

COUNCILGRAM

THE NEWSLETTER OF THE NEW YORK STATE COUNCIL OF SCHOOL SUPERINTENDENTS

State Budget Negotiations Continue *Hopes for Passage by End of Month are Slim*

The Heisenberg Uncertainty Principle applies just as well to Albany politics as to physics. The principal holds that one can't simultaneously measure the momentum of a particle and its location because the measurement of one aspect influences the other. Similarly, asking direct questions on the status of budget negotiations tends to provoke positional, rather than informational, responses. We can therefore only observe actual progress on budget negotiations indirectly.

Indirectly observing progress in terms of amount, we observe that the Governor said publicly that he believes education funding should be increased. This allows him to share credit for the inevitable Legislative restoration and implies that there will be at least several hundred million dollars in new money (if it were less than that, there would be no point in making the announcement). The Speaker last week said that education funding should be increased \$1 billion, with half going to New York City. Obviously, it must be substantially less than that figure or the deal would have closed already. Perhaps the best indication is that the PERB fact-finding commission recommended a 15% salary increase for NYC teachers who have been without a contract for 17 months. The cost of such a settlement for the city's 80,000 teachers could approach \$500 million. Given the enthusiasm for helping unions in election years, we are given a glimpse into



what might be needed to settle school aid generally.

With respect to timing, the NYC Mayor traveled to Albany and indicated his willingness to compromise slightly on the issue of Mayoral control of NYC schools' governance. As governance has been linked to "maintenance of effort," which has in turn been linked to the NYC teachers' contract, the softening of the Mayor's position may signal that a multi-faceted compromise is near. Most Albany education observers believe all of these issues will be resolved simultaneously.

The momentum would be most welcome since schools are running out of time to change budgets to mitigate cuts and layoffs. Once the statutory reporting timelines kick in, schools will be hard pressed to increase budgets, even to save teacher jobs. Time is of the essence.

Even so, none of the external trappings of a budget in high gear are in evidence. As a result, the Legislature does not appear to be on a pace to pass a budget by the end of the month. Even if they dispense with the sham of conference committees (as they set the precedent for doing last year), the staff work alone usually takes several weeks. Plus, without the conference committees exerting pressure to close, the opportunity for any one of the three leaders to wax intransigent whenever they encounter a sticking point is far greater.

Interestingly, the Senate introduced s.6794 which would push back the budget



**OVER 100 YEARS OF
EDUCATIONAL LEADERSHIP**



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NEW YORK STATE COUNCIL OF SCHOOL SUPERINTENDENTS

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vote (and the other budget process dates) by 2 weeks, perhaps to buy them a little more time to act in advance of the school budget vote. Though this would set a dangerous precedent, the budget vote couldn't be pushed back much farther because that wouldn't allow any time for revotes of defeated budgets in advance of the start of the new year. No Assembly companion yet exists.

Although nothing has been adopted yet by either house, the unions are turning up the pressure on the 55/25 retirement incentive. Still, the cost of the incentive and the potential for an expanded exodus of teachers during a shortage period argue against its adoption.

Some dynamics have changed, however, as NYC schools appear to want an incentive for the first time in memory. Enacting an incentive so costly that it doesn't save money would be pointless, of

course, yet the Governor's less expansive incentive (already a wash from a cost savings perspective) appears not to satisfy the unions who are hoping to exploit his election year paranoia and generosity.

Even as this year's budget remains unresolved, concern for next year's budget has been growing. The state has balanced its budget with substantial non-recurring revenue, exhausting its fund balances, and betting that state tax receipts will somehow grow enough to cover the hole. However, with that hole approaching 10% of the general fund, the possibility of growing our way out of the hole seems slim. Absent the political will to fund schools that seems more prevalent in election years, the lack of remaining fund balances, and the unlikely prospect of wild revenue growth may leave schools in a position to reverse whatever slight state aid gains may be made this year.

See page 11 for more State News...

Superintendents' Work Conference Planned

Teachers College is again offering their Superintendents' Work Conference this July from the 14th through the 19th. The theme, "**September 11: What Should the Schools Do Now?**" includes a prominent cast of speakers including a former hostage in Iran, noted academics and members of the Islamic community, disaster counseling

experts and experts on curriculum change in light of these events. The event is planned and coordinated by Teachers College Professor and former Commissioner Thomas Sobol.

For more information, please contact Dr. Gibran Majdalany, gm84@columbia.edu, Tel: 212-678-3783.

Statute of Limitations Re: Final Cost Reports

Penalty for Overdue Report is Complete Loss of Building Aid

Section 155.2(d) of the Regulations of the Commissioner for submitting a final cost report for a school construction project requires that a final report be submitted within six months or June 30th following the date of the Certificate of Substantial Completion, whichever is later. The district then has one year from this date to file the final cost report before the project becomes ineligible for aid. The penalty for filing an overdue cost report is the complete loss of State building aid on the project.

It appears that a number of districts have substantially completed projects that have passed the statute of limitations for submitting a final cost report. Please contact Mr. Gary Yorkshire in the SED Office of Facilities Planning at (518) 474-3906 if you think you have an overdue final cost report. Additional information can be found by visiting:

- www.emsc.nysed.gov/fmis/fcrdue.html
- www.emsc.nysed.gov/fmis/fcrscdm.html
- www.emsc.nysed.gov/facplan/reports/fcrs.html

Due Dates for Final Cost Reports and Date of Expiration of Statute of Limitations

Calendar Year of Final Substantial Completion of School Construction Project	School Year in Which Final Cost Report is Due	Last Date That Final Cost Report Can Be Accepted (Statute of Limitations)
1980-1997	1997-98	June 30, 1999
1998	1998-99	June 30, 2000
1999	1999-00	June 30, 2001
2000	2000-01	June 30, 2002
2001	2001-02	June 30, 2003
2002	2002-03	June 30, 2004
2003	2003-04	June 30, 2005
2004	2004-05	June 30, 2006
2005	2005-06	June 30, 2007
2006	2006-07	June 30, 2008
2007	2007-08	June 30, 2009
2008	2008-09	June 30, 2010
2009	2009-10	June 30, 2011

NY TALKS: The Journey Begins

Michael Fullen, Ian Jukes and Alan November to Kick Off Events

School leaders across the state and nation have been asking for the tools needed to bring schools and students into the 21st Century.

In response, the Bill and Melinda Gates Foundation has awarded a generous grant to the School Administrators Association of New York (SAANYS), NYSCOSS and the Stated Education Department (SED) as part of a commitment to helping provide quality professional development to school superintendents and principals.

More than a workshop, NY TALKS will take the state's school superintendents and principals through an exciting journey exploring the powers of technology as a catalyst for organizational growth. This will be accomplished through a series of "experiences" that present themselves in two phases.

Phase one begins with an Orientation Session on July 28-30 at two locations and will feature Michael Fullan, Alan November and Ian Jukes as keynoters. Many hands-on learning experiences through

smaller sessions and demonstrations will be offered.

Phase two is a series of six follow-up regional learning experiences coordinated by SED's Leadership Academies throughout the school year. These sessions are designed to be flexible and will include activities such as school and business visits and technology symposiums.

Both phases of the NY TALKS program will be supported by an interactive web site that will allow participants to share best practices, dialogue on ideas and stay abreast of state-wide and regional events.

The focus is on demonstrating to school leaders ways in which technology can be used to bring about systematic change from the district office to the classroom. Each participant will receive a free personal digital assistant (PDA) loaded with specialized software for school leaders.

For additional information and registration materials visit: www.nytalks.org.

Donald Trombley Elected to AASA Office

Council's Past President Earns Term on National Executive Committee

Past President and Superintendent of Corning-Painted Post, Donald B. Trombley, won a three year term on the Executive Committee of the American Association of School Administrators on March 21, 2002. His term will begin on July 1, 2002.



Donald B. Trombley

John Lawrence, superintendent, Troy R-3 Schools, Troy, Missouri, was elected AASA President-Elect. He will become president on July 1, 2003. He ran against Mary F. Barter, superintendent, Durango School District 9-R, Durango, Colorado.

Joan Kowal, superintendent, Hayward Unified School District, Hayward, California, joins Don on the Executive Committee.

Barbara M. Pulliam, superintendent, Saint Louis Park School District, St. Louis Park, Minnesota, has been appointed to a two-year term on the AASA

Executive Committee by President-Elect Bill Hill.

Daniel R. Mastrobuono, superintendent, Camden County, Blackwood, New Jersey, also ran for the Executive Committee.

David Gee Nominated for Educational Leadership Award

NYSCOSS Past President, David E. Gee, District Superintendent of Western Suffolk BOCES, was nominated to receive the University Council for Educational Administration (UCEA) Excellence in Educational Leadership Award. This award recognizes the generous and varied professional contributions of practicing school administrators to the improvement and support of school administration preparation programs.

Building Referendum Passes

Marilyn Terranova, Superintendent of Carmel MCSD, is pleased to announce the passage of a \$12 million referendum for district repairs and renovations. This is the first building referendum passed in twenty-two years.

In Memoriam

Family and friends of Mary Jo Tolle, wife of former superintendent Jim Tolle, mourn her passing on April 9, 2002.

Jim Tolle was superintendent of Malverne for many years and currently serves as the Executive Director of the Nassau County Council of School Superintendents. Condolences may be sent to the family at 71 Dogwood Lane, Malverne, NY 11565.

Retirements

- Harry F. Brooks** Broadalbin-Perth CSD, 12/9/02
- Mark DeSanctis** Westhill CSD, 7/15/02
- Weston T. Hyde** Oswego BOCES, 12/31/02
- Margaret A. McKenna** Lindenhurst UFSD, 6/30/02
- Beverly Ouderkirk** Genesee Valley BOCES, 7/1/02
- Ronald L. Sodoma** Albion CSD, 12/31/02

Fall Conference 2002

Oct. 6-8, 2002
at the

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Convention Center**



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Superintendencies

DEPOSIT CSD

Lawrence Kiley, District Sup't. \$93,000-\$97,000
 Broome-Delaware-Tioga BOCES Enr: 710
 435 Glenwood Road Reply by:
 Binghamton, NY 13905-1699 5/1/02

ELLCOTTVILLE CSD

Robert Olczak, District Sup't. \$90,000-\$100,000
 Cattaragus-Allegany-Erie-Wyoming BOCES Enr: 770
 1825 Windfall Road Reply by:
 Olean, NY 14760-9299 5/28/02

GLOVERSVILLE CITY SD

Geoffrey H. Davis, District Sup't. \$100,000
 Hamilton-Fulton-Montgomery BOCES Enr: 3,144
 25 West Main Street, Suite One Reply by:
 Johnstown, NY 12095 7/12/02

GALWAY CSD

Gerald Carozza, District Sup't. \$110,000-\$120,000
 Questar III Enr: 1,250
 10 La Crosse Street Reply by:
 Hudson Falls, NY 12839-1415 8/1/02

HOLLAND PATENT CSD

William Silky/Suzanne Gilmour \$95,000-\$120,000
 Castallo & Silky Consultants Enr: 1,900
 P.O. Box 100 Reply by:
 Syracuse, NY 13215 5/24/02

NEWFANE CSD

Mrs. Carole Kolbe, District Clerk \$Competitive
 Newfane CSD Enr: 2,200
 6048 Godfrey Road Reply by:
 Burt, NY 14028 5/28/02

OSWEGO BOCES

Charles H. Bohlen, District Sup't. \$120,000
 Jefferson-Lewis BOCES Enr: N/A
 20104 NYS Route 3 Reply by:
 Watertown, NY 13601 6/14/02

PITTSFORD CSD

Jacqueline Roy \$Competitive
 J.A. Roy Associates Enr: 5,800
 PO Box 582 Reply by:
 Dennisport, MA 02639-0582 5/4/02

PORT BYRON CSD

Gary A. Gilchrist, District Sup't. \$95,000-\$102,000
 Cayuga-Onondaga BOCES Enr: 1,232
 5980 South St. Rd. Reply by:
 Auburn, NY 13021-5699 4/30/02

ST. REGIS FALLS CSD

David J. DeSantis, Dist. Sup't. mid-\$80,000 range
 Franklin-Essex-Hamilton BOCES Enr: 365
 PO Box 28 Reply by:
 Malone, NY 12953 5/3/02

Other NYS Administrative Positions

(Contact District For Further Information)

Middle School Principal: Delhi CSD. Enr: 300.
 Reply by: ASAP. \$55,000-\$60,000.

High School Assistant Principal: Solvay UFSD.
 Enr: 650. Reply by: ASAP. \$Competitive.

High School Principal: Solvay UFSD. Enr: 650.
 Reply by: ASAP. \$Competitive.

Executive Director: New York State Association for
 Computers and Technology in Education (NYSCATE).
 PO Box 55, Canisteo, NY 14823. By: 5/15/02.
 See www.nyscate.org.

Director of School Improvement: Tompkins-Seneca-
 Tioga BOCES. Enr: 15,200. By: 5/1/02. \$80,000.

Assistant/Associate Professor- Niagara University:
 Dr. Frank Calzi, Department of Education, Niagara
 University, PO Box 2042, Niagara University, NY 14109.

Middle School Principal: Canajoharie CSD. Enr: 300.
 By: 5/17/02. \$75,000 and up.

Middle School Principal: Guilderland CSD, Farnsworth
 Middle School. Enr: 1,400. By: 5/10/02. \$Competitive.

Middle School Principal: Jordan Elbridge CSD.
 Enr: 450. By: 5/1/02. \$Competitive.

Director of Pupil Personnel Services: Scotia-Glenville
 CSD. Enr: 3,000. By: 4/26/02. \$70,000-\$80,000.

Department Administrator for Science:
 Shenendehowa CSD. Enr: 9100. By: 4/30/02.
 \$Competitive.

Foreign Language Supervisor (grades 6-12):
 Shenendehowa CSD. Enr: 9100. By: 4/30/02.
 \$Competitive.

Lead Guidance Counselor (grades 6-12):
 Shenendehowa CSD. Enr: 9100. By: 4/30/02.
 \$Competitive.

**Department Administrator-Social Studies (high
 school):** Shenendehowa CSD. Enr: 9100. By: 4/30/02.
 \$Competitive.

Department Administrator-Technology (grades 6-12):
 Shenendehowa CSD. Enr: 9100. By: 4/30/02. \$Competitive.

High School Principal: Hartford CSD. Enr: N/A.
 By: 5/1/02. \$Competitive.

House Principal Grades 9-12: Byron Bergen CSD.
 Enr: 1250 (dist.). By: 5/1/02. \$Competitive BOE.

House Principal Grades 5-8: Byron Bergen CSD.
 Enr: 1250 (dist.). By: 5/1/02. \$Competitive BOE.

Out-of-State Opportunities (Contact NYSCOSS For Further Information)

Superintendent: Hale Area Schools, Hale, MI. Enr: 811.
By: 5/17/02. \$ not less than \$75,000.

Superintendent: Chesapeake Union Exempted Village
School District, Chesapeake, OH. Enr: 1,334. By:
\$Competitive.

Superintendent: Winchendon School District,
Wichendon, MA. Enr: 1,980 By: 5/10/02 \$95,000-\$98,000.

Superintendent: Ridgewood SD, Bergen County, IL.
Enr: 5,200. By: 7/1/02. \$Highly competitive.

Superintendent: Amity Regional SD #5, Bethany/Orange/
Woodbridge, CT. Enr: 2,400. By: 5/13/02. 7/1/02.
\$120,000-\$130,000.

Superintendent: Fostoria Community City SD, Fostoria,
OH. Enr: 2,348. By: 5/17/02. \$Highly competitive.

Chief School Officer Appointments

Julie V. Amodeo Marlboro CSD, 1/17/02
Former Interim Superintendent of Marlboro

James K. Brotz West Seneca CSD, 7/1/02
Senior High School Principal at West Seneca

Robert Munn Broadalbin-Perth CSD, 11/1/02
Assistant Superintendent of Broadalbin-Perth

Peggy Wozniak Binghamton City SD, 8/13/02
Former superintendent in California

A. = Acting I. = Interim

The Magellan Foundation Presents
NY TALKS

Register today at
www.nytalks.org

**A Bill and Melinda Gates Foundation
State Challenge Grant for Leadership Development**

More than a conference, NY TALKS will take school leaders through an unparalleled journey of exploring the powers of technology as a catalyst for organizational growth and student achievement.

**Michael Fullan
Alan November
Ian Jukes**

The Journey begins
July 28-30, 2002

with two concurrent Orientation Sessions at the
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A series of six regional follow-up learning
experiences will complete the program

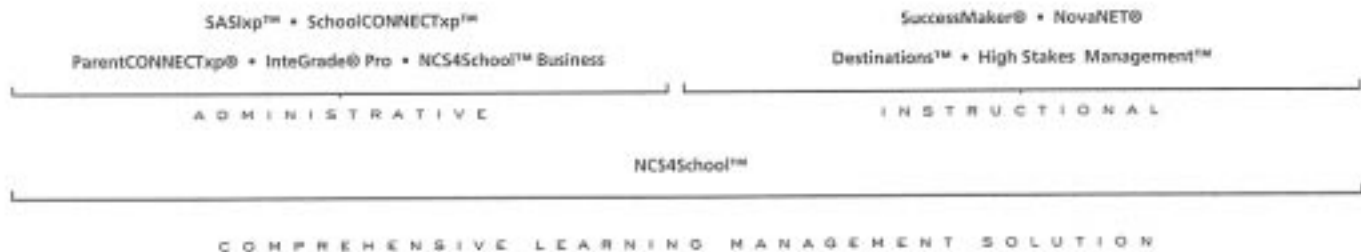
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Fall Conference Keynote Speakers Set

Rochester Will Be Site of the October 6-8, 2002 Event

Lee G. Bolman



Lee G. Bolman's interests lie at the intersection of leadership and organizations. He has published numerous articles, chapters and cases and is well known in the field of education for the books which he has co-authored with Terrence E. Deal, upon which the NYSCOSS Superintendents' Academy programs are based.

Lee holds the Marion Bloch Missouri Chair in Leadership at the Bloch School of Business and

Public Administration, University of Missouri-Kansas City. He received a B.A. in history and a Ph.D. in administrative sciences, both from Yale University. For twenty years, he taught at the Harvard Graduate School of Education, where he also chaired the Institute for Educational Administration and the School of Leadership Academy. He has been a consultant to corporations, public agencies, universities, and public schools in the U.S. and abroad.

M.B. "Flip" Flippen



M.B. "Flip" Flippen is an internationally-known speaker and educator, focusing on the development of high-performing classrooms and teams. He has developed numerous courses including Teen Leadership, Capturing Kids' Hearts and Building Champions. He has served on several government commissions and task forces.

Flip is a speaker for the Center for Executive Development at Texas A & M University; an Adjunct

Member of the University of Kazan, in Russia and has lectured in Canada, France, Ireland and Japan.

Flip received his B.S. degree from Stephen F. Austin State University and his Masters degree from Texas A & M University. As a psychotherapist, he is a member of the Texas Counseling Association and the American Counseling Association.

He is the founder of Still Creek Ranch, a residential treatment center for youth.

Ruby K. Payne



Ruby K. Payne has been a professional educator since 1972, serving as a secondary teacher and department chairperson, elementary principal and central office administrator.

Since 1994, Dr. Payne has been sharing her insights about the culture of poverty – and how to help educators and other professionals work effectively with children and adults from that

culture. Her seminal work, *A Framework for Understanding Poverty*, teaches the hidden rules of economic class and spreads the message that, despite the obstacles poverty can create, there are specific strategies for overcoming them.

Ruby received her B.A. from Goshen College. She earned a master's degree from Western Michigan University and her doctorate from Loyola University.

Full Funding of IDEA Needs Senate Support *Senate Resolution Must Contain Specific Language*

IDEA Mandatory Funding Request for Senators

The Senate Budget Resolution, as passed by the Senate Budget committee, contains language vital to mandatory full funding of IDEA. According to the Senate Resolution, IDEA would receive mandatory increases of \$2.5 billion each year for the next six years. This would mean that the federal commitment for IDEA would reach 40% in just six years. This is identical to the AASA, AESA, NREA proposal for mandatory funding.

There is concern that this budget resolution may not get enough votes to pass. It is expected that the Republicans will offer an alternative that does not contain the necessary language to put IDEA on the path to full funding. Please call Senator Clinton and Senator Schumer to ask for their support of the Senate Budget Resolution written by Senator Kent Conrad (D-ND), which does include the specific IDEA language and also includes funding for the Rural Education Achievement Program.



Free Indoor Air Quality Training and Internet Presentation Sponsored by AASA

The first Indoor Air Quality Tools for Schools (IAQ TFS) Training Workshop will take place on Tuesday, May 21st, 2002 in the Washington, D.C. metropolitan area. The one-day workshop will bring together school superintendents, health coordinators, facilities managers, and others to discuss good indoor air quality in our schools. Seating is limited; deadline to register is May 14, 2002. Contact Erick L. Plater at (703)875-0731 or e-mail eplater@aasa.org.

An Internet Presentation entitled Financing Indoor Air Quality (IAQ) will be held on Tuesday, April 30th, at 2 p.m. This program will focus on financing IAQ improvements despite tight capital budgets. Topics include cost savings from energy efficiency upgrades and linking it to EAQ improvements; the costs of delaying such upgrades; traditional and non-traditional financing methods; and the financing scheme most appropriate for your institution and state.

Attend this presentation right from your desk! Register on-line at www.aasa.org.

Internet Communication Established to Connect Administrators

If you are looking for a quick and easy way to obtain information and opinions from your administrative colleagues in other school communities, consider joining the SUPER-LIST, an electronic forum (also known as a listserv or e-mail discussion list) run by AASA.

The SUPER-LIST is intended primarily for school superintendents and central-office administrators. The SUPER-LIST is open to AASA members and non-members who work at the district level. The association reserves the right to limit participation in the future to AASA members.

Here's how it works: When you have a question, want to solicit opinions or want to share an observation about some topic, you post your e-mail message to the SUPER-LIST address. Your message is sent electronically to the e-mail box of every person who has subscribed to the SUPER-LIST.

How to subscribe: Address your request to listserv@listserver.aasa.org. Leave the subject line blank. In the body of the message, type the following: subscribe super-list your full name. Once a request to subscribe is granted, the sender will receive a welcome message, a basic set of instructions and rules on listserv etiquette. The instructions will include options for receiving a single daily digest version of SUPER-LIST messages and for receiving individual messages as they are sent by others. In addition to being the list owner, AASA serves as "moderator" of the SUPER-LIST. AASA reserves the right to set the tone for the listserv, decide who shall be admitted and ensure participants adhere to the stated purposes.

Questions may be directed to Jay P. Goldman (jgoldman@aasa.org), or Amy Schonfeld (aschonfeld@aasa.org).

"School Grants"

This collection of resources and tips is designed to help K-12 educators apply for and obtain special grants for a variety of projects. Find out more by visiting: <http://www.schoolgrants.org>.

National Opportunities Announced

The Gloria Barron Prize for Young Heroes

The Barron Prize seeks to recognize young people from diverse backgrounds who have shown extraordinary leadership in making our world better -- whether by helping people, protecting the environment, halting violence, or leading other important service work. Nominees must have been the prime mover of the service activity, and demonstrated positive spirit and high moral purpose in accomplishing their goals. Winners of the Barron Prize, who may range in age from 8 to 18 years old, each receive \$2,000. Nomination packets must be received by May 31, 2002. See <http://www.barronprize.org/criteria/index.html>.

Share the Technology

Share the Technology is a nonprofit organization that repairs, upgrades, and donates used computers to nonprofit organizations, schools, and people with disabilities. They provide listings of computers available for donation and a database for public and private schools, and other nonprofit organizations to list their computer needs.

Visit the web site at:
<http://sharetechnology.org>.

National High School Rocket Contest

The Aerospace Industries Association (AIA) has teamed with the National Association of Rocketry (NAR) to sponsor the "Team America Rocketry Challenge," a rocket design and

launch contest for U.S. high school students. The Challenge involves designing, building and flying a multi-stage model rocket weighing less than 3.3 pounds at liftoff and takes two raw eggs and an electronic altimeter as close as possible to 1500 feet. The five winning student teams will share a total prize pool of \$50,000 in savings bonds. Their supervising teachers' departments will share \$9,000 in cash.

Information about the challenge is posted on the AIA web site at www.aia.aerospace.org.

National Cathedral Tours

The National Cathedral in Washington now requires reservations for group visits from March through June.

State News

Continued from page 2

Update on Defibrillator Legislation

Bill Passes Both Houses; Awaiting Action by the Governor

Proposed legislation (A.8779/S.6122) which would deem public school facilities "public access defibrillation providers" has been passed in both the House and Senate.

Defibrillators stop ventricular fibrillation by applying an electric pulse to the heart, allowing a normal heart rhythm to resume. The Commissioner of Education, in consultation with the Commissioner of Health, will determine the actual num-

ber of defibrillators a school facility will need to have on hand.

In addition to providing the equipment, schools would be subject to the maintenance, testing and notification requirements of the Public Health Law. Schools would also be required to arrange the presence of at least one person appropriately trained or licensed in the equipment's use whenever one thousand or more people are gathered at a

school sponsored or approved activity.

A cursory internet search suggests defibrillation equipment costs at least \$3,000 per unit. Group training courses appear to cost approximately \$50 per person.

The bill is awaiting action by the governor.

For more information about defibrillation, visit: <http://216.185.112.5/presenter.jhtml?identifier=30>.

CALENDAR

2002

Instructional Leadership
April 26 Four Sites
May 3 Three Sites

Spring House of Delegates
May 9 Albany

Executive Committee Meeting
May 9 Albany

Commissioner's Advisory Council
May 10 Albany

Aspiring Superintendents' Workshop
May 22 & 23 Four Sites

Superintendents' Academy
May 31 Three Sites

Superintendents' Academy
June 7 Four Sites

Harvard Academy
July 21-24 Cambridge, MA

New Superintendents' Program
August 25-26 Albany



Today's Students: Tomorrow's Leaders



Fall Conference 2002



NEW YORK STATE COUNCIL OF
SCHOOL SUPERINTENDENTS

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