

# **SCHOOL LEADERSHIP, LLC**

*Supporting Leadership For America's Schools*



71 Dogwood Avenue  
Malverne, New York 11565

(800) 975-1730

FAX: (603) 580-1124

E Mail: [Leadschools@aol.com](mailto:Leadschools@aol.com)

URL: [www.leadschools.us](http://www.leadschools.us)

November 11, 2016

Members of the Board of Education  
CHAPPAQUA CENTRAL SCHOOL DISTRICT  
66 Roaring Brook Road  
Chappaqua, New York 10514

Dear Board Members:

In a conversation this week with Board Vice-President Victoria Tipp, I agreed to send to you this Proposal Letter for a Superintendent Search as a means of outlining the typical way in which we assist boards of education in undertaking this the most primary of their responsibilities. It is important to note, however, that each search is customized to meet the unique needs of the district. I would be happy to meet with you if you wished any additional information.

Search consultants from School Leadership, LLC have conducted more than eighty-five successful superintendent searches in the New York City region, as well as other administrative searches, and have extensive experiences as superintendents and/or board members at both the local district as well as at the regional level. We have developed an excellent network of national contacts, and an awareness of many of the very best candidates currently seeking new positions. We use a variety of strategies to recruit as many qualified candidates as possible, and we also aggressively recruit selected individuals with outstanding reputations who may not be actively looking for a new position. Many of us serve as adjunct faculty members in area universities which prepare school leaders including superintendents; this allows us to network with colleagues at other universities throughout the country who may also be aware of outstanding candidates.

A basic flow chart is also enclosed which outlines the major activities in a typical search (the details of the Chappaqua search would be customized to the needs of the Chappaqua district). In addition to advertisements in key publications, we will send an informative mailing about the vacancy to more than 1,400 superintendents and others who hold key leadership positions in government, private organizations, and important educational groups in the Northeast and nationally. We are in touch with several high profile organizations which can provide well-qualified candidates for superintendent searches. These include the New York State Council of School Superintendents (NYSCOSS), American Association of School Administrators (AASA), National Alliance of Black School Educators (NABSE), National School Boards Association (NSBA), Association of Educational Service Agencies (AESAs), Suburban School Superintendents (SSS), the Association for Supervision and Curriculum Development (ASCD), National Council of LaRaza, National

Association of Latino Administrators and Superintendents, and regional associations of women administrators.

Over the past several years, members of search teams from School Leadership, LLC have conducted searches for many local and regional school districts in the tri-state area. We know that the Board has a variety of search consultants from whom to choose. However, we believe that School Leadership LLC has some extraordinary strengths that will work to the advantage of the Chappaqua district. Here are some of the reasons we feel this way:

- ❑ In a search today, because of the demographics of the superintendency, considerable first-person contact time is required: networking for recommendations, calling potential candidates, checking primary and secondary references, etc.. School Leadership, LLC assigns a minimum of two professionals to any search, and has additional depth of other associates available to assist with these tasks (see our website, [www.leadsschools.us](http://www.leadsschools.us) for a complete listing). This maximizes the time and attention which would be given to the Chappaqua search. At this critical juncture in public education, networking is absolutely key to bringing both an adequate number, and the best mix, of potential candidates to the Board's attention. Our searches identify a pool of highly qualified candidates with, typically, about one-third coming from outside New York State.
- ❑ School Leadership, LLC is one of the largest New York companies engaged in the educational leadership search process, with access to many search consultants who have an intimate knowledge of communities in this region of the country, as well as experience with suburban school districts nation wide. While our client base is regional, our searches are national in scope if that is what the Board desires. Our size permits us to provide seamless backup if a consultant is for any reason unable to continue..
- ❑ We offer a high level of personalized attention to our clients and to every detail of the process. Our work is not based on a set of standard procedures but, rather, on a carefully and mutually-developed plan that takes into account Chappaqua's special interests and concerns.
- ❑ We meet or communicate with the Board throughout the process, and our consultants' New York locations assure easy accessibility when there are questions requiring immediate attention.
- ❑ We work closely with the Board to develop a well-defined Superintendent Profile of the leadership and personal characteristics required. Community and staff feedback meetings, if desired, are used to obtain input for the Board's consideration about the qualities desired in a new superintendent. We offer to conduct these meetings and report our findings to the Board. Many of our clients have also used our questionnaire, in written and electronic form, to reach out to constituents who are unable to personally attend a focus group meeting. The Board's Superintendent Profile, and the findings of the meetings and results of the questionnaire, provide guidance to us as we conduct our recruiting and screening efforts and provide later guidance to the Board as it interviews candidates.
- ❑ We manage all details relating to advertising, candidate applications, preliminary reference checking, and eligibility for certification.

- ❑ We conduct preliminary screening interviews with the candidates who best meet the Board's desired profile. No candidate will be recommended to the Board who has not successfully completed a screening interview with us. We typically identify from four to six semi-finalists, whose backgrounds and references will be reported to the Board in detail.
- ❑ We schedule semi-finalist interviews for the Board and, to the extent it desires, guide the Board through the selection of finalists.
- ❑ We schedule the finalist interviews for the Board and, if requested, help develop a schedule for any finalist visits to the Chappaqua district.
- ❑ Once the Board has selected a single finalist, we can assist in arranging a site visit to that candidate's district, if desired, before a contract is offered.

This is a summary of our normal process; we are open to changes based upon the needs described to us by the board.

#### Fees and Expenses:

Our full search fee is based on the services described within this letter, including the services of the consultants who would facilitate the search for the Chappaqua Board of Education. Based upon the services outlined above, we charge a fee of \$20,000 plus reasonable and necessary School Leadership expenses, subject to prior approval (usually no more than \$1,500).

Approximate other costs the Board may incur, billed separately by the provider, include:

Preparation, printing and mailing of our recruitment letter, if desired (\$1,200)

Newspaper, journal, on-line advertising, if desired (this cost totally depends upon venues selected by the Board and ranges from free web sites through the cost of a New York Times national ad)

At the Board's election, reimbursement of travel costs of candidates invited by the Board from outside the region

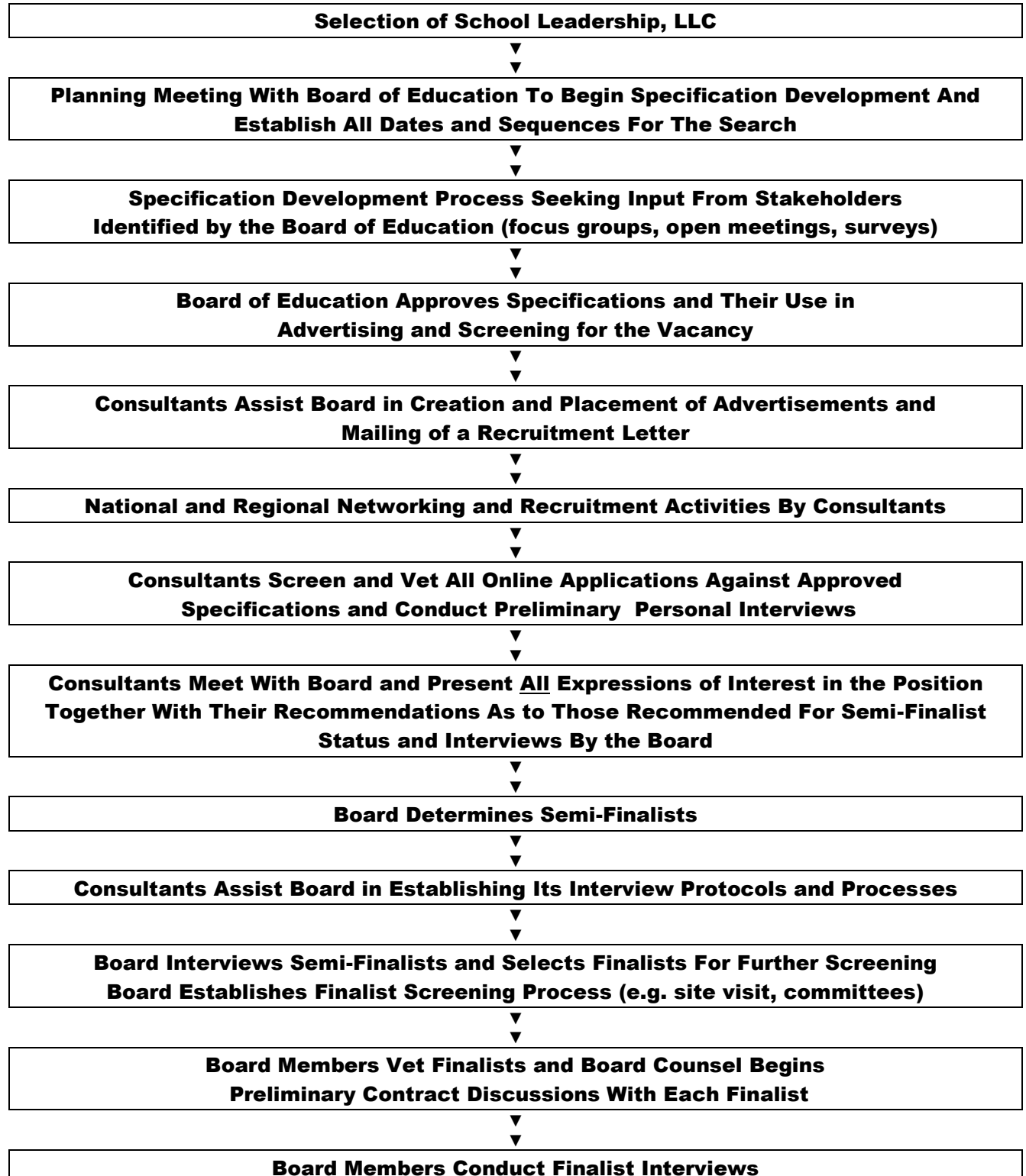
Enclosed you will find [1] a search timeline, subject to adjustment through discussions with the Board, which is based on a July 1, 2017 replacement date. As discussed with Ms. Tipp, the actual replacement date would depend upon the Board's ultimate determination as to the length of any interim superintendent period. [2] a listing of searches and other engagements completed by School Leadership, LLC during 2004-2016, together with reference and contact information, and [3] a copy of my current resume.

Cordially,

Charles W. Fowler  
President

Enclosures

## TYPICAL SEARCH PROCESS



# **SCHOOL LEADERSHIP, LLC**

*Supporting Leadership For America's Schools*

**And Make An Employment Offer**

## **SUPERINTENDENT SEARCH, CHAPPAQUA CSD**

### **Preliminary Timetable for Superintendent Search** **[For The Purpose Of Discussion With The Board]**

<b>Activity</b>	<b>Date</b>
Planning Session – Board of Education and Consultants	November 2016
Meeting with constituent groups to gain input as to the background/qualities needed in the new superintendent	December 2016
Board Adoption of specifications for the superintendent search based on the community input and Board priorities, authorization for advertising, and establishment of salary/benefit provisions for ads	December 2016-January 2017
Advertisement of vacancy/solicitation of nominations and other recruitment activities	January-February 2017
Applications close	February 2017
Consultants screen candidates, conduct interviews and reference checks	March 2017
Consultants present information on all applicants together with suggested semi-finalists to the Board; Board selects semi-finalists for interviews	March 2017
Board selects 2-3 finalists for additional interviews, additional reference checks	March-April 2017
Board determines if a site visit is warranted, negotiates contract with finalist	April 2017
Board appoints Superintendent to begin at a date to be mutually agreed upon	April 2017

## **FORMER SCHOOL LEADERSHIP, LLC CLIENTS**

### **Superintendent Searches, 2004-2016**

Amityville, New York (2007)

Board Contact: President Michele Sikhrangkur (631) 565-6019

Arlington, New York (2011)

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

Baldwin, New York (2005)

Board Contact: President James T. Scannel (516) 377-9271

Baldwin, New York (2007)

Board Contact: President James T. Scannel (516) 377-9271

Bedford, New York (2008)

Board Contact: Susan W. Elion (914) 241-6020

Bellmore-Merrick Central High School District, New York (2007)

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

Brewster, New York (2014)

Board Contact: President Dr. Stephen Jambor, (845) 279-8000

Briarcliff, New York (2010)

Board Contact: President Janet Marinaccio (914) 941-8880

Bridgehampton, New York (2010)

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

Carle Place, New York (2005)

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

Chappaqua, New York (specification development only) (2010)

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

Clarkstown, New York (2011)

Board Contact: President Douglas Katz (845) 639-6300

Cold Spring Harbor, New York (2005)

Board Contact: President Paul Bregman (631) 367-5900

Darien, Connecticut (specification development only) (2010)

Board Contact: President Kimberly Westcott (203) 656-7400

East Islip, New York (2007)  
Board Contact: President Gary J. Lamm (631) 224-2000

East Meadow, New York (2007)  
Board Contact: Deborah Coates (516) 478-5776

East Ramapo, New York (2016)  
Board Contact: President Yehuda Weissmandl (845) 577-6016

Eastchester, New York (2013)  
Board Contact: David Carforo (914) 793-6130

Eastport-South Manor CSD, New York (2005)  
Board Contact: President Donna M. Dewey, (631) 874-6720

Edgemont CSD, Scarsdale, New York (2013)  
Board Contact: Michaeline Curtis, (914) 472-7768

Elmsford, New York (2013)  
Board Contact: Matthew Evans, (914) 592-6632

Fairport, New York (2014)  
Board Contact: Margaret Cardona, (585) 421-2004

Floral Park-Bellerose CSD, New York (2012)  
Board Contact: President David Fowler, (516) 327-9300

Frontier CSD, Hamburg, New York  
Board Contact: President Janet MacGregor Plarr, (716) 926-1700

Garden , New York (2005)  
Board Contact: President Kenneth Monaghan (516) 478-1010

Glen Cove, New York (2005)  
Board Contact: President Janet Bates-Wilkins (516) 801-7001

Greenburgh CSD, New York (2015)  
Board Contact: President Lloyd Newland (914) 761-6000

Harborfields, New York (2005)  
Board Contact: President Robert A. Ciafardoni (631) 754-5320

Hastings-On-Hudson, New York (2006, 2012)  
Board Contact: Mary A. Wirth (914) 478-6200

Hempstead, New York (2008)  
Board Contact: President Charles Renfroe, (516) 292-7111

Hewlett-Woodmere, New York (2004)  
Board Contact: President Richard Braverman (516) 792-4800

Hicksville, New York (2015)  
Board Contact: President Phil Heckler (516) 733-2106

Ithaca, New York (2010)  
Board Contact: President Robert Ainslie (607) 274-2101

Katonah-Lewisboro CSD (2007, 2010)  
Board Contact: President Peter Breslin, (914) 763-7000

Kings Park, New York (2007)  
Board Contact: President Neil Johnson (631) 269-3210

Levittown, New York (2010, 2014)  
Board Contact: President Kevin Reagen, (516) 520-8300

Lynbrook, New York (2013)  
Board Contact: Catherine Papadrew, (516) 887-6558

Massapequa, New York (2005)  
Board Contact: President Arlene Martin (516) 308-5000

Merrick, New York (2012)  
Board Contact: President Joanne Seibert (516) 992-7240

Nassau County BOCES, New York (2004, 2009, 2015)  
Board Contact: President Eric Schultz (516) 396-2500

New Hyde Park-Garden Park, New York (2008)  
Board Contact: President Patricia Rudd (516) 352-6257

New Rochelle, New York (2006)  
Board Contact: President Jerry Smith (914) 576-4300

Newburgh, New York (2011)  
Board Contact: President Dawn M. Fuchek (845) 563-3500

Niagara-Wheatfield CSD, New York (2012) (2015)  
Board Contact: President Steven Sabo (716) 215-3003

North Collins, New York Central School District (2015)  
Board Contact: President Shannon Locking (716) 337-0101

Northport-East Northport, New York (2006)  
Board Contact: Arlene Munson (631) 262-6600



Nyack, New York (2010)

Board Contact: President Michael P. Lagana (845) 353-7000

Patchogue-Medford, New York (2007)

Board Contact: President Peggy Felouzis (631) 687-6380

Pawling, New York (2012)

Board Contact: Robert Hill, (845) 855-4600

Peekskill, New York (2010)

Board Contact: President Michael Simpkins (914) 737-3300

Pequannock, New Jersey (2008)

Board Contact: President Thomas F. Berg (973) 616-6030

Pocantico Hills, New York (2008)

Board Contact: President Robert W. Balog (914) 631-2440

Ridgewood, New Jersey (2006)

Board Contact: President Mark Bombace, (201) 670-2700

Rochester School For The Deaf (2014)

Board Contact: Dr. Michael Doughty, (585) 544-1740

Roslyn, New York (2005)

Board Contact: President Dani Kline (516) 801-5001

Rye City School District, New York (2011)

Board Contact: President Laura Slack (914) 967-6100

Sag Harbor, New York (2008, 2014)

Board Contact: President Theresa Samot (631) 725-5300

Scarsdale, New York (2014)

Board Contact: President Suzanne Seiden (914) 721-2410

Sewanhaka CHSD, New York (2011)

Board Contact: President Jean Fichtl (516) 488-9800

Shelter Island, New York (2010)

Board Contact: President Rebecca Mundy (631) 749-0302

Shoreham-Wading River, New York (2011)

Board Contact: President Jack Costas (631) 821-8105

Silver Creek CSD, New York (2012)  
Board Contact: President Matt Bogosian (716) 934-2603

Somers, New York (2010)  
Board Contact: President Lucia Vece (914) 277-2400

Southampton, New York (2007, 2013)  
Board Contact: President Sandra Klemuk (631) 591-4510

Southold, New York (2008)  
Board Contact: President Richard L. Caggiano (631) 765-5400

Summit, New Jersey (2008)  
Board Contact: President Eleanor Doyle (908) 918-2100

Tenafly, New Jersey (2008)  
Board Contact: President Donald Kaplan (201) 816-4900

Valhalla, New York (2010)  
Board Contact: President Michael Smith (914) 683-5040

Valley Stream, New York (District #13) (2011) (2015)  
Board Contact: President Joseph Disibio (516) 568-6100

Valley Stream, New York (District #30) (2008)  
Board Contact: President Maria A. Fletcher (516) 285-9881

Valley Stream, New York (Central High School District) (2011)  
Board President: President Kenneth Cummings (516) 872-5601

Wantagh, New York (2011)  
Board Contact: President William Russack (516) 781-8000

West Hempstead, New York (2006)  
Board Contact: President Vincent Trocchia, (516) 390-3107

White Plains, New York (2014)  
Board Contact: President Rosemarie Eller (914) 422-2019

### **Other Consulting Engagements and Searches, 2004-2015:**

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, Administrative Search: Assistant Superintendent for Human Resources
Client:	Briarcliff, New York Board of Education
Activity:	Facilitation of Strategic Planning Activity Facilitation of Assistant Superintendent Search Facilitation of Administrative Team Development
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:	Fayetteville-Manlius, New York Central School District
Activity:	Facilitation of a Long-Range School Facility Plan
Client:	Franklin Square, New York Board of Education
Activity:	Analysis of Alternative Grade Organization Pattern
Client:	Freeport, New York Board of Education
Activities:	Facilitation of School Board Development Facilitation of Strategic Planning (2010, 2015)
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 (2)
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 School District, New York
Activities:	Administrative Searches: School Business Executive, Director of Human Resources & Labor Relations, and High School Principal
Client:	Katonah-Lewisboro School District, New York
Activities:	Administrative Search: High School Principal Design and conduct of staff exit interviews Facilitation of School Board Development
Client:	Lynbrook, New York Board of Education
Activity:	Facilitation of Strategic Planning
Client:	Mamaroneck, New York Board of Education
Activity:	Facilitation of School Board Development
Client:	Maria Regina High School, Greenburgh, New York
Activity:	Administrative Search: High School Principal
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
Activity:	Facilitation of Strategic Planning
Client:	New York State Association of School Business Officials
Activity:	Facilitation of Strategic Planning
Client:	Niagara Wheatfield CSD, New York Board of Education
Activity:	Facilitation of Interim Superintendent Search
Client:	North Bellmore, New York Board of Education
Activity:	School Grade Configuration Study and Plan
Client:	Northport-East Northport, New York Board of Education
Activity:	Facilitation of School Board Development
Client:	Ossining, New York Board of Education
Activities:	School Grade Configuration/Space Utilization Study and Plan Development of Educational Specifications Facilitation of Bond Proposal Facilitation of School Board Development Facilitation of Asst. Supt. For Business Search

Client:	Our Lady of Mercy School for Young Women, Rochester, New York
Activities:	Facilitation of the Development of a Strategic Plan
Client:	Oyster Bay-East Norwich, New York Board of Education
Activity:	Facilitation of School Board Development
Client:	Pawling, New York 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
Activities:	Facilitation of Administrative Leadership Development High School Principal Search
Client:	Scarsdale (NY) Public Schools
Activities:	Facilitation of School Board Development, Superintendent Entry Plan Assistant Superintendent for HR Search Assistant Superintendent for Business Services 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
Activity:	Facilitation of School Board Development
Client:	Valley Stream #13, New York Board of Education
Activities:	Facilitation of School Board Development Facilitation of Strategic Planning
Client:	Valley Stream #30, New York Board of Education
Activites:	Facilitation of School Board Development, Facilitation of Strategic Planning (2010, 2015)
Client:	Valley Stream CHSD, New York Board of Education

Activity: Facilitation of School Board Development

Client: Webutuck, New York Board of Education  
Activity: 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; President, The Horace Mann League of the United States of America, Inc.

### 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, 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  
Chappaqua, 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 School District  
Baldwin, New York Public Schools  
Garden , 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  
Pequannock 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 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](http://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  
Norwalk, Connecticut 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  
Eastchester, New York Public Schools  
Edgemont, New York Public Schools  
Elmsford, New York Public Schools  
Scarsdale, New York Public Schools  
Fairport, New York Public Schools  
White Plains, New York Public Schools  
Pawling, New York Public Schools  
Brewster, New York Central School District  
Frontier CSD, Hamburg, New York  
Hicksville, New York Public Schools  
Rochester, New York School For The Deaf  
Maria Regina High School, Greenburgh, New York  
Greenburgh Central Schools, Greenburgh, New York  
Our Lady of Mercy High School, Rochester, New York  
Fayetteville-Manlius CSD, Manlius, New York  
East Ramapo CSD, Spring Valley, New York  
Howard University/AASA Urban Superintendents' Academy

Adjunct Professor:

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

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