



# NEWSLETTER

## Educational Administration Faculty

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## Annual Meeting Memories 2009



## Great News about SUNY Oswego Students' Performance

Our Certificate of Advanced Study students are now required to take state assessments for both School Building Leader and School District Leader certifications. In the latest published report, our students' success is very evident. Ninety-eight percent of our students passed both parts of the School Building Leader assessment as compared to ninety-four percent SUNY-wide and eighty-seven percent for all institutions including private institutions. We have the same ninety-eight percent for our School District Level performance as compared to eighty-seven percent SUNY-wide and eighty-six percent for all institutions including private institutions. Since this report was released, we now have one hundred percent passing rate for both assessments. Congratulations to our students and thank you for all faculty and alumni who have given so much to support these aspiring leaders!

### Faculty Updates....

#### Dr. Suzanne Gilmour



This semester Dr. Gilmour has been co-teaching EAD 601 with Dr. Linda Rae Markert, Dean of the School of Education. They have been working with 27 aspiring leaders, nine of whom are participants in the Wallace Leadership grant. A list of the

upcoming Issue Analysis presentations is included in this newsletter and we welcome your attendance at these presentations. Please RSVP so the students will be prepared for the number attending. Danny Dehm is teaching EAD 601 in the Finger Lakes and please also be looking for the Issue Analysis presentations for this region.

Dr. Gilmour has also been working with adjunct professors Angela Perrotto and Hetty Gingold to finalize revisions of the Curriculum Facilitation course which includes more current global trends and technology links. Also, she is working with adjunct professors Michael Crumb, Annette Speach and Douglas Kazacos to pilot a new combined experience within the School Personnel and School Finance courses so that all students will have some introduction to both areas of leadership regardless of the elective they select. We hope this provides an enhanced foundation for the School Building Leader and School District Leader assessments. We are looking to update EAD 641, Supervision of Instruction, next summer. If you have any suggestions, please email me so that we can include these ideas in this revision. We will be bringing all updates and recommendations to our Program Advisory Group which meets each semester.

Thank you to Suzanne Tingley who is teaching supervision and an intern cohort in the North Country. She is helping this cohort of students complete their program and we are hopeful that we will be able to offer the program to another cohort beginning next fall, or possibly with an elective over the summer.

I know many of you are missing Dr. Silky's weekly emails about vacancies and his life adventures. We are sending out announcements we receive but cannot come close to what he provided for us. Recently we have been given permission to search for a new professor for next year. If you have any recommendations, please let me know. The candidates must have a doctorate and experience as a school leader. It will be very hard to replace Bill but we are excited about bringing on a new professor to meet the needs of our students.

Dr. Gilmour was an invited participant as the emcee and presenter for the International Alliance for Invitational Education Conference in October. This conference brings together educators from many countries, with major participation from Hong Kong. She presented *Leading A Fortiori - For a Higher Purpose*, which included further work on this topic from her book. She also was in New York City for the New York State School Boards Association Conference in conjunction with the Affiliate Symposium for the New York State Association for Women in Administration (NYSAWA). Alumni Carolyn Hirst-Loucks '02 and Kim Loucks '02 also presented at this conference.

The NYSAWA conference has been moved to March 14-15, 2010, due to the new dates for state assessments. Please plan to join us for our 20th anniversary! SUNY Chancellor Zimpher will be planning some remarks at the conference. Regents Chancellor Tisch and Commissioner Steiner have also been invited to speak.

Dr. Gilmour will celebrate with the associates who are completing their Superintendent Development Program on November 14th. She has been the faculty co-advisor for three of these cohort teams. Congratulations future superintendents!

Dr. Gilmour continues to work with three local and regional school districts providing professional development for teachers and leaders on topics of supervision, APPR development, leadership and dealing with change and resistance.

#### Dr. Glenn Wachter



It's been a busy summer and fall for the New York State Superintendent Development Program. Our current cohort of SDP program participants is rapidly moving toward the culminating session that is held in November. Each team has analyzed issues for districts, interviewed superintendents, presented special topic sessions, and met with superintendent search consultants. Individuals are now preparing their district Scan and Entry Plans for presentation at the final session. It is

certainly a quality group of participants, many of whom have excellent prospects to someday enter the superintendency. (In fact, one individual has already secured her first superintendency!)

Besides the current work of leading the SDP program, Dr. Wachter has been busy recruiting for next year's cohort, which begins in January. Brochures have been developed and communications sent to a wide variety of constituencies, including regions of the state which the program has not previously served. We expect to know the relative success of all of our recruiting efforts by December. As always, the SDP's success is a direct reflection of the outstanding efforts of the regional SDP faculty, who continue to teach and acculturate the aspiring superintendents on a weekly basis.

In the Finger Lakes region, Dr. Wachter continues to provide oversight for the CAS program, recently beginning the advisement process. This year, a new cohort of students has begun their work. Many of the students began this past summer with coursework electives and are now in EAD 601, being taught by Ms. Danielle Dehm, who has served as an adjunct professor for several years. This year's cohort also represents an increased enrollment from previous years' numbers. With significant Issue Analyses underway, it promises to be a semester of incredibly powerful learning experiences, all designed to prepare these future leaders for the opportunities and challenges that lie before them.

Dr. Wachter continues to represent SUNY Oswego on the Wayne Finger Lakes Institute Board in addition to serving on Team Sheldon's Executive Board and Team Sheldon itself. As a reminder, the Wayne Finger Lakes Institute is a representative group of superintendents and area college leaders who seek to encourage and support teachers in the Finger Lakes region who have leadership aspirations. Team Sheldon is, collectively, the superintendents of schools in Oswego County and representatives from SUNY Oswego's School of Education. Team Sheldon seeks to strengthen the mutually beneficial ties between the college and county school districts.

With an exciting fall semester underway, Dr. Wachter looks forward to working with students and faculty on the CAS and SDP leadership journeys. What remarkable opportunities and relationships lie ahead for everyone!

In going **green** the Educational Administration Department had decided to move forward with its plan to email our NEWSLETTER to our current students and alumni (whose current email addresses we have). We will also post the NEWSLETTER on our department website [www.oswego.edu/edadmin](http://www.oswego.edu/edadmin). Please stay connected and be sure to notify the department of any changes, so that we can update our records. We gladly accept any news or interesting facts for future newsletters. Please email your information to [edadmin@oswego.edu](mailto:edadmin@oswego.edu).

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## Wallace Grant – Project BLEND

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SUNY Oswego's School of Education has received a \$300,000 grant; this is the largest of six grants awarded by the state. The grant is intended to help develop teacher leaders for school districts in greatest need, and is available for up to three years. Dr. Suzanne Gilmour and Dr. Linda Rae Markert are Co-Primary Investigators for this project.

The Educational Leadership Program Enhancement Grant will provide the tuition costs for the first two educational administration courses in Oswego's Certificate of Advanced Studies program to nine teachers who show leadership potential. The grant-supported courses are EAD 601-Fundamentals of Administration, and EAD 610-School Principalship.

The grant will also be used by the Educational Administration Department to drive Project BLEND, Building Leadership Excellence for Needs-Based Districts. New York State is looking to tap teacher leaders who will become leaders in high-need schools. Through Project BLEND we are looking to districts to identify aspiring professionals with great leadership capability. Such aspiring professionals are gauged based on their leadership involvement, initiative, and interest in this field of work.

Consultants will provide professional development for these aspiring leaders, their mentors and colleagues throughout the region. The Educational Administration Department will make students, alumni, and district leadership teams aware of these opportunities as they become finalized.

### ~~ Save the Date ~~

20<sup>th</sup> Annual NYSAWA Conference!  
**Leadership for the 21st Century: The  
Promise of Tomorrow**  
**Save the Date!**  
**March 14-15, 2010**  
Desmond Hotel, Albany

Pre-registration rate through December 1, 2009  
(Save \$25). Registration form available at  
<http://www.nysawa.org/docs/conf10.pdf>

*We know your limited conference funds need to be focused on professional development that leads to enhanced student success. This year's conference specifically targets presentations related to practical strategies for leading in the areas of technology and instruction. Please join us for this opportunity to learn new ways of enhancing graduation rates and preparing our students for success in a global environment.*

## Where are the 2009-2010 Interns?

- **Robin Anglim**, Summer Coordinator, Seneca Falls CSD
- **Patrick Armet**, Administrative Intern, Fulton City Schools
- **Jeremy Belfield**, Teacher on Special Assignment, Fulton City SD
- **Carolyn Blount**, Administrative Intern/Middle School Principal, Pulaski CSD
- **Donna Brooks**, Assistant Pupil Personnel Director, North Rose Elementary/NR-W HS, North Rose-Wolcott CSD
- **Darcy Cangelo**, Assistant High School Principal for Summer School at Fayetteville Manlius High School, OCM BOCES
- **Kristine Cole**, Assistant Principal, Maynard P. Wilson Elementary, South Jefferson CSD
- **Elise Comella**, Principal, Newark Education Center, Wayne - Finger Lakes BOCES
- **Lisa Craig**, Professional Development Coordinator (K-12) District Office West Genesee CSD
- **Sean Fahey**, High School Summer School Administrator, and Assistant Principal at Oswego Middle School/Oswego HS, Oswego City SD
- **Tammy Farrell**, Professional Development Administrative Intern KCH Elementary Marcellus CSD
- **Katherine Goolden**, Assistant Principal House 2/PBIS Coordinator Oswego High School Oswego City SD
- **Kari Hamelinck**, Assistant Principal at Kelley Intermediate School, Newark CSD
- **Kathleen Hoyt**, Director of Health, PE and Athletics, North Rose-Wolcott HS, North Rose-Wolcott CSD
- **Karen Humphrey**, Administrative Intern, Marcellus HS, Marcellus CSD
- **Hilary Kadar**, Administrative Assistant/Assistant Principal, PreK-12, Romulus CSD
- **Kathleen Labulis**, Adult Education Administrative Intern, Lee G. Peters Career Training Center, OCM BOCES
- **Marietta Lachenauer**, Assistant Curriculum Coordinator, District Office, Liverpool CSD
- **Kerry Macko**, Teacher on Special Assignment, Vollmer, Rush-Henrietta CSD
- **Jennifer Mainville**, Athletic Director, JCB HS, Phoenix CSD
- **Lorraine Malecki**, Assistant Principal, Auburn High School with Cayuga-Onondaga BOCES
- **William Mecum**, Curriculum Specialist, District Office, Syracuse City SD
- **Kevin Mixon**, Fine Arts Administrative Intern, District Office, Syracuse City SD
- **Dale Munn**, Administrative Intern, Great Bend District Office, Carthage CSD
- **Richard Murphy**, Elementary Assistant Principal, Lura Sharp Elementary, Pulaski CSD
- **Jennifer Myers**, Elementary Principal, West Carthage Elementary, Carthage CSD
- **Michael Pane**, Assistant Principal, Romulus CSD
- **Denise Penoyer**, Assistant Elementary Principal for Curriculum and Instruction, Parish ES, APW CSD
- **Bruno Primerano**, Administrative Intern, Dr. Weeks Elementary, Syracuse CSD
- **Elaine Quintana**, Assistant Principal, Middle School Cato-Meridian CSD
- **Christopher Riley**, Administrative Intern/ISD Chairperson, Elementary School, Lowville Academy
- **Michael Root**, Liverpool Summer School and Administrative Intern, Westhill CSD
- **Helen Rothrock**, Administrative Intern, North Syracuse HS, North Syracuse CSD
- **Doreen Rousseau-Purdy**, Assistant Pupil Services Director, Mexico HS, Mexico Academy & CS
- **Julie Woolson**, Assistant Principal, APW HS, APW CSD
- **Barbara Zehr**, Curriculum Coordinator for Jefferson-Lewis BOCES, South Lewis Central School District/General Brown Central School District Jefferson-Lewis BOCES

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## Intern Dates to Remember

**Nov 12** – Phoenix Administrators as Instructional Leaders

4:30 – 6:30 at Phoenix Extension Site

**Feb 4** – The Job Search/Paperwork

4:30 – 6:30 at Phoenix Extension Site

**Feb 10** – The Job Search/Paperwork

4:30 – 6:30 at Newark BOCES

**Mar 11** – Interviewing for Administrative Positions

4:30 – 6:30 at Phoenix Extension Site

**Mar 31** – Interviewing for Administrative Positions

4:30 – 6:30 at North-Rose Wolcott CSD

**May 14** – Annual Meeting (attendance required)

**May 15** – Commencement

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## Congratulations ~

*William Thomas Young* was born May 6, 2009, at 3:04 am (6 pounds and 7 ounces) son to **Susan Thibodeau Young**.

*Jacob Anthony Lachenauer* was born on Thursday, August 13, 2009, to **Marietta Lachenauer** at 10:14 p.m. He weighed 8 lbs. 1 oz. and was 20" long.

## Internship Seminars

Date	Location	Topic
10/14/09	Romulus	School Budget Information (Wachter)
10/20/09	Cato	Using Data (Gilmour)
10/27/09	S. Jefferson	Data (Tingley)
11/04/09	Newark HS	Effectively Implementing a Vision (Wachter)
11/17/09	APW	Technology (Tingley)
12/02/09	Westhill	Law (Gilmour)
12/14/09	Carthage	Community Resources (Tingley)
12/15/09	Lowville	Diversity (Tingley)
02/10/10	WFL BOCES	Human Resources - How You Manage Your Personnel (Wachter)
02/23/10	N. Syracuse	Special Education Law (Gilmour)
03/23/10	Pulaski	Budget (Tingley)
03/11/10	Fulton	Community Resources (Gilmour)
03/31/10	North Rose-Wolcott	Building Community Relations (Wachter)
04/08/10	Oswego	Diversity-Poverty (Gilmour)
04/14/10	TBD	Diversity (Wachter)

## Alumni Honored



**Dr. Donna DeSiato '84** was recently honored by the American Red Cross with the "**Women Who Mean Business Award**" as a woman who in the tradition of Clara Barton, share her energy, insight and passion for excellence and achievement in Central New York. Congratulations, Donna!

## ~~~Recent Retirements~~~

<i>Marilyn Barr '01</i>	<i>Jane Slack '82</i>
<i>Kathleen Green '96</i>	<i>Gary Smith '95</i>
<i>Antoinette Kulak '90</i>	<i>Jean Ubbelohde '96</i>
<i>Patricia Robbins '01</i>	

## Alumni Career Changes

- **Roseann Bayne '06**, Assistant Superintendent, Highland CSD
- **Robert Biehl '88**, Principal, Lee Early College High School, Lee County SD, North Carolina
- **Sandra Cain '08**, Elementary Assistant Principal, Watertown CSD
- **Lisa Marie Carter '09**, Assistant Principal, Cortland Alternative Junior/Senior High School (OCM BOCES)
- **Jennifer Check '07**, Director of Instructional Technology, Bloomfield CSD
- **Michael Clonan '08**, Supervisor of Athletics, Fowler High School, Syracuse City SD
- **Dee Dee Hageman '04**, Middle School Principal, Solvay CSD
- **Jean Lynch '01**, Middle School Principal, Pulaski CSD
- **Melanie McGuire '05**, Director of Special Education, Victor CSD
- **Joseph Menard '98**, Superintendent, Thousand Islands CSD
- **Cammy Morrison '04**, Assistant Superintendent, Gouverneur CSD
- **Andrew Morrow '03**, Principal of Bristow Middle School, West Hartford, CT
- **Rocco Nalli '08**, Director of Special Education, Baldwinsville CSD
- **Natalie Rooney '07**, Assistant Principal, Marion Junior HS, Marion School District (Arkansas)
- **Mary Jo Shrey '06**, Director of Pupil Personnel Services, Seneca Falls and Romulus CSD (Wayne FL BOCES)
- **Michelle Sincerbox '05**, Elementary Principal/Director of Special Education, Hammondsport CSD
- **Matthew Tarolli '09**, Assistant Principal, The Career Academy at OCM BOCES
- **Heather Wieland '06**, Principal, Camden CSD

## Congratulations to Students Recently Admitted to our CAS Program

Patrick Bailey	Deborah McGowan
Suzanne Cleveland	Patricia Meaker
Elizabeth Cross	Christopher Moyer
Sarah Cupelli	Nancy Robinson
Kristin DeFeo	Stephanie Simonik
Dennis Des Rosiers	Andrew Wahl
Dana Eells	Patrick Wallace
Brett Harrison	Todd Warren



## Issue Analysis Presentations



*If you would like to attend one of the following Issue Analysis Presentations, please RSVP to [edadmin@oswego.edu](mailto:edadmin@oswego.edu) and include your name, the date, and the presentation you would like to attend. RSVPs are requested so our students can plan accordingly.*

Dr. Suzanne Gilmour, Dr. Linda Rae Markert, and the Central New York EAD 601 cohort invite you to attend their Issue Analysis Presentations at the

### **SUNY Oswego Metro Center**

Room 129, The Atrium, 2 Clinton Square  
Syracuse, New York 13202

#### **Keeping High School Students Engaged: Best Practices for Increasing Graduation Rates**

Presented to:

Mr. William Lynch, Superintendent

Fulton City Schools

November 23<sup>rd</sup> at 4:30 p.m.

#### **Performance-Pay Models Promoting Teacher Effectiveness**

Presented to:

Mr. Daniel Lowengard, Superintendent

Syracuse City Schools

November 23<sup>rd</sup> at 7:00 p.m.

#### **Strategies for Enhancing Graduation Rates of Native American Students in the LaFayette Central School District**

Presented to:

Mr. Peter Tigh, Superintendent

LaFayette Central Schools

December 2<sup>nd</sup> at 4:30 p.m.

#### **Preparing Our Students: Pre-Kindergarten Possibilities**

Presented to:

Mr. Nelson Bauersfeld, Interim Superintendent

Mexico Academy and Central Schools

December 2<sup>nd</sup> at 7:00 p.m.

#### **Generating the Vision: The Principal as Instructional Leader**

Presented to:

Dr. Richard Johns, Superintendent

Liverpool City Schools

December 9<sup>th</sup> at 4:30 p.m.

## **Presentations at Finger Lakes Community College, Canandaigua, New York**

Ms. Danielle Dehm and the Finger Lakes EAD 601 cohort invite you to attend their Issue Analysis Presentations at the Finger Lakes Community College (4355 Lakeshore Drive, Canandaigua)

#### **Addressing the Drop-Out Rate: Developing Strategies Across Grade Levels**

Presented to: Mr. Jeffrey Crane, Superintendent

West Irondequoit CSD

November 19<sup>th</sup> at 5:30 p.m., Room #414

#### **Connecting the Community: A Consolidation of Resources at the North Rose-Wolcott School District**

Presented to: Ms. Lucinda Miner, Superintendent

North Rose-Wolcott CSD

December 3<sup>rd</sup> at 5:30 p.m., Room B-440

#### **Raising Student Achievement of a Diverse Population**

Presented to: Dr. Robert Young, Superintendent

Dr. Paul Darnall, Assistant Superintendent for Curriculum

Geneva CSD

December 3<sup>rd</sup> at 7:45 p.m., Room B-440

## **Why the Administrative Path?**

*This column presents a statement from program application materials submitted by recent admits. Each applicant is asked why he or she is applying to the program and we felt it might be instructive to share some of those statements (with permission). Lisa Craig has agreed to share her statement. This was written prior to her formal acceptance into the CAS program.*

I am interested in seeking administrative certification in order to further my own professional growth as well as to obtain an administrative position in the future.

I am currently a lead teacher in the West Genesee Central School District where I provide staff development in various forms for teachers in grades three through six in our five elementary schools and two middle schools. I conduct afterschool workshops, provide modeled lessons in classrooms, and provide support to teachers in the areas of literacy and mathematics. My primary interest is in the area of curriculum and instruction. My ideal job would be one that would include both the planning of curriculum and delivery of instruction, with both teachers and students.

I have learned a great deal so far in EAD 601 and look forward to the opportunity to learn more. Thank you in advance for your consideration of my candidacy in this program.

*Lisa is currently an administrative intern in the West Genesee Central School District.*

## EAD Adjunct Is a New Author

Dr. Diane Reed, who served as an adjunct professor for the department in the Finger Lakes region has recently co-authored a new book.



**Resilient Leadership for Turbulent Times: A Guide to Thriving in the Face of Adversity**  
by Jerry Patterson, George Goens, and Diane Reed (Rowman & Littlefield Education November 28, 2009)

In this book the authors draw upon the resilience research and best practices to answer the how question, "How can leaders move ahead in the face of adversity?" The authors define leaders broadly to include those who occupy positions of formal authority and those who informally lead others because of their expertise, credibility, and relationships. This book will benefit leaders who have confronted adversity in the past, struggle with adversity right now, or will likely encounter setbacks in the future. In each chapter the authors provide leaders with concrete "how to" strategies for strengthening their leadership skills in turbulent times. The major goal of the book is to help leaders not only survive, but thrive, in the face of adversity.

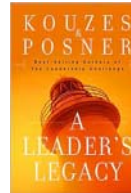
A special feature of this book is the inclusion of the Leader Resilience Profile (LRP), an instrument developed by Patterson and Reed and others to measure a leader's resilience in twelve categories. Readers are invited to complete the LRP, and then apply the strategies outlined in each chapter to strengthen their own leader resilience. There are virtually no other books on the market that address the specific needs and skills required to help leaders be successful in tough times.

Dr. Reed is currently Associate Professor, Co-Director of the Educational Leadership Program at St. John Fisher College.

## New Registration Procedure in Place for Spring 2010 Semester

Effective immediately, the college has discontinued the paper registration form! Therefore, the Educational Administration Department has implemented a new registration policy/procedure. Please visit our department website ([www.oswego.edu/edadmin](http://www.oswego.edu/edadmin)) course listing page and following the appropriate link. Please have your SUNY ID# handy in order to register.

## .....Faculty Book Reviews.....



### *A Leader's Legacy* (2006)

by James M. Kouzes and Barry Z. Posner  
Reviewed by Dr. Suzanne Gilmour

There will be many challenges facing leaders and aspiring leaders this year. However, with these challenges there is great opportunity for growth. You will make a difference in the lives of those whom you serve on a daily basis. This service reflects the mark you will make in lives of students, adults and organizations.

I've often thought that our success as leaders means that we live very much in the future. We are either planning for something to happen or taking steps so the wrong things don't occur. Unless we are intentional, we will live our entire professional careers looking forward with little time spent living in the moment. Our legacy will reflect the deeds we have done, but it should also reflect the person we have grown to be. The legacy we leave will have impact long after we have left our current leadership positions for both the organization and ourselves.

Jim Kouzes and Barry Posner, authors of the best-selling *A Leader's Legacy*, speak to this notion as they explore the importance of the legacy we will leave and the critical questions any leader must ask herself in order to leave a lasting impact.

The authors have compiled 22 short essays in four areas including significance, relationships, aspirations, and courage. Kouzes and Posner explore the tricky and often ambiguous issues that today's leaders grapple with including why:

- people don't commit to plans, they commit to causes.
- it's not the leader's vision, it's the shared vision.
- there is no silver bullet.
- leading changes who you are.
- the legacy you leave is the life you lead.

It's not just about the leader's vision but how leaders serve and sacrifice for others. Leaders can't take trust for granted; they understand why it takes courage to "make a life".

It is this courage that we will need to continue to provide the best possible educational experiences for our students this year. We will know it best by living as much as we can moment by moment... struggling as we try to live in the moment when one foot is already beckoning us down the hall to whatever comes next.



## ***Death by Meeting (2004)***

by Patrick Lencioni

Reviewed by Dr. Glenn Wachter

I've always been fascinated by meetings and how powerful they can be in setting the direction and expectations for a department, a school or an entire district. For example, as a superintendent, I always held the expectation for all meetings that occurred internally to the district, that the lead items always be about learning and teaching. If it were absolutely necessary, the 'nuts and bolts' items could occur very near the end, for maybe 5-10 minutes. It was remarkable the effect this would have on the culture of the organization via the 'message that was sent'.

Patrick Lencioni, in his book Death by Meeting, tells the story about a CEO of a successful, but underachieving company and how a temporary assistant to the CEO made a dramatic impact on the fortunes of the company by "moving" the CEO to first of all recognize that the meetings were critically important, but "deadly" in their current state. The CEO was then "moved" to consider different strategies to approach turning around these meetings.

If you are thinking, I know all about boring meetings; I endure them all the time. And then you might think, if I were in charge, I would make some dramatic changes. And then, you become in charge and you fall back into the 'deadly meeting' syndrome, perpetuating these incredibly deadly, but institutionalized events. Well, if you want to stop the cycle, read how Lencioni creates a fable about this CEO so that the reading is anything but boring. Yes, there is a plot but as importantly, suggestions for making meetings exciting and productive are lodged in the 'story'. Read about meeting types such as the: "Daily Check In", "The Weekly Tactical", "The Monthly Strategic" and the "Quarterly Off-site Review".

This is one of those books that is light reading, but potentially powerful reading. Earth shattering in it's content? I think not. Earth shattering in how the story line can potentially move you to be a better meeting leader? I think there is the potential for that. Give this one a try as I don't think you will regret it. It's not only about holding meetings; it's about what they represent to an organization, its success and its culture. As reviewer Jim Mellado, president of Willow Creek Associates states: "Lencioni ahs done it again!...If you lead people, you can't afford to miss this book. It's an absolute must read."

## **2009 Readling Award Winner**

*The Readling Award is given to an individual who is nominated by his or her peers as making significant contributions to the field of Administration. This year the Educational Administration Department recognized Jeffrey Hamelinck, Deanna Lothrop, and Alan Woods. Jeffrey and Deanna will be featured in a future edition of the newsletter.*

### **Alan Woods**

Interviewed by Hannah Cordes

We would like to congratulate Mr. Alan Woods on receiving the Readling Award and thank him for taking the time to share with us his insights about and experiences within the field of Administration.

After completing a Certificate of Advanced Study in Educational Administration at SUNY Oswego, Alan Woods reflected on the program saying "it has made a tremendous impact on my role as an educator. The program is one of the best I have ever been associated with. You come away from it with a whole new way of seeing things."

Currently, Mr. Woods is a teacher on special assignment, which entails teaching a couple of classes and also being an instructional technology coordinator. He explains that he is "responsible for working with our technology department and running staff development for our faculty" in the elementary, middle, and high schools. Although Mr. Woods has only been in this role for a few months, he has accomplished the difficult tasks of being accessible and helping teachers learn new skills while making them feel at ease. He believes that what he is doing fits into his district's vision, and he is proud to help maintain this mission.

When asked about some major challenges facing those in his role today, Mr. Woods stated that "like in any role that is a part of initiating and maintaining change, the challenges are many." He then explained that resistance is the main challenge, and it is important to understand where resistance comes from, and that it does not just come from "blockers." When faced with resistance, Mr. Woods advises others not to get frustrated and that things take time when facing challenges. Mr. Woods also stresses the importance of the lessons of 601 class and that "understanding how to work well with others is crucial".

Alan Woods believes in the importance of always pointing the finger at oneself, and is someone who does just that. He is a self-reflective individual who constantly reflects upon his thoughts and decisions. He stated that he "knows making the perfect decision is impossible", but making the best decision for all parties involved is very important to him. It is easy to see why Mr. Woods has

earned great success thus far and will continue to do so in his career.

Mr. Woods also added in his interview that earning his degree from SUNY Oswego's Educational Administration program was an intense, yet amazing process which forges bonds of friendship very quickly. He is honored to have received the Reading Award from those he regards so highly.

## PAYING IT FORWARD

*"Paying it Forward" is a new column in our newsletter that highlights what alumni are doing to mentor the next generation of leaders.*

What does it mean to PAY IT FORWARD? Fred shares his thoughts here.

I believe it is our duty to be gatekeepers of our profession. We must give back to ensure that we teach, develop, and hire the best candidates that will lead our educational systems into the next generation. We cannot accept mediocrity nor take it for granted that the next generation of leaders are qualified and possess the requisite skills without being a part of their education. Future leaders must be given opportunities to collaborate, network, and learn firsthand the enormous importance of our role as educational leaders. We owe future leaders the opportunity to tap into our expertise, learn from our trials, and build upon our best practices. We need to open up our schools for student teaching experiences, administrative internships, and be ever vigilant in identifying those individuals who possess the qualities of outstanding educational leadership. We need to nudge, nurture, and cultivate the very best for our continued and future success.

I have served on the Educational Administration Program Advisory Committee for five years. Throughout this time I have served on 601 Issue Analysis panels, been a Practitioner Professor for the Ed Administration Department (EAD 610), served as an Administrative panelist for EAD 610 modules, served as an administrator for an Internship exit interview (these are all for SUNY Oswego).

I also serve as a guest lecturer for SUNY Potsdam's School of Education Student Teacher seminars (3 X's annually), serve on the Teacher Education Advisory Council (SUNY Potsdam), Guest lecturer for the Teacher Education Field Placement Officers of the Consortium of SUNY Colleges.

Another addition to my Pay It forward resume is that I am part of the administrative cohort of examiners who grade all of the NYS Administrative exams (School District Leader) Examination in Albany for Pearson Testing Corporation and the NYS Education Department.

**Frederick E. Hall, Jr. '00**

I am currently supervising 3 administrative interns.

**Heather Ferguson Wieland '06**, Principal, Camden High School

I am the vice-president of the Wayne County Athletic Association and assist other by serving as the web-master.

**Steve Veeder '02**, Transportation Administrator, Director of Health, Physical Education, & Family and Consumer Science, Director of Athletics, Supervisor of Nurses Wellness Coordinator

I 'retired' in the summer of '07 from a 20 year stint as Elementary Principal in LeRoy, NY...some of the things that I am currently up to that could come under the title of "Paying It Forward" include:

Full time member (Asst. Prof.) of the Medaille College Education Faculty where I teach mostly graduate students from Canada who are studying to become elementary teachers

Executive Director of the Genesee Valley School Boards Association. As part of my role in this position I am working with 'in-place' administrative teams helping them to reflect on where they are as leaders and being with them in a journey of growth...This year I am using Doug Reeves The Learning Leader to help school leaders reflect on best practices

This April I will be presenting at the National School Boards National Convention in Chicago on the topic: School Leadership: Growing Our Own.

And last, but not least, this past summer I presented (for the 11th year in a row) at the NYS Principal's Academy sponsored by Broome-Tioga BOCES...this past summer I led the academy in a book talk with The Energy Bus.

Please invite colleagues to contact me at [JTABCMAN@aol.com](mailto:JTABCMAN@aol.com)

**Jim Thompson '82**

For the last three years I co-taught SPE 504 a graduate class at SUNY Oswego as an adjunct professor. Last year and this year I am an instructional coach for teachers at Oswego High School. I am working in particular with a couple of our co-teaching teams at the 9th and 10<sup>th</sup> grade level. I have been the administrator for Oswego City School District's Extended Year Program for the last six years.

Never forget that we are life-long learners. We should be active listeners and know that at any time we might learn from even the youngest or oldest of those we serve.

**Jacquelyn Knowles '03**

I have hosted some people going through the program and allowed them to shadow for the day and "pick my brain". I also presented to a group of students that Marge Meggesto had for a leadership conference.

**Jeff Hendrickson '07**

I have become a Senior Trainer for Life Space Crisis Intervention (LSCI) an intensive 5-6 day training in a therapeutic approach in dealing with students and adults in crisis. I train school teachers, counselors, psychologists and school leaders.

Feel free to visit the website [www.lsci.org](http://www.lsci.org) for further information and let me know what else you require from me.

**Lisa Nappi '02**

Last Spring I taught Supervision of Instruction at Le Moyne in their Ed Leadership Department.

**Donna Zeolla '92**

I have been a mentor to new administrators in our district. I have also been a mentor to teachers in our district who have joined the Ed Admin program at Oswego. I've also been fortunate to be on the Advisory Board for the program.

**Tony Cardamone '05**

I continue to do the SAVE Legislation Training for the student teachers at St. John Fisher College and The Eastman School of Music.

**Steve Lysenko '06**

I mentored & supervised Janel Payette who did her internship at OCM BOCES as a Special Education Supervisor. Mentoring, coaching, and modeling for future educational leaders is dynamic, rewarding, and inspiring. And, subsequently, cheering on Janel's success in her professional pursuits confirms the value and necessity of supporting the education and learning of new leaders. It is a common 'dream' of administrators to be able to have a school with just the staff that you know are the role models and educators for students and adults. Being able to mentor and coach new leaders does bring this 'dream' closer--the idea that this person will be able to become the leader, teacher, and person that you would want to have as your school leader is amazingly gratifying. It provides a bit of hope for our future!

**Judy Frumkin '94**

I have presented at a supervision class on my views of supervision and how it evolved as my leadership experience changed. Additionally, I presented during the principalship class on my role as an elementary school principal of two different buildings in year 1 and in a couple of weeks I will be participating on a panel for an all intern seminar on educational law related to special education within my role as a principal.

Additionally, I have presented at NYSAWA annual conference on creating a school that focuses on developing the whole child.

I am also working with teachers to develop leadership capacity with my staff. I am coaching a new team leader (stipend teacher position) and have become an informal

mentor to a colleague in another district that is in the first year of the principalship.

**Michelle A. Cramer '05**

Two of my doctoral students joined me and a colleague in presenting a session on mentoring at the recent Society for Music Teacher Education Symposium, at the University of North Carolina--Greensboro last month.

The session focused on the results of a research study of mentoring and socialization strategies that looked at the perspectives of recent doctoral graduates. Major themes included the importance of developing and nurturing a learning community of students and professors, the "flat" hierarchical structure that characterizes this community, and the ethic of caring exhibited by both faculty and students.

**Mitchell Robinson '90**

I have presented at an internship seminar, participated in the panel discussion for EAD 610, met with CAS students working on a class project involving finances and recently served as an internship supervisor for our District's Treasurer. These experiences have been overwhelmingly positive and I always make time to give back to educational programs for students in school leadership programs when possible.

When I recently received the news that our District's treasurer was the successful candidate for a school business administrator position, I was just as excited as the moment that I was notified about my first administrative position. While it is now challenging to be searching for a new treasurer, it is extremely satisfying to know that I assisted with the development of a new school leader!

One of the most important lessons that I learned early in my administrative career is to always support staff development. At every office meeting I encourage our office team to grow as individuals. During private meetings, I ask team members to share their ideas on how to advance professionally even if that means that they will leave our District someday. As school leaders, it is critical to foster opportunities for staff to learn and grow.

My advice to future leaders: Always encourage your staff to grow even if that means they will leave your District to pursue other opportunities...

**Michael Vespi '02**

One a-ha I had early on was when I started interviewing candidates for teaching positions or administrative positions. I remember one candidate we interviewed for a middle school science position. It was obvious during the interview that this person was very articulate, intelligent, and completely able to handle the duties of the position. However, when it came to being a good fit for us, it was clear that this person was not the top candidate. That was when I realized how important that factor is when hiring - is this person a good fit for our organization? This has also played a part when I have

considered other positions - is this organization and good fit for me? I don't believe that 'fit' is easily defined in concrete terms - rather it is a 'gestalt' sense of the whole.

**Mary Beth Horn '01**

Advice to leaders-

Know that even on the very worst of days....and you will have them.....that is all worth it, because you **do** make a difference.

When you feel like you need a breath of fresh air, get out of your office and walk into a classroom....it works every time!

**Deborah Decker '01**

Some advice to consider:

- Never sacrifice your principles to be a principal!
- ALWAYS do what you think is best for the kids - everyone won't agree with your decisions, but you will sleep well knowing you are true to what you believe and that you have helped children!

**Maureen Mulderig '97**, Principal K-2 Professional Development Facilitator K-12, Westhill CSD

Two of my favorite quotes are:

1)"We cannot direct the winds but we can adjust our sails." As school administrators, we must be firm (committed to our values and goals) yet flexible. Priorities change every few years.....parent concerns....immediate supervisors and/or superintendents....teachers.... students....community needs....go with the flow but stick to your values on basic issues.

2) "To the world you may be one person, but to one person you may be the world." You never know whose life you may be touching, impacting for the better. I have been a high school principal for almost 20 years, and it is amazing who comes back to thank you after a few years, You never know. So treat everyone fairly and kindly, be a good listener and sincerely try to help out if you can.

**Nancy Benjamin '85**, House I Principal CNS (Cicero North Syracuse) High School

I presented a workshop for OCM BOCES with Mike Dardaris on September 21st called Getting Off to a Good Start: Concrete Advice for Administrators New to Their Position.

**Lisa-Marie Carter '09**, Assistant Principal Cortland Alternative School

I have been paying it forward to the next generation of education leaders by taking on numerous student teachers from the surrounding colleges and universities including, SUNY OSWEGO, ST. LAWRENCE, POTSDAM, SYRACUSE, and ALFRED. I have designed a student teaching program that is collaborative. That's right, 2 student teachers at a time who work collaboratively!

Another way is that I have designed and implemented a new course called "I am a citizen of the world" that promotes 21st century learning and teaching. (<http://www.istevision.org/channel.php?c=0da21a5a67f3f>)

[978b6c16097f259d2144ce8af84&v=2](http://www.istevision.org/channel.php?c=0da21a5a67f3f) scroll down to: A Voice & a Choice) I have an article published for educational leaders (attached) and presented at Oswego's "quest day" and for local administrators as well as NYSCATE and their leadership summit this last summer at Hudson Valley Community College.

Although I have chosen to stay in my position as an art educator...I hope that my efforts help our future leaders transition their schools into 21st century learning communities.

Thank you for this opportunity to pay it forward.

**Mary Ellen Kalil Shevalier '03**

The biggest thing I have learned in my short time as an administrator is to NEVER take things personally. If irate parents come in and start tearing you apart, remember, they would be doing this to anyone sitting in your chair. It's not you the person they are angry with (usually), it is the person in the position they are angry with. I have developed the ability to stay calm and removed, but at the same time attentive and responsive to parent and student issues. When they see that I am able to be reasonable and rational until we can have a productive conversation, they leave my office in a completely different frame of mind than they entered. This has helped me grow the thick skin that everyone talks about when we're in our Ed Admin courses.

**Nadine O'Shaughnessy '08**

As a former graduate of the CAS Program (and I will purposefully leave out the year), I consider myself lucky to have had the opportunity to be an adjunct professor, teaching School Personnel Management, for the past several years. I always tell my students that they can feel free to use me as a resource in the future when they are in an administrative position and those interesting personnel issues creep up. Over the years, I am happy to say, many former students from that course have contacted me with some crazy or uncomfortable personnel issue that they are faced with, asking for advice or confirmation that they are handling it correctly. When that happens in the middle of my already overloaded day in the world of Human Resources, no matter what I am doing, it brings a smile to my face. After all, that is what networking is all about!

Many years ago, when I took 601, I realized that the philosophy and foundation of the SUNY Oswego Educational Administration program was built on the concept of networking. I believe that concept is still alive and proving to be worthwhile today. Relying on each other for help and sharing our expertise continues to make all of us better administrators every day!

**Annette Speach '??** (we forgot the year for you!), Adjunct Professor, Director of Human Resources, North Syracuse Central School District

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## *“Practical Leadership”*

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Adjunct Professor and retired superintendent Suzanne Tingley currently writes a blog for the Scholastic Administrator website. The blog is called “Practical Leadership” and focuses on the daily decisions that school administrators have to make.

“This blog is about the challenges and decisions we have on a day-to-day basis as school administrators,” Tingley writes in the opening post. “It’s also about opportunities we have to lead. Less theory, more practice.”

“Leadership isn’t just the stuff of speeches and newspaper leads,” she adds. “It’s found in the examples set by school administrators across the country as they deal with issues like attendance, achievement, budgets and discipline.”

In a humorous post entitled, “Why Halloween Spooks Administrators,” Tingley writes about the time a drunken parent in a gorilla costume terrorized first graders in the elementary school where she was a recently appointed principal.

Halloween was a “big deal” in that district, she writes. “Teachers came to school as vampires or teabags or rock

stars and taught reading and math to diverse classes of mice, chickens, aluminum foil R2D2s, pint-sized WWF wrestlers with inflatable muscles, and girl singers with pudgy bare midriffs.” As principal she chose to dress in regular “civilian” clothes because “In case of emergency, I would not exhibit the gravitas the situation might warrant dressed as Snow White or Charlie Chaplin.”

The encounter with the gorilla leads her to question what Halloween costumes, parades, and parties actually have to do with education and ends with the realization that as a school administrator, you may not have to accept the values of the community for yourself, but you have to understand them and live with them to survive.

Other recent posts deal with fundraising, school lunches, new teachers, and supervision. Drawing on her nearly 25 years of experience as a school administrator, Tingley says she will enjoy having a forum to talk about daily administrative issues. You can read Practical Leadership on the Scholastic Administrator homepage at <http://www.scholastic.com/administrator/>.

In addition to writing a daily blog, Tingley also works for Magna Publishing in Madison, Wisconsin. In November she will present a live webcast on working with middle schoolers and record several other videos on demand for classroom teachers. Her work appears on the “Inside the School” website at <http://www.insidetheschool.com/>.

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