
 - Provide our students with access to learning that prepares them for the 21st Century.

- 3. Continue the evaluation, development, and alignment of NASD curricular programming, and teacher instruction and delivery**
 - Continue curriculum cycle to develop, align, and implement the most up-to-date and effective programming and practices.
 - Maintain an updated curriculum that reflects the needs of our community.

- Develop a comprehensive and uniform framework for instruction and assessment across schools, grade levels, and/or courses.

4. Deliver Professional Development (PD) to all NASD employees

- Maintain high levels of teacher capacity informed by current and emerging research.
- Provide a balance of PD offerings to increase teacher capacity and growth in areas specific to students' needs.
- Continue to strengthen NASD's school and organizational culture.
- Continue to strengthen each stakeholder's sense of belonging in NASD.
- Offer PD in teacher awareness of diversity, equity, and inclusion for all students, families, and staff.

5. Continue the development of our virtual learning opportunities for students (full-time asynchronous, full-time synchronous, and blended learning options)

- The pandemic made clear the need for alternative educational programming to support our students and families.
- Continue to build teacher and staff capacity in providing these opportunities.
- Continue to build technology practices and NASD infrastructure.

6. Continue to monitor and support student academic performance, well-being, and emotional intelligence

- Continue the development of the district's support programs for students and families (i.e., Student Assistance Program [SAP], Multi-tiered System of Supports [MTSS], Safe2Say program, etc.)
- Continue to build community, strengthen relationships, and establish a classroom culture that integrates academic and social-emotional skills.
- Strengthen each child's learning environment so students can do their best learning.

7. Maintain financial responsibility

- Seek out Federal and State grants to provide more opportunities for students.
- Develop core knowledge of our district's financial and business operations, including – annual budget, budget reductions implemented over the last 3-5 years, anticipated budget requests (short and long term), enrollment projections, and trends that may impact district operations.
- Plan for and manage the district's resources effectively and responsibly.

8. Continue to maintain safe, modern, and well-maintained facilities

- Provide safe, up-to-date, and compliant (i.e., ADA, transgender, etc.) facilities
- Identify opportunities for needed maintenance and/or new construction.
- Disseminate effective information on facilities' needs.

9. Effectively communicate current school and district information to stakeholders

- Survey stakeholders, most importantly parents, about their communication preferences.
- Evaluate district website and teacher webpages – look at these out of the eyes of a consumer, not an educator.
- Review all district and school communication documents including newsletters and electronic mediums.

10. Attend the New Superintendent's Academy offered by the Pennsylvania Association of School Administrators (PASA)

- Provides an opportunity to gain a statewide perspective from colleagues and session leaders representing the diversity of districts across the state.
- Provides an opportunity to learn best practices in terms of designing and leading cultures that promote the social, emotional, and cognitive growth of all learners.
- Three (3) Sessions:
 - Strategic & Cultural Leadership - September 21-22
 - Systems Leadership - November 17-18
 - Professional & Community Leadership - January 9-10, 2023

Dr. Richard R. Kaskey
5/24/2022

EXHIBIT “A”

APPENDIX “A”