

# Rethinking Minnesota's High Schools

by Charlie Kyte  
MASA Executive Director

It is time for us to begin rethinking the structure of Minnesota's high schools. From the perspective of the state, children are provided twelve years of free quality education. From the perspective of local school districts we have an obligation to make each of the years meaningful and appropriate for each student.

The needs of students are more diverse than ever before. Students with aspirations for post-secondary academic study need the most challenging of academic courses. Students interested in the trades and skilled crafts need a rigorous fundamental education and then exposure to the technologies that underpin these trades. Other students need a concentrated regimen of English literacy as they learn the English language. Others need care and nurturing as they develop more slowly academically and socially.

All students need to learn and understand the tenants of American democracy and to learn to be civil persons in a complex society. Socialization of students remains important, as does an exposure to liberal arts education.

The traditional American high school includes grades nine through twelve, or ten through twelve. The ninth and tenth grades are usually a time of required courses and solid academic subjects in the Sciences, Math, English and History. The

eleventh and twelfth grade years tend to be filled with more choices for students ranging from advanced academics to work experience.

It is a widely known fact that significant portions of students pause in their pursuit of education in their senior year. This is especially prevalent during the second semester. This lowers productivity of education for the individuals and makes the work of teaching much more challenging for teaching staffs and administration.

### *A Restructured Model*

A restructured model could approach the education of students from the standpoint of providing a rigorous standard education through grade ten. Students would then have two additional years of access to a free education. The choices for education could include any of the eleventh and twelfth grade options now available. Another choice would be any post-secondary option available within the system of community colleges, technical schools and public four-year colleges.

This would be a step beyond "open enrollment" which now makes courses with existing vacancies available to high school level students. It would be based upon clusters of independent school districts aligning with the MnSCU schools in their area to provide an articulated set of options for student study. Admission to any of these options would require demonstrated

student readiness.

An issue being debated today is the lack of academic readiness for some students who are attending the MnSCU system of colleges. We also have students continuing their education in eleventh to twelfth grades although they are ready academically to move beyond that stage.

Opening the system to an open choice of education for students in the eleventh grade through two years of post-secondary training would allow the students who are ready to move on to do so at their own pace. Other students could concentrate on the courses they need at the prep-school level.

Developing these arrangements would require a sharing of revenues. There would be a combining of students across school district lines for technical courses. There would be the option for students to progress between the systems by reaching for greater academic rigor at the college level, and socialization and **Rethinking ...**  
**Continued Page 5**



Charlie Kyte

<i>inside ...</i>	
<b>We Are Not Alone! .....</b>	<b>2</b>
<b>Spring Conference Highlights .....</b>	<b>3</b>
<b>Solidarity Sells .....</b>	<b>4</b>
<b>Kids Deserve Effective Testing .....</b>	<b>7</b>
<b>Candidates Announced .....</b>	<b>8</b>
<b>Member Wins National Award .....</b>	<b>14</b>

## We Are Not Alone!



Jerry Jensen

by Jerry Jensen,  
MASA President and  
Superintendent, Lake  
City Schools

While attending the National Conference on Education in San Diego recently, I was struck by the common themes being discussed and debated. School

leaders from virtually every state seemed concerned about their state's budget problems and the lack of adequate funding for education. Hearing some of their stories, I felt fortunate to be in a state where the legislature seems to be making every effort to spare education from damaging reductions. I hope by the time this publication hits your desk, agreement has been reached on the budget crisis resolution, and K-12 education will have been spared reductions that would only add to the difficult challenges faced by so many of our schools.

Another topic of high interest and

opinion is the testing of our students. Like Minnesota, most states responded to the push for accountability by creating a system of student testing and reporting. The federal testing mandate potentially creates another layer of testing unless each state is able to blend the two programs successfully into one efficient and effective system. It will be a complex and difficult challenge, but we have a short window of opportunity to develop a system that meets the requirements while providing meaningful information for educators, parents, and students.

Ted Blaesing and I had the opportunity to represent Minnesota at an AASA Advisory Council meeting during the conference. Every topic discussed was a burning issue in our own state, and for MASA. The push for full funding of IDEA is a universal and priority position of the membership. This has forced AASA to walk a political tightrope. They aggressively

pursued legislation that would have increased the federal funding for special education to 40%. This strong position has caused a political backlash, most notably with the White House. Executive Director Paul Houston reported that their marching orders from the membership are clear, however, and they intend to continue an aggressive drive for more funding, regardless of political fallout.

A similar political tightrope act is also playing out for MASA. As part of our political strategy, we are trying to strengthen our relationships with legislative leaders and the Governor. We believe building a trust level and working relationship with the Governor's office is required if we hope to influence education policy being generated from that branch of government.

MASA strives to be a dominant voice for education in Minnesota. Before state leaders will listen to our **Not Alone ...**  
**Continued Page 5**

## Participating in Your Professional Organization

by Charlie Kyte  
MASA Executive Director

Thank you! Thank you! Thank you to all MASA members who gave of themselves over this past year by participating in the activities of MASA. Over the past year hundreds of MASA members were involved in

that there is a strong core of educational leadership in the state of Minnesota. Thank you to all that participated.

MASA has hosted or partnered with other organizations to present workshops, seminars, and breakout sessions at conferences on a monthly

of the state and each component group. The committees, which include executive development, legislative, and member services, have been active during the year with a large percentage of the members attending every meeting.

The next major event for MASA is the Spring Conference, to be held at the Radisson South Hotel on April 18th and 19th. A strong program of presenters, breakout sessions and exhibitors will make up the rich texture of this outstanding conference. This event will also provide an opportunity for recognition of the outstanding work of members, and for networking with your professional friends. We look forward to seeing all of our MASA members at the Spring Conference. •

### *Over one hundred MASA members participate on the committees of MASA and on the Board of Directors.*

professional workshops, governance of MASA, committee work and participation at MASA events.

The "Day at the Capitol" event on March 6th was exceptionally well attended. It is important for top school district officials to demonstrate at the capitol and with the media. It is important to show

basis during this past year. A number of MASA members have participated as skilled presenters at these workshops.

Over 100 MASA members participate on the committees of MASA and on the Board of Directors. The Board of Directors consists of members of each region

MASA & MASE present . . .



**2002 Spring Conference:**

*Sharing the Minnesota  
Dream  
Understanding Our People  
Delivering Our Promise*

**April 18 & 19  
Radisson South Hotel,  
Bloomington, MN**

Join your colleagues for this important event exploring Minnesota's changing communities—and how educational leaders can respond to them. Keynote presenters will help you make decisions using key trends that will influence the future. Small group sessions offer insight and practical assistance for leadership issues old and new. The 2002 MASA/MASE Spring Conference, *Sharing the Minnesota Dream—understanding our people, delivering our promise*, offers all of this and more!

Registration materials have been mailed. For more information and registration materials, see the MASA web site ([www.mnasa.org](http://www.mnasa.org)) or call us at 651/645-6272

**Conference Highlights . . .**

A historian and University of Minnesota Professor, **Hy Berman** is an expert on immigration and the effect of new communities on education—and vice versa! Join him and hear about our history, our present, and what Minnesota's educational leaders should consider as we plan for the future.

**Small Group Breakout Sessions** will narrow the thematic focus to examine topics such as immigration law for schools, religious diversity in our schools, and changes our colleagues are experiencing in their communities. Additional sessions will present information on topics important to us professionally, including retirement planning, communicating during tough times, and special education updates.

**Senator Mee Moua** is the first person of Hmong descent in the United States to become a state senator. At the age of five, she escaped with her family from war-torn Laos, eventually settling in St. Paul. She will share her story with us—how she became an attorney, community activist and ultimately a senator.

**The Exhibit Fair** is a convenient way to visit with representatives of companies offering the latest products and services. Sign up for the prize drawings! Don't forget to shop the **Silent Auction**. Profits support the programs of the MASA Foundation.

**Tou Ger Xiong** was a small child when his family had to flee from Laos in 1975. He and his family immigrated to the United States and lived in public housing in St. Paul. In 1992, Tou Ger became the valedictorian of his high school class and went on to receive a degree in political science from Carleton College. Hear his story, and his perspective as an immigrant student in our schools.

What are our candidates for governor thinking about Minnesota education? Join us for the **Gubernatorial Candidate Panel** and hear them explore the Big Issues.

Celebrate the accomplishments of your colleagues at Thursday's **Awards Celebration**.

**Bill Blazar**, Senior Vice President of the Minnesota Chamber of Commerce, will help us understand the Chamber's education positions.

WCCO anchor **Don Shelby** is known for his commitment to children. Through his work and community involvement, he has long been a voice of advocacy for kids and their families. He will close our conference, sending us home with his inspiring message.

**New this year! Arrange your lodging on line.**

Arrange your lodging on line at [www.radisson.com/minneapolis\\_mn\\_south](http://www.radisson.com/minneapolis_mn_south). Click on "Make a Reservation" and enter the promotional code "MASA." Or contact the Radisson South Hotel directly at (800) 333-3333 or (952) 835-7800. Identify yourself as attending the MASA/MASE Conference and receive a special rate.

## Solidarity Sells



Shari Prest

by Shari Prest  
Ark Associates

Can you imagine going to the doctor and having the nurse tell you that she disagrees with the doctor's diagnosis? Worse yet, consider going to a hospital and having your

doctor say stridently, "The board doesn't know what they are doing...they haven't dealt with patients for too long." Imagine stopping at the grocery store and being told that the manager doesn't understand safe food practices. Would you choose to go to that doctor, hospital, or grocery store again? The unfortunate fact is that parents, legislators, taxpayers and, too often, students receive that message from within public schools. This rhetoric usually crops up at the time of budget reductions, salary negotiations, or district/school reorganization. Often, it results from sincere difference of opinion about what is best for kids. Sometimes this negative campaigning is the result of frustration and erodes public trust and support. Everyone loses in battles to effect change by manipulating public opinion.

There is another way. Following are some things you can do to create and preserve solidarity in your organization while encouraging stakeholders to share ideas and concerns.

- **Foster strong board/administration relationships based upon openness, honesty and trust.** "It's not a question of whether or not board support will change. It is a question of when."—*The Anguish of*

*Leadership, Jerry Patterson, 2000.* Relationships between the board and administration are ever-changing and dynamic. They require your consistent attention.

- **Provide a system for regular two-way communications between employee groups and yourself.** "Involve them to the extent possible in any actions that affect their constituencies."—*The Anguish of Leadership, Jerry Patterson, 2000.* Be very clear about what role their input will play in the decision-making process.
- **Welcome questions and feedback.** "If we don't answer, they will stop asking. If they stop asking, they stop growing."—*Jim Hayhurst, former chairman of Outward Bound, author, and owner of one of the largest advertising agencies in Canada.* The questions and feedback of others help you to identify communication voids and to understand their perceptions about your leadership so that

you, too, can continue to grow as the leader of your school(s).

- **Treat diverse opinions as opportunities to grow solidarity.** "Try to 'protect' your muscles from resistance, and they begin to shrink. You get weaker."—*Fast Growth, Price Pritchett, 1997.* Invite employees to participate in the synergy that will provide vision and/or resolution.
- **Define and appreciate the explicit and implicit roles and responsibilities of everyone in the organization.** "Top management is responsible for laying the overall game plan and calling the plays. That's what they're supposed to do. [Employees are] supposed to run the plays and make them work."—*The Employee Handbook for Organizational Change, Price Pritchett and Ron Pound.* Although everyone in the organization has distinct responsibilities, their opportunity for success is enhanced through **Solidarity ...**  
**Continued Page 8**

Participate in the eighth annual MASA Foundation

### Silent Auction

at the 2002 MASA/MASE Spring Conference

Thursday, April 18 • Radisson South Hotel, Bloomington

This popular Foundation fund-raiser provides resources for opportunities that would otherwise not exist. To be successful, we need members to contribute or solicit auction items which might be attractive to our colleagues. Items might include:

- a week's stay at your cabin
- tickets to a favorite sport, theater, or musical event
- art work...a painting, jewelry, sculpture, etc.
- a meal for four at your home
- a motivational presentation
- new small appliances
- etc., etc., etc.!

Donate, shop, or both!  
It's for a good cause and  
your contribution is tax deductible.

Let's make this year's auction more successful than ever—won't you please help? Please fill out the auction section on your registration form or call the MASA office—651/645-6272. Thank you!

## Leaders Forum

Spring, 2002 • Vol. 36, No. 3

*Leaders Forum* is a publication of the Minnesota Association of School Administrators, © copyright, MASA. No endorsement of products or services is intended. Send materials to be considered for publication to:

### Director of Communications

Mia Urick  
MASA  
1884 Como Avenue  
St. Paul, Minnesota 55108  
(651) 645-6272  
FAX (651) 645-7518

### Executive Director

Charles Kyte

### 2001-2002 Officers

President Jerry Jensen  
President-Elect Kenneth Dragseth  
Past President Gregory Vandal  
Treasurer Antoinette Johns

### 2001-2002 Board of Directors

#### Region 1

Marcia Love (2000-03)  
Wendy Shannon (2001-04)  
Kelly Smith (2000-04)

#### Region 2

Gil Carlson (2000-03)  
Les Martisko (1999-02)

#### Region 3

Richard Orcutt (2000-03)  
James Redfield (2001-04)

#### Region 4

Dale Gilje (1999-02)

#### Region 5

Philip Johnson (1999-02)

#### Region 6

John Messelt (1999-02)  
Mary Ruprecht (2000-03)

#### Region 7

Julio Almanza (2000-03)

#### Region 8

Randy Bruer (2001-04)

#### Region 9

Claudia Risnes (2001-04)  
John Staples (1999-02)  
Bev Stofferahn (2001-04)  
Dan Walker (1999-02)

#### Retiree Representative

Ken LaCroix (1999-02)

**Leaders Forum is your newsletter and we encourage your input!** If you have ideas or an article to share, please contact Mia Urick, MASA's Director of Communications and Professional Development (contact information listed above).

## Rethinking ... Continued from Page 1

team participation at the high school level.

The cooperation between independent school districts and the MnSCU system would include an emphasis on students meeting rigorous standards for their education. It would include a set of "checks and balances" to ensure that students demonstrate a high level of literacy as a prerequisite to a free opportunity for post-secondary education.

The change demonstrated above would require enlightened and progressive school boards, and school leaders (superintendents and post secondary school officials) with a willingness to think outside the box. Faculties would need to demonstrate a willingness to work together at the secondary and post-secondary levels.

A system that would reduce student academic lethargy and create students that are better prepared to both continue their education and/or enter the work force could be the envy of the nation. •

## Not Alone ... Continued from Page 2

voice, however, we must earn their respect and trust. We have made huge strides in this area the last few years, but it requires an on-going willingness to have open and honest dialogue about difficult issues in education. These discussions will undoubtedly push us out of our comfort zone on certain topics. As members, you may at times feel uncomfortable about our involvement. I urge you to remember that one of our priority goals is to be an active player in the development of education policy in this state. I am convinced it will only be attained when we stretch and are willing to take risks. Surely the risks need to be calculated and cannot violate the core values and beliefs of our organization, but they will be a necessary requirement to be effective in the future.

In spite of the educational challenges shared across the nation, this year's conference was also filled with optimism and excitement. The turbulent and chaotic times in education today make us ripe for sweeping and dramatic changes. As educational leaders, we must recognize the opportunity, strengthen our voice, seize the moment, and engage in the exciting process of creating a new public education system that better meets the needs of our students. Together, we can and will rise to the occasion.

Plan on attending the Spring Conference on April 18 & 19. This will be a great opportunity to strengthen our organization through member involvement. It is also healthy to step back from the day-to-day problems, engage in professional development, and spend quality time with colleagues and friends. I hope to see you there!

•

WE START WITH YOUR DREAMS  
AND BUILD FROM THERE.

**K A**

KRAUS-ANDERSON  
CONSTRUCTION COMPANY

Midwest Division

8625 Rendova Street, Circle Pines, MN 55014  
763 786-7711 • www.krausanderson.com

## Minnesota Administrators Leadership Forum II *Registration information for 2002-2003 Cohort*



*Kris Bryan Nielsen*

by Kristine  
Bryan Nielsen,  
Executive Director,  
MN Administrators  
Leadership Forum

The first year of the MN Administrators Leadership Forum training and mentorship program has been very successful and it is

already time to begin the registration process for the 2002-2003 cohort! Those who are on the waiting list from the 2001-2002 registration process have the opportunity to pre-register and were given special instructions through the mail.

Open registration began on Monday, March 18 and continues until our 700 spots are filled. Training

sessions will begin this summer with a two-day session in the metro area. Three additional days will follow in the fall and winter at regional locations throughout the state.

You may register by logging on to [www.mn-admin-forum.org](http://www.mn-admin-forum.org) and selecting the registration page. All fields on the registration page must be completed for your application to be complete. You will receive confirmation of your position in the 2002-2003 Forum by late April. If all spots are filled you will automatically be placed on the waiting list for the 2003-2004 Forum.

Today's school administrators work in a fast-paced, chaotic and complex environment. In this environment change, whether positive or negative, is their constant companion. The

accessibility of data to the general public makes the job of the administrator both easier and more difficult. Now more than ever before, the decisions made by administrators are scrutinized, analyzed, and criticized by their constituents as well as by the general public.

With these challenges in mind, the Minnesota Administrators Leadership Forum has been developed and is continuing to evolve. A partnership of CFL, MASA, the Minnesota Association of Secondary School Principals, and the Minnesota Elementary School Principals' Association, the Forum provides training, tools and support to Administrators at all levels across the state. •

## **KNUTSON, FLYNN & DEANS**

PROFESSIONAL ASSOCIATION

*Serving Educational Organizations*

**Knutson, Flynn & Deans has been helping educational organizations reach their goals since 1947. With attorneys experienced in all areas of education law, we can assist you on a full range of legal and policy issues, including:**

- Employment and Personnel Matters
- Bond Counsel/Finance
- Administrative Proceedings
- Litigation and Appeals
- Labor Negotiations
- Student Issues
- Special Education
- Construction and Real Estate
- Investigations
- Mediation and Arbitration

**1155 Centre Pointe Drive, Suite 10  
Mendota Heights, Minnesota 55120  
Telephone: (651) 222-2811 Fax: (651) 225-0600**

## Minnesota's Students Deserve an Efficient Testing System

by Charlie Kyte  
MASA Executive Director

Minnesota's students deserve a system of testing which is as efficient as possible while still providing required information to school districts and to the state of Minnesota. The present system which consists of layers of local district tests, state tests and soon federal mandated tests simply takes too much time, is too slow in producing results and does not provide enough useful information at any of the levels.

What Minnesota needs is an alignment of tests which provides the state and federal governments with appropriate measures of accountability for school buildings

and districts, and provides evidence of year to year (value-added) growth for each student. Districts and the State must come together to create a single system of testing which accomplishes these goals and minimizes the time students are pulled away from their studies for the testing process.

In meetings with CFL officials and legislators, MASA has made the following five suggestions to help create a more efficient system of testing:

1. Create a testing system that merges the districts need for 'value-added' growth tracking of individual students and the need of the State for high standards of accountability.

2. Utilize tests that quickly identify a student's approximate skill level and then 'hone in' to more closely identify the student's exact level. This will reduce the time required for testing and reduce the frustration level of the student as they will not need to complete questions that are significantly too hard or too easy for them.

3. Utilize testing methodology, which allows near instantaneous scoring feedback for the individual student and a quick return of information to the districts. There are several on-line testing systems that may allow this to occur.

4. Create test security by providing large numbers of questions of which only a few are utilized for the formal State testing. A large number of questions could be openly shared with teachers and students to help provide guidance toward meeting high standards.

5. Consolidate testing dates so that large numbers of students are tested in a relatively short period of time annually.

MASA continues to examine different methodologies for testing and reporting of test results. MASA will continue to interact with state officials to help develop a clear and efficient system of both state standards and testing. •

### *More on the web site ...*

MASA's legislative position on testing is available on the MASA web site: <http://www.mnasa.org/LegislativeInfo.html>. See page 7 of the platform. •



Charlie Kyte

*What does a school district do to find great staff?*



**Minnesota Schools Jobsite Online** is an effective, inexpensive way for school districts to advertise job openings on the internet. Districts can post unlimited vacancies, for all levels of positions, for a small annual fee. People looking for positions can browse those jobs at no cost.

**The Jobsite's applicant site** streamlines the hiring process for both school districts and applicants. Applicants for licensed positions complete an online screening form that member districts can use to electronically screen applicants according to their own criteria.

**Applicants may post their credentials (transcripts, license, letters of recommendation, etc.) to the site.**

**For most school districts, the annual subscription cost is less than the cost of advertising just one position in the newspaper.** And the jobsite postings and applications are available 24 hours a day, 365 days a year. Rates are determined according to district size.

Jobsite Online is a service of the  
**Minnesota Association of School Administrators**  
1884 Como Avenue • Saint Paul, MN 55108  
Voice: 651/645-6272 • Fax: 651/645-7518  
<http://www.mnasa.org> • [members@mnasa.org](mailto:members@mnasa.org)

**School Districts:  
at Minnesota Schools  
Jobsite Online, you can**

- Post jobs
- Manage Applications
- All Online!

**Visit us  
on the 'net:  
[www.mnasa.org](http://www.mnasa.org)**

## Spring Candidates for Association Leadership Announced

*MASA is pleased to announce the slate of candidates for the 2002 spring elections:*

### 2002-03 MASA

#### President-Elect Candidates:

✓ **Palmer Anderson**  
Superintendent  
Lakeview Schools

✓ **Antoinette Johns**  
Superintendent  
Brooklyn Center Schools

The President-Elect serves one year, followed by one year as President and one year as Past President. Accountabilities of this office include:

- Participates in MASA Executive Committee and Board meetings
- Assists the President in providing general leadership to MASA
- Performs all duties of the President, in absence of the President
- Participates on the Strategic Planning Team

- Recommends appointments of all standing committee members, including Chairs-Elect.

### 2002-2005 MASA

#### Treasurer Candidate:

✓ **Connie Hayes**  
Superintendent  
LaCrescent-Hokah Schools

The Treasurer serves a three-year term. Accountabilities of this office include:

- Participates on the Board and Executive Committee.
- Represents and promotes MASA.
- Participates on the Strategic Planning Team.
- Assists the Executive Director in developing the annual budget.
- Reviews and approves monthly expenditures.
- Signs checks for the payment of invoices.
- Manages investments for the Association.

### 2002-2003 Component Group Presidents-Elect —

*Superintendent Component Group President-Elect Candidate:*

✓ **Kathy Leedom**  
Superintendent  
Willmar Schools

*Central Office Administrator Component Group President-Elect Candidate:*

✓ **Marv Swanson**  
Director of Personnel and Administrative Services  
Richfield Schools

*Service Provider Instructor or Administrator Component Group President-Elect Candidate:*

✓ **Gary Nytes**  
Executive Director  
North Central  
Service Cooperative

**Leadership Candidates ...**  
**Continued Page 12**

## Solidarity ... Continued from Page 4

knowing and understanding the perspectives of others.

- **Remember that everyone in the organization is communicating regularly—whether they mean to or not.**  
*“The biggest communicators are*

communicate is fair and accurate.

- ✓ Ask them to consider if what and how they communicate strengthens or weakens public support for your public school(s).

### *Treat diverse opinions as opportunities to grow solidarity.*

*your own employees.”—Jerry Weast, Superintendent, Montgomery County Public Schools (137,000 students), Rockville, Maryland. Raise the awareness among employees that they are always communicating something.*

- ✓ Provide them with information about the schools on a regular basis so that what they

- **Be very clear that the health of the organization depends upon the loyalty and good will of all members.** *“There’s a real need for ‘them’ to protect the organization.”—The Employee Handbook for Organizational Change, Price Pritchett and Ron Pound.* The reputation of the organization is compromised and public support diminishes when members of the organization manipulate stakeholder opinion to achieve personal outcomes.

- **Share the credit and take the**

**blame.** *“If it appears I can see further than others it is because I am standing on the shoulders of giants.”—Sir Isaac Newton—reiterated by Carol Johnson, Minnesota Superintendent of the Year.* This philosophy helps to develop trust and loyalty within the organization and creates an environment that allows staff members to risk trying new things.

*“People ask the difference between a leader and a boss... The leader works in the open, and the boss in covert. The leader leads and the boss drives.” — Theodore Roosevelt*

•  
Champions for Children™ *Leader Promotional Portfolio* pieces are available on the MASA web site: [www.mnasa.org](http://www.mnasa.org).

# LEADER'S *toolbox*

## Building Project? Tips from One Who Has Been There!

*The second installment of two about building projects ...*

by John R. McClellan  
General Manager  
Cadre Securities, Inc.

### *How To Select a Financial Advisor:*

Questions about the history of the firm, its size and number of deals in Minnesota are all legitimate questions. For sure you want to call any references provided. Your colleagues are an excellent source. Ask about their fee. What services do they provide? How much follow-up is provided after the bonds are sold?

### *What Does the Financial Advisor Do?*

The FA helps the district complete the necessary steps prior to, during and after it sells the bonds. They will do all the background checking on the district regarding the rating, prepare bids, advertise the sale, recommend the sale and place the money where the district directs it to

do so. An ongoing relationship with an FA is something the district wants to consider as many questions can arise later on regarding the district's debt, restructuring, reissuing etc.

### *How Do You Select an Investment Advisor?*

Ask similar questions about your investment advisor. Size of firm? History? Expertise? Do they have a credit department monitoring the client's investments? Check their references. Where have they done work recently? What is their fee? What services do they provide? Arbitrage? Do they provide value added services?

### *What Does the Investment Advisor Do?*

They re-invest the money from your bond sale for the life of the construction project (if you sold construction bonds) so cash is available to meet your construction

pay out schedule. You should be concerned about the type of investments recommended. Safety of principal is recommended as your primary concern, liquidity second, and yield or return last. Your investment advisor can also help you with other investment questions.

### *What is Arbitrage?*

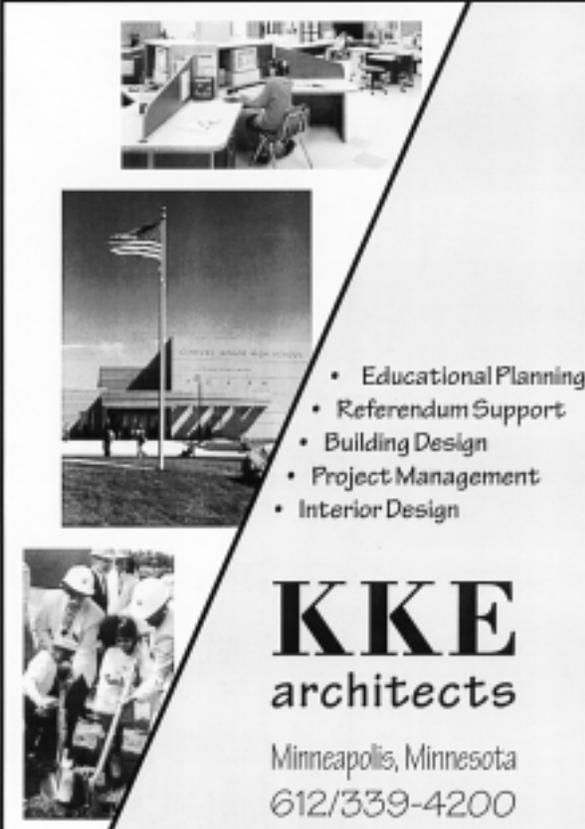
Arbitrage is the spread between the rate at which you sell your bonds and the rate you re-invest. The IRS will not allow you to "make" money on your reinvestment above the rate at which you sold your bonds. Like many laws there are exceptions. So talk to your FA or IA regarding arbitrage and the follow up reports you will want to complete.

### *Do I Need a Construction Manager?*

CMs are gaining in popularity across the state. The first question I would ask is how much "faith" do you have in your architect? What is your role going to be in the project? Does the CM work for you? If so, does the CM assume any liability for the construction?

### **Building Tips ...**

**Continued Page 10**



- Educational Planning
- Referendum Support
- Building Design
- Project Management
- Interior Design

**KKE**  
architects

Minneapolis, Minnesota  
612/339-4200

## Administrators!

**Master of Education programs that will prepare your teachers for leadership, innovation, and challenges**

<p><b>Curriculum and Instruction</b></p> <ul style="list-style-type: none"> <li>• <b>Challenging</b> – Coursework that is both rigorous and inspiring</li> <li>• <b>Relevant</b> – Knowledge and strategies pertinent to diverse learning environments</li> <li>• <b>Collaborative</b> – Frequent interaction with faculty and other educators</li> <li>• <b>Reflective</b> – Insightful reflection on teaching practices</li> </ul>	<p><b>Educational Media and Technology</b></p> <ul style="list-style-type: none"> <li>• <b>Practical</b> – Prepares school library Media Specialists</li> <li>• <b>Relevant</b> – Current theory and practice of school library media center management</li> <li>• <b>Flexible</b> – Both master's degree and licensure options available</li> </ul>
--	--

For more information contact:  
Jo Olsen Murray, Ed.D.  
800-888-8796 or (218) 723-6026  
joam@css.edu  
www.css.edu/gmail



**The College of St. Scholastica**  
Imagine what you can do

1200 Kenwood Avenue • Duluth, MN 55811-4199  
An equal opportunity educator and employer

What is the fee based on? What is the company's history in Minnesota? Reputation? References? Again, ask your colleagues who have employed them. If you decide to hire a CM, I would recommend that you do it early in the process, right after you hire your architect and before you finalize your plans.

### ***Should You Use a General Contractor?***

I must say I learned my lesson on this one year ago. For any large job, I recommend that you pay the extra fee and have a general contractor involved. This means you have one contractor to deal with and not 7-12 independent ones. The coordination of a large project is one of the most critical elements in getting the project completed on time and within the budget. I have attended the weekly trailer meetings and the presence of the "owner" sends a real message.

As long as I mentioned the weekly trailer meetings I should tell you that I did not hire a CM but I was

actively involved with the construction projects. Yes, attending most of the weekly meetings does help. I also had a pre-construction meeting and required all subs to be represented. At this meeting, you normally review the timeline, construction site, fencing, bathroom facilities for the workers, staging areas, security, payment schedule, etc.

The part I played in the meeting was to wish everyone well, to tell them I wanted them to make money on the project, and to make certain they all could meet their contractual obligations. If they could not do so, I would offer to let them out free right now. If they stayed, I promised to pay them on time and told them that if we were the cause of any delays, I wanted to know and we would resolve them within 24 hours. I also promised that if they were the cause of delays because they did not have enough workers, I would hold their checks. I'm not certain of the legalities, but it sure worked well. Yes, I did hold the check back a time or two but that is

not bad when you consider how many projects we completed on time and within the budget.

### ***Should You Use a Closed Union Shop?***

Coming from the administrative side of most issues, this one caused me a lot of unrest. Before you decide the answer to this, there are several items to consider. First, how large is the project? Can you delay the use of the facility if there are labor slowdowns or strikes? Will it affect the cost? I was never too willing to get involved with a union contract and did not do so until the last major building project. We always paid prevailing wages. On the most recent major building project, we did enter into a union contract. I must say that for the most part, it worked well. We had two days of pickets over the course of almost two years, no strikes, and no shortage of workers, which was a really big plus for us. We had as many as 30-40 masons on the job on any given day

**Building Tips ...  
Continued Page 11**

# BKV GROUP

Architecture  
Interior Design  
Engineering

Boarman  
Kroos  
Vogel  
Group  
Inc.



### **Anoka-Hennepin Technical College Renovation**



- Secondary technical education program integrated on campus (grades 11-12)
- \$13 million renovation of 273,000 s.f.
- Complex phased construction of occupied facilities
- Space remodeling for program growth; infrastructure upgrades for life safety, HVAC, ceilings, roofing

**Teaming Architectural Excellence with Education**

Contact John Sponsel at 612.339.3752

[www.bkvgroup.com](http://www.bkvgroup.com)

# NOR-SON<sup>INC</sup>

Quality Construction By Quality People



General Contracting & Construction Management

218-828-1722

[www.nor-son.com](http://www.nor-son.com)

551 Edgewood Drive  
Brainerd, MN 56401

## Building Tips ... Continued from Page 10

while some projects around us could not find help. I do not believe there was any increased cost because of the contract, and there sure was a lot of cooperation. And yes, we did make it on time and within the budget. In fact, our general contractor set a record for number of continuous injury free working days! Not a single day was lost by any worker during the entire construction period.

### ***Change Orders – What Can You Do?***

First, you will have them on any large project, especially if you are remodeling. You just cannot rely on the old plans, missing drawings and surprises that are beyond anyone's expectations—and in some cases imagination. My suggestion is that you build in a contingency. Talk with your architect. What is their normal range for the type of project you are doing? When letting your bids, do the contractors have experience with the type of project you are doing? Are you building during the winter? Is it clear who is paying the heat bill; it can be huge! What do you know about the soil conditions—any surprises hiding under the ground? Do you have or can

you expect any environmental issues and or delays? How much time will elapse between passing the bond issue and actually bidding the project? A few months can run the costs up fast.

### ***Bidding the Project:***

It will take longer from passing the bond issue to the actual bidding than most people think. Remember, you most likely started with textbook square foot cost projections. And that is fine. But to bid, you need actual construction documents with details, measurements, etc., AND before you can supply the information to the architect, you most likely need to have a planning and design team of administrators, staff and experts, most of whom can only meet after school or in the evening. So you really need to get it going soon. Staff involvement really contributes to ownership and tremendous PR. Do not overlook it. A good architect can and should be able to provide you with some timelines.

### ***What About Timelines?***

If all goes well, it can take up to three to four years from the time you start thinking about a major project to the

time you occupy the building. The actual construction time for an elementary school is usually 18-24 months. Building a larger school like a high school can and most likely will take longer. Steel is available for only 16-24 weeks, but if you're lucky and have a winter like this year, and you have your orders in early, you may luck out—but I would never plan on it. You should of course have a contingency plan. Hopefully when you passed the building bond, you also included an operating levy so you have money available to operate the new facility.

### ***Celebrate:***

Whatever you do, take the time to celebrate the addition to your community. Hold a special service. Invite the public. I mean really invite the public to get them into "their" new building. Recognize the contractors, school board, legislators, supportive parents, staff, the design team, the folks that supported the bond issue, any and all local citizens that may have sold you the land, etc. The program does not need to take very long, but take the time on behalf of the children to say THANK YOU. Speaking of the children, involve them in the celebration as tour guides, in performances, or on the refreshment crew (keep it off the new carpet). This is a true community facility—let them see it and enjoy it. They paid for it! •

# Minnesota EduPortal is a Hit!

## New Services Enhance Powerful of Online Info Access

More and more of Minnesota's school districts are enrolling to use the EduPortal. And here at MASA, we continue to add information to this powerful resource.

If your district is not yet enrolled to access the EduPortal, email Mary Law at the MASA office (mrlaw@mnasa.org) and she will get you started. We urge you to make the EduPortal available to your team. Remember, there is no cost to access this valuable tool. Once you see its potential, you will be impressed with the many applications it can provide.

### **What is the EduPortal?**

The Minnesota EduPortal is a private, web-based information/document/communication-sharing network. By using the EduPortal, Minnesota school administrators can access a totally word-searchable library of information of value in their professional roles.

Using a standard web browser,

administrators are able to quickly access information such as Minnesota statutes and rules, "best practices" content, reflective writing, research, and statistical reports. And each and every document is completely word-searchable, down to the last footnote.

Through the generosity of the Bill & Melinda Gates Foundation and the Blandin Foundation, every school administrator in every Minnesota school district has access to the Minnesota EduPortal *at no cost*.

### **Who decides what material is available on the EduPortal?**

The EduPortal is a joint effort of MASA, MASSP (the Minnesota Association of Secondary School Principals), and MESPA (the Minnesota Elementary School Principals Association), in partnership with the Minnesota Department of Children, Families and Learning. Our staffs have been locating information about educational research; laws and

statutes; regulations and financial information. Also, representatives of a number of Minnesota education associations have been trained to enhance that information with material pertinent to their own cohort groups. All that material has been moved into the EduPortal. But we're not finished, and we never will be! This dynamic site will always be "under construction," as new material becomes available. We also look to you for inspiration. Please feel free to tell us what you would like to see on the site.

### **Additional EduPortal Services**

There are three additional services beyond the basic EduPortal that you may want to consider using. These services are fee-based and we believe they are a good value. Here is a sample:

- **Your Own District Collaboration EduPortal**

**EduPortal ...  
Continued Page 16**

## Leadership Candidates ... Continued from Page 8

The Component Group President-Elect serves one year, followed by one year as President.

(In accordance with the MASA Special Education Administrator Component Group bylaws, the President-Elect of Minnesota Administrators for Special Education [MASE] serves as the MASA Special Education Administrator Component Group President-Elect.)

### **Component Group Representatives to the MASA Board of Directors —**

*Central Office Administrator  
Component Group Board  
Representative Candidate:*

- √ **Sandra Kovatch**  
Director of Curriculum  
South Washington  
County Schools

*Service Provider Instructor or  
Administrator Component Group  
Board Representative Candidate:*

- √ **Les Martisko**  
Executive Director  
South Central  
Service Cooperative

- √ **Dorothy Suomala**  
Assistant Professor  
Moorhead State University

*Special Education Administrator  
Component Group Board  
Representative Candidate:*

- √ **Daryl Miller**  
Director of Special Education  
Robbinsdale Area Schools

Component Group Representatives to the MASA Board serve a three-year term. These Directors will replace the Component Group Board

Representatives who are completing their terms June 30, 2002.

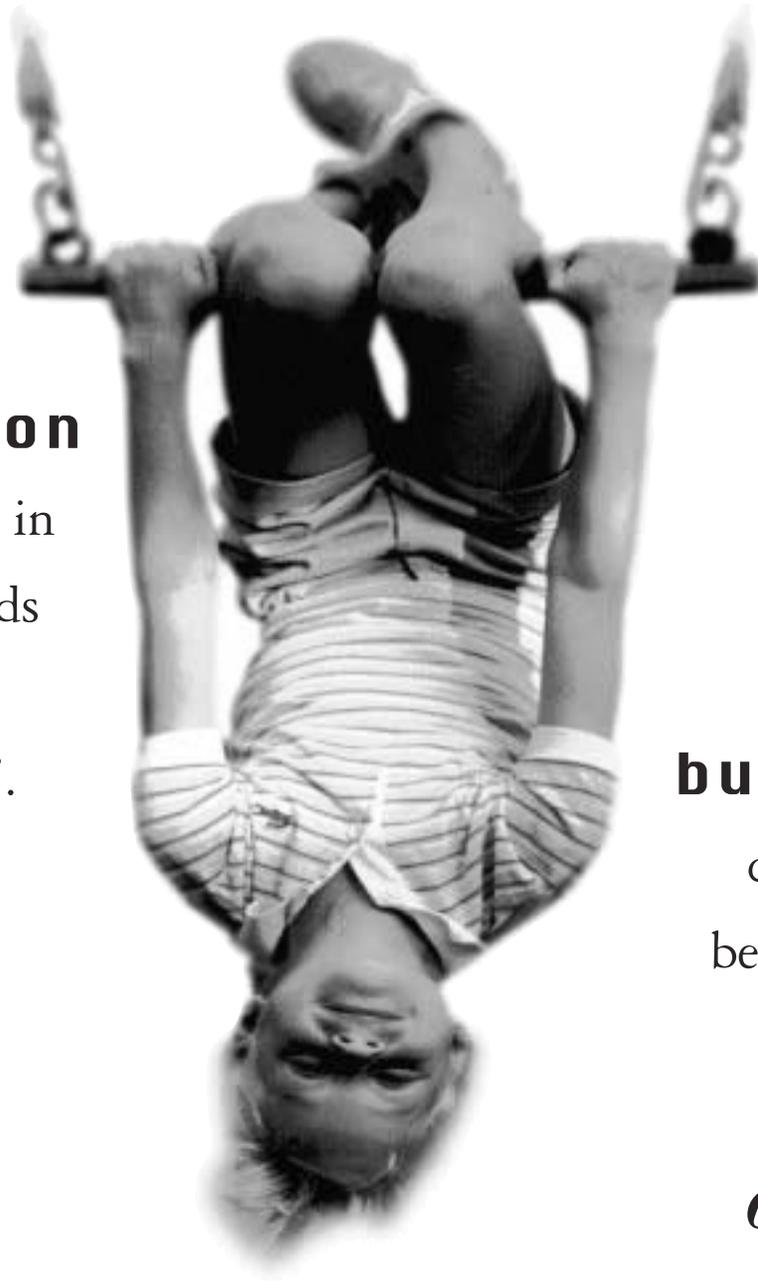
After this election, MASA will hold a second tier of elections for representatives of any MASA regions that are not represented on the board.

MASA officers have the opportunity to influence education in Minnesota and serve their fellow colleagues.

Candidates will be presented to the membership at the spring conference. In accordance with the MASA and Component Group bylaws, nominations will also be taken from the floor at that time. Ballots will be mailed after the spring conference.

Thank you to our candidates for their willingness to lead and serve. •

His  
**education**  
couldn't be in  
better hands  
than  
*yours.*



Your  
**buildings**  
couldn't  
be in better  
hands  
than  
*ours.*

Johnson Controls, Inc.  
1801 67th Avenue North  
Minneapolis, MN 55430  
763-566-7650

JOHNSON  
CONTROLS

**Keeping student bodies comfortable for over 100 years.**

# CELEBRATE *Leadership*

## Bob Fischer Named National Outstanding Administrator



*Bob Fischer*

Bob Fischer, Director of Special Education for the Northfield Public Schools, has been named the 2002 Council of Administrators of Special Education (CASE) Outstanding Administrator of Special Education.

The national award recognizes individuals making significant professional contributions to leadership and field practice in the administration of programs for students with disabilities and/or who are gifted. Bob will receive the award at the National Council for Exceptional Children Convention, April 3-6, 2002 in New York City.

"I was very surprised," says Bob.

"It's always nice to be recognized by your peers."

Before his appointment at Northfield in 2000, Bob worked tirelessly as an advocate for children with disabilities in his position with the Minnesota Department of Children, Families and Learning from 1976-1999. After retiring in 1999, Bob worked as a consultant with numerous school districts, helping special education directors and superintendents understand Minnesota's current funding system. Many MASA and MASE members have benefitted from Bob's high level of expertise in special education finance.

"Several large school districts, contemplating large service reductions in special education staff and services to children with

disabilities, reversed their decisions after learning the benefits of the current special education funding system," says Bob. "Watching districts ... reverse their decisions to cut services to individuals with disabilities has been a gratifying experience for me ..."

While working for the Minnesota Department of Children, Families and Learning, Bob saw himself as a "service provider to Directors of Special Education." His goal was to facilitate the education process by making the necessary administrative processes and procedures as unobtrusive as possible, allowing teachers and administrators to devote their time to the education of children.

**National Award ...  
Continued Page 16**



To promote successful learning you need proven tools. **Something NCS Pearson understands completely.**

NCS Pearson. The nation's leading provider of innovative, market-leading solutions that support student and school success:

- Student information management
- Instructional and curriculum management
- Classroom management
- Parent communication tools
- Financial, payroll, and human resources management

Contact your NCS Pearson Representative or call  
[800] 736.4357, press 2  
[www.ncspearson.com](http://www.ncspearson.com)

MASA - 818 - 01 - 018



Copyright © 2001 NCS Pearson, Inc.

**SKYWARD®**  
The right tool for the job.

Developer of  
**PaClick**  
School Management Systems

Integrated student and financial administrative software systems that give administrators, educators, and families the power of information with a "Point and Click."

For a free information packet and demonstration, call 800-236-7274 or visit us at [www.skyward.com](http://www.skyward.com)

## MASA Leadership Day at the Capital a Success!

### *Minnesota School Leaders Thank Legislators, Emphasize Ongoing Needs*

About 200 educational leaders from school districts throughout Minnesota rallied at the capitol on March 6. This in itself is not unusual, but given the state's budget deficit and the ensuing cuts, the main agenda item may be a bit extraordinary. The administrators gathered to thank legislators for their support.

Although Minnesota faces a startling budget deficit, state lawmakers have minimized the budgetary cuts to education, and school leaders wanted legislators to know they are grateful.

Members of seven of our educational administrators' organizations heard their leaders express their thanks to Senate Majority Leader Roger Moe and House Speaker Steve Sviggum, who were present for the press conference.

"As school superintendents and

administrators, we appreciate the difficulty of making budget cuts," said Jerry Jensen, Superintendent of the Lake City Schools and MASA President. "Many of us have stood in front of large groups of people and announced the difficult decisions affecting the educational opportunities for their children. We truly understand the difficult decisions legislative leaders needed to make this year and we appreciate their willingness to keep education whole."

MASA Executive Director Charlie Kyte characterized the means of addressing the ongoing needs of school districts as a partnership between district and legislative leaders. He stressed that although school districts have been spared from state budget cuts, many of our districts are still suffering from a lack of resources. With increased dependence on state

funding comes an increased need that funding be adequate, stable, and predictable.

On behalf of school administrators, Charlie expressed willingness to collaborate with the legislature, legislative leaders, and the governor to address the important issues of public education. •

*Our thanks to the organizations sponsoring the Day at the Capitol:*

- *The Association of Metropolitan School Districts*
- *Schools for Equity in Education*
- *The Minnesota Rural Education Association*
- *The Range Association of Municipalities and Schools*
- *Lake Superior Districts*
- *Minnesota Administrators for Special Education, and*
- *The Minnesota Association of School Administrators*

## Total Facility Resources

*All the tools you need to analyze, plan, design, build and maintain your educational facilities.*



# DLR Group



toll free: 1-866-DLR-8600

[www.dlrgroup.com](http://www.dlrgroup.com)

# EduPortal ... Continued from Page 12

This system would allow you to put all of the information from your district into a single online repository that is fully searchable. Districts already working with this service typically put their policy manuals, building handbooks, summary-testing information, curricula, and board meeting agendas/minutes into the system. Thus, administrators and others are able to locate information through a "key word search" and the district is able to upgrade the system at any time quickly and easily.

*For online information about the Minnesota EduPortal, visit the MASA web site at [www.mnasa.org](http://www.mnasa.org) and click on the EduPortal icon.*

• **Translation Service**

This service allows districts to communicate with non-English speaking families through the use of many standard communications that are translated into a large number of different languages. It

provides a low cost way of communicating about topics such as reduced lunch, schedule changes, parent/teacher conference notices, and permission slips. All can be sent home in the family's native language. A large number of school districts across the United States are already using this service and we are able to provide it to districts in a cost-effective way, and several Minnesota districts are currently piloting the resource.

• **Research Service**

The Educational Research Service (ERS) provides districts and administrators searchable access to all of their research online through the Minnesota EduPortal. A district can purchase this information at a lesser expense through the Minnesota EduPortal than they can buy the ERS service.

Prices for the various premium services are noted in the box below. If you are interested in any of these services please contact Mary Law at her email address or give her a call at 651-645-6272. She will be glad to provide you with additional information and help to schedule an appropriate person from your district for training in the near future. •

## National Award ... Continued from Page 14

To further that goal, Bob developed and refined an interactive Electronic Data Reporting System that reduced the amount of paperwork for local school districts while providing the Department of Children, Families and Learning with the necessary information to pay the state and federal aids to those school districts. In collaboration with special education directors, Bob developed the uniform tuition billing process used by local school districts today.

Important evidence of his passion for quality leadership in special education is Bob's service as a resource to educators, administrators, parents and advocacy groups for 23 years. Bob has provided consistent, rational and fair administration and interpretation of rules and laws governing special education.

The Council of Administrators of Special Education is an international professional educational organization that is affiliated with the Council for Exceptional Children. Its members are dedicated to the enhancement of the worth, dignity, potential, and uniqueness of each individual in society. •

*For more information on the national CEC convention, visit their web site at: <http://www.cec.sped.org>.*

Additional EduPortal Services Price List

**Collaboration EduPortal - \$1,750/year**

- Single multi-user name/password per district and one Author license
- One-time \$500 registration fee for Author training workshop

**Translation Library of Educational Policy and Compliance Forms**

- Single multi-username/password per district

District ADM .....	Price
1-499 .....	\$ 400
500-1499 .....	\$ 625
1,500-2,499 .....	\$1,075
2,500-4,999 .....	\$1,800
5,000-9,999 .....	\$2,750
10,000-24,999 .....	\$4,700
25,000+ .....	\$6,500

**Research Service**

- Annual rates for ERS EduPortal Subscriptions, 2001-2002:  
Subscription Fee based on Size of District.
- |                                 |          |
|---------------------------------|----------|
| Less than 500 students .....    | \$ 400   |
| 500 to 1,499 .....              | \$ 600   |
| 1,500 to 2,499 .....            | \$ 800   |
| 2,500 to 4,999 .....            | \$ 1,000 |
| 5,000 to 9,999 .....            | \$ 2,500 |
| 10,000 to 19,999 .....          | \$ 2,500 |
| 20,000 to 34,900 students ..... | \$ 3,250 |
| 35,000 to 49,999 .....          | \$ 4,000 |
| 50,000 to 74,999 .....          | \$ 4,750 |
| 75,000 to 99,999 .....          | \$ 5,500 |
| 100,000 to 199,999 .....        | \$ 6,250 |
| 200,000 plus .....              | \$ 7,500 |

Ratwik,  
Roszak &  
Maloney,  
P.A.

*Attorneys at Law*

300 U.S. Trust Building  
730 Second Avenue South  
Minneapolis, Minnesota  
55402 • 612-339-0060  
Fax: 612-339-0038  
[www.ratwiklaw.com](http://www.ratwiklaw.com)

*Practicing in All Areas of  
School Law Including:*

- Labor Negotiations and Employment Law
- Investigations
- Special Education
- Construction and Land Acquisition
- School Business Affairs



**VAALER**

i n s u r a n c e

*More Than 50 Years of VIP Service*

**We Get Good Grades Because We Do Our Homework**

*We've been insuring schools for a long time, but we still study each situation.*

Our team of school insurance specialists will work with you and your local insurance agent to review your current coverage and build a custom program created specifically to protect your school - at the best price. We offer:

- Property and liability coverage
- Dividend workers comp programs
- Student foreign travel insurance
- Risk purchasing group programs

Have your local agent contact Vaaler Insurance, or call us directly.

**1-800-553-4291 • [www.vaaler.com](http://www.vaaler.com)**



## OSEP: School Districts Cannot Override

### Refusal by Parents to Consent to Initial Provision of Special Ed.

by Peter A. Martin, Attorney,  
Knutson, Flynn & Dean, P.A.

According to Minn. Stat. §125A.09, subd. 3, refusal of a parent or guardian to consent to an initial formal assessment of a child, the initial placement of a child in special education, and the initial provision of special education services may be overridden by a decision obtained by a school district in a due process hearing.

However, recent guidance published by the U.S. Department of Education (DOE) Office for Special Education Programs (OSEP) has advised several state education departments that due process hearings may not be used to override a parent's refusal to consent to initial provision of special education and related services. In so stating, OSEP distinguishes a parent's refusal to consent to evaluation or reevaluation from a refusal to consent to initial provision of services.

For example, in a September 24, 2001 letter to the Virginia Department of Education, OSEP stated:

The IDEA (Individuals with Disabilities Education Act) does not permit public agencies to initiate a due process hearing if a parent refuses to consent to the initial provision of special education and related services.

See Letter to Cox, 36 IDELR 66 (OSEP 2001). OSEP reconfirmed this new position in a November 5, 2001 letter to the New Jersey Department of Education, stating:

I would, however, like to make sure you understand the

Department's current position. Based on the IDEA and IDEA Amendments of 1997, Part B regulations require parental consent for the initial provision of special education and related services and do not permit public agencies to override a parental refusal to consent ... The IDEA regulations permit override only if a parent refuses consent for an initial evaluation and reevaluation and state law does not otherwise prohibit such an override.

(Emphasis added).

In support of its position, OSEP cites 34 C.F.R. §§300.505(a)(1) and 300.505(b). Section 300.505(a)(1) requires parental consent prior to initial evaluation, reevaluation or initial provision of special education and related services. However, Section 300.505(b) states that a school district may initiate a due process hearing only when a parent refuses to consent to an initial evaluation or reevaluation. That section says nothing about initiating a due process hearing if parents refuse consent for an initial provision of special education and related services. Indeed, Section 300.505(b) states:

If the parents of a child with a disability refuse consent for initial evaluation or a reevaluation, the agency may continue to pursue those evaluations by using the due process procedures under §§300.507-300.509 or the mediation procedures under §300.56 if appropriate, except to the extent inconsistent with state law relating to parental consent.

While the current regulations clearly provide school districts with the option to file for due process regarding identification, evaluation, educational placement, or FAPE, see 34 C.F.R. §300.507 (a), it would appear that OSEP has clarified that the IDEA does not allow schools to override parents' decisions regarding initial placement.

It remains to be seen whether OSEP will revise its opinion on this issue or whether the clear language of Minn. Stat. §125A.09 will be modified to remove the ability of a school district to override parental consent to initial placement in special education. On that point, the OSEP has made clear that: "If there are State statutes, regulations, and policies that are inconsistent with the IDEA regarding these issues, then the State must change these State-level rules so that there is no conflict with the IDEA requirements." See Letter to Gagliardi (OSEP November 5, 2001).

In the meantime, however, school districts should carefully consider their options when faced with a parental refusal to consent to an initial special education placement. If the school district believes that the child is eligible and would benefit from special education, it should (1) note its findings and recommendations in writing and provide a copy to the parents; and (2) counsel the parents about the school district's findings and recommendations through informal discussions, conciliation, or mediation. In light of the uncertainty created by the OSEP's recent opinions, a decision by the school district to pursue an **OSEP ...**

**Continued Page 19**

## School Administrators' Board Invoices Spark Questions

by Charlie Kyte  
MASA Executive Director

Recently the Board of School Administrators sent out the bills for 2001-02 to licensed school administrators. We have received a number of questions from our members about the fee.

The annual fee is \$75 for practicing administrators and \$32.50 for retired and non-practicing persons wishing to retain their license. This fee is set in statute and the proceeds fund the new Board. The bill was sent out late because the Board wasn't appointed until early fall and then was in an organizational stage. This fee is separate from the licensure fee of \$47 paid at the time of license renewal to the CFL.

The Board of School Administrators was created to give administrators control over their own profession, separate from the CFL or the Board of Teaching. Remember that a small, but important, part of the work of this board is acting on ethics complaints. It is much fairer to have these complaints handled by your peers than by another entity.

This fee should be paid by you individually unless there is an agreement within a contract to have it paid by your Board of Education. MSBA would prefer that school boards don't pay this, but it is an issue that can be bargained between individuals, or bargaining groups, and their Boards.

Most other professions have professional boards and pay an annual fee to support their board. Examples include: Attorneys--\$200/year; Chiropractors--\$200; Nursing Home Administrators--\$200; Veterinarians--\$200; Athletic Trainers--\$100; Nurses--\$85; Barbers--\$40 and Psychologists--\$500.

At this time it is unclear if there will be a penalty if you don't pay. It is possible that a license would not be renewed if the annual fee is not paid, but that is speculation at this time.

I recommend that each licensed administrator pay the appropriate fee. It will help support your profession and it would put you in ethical compliance with the Statute. Personally, I paid my fee yesterday. •

## OSEP ... Cont. from Page 18

override through due process proceedings should be discussed in advance with legal counsel before a hearing request is made. •

If you have any questions regarding this legal update, please contact Attorney Peter A. Martin at [pmartin@kfdmn.com](mailto:pmartin@kfdmn.com) (651-225-0625) or another member of the Knutson, Flynn & Deans special education law group.

*None of the information contained herein is intended as legal advice or opinion relative to specific acts, situations or issues. You should consult with a lawyer about your particular circumstances before acting on any of this information because it may not be applicable to your situation.*



**HAMLIN**  
UNIVERSITY

**inspiring  
challenging  
transforming**

Pursue a Doctorate in Education

- Relevant instruction links theory to practice
- Collaborative work with colleagues and outstanding faculty
- K-12 administrative licensure
- NCA and NCATE Accredited
- March 1 application deadline

For a brochure, contact:  
651-523-2900 or  
1-800-753-9753  
e-mail: [gradprog@gwhamline.edu](mailto:gradprog@gwhamline.edu)

**Master of Arts in Education**

Hamline University is an equal education/employment institution.



*Sharing the Minnesota*  
**Dream**  
*understanding our people  
delivering our promise*

*A special thank you to our  
Spring Conference major  
sponsors,*

**Rider Bennett Egan &  
Arundel, LLP and  
Johnson Controls, Inc.**

# Calendar 2002

**April 17**

**Board Meetings**

Radisson South Hotel,  
Bloomington

- Executive Committee  
9 - 10:45 am
- Board of Directors  
11 am - 4 pm

**April 18 - 19**

**MASA/MASE Spring Conference**

Radisson South Hotel,  
Bloomington

**May 27**

**Memorial Day Holiday**

MASA Offices Closed

**June 24 - 25**

**Board Meetings**

Madden's on Gull Lake,  
Brainerd, MN

*Note that this year's retreat will take place on Monday and Tuesday.*

- Executive Committee  
June 24: 9:30 - 11 am
- New Officer and Board Orientation  
June 24: 11 am - 12 noon
- Board of Directors  
June 24: 1:30 - 5:30 pm  
June 25: 9 am - 12 noon

*Mark your calendar ...*

## MASA 2002 Fall Conference

September 29 -  
October 1

Madden's on Gull Lake,  
Brainerd

*Plan to attend!*



## MASA's Fall Conference With Alternate Locations

by Charlie Kyte, MASA Executive Director

The MASA Fall Conference will begin an alternate pattern of conference locations beginning in the fall of 2003. In the odd numbered years, the MASA Fall Conference will be held in Duluth, using the River Front Park Area and the Duluth Convention Center. In the even numbered years, the conference will continue at its traditional location of Madden's Resort near Brainerd.

This is a significant change in MASA's tradition. The Board of Directors made this decision upon recommendation by the Member Services Committee. The decision to alternate the conference was based on feedback the Member Services Committee received from a survey of members. This change demonstrates MASA's willingness to both reflect its traditions while also exploring new options. We look forward to an excellent Fall Conference at Madden's Resort in 2002, a new setting at Duluth in 2003, and then an alternating pattern between the two locations for the foreseeable future.



*Plan for Duluth in Fall, 2003!*

**REMINDER—**

**ARE YOU  
RETIRING?**

**Retiree  
Recognition  
Forms are due  
April 5**

A reminder for those of you who are retiring . . . We want to recognize you for your contribution to education! Members who retire during or at the end of the 2001-02 school year will be honored at the MASA/MASE Spring Conference Awards Celebration, Thursday, April 18, at 3:30 pm.

**If you are retiring and have not yet returned your recognition form, we need them ASAP!** We want to be sure that all retirees are part of the recognition. Please help us by getting your form to us today!

We're sorry, but we can't guarantee that members submitting late forms will be recognized in the printed awards event program.

The recognition form is a section on your conference registration form, included in your Spring Conference registration packet. Forms have been mailed and are also available on the MASA web site: [www.mnasa.org](http://www.mnasa.org). Or call us—(651) 645-6272—and we will fax one to you.

Mail your completed form to:  
MASA/MASE, 1884 Como Avenue, St. Paul, MN 55108

Or FAX it to: (651) 645-7518

**Thank you!**

**Remaining Spring  
Regional Meetings:**

April 9 \_\_\_ Virginia  
April 11 \_\_\_ Staples  
April 29 \_\_\_ Metro

May 13 \_\_\_ Mankato  
May 22 \_\_\_ St. Cloud  
May 29 \_\_\_ Marshall