

THE CONNECTICUT ASSOCIATION OF SCHOOLS

THREE-YEAR PLAN:

2003-2006

MISSION:

The Connecticut Association of Schools provides exemplary programs and services that promote excellence in the education of all children.

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CONNECTICUT ASSOCIATION OF SCHOOLS

THREE-YEAR PLAN

The most cherished tradition of the Connecticut Association of Schools is its steadfast commitment to promoting an excellent education to all students throughout the state. To ensure the continuous enhancement of this tradition, the central focus and the most essential work of the Association are in the areas of school reform, educational leadership, and professional development. This three-year plan identifies important goals in these three areas and lists objectives, initiatives, and tasks related to the goals and their completion. In doing so, the plan guides the Association in its work to improve the education of students, to empower the voice of professional educators, to effect legislation that enhances teaching and learning, and to implement preferred practices in administrative leadership. As important, the plan sustains as a priority the work of the Association pertaining to the development of students as honest, caring, and productive members of society.

*Dr. Allen J. Fossbender, President
Connecticut Association of Schools*

CAS EXECUTIVE STAFF

Michael H. Savage
Executive Director

Thomas Galvin
Associate Executive Director
Director of the Connecticut Principals' Center

Earle G. Bidwell
Assistant Executive Director
Middle School Services

Dr. Michael Buckley
Assistant Executive Director
High School Services

Dr. Robert Carroll
Assistant Executive Director
Elementary School Services

Dr. Dennis Carrithers
Director of Special Programs

Matthew Fischer
Director of Information Services

J. Robert Ford
Director of Development

George Hall
Assistant Director of Unified Sports®

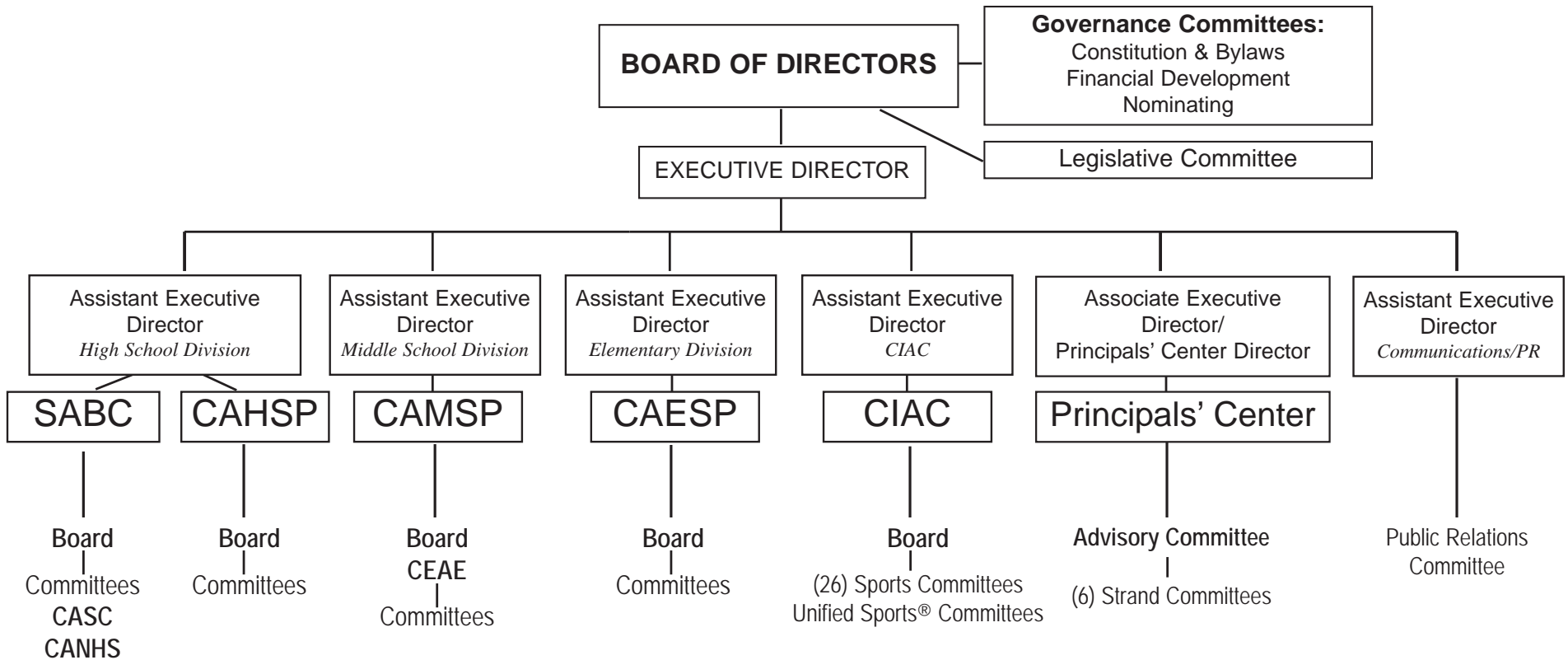
Ann Malafronte
Director of Unified Sports®

Anthony Mosa
Assistant Executive Director
CIAC

Karen Packtor
Assistant Executive Director
Public Relations/Communications

THREE-YEAR PLAN

Structure for Implementation



CAHSP- Connecticut Association of High School Principals
CAMSP- Connecticut Association of Middle School Principals
CEAE - Center for Early Adolescent Educators
CAESP- Connecticut Association of Elementary School Principals
SABC - Student Activities Board of Control
CASC - Connecticut Association of Student Councils
CANHS - Connecticut Association of National Honor Societies
CIAC - Connecticut Interscholastic Athletic Conference

Component 1:

Organizational Structure










Organizational Structure

This component of the Three-Year Plan focuses on the operations of the CAS office with the goal of enhancing the overall quality and efficient delivery of products and services to member schools. The objectives will be accomplished by building on past successes while working to address new challenges in business-related and communication-related technologies. These objectives include, among others, to broaden member representation on all boards and committees, to use technology effectively, to enhance the efficacy of CAS-CIAC committees and boards, to increase participation in CAS-sponsored activities, and to explore options for site-based and regional services, programs, and activities.

Resources legend for the following action plan pages:

- \$ - Low Resources
- \$\$ - Moderate Resources
- \$\$\$ - High Resources

Committee/Board legend for the following action plan pages:

- | | |
|---|---|
|  PC: Principals' Center |  Legislation Committee |
|  CAESP: CT Association of Elem. School Principals |  PR Committee |
|  CAMSP: CT Association of Middle School Principals |  Staff |
|  CAHSP: CT Association of High School Principals | |
|  SABC: Student Activities Board of Control | |
|  CIAC: CT Interscholastic Athletic Conference | |

Organizational Structure

Objective 1: *Broaden representation on all CAS-CIAC boards and committees to achieve greater balance of representation in race, ethnicity, gender and region.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Personal contacts with invitations to urban administrators in mentor & aspirant programs to serve on Principals' Center committees 1. Letters to all urban administrators personally inviting them to join a committee 2. Follow-up phone calls 3. Contacts from current committee members	Principals' CenterDirector	0	June, 2003--September, 2006	June, 2004 June, 2005	Broader membership on committees
CAESP - Network with SDE to ensure CAS role in urban initiatives and in reducing racial and ethnic isolation	Elementary Urban Committee	0	June, 2003--September, 2006	June, 2004, June, 2005	Broader membership involved in urban committee initiatives
CAHSP - Solicit recommendations from CAHSP board for vacancies	Central Office Staff	0	June, 2003--June, 2005	June, 2004 June, 2005	Representation on CAHSP board
SABC - Expand board to include additional middle and elementary level representatives	SABC	0	September, 2003--June, 2005	December, 2003 May, 2004 September, 2004	Additional members (up to 6)
SABC - Provide technical assistance in developing guidelines for elementary and middle level student activities	SABC	0	September, 2003-June, 2005	December, 2003 May, 2004 September, 2004	
CIAC - Actively recruit members from among under-represented groups (e.g., minority, female, urban administrators) to serve on the CIAC Board of Control and CIAC sports committees	Nominating Committee	0	September, 2003--June, 2006	CIAC Board: May, 2004; May, 2005; May 2006 Sports Committees: Sept., 2004; Sept., 2005; Sept., 2006	Increased representation from targeted groups

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Committee/Board legend for the following action plan pages:

PC - Principals' Center
 CAESP - CT Association of Elem. School Principals
 CAMSP - CT Association of Middle School Principals
 CAHSP - CT Association of High School Principals
 CIAC
 SABC
 Legislation Committee
 PR Committee

Organizational Structure

Objective 2: *Expand the delivery of CAS programs, services, and activities through site-based or regional initiatives.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Expand the delivery of mentor/mentee services using urban sites and RESC's.	Mentor-Mentee Committee	0	September, 2003--June, 2006	June, 2004; June, 2005	Increase in number of off-site programs, services and activities
PC - Provide outreach to districts implementing the Center's Achievement Gap Plan	Principals' Center Director	0	September, 2003--June, 2006	June, 2004; June, 2005	Increase in number of off-site programs/services
CAESP - Establish regional network under CAESP banner with regional directors and regional services	CAESP Vice Chair	0	September, 2003--June,2006	June, 2004 June, 2005	Number of programs and round-table meetings held regionally
CAMSP - Expand professional development opportunities for middle level educators in CT in partnership with NELMS 1. Increase number of offerings at CAS site 2. Offer sessions for school leaders other than principals (team leaders, department heads etc.)	CAS Staff CAMSP/CEAE boards	0 (All offerings will break even or generate income for CAS)	September, 2002--September, 2004	September, 2003 September, 2004	Increased number of workshops and/or increased participation
CAHSP - Conduct 2 (of 6) monthly meetings of the Assistant Principals Committee off-site	Staff & Chair of the Asst. Principals Committee	0	September, 2003--June, 2005	June, 2003; June, 2004; June, 2005	Achieved or not
CAHSP - Conduct 3 CAHSP mini-conferences off-site annually	Staff & CAHSP Chair	0	September, 2003--June, 2005	June, 2003; June, 2004; June, 2005	Achieved or not
CAHSP - Conduct on-site follow-up for schools participating in "Respect Me"	Staff consultants to be hired	\$	September, 2003--June, 2005	June, 2003; June, 2004; June, 2005	3 schools in 2003; 6 schools in 2004; 12 schools in 2005
SABC - Sponsor student leadership conferences (including programs for student athletes), workshops for advisers, and similar meetings in various areas around the state	Chairs of SABC, CASC, and CANHS		September, 2003--June, 2006	December, 2003 May, 2004 September, 2004	Meetings/workshops held in at least four (4) areas
SABC - Provide technical assistance to schools developing community service/service learning activities	SABC		September, 2003--June, 2006		Workshops for principals on service learning projects

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Organizational Structure

Objective 2 (continued): *Expand the delivery of our programs, services, and activities through site-based and regional initia-*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
SABC - Conduct a comprehensive assessment of activities that are monitored by SABC. This assessment will also be used to measure the number of schools currently unaware of the role and function of SABC.	SABC Chair Asst. Executive Director	\$	September, 2003--June, 2004	January, 2004	Report to SABC members
CIAC - Explore feasibility of joining with CAAD and/or CHSCA in providing in-service programs for coaches	Executive Director	\$	September, 2003--June, 2004	January, 2004	Written recommendation presented to CIAC board
CIAC - Provide assessment and technical support to schools seeking to enhance sportsmanship/character development	Executive Director Goal Committee	\$\$	September, 2003--June, 2006	June, 2004; January, 2005; June, 2006	Program developed; outreach plan established; services delivered

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tives.

Organizational Structure

Objective 3: *Broaden the involvement of retired administrators in the work of the association.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Study the N.Y.C. "Emeritus Corps" and other such activities to see if these are possibilities for the Principals' Center	Principals' Center Director	\$ (some travel funds)	June, 2003--June, 2006	June, 2004; June, 2005	Increased involvement of retirees in PC programs/activities
PC - Study the possibility of a role for retirees in the "Achievement Gap" plan.	Principals' Center Director	0	June, 2003-June, 2006	June, 2004; June, 2005	Involvement of retirees in "Achievement Gap" plan
CAESP - Start a retired principals' council to: 1. generate new ideas 2. establish a network of mentors 3. offer workshops on topics such as "retirement pitfalls" 4. Recruit retirees to make lobbying/advocacy efforts in Hartford on behalf of CAS and its members 5. Encourage retirees to serve as mentors for new principals by participating in the Mentor/Mentee Program as well as other Principals' Center programs 6. CAESP - Enlist retired administrators to staff a principals' hotline or web-based chatroom/bulletin board. 7. Enlist retirees to serve on a "membership committee" which will serve to recruit members either through a "phone-a-thon" or through visits to schools	CAESP Board	\$-\$\$ (Travel, honorarium for workshop presentations)	June, 2003-June, 2006	June, 2004; June, 2005	Number of retirees involved and number of activities implemented
CAMSP - Provide the Principals' Center with names/information regarding recently retired middle level administrators who might be appropriate mentors for new administrators	CAS Staff CAMSP/CEAE Boards	0	September, 2003--September, 2004	December, 2003 September, 2004	Evidence of list

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Organizational Structure

Objective 3 (continued): *Broaden the involvement of retired administrators in the work of the association.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
CAMSP - Explore use of retired middle level administrators and/or teachers to serve as advocates for middle level education 1. Identify target retired educators 2. Identify issues 3. Explore appropriateness of committee work 4. Letters of invitation 5. Coordination of service	CAMSP Board, CEAE Board, CAS Staff and middle level committees	\$ \$ (Postage, meals and mileage)	September, 2003--September, 2005	February, 2004	Retirees serving as advocates with the legislature, attending public education events on behalf of CAS, writing op-ed articles and serving on committees
SABC - Include retired administrators in the review process for Flanagan Grants	Asst. Executive Director		September, 2003--March, 2004		Three (3) retired administrators on review committee
CIAC - Increase number of retired administrators serving on CIAC sports committees	Assistant Executive Director	0	September, 2003-- May, 2006	October, 2003; October, 2004; October, 2005	Expanded pool of active retired administrators

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Organizational Structure

Objective 4: *Continue to make technology a priority in improving communication and dissemination of information.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Increase use of website for conference registration	Principals' Center Director	0	June, 2003--June, 2006	June, 2004; June, 2005	Increase in on-line conference registration
PC - Conduct all surveys on-line	Principals' Center Director	0	June, 2003--June, 2006	June, 2004; June, 2005	Increase in number of on-line surveys
PC - Technology Committee to develop ways to use website and links for Center activities beginning with Mentor-Mentee" link	Technology Committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Expanded Principals' Center website
PC - Explore on-line professional development opportunities	Principals' Center Director	0	June, 2003--June, 2006	June, 2004; June, 2005	Development of on-line professional development programs
PC - Create a page on the website which will allow principals to link to sample policies/procedures on such issues as discipline, copyrights, evaluation, parent involvement, etc.	Principals' Center Director Advisory Committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Increased use of site by administrators
CAESP - Improve and expand resources provided on CAS website: 1. Add CAESP board news and meeting minutes 2. Broadcast regular e-mail alerts regarding upcoming CAESP events/activities 3. Explore and research models for web-based hotlines, chatrooms & bulletin boards 4. Expand links to higher education institutions, SDE, NAESP and other resources	Assistant Executive Director and webmaster	0	June, 2003--June, 2006	June, 2004 June, 2005	Expanded website
CAMSP - Make electronic communication the primary means of communication from CAS to committees and boards 1. Collect e-mail addresses from all middle level committee and board members 2. Eliminate paper and fax meeting notices 3. Send minutes via e-mail 4. Post all minutes on website	CAS Staff	0 (in fact, this practice will save resources)	September, 2002 No completion date	September, 2003	Review of practice

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Organizational Structure

Objective 4 (continued): Continue to make technology a priority in improving communication and dissemination of information.

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
CAMSP - Post information regarding awards and award winners on the web-site 1. School of Year winner and links to web-site 2. Teacher of Year winner and link to web-site 3. Principal of Year winner and link to website 4. Certified Exemplary Practices schools and links to websites	CAS Staff	0	September, 2002--June, 2004	December, 2003	Review of CAS web-site
CAHSP - Develop <i>Respect Me!</i> "best practices" page on the CAS website and have a link to <i>Operation Respect CT</i> site.	Staff	0	September, 2003--June, 2004	January, 2004	Achieved or not
CAHSP - Develop a process for principals to conduct "quick" surveys via e-mail.	Staff	0	September, 2003--June, 2004	January, 2004	Achieved or not
CAHSP - Post all Assistant Principals Committee and CAHSP board agendas and minutes on-line	Staff	0	September, 2003--June, 2004	January, 2004	Achieved or not
SABC - All agendas and minutes will be posted on website	Assistant Executive Director and webmaster	0	September, 2003		Posting
SABC - The development of an SABC Best Practices website	Assistant Executive Director and webmaster	0	September, 2003--June, 2005		Website
CIAC - Continue to expand and enhance the CIAC website as a tool for dissemination of information regarding athletics & programs	Technology Coordinator & Goal Committee	0	September, 2003--June, 2006	May, 2004; May, 2005; May 2006	Report on enhancements and expansions
PR Committee - Send out all event/activity announcements via e-mail as well as by mail/fax	Central Office Staff	0	September, 2003--June, 2006	January, 2004; January, 2005	Increased use of e-mail for communication with members

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Organizational Structure

Objective 4 (continued): Continue to make technology a priority in improving communication and dissemination of information.

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
Staff - Transition BULLETIN from a printed publication to an electronic newsletter	Editor and webmaster	0	September, 2004--June, 2005	September, 2004: begin disseminating e-newsletter as well as printed publication; June, 2005: cease printed publication	Development of e-newsletter
Staff - At the end of each week, send out a broadcast e-mail to all member schools announcing the CAS events/activities for the following week	Central Office staff	0	January, 2004		Weekly e-mail messages to members

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Organizational Structure

Objective 5: Increase member school participation in all CAS-CIAC programs/activities.

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Review evaluations from past programs and conduct surveys to determine which programs best serve membership. Develop programs around results of review/surveys.	Principals' Center Director and committees		June, 2003--June, 2006	June, 2004 June, 2005	Attendance records which reflect a strong increase in participation
PC - Additional and/or more focused marketing efforts to promote Principals' Center activities	Principals' Center Director and committees		June, 2003--June, 2006	June, 2004 June, 2005	Attendance records which reflect a strong increase in participation
CAESP - Create a needs assessment to ascertain needs/interests of CT elementary principals and distribute findings to appropriate committees	CAESP Board and CAESP sub-committee	0	September, 2004--September, 2006	June, 2004 June, 2006	Assessments collected
CAESP - Direct outreach efforts to superintendents through formal presentation to CAPSS on benefits of CAS involvement	Assistant Executive Director CAESP board representatives	0	January, 2004--June, 2006	June, 2004 June, 2006	Presentation meetings
CAHSP - Identify (through surveys and event registrations) non- and low-participating schools and contact them directly regarding programs/activities	Staff & CAHSP board members	0	September, 2003--June, 2004	January, 2004	Achieved or not
CIAC - Implement strategies to increase participation of school administrators on CIAC sports committees	Assistant Executive Director Goal Committee	0	September, 2003--June, 2006	October, 2003; October, 2004; October, 2005	Increase in participation
CIAC - Implement strategies to increase member school participation in the CAS-CIAC student leadership conference	Assistant Executive Director	\$	November, 2003-May, 2006	March, 2004; March, 2005; March, 2006	Increase in participation
CIAC - Expand student council activities to include more member schools	Assistant Executive Director	\$	January, 2003-June, 2006	May, 2004; May, 2005; May, 2006	Increase in member school participation

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Organizational Structure

Objective 6: *Re-examine the mission and operation of the Principals' Center.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Study the current structure of the Principals' Center to see if additional committees (e.g., P.D., urban) are needed	Principals' Center Director Advisory Committee		June, 2003--June, 2006	June, 2004 June, 2005	Action taken by Advisory Committee
PC - Study the need for increased Principals' Center staffing to meet the demands brought on by the growth of the Center (include a variety of alternatives)	Principals' Center Director Executive Committee	\$-\$\$	June, 2003--June, 2006	June, 2004 June, 2005	Increase in participation
PC - Consider the possibility of arranging internships for Principals' Center aspirants	Aspirant Committee	\$-\$\$	June, 2003--June, 2006	June, 2004 June, 2005	Increase in participation

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Component 2:

Public Relations/State Presence

Public Relations/State Presence

This component of the Three-Year Plan examines methods, techniques and procedures to strengthen the Association's state presence and to increase the Association's name recognition and profile among individuals, groups, and organizations.

A stronger state presence and increased PR efforts will:

- enhance the Association's credibility and influence as THE voice for Pre-K-12 principals in Connecticut;
- broaden the understanding of the Association's mission as well as bring greater recognition to the organization and its member schools.
- strengthen the Association's influence on legislative and public policy issues;
- change the public's perception of the CIAC as an austere regulatory body; and,
- facilitate marketing activities which, in turn, provide resources to enhance and promote Association programs and services.

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- SABC: Student Activities Board of Control
- CIAC: CT Interscholastic Athletic Conference
- Legislation Committee
- PR Committee
- Staff

PR/State Presence

Objective 1: *Establish the Connecticut Principals' Center as the primary resource center for Connecticut principals.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Establish a Principals' Center Lending Library for school administrators	Principals' Center Director Committees	\$	June, 2003--June, 2006	June, 2004 June, 2005	Number of services/resources provided to members
PC - Expand the Principals' Center website to provide more services to principals	Principals' Center Director Committees	\$	June, 2003--June, 2006	June, 2004 June, 2005	Expanded Principals' Center website
PC - Explore the use of better communications to members on issues of concern	Principals' Center Director Committees		June, 2003--June, 2006	June, 2004 June, 2005	Increase in communications to members
PC - Do surveys and gather information from other sources of interest to principals	Principals' Center Director Committees		June, 2003--June, 2006	June, 2004 June, 2005	Additional resources provided to members
PC - Use consultants to research issues of interest/concern	Principals' Center Director Committees	\$\$	June, 2003--June, 2006	June, 2004 June, 2005	Additional resources provided to members
PC - Provide opportunities for ad hoc discussions	Principals' Center Director Committees		June, 2003--June, 2006	June, 2004 June, 2005	Additional discussion groups for members
PC - Conduct surveys and gather information from outside sources on matters of interest to principals	Principals' Center Director Committees		June, 2003--June, 2006	June, 2004 June, 2005	Additional resources provided to members
CAESP - Clarify the relationship between CAESP and the Principals' Center as to professional development for principals	CAESP board and Principals' Center Advisory Committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Reduction of duplicated programs

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PR/State Presence

Objective 1 (continued): *Establish the Connecticut Principals' Center as the state resource center for Connecticut principals.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
CAESP - Regular updates pertaining to priorities and activities of the Principals' Center	Representatives from respective associations/boards	0	June, 2003--June, 2006	June, 2004 June, 2005	Review of activity list of offerings
CAESP - Evaluate current Principals' Center aspirant program	Principals' Center Advisory Committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Number of aspirants and mentors

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PR/State Presence

Objective 2: *Enhance relationships with members of the legislature by continuing to focus efforts and resources on legislative initiatives.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
<p>CAESP - Speak with one voice knowing that together we are powerful advocates for principals, the principalship, and, most importantly, our students</p> <ol style="list-style-type: none"> Investigate the "key contact" model being developed by NAESP that will identify individuals who would be willing to share information with legislators. (While the NAESP model focuses on maintaining strong lines of communication with state representatives and senators at the national level, this concept might work at the state level as well) Carefully coordinate all joint ventures between CAESP, the other boards, and the Legislation Committee (the desired outcome will be to keep all decision-makers well-informed concerning those issues important to principals in the state of Connecticut) Continue to maintain strong lines of communication with CAS Legislation Committee in order to keep them aware of issues important to elementary principals 	CAESP Board reps, Legislation Committee and federal legislation officer	0	June, 2003--June, 2006	June, 2004 June, 2005	Yearly report by our federal legislation officer
<p>CAMSP - Raise awareness of the impact of middle level certification regulations on the teacher shortage among legislators and other public officials</p> <ol style="list-style-type: none"> Prepare presentations Host legislative breakfasts, "town meetings," etc. 	CAS Staff CAMSP Board	\$ \$ (Postage, meals and mileage)	September, 2003--September, 2005	February, 2004	Successful completion of at least 2 events and 2 mailings

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PR/State Presence

Objective 2 (continued): Enhance relationships with members of the legislature by continuing to focus efforts and resources on legislative initiatives.

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
CAMSP - Increase CAS and especially middle level visibility among members of the legislature 1. Develop and publish (for CAS members) a list of legislators and other public officials who have responsibility for or an interest in education 2. Mail or e-mail "Bulletin," "IMPACT" and/or articles of interest 3. Consider ways to utilize talents of retired administrators in this endeavor	CAS Staff CAMSP/CEAE Boards	\$ (Postage)	September, 2003--September, 2005	February, 2004 September, 2004	Evidence of list and mailings
CAHSP - Have CAHSP board meet with the Legislative Committee at the start of each school year; establish a board liaison to the Legislative Committee	Staff & CAHSP board chair	0	September, 2003--June, 2005	June, 2004	
CAHSP - Working through the various conferences/leagues represented on the CAHSP board, promote annual legislators' breakfasts	Staff & CAHSP board members	0	September, 2003--June, 2005	June, 2004	Achieved or not
CIAC - Encourage athletic leagues to conduct bi-annual meetings with area legislators	Executive Director	0	September, 2003--June, 2006	January, 2004 January 2005	Number of league/legislator meetings
CIAC - CIAC officers and/or board members meet annually with chairs of the Education Committee	Executive Director	0	September, 2003--June, 2006	Sept., 2003; Sept., 2004; Sept., 2005	Number of meetings held
CIAC - Use technology (e-mail & website) to inform member schools of legislative initiatives related to athletics	Technology Coordinator	0	September, 2003--June, 2006		Record of communication
Legislation Committee - Facilitate and encourage communication between CAS members and state legislators	Legislation Committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Increased support of legislators
Legislation Committee - Increase the committee's legislative efforts through additional meetings and contacts (e.g., position papers) with legislators	Legislation Committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Increased support of legislators

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PR/State Presence

Objective 2 (continued): *Enhance relationships with members of the legislature by continuing to focus efforts and resources on legislative initiatives.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
Legislation Committee - Implement Legislation Committee's sub-committee plan (e.g., testimony, position papers, legislative breakfasts, alerts)	Legislation Committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Increased support of legislators
Legislation Committee - Collaborate with the Assistant Principals Committee for increased contact with legislators	Legislation Committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Increased support of legislators
Legislation Committee - actively seek greater involvement from Pre-K-8 administrators	Legislation Committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Increased support of legislators
Legislation Committee - Use CAS On-Line Legislative Action Center more effectively	Legislation Committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Increased support of legislators

Resources legend for the following action plan pages:

- \$ - Low Resources
- \$\$ - Moderate Resources
- \$\$\$ - High Resources

PR/State Presence

Objective 3: *Rekindle our public relations efforts with a focus on “advocacy”-- i.e., protecting and promoting the needs and interests of our member schools and the students they serve.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Seek out regional and statewide committees to ensure Principals' Center representation	Principals' Center Director and Committee Chairs	0	June, 2003--June, 2006	June, 2004 June, 2005	Reactions of members principals as to how well their interests are being represented
PC - Ensure Principals' Center representation as stakeholder on all SDE, state, and legislative committees	Principals' Center Director and Committee Chairs	0	June, 2003--June, 2006	June, 2004 June, 2005	Reactions of members principals as to how well their interests are being represented
PC - Take proactive and reactive steps and positions to promote and protect members' interests	Principals' Center Director and Committee Chairs	0	June, 2003--June, 2006	June, 2004 June, 2005	Reactions of members principals as to how well their interests are being represented
PC - Use and publicize the Critical Issues Committee's paper on the principalship	Principals' Center Director and Committee Chairs	0	June, 2003--June, 2006	June, 2004 June, 2005	Reactions of members principals as to how well their interests are being represented
CAESP - Increase public relations/marketing efforts using media, technology and brochures 1. Review and refine communication models within and outside the organization 2. Standardize the “look” of all our publications for easy identification 3. Promote positive image of principalship via billboards, TV and newspapers 4. Explore the possibility of a high profile event at the Legislative Office Building to enhance PR	CAS sub-committee (Public Relations Committee) and Central Office staff	\$\$-\$\$\$	June, 2003--June, 2006	June, 2004 June, 2005	Number of media presentations and brochures; number of communication models; sample of new look on publications; number of presentations

Resources legend for the following action plan pages:

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- \$\$\$ - High Resources

PR/State Presence

Objective 3 (continued): *Rekindle our public relations efforts with a focus on “advocacy”-- i.e., protecting and promoting the needs and interests of our member schools and the students they serve.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
CAMSP - Developing strategies to promote and support sound educational practices 1. Determine target audiences 2. Develop messages 3. Recruit member principals and teachers to advocate for their programs 4. Provide advocacy training for administrators and teachers	CAS Staff CAMSP/CEAE Boards	\$ \$	September, 2003--September, 2005	February, 2004 September, 2004	Evidence of articles, successful workshops and involvement of member teachers and administrators
CAMSP - Promote exemplary practices through publications, electronic means and public forums 1. Bulletin 2. Newsletters 3. Op-ed pieces 4. Paid advertisements	CAS Staff CAMSP/CEAE Boards	Advertising funds	September, 2003--September, 2005	June, 2004	Successful completion of at least 2 publications in each category
CAHSP - Identify a priority issue annually and develop a CAHSP/CAS position paper on it	Staff & CAHSP board	0	September, 2003--June, 2005	June, 2004	Achieved or not
CAHSP - Solicit more editorials from member principals for publication in CAS BULLETIN, website, etc.	Staff & CAHSP board	0	September, 2003--June, 2005	June, 2004	Number published
SABC - Develop guidelines for fund-raising activities as well as for cheerleading coaches, debate team advisors, and band leaders	SABC		September, 2003--June, 2006		Handbooks

Resources legend for the following action plan pages:

- \$ - Low Resources
- \$ \$ - Moderate Resources
- \$ \$ \$ - High Resources

PR/State Presence

Objective 3 (continued): *Rekindle our public relations efforts with a focus on “advocacy”-- i.e., protecting and promoting the needs and interests of our member schools and the students they serve.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
SABC - Develop programs to celebrate students' success/participation in their schools	SABC	\$	September, 2003--June, 2006	June, 2004 June, 2005	Awards
PR Committee - Ask member school principals to include items in their school newsletters that publicize “good things” going on at CAS (news items could be taken directly from the CAS BULLETIN)	Central Office Staff	0	September, 2003--June, 2004	January, 2004	Publication of CAS news items in member school newsletters

Resources legend for the following action plan pages:

- \$ - Low Resources
- \$\$ - Moderate Resources
- \$\$\$ - High Resources

PR/State Presence

Objective 4: *Strengthen the Association's presence and influence at the state level.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Continue to search out possibilities for the Principals' Center to co-sponsor programs with other organizations and entities such as CAUP and SDE	Principals' Center Director and Committees	0	June, 2003--June, 2006	June, 2004 June, 2005	Record of state involvement
CAESP - Invite an SDE representative to serve as a consultant on the CAESP board and send mailings to appropriate SDE representatives	CAESP chair and board and assistant executive director	0	June, 2003--June, 2006	June, 2004 June, 2005	Record of the number of invitations and mailings sent as well as record of attendance of SDE rep at CAESP meetings

Resources legend for the following action plan pages:

- \$ - Low Resources
- \$\$ - Moderate Resources
- \$\$\$ - High Resources

PR/State Presence

Objective 5: *Increase the Association's name recognition among member schools as well as the general public.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
CAESP - Increase contact between agencies at pre-planning stage to develop common calendar/themes 1. Increase PR/marketing of CAESP activities using web announcements 2. Explore links to higher education and to SDE in implementation as well as additional resources	CAESP board	0	June, 2003--June, 2006	June, 2004 June, 2005	Greater coordination between CAS and other agencies; number of activities on web-site
CAMSP - 1. Expand the CAS exposure at state and regional educational events 2. Have a visible CAS presence at area principal's group meetings (Htfd. Area Group, Middlesex Consortium etc) 3. Maintain a presence at the NELMS and or NMSA Convention (booth, reception etc.)	CAS Staff CAMSP/CEAE Boards	\$ (meals and reception expenses)	September, 2003--September, 2005	June, 2004	Log of activities
CAMSP - Provide products that keep the CAS name and mission prominent in member schools 1. CAS file cabinet magnet 2. CAS website computer magnet 3. Door decal for member schools	CAS Staff CAMSP/CEAE Boards	\$\$ (Promotional materials)	September, 2003--September, 2005	June, 2004	Successful distribution of promotional material on a yearly basis
CAHSP - Attend league/conference meetings tri-annually to promote CAS programs and to survey needs/interests	Staff & CAHSP board	0	September, 2003--June, 2006	June, 2004; June, 2005	2003-2004: 5 leagues 2004-2005: 5 leagues 2005-2006: 6 leagues
PR Committee - Develop a multi-media CD-ROM that will serve as a PR tool to promote CAS among members, non-members, boards of education, superintendents, teachers, legislators, state agencies, colleges/universities, and potential corporate sponsors	Central Office staff PR Committee	\$\$	September, 2003--June, 2006	September, 2004; September, 2005	Distribution of cd to all "targeted" groups

Resources legend for the following action plan pages:

- \$ - Low Resources
- \$\$ - Moderate Resources
- \$\$\$ - High Resources

PR/State Presence

Objective 5 (continued): Increase the Association's name recognition among member schools as well as the general public.

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PR Committee - Develop a billboard which broadcasts CAS' mission statement and website address and post in areas that are available to non-profits at a reduced cost	Central Office staff PR Committee	\$	September, 2003--June, 2004	January, 2004	Presence of billboard(s)
PR Committee - Produce and distribute to members (and perhaps other targeted groups such as teachers) a promotional item - such as a bookmark, pen, computer magnet, post-it-notes, etc - which publicizes information about CAS (e.g., contact info, mission statement, website address, membership benefits)	Central Office Staff PR Committee	\$\$ (Production and distribution)	September, 2003--June, 2004	January, 2004	Distribution of promotional item to "targeted" groups
PR Committee - Develop a "Welcome Back" message/advertisement and publish in CT's major daily papers in late August/early September	Central Office staff PR Committee	\$\$	September, 2003--September, 2006	September, 2004 September, 2005	Publication of ad in major newspapers
PR Committee - Expand use of press releases to publicize CAS events/activities	Central Office staff	0	September, 2003--June, 2006	January, 2004; January 2005	Increased media coverage of CAS events/activities
PR Committee - Send CAS BULLETIN to education editors of major newspapers	BULLETIN Editor	0	October, 2003	N/A	Increased media attention

Resources legend for the following action plan pages:

- \$ - Low Resources
- \$\$ - Moderate Resources
- \$\$\$ - High Resources

PR/State Presence

Objective 6: *Strengthen CAS' presence and influence with the State Department of Education and other agencies, institutions, and associations.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
CAESP - Network with SDE to ensure CAS has a central role in administrative aspirant program	Principals' Center and various boards	\$-\$\$	June, 2003--June, 2006	June, 2004 June, 2005	Record of involvement
CAMSP - Promote partnerships with NELMS and NMSA 1. Increase representation at regional and national meetings by including CAMSP and CEAE representatives 2. Promote regional and national awards 3. Promote regional and national workshops 4. Increase role of CAS Executive staff on a state, regional and national level	CAS Staff CAMSP/CEAE Boards	\$ \$ (Registrations, travel and expenses)	September, 2003--September, 2005	March, 2004	Log of activities
CAHSP - Extend collaboration with SDE and "Operation Respect CT" for <i>Respect Me!</i> program	Staff	0	September, 2003--June, 2005	June, 2004	Continuation and growth of program
CAHSP - Initiate collaboration with Governor's Prevention Partnership to sponsor drugs/alcohol prevention programs	Staff	0	September, 2003--June, 2004	January, 2004	One program done on a pilot basis
PR Committee - Host reception for new commissioner of education and include on guest list key legislators, state officials, and leaders of other educational organizations	PR Committee	\$-\$\$	(TBD based upon date of appointment of new commissioner)	N/A	Reception held
PR Committee - Develop a plan to keep new commissioner aware of and engaged in CAS events/activities	Central Office Staff PR Committee	0	(TBD based upon date of appointment of new commissioner)	June, 2004 June, 2005	Number of activities in which new commissioner is involved

Resources legend for the following action plan pages:

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- \$\$\$ - High Resources

PR/State Presence

Objective 7: *Take a proactive role in addressing Connecticut's educator shortage.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Principals' Center will publish and disseminate the Critical Issues Position Paper on the Principalship which will address issues and needs of principals	Principals' Center Director Critical Issues Committee	\$ (publication and dissemination of position paper)	June, 2003--June, 2004	January, 2004	Publication of position paper
CAESP - Review/adapt strong aspiring principal program from RESC's/NAESP/UConn 1. Promote colleague-to-colleague recruitment program for leadership positions 2. Review potential role of retired administrators 3. Evaluate current aspirant program & network with SDE to ensure CAS has a central role in aspirant program 4. Request CAS Legislation Committee to lobby for mandated mentoring program for entry level principals	Principals' Center & CAS board sub-committee	0	June, 2003--June, 2006	June, 2004 June, 2005	Number of aspirants and mentors
CAMSP - Middle level certification proposal 1. Development of proposals to amend certification regulations 2. Delivery of proposal to decision makers	CAS Staff CAMSP/CEAE Boards	\$ minimal travel expenses	September, 2003--September, 2005	March, 2004	Delivery of proposal to decision makers
CAHSP - Promote attendance of administrative aspirants at all AP and CAHSP conferences & workshops	Staff	0	September, 2003--June, 2005	June, 2004	Increase in attendance
Legislation Committee - Make active efforts to meet with legislators and to support legislation which helps address the shortage	Principals' Center Director Legislation Committee	\$\$ (lobbying services)	June, 2003--June, 2004	January, 2004	Publication of position paper

Resources legend for the following action plan pages:

- \$ - Low Resources
- \$\$ - Moderate Resources
- \$\$\$ - High Resources

PR/State Presence

Objective 8: *Take a proactive role in the development of state standards and tests.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - The Principals' Center will seek involvement in state committees and plans related to state standards and tests	Principals' Center Director and Committees	0	June, 2003--June, 2006	June, 2004 June, 2005	Participation records
PC - The Principals' Center will seek involvement in NCLB-related activities	Principals' Center Director and Committees	0	June, 2003--June, 2006	June, 2004 June, 2005	Participation records
CAESP - Network with SDE representatives to serve on committees as appropriate	CAESP board	0	June, 2003--June, 2006	June, 2004 June, 2005	Board representatives on SDE committees

Resources legend for the following action plan pages:

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- \$\$\$ - High Resources

Component 3:

Fiscal/Funding










Fiscal/Funding

This component focuses on the necessity of preserving the financial stability of CAS. Toward that end, it will explore the possibility of creating a substantial reserve fund for the Association. It will also examine carefully the Association's financial development activities. As the Association continues to rely, to a greater and greater degree, on corporate sponsorships and other funding sources, it is critical that prudent practices and policies are in place to ensure that all financial development activities are complementary to the Association's mission and purpose.

Resources legend for the following action plan pages:

\$ - Low Resources
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\$\$\$ - High Resources

Committee/Board legend for the following action plan pages:

 PC: Principals' Center	 Legislation Committee
 CAESP: CT Association of Elem. School Principals	 PR Committee
 CAMSP: CT Association of Middle School Principals	 Staff
 CAHSP: CT Association of High School Principals	
 SABC: Student Activities Board of Control	
 CIAC: CT Interscholastic Athletic Conference	

Fiscal/Funding

Objective 1: *Develop a long-term, comprehensive plan regarding the Association’s financial development activities. The plan should (1) include guidelines to assist the Financial Development Committee in its work of overseeing all corporate sponsorships; (2) establish clear parameters regarding the appropriate level of involvement of corporate sponsors in Association-related activities; and (3) provide a vehicle for ensuring that all partnership agreements promote worthwhile activities that further the mission of CAS.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
PC - Plan for alternative funding if Principals' Center ITL grant is reduced or lost 1. Committees will review their respective programs to find ways to reduce costs and increase revenue 2. Seek sponsorships to subsidize costs of activities/programs	Advisory Committee	0	June, 2003--June, 2006	June, 2005 June, 2005	Budget
CIAC - Increase involvement of the CIAC board in discussions and decisions related to potential corporate sponsorships of CIAC programs & activities	Executive Director	0	September, 2003--May, 2006	December, 2003 December, 2004 December, 2005	Enhanced level of involvement
CAESP - Develop a process for funding programs and activities	CAESP board	0	June, 2003--June, 2006	June, 2004 June, 2005	A plan to secure corporate sponsorships

Resources legend for the following action plan pages:

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Fiscal/Funding

Objective 2: *Develop long-term financial security through a balanced operating budget and the creation of a reserve fund, ultimately reflecting a figure equal to one-half of the annual operating budget.*

Action Plan & Steps	Persons Responsible	Resources Needed	Start & Completion Dates	Progress Dates	Evidence of Attainment
SABC - Develop a unified dues structure to include non-athletic activities such as CANHS, CASC, Debate, and Music	SABC	0	September, 2003--June, 2005		New dues structure
CIAC - Implement a systemic and comprehensive approach for determining tournament ticket prices	Assistant Executive Director CIAC Board	0	September, 2003--October, 2003		System in place
CIAC - Determine ways to decrease the reliance on a single financial stream to support CAS-CIAC programs and activities	Executive Director	0	October, 2003--June, 2006	February, 2004, February 2005, February 2006	Plan reported to CAS-CIAC boards

Resources legend for the following action plan pages:

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ACKNOWLEDGMENTS

Special thanks to the outgoing members of the CAS Board of Directors, all of whom were instrumental in the development of this three-year plan:

- V. Everett Lyons, Bristol Eastern H.S.
- Gail Karwoski, Daniels Farm School
- Jackie Norcel, Frenchtown School
- Steve Casavant, Lake Street School
- Mike Giarratano, Sherman School
- Ed Handi, Green Acres School
- Renata Lantos, Bielfield School

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■ The Connecticut Principals' Center Advisory Committee

- Dr. Elaine Bessette, Greenwich High School - CHAIR
- Edie Franzi, Central School, Simsbury
- Dr. John Voss, Director of Curriculum & Instruction, Easton/Redding/Region #9
- Eugene Horrigan, Shepaug Valley H.S.
- Paul Cavaliere, Jr., Sage Park Middle School
- Richard Huelsmann, East Hampton M.S.
- Kathleen Higgins, John B. Sliney School
- Michael Galluzzo, East Farms School
- Dr. Anthony Rigazio-Digilio, CCSU
- Dr. Edward Iwanicki, University of Conn.
- Dr. James Ritchie, University of Bridgeport
- Vincent Mustaro, CABA
- Dr. George Goens, CAPSS
- Dr. John Onofrio, West Haven, CT
- Dr. Kathleen Butler, St. Joseph College
- Dr. Segun Soqunro, CCSU
- Dr. Richard Carmelich, Superintendent, Regional School District #7, Winsted
- Dr. John Sullivan, Superintendent, Westbrook
- Dr. David Cressy, Superintendent, Cheshire
- Dr. Lynne Pierson, Superintendent, Weston

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- Michael Galluzzo, East Farms School, Farmington
- Katharine Bishop, Daisy Ingraham School
- Regina Birdsell, Academy School, Madison
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- Vaughn Ramseur, Roosevelt Middle School
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- Kathleen Barmak, East Windsor Jr/Sr. H.S.
- Anthony Piccolo, Shelton High School

ACKNOWLEDGMENTS, *continued*

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- Rose Marie Cipriano, Plainville High School
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- Bob Hale, Westbrook High School
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- George Synnott, Berlin High School
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- Arlene Gottesman, Jonathan Law High School
- Thomas Neagle, Glastonbury High School
- Allen Fossbender, Joel Barlow H.S., Redding
- Dr. John Sullivan, Superintendent, Westbrook - CAPSS
- Steve Ledewitz, Bethany - CABA
- Dr. C. Robert Biondino, CT Sports Medicine Society
- Jim Penders, East Catholic H.S. - CHSCA
- Mark Logan, RHAM H.S., Hebron - CHSCA
- John Fontana, Southington - Executive Director, CHSCA
- Charles Sharos, Windsor - Secretary, CHSCA
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- Joseph Gerics, Director, Immaculate H.S., Danbury
- Charles Zierzow, Northwestern Regional School #7
- E. Patricia Llodra, Northwestern Regional School #7
- Richard Cavallaro, Norwich RVTS
- Charlotte A. Nelson, Melissa Jones ES, Guilford
- Jacqueline Norcel, Tashua Elementary School, Trumbull
- Barbara Coscio, St. Augustine Cathedral, Bridgeport
- Carolyn Stockdale, St. James School, Stratford
- Mary Kolek, Weston High School
- Dr. Thomas Duffy, Enfield High School
- Thad Hasbrouck, Watertown High School
- Ralph Mayo, Greenwich High School
- Sally Biggs, South Windsor H.S.
- Marlene Seder, Veterans Memorial, Norwich
- Linda Tucker, Morgan School, Clinton
- Sabrina Lavieri, Windsor Locks Middle School
- Veronica LeDuc, Torrington High School
- Judith Golden, Oswegatchie School, Waterford
- Anna Puglia, Branford High School
- Michael Ward, Booth Hill Elementary School, Trumbull
- Marshall Collins, Collins and Flynn - CAS Lobbyist

■ The Public Relations Committee

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- Jane Baljevic, Milford Public Schools
- Vicki McDonald, Consultant
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