

# COUNCILGRAM

The Newsletter of The New York State Council of School Superintendents Volume IV; Issue 6 February 2011

## Keep Your Eye On The Ball!

### Governor Tries To Distract From the Damage His School Aid Cuts Would Cause

By Robert Lowry, Jr., Deputy Director

Facing a constitutional duty to close a projected \$10 billion deficit, Governor Andrew Cuomo has recommended the largest School Aid cut (measured in straight dollar amount) in New York's history -- \$1.5 billion from its 2010-11 level.

The projected deficit reflects assumptions about all state revenues and expenditures, based on projected trends and laws governing state taxes, fees, and programs. Chiefly because the freeze on Foundation Aid and Gap Elimination Adjustment would both expire after the current year based on existing law, School Aid costs would grow substantially.

Measured against these projected spending levels, School Aid contributes about 32 percent of all the cuts proposed by the Governor – slightly higher than its share of state general Fund spending, but much above its usual share of past budget cuts.

#### Budget Overview

Aid would be reduced primarily through a new “Gap Elimination Adjustment,” employing factors similar to that of 2010-11 – pupil needs, local wealth, tax effort, and “administrative efficiency.” The calculation has progressive elements, but it still hits less affluent districts hard. Average need districts, as defined by the State Education Department, would face the steepest cuts per pupil.

Unlike the one-time GEA enacted for the current year, Governor Cuomo would make his permanent, to ensure that future School Aid increases stay within the rate of personal income growth for new York taxpayers.

The budget would freeze Foundation Aid for a third successive year and continue the freeze into 2012-13. High Tax and Universal Prekindergarten Aid would receive the same treatment. Increases in Foundation Aid are scheduled to resume in 2013-14, but for at least the first two years, they would be more than offset by the new, permanent GEA.

In addition to the School Aid cuts, the Governor's budget would also shift over \$250 million in special education costs from the state to school districts – for summer special education services, placements in private (“4201”) schools for the blind and deaf, and all room and board costs children placed in residential facilities.

For aid to be paid in 2012-13, the Governor proposes changes in the major expense-based aids.

He would end reimbursement for many management services offered by BOCES and reduce the share of reimbursement for most districts. He would convert Building Aid into a competitive grant program and reduce state reimbursement rates.

*Continued on page 2*



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the State News...  
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## INSIDE

Feature Article .....	1-3
Legal .....	4
LEAF, Inc. ....	6
Member News.....	7
Vacancies .....	12
Winter Institute .....	15

He would impose penalties in Transportation Aid for districts which do not participate in a shared services program, or use practices deemed efficient by the State Education Department. The Building and Transportation Aid recommendations would pose new demands on SED, at the same time the agency is facing the threat of a 10 percent, 141 position reduction in its operating budget.

Finally, the budget would create two new incentive programs, each for \$250 million, one to reward districts for performance gains, the other to encourage efficiencies, including through shared services. Reporters have already noted the irony of the latter proposal, when paired with recommendations to curtail BOCES Aid. But the budget assumes that there will be no expenditures for these programs in 2011-12.

#### Diversionsary Tactics

The Governor faced hard choices in putting together his budget proposal. Superintendents have been leading

their communities in confronting hard choices about their schools for the past several years. The Governor is trying to put the state's finances on a more sustainable basis. That is a worthy goal that would ultimately help schools.

But the Governor has tried to divert attention from the immediate damage his proposals would cause in schools, by suggesting superintendents are overpaid, administration is over-staffed, and school districts have sufficient reserves to absorb all his cuts.

The facts are that if every cent of spending on central administration by every district were eliminated, it would not be enough to fill the hole the Governor's School Aid cuts would cause.

Governor and superintendent are different jobs, in different labor markets. Candidates spend millions to become governor; school districts struggle to find candidates for superintendents. No one rises directly through the ranks from civil servant to governor, but most superintendents began their careers as classroom teachers, some in

the districts they now lead. Salary differences are required to lead people to take on the wider responsibilities, longer hours, and loss of tenure that come with moving up the leadership ladder.

The bottom-line is that, as the choices facing school districts become harder, the state needs strong superintendents leading districts even more.

Some districts do have reserves, but exhausting them all now is the kind of one-shot, short-term thinking that got the state into its mess. Also, districts routinely use reserves to "smooth out" the ups and downs in state funding to avoid disruptive program cuts or big tax increases.

This year, for example, the amounts districts used as appropriated fund balance would have required an additional 6 percent tax increase to match. In poor districts, this reliance was even greater – the poorest 20 percent of districts would have needed to raise local taxes by another 14 percent, on top of whatever they did.

*Continued on page 3*

2



### APPLICATIONS COMING SOON! 2011-2012 Future Superintendents Academy

#### Program Dates:

- July 6-8, 2011
- September 9-10, 2011
- October 21-22, 2011
- November 18-19, 2011
- January 6-7, 2012
- February 3-4, 2012
- February 27-28, 2012  
*(held at The Council's Winter Institute in Albany, NY)*
- March 23-24, 2012
- April 20-21, 2012

\* All sessions are held at the Saratoga Arms Hotel unless noted.

The Future Superintendents Academy is highly competitive and accepts no more than 25 Fellows annually.

For more information, please contact Kacey Feldman (kacey@nyscoss.org) or Kelly Masline (kelly@nyscoss.org) at 518-449-1063.

There is an impulse to point out the Governor's non-salary perks (a mansion with servants, a State Police security detail), or the state's reserve levels. But that is playing into the Governor's game, not focusing on the real issue: how will his budget affect schools and the children they serve?

With a new governor old rules and expectations go out the window. What his (or someday, her) unyielding priorities are is unknown. For example, will he insist on his out-year cuts to BOCES and other aids in this year's budget? Will he hold fast in his resistance to raising taxes or fees? By relying overwhelmingly on spending cuts to close the projected deficit, the Governor has left some room for the Legislature to explore new revenues.

The prospects for success in changing the Governor's budget are uncertain. But not trying would make failure certain. Choices have consequences. The first step is to make clear to Legislators the consequences of the Governor's choices for schools to legislators. No one is better suited to do that than superintendents.



## Upcoming Events

**Winter Institute**  
February 27-March 1, 2011  
Albany, NY

**Fall Leadership Summit**  
September 25-27, 2011  
Saratoga Springs, NY

**2010-11 LEAF, Inc. Programs:**

**New Superintendents Institute**  
February 27-28, 2011 - Albany, NY

**2nd & 3rd Year Superintendents Institute**  
February 27-28, 2011 - Albany, NY

**Future Superintendent's Academy**  
*Held in Saratoga Springs unless otherwise noted*  
February 28-March 1, 2011  
(Albany, NY)  
March 25-26, 2011  
April 15-16, 2011  
June 3-4, 2011

**Leadership for Student Achievement**  
March 18, 2011..... Albany, NY  
May 5, 2011 ..... Albany, NY

**LEAF/NYSASCD Conference**  
April 13-14, 2011 ..... Albany, NY

Our apologies to Premier Diamond Partner Infinite Campus/Custom Computer Specialists for a misprint in The Council's 2010/11 Directory.



The correct information follows:

**Infinite Campus/  
Custom Computer  
Specialists, Inc.**  
Henry Miller,  
Regional Sales Manager  
70 Suffolk Court  
Hauppauge, NY 11788  
Telephone:  
610/727-3963  
Fax: 631/543-2512  
E-mail: [hmill@customonline.com](mailto:hmill@customonline.com)  
[www.customonline.com](http://www.customonline.com)

For more than a decade, Infinite Campus has successfully implemented its solutions for customers of all sizes. Today, Infinite Campus applications manage more than 4 million students in 43 states. Infinite Campus customers range from districts with fewer than 100 students to those with more than 100,000 as well as regional consortia, state departments of education and the federal government.



518.449.1063 [www.nyscoss.org](http://www.nyscoss.org)

Robert J. Reidy, Jr.  
Executive Director

Robert B. McClure  
Superintendent-in-Residence  
(part-time)

Robert N. Lowry  
Deputy Director

Kelly O. Masline  
Sr. Associate Director

Michele V. Handzel  
General Counsel

Theresa A. Wutzer  
Associate Director/Editor

Dena Gauthier  
Senior Graphic Designer (part-time)

**Robert W. Christmann**  
President  
Grand Island

### 2010 - 2011 Officers

Marilyn C. Terranova  
President-Elect  
Eastchester

James T. Langlois  
VP/Treasurer  
Putnam-North Westchester BOCES

L. Oliver Robinson  
Past President  
Shenendehowa

### Executive Committee

Fadhilika Atiba-Weza  
Troy (2011)

Jean-Claude Brizard  
Rochester (2012)

Wendell Chu  
East Islip (2011)

Maureen E. Donahue  
Friendship (2011)

Mary Beth R. Fiore  
Elmira Heights (2012)

Hank Grishman  
Jericho (2011)

Neil F. O'Brien  
Port Byron (2012)

Richard E. Organisciak  
New Rochelle (2012)

Cosimo Tangorra, Jr.  
Ilion (2012)



# The Council Offers Comprehensive Legal Services

*By Michele V. Handzel, Esq., General Counsel*

For the first time ever, we are offering a comprehensive labor service to members. This includes a full spectrum of representation from conciliation efforts between boards and superintendents to representation in due process proceedings. These services are being offered in a two-category approach.

Level 1 applies to all active Council members and includes traditional contract negotiations and enforcement. Council attorneys will negotiate and assure adherence to employment agreements between boards of education and their respective superintendents. In-house Council attorneys will spend as much time as needed to ensure the most comprehensive agreement possible. This service is supported through the revenue generated from THE COUNCIL'S Strategic Partnership program.

Level 2 provides more comprehensive labor relations coverage and is the newest element of the legal service. Areas covered by the second level of legal services include protracted conciliation efforts, direct representation at meetings with board members and board attorneys, filing legal paperwork to secure rights guaranteed under the agreement and due process procedures. You can find more information about Level 2 services on THE COUNCIL'S website at <http://www.nyscoss.org/pdf/upload/LevelTwoBrochure.pdf>.

### Why a New Service?

As the role of the school superintendent continues to evolve, it is important that THE COUNCIL'S legal services evolve to meet the needs of our members by providing access to a more comprehensive legal service beyond contract negotiations.

Several previously administered membership surveys indicated that THE COUNCIL'S should expand its legal services to include the representation of our members in protracted conciliation efforts for superintendents with contract and other employment related issues, including in-person representation of the superintendent in a due process proceeding. We are aware of only one other state in the country (New Jersey) that offers such a comprehensive range of legal services to its members.

We are seeing more challenges to superintendents and the superintendency that require the involvement of our legal counsel. We believe that THE COUNCIL'S, because of its mission, is in the best position to respond to some of these challenges, both for our individual members and to protect the integrity of the superintendency.

Finally, legal representation can be very costly for our members. These new services are a less costly alternative for members to have access to legal representation at a fixed yearly cost.

With Level Two services, superintendents are eligible for in-person representation by a Council attorney, or outside counsel, if necessary to represent the superintendent in any protracted conciliatory efforts beyond the core legal services in Level One Legal Services. Superintendents may choose to hire their own representation at their own expense. However, THE COUNCIL'S legal service can spare superintendents that expense and make available the most experienced superintendent contract attorneys in New York.

### Direct Legal Representation

In most instances, a dispute between a member and his/her employer can be resolved through informal remedies. However, if legal remedies, personal appearances, or protracted conciliation efforts are necessary, the member can make a request to the Executive Director, either in writing or orally, for direct legal representation and, if granted s/he shall execute a formal representation agreement with THE COUNCIL prior to the commencement of direct legal representation.

Direct legal representation will be provided to members whose request for legal representation has been granted, for the following employment related problems:

1. Breach of Contract
2. Employment Status, position or duties
3. Suspension
4. Compensation

This new Direct Legal Representation Service includes in-person representation of a superintendent during mediation, arbitration and due process proceedings,

*Continued on page 5*

including one appeal either to the Commissioner of Education, or at the state court level. In most instances, a dispute between a member and his/her employer can be resolved through informal remedies. However, if legal remedies, personal appearances, or protracted conciliation efforts are necessary, this second level of services allows a member to take advantage of an attorney with the knowledge and experience to represent a member to resolve issues in labor and education law.

#### **Eligibility and Costs for Direct Legal Representation**

To participate in direct legal representation, the member must have been eligible for active membership and be a fully paid regular member of THE COUNCIL in good standing, and be a fully paid member of THE COUNCIL'S Level Two Legal Services, for at least a year prior to the time his/her problem arose.



To be a fully paid member of THE COUNCIL'S Level Two Legal Services, the member must have paid the additional dues, in the amount of \$200 per year, for the inaugural year.

#### **Looking Ahead**

To date, we have approximately 60 members participating in the Level Two Legal Services and have successfully represented approximately 10% of the Level Two members during informal hearings/meetings throughout the State. We are measuring our success, with the new level of membership, one superintendent at a time. This is one more tool to help you succeed. If you would like to participate in this new benefit, please contact Michele Handzel, General Counsel at (518) 449-1063. Without your interest and participation this valuable resource may not be sustainable.

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## Leadership for Educational Achievement Foundation, Inc. Upcoming Events

### Connecting Content and Kids: Differentiated Instruction and Understanding by Design April 13 & 14, 2011



There is still time to register for *Connecting Content and Kids*, featuring Jay McTighe and Carol Ann Tomlinson, co-sponsored by the NYS Association of Supervision and Curriculum Development. The two-day conference will focus on the interrelated needs to address content standards in rich and authentic ways

while remaining responsive to the diversity of learners we teach. The mutually supportive connections between Understanding by Design and Differentiation will be examined. Conference topics will include strategies for addressing differences in learners' readiness levels, interests and profiles in the context of a quality curriculum; ways in which UbD supports the development of a rich curriculum suitable for differentiation; criteria for analyzing quality of curriculum and differentiation; the 3 P's of grading and reporting; and ideas for further connecting DI and UbD in classrooms. This event is open to superintendents, assistant superintendents, principals and assistant principals, directors of curriculum and teachers. Teams are encouraged to attend together. Cost per person is \$375, teams of four or more will receive a discounted rate of \$350 per person.

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### Leadership for Student Achievement

6



The fourth session of the Leadership for Student Achievement series, co-sponsored by Capital Region BOCES, is scheduled for Friday, March 18, 2011 in Albany. This session features Dr. Giselle Martin-Kniep, President of Learner-Centered Initiatives,

is a highly regarded educator, researcher, program evaluator and author. She will discuss the importance of Developing a Culture of Continuous Improvement.

*Sponsored by Premier Silver Partner NYCLASS*

For questions regarding these Leadership for Educational Achievement programs, please contact Vren Banks, Programs & Resource Development Associate at 518/449-1063 or email [vren@nyscoss.org](mailto:vren@nyscoss.org).

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### Aspiring Superintendents Workshops



Every year, LEAF, Inc. holds regional workshops specifically targeted to those administrators interested in learning more about becoming a Superintendent of Schools. Topics covered during this one-day workshop include: the superintendency as a career; educational and financial leadership roles; superintendent-school board relationships; professional and personal rewards and challenges; and the application process. The workshops will be held simultaneously on April 29, 2011 in Albany, Long Island and Syracuse. For more information, please contact Kacey Feldman, Program Associate at [kacey@nyscoss.org](mailto:kacey@nyscoss.org).

*The Aspiring Superintendents Workshops are sponsored by Signature Partner New York Schools Insurance Reciprocal (NYSIR); Premier Diamond Partner Hunt Engineers, Architects & Land Surveyors, P.C.; and Premier Diamond Partner, The Greenwood Corporation.*

### AASA Executive Board Actions Taken in January 2011

Your American Association of School Administrator's (AASA) Executive Board met in Washington, DC on January 13-15, 2011. See their list of significant action items!

- Traveled to Capitol Hill with the AASA advocacy team to discuss reauthorization of ESEA, IDEA, school food service programs, health care, E-Rate, instructional technology, vouchers, foster care, criminal background checks, stimulus and fiscal support for State and Local revenue shortfalls with key House and Senate Staff members.
- Praised the AASA legislative team on their work in securing the \$10 billion Jobs Funding for Education and aligning Secretary Duncan's program with the AASA conference.
- Joined with AASA lobbyists' to craft "Beliefs and Position" recommendations along with 2011 priority legislative goals on behalf of the membership.

- Completed planning for the 2011 National Education Conference on Education in Denver, CO on February 17-19. This high-quality program should be a significant draw for members and includes Secretary Arne Duncan, Alan November, Diana Ravitch, and Michael Fullan, et al.
- Eliminated one Board meeting for cost-effectiveness and proposed a slight dues increase to the Governing Board.
- Certified two president-elect candidates for the election in February.
- Proposed a redrafted Mission Statement for the organization.

Not an AASA member? Contact Clark Godshall, Orleans-Niagara BOCES and a New York Representative at (800) 836-7510 so he can offer a 50% membership reduction if you qualify! Today more than ever you need to be part of this powerful voice in Washington.

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## February is American Heart Month; Start a Fitness Program Today

by Maureen E. Donahue, Superintendent, Friendship

Each year I come to you sharing my personal challenges associated with staying fit. As you know, staying fit involves maintaining a fitness schedule, eating healthy and managing time to include room for fun and family. February, American Heart Month, is an opportune time to contemplate fitness; it has been set aside every year since 1963 to raise awareness about the human body's most vital organ – the heart. Establishing good eating and exercise habits is a great place to start when thinking about heart health. Staying committed to a healthy lifestyle is not always easy, but setting goals, remaining focused, making good choices, and having a reliable support network have allowed me to achieve my fitness goals despite a busy schedule.

Each year on January 1st, many of us set a multitude of goals to improve ourselves and our lives. Unfortunately, even those of us with the best of intentions have difficulty following through with those goals, otherwise known as New Year's resolutions. Often, those resolutions are long forgotten by the time the first spring flower pops through the grass. During this Heart Awareness Month, I challenge each of you to create a wellness goal that is attainable as well as sustainable. Think about where you are with your health. Set goals which include proper diet and exercise that will lead to a heart healthy you!

Setting goals is one thing; staying committed to them is another. Being committed to a healthy lifestyle can be a challenge, especially in times of stress. As Superintendents, we are facing one of the most tumultuous times in our careers. As leaders, we need to remain focused on our kids, communities, and, most importantly, ourselves. Staying healthy and remaining committed to a healthy lifestyle will not only help us to manage our stress; it will also help us to conquer whatever challenges lie ahead.

Another step in remaining committed is to establish a fitness support network. This can make a painful workout an enjoyable social event. It is refreshing to be able to have conversations centered on weight training and cardio exercises rather than on tax caps, cut scores and budgets!

I wish you all strength as you engage in a year of great fitness, fun and healthy choices. As we face a most difficult budget season, it is vital to take our challenges head on professionally as well as personally!



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### AASA Governing Board Elections

New York State has seven seats on the AASA Governing Board. Each governing board seat has a 3-year term, and board members may serve no more than two full 3-year terms (the terms are staggered to ensure a similar number of vacancies each year). The current New York representatives to the Governing Board are: Robert Christmann, Grand Island; Wendell Chu, East Islip; Henry Grishman, Jericho; James Langlois, Putnam/N. Westchester BOCES; Clifford Moses, (retired) Galway; L. Oliver Robinson, Shenendehowa; and Ryan Sherman, Schuylerville.

Henry Grishman and James Langlois' terms expire on June 30, 2011. James Langlois has completed two, 3-year terms and is not eligible to continue his service and Henry Grishman is eligible to run for another 3-year term. Therefore, this year's election will be for two, 3-year terms.

Nominations are welcome for the vacancies and should be forwarded to THE COUNCIL by April 1, 2011. The process allows self nominations from qualified candidates.

In order to qualify as a Governing Board representative you must be:

- An eligible voting member of AASA for at least three years (Active, Institutional-Active, College Professor Member).
- Member of chartered affiliate (THE COUNCIL) for at least three years (active membership only).

Governing Board members are responsible for attending two meetings per year – at the National Conference on Education (NCE) and at the summer governance meeting in July. AASA reimburses travel costs for the summer governance meeting, but not travel to NCE. This year's Summer Governance Meeting is scheduled for July 13-15, 2011, in Washington, D.C.

In the event there are more nominations than slots, an election will be conducted. Ballots will be due on May 20, 2011. Each member may vote for as many candidates as there are vacancies. The top two vote getters will receive full 3-year terms.

### The Council Welcomes New Assistant Director of Government Relations

Kyle McCauley Belokopitsky, Esq. has joined the NYS Council of School Superintendents as Assistant Director of Government Relations. She brings with her years of experience working with the State Legislature, as aide to Former Senator Jim Wright and Law Clerk to the Assembly Minority Counsel's Office. Most recently, she served as Director of Government Relations for the New York State Catholic Conference, the official public policy voice of the Catholic Church in New York.

In addition to her government relations experience, Kyle is an Adjunct Professor at Hudson Valley Community College, where she instructs students in Procedural and Substantive Criminal Law and Criminology. She serves on the Executive Board of the Young Lawyers section of the New York State Bar Association and is a member of the State Bar Association, the Women's Bar Association of New York and the Capital District Women's Bar Association.

Kyle received her Bachelors in Criminal Justice and Psychology from the State University at Albany, her Masters in Criminal Justice from Nelson Rockefeller Graduate School and her Juris Doctorate from Albany Law School of Union University.

Kyle is the current President of the Junior League of Troy, a member and past Knight in the Benevolent and Protective Order of Elks, and a former Lieutenant with the Menands Fire Company. She dedicates her time to a host of charitable organizations and lives in Wynantskill, NY with her husband, Doug, and sons, Zachary and Jackson.



# The Council Undertakes Technology Planning Initiative – We Need Your Help!



As you read in our December 2010 Councilgram, members of THE COUNCIL's Executive Committee, House of Delegates (HOD), Committee Chairs, LEAF Board of Directors and staff met to discuss the opportunities and challenges facing education and our organization over the next several years. At that retreat last July, they developed an action plan to guide THE COUNCIL in the future.

The action plan focuses on four areas including: governance, organization, collegial support and advocacy. One area under organization included an initiative to:

- Use technology to better serve the needs of the membership. Begin implementation of a comprehensive technology plan to assist with effective communication to our members including: development of new Council/LEAF website, on-line membership/renewal, on-line conference registration, new listserv and exploration of social networking; develop the on-line Resource Bank and a password protected blog to share best practices.

THE COUNCIL staff took the first step towards this initiative and developed a technology vision statement this past fall. To receive a copy of this technology vision statement, contact Theresa Wutzer, Associate Director at [theresa@nyscoss.org](mailto:theresa@nyscoss.org). Staff also went through an

extensive RFP and vetting process to select a technology planning consultant to address our internal and external technology goals.

Spiral Design Studio, a marketing communications and web design firm, ([www.spiraldesign.com](http://www.spiraldesign.com)) was selected to help us in our Business Requirements Discovery Process and identify information technology and communication needs. Through this process, a Requirements Report will be developed outlining overall scope, important priorities, and associated costs. It will also identify how technology fits into our overall business plan and provide a timeline for implementation.

### How You Can Help!

You can participate and help THE COUNCIL determine the focus of our technology planning initiatives by participating in:

- Two technology focus group meetings held at the Winter Institute on Tuesday, March 1, 2011 during breakfast. We have 30 spots available in each meeting. You can sign up to participate in registration throughout the Winter Institute. Meetings are limited to one hour and will be held in Suites 112 and 120.
- Complete a technology survey that will be sent via our survey tool (from our Signature Partner K12 *Insight*.) If you are unable to attend the focus groups, please participate in the survey.

## Congratulations!

Congratulations to retiree, **Judith Johnson**, former superintendent of the Peekskill City School District, for being selected as the keynote speaker at the Westchester Black Women's Political Caucus, Inc.'s 30th Annual Leadership Breakfast on Sunday, February 20, 2011. The breakfast is an annual event of the 40th Legislative Conference of the New York State Association of Black and Puerto Rican Legislators, Inc. held at the Crowne Plaza Hotel, 10 Eyck Plaza, Albany, NY. Tickets are \$45. For more information and tickets, check out [www.wbwpc.org](http://www.wbwpc.org) or e-mail [wbwpcalbany@gmail.com](mailto:wbwpcalbany@gmail.com).

**Bill Hayes**, retired superintendent at Byron-Bergen from 1973-1994, is the chair of the teacher education division at Roberts Wesleyan College in Rochester, NY. At this post since retirement, Bill has written 14 books; several of which he uses as textbooks in college education programs. In 1998, he wrote a pamphlet for THE COUNCIL entitled, *The Superintendency: Thoughts for New Superintendents*. His newest book, *What's Ahead in Education: An Analysis of the Policies of the Obama Administration*, was published by Rowman & Littlefield in December 2010.

# Vacancies

## **Allegheny-Limestone CSD**

Student Enrollment ..... 1,300  
Salary ..... \$125-145,000  
Vincent J. Coppola  
Search Consultant  
State University of New York at  
Buffalo  
222 Baldy Hall  
Buffalo, NY 14260-1000  
716-645-2932  
[debrabri@buffalo.edu](mailto:debrabri@buffalo.edu)  
**Reply By: 4/1/11**

## **Bainbridge-Guilford CSD**

Student Enrollment ..... 914  
Salary ..... \$110-130,000  
William Tammaro  
DCMO BOCES  
6678 County Road 32  
Norwich, NY 13815  
607-335-1233  
[tammarow@dcmoboces.com](mailto:tammarow@dcmoboces.com)  
**Reply By: 4/1/11**

## **Briarcliff Manor UFSD**

Student Enrollment ..... 1,700  
Salary ..... \$Competitive  
Charles Fowler and  
Stephen Leitman  
Online Only at [www.leadschools.us](http://www.leadschools.us)  
800-975-1730  
[leadschools@aol.com](mailto:leadschools@aol.com)  
**Reply By: 3/4/11**

## **Cassadaga Valley CSD**

Student Enrollment ..... 1,162  
Salary ..... \$115-140,000  
Robert D. Olczak  
Interim District Superintendent  
Erie 2-Chautauqua-  
Cattaraugus BOCES  
8685 Erie Road  
Angola, NY 14006  
716-549-4454 Ext 4029  
[cmarx@e2ccb.org](mailto:cmarx@e2ccb.org)  
**Reply By: 3/25/11**

## **Colton-Pierrepont CSD**

Student Enrollment ..... 339  
Salary ..... \$105-120,000  
Thomas R. Burns  
District Superintendent  
St. Lawrence-Lewis BOCES  
PO Box 231  
139 State Street Road  
Canton, NY 13617  
315-386-4504 Ext 10150  
[kmorgan@sllboces.org](mailto:kmorgan@sllboces.org)  
**Reply By: 3/4/11**

## **Coxsackie-Athens CSD**

Student Enrollment ..... 1,527  
Salary ..... \$140-160,000  
L. Jeffrey Baltes  
Chief Operating Officer  
Questar III  
10 Empire State Blvd.  
Castleton, NY 12033  
518-479-6885  
[bvisconti@questar.org](mailto:bvisconti@questar.org)  
**Reply By: 2/18/11**

## **Eastern Suffolk BOCES**

Salary ..... Up to NYS Cap  
Raymond Fell  
Search Consultant  
Eastern Suffolk BOCES  
PO Box 454  
Medford, NY 11763  
631-687-3112  
[jcraig@esboces.org](mailto:jcraig@esboces.org)  
**Reply By: 2/18/11**

## **Edmeston CSD**

Student Enrollment ..... 470  
Salary ..... \$110-120,000  
Nicholas J. Savin  
District Superintendent  
Otsego-Northern Catskills BOCES  
159 West Main Street  
Stamford, NY 12167  
607-652-1209  
[efinocan@mail.oncboces.org](mailto:efinocan@mail.oncboces.org)  
**Reply By: 2/17/11**

## **Hornell City SD**

Student Enrollment ..... 1,900  
Salary ..... \$145-165,000  
Horst Graefe  
District Superintendent  
GST BOCES  
9579 Vocational Drive  
Painted Post, NY 14870  
607-654-2283  
[dhughson@gstboces.org](mailto:dhughson@gstboces.org)  
**Reply By: 3/16/11**

## **Iroquois CSD**

Student Enrollment ..... 2,602  
Salary ..... \$145-170,000  
Robert D. Olczak  
Interim District Superintendent  
Erie 2-Chautauqua-Cattaraugus  
BOCES  
8685 Erie Road  
Angola, NY 14006  
716-549-4454 Ext 4029  
[cmarx@e2ccb.org](mailto:cmarx@e2ccb.org)  
**Reply By: 3/4/11**

## **Mount Morris CSD**

Student Enrollment ..... 585  
Salary ..... \$110-120,000  
Jennifer Lewis  
Office of the District Superintendent  
Genesee Valley Educational Partnership  
80 Munson Street  
Le Roy, NY 14482  
585-344-7580  
[jlewis3@gvboces.org](mailto:jlewis3@gvboces.org)  
**Reply By: 3/4/11**

## **Newburgh Enlarged City SD**

Student Enrollment ..... 12,000  
Salary ..... \$Competitive  
Charles Fowler and  
Edward McCormick  
Online only at [www.leadschools.us](http://www.leadschools.us)  
800-975-1730  
[leadschools@aol.com](mailto:leadschools@aol.com)  
**Reply By: 2/25/11**

## **Niskayuna CSD**

Student Enrollment ..... 4,200  
Salary ..... Up to \$210,000  
Alan D. Pole  
Education Consultant  
C/O Castallo and Silky  
4514 Whistler Circle  
Manlius, NY 13104  
315-692-4615  
[polead@yahoo.com](mailto:polead@yahoo.com)  
**Reply By: 2/18/11**

## **Nyack UFSD**

Student Enrollment ..... 3,000  
Salary ..... \$Competitive  
Carol Choye and Charles Fowler  
Online only: [www.leadschools.us](http://www.leadschools.us)  
800-975-1730  
[leadschools@aol.com](mailto:leadschools@aol.com)  
**Reply By: 2/18/11**

## **Peekskill City SD**

Student Enrollment ..... 2,800  
Salary ..... \$Competitive  
Dr. Charles Fowler/  
Dr. LaRuth Gray  
Online only at [www.leadschools.us](http://www.leadschools.us)  
800-975-1730  
[leadschools@aol.com](mailto:leadschools@aol.com)  
**Reply By: 2/21/11**

Continued on page 13

**Peru CSD**  
Student Enrollment..... 2,150  
Salary ..... \$125-165,000  
Craig King  
CEWW BOCES  
P.O. Box 455  
Plattsburgh, NY 12901  
518-536-7311  
[cking@cves.org](mailto:cking@cves.org)  
**Reply By: 3/15/11**

**Port Chester-Rye UFSD**  
Student Enrollment..... 4,000  
Salary ..... \$Competitive  
Sandra A. Simpson  
Chief Operating Officer/  
Deputy District Superintendent  
17 Berkley Drive  
Rye Brook, NY 10573  
914-937-3820  
[vcermele@swboces.org](mailto:vcermele@swboces.org)  
**Reply By: 2/18/11**

**Port Jefferson UFSD**  
Student Enrollment.....1,275  
Salary ..... \$Competitive  
Port Jefferson Search  
c/o Gary D. Bixhorn  
Chief Operating Officer  
Eastern Suffolk BOCES  
PO Box 454  
Medford, NY 11763  
631-687-3112  
[suptsearch@esboces.org](mailto:suptsearch@esboces.org)  
**Reply By: 2/25/11**

**Questar III (RCG BOCES)**  
Student Enrollment..... 33,400  
Up to NYS Cap  
Charles S. Dedrick  
Interim District Superintendent  
Questar III BOCES  
PO Box 234  
East Schodack, NY 12063  
P: 518.479.6885  
F: 518.477.9833  
[CDedrick@questar.org](mailto:CDedrick@questar.org)  
**Reply By: 3/7/11**

**Salamanca City CSD**  
Student Enrollment..... 1,385  
Salary ..... \$120-150,000  
Robert D. Olczak  
District Superintendent  
Cattaraugus-Allegany BOCES  
1825 Windfall Road  
Olean, NY 14760  
716-376-8223  
[snenno@caboces.org](mailto:snenno@caboces.org)  
**Reply By: 2/25/11**

**Schroon Lake CSD**  
Student Enrollment..... 248  
Salary ..... \$100-125,000  
Craig L. King  
CVES  
P.O. Box 455  
Plattsburgh, NY 12901  
518-536-7311  
[cking@cves.org](mailto:cking@cves.org)  
**Reply By: 2/18/11**

**Springville-Griffith  
Institute CSD**  
Student Enrollment.....2,050  
Salary ..... Up to \$165,000  
Vincent J. Coppola  
Search Consultant  
State University of New York at  
Buffalo  
222 Baldy Hall  
Buffalo, NY 14260-1000  
716-645-2932  
[debrabri@buffalo.edu](mailto:debrabri@buffalo.edu)  
**Reply By: 4/15/11**

**St. Regis Falls CSD**  
Student Enrollment..... 321  
Salary ..... \$95-110,000  
Stephen Shafer  
District Superintendent  
Franklin-Essex-Hamilton BOCES  
P.O. Box 28, 23 Huskie Lane  
Malone, NY 12953  
518-483-6420  
[searle@mail.fehb.org](mailto:searle@mail.fehb.org)  
**Reply By: 3/31/11**

**Ulster BOCES**  
Student Enrollment..... 28,000  
Salary ..... Up to NYS Cap  
Lawrence Thomas  
6 Wierk Avenue  
Liberty, NY 12754  
845-292-0082  
[lthomas@schooces.org](mailto:lthomas@schooces.org)  
**Reply By: 2/28/11**

**Valley Stream UFSD #13**  
Student Enrollment..... 2,100  
Salary ..... \$Competitive  
Charles Fowler, James Tolle and  
Kathy Weiss  
Online Only at [www.leadschools.us](http://www.leadschools.us)  
800-975-1730  
[leadschools@aol.com](mailto:leadschools@aol.com)  
**Reply By: 3/4/11**

**Waverly CSD**  
Student Enrollment.....1,722  
Salary ..... \$120-150,000  
Horst Graefe  
District Superintendent  
GST BOCES  
9579 Vocational Drive  
Painted Post, NY 14870  
607-654-2283  
[dhughson@gstboces.org](mailto:dhughson@gstboces.org)  
**Reply By: 3/11/11**

**Williamsville CSD**  
Student Enrollment.....10,400  
Salary ..... Minimum \$200,000  
Donald A. Ogilvie  
District Superintendent  
355 Harlem Road  
West Seneca, NY 14224  
716-821-7002  
[dpolanski@e1b.org](mailto:dpolanski@e1b.org)  
**Reply By: 3/11/11**

# Announcements

## Interim Superintendents

**Jason Friedman**

09/10, Nyack UFSD

**Paul Hashem**

01/11, Springville-Griffith  
Institute CSD

**Brian Howard**

10/10, Berlin CSD

**Joseph Laria**

01/11, Glen Cove City SD

**Lorenzo Licopoli**

01/11, Peekskill City SD

**Edward Rhine**

02/11, Monticello CSD

## Appointments

**James Abrams**

Superintendent of Schools

01/11 Groton CSD

*Superintendent of Schools at  
Downsville CSD*

**James Bodziak**

Superintendent of Schools

02/11, Frontier CSD

*Superintendent of Schools  
at East Aurora UFSD*

**Patrick Michel**

District Superintendent

02/11, Hamilton-Fulton-

Montgomery BOCES

*Superintendent at Monticello CSD*

## New Superintendents

**Luvelle Brown**

Superintendent of Schools

01/11, Ithaca City SD

*Chief Information Officer  
in Virginia*

**Scott Connell**

Superintendent of Schools

01/11, Copenhagen CSD

*Athletic Director and Assistant  
Principal at South Jefferson CSD*

**Robert M. DuFour**

Superintendent of Schools

01/11, Eldred CSD

*Interim Superintendent  
at Eldred CSD*

**Tracie Preston**

Superintendent of Schools

12/10, Scio CSD

*Reading Intervention Teacher  
at Genesee Valley CSD*

**Phyllis Spiegel McGill**

Superintendent of Schools

02/11, Onteora CSD

*Director of Special Services  
at Katonah-Lewisboro UFSD*

## Retirees

**Laurence Aronstein**

12/10, Glen Cove City SD

**Martin Ruglis**

01/11, Ulster County BOCES

**Marion Tunney**

01/11, Bath CSD

**Vicki Wright**

01/11, Springville-Griffith  
Institute CSD

## SCHOOL ALLIANCE FOR CONTINUOUS IMPROVEMENT SINCE 1997

### SERVICES:

- ◆ Middle States Re-Accreditation
- ◆ NY State Mandated Curriculum Audits
- ◆ Teacher and Administrator Training in Strategic Planning and Curriculum Analysis
- ◆ Research Based Rubric
- ◆ Statewide Availability
- ◆ CoSer Support



### FOR INFORMATION CONTACT:

Edward Reid, Ed.D.  
Executive Director SACI  
edwreid@verizon.net

[www.saci-online.org](http://www.saci-online.org)



# LEADING *to the* FUTURE



February 27, 2011 –  
March 1, 2011

The Desmond Hotel  
& Conference Center  
Albany, NY

Join us for the 2011 Winter Institute and Lobby Day to strengthen your efforts to lead your districts in perhaps the most challenging education climate in the last two decades. Commissioner Steiner and the Regents are pursuing an aggressive reform agenda while simultaneously Governor Cuomo is pursuing proposed State Aid cuts and caps on property taxes. In these critical times, superintendents face increasingly difficult decisions regarding what is best for students and districts. Besides our keynote sessions and featured presentations you can participate in Skill Building Sessions on Monday, February 28, 2011 including:

**A.M. Skill Building Workshops**  
11:15 a.m. – 12:15 p.m.

### Lobbying 101: The How, Why, Where, Who and When of Effective Advocacy

*Presenters:*

*Robert Lowry, Jr., Deputy Director, THE COUNCIL*  
*Kyle McCauley Belokopitsky, Esq, Assistant Director for Government Relations, THE COUNCIL*

*This session will be repeated at 1:30 p.m.*

Have you ever wondered why you need to call your Assembly Member? Should I ask our legislator to read to our Kindergarten students? Do you want to know the best way to discuss important legislation with your Senator? Is it really necessary for superintendents to come to the Capitol? Should you invite your local politicians to the Varsity football game?

Join THE COUNCIL's advocacy team for a participatory journey into the world of lobbying and government

relations. Explore why lobbying is a necessary task for superintendents. Strategize on how best to connect with your legislators and discuss how frequently superintendents should be communicating with politicians. Organize an effective and comprehensive advocacy program for your District.

### iPad for Administrators

*Presented by Premier Silver Partner Apple, Inc.*

*Presenters:*

*Fadhilika Atiba-Weza, Superintendent, The Enlarged City School District of Troy*  
*Christine Dowd, Education Development Executive, Apple, Inc.*

Come see what the iPad is all about, and explore the educational possibilities for administrators, teachers, and students. We will demonstrate how the device can be used for personal productivity, as a tool to manage and conduct classroom observations, read e-mail, take notes, do research, and collect data. In addition, we will explore some of the best classroom education applications (apps) to benefit student learning, including the burgeoning availability of digital textbooks.

Did you know there are over 350,000 free education assets on iTunes U that can be downloaded, listened to, or viewed on the iPad? (Yes, we said FREE!). iPad apps are expanding the learning experience both inside and outside the classroom - from interactive lessons to study aids to productivity tools, there's something for everyone. See how this device is revolutionizing the way we use technology in schools.

### Leadership for 21st Century Learning: College and Career Readiness

*Presented with the Leadership for Educational Achievement Foundation, Inc. (LEAF, Inc.)*

*Presenters:*

*Donna J. DeSiato, Superintendent, East Syracuse Minoa CSD*



All children in America need 21st century knowledge and skills to become effective citizens, workers and leaders in today's environment. There is a profound gap between the knowledge and skills most students learn in school and the knowledge and skills they need to succeed in the 21st Century. In order to prepare our students for rigorous higher education standards, career challenges and a globally competitive workforce, successful schools must align curriculum and classroom learning experiences with real world environments by integrating 21st Century learning.

*continued on page 16*

This session will provide leadership strategies to meet this challenge through the development of a shared vision, mission and plan for the integration of 21st Century learning, including the significant involvement of students, staff, parents, community members, business partners and higher education as synergy for success in college and career readiness.

### Beginning Capital Projects for Educators – The Construction Phase

*Presented by Premier Platinum Partner Bearsch Compeau Knudson Architects & Engineers, PC (BCK)*

*Presenters:*

*Joseph Stoner, Superintendent, Maine-Endwell CSD*

*Lee Bearsch, Senior Principal, BCK*

*Steven Thesier, Principal, BCK*

*Alan Pole, Educational Consultant, BCK*

Planning, designing, and constructing a capital project is a complex process that can be confusing for educators and the public. There are three key phases of a capital project: Pre-Design Planning Phase, Design Phase, and Construction Phase. Each phase has its own set of unique complexities, jargon, and steps. This skill building workshop will provide participants with a comfortable knowledge level of the third phase of a capital project – The Construction Phase. Tools will be provided that will assist you in understanding and managing the complexities of the Construction Phase

### Learning Through Technology – A Successful Alternative

*Presenters:*

*Patricia Morris, Principal, Stillwater Middle School*

*Lisa Campbell, Director of Special Education, Stillwater CSD*

In September 2009, Stillwater Middle/High School began a two-year pilot of alternative study for at-risk youth and credit recovery, the Alternative Academy. An Alternative Academy Committee and Content Specialists oversee the program. The AAS Committee meets bi-weekly and consists of administrators, guidance counselors, the middle/high school social worker and psychologist, and the AA classroom teacher. Content specialists oversee the curriculum to ensure alignment with SCSD and NYS requirements.

The Alternative Academy goals reflect a commitment to provide a viable curriculum to at-risk youth in an alternative setting. This includes providing credit recovery opportunities, successfully preparing students for the NYS Regents, and offering a flexible schedule which meets the needs for students at-risk.

Come and view actual data that shows how on-line recovery for students offers districts more opportunities

for students to make credit, graduate with a Regents diploma and cut down on excessive absence, discipline problems, and instill positive reinforcement in those students who need it most. This presentation offers real data for NYS aligned prescriptive curriculum, offering flexibility and implementation options for school districts. It will also offer a prescriptive budget and finance options for NYS recognized credit accrual.

### Skills, Strategies, and Practical Tips on How to Successfully Manage and Complete the Capital Construction Project

*Presented by Signature Partner Ferrara, Fiorenza, Larrison, Barrett & Reitz, P.C.*

*Presenters:*

*Kathleen Davis, Superintendent, Holland Patent CSD*

*Joseph G. Shields, Esq., Ferrara, Fiorenza, Larrison, Barrett & Reitz, P.C.*

This program will provide checklists, strategies and practical tips on how you, as the superintendent, can properly manage and successfully complete the capital construction project which you either inherited or have planned from the inception. The session will discuss the best practices for taking the project from the concept stage to the filing of the certificate of substantial completion.

### Education and the Creative Economy

*Presented by Premier Platinum Partner Cannon Design*

*Presenters:*

*Robert Christmann, Superintendent, Grand Island CSD*

*Richard Dewar, AIA, Principal, Cannon Design*

Cannon Design's look at *The Third Teacher* and its innovative ideas regarding the importance of design in education will engage attendees in several ways. The presentation will begin with a PowerPoint display that brings forth key ideas from the book. Speakers will also focus on case studies from elementary schools including North Shore Country Day School, Booker T. Washington STEM Academy and the Academy for Global Citizenship.

Speakers will open up to questions and answers and engage in several thought-provoking discussions about design and education. Contact information will be available regarding *The Third Teacher* and its central ideas. A new website, [www.thethirdteacher.com](http://www.thethirdteacher.com), has been launched in connection with the book. The site will allow the discussion to continue online, with forums and blogs – all with the intent of exchanging new ideas with educators, designers, policymakers, parents and students. The site will allow visitors to identify new cases in which the ideas of *The Third Teacher* are transformed into practical action.

*continued on page 17*

### What's an Education For?

*Presenters:*

*Timothy J. Turecek, Superintendent, Marathon CSD*

Remember why you became a teacher, what school meant to you, and the things your mother used to say. Remember what it means to be an educational leader in a time of tremendous heartbreak.

I'll teach you the structure of human consciousness (it will take 5 minutes), and you will use that structure to recall the story of your own life. There will be no embarrassing "sharing with your partner" necessary, just an openness to what has been and what can be.

We'll excavate the past, examine our present responsibilities, and envision the future that will make our grandchildren grateful and proud.

### Planning To Build A Legacy

*Presented by Premier Diamond Partner  
Turner Construction Company*

*Presenters:*

*Michael J. Marcelle, Retired Superintendent  
and T.E.R.M. (Turner Educational Resource  
Management) Consultant*

*Carl Stewart, LEED AP, Operations Manager,  
Turner Construction Company*

*Robert J. Hendriks III, APR, REFP, Senior Educational  
Planner, Hamlin Planning & Design Group*

Will you build a legacy for you and your Board of Education, or simply build a school? The time to plan for that is now! Most building programs end up with simply a new or renovated school that may or may not enhance educational opportunities for students well into the future. Educational Legacy Planning is the key to ensuring that schools meet the educational needs of students for decades to come. Legacies – both good and bad – are built on understanding how to deftly manage complex issues in an adverse economic climate. Educational Legacy Planning can assist in quickly forming a united front in communities accustomed to discord, and may be a key bellwether of whether a future bond referendum or building program will succeed or not. The time to plan is well before serious needs become issues and issues escalate to crises. A Legacy Plan becomes the touchstone by which all future planning and building is measured.

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### P.M. Skill Building Workshops 1:30 – 2:30 p.m.

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### Improving Efficiencies and Effectiveness in Special Education: A Process Approach

*Presented by Premier Silver Partner The Futures  
HealthCore and Futures Education*

*Presenters:*

*Robert Christmann, Superintendent, Grand Island CSD  
Peter Bittel, Ed.D., CEO, Futures Education*

Costs devoted to Special Education programs, services, and personnel are increasingly approaching at least 15% of total operating budgets, and are being crushed by the perfect storm of an ever-increasingly complex student population coming through the system, dwindling tax base, and parental expectations. Consequently, given the current fiscal challenges all districts are facing, both state and nationwide, it is becoming increasingly critical that programs supporting students with Special Education needs operate as efficiently as possible. To this end, through extensive quantitative and qualitative research, the staff of Futures Education has identified 9 driving forces within Special Education that, if managed carefully, will simultaneously improve cost-effectiveness and student outcomes. The presenters and panel members will share specific methodologies and best practices developed from over 150 district Special Education analyses nationwide that focused on improved Special Education efficiencies and outcomes for students.

### Capital Project – How to Select a Construction Manager

*Presented by Premier Gold Partner  
U.W. Marx Construction Company*

*Presenters:*

*Daniel A. Teplesky, Superintendent, Ravena-  
Coeymans-Selkirk CSD*

*Marc M. Rivers, Operations Manager, U.W. Marx, Inc.*

1. You have hired your Architect; and you need a Construction Manager; now what?
2. When do you hire your Construction Manager?
3. What to look for when making your selection
  - a) Checking Client References
  - b) Construction Manager as Agent Experience
  - c) CM Experience with NYSED
4. The importance of knowing how to maintain the educational environment during a Capital Project
5. Understanding your project and the current economic environment.

*continued on page 18*

### **Educational Hot Spots: Addressing the Needs of our Students in a Global World**

*Presenters:*

*Walter J. Sullivan, Ph.D., Associate Professor of Educational Leadership and Director of The Center for Educational Policy and Practice, College of New Rochelle and retired Superintendent*

*Meghan Sullivan Troy, Middle School Social Studies Teacher, Scarsdale Public Schools*

The contemporary school is faced with a myriad of challenges and opportunities, including federal reform, legal issues, school climate, achievement gap issues, budgetary constraints, professional staff development, and the need for quality teaching and leadership. In this multi-dimensional interactive presentation and discussion, the presenters will explore some of the most serious educational challenges along with opportunities for addressing these challenges in schools and in classrooms.

This session will focus on curriculum, technology, and processes that will enhance the 21st Century Learning skills of critical thinking, problem-solving and team collaboration. The presenters will share examples of these skills that exist in schools in spite of federal and state mandates.

### **Designing a Better Education: Empower Learning Through Building Additions and Renovations Using Passive Design Strategies**

*Presented by Premier Diamond Partner  
Ashley McGraw Architects, P.C.*

*Presenters:*

*Mary B. Hibbard, Superintendent, Whitney Point CSD*

*Nicholas Signorelli, AIA, LEED AP, Partner,  
K12 Studio Leader, Ashley McGraw Architects, P.C.*

*Daniel Heukrath, AIA, LEED AP, Partner, K12 Studio  
Leader, Ashley McGraw Architects, P.C.*

The delivery of education today is enhanced by a school's learning environment. Whereas LEED and NY-CHPs have been the predominant benchmarks for an environmentally sustainable school, other design trends have become popular. Net Zero Energy Schools and those using passive design strategies (solar, day-lighting, special walls, and natural ventilation, to name a few) are where the design of energy efficient, green schools is headed. Please join us as we discuss the latest strategies and present case studies of schools currently under construction using these design methods.

### **Financial Literacy for Thinking Consumers**

*Presenters:*

*Gerald Lauber, Senior Advisor*

*Dean Jerrold Ross, St. John's School of Education*

America's promise, self-actualization for all citizens, should be founded on education and critical thinking with an emphasis on financial literacy. For decades, our education systems have failed to equip Americans with the basic financial knowledge and thinking strategies necessary to function as educated consumers. In our judgment, there has been a lack of a comprehensive, cogent policy toward the promotion of financial literacy instruction.

Can we include strong financial literacy education initiatives in our nation's classrooms? Financial literacy programs must contend with the common problems associated with teaching and learning while competing for sufficient space in the crowded instructional day.

Developing a thinking population is the major focus of effective financial literacy education. So just what is thinking? There are fundamental actions of thinking that we all use every day: describing, comparing, grouping ideas, sequencing, and relating cause and effect. Most often this is done in our head, but when learning and working out problems that are difficult for us, we benefit greatly from processing strategies that incorporate visual tools to formulate, examine and elaborate ideas.

### **Preparing New York Students for College and Career Success**

*Presented by Premier Gold Partner The College Board*

*Presenters:*

*Jean-Claude Brizard, Superintendent, Rochester City SD*

*Matthew F. Zarro, Educational Manager, K-12 Services,  
Middle States Regional Office, The College Board*

*Shelly Harris, Senior Specialist, SpringBoard Sales &  
Communications, The College Board*

*John Fallon, Vice President, Region and Account  
Services, The College Board*

In today's demanding high school environment, educators face a challenging range of classroom conditions with students from diverse ethnic, financial, and academic backgrounds. How can teachers and administrators navigate these challenges to connect students with educational and career opportunities beyond high school? Learn how The College Board assists schools and districts in preparing all students for college and career success. Through interactive, rich discussions, participants will gain an understanding of PSAT/NMSQT resources, the rigorous SpringBoard Pre-AP

*continued on page 19*

curriculum program in English and math, SAT preparation tools, AP resources, and important professional development opportunities, which collectively provide a college readiness solution that helps schools and districts open the door to a bright future for all students.

## The iPad Classroom

*Presenters:*

*Geoffrey Bizan, 5th Grade Teacher,  
Stillwater Elementary School*

*John Goralski, Principal, Stillwater Elementary School*

Ever wonder what the future of education will look like? The future is now at Stillwater Elementary School, with the 1:1 iPad Classroom. See how the iPad is used in everyday instruction in all subject areas. Learn about the endless possibilities the iPad has to offer in education.

## Equity and Excellence: Addressing Issues of Disproportionality among Student Subgroups

*Presented with the Leadership for Educational Achievement Foundation, Inc. (LEAF, Inc.)*

*Presenters:*

*Laurence T. Spring, Superintendent,  
Cortland Enlarged City SD*



The achievement gap has been the most persistent symptom of an ailing education system for decades. Educators are

committed to the proposition of erasing poverty, race and disability as predictive factors in student achievement. However, making this proposition a reality has proven to be an elusive target.


The Cortland Enlarged City School District has been working with the Metropolitan Center for Urban Education for three years in an effort to reduce the achievement gap. The district has undergone dramatic changes in Special Education design and delivery, brought new urgency to remedial services, and has seen dramatic improvements in many key performance areas. Learn how the district made these changes, challenges they faced, and strategies they used.

# LEADING to the FUTURE



February 27, 2011 –  
March 1, 2011

The Desmond Hotel  
& Conference Center  
Albany, NY



**is offering *free* in-depth consultations and seminars to members of**  
**The New York State Council of School Superintendents**  
**who will be retiring in the near future**

---

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- Specializing in Retirement Planning and 403(b) investment direction
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- Monitoring Plan Progress
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- Managing Portfolios
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- Determining Net Worth
- Creating Tax Strategies

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THE NEW YORK STATE FINANCIAL PLANNING NETWORK OFFICES  
[www.nysfinancialplanningnetwork.com](http://www.nysfinancialplanningnetwork.com)

<p style="text-align: center; font-size: x-small;">In the Long Island Area</p> <p style="text-align: center; font-size: x-small;"><b>ARS Financial Services, Inc.</b> 500 North Broadway Jericho, New York 11753 1-866-932-5130 (Toll Free)</p>	<p style="text-align: center; font-size: x-small;">In the Western New York Region</p> <p style="text-align: center; font-size: x-small;"><b>Sgroi Financial</b> 965 Union Road West Seneca, New York 14224 1-800-989-6710</p>
<p style="text-align: center; font-size: x-small;">In the Northern Hudson Valley Capital District, Saratoga Region</p> <p style="text-align: center; font-size: x-small;"><b>Leo McAllister Financial Group</b> 597 East Main Street Cobleskill, New York 12043 1-888-761-3152</p>	<p style="text-align: center; font-size: x-small;">In the Lower Hudson Valley</p> <p style="text-align: center; font-size: x-small;"><b>Summit Financial Consultants, Inc.</b> 35 East Grassy Sprain Road Yonkers, New York 10710 1-800-870-0808</p>

*Pre-Retirement Planning Makes a Difference!*

**Registration materials are available at**  
[www.nyscoss.org](http://www.nyscoss.org)

Though you may have bundled and pre-registered for the Winter Institute, we still require you to complete and return an attendee registration and housing form. It's important to send completed applications that include full names, e-mails, addresses, and tax exempt information or your hotel processing will be delayed.

**If you haven't received your registration or hotel confirmation, please contact The Council at (518) 449-1063. Confirmations may get blocked by school district spam filters.**

Contact Karen Dooley, [karen@nyscoss.org](mailto:karen@nyscoss.org) with registration questions or Caitlin Flint, Registration Specialist at (866) 374-6338 or [Caitlin@sitesolutionsworldwide.com](mailto:Caitlin@sitesolutionsworldwide.com) with your housing questions.

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## Sunrise Café Discussions

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Reflect and discuss ideas that impact districts with your colleagues and Strategic Partners during our Monday networking breakfast. Each Sunrise Cafe is scheduled for 1 hour during breakfast on Monday, February 28, 2011 in the Fort Orange Courtyard. Participate in:

### Superintendent-Board Relations in Challenging Times & Under Chapter 103

*Presented by Premier Diamond Partner Harris Beach, PLLC*

*Moderator: Douglas E. Gerhardt, Esq., Partner, Harris Beach, PLLC*

This discussion will focus on advice and counsel to new and seasoned superintendents on how to maintain strong relationships particularly in challenging fiscal and educational times. Interwoven issues of contract best practices, handling evaluations effectively and new case law will be addressed. Also discussed is how these issues are affected by Chapter 103 obligations. This will be an interactive discussion where superintendents will be encouraged to ask questions.

### Hot Topics in Personnel for the Spring of 2011

*Presented by Signature Partner Ferrara, Fiorenza, Larrison, Barrett & Reitz, P.C.*

*Moderator: Hank Sobota, Esq., Partner, Ferrara, Fiorenza, Larrison, Barrett & Reitz, P.C.*

This session will address a number of hot topics for superintendents which are likely to affect school personnel administration in the spring of 2011, including demystification of the rules regarding teacher and non-instructional employee layoffs; laws and rules affecting retirement incentive plans; the retiree health insurance freeze; and the latest developments affecting teacher discipline and evaluation. Ample time will be allowed for questions and answers.

### Building Trust Capital and Creating Civic Capacity

*Presented by Signature Partner K12 Insight*

*Moderator: Jesse Leib, Senior Vice President Sales, K12 Insight*

Uncertain about the public's support for your budget this summer? Are you concerned that a tiny vocal minority creates fear, uncertainty and doubt every time you consider anything new? What is your plan for building better engagement with parents and members of the community? 21st century district leadership requires superintendents and boards to build Trust Capital and create Civic Capacity. Attendees will learn concrete ways in which a district can do so through a process-based approach.

*K12 Insight has a CoSer agreement with Nassau BOCES.*

### Enabling K-12 Education Through Video

*Presented by Premier Diamond Partner Core BTS, Inc.*

*Moderator: Andrea Moreland, Senior Account Manager, Core BTS, Inc.*

Tap the wisdom, expertise, innovation knowledge of anyone, anytime, anywhere-now that's the promise of video communication in education.

When parents ask their children "how was school today" they won't believe how enthusiastic and engaged their child's response will be.

- Interactive Virtual Field Trips
- Increased Access to Global Resources
- Collaboration between Learning Institutions
- Professional Development
- Community Interaction



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Thank you to our Newsletter Underwriters

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