

AFSA ADMINISTRATOR

The Newsletter of the American Federation of School Administrators, AFL-CIO

AFSA Conference to Feature National Education Policy Maker, Labor Leaders

Now there are several good reasons to participate in AFSA's Leadership Conference! You will have the opportunity to hear from and interact with national education reform leader Marc Tucker, President and Founder of the National Center on Education and the Economy (NCEE). He will deliver the keynote address. He is a chief author of the "Tough Choices or Tough Times" report which drew national headlines when it recommended the most significant changes to the American education system in over 100 years. He is also known for his 1988 infamous letter to Hillary Clinton in which he proposed to change our nation's entire education system from one that serves academics to one serving national economic interests and workforce development. Just think of the questions you'd be able to ask in the Q & A!



*Marc Tucker,
President, NCEE*



*AFL-CIO President
John Sweeney*



*Linda Chavez-Thompson
AFL-CIO Executive Vice President*

- What:** AFSA Leadership Conference and Professional Training Institute: *Strengthening Public Perception of Educational Administrators as Professional Unionists*
- Who:** You and your AFSA colleagues
- When:** Sun., July 15 – Fri., July 20, 2007
- Where:** The National Labor College, Silver Spring, Md.
- How:** Send in the registration form as soon as possible, spaces are filling up quickly. For a form and more information, logon to www.AFSAadmin.org today!

What else: The program is free! You are responsible for transportation and room and board. Earn CEUs. Sharpen your bargaining and media communications skills in hands-on workshops. Network! Get your photo in the *AFSA Administrator*!

President John Sweeney and Executive Vice President Linda Chavez-Thompson will host AFSA conference participants at the national headquarters of the AFL-CIO. This is an extraordinary opportunity to interact with the leaders of the country's labor unions.

All are welcome to participate. This is your leadership conference! You don't have to be on the negotiating team or be an officer of your local or a steward/building representative. You just need to be an AFSA member!

PRESIDENT'S MESSAGE

Dear Colleagues:



*Jill S. Levy
AFSA International President*

A multiplicity of change continues to swirl around our nation's education systems.

In December, the National Center on Education and the Economy (NCEE) published the controversial report, "Tough Choices or Tough Times" promulgated by the New Commission on the Skills of the American Workforce.

This spring we learned about "Billionaires Start \$60 Million Schools Effort" from the *New York (NY) Times*, April 25, 2007. This new initiative from Eli Broad and Bill Gates was borne out of their intensive involvement in a variety of reform measures across the nation and their conclusion that previous attempts have produced only incremental results. In effect, they have come to the same conclusion that AFSA members have known for years: lots of talk, action, finger pointing and blame laying, but no sustainable fiscally supported school reform.

continued on page 2

The Caribbean? Europe? South Africa?



Your Dream Vacation Awaits, page 10!

PRESIDENT'S MESSAGE

from page 1

In contrast to the NCEE report, which calls for a radical and empirically unsubstantiated national education system mirroring some European countries, the Broad/Gates strategy is to target their message to the public and mobilize a grass roots lobbying effort. We will soon recognize the slogan, "Ed in '08" from television and radio ads. This initiative, known as Strong American Schools will seek to amass a bipartisan volunteer corps in political battleground states to attempt to convince political candidates to rally around the improvement of American education. Thus far, all that has been published is their major focus on merit pay for high performing teachers, a national curriculum and higher standards.

At AFSA's Leadership Conference this summer, one of our guest speakers will be NCEE President and Founder, Marc Tucker, the chief author and architect of the "Tough Choices or Tough Times" report. This year's Conference is shaping up to be one of the best opportunities to speak directly to those who hold the future of education reform in their hands, and to acquire and reinforce our own skills.

As you know, AFSA has been lobbying for the revisions to NCLB that you and your colleagues have recommended. We will continue to focus the attention of the public, legislators and educational leaders on the essential role of Principals, Assistant Principals, Administrators and all other AFSA members. Always outnumbered and short on political contributions, our task is difficult, but not insurmountable.

Members of CSA, AFSA Local 1 have often heard me ask, 'When will I hear a Principal who is receiving an award stand up and say, 'Thank you for this award. I have worked very hard to earn your respect and that of the school community.'? So far, I have simply heard remarks like, "This award really belongs to our parents, students and faculty."

AFSA members are more than the day-to-day administrators of our respective schools and departments. AFSA members are role models, the quintessential teachers of teachers. To parents and the community, we are the faces

and voices of reason, intelligence and empirical and experiential knowledge. AFSA members are visionary leaders who motivate and inspire others to implement a shared vision. Without us, the vision dies, energy dissipates and the status quo prevails.

Yet, we are understaffed or inappropriately staffed. While there is a national effort to reduce class size, particularly in urban schools, why aren't we also talking about supervisor to teacher ratios? The private sector has such ratios; why not schools?

Several years ago, a study from California unexpectedly concluded that one of the major factors in successful schools was having a greater number of Assistant Principals to teachers. I am interested in your perspective on this matter. Please respond to the brief survey on page 12.

One of AFSA's major priorities is to fight against the erosion and elimination of school administrators' rights. Throughout the U.S. too many school administrators have been denied the right to bargain collectively.

Furthermore, where AFSA members have bargaining rights, they are slowly being whittled away. I believe this is happening because it is a convenient way for mayors and superintendents to focus blame elsewhere. AFSA, in conjunction with the Organizing Committee of the AFL-CIO is strategically targeting areas in which collective bargaining rights are in jeopardy or at risk to be challenged.

It is paramount for every AFSA affiliate to support local candidates who support school leaders, not just those who support increased funding for teacher training, lead teachers, etc. We must seek out candidates who support: on-going leadership development programs; leave time granted to administrators to take courses or engage in study groups; programs that financially support post-graduate and doctoral degree acquisition and salary structures that reward those academic achievements.

While it is certainly true that we need to continue to be thoughtful about everything we do each day - every decision, action, expenditure and every word we utter - AFSA members must come together in their locals and state federations to build strong legislative and educational agenda, develop working relationships with state and local legislators and their staff, and utilize media and personal contacts to both defeat and support important legislation. AFSA will be issuing a handbook to guide you in these critical undertakings with input from our Legislative, Policy and PAC Committees.

Our work to balance our professional and labor needs continues. I hope that I will have the opportunity to meet you and discuss these issues at our Leadership Conference.

In Unity,

Jill




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LOCAL UNION NEWS

Locals Ink Contracts Despite Lengthy Negotiations, Tough Climates

NYC: CSA Reaches Agreement!

Groundbreaking, 7-year Pact with 23 % in Raises, Members Ratify

There is big news coming from the Council of School Supervisors and Administrators (CSA) recently and it's all good! The AFSA local has inked a contract with the City of New York after four years of rocky negotiations.

The retroactive agreement (July 1, 2003 – March 5, 2010) provides a total of 23.16 percent in salary increases over seven years, held the line on member rights, and won first-in-the-nation reforms. CSA members voted overwhelmingly on May 16th to ratify it - 93 percent in favor.

"We worked long and hard to arrive at this settlement on behalf of our membership, and I believe the progressive ideas and common-sense reforms it contains will serve as a model of success," said CSA President Ernest Logan, who is also an AFSA Vice President. "This is a time of enormous opportunity. With this contract settled, my members can continue to focus on what's really important - their students."

All CSA members are eligible for Annual Performance Differentials, which have been increased to a maximum of \$25,000 for Principals; \$12,500 for Assistant Principals (APs); with amounts for other job classifications to be determined. Up to 25 % of CSA members may receive a performance differential each year.

CSA reported that groundbreaking reforms include changes to the excessing rules that still protect members' employment while ending the "bumping" of school staff that the Mayor and Chancellor and some members objected to.

"By working together, we were able to resolve our differences over several threshold issues. We were also able to agree on a handful of bold and progressive concepts such as an Executive Principal Program and a severance option for excessed members," President Logan explained. "I am proud of what we have been able to accomplish in this contract, and I think it will serve as a model of success."

In the Executive Principal Program, the Chancellor may select Principals to work with

and mentor Principals in high-need schools. The Principals then sign a three-year commitment and receive an additional \$25,000 per year for their work. Ninety-percent of Principals chosen for this program must be hired from those currently employed by the Department of Education (DoE). The Executive Principal Program was first introduced in the late 1990's by Jill Levy, who was at that time the Executive Vice President of CSA and chief contract negotiator for the union.

Additional Money

On August 13, 2007, a \$4,000 lump sum cash payment will be paid to all full-time employees who are in active pay status as of June 27, 2007.

Annuity

On December 9, 2009, the Department of Education will begin contributing \$708 annually per member to a newly established Annuity Fund.

Additional Time

Principals, Assistant Principals and school-based supervisors will work an additional 15 minutes a day. Supervisors who are not school-based will work an additional 10 minutes a day. CSA members will also attend up to 25 hours of conferences, meetings and workshops outside of their normal work hours each school year.

Tenure and Disciplinary Reforms

Supervisor evaluations, reviews and ratings will be revised by a labor-management committee so that they are aligned with the new accountability standards of the DoE. The grievance and disciplinary processes are also being expedited, and 3020-a charges against administrators, based on allegations of unsatisfactory performance, can now be brought up at any time.

Safeguards Against False Accusations

Knowingly false accusations of misconduct against supervisors will not be tolerated, and if they occur, the DoE will take actions to restore the falsely accused supervisor's reputation.

"This contract has been a long time coming, and I want to thank my members for their continued support, professionalism and endless patience," President Logan said. "It gives the hard-working school leaders of this city a well-deserved pay raise and retains their due process rights. Quality school leaders are the key to successful schools and this deal goes a long way towards lifting morale and stabilizing our workforce." For more information, visit www.csa-nyc.org.

USER NAME: leadership
PASSWORD: conference

Detroit: OSAS Wins Contract Despite Triple Economic Crises

Even under the best circumstances, negotiating a contract is difficult. When you have a state facing a financial crisis, an automotive industry losing millions, and a school district with a deficit so severe it has to close 42 schools, winning an agreement seems nearly impossible.

That's what makes the recent contract settlement of the Organization of School Administrators and Supervisors (OSAS), AFSA Local 28 remarkable. The union was in negotiations for over two years for a successor to the 1999-2004 pact. Negotiations were troubled. During that time, the district illegally declared impasse, imposed a ten percent wage cut, and raised medical co-payments. The union fought back, and filed an unfair labor charge with the Michigan Employee Relations Commission. During these proceedings, the administrative law judge was successful in convincing the parties to restart negotiations. Thereafter, OSAS settled the contract with the district.

The five-year agreement runs retroactively from July 1, 2004 – June 30, 2009. Despite having to agree to some temporary wage concessions, OSAS achieved agency fee shop status, parity with teacher salaries for school-based members, improved job security for central office staff for the duration of the agreement, and a negotiating schedule for the next contract to guard against the possibility of future protracted negotiations.

"We were able to gain some things, hold the line on others, and had to concede on some issues," said OSAS President Diann Woodard, who is also AFSA's Executive Vice President. "We achieved the opportunity to fight another day." President Woodard thanked OSAS members for their unity and perseverance. For more information, visit www.osasdetroit.org.

Administrator Named 'Principal of the Year'

Did someone say deja-vu? Congratulations to James Dierke, Principal of Visitacion Valley Middle School in San Francisco who was recently named the MetLife/NASSP/U.S. Department of Education Middle Level Principal of the Year for California. James, President of the United Administrators of San Francisco (UASF), AFSA Local 3 and an AFSA Vice President will receive the award on October 27th in Washington, D.C. You may remember that last year, he was named 'Administrator of the Year' for the middle grades by the Association of California School Administrators. President Dierke has worked in the school district for 35 years.

LOCAL UNION NEWS

Professionals - WHY UNION? Labor Triumphs in Boston

Stops Elimination of Administrators' Collective Bargaining Rights

If you have ever asked or been asked why people need unions, what follows will provide you with a clear answer to that question. Recently in Boston, the superintendent of schools convinced the mayor to support a bill that would eliminate collective bargaining rights for unionized school administrators. The mayor convinced a state representative (who happened to be running for office in the Senate) to sponsor legislation (House Bill 519, S. B. 296) that would remove bargaining rights for assistant principals, assistant headmasters, and directors of instruction.

The administrators' union immediately rallied support from their union sisters and brothers in their national and local labor organizations including AFSA, the AFL-CIO, the city's Central Labor Council (CLC), and other allies. AFSA sent a letter to the legislators urging them to vote against the legislation.

"This legislation is an assault on public school employees who have dedicated their lives and careers to their schoolchildren and their respective communities," AFSA International President Jill S. Levy said in the letter. "Given the extraordinary pressure of meeting higher standards, this is the time when we should have the support of our elected officials in a partnership for successful schools - not fighting against threats to our collective bargaining rights. I am certain that you and the Commonwealth of Massachusetts will not indulge in negative labor practices when dedicated professionals who also choose to be members of unions can achieve excellence in education."

The union urged the city's CLC and the national AFL-CIO to reject the endorsement of the state representative. The union sent a letter to the state representative, requesting data that shows the effect, if any, of collective bargaining rights for school administrators on public education in general or student achievement in particular. The letter also stated that the union would not be able to furnish the labor council with a recommendation for endorsement of the representative's candidacy for the Senate in light



of his sponsorship of anti-labor legislation. The letter concluded by asking the representative if he was unable to make the case through empirical data that abolishing collective bargaining rights for public employees would improve public education in some demonstrable fashion, why is he sponsoring a bill that would eliminate collective bargaining (CB) rights?

The Big Picture: Taking a Fresh Look at 1993 Legislation that Eliminated Collective Bargaining Rights for Principals

Less than two weeks later, the representative sent a letter to the leadership of the House of Representatives that said after consulting with the administrators' union, he learned of the adverse impact this proposed legislation would have, and now has changed his mind and opposes the bill. Taking things a step further, the representative also urged the Joint Committee on Education to review the impact that the 1993 education reform act (that stripped principals of their collective bargaining rights) has had on the continuity and turnover of public school leaders. The union has been fighting to regain those rights, as well.

The union of course is the Boston Association of School Administrators and Supervisors (BASAS), AFSA Local 6 under the leadership of President Dominic Sacchetti. The Greater Boston Labor Council (of which they are members) stood in solidarity with BASAS.

This was the third consecutive, annual, unsuccessful attempt to strip BASAS members of their collective bargaining rights. President Sacchetti, who is also AFSA's Vice President for Organizing said there are several important lessons to be learned from this.

"First, if you are not a union member, join one now! Organized labor got us the right to bargain collectively and organized labor stopped another attempt to take our rights away," President Sacchetti said. "Secondly, it is imperative that local unions work with their CLCs and local AFL-CIOs. Labor is strength, strength is power, and power gets results. Finally, we must always hold our legislators accountable for their actions."

If you are reading this and are not a union member and you want more information on becoming a union member, or know someone who needs to be a union member, call Dominic Sacchetti at (202) 986-4209 or email him at cinimod@comcast.net.

Conn. Develops Alternative to Charters, Vouchers Privatization

'Urban Initiative' Unprecedented in State



Left to Right, CFSA President Roch Girard; State Senator Thomas Gaffey, Co-chairman of the Education Committee; and State Senate President Pro-Temp Don Williams recently met to discuss the new Urban Initiative planned for Conn. Both assemblymen support new initiative, which kicks off in July 2007.

The Connecticut Federation of School Administrators' (CFSA) has joined forces with a coalition of education stakeholders to create a program with a systemic approach to improving education and achievement in urban areas. The 'Urban Initiative' and its four (soon to be five) strategically-located service centers will address the numerous challenges of urban districts by providing a range of "center services" enabling districts to integrate research-based best practices into the classrooms.

"We often hear from our critics that we as educators are failing our children and that other options including privatization, charter schools, school choice or vouchers should be offered and encouraged," Roch Girard, CFSA President and AFSA Secretary said. "There is very little evidence that proves those options work. The New Urban Initiative is an alternative to those options, and we are confident it will be successful."

Groups also involved include the Connecticut Education Association, the Connecticut American Federation of Teachers, the Connecticut Association of Public School Superintendents, some school boards, and the University of Connecticut. We will report future progress of this program.

AFSA's Web site has a New Name:

www.AFSAadmin.org

AFSA Awards Scholarships to Member Families

The tuition bills for five college-bound sons and daughters of AFSA members will be a bit lower this fall thanks to the AFSA 2007 Scholarship Award Program! We are happy to announce the recipients who have each won a grant of \$2,500:

Jesse Bentert of Yonkers, N.Y., son of Stephanie J. Bentert;

Elayna M. Brogis of Torrington, Conn., daughter of Joanne K. Brogis, Ph.D.;

Suzanne Oppenheimer of Kew Gardens, N.Y., daughter of Richard Oppenheimer;

Ryan David Clapp of West Hartford, Conn., son of P. Spencer Clapp; and

Helen Wu of Brooklyn, N.Y., daughter of Zhen Dong Wu.

"As educators who guide the delivery of quality public school education to K-12 students, AFSA members foster a love of learning in their students that encourages them to choose higher education to pursue their goals," said AFSA International President Jill S. Levy. "The AFSA Scholarship Program provides students with some of the means to reach their goals. Each of the five students is a distinguished, extraordinary achiever. We wish them great success in their academic endeavors."

Jesse Bentert is a resident of Yonkers, N.Y. and currently attends Dobbs Ferry High School in Dobbs Ferry, N.Y. He is the son of Stephanie J. Bentert, a member of the Council of School Supervisors and Administrators (CSA), AFSA Local 1, NYC. He enjoys math, science and tutoring his peers in these subjects. He graduated first in his class in middle school, and is ranked as the top student in high school. Jesse has participated in the Watson Honors Science and Math Program at IBM; the Johns Hopkins University Center for Talented Youth Distance Education Program; and Columbia University's Summer Program for High School Students; and Science Honors Program. He plans to major in engineering and applied sciences at Columbia in New York City in the fall.

Elayna Brogis is a student at Torrington High School and resides in Torrington, Conn. She is the daughter of Joanne K. Brogis, Ph.D., a member of AFSA Local 94, the Torrington Public School Administrators Association. Elayna has studied emergency medical techniques, trained assistance dogs for people with disabilities, and completed an internship with a local veterinarian. She has volunteered in the Church Youth Ministry, taught CCD classes, and attended the Catholic Youth Ministry with the Pope in Germany. She

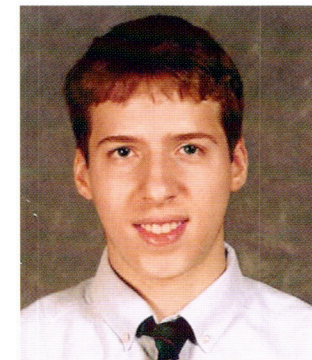
is a children's dance instructor. Elayna will pursue a career in veterinary medicine at the University of Connecticut next fall.

Suzanne Oppenheimer, daughter of CSA AFSA Local 1, NYC member Richard Oppenheimer, is a student at the Bronx High School of Science. She is an activist in animal and environmental rights, having participated in the LEAP Ecology Club where she organized Earth Day Festivals for two consecutive years. Suzanne has adopted animals, attended protest demonstrations and written articles to raise awareness of these issues. She has had a passion for Art History since childhood and aspires to be the curator of the Museum of Modern Art. As an elementary school student, she once refused to cross a picket line at the museum during a strike. She will pursue her higher education studies at one of the following colleges: Vassar, Kenyon, Reed, Carleton or Pomona.

Ryan David Clapp of West Hartford, Conn. is a student at Hall High School where he has been on the Maximum Honor Roll in grades 9-12. He is the son of AFSA member P. Spencer Clapp of Local 42, the East Hartford Educational Administrative and Supervisory Unit. He worked as a counselor for young urban children and gang members at YMCA Camp Woodstock. He has served on the Student Association, participated in lacrosse, indoor track, and theatre. Ryan's awards and honors include being a member of the National Honor Society, the Spanish Honor Society, the Math Honor Society, and was named an AP scholar. He expects to attend Tufts University in Medford, Mass. in the fall.

Helen Wu attends Stuyvesant High School and is the daughter of CSA member Zhen Dong Wu. Helen is ranked in the top six percent of her graduating class. She resides in Brooklyn, N.Y. and is an avid volunteer in the Stuyvesant Key Club where she performs charitable and civic work in her community. She has delivered meals to the elderly in the Meals on Wheels program. Fluent in Mandarin and Cantonese languages, Helen has taught English as a second language to her peers. She is interested in psychology and is in the process of deciding where she will attend college in the fall.

President Levy thanked the Scholarship Committee members James Dierke, Committee Chairman and President of the United Administrators of San Francisco; Dominic Sacchetti, President of the Boston Association of School Administrators and Supervisors; Cynthia Warren, President of the Administrators Association of the St. Louis Public Schools; Charles Whelan, President of the Yonkers Council of Administrators, Yonkers, N.Y.; and Florida Woods, President of the Professionals' Association of New Orleans Public Schools, Inc.



*Pictured from top:
Suzanne Oppenheimer,
Jesse Bentert, Helen Wu, and
Elayna M. Brogis.
Not Pictured: Ryan David Clapp.*



Your Voice is Heard, Making a Difference

AFSA's voice is being heard by Congresspersons, education and labor activists, and other organizations with which we share common ground, and we are making a positive difference.

President Jill S. Levy said she is grateful for the feedback she has received from AFSA members. "Thank you for sharing your practical ideas, experiences and recommendations with us. They guide us, and we are proud to advocate on your behalf for them to be enacted."

It is vital for AFSA to be the one, unified voice of school administrators and to have our voice make a difference in matters that are often driven by other larger, wealthier, highly vocal groups. AFSA's presence in the halls of Congress and at various meetings underscores the importance of adding a different perspective to the debates about NCLB, funding, testing, professional development, special education and English Language Learners.

The Federal Education Budget

AFSA continues to participate in work sessions, meetings, and lobbying activities with other members of the Committee for Education Funding (CEF) to fight for increased federal funds for public education. AFSA issued a letter to each member of the House of Representatives urging support for additional appropriations for education. We are happy to report that Congress has adopted its non-binding FY08 budget resolution which provides nearly \$10 billion more than President Bush's request for discretionary funding of education and related programs. The bill is expected to be marked up in early June. (Source: CEF, May 25, 2007.)

NCLB Reauthorization

As a member of the Forum on Educational Accountability (FEA), AFSA is committed to improving and fighting for adequate funding for NCLB. AFSA submitted new language to amend NCLB to ensure that school administrators' concerns were addressed in the law. For example, AFSA recommended that school administrators be included in professional development programs. We also advocated for practical revisions to



AFSA Meeting, Greeting Legislators

AFSA Government Affairs Director Nick Spina has been making the rounds at the Hill. At left, he is pictured meeting with Congressman Tim Bishop, (D-NY, 1st District), a member of the House's Education and Labor Committee. A key component of AFSA's Legislative Program is participating in one-on-one meetings with legislators. In this meeting, Nick outlined administrators' positions on NCLB, and urged the lawmaker to support the school leadership program. Rep. Bishop said he will work to reverse the downward trend in education funding.

enhance federal funding, governance, and accountability. We noticed there was language in the bill that would permit vouchers for private schools and succeeded in having that language revised appropriately. Throughout, we were able to change processes that would have created divisiveness among various groups by making our case and letting consensus rule. AFSA was also successful in addressing the issue of how students with disabilities (SWDs) should be tested under NCLB. Using the recommendations that AFSA members communicated to us, we called for multiple forms of assessments for SWDs and English Language Learners (ELLs); having states use research-based recommendations for appropriate accommodations for these groups of students, and other related provisions.

FEA is a coalition of 131 education, labor, human rights, advocacy, religious and non-profit organizations, carrying the voices of 50 million members. More and more organizations are joining FEA. The AFL-CIO, AFT, and Change to Win labor groups have recently signed on as members.

Highly Qualified Principal Bill

AFSA and the National Association of Secondary School Principals (NASSP) submitted provisions for the Highly Qualified Principal legislation to the Senate HELP Committee. This legislation would finally create greater professional development opportunities for principals. We will continue to lobby for this bill.

Employee Free Choice Act (S. 1041) Gathers Sponsors, Will Help Health Care Crisis, Big Business Waging 'War' to stop this Bill

We must continue to press our Senators to support and cosponsor this bill. Big business groups are spending millions to stop it from passing. We must get this bill passed because when it becomes law, in addition to leveling the playing field for workers to join unions, 3.5 million more people could have health insurance, and 2.7 million

workers could gain pension benefits! This new data comes from a report recently released by the Campaign for America's Future. AFSA was actively involved in fighting for the Employee Free Choice Act. Despite the fact that it does not directly involve us, it's good public policy for workers to easily form unions, bargain collectively and make a good living for their families. The stronger the labor movement, the more power for AFSA and all members. We participated in meetings at the AFL-CIO and the Democratic Congressional Campaign Committee (DCCC), as well as mobilized members to contact their legislators for support. Having passed the House in March, the bill is making its way through the Senate (S. 1041). Let's keep pressing our Senators to sign on as cosponsors, and vote for it. The vote could come in June!

RESPECT Act (H.R. 1644) – A Remedy for Anti-Union NLRB Ruling

You'll recall that we previously reported on the anti-union National Labor Relations Board (NLRB) ruling in the Oakwood trio of cases last September that changed the definition of who is a supervisor in order to exclude thousands of workers from collective bargaining and unionization. Since the Oakwood rulings (also referred to as the Kentucky River cases) are not permitted to be appealed, and as the majority opinion advised, if the decisions should lead to consequences that some would deem undesirable, the effective remedy lies with Congress. Therefore, organized labor is supporting a new bill that would restore the original intent of Congress - for employees with only minor supervisory duties to not be considered supervisors under the National Labor Relations Act (NLRA). We must all contact our legislators and urge this bill to obtain sponsors and enact the Re-Empowerment of Skilled and Professional Employees and Construction Tradesworkers (RESPECT) Act (H.R. 1644). For more information and sample letters, contact AFL-CIO Legislative Representative Kelly Ross at (202) 637-5075 or kross@afcio.org.

ELECTION COLLECTION

LABOR 2008

AFL-CIO Working Families Vote A Presidential Forum

As part of LABOR 2008 - organized labor's massive effort to win back the White House and increase Democratic majorities in the Senate and House - several national and international unions have recently held presidential forums in Washington, D.C. during which union members and labor activists heard from the candidates running for U.S. President.

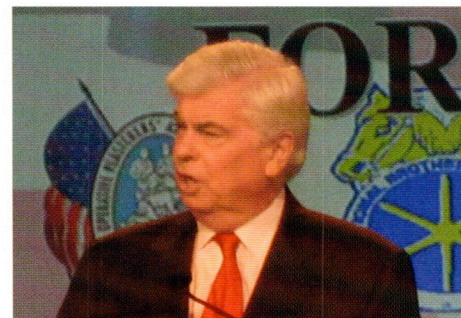
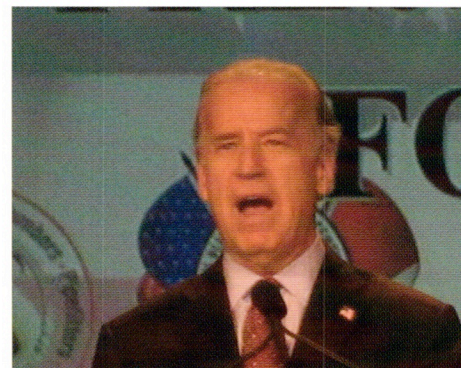
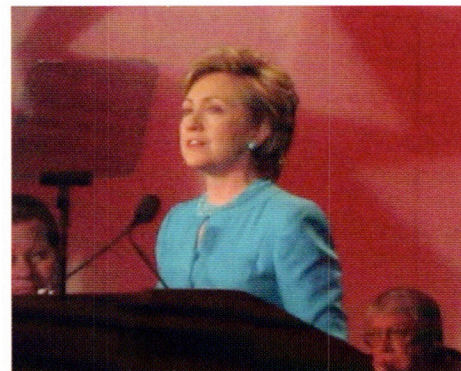
In late March, the Building and Construction Trades Department (BCTD) hosted a town hall forum complete with seven Democratic candidates (one of which may be our next President!) and approx. 3,000 union activists, including AFSA Government Affairs Director Nick Spina, and Operations Head Joe Stankavage who were attending on behalf of President Levy.

The Candidates Meet with Union Members

Pictured, right, Democratic candidates for the White House address union members' and working families' issues in the town hall meeting. From top, Senator Hillary Rodham Clinton, Former Senator John Edwards, Senator Barack Obama, Senator Joseph Biden, and Senator Chris Dodd. Attending, but not pictured were Rep. Dennis Kucinich and Gov. Bill Richardson.

New York Sen. Hillary Rodham Clinton, former North Carolina Sen. John Edwards, New Mexico Gov. Bill Richardson, Rep. Dennis Kucinich of Ohio, Connecticut Senator Chris Dodd, Delaware Sen. Joseph Biden, and Sen. Barack Obama of Illinois spoke about their views on the issues most important to working families.

All of the candidates pledged their support for the Employee Free Choice Act and universal health care, promised to end the mismanaged war in Iraq, and pass trade deals that protect workers' rights and jobs. To obtain more information about the individual candidates, views and priorities, go to the AFL-CIO Blog at <http://blog.aflcio.org> and click 'Working Families Vote.' Learn more about this site, below.



THE AFL-CIO REPORT

New Web site: Families Vote 2008

The AFL-CIO has launched a new, interactive Web site featuring candidate videos and data, their positions on issues, poll tracking, and a 'take action' center in which you may express your thoughts on the candidates and priorities for the 2008 presidential race. Keep the site hand so you may check it out regularly: <http://www.workingfamiliesvote08.org>.

California Nurses Join AFL-CIO

The California Nurses Association (CNA) is the newest member of the AFL-CIO. The registered nurses union and its national arm, the National Nurses Organizing Committee (NNOC), which together have a membership of 75,000, join another 250,000 nurses in the AFL-CIO's RNs Working Together Industry Coordinating Committee.

"Nobody understands better than nurses that health care in our country cries out for reform. CNA has led the drive for reform in California; working together in the AFL-CIO, we have the power to build a broad new national movement that can win change," said AFL-CIO President John Sweeney.

"We look forward to engaging in collective work

with AFL-CIO unions. We believe that the strength of the labor movement, coupled with the nurses' commitment to guaranteeing comprehensive health care coverage through H.R. 676, will provide the foundation necessary for genuine reform," stated CNA/NNOC President Deborah Burger, RN. H.R. 676 is one of several approaches under consideration in Congress to achieve quality, affordable universal health care.

The CNA/NNOC affiliation is the latest in a series of AFL-CIO affiliations and partnerships that have significantly strengthened the labor movement. Last December, nearly 50,000 mail handlers with the National Postal Mail Handlers Union returned to the AFL-CIO after having left the federation along with its parent union, the Laborers. The 60,000 members of the United Transportation Union (UTU) also affiliated with the AFL-CIO late last year. Four National Education Association (NEA) groups have taken advantage of the unique national NEA/AFL-CIO partnership opportunity. Two more unions have recently affiliated directly with the national AFL-CIO under the new Unity Partnership program: the Monarch Electric Blue Collar Union (Ohio) and the Dade County School Maintenance Employee Committee (Fla.). Also, the AFL-CIO has forged innovative new partnerships with the National Day Laborers Organizing Network (NDLON), the nation's largest day laborer association, and Interfaith Worker Justice, a national coalition of faith-based workers rights groups. (Source: www.aflcio.org, May 21, 2007.)

LOCAL UNION NEWS

News from our Puerto Rico Local EPA AFSA Local 105 Convention a Success!

The Educadores Puertorriqueños en Acción, Inc., (EPA) AFSA Local 105 held their local convention May 27th at Pichi's Hotel and Convention Center in Guayanilla, Puerto Rico. President Madera reported that there were approximately 750 delegates in attendance.

AFSA Vice Presidents Florida Woods (also president of the Professional Administrators of New Orleans Public Schools, Inc., AFSA Local 17) and Carver Farrow (President of the St. Thomas - St. John Educational Administrator's Association, AFSA Local 101) attended on behalf of AFSA President Jill S. Levy. VPs Woods and Farrow extended greetings from AFSA colleagues. They updated EPA on the progress AFSA has been making in Washington, D.C., i.e. being fully staffed with an ambitious team who has been active in lobbying for federal education funding increases, repairing the NCLB act, and communicating the voice of school administrators to Congress, labor, education and other organizations.

President Madera recognized several EPA members for outstanding service. Keynote speakers were Dr. Rafael Cartagena, Dr. Carlos Chardon, and Profesora Julia Ivette Malave. Congratulations to President Madera, the officers, and membership on a successful, productive convention!

EPA Goes to Legislature for Pay Hike

The Educadores Puertorriqueños en Acción, Inc., (EPA) AFSA Local 105 located in Mayaguez, Puerto Rico has taken their quest for salary increases to the legislature. They are petitioning for the following monthly increases:

- a) Directors - from \$500 to \$900
- b) Supervisors - from \$700 to \$1,200
- c) Auxiliary Superintendents - from \$800 to \$1,800
- d) Superintendents - from \$1,000 to \$3,000
- e) General Supervisors - from \$800 to \$1,800

"We stand in solidarity with our EPA brothers and sisters in their fight for a well-deserved pay increase," said AFSA International President Jill S. Levy. EPA President Domingo Madera said he is optimistic that their request will be approved. We will keep you posted.



Above, President Madera addresses the delegate assembly. Right, AFSA Vice Presidents Florida Woods and Carver Farrow brought messages of solidarity from President Levy and AFSA members.



Transportation Workers to Bush: 'Enough Is Enough'

Thousands of transportation workers and supporters rallied on the National Mall May 17, 2007 to call for an end to federal policies that put profits ahead of safety and security, and corporate needs ahead of workers. Members of 26 unions nationwide, including Alaska, Hawaii and the U.S. territory of Guam came to tell lawmakers and the Bush administration: "Enough Is Enough."

Five Democratic presidential candidates—Joe Biden, Hillary Rodham Clinton, John Edwards, Dennis Kucinich and Bill Richardson—told the crowd they will look after working people's agenda in 2008 and beyond. A dozen members of Congress and former Transportation Secretary Rodney Slater also attended.

Led by the International Association of Machinists and Aerospace Workers (IAM), union members told the presidential candidates they will hold elected officials accountable for correcting problems caused after years of neglect and partisanship by the Bush White House.

"This nation's air and rail workers suffered one grievous assault after another under the present administration," IAM President Tom

Buffenbarger said. "Hundreds of thousands of workers lost jobs, pensions and health care while CEOs gorged themselves with outrageous compensation packages. It's time for a president who isn't deaf and blind to this rampant injustice. Enough is enough."

AFL-CIO Secretary-Treasurer Richard Trumka told the crowd: "We're here today to remind the members of the new Congress we elected that Labor 2008 is already under way. We're here to remind them of their commitments of support for our working families' agenda: good jobs, decent wages, fair trade, better schools, secure retirement, affordable health care and the freedom of workers to make their own decision to join a union." (AFL-CIO Blog, May 17, 2007.)



Left to right, AFSA Gov't Affairs Director Nick Spina, Sec.-Treas. of the Michigan AFL-CIO Tina Abbott, AFSA Executive Vice President Diann Woodard, and AFSA Operations Head Joe Stankavage met to strategize. Diann and Tina participated in the rally.

NCLB Round Up

Schools Struggle without Bare Necessities, Never Mind NCLB

I don't understand

Why do we awake to come to school

We come to learn but there are no tools.

No wonder our education is free,

'Cause we have nothing we need.

We come to school to learn, yes, we're trying.

After high school, there is not time.

I made it through school for 11 years.

Now, I hear, it's like nobody cares.

How in the hell can we be taught

If no supplies have yet been bought?

My school tells us to be the best,

But we have broken computers with no Internet.

Many tell me to chill and don't worry.

This is the end. I hope someone heard me. - T. J.

The words above were written by a student of H.D. Woodson High School in Washington, D.C. The flooding in the school and the lack of heat during the winter months forced closure of the school and the transfer of students to another school complete with their own student body. There were 19 classrooms, new teachers, and no textbooks or supplies. Along the way many students were lost. The Washington Post invited Woodson students to write about their experiences. A second student wrote:

"Not to be too dramatic, but the situation we were in made me want to cry because we should not be suffering like this...Even if a new school is built, it will not happen in time for me to graduate from it. I am speaking out for the benefit of Woodson students who come after me because I know half of my classmates probably are already going to be lost."
— R.A.

Woodson is not alone in having unsafe systems, worn pipes, and caving ceilings. There are many schools with similar conditions.

"It is unacceptable for the richest nation in the world to expect our children to attend unsafe schools. How can we expect our students to meet the standards of NCLB when they wake up every morning and go to these schools?" AFSA President Jill S. Levy asked. "Yet, it is our AFSA Principals and Administrators who get blamed for the poor outcomes. When and only when our nation truly commits to making education a top priority, will we be able to repair the infrastructure and equip all schools with not just the basics such as safe buildings with heat and air conditioning, but the latest technology and learning materials," President Levy said. "Sadly, our nation has yet to make this kind of commitment."

(Source: "No Child Left Behind? These kids Just Want to Come in from the Cold," *The Washington Post*, February 15, 2007.)

House Ed. Committee Open to 'Substantial Changes' to NCLB

Two dozen members of the House of Representatives presented their ideas to revise NCLB to the Education and Labor Committee in late May. Their ideas included changing the way AYP is calculated; changing the way achievement is measured for students with disabilities by including their IEP progress; and include more than just credentials when judging teacher quality. Education Committee Chairman George Miller (D-Calif.) said that the changes brought to light at the meeting were "dramatic" and that he is willing to make some of them.

"There will be very substantial changes," Chairman Miller said in an EdWeek interview. "There are portions in this bill that simply are not working. That's what reauthorization is about. It's not just about standing pat." Rep. Miller, along with Massachusetts Senator Edward Kennedy were among the law's original architects and co-sponsors. (Source: "Miller Signals Openness to 'Substantial Changes to NCLB in Reauthorization,'" by David J. Hoff, <http://www.edweek.org>)

EDUCATION PERISCOPE

Va. Tech. Tragedy Underscores Importance of School Safety

Following the tragic events that unfolded at Virginia Tech., school administrators around the nation, Puerto Rico and the U.S. Virgin Islands braced for the anticipated wave of copycat activity. Our training kicked in and we did what we do best, keeping our students, staff and schools safe.

"I want to commend our principals, assistant principals and all administrators on the professional and extremely competent job that you have done in your schools following the Virginia Tech. tragedy," Jill S. Levy, President of AFSA stated. "You have weathered a stressful time with grace guided by experience and superior judgment, and your commitment to the goal of safety preparedness. We are proud of you and value what you do in your schools each day."

Have a Safe, Relaxing, Rejuvenating Summer Break! See you in the Fall!

Riley Award Honors Excellence in Schools as Community Centers

Selected School to Win \$10,000

What would you do with an extra \$10,000 for your school? If your school is a center of community that demonstrates innovative design ideas, educational excellence and helps promote student achievement, your school could win a \$10,000 prize. The Richard Riley Award seeks to honor schools that serve as centers of community and provide a rich array of social, civic, recreational and artistic opportunities to the broader community and students. The award is named in honor of former U.S. Secretary of Education Richard Riley, who led the way in the 1990's in promoting the concept of schools as centers of community. You are invited to enter a submission. KnowledgeWorks Foundation, in partnership with the American Architectural Foundation (AAF) are the sponsors of this award. All public schools, new and old, including charter schools, are eligible to submit entries. Individuals are not eligible to receive the award. To view an online video about an award-winning school, go to www.archfoundation.org/aaf/gsb/Video.Johnson.Intro.htm. For more details and how to enter the competition, please visit: www.richardrileyaward.org.

Be sure to hurry, the deadline is July 9, 2007.

'Superhero' Principals Speak Out

Five principals talk about the many, pivotal roles they carry out at their schools in a new feature article in the May 28th 2007 edition of *Newsweek*. The article, part of the magazine's survey of America's Best High Schools presents the diverse experiences and insights of these school administrators. An excerpt follows:

...Good principals...set the tone for what happens from the moment the opening bell rings and can turn a troubled school around with a combination of vision, drive and very hard work. It's a 24/7 job...Principals also have to be politicians, crisis managers, cheerleaders, legal experts, disciplinarians, entertainers, coaches and persuasive evangelists for their school's educational mission. Add to that already daunting list the task of statistician, thanks to reams of data required by the federal No Child Left Behind law and local testing. Who can fill that intimidating job description?...

This is not news to us because we know how difficult school leadership is and what is involved in our work. However, it's a good idea for the public to know more about what we do.

To read *Newsweek's* "The Role of the Principal" by Barbara Kantrowitz and Jay Mathews online, go to: <http://www.msnbc.msn.com/id/18754330/site/newsweek/>.

BENEFIT UPDATE

The AFSA Travel Desk

If you are interested in these excursions or need information, please contact Gary Goldstein at (718) 494-7722 or email him at gsolamar@aol.com.

Summer in Europe!

Aug. 10 - Aug. 25

Depart from NYC on Aug. 10 and arrive in London Aug. 11 and board the Navigator of the Seas (Royal Caribbean). Sail to Nice, Gibraltar, Barcelona, Corsica, Sardinia, Malaga, Lisbon, Portugal, and Vigo. Return to Southampton on Aug. 25, and fly home from London. Rates are per person/double occupancy: inside – \$3,439; window – \$3,839; balcony – \$4,639. These rates include round-trip airfare. Add taxes and government fees of \$298 per person and additional air add-ons for cities west of NYC.

2008 Winter Sail Away

Feb. 16 - 23, 2008

It's never too early to book holiday space and capture the best space available! We fly from NYC to Florida on Feb. 16, 2008. We sail from Fort Lauderdale aboard the beautiful Grand Princess to Grand Cayman, Ocho Rios, Cozumel and Princess Cays (upscale private island). Enjoy Princess quality and elegance while visiting world class Caribbean ports.

Inside: \$1,299 per person, double basis;
Window: \$1,499 per person (pp);
Balcony: \$1,649 pp;
Mini-Ste. \$1,899 pp.

Add \$179 for port/gov't. charges and optional insurance. Full suites, singles, triples and quads are available upon request.



Explore Spectacular South Africa!

Specialists in African Tourism (SITA) World Travel and AFSA join forces to present a spectacular value-priced itinerary during the Christmas/New Year holiday. Join us as we depart for Cape Town on Friday, Dec. 21, 2007 (late afternoon/early evening) arriving the next day. Visit: Cape Town and the Cape of Good Hope (tip of the African peninsula) including Robbins Island (a symbol of the resolve of the freedom fighters who sought equality and independence) and famous Table Mountain; Oudtshoorn (ostrich capital of the world), Cango Caves (one of the natural wonders of the world) and the Cango Wildlife Ranch; Knysna, home of the Featherbed Natural Reserve (flora and fauna paradise); Kruger National park including two game drives; and Johannesburg including a visit to the world renowned Apartheid Museum.

This tour ends Dec. 31 with a return to NYC on Jan. 1, 2008. For those who have additional time, we are offering a three-night extension to include one of the seven wonders of the world, Victoria Falls, from Jan. 1st returning to NYC on Jan. 3rd. Includes most meals, four-star hotels, comprehensive sightseeing, all portage, round trip air and English speaking guides. Optional insurance (\$250 pp) is encouraged as deposits are non-refundable and the seating is limited to 44 passengers due to holiday travel. Air add-ons from other cities are available. Please contact Gary for supplementary rates. Rates: \$4,589 pp (double); \$4,989 (single). For Victoria Falls extension, add: \$939 pp (double) and \$1,149 (single).

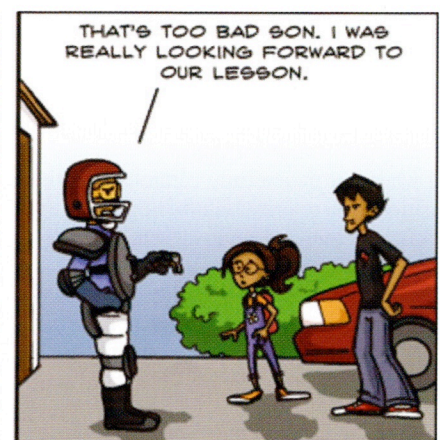
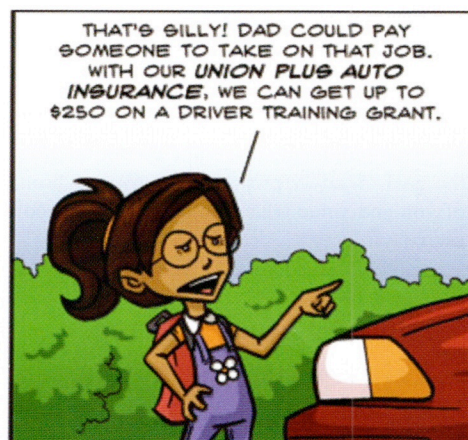
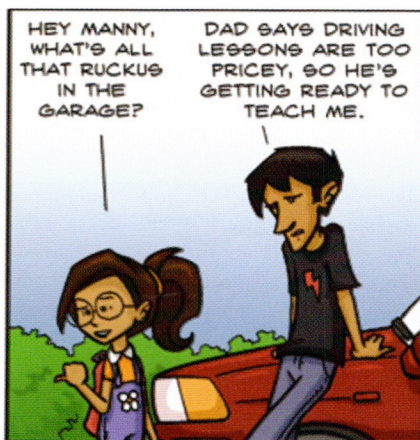
New! 2008 Spring Break Caribbean Sail Away!

April 19/20 – April 27th, 2008

We fly to Florida and board the elegant Caribbean Princess docked in Fort Lauderdale, which then sails to St. Marten, St. Thomas, and Princess Cays (private island). Departure is on April 20th, unless you opt to come a day earlier and spend a luxurious night in Fort Lauderdale! We return to Fort Lauderdale on April 27 for our return flight. The Caribbean Princess has a full array of activities, exciting shore excursions, and outstanding cuisine. These rates are the best yet!

Inside - \$1,099 per person (pp); Window - \$1,349 pp;
Balcony - \$1,649 pp; Mini-Stes. - \$1,849 pp.

Rates based on double occupancy. Add taxes and government fees of \$179 per person. Call for single, triple, quad and full suite rates. Optional insurance is available. The optional night in Fort Lauderdale at the Marriott Hotel is \$89 per person based on double occupancy and includes all transfers.



For more information on auto insurance call 1-800-294-9496 or go to www.UnionPlus.org/AutoInsurance

AFSA RETIREES

New!

Alliance Calls on Bush Not to Veto Rx Bill

The Alliance for Retired Americans (ARA) called on President Bush to reverse his threat to veto the bipartisan House-passed bill that requires the Health and Human Services secretary to negotiate lower drug prices on behalf of Medicare beneficiaries. Currently, Medicare's prescription drug program bars the federal government from using its enormous buying power to demand lower prices from drug makers. "Bush should do more than merely promise not to veto this bill, he should be a true leader and encourage the Senate to pass similar legislation," said ARA President George Kourpias. ARA activists across the country have sent in "thousands of petitions" to members of Congress, demanding that their elected officials lower the cost of Medicare prescription drugs, President Kourpias said. Americans now pay the world's highest drug prices, he added. For more about the ARA, see <http://retiredamericans.org>.

Retired Administrators Help Wanted!

Retired administrators in seek of employment in sales in school settings, may call Steve Beede at (610) 282-7457 for information.

(AFSA is providing this information as a public service and does not endorse any companies or products. AFSA does not bear any responsibility or liability.)

PROFESSIONAL DEVELOPMENT

In the last edition we brought you the first parts of remarks by Diane Ravitch and Daniel Domenech from two separate presentations at AFSA's convention. The conclusions of both follow here.

Diane Ravitch: Are National Standards the Answer?

In part one, public education scholar, author and professor Diane Ravitch urged school administrators to "...stand up for good education, [and] implement it, even when it's not tested." Professor Ravitch asked if implementing national education standards is the answer to improving public education for all.

"Currently under the NCLB law, every state has its own test," Professor Ravitch said. "Fifty states, 50 standards, 50 tests. This formula of 50-50-50, coupled with the mandate to show annual gains has encouraged states to lower their standards so they can make unwarranted claims about how well their students are doing."

"I believe that our nation needs a national curriculum," Ravitch recommended. "We need national standards for what students should know and be able to do, certainly in subjects like science and math. We should have national testing based on national standards. Almost every other modern industrialized nation has national testing. They do so for two reasons, first to raise achievement by making available the best sequence of topics and ideas in each subject, and second, to increase equality by making the best sequence available to all children in every public school, regardless of where they live."

"As everyone in the testing industry knows, there are many ways to raise test scores without improving achievement either by excluding low performing students or by lowering the cut scores of the test. The only way to know whether we're making progress and actually improving achievement is by having a common yardstick which is the same for all states and communities. American students are just as smart as students in other modern industrialized nations. But with the exception of those lucky few who happen to get great teachers, most students are getting watered-down courses that are too broad, too shallow, too repetitive or too fragmented and unrelated to international standards," stated Ravitch.

"None of the current proposals that have been championed by business leaders and foundations address the need for coherent curriculum. The proliferation of charter schools and other choices will not raise achievement if every charter school does its own thing. The explosion of small schools will not raise achievement if the small schools are all doing their own thing. The manufacturing of new principals in quickie programs will not raise achievement if the new principals have no curriculum to guide their own work in addition to their having no experience."

"You as school leaders must show the way by holding fast to the ideals of education and resisting the trendy ideas of the moment. You know that children need reading and math skills but you know that is not enough. You know that we as a great nation can and must do better. If we want to secure our economic future, if we want a brighter future for our nation and for our children in the 21st century, we must demand and fight for the schools that we need," Ravitch concluded.

Daniel Domenech: You Must be in the Battle to Make a Difference

Former Fairfax, Va. Superintendent of Schools Dr. Daniel Domenech, now a Senior Vice President of the McGraw Hill Companies offered a superintendent's perspective. In the first portion of his remarks, he spoke of leadership, accountability, and NCLB. He said: "The one consistent factor is you. You will remain at the schools after the superintendent leaves. In NYC, [Mayor] Bloomberg will be gone but you guys will still be there."

Unity of Spirit

As educators we are united in spirit, he told the group. "None of us went into this business to make money. All of us went into this business because we felt we had a calling. Kids were important to us and we wanted to make a difference as teachers, as administrators."

"When I was a superintendent in Fairfax, Va., we dealt with tragedy after tragedy. There was the Washington sniper. In our schools to protect the kids, our administrators created a human wall where they put themselves between the bus and the kids and whatever view the sniper might have to shoot at those kids. That's going way above and beyond the job and making a difference."

"When Sept. 11 happened, the plane that hit the Pentagon [was near our schools]. During that day, when there were many relatives [of our school employees, who worked] in the Pentagon, many who had died or been injured, but nobody knew who at that point. Our principals and administrators who had relatives there did not abandon their children or their jobs to see what happened. They did not go to their relatives. They stayed at school for the entire day to take care of their kids. That is unity of spirit. That is caring about our children. Ladies and gentlemen, you can be proud of what you do. You can be proud of what you accomplish, you can be proud of being together," stated Dr. Domenech in the wrap-up of his perspective.

VIEWPOINT

Clinton Wants Universal Pre-K Ed.

Presidential candidate Sen. Clinton is calling for a new \$5 billion plan that would provide universal pre-K education, according to an article in the *NY Times*, May 21, 2007. Early childhood teachers would be required to have baccalaureate degrees in early childhood education with appropriate training. States would be required to establish standards and curriculum and have low teacher/student ratios. Dollars can be used to expand Head Start. During the first five years of the program, funding would increase to \$10 billion. States would not decrease current spending on pre-K education. How do you think this plan, if enacted, would affect public school performance? What do think about this proposal? Drop me a note. jillevy@AFSAadmin.org.



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FEEDBACK

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How would you rate this publication? (Circle one.)

Excellent Very Good Good Poor

Comments:

(Optional)

Name:

Address:

City/State/Zip:

Local Number:

Email Address:

Survey: Asst. Principal (AP) Staffing Ratios

1. Every school needs at least one AP.

Circle one: Agree Disagree

2. Check Agree or Disagree for each letter a-d.

There should be one AP for every:

Agree Disagree

- a. ☐ ☐ 10 teachers & other staff;
b. ☐ ☐ 11-15 teachers & other staff;
c. ☐ ☐ 16-20 teachers & other staff;
d. ☐ ☐ 21 + teachers & other staff.

3. Subject area supervisors are essential to a school's success. Agree Disagree

4. Large schools would benefit from APs for administration. Agree Disagree

Fax to: AFSA, Survey Dept. (202) 986-4211
or mail to: 1101 17th Street NW, Ste. 408,
Washington, D.C. 20036. Thank you!

New Scholarship Program helps Minorities become Union Leaders

An ever-more diverse labor movement needs more diverse leadership. The new Union Leaders of the Future Scholarship Program will help by providing awards of \$500 - \$3,000 for tuition, books, and travel at accredited educational institutions for women and people of color who are pursuing union leadership training. Scholarship recipients will also participate in a mentoring program with established union leaders. Applications will be available online June 1 and are due back by September 29, 2007. Learn more and join the informational email list at UnionPlus.org/DiversityScholarship. This program is open to union members in good standing in the U.S., Puerto Rico, and the Virgin Islands. This award is made possible by AFSA and the Union Plus Education Foundation.

AFSA CALENDAR

Mark Your Calendar!

AFSA Leadership Conference

July 15-20, 2007

CEF Legislative Conference & Gala
September 20, 2007