

INFORMATION
AND
REPORTS

SCHOOL LEADERSHIP, LLC

VI.A.



4 Penn Lane
Exeter, New Hampshire 03833
(800) 975-1730
FAX: (603) 580-1124
E Mail: Leadschools@aol.com
URL: www.leadschools.us

September 10, 2012

Anthony D'Addona, Interim Superintendent
NORWALK PUBLIC SCHOOLS
125 East Avenue
Norwalk, Connecticut 06852

cc: daddonat@norwalkps.org

Dear Tony:

I enjoyed speaking with you today and am pleased to enclose for your review (a) a copy of the self-evaluation document which we frequently use to generate discussion of areas of possible improvement for school boards, (b) a copy of my current resume, and (c) a listing of all School Leadership, LLC engagements, including the facilitation of similar workshops with local boards of education.

As I mentioned, the self-evaluation document is based on national research which identified fifteen characteristics of highly effective school boards which were found to be positively correlated with higher student achievement in their schools. Each member of the board and the superintendent is asked to complete the instrument in advance of the workshop. From our review of these results, the agenda for the workshop is constructed, built upon needs which the board members themselves have identified. During the workshop, we identify steps or procedures which can positively impact any of the identified areas of concern. Typically, a board will meet again in six or nine months after the workshop and review its progress in implementing the new board procedures or processes.

Our fee for the advanced analysis and agenda preparation, participation in the workshop itself, and the preparation of a Summary Report of the agreed-to procedures and

processes is \$2,500, inclusive of all expenses. Responding to your question about my available Saturdays, October 20th is the only Saturday that month when I am currently free of commitments; I am also available on November 3rd and November 17th. Please don't hesitate to call or email with any additional questions.

Cordially,

A handwritten signature in black ink that reads "Charles W. Fowler". The signature is written in a cursive style with a large, prominent "C" at the beginning.

Charles W. Fowler
President

Enclosures

Name: _____

**BOARD SELF-EVALUATION BASED UPON
THE FIFTEEN INDICATORS OF SCHOOL BOARD EFFECTIVENESS**

Adapted by SCHOOL LEADERSHIP, LLC
From Research of the Institute for Educational Leadership
Washington, D.C.

1=Strongly Disagree 2=Moderately Disagree 3=Slightly Disagree 4=Slightly Agree 5=Moderately Agree 6=Strongly Agree

	1	2	3	4	5	6
1. LEADERSHIP: Our board of education. . .						
--Serves as an advocate in the community for public education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--Anticipates community issues and trends affecting the school district	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--Works cooperatively with other organizations that serve students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--Meets regularly with local government officials to discuss education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. COMMUNICATIONS: Our board of education. . .						
--Informs parents and the community about district goals/objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--Communicates school district progress/performance to parents and community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--Has comprehensive board policies governing relationships with the media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMUNICATIONS: I believe our community perceives this board to be. . .						
--Planning carefully to define the goals and objectives of the school system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--Working cooperatively with the superintendent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--Making decisions in thoughtful ways with adequate information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. PARENT AND COMMUNITY PARTICIPATION: Our board of education. . .						
--Involves parents meaningfully in the education of their children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--Involves parents in setting important goals and plans for individual schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--Seeks information from the community about its views on the performance of schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. INFLUENCE ON OTHERS: Our board of education is extremely active. . .						
--In seeking State legislative support for this school district and public education generally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--In influencing formulation of policy which affects schools by other local governments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--In influencing formulation of policy which affects students by local human services groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--In coordinating programs with local human services groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1=Strongly Disagree 2=Moderately Disagree 3=Slightly Disagree 4=Slightly Agree 5=Moderately Agree 6=Strongly Agree

5. DECISION MAKING: Our board of education. . .

1 2 3 4 5 6

- Is not dominated by blocks or cliques of board members seeking to control deliberations
- Works to find grounds for compromise and consensus when there are disagreements
- Exhibits effective decision-making skills
- Bases decisions on its public deliberations and not on private conversations
- Expects its members to respect decisions of the board majority

6. PLANNING AND SETTING GOALS: Our board of education. . .

- Defines district goals and major objectives as part of its planning process
- Reviews measures of school district performance as part of the planning process
- Requires schools to set goals/objectives consistent with the District's goals/objectives
- Regularly informs the community of school district progress toward these goals

7. RESOURCE ALLOCATION: Our board of education. . .

- Ensures equitable distribution of resources across schools and programs
- Provides adequate resources for staff development

8. POLICY DEVELOPMENT: Our board of education. . .

- Follows specified procedures for developing board policy
- Develops good board understanding of issues before considering policy options
- Defines expected outcomes and accountability measures when adopting policies
- Reviews/updates policy manuals/web pages on a regular basis

9. POLICY OVERSIGHT: Our board of education. . .

- Uses procedures for board oversight of educational policies/programs
- Uses outcome measures to assess progress toward district goals/objectives
- Uses procedures to ensure timely, well-organized information on policy implementation

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10. SELECTION & EVALUATION OF THE SUPERINTENDENT: Our board of education. . .

- | | 1 | 2 | 3 | 4 | 5 | 6 |
|------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| --Developed a consensus about the desired professional qualities of a superintendent | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Actively involved the community and staff in defining criteria for a new superintendent | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Works cooperatively with the superintendent to develop performance objectives | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Gives useful feedback to the superintendent on how s(he) is doing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Includes board/superintendent relationship issues as part of the superintendent's evaluation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. WORKING WITH THE SUPERINTENDENT: Our board of education. . .

- | | | | | | | |
|-------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| --Works with the superintendent in a way that promotes trust and mutual respect | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Avoids its own involvement in administration | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Works with the superintendent on new issues to clarify respective policy/administration roles | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Recognizes and addresses board/superintendent conflicts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Has established procedures for managing board/superintendent conflicts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

12. EMPLOYEE RELATIONS: Our board of education. . .

- | | | | | | | |
|--------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| --Encourages initiative and leadership from school-based staff | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Has established processes for discussing district initiatives with employee groups | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Has policies/procedures clearly defining the board's role in collective bargaining | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13. EXPECTATIONS FOR BOARD MEMBER CONDUCT: All members of our board of education. . .

- | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| --Hold similar expectations for the behavior of board members (e.g. preparation for Board meetings, sharing information on communications with constituents) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Hold a common view of the board's role | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Respect differing opinions/points of view represented on the board | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Seek to resolve interpersonal conflicts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Possess the interpersonal skills needed to resolve conflicts among board members | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| --Promote trust and respect for the full board | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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14. BOARD OPERATIONS: Our board of education. . .

1 2 3 4 5 6

- Has a comprehensive orientation program for new members
- Educates new members about key issues facing the district
- Devotes adequate attention to educational programs and outcomes
- Sets time aside regularly to learn about current educational issues
- Regularly analyzes the use of its own time
- Has members who communicate well with each other
- Has members who maintain the confidentiality of executive session discussions
- Recognizes that the Board President is the official spokesperson for the Board

15. BOARD DEVELOPMENT: Our board of education. . .

- Assesses its performance on a regular basis
- Uses input from the superintendent in board self-assessment
- Takes action to improve its performance in areas identified through self-assessment
- Seeks opportunities for development of the board as a whole
- Encourages all members of the board to develop skills that enable conflict management
- Sets aside time to learn about current educational issues

My main goal for our upcoming Board workshop is to _____

Please return completed self-evaluation by email to: leadschools@comcast.net

OR by US Mail to: Charles Fowler, 4 Penn Lane, Exeter, New Hampshire 03833

SCHOOL LEADERSHIP, LLC

Supporting Leadership For America's Schools



71 Dogwood Avenue
Malverne, NY 11565
Phone: (800) 975-1730

FAX: (603) 580-1054
E Mail: Leadschools@aol.com
URL: www.leadsschools.us

Superintendent Searches, 2004-2012

Amityville, New York

Board Contact: President Michele Sikhrangkur (631) 598-6500

Arlington, New York

Board Contact: President Kelly Lappan (845) 486-4460

Baldwin, New York (2005)

Board Contact: President James T. Scannel (516) 377-9274

Baldwin, New York (2007)

Board Contact: President James T. Scannel (516) 377-9274

Bedford, New York

Board Contact: Susan W. Elion (914) 241-6000

Bellmore-Merrick Central High School District, New York

Board Contact: President Janet Goller (516) 992-1000

Briarcliff, New York

Board Contact: President Janet Marinaccio (914) 941-2177

Bridgehampton, New York

Board Contact: President Elizabeth Kotz (631) 537-0271

Carle Place, New York

Board Contact: President Thomas Kane (516) 622-6442

Chappaqua, New York (specification development only)

Board Contact: President Jeffrey Mester (914) 238-7200

Clarkstown, New York

Board Contact: President Douglas Katz (845) 639-6419

Cold Spring Harbor, New York

Board Contact: President Paul Bregman (631) 692-8036

Darien, Connecticut (specification development only)
Board Contact: President Kimberly Westcott (203) 656-7400

East Islip, New York
Board Contact: President Gary J. Lamm (631) 224-2000

East Meadow, New York
Board Contact: Deborah Coates (516) 478-5776

Eastport-South Manor UFSD, New York
Board Contact: President Donna M. Dewey, (631) 874-6720

Floral Park-Bellerose UFSD, New York
Board Contact: President David Fowler, (516) 317-9300

Garden City, New York
Board Contact: President Kenneth Monaghan (516) 294-3004

City of Glen Cove, New York
Board Contact: President Janet Bates-Wilkins (516) 759-7202

Harborfields, New York
Board Contact: President Robert A. Ciafardoni (631) 754-5320

Hastings-On-Hudson, New York
Board Contact: Mary A. Wirth (914) 478-6200

Hempstead, New York
Board Contact: President Charles Renfroe, (516) 292-7111 x1130

Hewlett-Woodmere, New York
Board Contact: President Richard Braverman (516) 365-3838

Ithaca, New York
Board Contact: President Robert Ainslie (607) 274-2102

Katonah-Lewisboro UFSD
Board Contact: President Peter Breslin, (914) 763-7003

Kings Park, New York
Board Contact: President Neil Johnson (631) 269-3210

Levittown, New York
Board Contact: President Michael Pappas (516) 520-8300

Massapequa, New York
Board Contact: President Arlene Martin (516) 797-6160

Merrick, New York
Board Contact: President Joanne Seibert (516) 992-7240

Nassau County BOCES, New York (2004, 2009)
Board Contact: President Stephen Witt (516) 396-2200

New Hyde Park-Garden City Park, New York
Board Contact: President Patricia Rudd (516) 352-6257

New Rochelle, New York
Board Contact: President Jerry Smith (914) 576-4200

Newburgh, New York
Board Contact: President Dawn M. Fuchek (845) 563-3503

Niagara-Wheatfield CSD, New York
Board Contact: President Steven Sabo (716) 215-3000

Northport-East Northport, New York
Board Contact: Arlene Munson (631) 262-6604

Nyack, New York
Board Contact: President Michael P. Lagana (845) 353-7000

Patchogue-Medford, New York
Board Contact: President Peggy Felouzis (631) 687-6380

Peekskill, New York
Board Contact: President Michael Simpkins (914) 737-3300

Pequannock, New Jersey
Board Contact: President Thomas F. Berg (973) 616-6040

Pocantico Hills, New York
Board Contact: President Robert W. Balog (914) 631-2440

Ridgewood, New Jersey
Board Contact: President Mark Bombace, (201) 454-0691

Roslyn, New York
Board Contact: President Dani Kline (516) 625-6303

Rye City School District, New York
Board Contact: President Laura Slack (914) 967-6100

Sag Harbor, New York
Board Contact: President Theresa Samot (631) 725-5300

Sewanhaka CHSD, New York
Board Contact: President Jean Fichtl (516) 488-9800

Shelter Island, New York
Board Contact: President Rebecca Mundy (631) 749-0302

Shoreham-Wading River, New York
Board Contact: President Jack Costas (631) 821-8100

Silver Creek CSD, New York
Board Contact: President Matt Bogosian (716) 934-2603

Somers, New York
Board Contact: President Lucia Vece (914) 277-2400

Southampton, New York
Board Contact: President Sandra Klemuk, (631) 591-4510

Southold, New York
Board Contact: President Richard L. Caggiano

Summit, New Jersey
Board Contact: President Eleanor Doyle (908) 918-2100

Tenafly, New Jersey
Board Contact: President Donald Kaplan

Valhalla, New York
Board Contact: President Michael Smith (914) 683-5040

Valley Stream, New York (District #13)
Board Contact: President Frank Chiachiere (516) 568-6100

Valley Stream, New York (District #30)
Board Contact: President Maria A. Fletcher (516) 285-9881

Valley Stream, New York (Central High School District)
Board President: President Kenneth Cummings (516) 872-5601

Wantagh, New York
Board Contact: President William Russack (516) 679-6310

West Hempstead, New York
Board Contact: President Vincent Trocchia, (516) 390-3118

Other Consulting Engagements, 2004-2012:

Client: Andrus Children's Center, Yonkers, New York
Activity: Leadership Searches (Interim Principal, Principal, Asst. Principal)

Client: Baldwin, New York Board of Education
Activity: Superintendent Mentoring

Client: Bedford, New York Board of Education
Activity: Facilitation of School Board Development and Superintendent Evaluation Process

Client: Briarcliff, New York Board of Education
Activity: Facilitation of Strategic Planning Activity
Facilitation of Assistant Superintendent Search

Client: Chappaqua, New York Board of Education
Activity: Facilitation of Community Focus Groups on Budget Process

Client: East Islip, New York Board of Education
Activity: Facilitation of Board/Administrative Staff Development

Client: East Williston, New York Board of Education
Activity: Facilitation of School Board Development

Client: Franklin Square, New York Board of Education
Activity: Analysis of Alternative Grade Organization Pattern

Client: Freeport, New York Board of Education
Activity: Facilitation of School Board Development

Client: Glen Cove, New York Board of Education
Activity: Facilitation of School Board Development

Client: Greenwich, Connecticut Board of Education
Activity: Facilitation of School Board Development

Client: Harborfields, New York Board of Education
Activity: Superintendent Mentoring
Facilitation of School Board Development

Client: Harrison, New York Board of Education
Activity: Facilitation of School Board Development

Client: Hastings-On-Hudson Board of Education
Activity: Facilitation of School Board Development
Administrative Search: HS Principal

Client: Island Trees, New York Board of Education
Activity: Facilitation of School Board Development

Client: Ithaca City School District, New York
Activities: Administrative Searches: School Business Executive,
Director of Human Resources & Labor Relations, and
High School Principal

Client: Lynbrook, New York Board of Education
Facilitation of Strategic Planning

Client: Mamaroneck, New York Board of Education
Activity: Facilitation of School Board Development

Client: Merrick, New York Board of Education
Activity: Facilitation of School Board Development

Client: Mineola, New York Board of Education
Activity: School Grade Configuration Study

Client: Mount Pleasant, New York Board of Education
Facilitation of Strategic Planning

Client: Niagara Wheatfield CSD, New York Board of Education
Facilitation of Interim Superintendent Search

Client: North Bellmore, New York Board of Education
School Grade Configuration Study

Client: Ossining, New York Board of Education
Activities: School Grade Configuration/Space Utilization Study
Development of Educational Specifications
Facilitation of Bond Proposal
Facilitation of School Board Development
Facilitation of Asst. Supt. For Business Search

Client: Oyster Bay-East Norwich, New York Board of Education
Activity: Facilitation of School Board Development

Client: Pawling (NY) Union Free School District
Activity: Facilitation of School Board Development

Client: Pleasantville, New York Board of Education
Activity: Facilitation of School Board Development

Client: Pocantico Hills, New York Board of Education
Activity: Facilitation of School Board Development

Client: Roosevelt, New York Board of Education
Activity: Administrative Search: Assistant Superintendent, Business

Client: Roslyn, New York Board of Education
Activity: Facilitation of School Board Development

Client: Rye City, New York Board of Education
Facilitation of Administrative Leadership Development
High School Principal Search

Client: Southampton, New York Board of Education
Activity: Facilitation of School Board Development
Search for Director of College & Career Counseling

Client: Tenafly, New Jersey Board of Education
Facilitation of School Board Development

Client: Valley Stream #13, New York Board of Education
Facilitation of School Board Development

Client: Valley Stream #30, New York Board of Education
Activity: Facilitation of School Board Development,
Facilitation of Strategic Planning

Client: Valley Stream CHSD, New York Board of Education
Facilitation of School Board Development

Client: Webutuck, New York Board of Education
Facilitation of School Board Development

Client: Westbury, New York Board of Education
Activity: Administrative Searches: Assistant Superintendent,
Elementary and Middle School Principals

Client: Westport, Connecticut Board of Education
Activity: Facilitation of School Board Development
Facilitation of Special Education Strategic Planning
Administrative Searches: Assistant Superintendent for
Curriculum and Professional Development, Elementary and
Middle School Principals

Client: Woodbridge, Connecticut Board of Education
Activity: Facilitation of School Board Development

Charles W. Fowler
4 Penn Lane
Exeter, New Hampshire 03833
Phone: (603) 580-5117

President
School Leadership, LLC
71 Dogwood Avenue
Malverne, New York 11565
Phone: (800) 975-1730
FAX: (603) 580-1124
Leadschools@aol.com

Education

B.S.	Business/English	University at Albany	1960
M.S.	Guidance/Psychology	University at Albany	1961
Ed.D	Educational Administration	Teachers College, Columbia University	1969

Post-Doctoral Studies:

Assessment and Learning, Harvard University, 1999
Privatizing Public Education, Oxford University, England 2003

Honors

New York State Wheelock Scholar (1959)
Cooperative Education Study of Eastern Europe (1967) and China (1981)
School Publications Award, School Management (1967)
Honorary Societies: Pi Omega Pi, Kappa Phi Kappa, Phi Delta Kappa
Presidential Citations For Conspicuous Service to Public Education:
 Illinois Association of School Administrators (1973)
 American Association of School Administrators (1975)
Citation for Distinguished Educational and Civic Contributions to the State of
 Connecticut by the Connecticut General Assembly (1977, 1986)
Kettering Foundation Fellowship (1977)
Honorary Life Members/Distinguished Service Award
 Connecticut State PTA (1979, 1981)
 National Congress of Parents and Teachers (1985)
Designation as one of America's Top 100 School Executives by Executive Educator
 Magazine (1980, 1984, 1987, 1989)
Outstanding Volunteer Award, United Way of Eastern Connecticut (1980)
Outstanding Educator Award, 1984, Doctoral Association of New York
Surgeon General C. Everett Koop Medal of Honor for "courage, compassion, leadership
 in helping school children infected by HIV" (1989)
Sarasota Chamber of Commerce Chairman's Cup Award For Exceptional Service
 To the Community and Chamber (1990)
Listed in Who's Who in The East, Who's Who in the Midwest, Who's Who in America,
 Who's Who in American Education
Florida Educational Research Association Award for "Leadership in the Application of
 Research to the Formation of Educational Policy" (1994)
Distinguished Citizen Award, Goodwill Industries of Sarasota/Manatee Counties (1995)
Dean's Award for Service to Education, New York Institute of Technology (1996)
Children's Champion Award, Coalition for Child Care, Nassau County (1997)
Educator of the Year Award, New York State Association for Supervision and
 Curriculum Development (1997), St. John's Chapter of Phi Delta Kappa (1998)

Amy Bull Christ Award (1999), Promoting Women and Minorities for the
Superintendency, New York State Association of Women Administrators
Distinguished Service Award (1999), Nassau-Suffolk School Board Association
Excellence in Education Award (2000), SUNY Albany Alumni Association
Distinguished Service Award (2005) American Association of School Administrators
Education Partner Award (2007) Nassau BOCES
Ambassador Award (2009) Horace Mann League
Professional Offices Held: President, Suburban School Superintendents; President,
Nassau County Council of School Superintendents; President, Southern
Fairfield County Superintendents' Association; President-Elect, Florida
Association of District School Superintendents; Chairman, American
Association of School Administrators State-National Relations Committee;
Executive Secretary, Suburban School Superintendents; Member, Board of
Directors, The Horace Mann League

Professional Experience

- 1960 Research Assistant, Capital Area School Development Association, Albany, NY
- 1961 High School Teacher, Fox Lane High School, Bedford, New York
Adult Education Teacher, Mount Pleasant, New York
- 1962 Assistant Superintendent, Bedford Public Schools, Mount Kisco, New York
- 1970 Superintendent of Schools, DeKalb, Illinois
- 1976 Superintendent of Schools, Town of Fairfield, Connecticut
- 1985 Superintendent of Schools, Sarasota County, Florida
- 1995 District Superintendent of Schools, Nassau BOCES and Nassau County, New
York
- 1998 Superintendent of Schools, Hewlett-Woodmere, New York (retired 6/30/2004)

Other Professional Experience

Consultant To:

Confederation of Local School Boards, City of New York
Army Dependent Schools, Fort Knox, Kentucky
Great Neck, New York Public Schools
Greenville County Schools, Greenville, South Carolina
Guilford Public Schools, Guilford, Connecticut
Illinois Association of School Boards
North Haven, Connecticut Public Schools
Old Saybrook, Connecticut Public Schools
Peat, Marwick, Mitchell and Company
Skokie, Illinois Public Schools
Springfield, Ohio Public Schools
Brevard County, Florida Public Schools
North Salem, New York Public Schools
Bronxville, New York Public Schools
Nyack, New York Public Schools
Briarcliff Manor, New York Public Schools
Pocantico Hills, New York Public Schools
Nassau County, New York Board of Cooperative Educational Services
Glen Cove City School District

Baldwin, New York Public Schools
Garden City, New York Public Schools
Harborfields, New York Public Schools
Patchogue-Medford, New York Public Schools
Bellmore-Merrick, New York Public Schools
Carle Place, New York Public Schools
Cold Spring Harbor, New York Public Schools
Massapequa, New York Public Schools
Oyster Bay-East Norwich Public Schools
East Williston, New York Public Schools
Roslyn, New York Public Schools
Northport, New York Public Schools
Westport, Connecticut Public Schools
Pequanock Township, New Jersey Public Schools
Hastings-on-Hudson, New York Public Schools
Andrus Children's Center, Yonkers, New York
Ridgewood, New Jersey Public Schools
West-Hempstead, New York Public Schools
East Meadow, New York Public Schools
Eastport-South Manor, New York Public Schools
Southampton, New York Public Schools
Katonah-Lewisboro, New York Public Schools
Amityville, New York Public Schools
Island Trees, New York Public Schools
Bedford Central, New York Public Schools
Kings Park, New York Public Schools
East Islip, New York Public Schools
Ossining, New York Public Schools
Southold, New York Public Schools
Summit, New Jersey Public Schools
Mineola, New York Public Schools
New Hyde Park-Garden City Park, New York Public Schools
Valley Stream #30, New York Public Schools
Sag Harbor, New York Public Schools
Hempstead, New York Public Schools
Tenafly, New Jersey Public Schools
Pawling, New York Public Schools
Ithaca, New York Public Schools
Roosevelt, New York Public Schools
Westbury, New York Public Schools
Franklin Square, New York Public Schools
Freeport, New York Public Schools
Chappaqua, New York Public Schools
K12, Online Learning Company (www.k12.com)
Bridgehampton, New York Public Schools
Darien, Connecticut Public Schools
Somers, New York Public Schools
Valhalla, New York Public Schools
Mamaroneck, New York Public Schools
Pleasantville, New York Public Schools
Greenwich, Connecticut Public Schools

Woodridge, Connecticut Public Schools
Webutuck, New York Central Schools
Levittown, New York Public Schools
Shelter Island, New York Public Schools
Peekskill, New York Public Schools
Newburgh, New York Public Schools
Valley Stream, New York Central High School District
Valley Stream, New York Union Free School District #13
Three Village School District, Stony Brook, New York
Lynbrook, New York Public Schools
Clarkstown Central Schools, West Nyack, New York
Floral Park-Bellerose Schools, Floral Park, New York
Merrick Public Schools, Merrick, New York
Wantagh Public Schools, Wantagh, New York
Rye City Schools, Rye, New York
Port Jefferson Public Schools, Port Jefferson, New York
Sewanhaka Central Schools, Elmont, New York
New York State Association of School Business Officials, Albany, New York

Adjunct Professor:

University of Connecticut, Florida State University, Hofstra University,
Teachers College-Columbia University

Publications

- 1961 Interests of Junior High School Students, Albany, New York: Center for Field Services; second printing.
- 1961 Salaries and Salary Policies of CASDA Schools, Albany, New York: Capital Area School Development Association
- 1965 "What You Can Learn From Teachers Who Quit", School Management, October
- 1968 An American's View of Education in Poland, Transcription for broadcast by Radio Free Europe.
- 1969 "Chief School Administrator Turnover in New York State", New York State School Board Journal, Fall 1969.
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- 1972 "Fill Those Loopholes in Your Architect's Agreement", Nation's Schools, September 1972.

- 1972 "The Superintendent Looks at Accountability", N.I.E.R.A. Bulletin, Spring 1972.
- 1973 "How You Hire Your Superintendent Makes a Difference", American School Journal, March 1973.
- 1973 "Serrano Two Years Later: Continuing Implications for Illinois School Boards", Illinois School Board Journal, Summer 1973.
- 1974 "DeKalb Takes on Illinois in Court", Nation's Schools, April 1974.
- 1975 "Financial Characteristics of Four Illinois Unit School District", Thresholds in Secondary Education, January 1975.
- 1975 "Quality in Our School", Illinois School Board Journal, May 1975. (Reprinted in The School Trustee, Saskatchewan, Canada, July 1975).
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- 1975 "Community Support for Building Programs", American School and University, September 1975.
- 1975 "How to Let (and Help) Your Superintendent be a SUPERintendent", American School Board Journal, September 1975.
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- 1976 "Response to 'The Great Classroom Debacle'", Wall Street Journal, August 2, 1976.
- 1977 "When the Superintendent Fails", American School Board Journal, February 1975. (Reprint: American Education Digest).
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- 1978 "School-Site Budgeting and Why It Could be THE Answer to Your Problems", Executive Educator, October 1978
- 1979 "Toward the Year 2004", Thresholds, August 1979.
- 1979 "Vouchers - Pitfall or Promise", American School Board Journal, September 18, 1979.
- 1980 "Legislated Learning: A Review", American School Board Journal, March 1980.

- 1980 "What Are Schools For?", Choices, Connecticut State Department of Education, September 1980.
- 1981 "Why It's More Expensive to Educate Fewer Students", The New York Times.
- 1981 "Evaluating Administrative Performance: A Review", Executive Educator, February 1981.
- 1981 "How to Meet Federal Requirements for Education of the Handicapped-- And Remain Solvent", Managing Schools in Hard Times.
- 1982 "Prayer in Schools Amendment--It's Not the Answer", New York Times.
- 1982 "Entry--A Book Review", American School Board Journal, December 1982.
- 1983 "Free Market Should Prevail in Education", The New York Times, January 9th
- 1983 "In Defense of America's Public Schools", The New York Times, June 5, 1983.
- 1983 "Born To Be A Superintendent", feature article by Jerome Cramer, Executive Educator, July 1983.
- 1983 "To the Commission on Excellence: Heal Thyself", The American School Board Journal, September.
- 1983 "Should We Import Japan's High Schools Too?", The American School Board Journal, December 1983
- 1984 The Organized Executive, a Review, Executive Educator, July.
- 1984 "Public Education: America's Social & Economic Cornerstone" same article published under different titles in The New York Times, Hartford Courant, and Fairfield Citizen News, July.
- 1984 Co-author, Microcomputers Go To School, Pluribus Press.
- 1984 "With Liberty and Justice For All--Commentary on the Recent Court Decision on Connecticut's School Finance Formula", Connecticut Association of School Boards Journal, Spring 1984.
- 1984 "Read this Before Pulling the Video Plug", American School Board Journal, December 1984.
- 1985 "When Sex Scandals Rock Your School"--a book review--Executive Educator, October 1985.
- 1987 "Steps to Take When Your Career Ladder Begins to Look Like a Gangplank"--a book review--Executive Educator.

- 1988 "The Supreme Court Has Been on Our Side All Along--A Practitioner's View of the Hazelwood Decision", Florida ASCD Journal, Spring 1988.
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- 1989 "Parental Choice of Schools: Catalyst for Change?", Undereducated/Uncompetitive USA, Union Carbide Corporation 1989. (Reprinted in the Florida School Board Association Journal and selected as "Best Article for 1989 by the Association.)
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- 1994 "State Comes Up Short in Educating Its Kids", invited OP Ed piece, St. Petersburg Times, August 21.
- 1994 "School Vouchers", invited OP Ed piece, St. Petersburg Times, October 10.
- 1994 "Tying Down the Fly-Away School", American School & University, December 1994.
- 1995 "Making School Reform and Accountability Work", St. Petersburg Times, May 1995.
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- 1996 Getting There From Here, New England Development Council, Spring
- 2002 "The HR Role: Key to School District Success", Best Practices, May/June
- 2011 "Courageous Acts: Personal Tales", The School Administrator, September

Instruction

Physical Activity

1. Students in the elementary grades shall participate in physical education for at least 60 minutes during each school week/cycle; students in middle schools at least 40 minutes every other day; and high school students 44 minutes every-other-day for each of eight quarters.
2. Elementary schools shall schedule recess before lunch.
3. The physical education program shall devote at least 50 percent of class time to actual physical activity in each week/cycle, with as much time as possible spent in moderate to vigorous physical activity.
4. The benefits of being physically active shall be linked with instruction about human growth, development, and physiology in science classes (secondary level), general education classes (elementary level), and with instruction about personal health behaviors in health education classes (both levels).
5. Middle schools shall offer intramural/interscholastic physical activity programs that feature a broad range of competitive and cooperative activities.
6. High schools shall offer interscholastic athletic programs that adhere to rules and regulations of FCIAC. All coaches shall comply with the policies, regulations, rules and enforcement measures codified in a regularly updated coaches' handbook.
7. Exemptions from physical education courses shall not be permitted on the basis of participation on an athletic team, community recreation program, ROTC, marching band, or other school or community activity.
8. Qualified staff, which may or may not be certified teachers, shall supervise all intramural programs, physical activity clubs, and athletic teams.

NORWALK PUBLIC SCHOOLS
Division of Financial Services
Norwalk, Connecticut

VI.C.

**CALENDAR FOR PREPARATION OF THE 2013/2014 OPERATING
BUDGET**

- October 5, 2012 Central Office receive budget packets
- October 5, 2012 Principals receive budget packets

- October, 2012 Facilities Director meets with Principals to develop
B&G budget and major capital project budget
(\$20,000+)

- October, 2012 Chief Operating Officer sends out preliminary staffing

- October, 2012 Chief Operating Officer meets with Principals who
wish to discuss staffing

- October, 2012 Individual meetings as needed. Call Finance (x44057)
for individual assistance

- October 19, 2012 Central Office completed Budgets due in Finance
- October 26, 2012 Principals completed Budgets due in Finance

- November, 2012 Superintendent meeting with Administrators on Budget
Priorities

Superintendent Focus Group meeting with Union
Representatives

Stake Holders Focus Group meeting on Budget
Priorities with the BOE Finance Committee

- November 5, 2012 Central Office reviews Program Proposals and staffing
requests

- November 12, 2012 Program Proposals reviewed with initiator and Central
Office staff

- December 18, 2012 Board Members receive Superintendent's
Recommended Budget with formal presentation on the
13-14 Budget and Program Improvements

- January 2 – 8, 2013 Board of Education reviews Superintendent Budget
proposal

- First week of January, 2013 Board of Education will meet with City Finance
Department to discuss budget

- January 9, 2013 Special Meeting of the Board of Education to review and approve Budget
- On or before January 11, 2013 Completed revised Budget for the operation of the Norwalk Public Schools is forwarded to the City Director of Finance

CITY BUDGET PROCESS

- 2nd Monday of February (2/11/13) Finance Director submits Budget to the Board of Estimate & Taxation
- 4th Monday of February (2/25/13) Board of Estimate & Taxation meets to start Budget review
- 4th Tuesday of February (2/26/13) Common Council adopts cap on appropriations.
- March 6th, Wednesday (3/6/13) Board of Estimate & Taxation meets with BOE to review Budget at 7:30 p.m. in Room 231 (tentative)
- March 20st, Wednesday (3/20/13) Public Hearing on the Operating Budget at 7:30 p.m. in the Concert Hall (tentative)
- 1st Monday of April (4/01/13) Board of Estimate & Taxation completes review and forwards proposed Budget to Council
- No later than 3rd Tuesday of April (4/16/13) Common Council may amend cap on appropriations
- Unspecified (logically between 4/15/13 and 4/22/13) Board of Estimate & Taxation meets to adjust Budget on new cap
- 1st Monday in May (05/06/13) Board of Estimate & Taxation adopts Budget and tax rates
- May 2013 Chief Operating Officer finalizes staffing for 2012/2013
- 2nd Meeting in May 5/14/13 Board adopts the Budget (tentative)

/rg
bud calendar
9/28/2012