

THE SUCCESS OF THE SUNY PURCHASE
WESTCHESTER SCHOOL PARTNERSHIP PROGRAM

'THE PERSPECTIVE
OF THE
PRIVATE SECTOR'

PRESENTED TO THE

CONFERENCE AT SUNY PURCHASE
OUR MUTUAL ESTATE
SCHOOL/COLLEGE/BUSINESS PARTNERSHIPS

REMARKS BY
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SUNY PURCHASE
APRIL 22, 1987

SUNY CONFERENCE

IF ANY OF YOU ARE FANS OF PROFESSIONAL BASKETBALL, AND THE BOSTON CELTICS IN PARTICULAR, YOU MAY REMEMBER SOMETHING THAT HAPPENED MANY YEARS AGO.

IT WAS 1962, AND THE CELTICS HAD JUST DRAFTED JOHN HAVLICEK OUT OF OHIO STATE.

SUNY CONFERENCE

BUT WHEN HAVLICEK REPORTED TO THE CELTICS TRAINING CAMP, RED AUERBACH, THE CELTICS COACH AND GENERAL MANAGER, QUICKLY SAW HE HAD MORE THAN JUST ANOTHER SOLID, DEPENDABLE PLAYER IN CAMP. HE REALIZED THAT HE HAD A BUDDING SUPERSTAR ON HIS HANDS, ONE WHOSE POTENTIAL NEARLY EVERYONE ELSE HAD FAILED TO RECOGNIZE.

NY CONFERENCE

IN LATER YEARS, AUERBACH WOULD RECOUNT
HOW, WHENEVER HE WATCHED HAVLICEK PRACTICE
DURING THOSE FIRST FEW WEEKS, HE WOULD
LAUGH AND SAY TO HIMSELF: "BOY. IS
EVERYONE GOING TO THINK I'M SMART AS
HELL."

SUNY CONFERENCE

TONIGHT, AS WE CELEBRATE THE SUCCESS OF
THE SONY PURCHASE WESTCHESTER SCHOOL
PARTNERSHIP, I'M STARTING TO FEEL A LOT
LIKE RED AUERBACH.

WE PUT UP SOME MONEY. EVERYONE ELSE PUT
OUT THE EFFORT. AND I'M BEING TOLD I'M
SMART AS HELL.

SUNY CONFERENCE

DURING THE PAST SEVERAL YEARS, THE PRIVATE SECTOR HAS BECOME ACTIVELY INVOLVED IN A VARIETY OF DIFFERENT PROGRAMS AIMED AT IMPROVING OUR SYSTEM OF PUBLIC EDUCATION.

SOME HAVE INVOLVED INDIVIDUAL SCHOOLS.

OTHERS HAVE INVOLVED ENTIRE SCHOOL DISTRICTS.

ALL HAVE BEEN IMPORTANT AND WELCOME

CHANGES ESPECIALLY COMING FROM A PART OF

OUR SOCIETY THAT, UNTIL FAIRLY RECENTLY,

TENDED TO REGARD PUBLIC SCHOOLS AS SOMEBODY

ELSE'S PROBLEM.

SONY CONFERENCE

AS OUR INVOLVEMENT HAS DEEPEDED AND
MATURED, SO HAS OUR UNDERSTANDING OF THE
ROLE THE PRIVATE SECTOR CAN PLAY IN PUBLIC
EDUCATION. THE PRIVATE SECTOR IS NOT, FOR
EXAMPLE, IN A POSITION TO ASSUME THOSE
FUNCTIONS THAT TRADITIONALLY, AND RIGHTFULLY,
SHOULD BE FULFILLED BY GOVERNMENT. WE
DON'T HAVE THE CAPACITY, AND WE CERTAINLY
DON'T HAVE THE ABILITY, TO DEVELOP AND
OPERATE ELEMENTARY AND SECONDARY SCHOOL
PROGRAMS THE WAY THAT TRAINED AND
EXPERIENCED PROFESSIONALS CAN OPERATE
THEM.

SUNY CONFERENCE

EVEN IF WE DID, THE PRIVATE SECTOR IS NOT PUBLICLY ACCOUNTABLE FOR THE SUCCESS OF OUR PUBLIC SCHOOLS. Do WE WANT THE EDUCATION OF OUR CHILDREN DEPENDENT UPON WHETHER CORPORATE PROFITS RISE OR FALL IN A PARTICULAR YEAR? OR WHETHER A CERTAIN PRODUCT OR SERVICE BECOMES A MAJOR SUCCESS IN THE MARKETPLACE?

I THINK NOT, AND I HOPE YOU AGREE.

SONY CONFERENCE

BY

THE SAME TOKEN, OUR EXPERIENCE OF THE PAST
SEVERAL YEARS HAS PROVIDED US WITH IMPORTANT
INSIGHTS INTO HOW THE PRIVATE SECTOR CAN
PARTICIPATE MOST EFFECTIVELY IN
HELPING TO IMPROVE OUR PUBLIC SCHOOLS.

SONY CONFERENCE

ONE WAY IS ADVOCACY, MAKING OUR POSITION KNOWN IN WASHINGTON, IN STATE CAPITOLS AND IN LOCAL COMMUNITIES. LAST MONTH, FOR INSTANCE, SENIOR EXECUTIVES FROM FIVE MAJOR CORPORATIONS TESTIFIED BEFORE A JOINT HOUSE-SENATE HEARING CALLING FOR GREATER PUBLIC INVESTMENTS IN THE CHAPTER ONE PROGRAM THAT PROVIDES SUPPLEMENTAL FEDERAL EDUCATION AID TO SCHOOLS WITH HIGH CONCENTRATIONS OF LOW-INCOME CHILDREN.

SONY CONFERENCE

A SECOND WAY IS TO FORM COALITIONS COMPOSED OF INDIVIDUAL CORPORATIONS AND SCHOOLS THAT SEEK TO ACHIEVE SPECIFIC GOALS. THE BOSTON COMPACT, WHICH FOCUSES ON EDUCATING STUDENTS FOR JOBS THAT WILL BE AVAILABLE IN OUR CHANGING ECONOMY, IS A FINE EXAMPLE OF THAT KIND OF PROGRAM.

SUNY CONFERENCE

A THIRD WAY IS TO BE A CATALYST, TO
PROVIDE SEED MONEY AND GUIDANCE SO THAT
EDUCATIONAL ORGANIZATIONS AND INSTITUTIONS
THAT HAVE HAD ONLY SLIGHT CONTACT WITH
EACH OTHER CAN WORK TOGETHER TO DEVELOP A
SERIES OF MUCH-NEEDED PROGRAMS.

SUNY CONFERENCE

THE SONY PURCHASE WESTCHESTER SCHOOL

PARTNERSHIP PROGRAM IS THE BEST EXAMPLE I

KNOW OF THIS KIND OF PROGRAM,

SO TONIGHT, I WANT TO USE THIS OCCASION TO

SHARE WITH YOU THOSE FEATURES OF THE SUNY

PURCHASE WESTCHESTER SCHOOL PARTNERSHIP

PROGRAM THAT, FROM MY PERSPECTIVE AS

SOMEONE FROM A CORPORATE BACKGROUND, MAKES

IT SO SUCCESSFUL AND WORTHWHILE TO EMULATE

ELSEWHERE.

SUNY CONFERENCE

WHEN THE SUNY PURCHASE WESTCHESTER SCHOOL PARTNERSHIP WAS ANNOUNCED MORE THAN THREE YEARS AGO, I MADE THE COMMENT THAT' IT APPEARED TO BE A PARTNERSHIP OF UNCOMMON CHARACTERISTICS, QUITE UNLIKE ANY OTHER PARTNERSHIP PROGRAM WITH WHICH THE AMERICAN CAN COMPANY OR ANY OTHER CORPORATION HAD BEEN ASSOCIATED.

THAT IS AS TRUE TODAY AS IT WAS THEN.

CONFERENCE

THIS PROGRAM HAS TAKEN THE PARTNERSHIP
CONCEPT TO NEW LEVELS, BOTH IN TERMS OF
THE TYPES OF INSTITUTIONS INVOLVED IN THE
PARTNERSHIP AND IN TERMS OF THE WORKING
RELATIONSHIPS THAT HAVE DEVELOPED AMONG
THOSE INSTITUTIONS.

SUNY CONFERENCE

THE SUNY WESTCHESTER PROGRAM IS A
PARTNERSHIP BETWEEN A STATE GOVERNMENT AND
A PRIVATE CORPORATION. IT IS A
PARTNERSHIP BETWEEN A STATE UNIVERSITY AND
MUNICIPAL SCHOOL DISTRICTS. IT IS A
PARTNERSHIP AMONG THE PARTICIPATING SCHOOL
DISTRICTS AND IT IS A PARTNERSHIP BETWEEN
THE PRIVATE SECTOR AND THOSE SCHOOL
DISTRICTS.

SONY CONFERENCE

WITH SUCH A COMPLEX SET OF ARRANGEMENTS,
IT WOULD BE EASY FOR THE PARTNERSHIP TO
MISFIRE OR FAIL TO WORK. BUT THE
PARTNERSHIP DOES WORK. IT WORKS BECAUSE
IDEAS ARE DISCUSSED FULLY, THOROUGHLY AND
OPENLY; BECAUSE PROPOSALS ARE CAREFULLY
PLANNED AND EVALUATED; BECAUSE THE MEMBERS
OF THIS PARTNERSHIP KNOW THEY NEED THE
INVOLVEMENT OF THE OTHER PARTNERS IN ORDER
TO ACHIEVE THEIR GOALS.

SONY CONFERENCE

THIS IS A VERY SOPHISTICATED PROGRAM,
PERHAPS THE MOST SOPHISTICATED AND COMPLEX
EDUCATION PARTNERSHIP THAT HAS BEEN
DEVELOPED TO DATE. BUT IT ALSO IS VERY
FRAGILE. IF ONE INSTITUTION DROPS THE
BALL, THE PARTNERSHIP COLLAPSES. IN
OTHERS WORDS, THIS PARTNERSHIP WORKS
BECAUSE EACH INSTITUTION VIEWS ITSELF AS A
CONTRIBUTING PARTNER, NOT AS THE DOMINANT
FORCE.

SONY CONFERENCE

I'M SURE YOU REMEMBER THAT MANY EARLY PARTNERSHIP PROGRAMS, PARTICULARLY THE ONE-ON-ONE PROGRAMS THAT INVOLVED ONE CORPORATION AND ONE SCHOOL, WERE CRITICIZED FOR BEING TOO FADDISH, FOR BRINGING MORE PUBLIC RELATIONS VALUE TO THE SPONSORING INSTITUTION THAN EDUCATIONAL VALUE TO THE SCHOOL THAT WAS INVOLVED, FOR FOCUSING ON SHORT-TERM GIMMICKS RATHER THAN LONG-TERM GROWTH AND DEVELOPMENT.

SUNY CONFERENCE

THE EXTENT TO WHICH THIS CRITICISM WAS
VALID IS OPEN TO QUESTION. AFTER ALL,
THOSE WERE THE EARLY DAYS OF THE
PARTNERSHIP CONCEPT. MOST CORPORATIONS
AND SCHOOLS WERE NEW TO THE IDEA. THEY
WANTED TO START WITH SOMETHING MODEST AND
MANAGEABLE IN ORDER TO DEVELOP A
RELATIONSHIP THEY COULD THEN BUILD UPON.

SUNY CONFERENCE

THE SUNY WESTCHESTER PROGRAM, THOUGH, NEVER HAD THIS PROBLEM. THIS IS ALL-THE-MORE EXTRAORDINARY, BECAUSE THE SUNY PURCHASE WESTCHESTER SCHOOL PARTNERSHIP PROGRAM WAS FORMED IN 1984 WHEN MANY ONE-ON-ONE PARTNERSHIPS WERE JUST GETTING OFF THE GROUND. YOURS WAS A MUCH MORE AMBITIOUS PARTNERSHIP, YET IT AVOIDED THE CRITICISMS LEVELED AT LESS AMBITIOUS PROGRAMS.

SUNY CONFERENCE

FROM THE START, THE PARTNERS IN THIS
PROGRAM -- ESPECIALLY THE SUNY PURCHASE
ADMINISTRATION AND THE SUPERINTENDENTS AND
THE FACULTY FROM THE PARTICIPATING SCHOOL
DISTRICTS -- RIGOROUSLY DEVOTED THEMSELVES
TO DEVELOPING PROGRAMS OF SUBSTANCE SO
THAT THESE PROGRAMS COULD SPEAK FOR
THEMSELVES.

SUNY CONFERENCE

THE PARTNERSHIP MEMBERS WANTED THE
INSTITUTIONAL RELATIONSHIPS TO BE GROUNDED
IN THE SUBSTANCE OF PROGRAMS, RATHER THAN
TO FORCE AND ENFORCE RELATIONSHIPS WITH
THE PROMISE THAT THE SUBSTANTIVE BENEFITS
WOULD ULTIMATELY JUSTIFY THE PROCESS.

THAT IS ONE REASON THE PARTNERSHIP HAS
SUCCEEDED.

SUNY CONFERENCE

ANOTHER REASON THE PARTNERSHIP SUCCEEDS IS
THAT IT DOES NOT FORCE CORPORATIONS TO
CHOOSE AMONG INDIVIDUAL SCHOOL DISTRICTS
WHEN MAKING A CONTRIBUTION TO PUBLIC
EDUCATION.

SUNY CONFERENCE

WESTCHESTER COUNTY IS AN EXTREMELY
FRAGMENTED AND HETEROGENEOUS SCHOOL
SYSTEM. IT IS COMPOSED OF 46 AUTONOMOUS
SCHOOL DISTRICTS, AND THERE ARE 121,000
STUDENTS AND 8,500 TEACHERS IN THE COUNTY.

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SUNY CONFERENCE

SINCE THE EMPLOYEES OF EVERY CORPORATION
IN THE AREA ARE SPREAD OUT, IT HAS BEEN
DIFFICULT, IF NOT IMPOSSIBLE, FOR AREA
CORPORATIONS TO FIND AN EQUITABLE,
RATIONAL WAY TO BE RESPONSIVE TO SO MANY
SCHOOL SYSTEMS IN NEED.

SUNY CONFERENCE

THE PARTNERSHIP PROVIDES AN AVENUE FOR
CORPORATE CONTRIBUTIONS TO PUBLIC EDUCATION
TO BE SHARED THROUGHOUT THE COUNTY. AND
BECAUSE THE PARTNERSHIP EXISTS, THE
DOLLARS, IN-KIND SERVICES AND HUMAN
RESOURCES THE PRIVATE SECTOR CONTRIBUTES
CAN BE USED MORE EFFICIENTLY AND EFFECTIVELY
THAN THEY WOULD BE IF THEY WERE BROKEN UP
AND DIVIDED AMONG A NUMBER OF COMPETING
SCHOOL DISTRICTS.

SUNY CONFERENCE

CORPORATIONS DON'T HAVE TO DECIDE HOW TO ALLOCATE THEIR CONTRIBUTIONS, WHETHER TO CONTRIBUTE TO ONE DISTRICT WHERE THE LARGEST NUMBER OF EMPLOYEES LIVE, TO ALL THE DISTRICTS IN WHICH EMPLOYEES LIVE, OR TO SUPPORT A SMALL PROGRAM OF SPECIAL INTEREST TO THE CORPORATION.

SONY CONFERENCE

THE PARTNERSHIP MAKES IT POSSIBLE FOR
PRIVATE CONTRIBUTIONS TO HAVE AN IMPACT
THROUGHOUT THE COUNTY. AND AS THE
PARTNERSHIP HAS GROWN, THE NUMBER OF
CORPORATIONS AND PRIVATE INSTITUTIONS WHO
PARTICIPATE IN THE PROGRAM HAS INCREASED.

THE IBM EXECUTIVE WHO DEVELOPED A NATIONALLY KNOWN PROGRAM OF LEADERSHIP DEVELOPMENT IS CONDUCTING A SIMILAR SERIES OF WORKSHOPS FOR THE PARTNERSHIP. THE JOINT COUNCIL FOR ECONOMIC EDUCATION IS WORKING WITH THE PARTNERSHIP TO DEVELOP AND PREPARE TEACHERS FOR THE SEMESTER OF ECONOMICS THE STATE NOW REQUIRES OF ITS HIGH SCHOOL STUDENTS.

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TEXACO IS INVOLVED. SO IS IBM, THE
BOOK-OF-THE-MONTH CLUB, CIBA-GEIGY,
BANK OF NEW YORK, GENERAL FOODS, PEPSICO
AND A NUMBER OF OTHER LOCAL BUSINESSES.

THE PARTNERSHIP ALSO PROVIDES THE SAME
BENEFITS TO PARTICIPATING SCHOOL DISTRICTS
THAT IT PROVIDES TO INDIVIDUAL CORPORATIONS.
JUST AS THE CORPORATIONS DON'T HAVE TO
CHOOSE AMONG SCHOOL DISTRICTS, THE SCHOOL
DISTRICTS DON'T HAVE TO COMPETE AGAINST
EACH OTHER FOR THE FUNDS, PERSONNEL AND
OTHER RESOURCES THE PRIVATE SECTOR
CONTRIBUTES.

SONY CONFERENCE

ONE SURE SIGN OF A SUCCESSFUL ORGANIZATION
IS WHEN THOSE MEMBERS WHO ONCE PARTICIPATED
FREE OF CHARGE NOW CONTRIBUTE FINANCIALLY
IN ORDER TO CONTINUE THEIR ENDEAVOR. THAT
IS PRECISELY WHAT IS HAPPENING AT THE
PARTNERSHIP.

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SONY CONFERENCE

THE AMERICAN CAN COMPANY FOUNDATION PROVIDED MOST OF THE ENTIRE FIRST YEAR CORE OPERATING BUDGET OF \$85,000. OUR INTENTION, THOUGH, ALWAYS WAS TO PHASE DOWN OUR CONTRIBUTION. WE WANTED THE PARTNERSHIP TO BECOME SELF-SUFFICIENT. THAT GOAL IS BEING REACHED. NEXT YEAR, THE PARTNERSHIP'S OPERATING BUDGET WILL BE \$110,000. AMERICAN CAN WILL CONTRIBUTE \$35,000. THE PARTICIPATING SCHOOL DISTRICTS WILL CONTRIBUTE \$75,000.

SUNY CONFERENCE

IN FOUR YEARS, THE SCHOOL DISTRICTS OF
WESTCHESTER COUNTY WILL HAVE GONE FROM
PROVIDING NOT ONE DOLLAR OF SUPPORT TO THE
PARTNERSHIP TO PROVIDING NEARLY 70 PERCENT
OF THE PARTNERSHIP'S OPERATING BUDGET.

THAT'S SUCCESS IN ANYBODY'S LANGUAGE.

SUNY CONFERENCE

FINALLY, PARTNERSHIPS LIKE THIS WILL NOT
WORK UNLESS THERE IS AN INSTITUTIONAL
COMMITMENT FROM THE TOP. THAT HAS
HAPPENED WITH ALL THREE KEY INSTITUTIONS.

SUNY CONFERENCE

AT SUNY PURCHASE, THE LEADERSHIP OF
PRESIDENT GREBSTEIN, TED GROSS AND RESA
FREMED WERE ABSOLUTELY ESSENTIAL. THE
PARTNERSHIP IDEA WAS AN UNTESTED IDEA WHEN
PRESIDENT GREBSTEIN AND SUNY PURCHASE
APPROACHED OUR FOUNDATION. BUT SUNY HAD A
VISION OF THE FUTURE AND A COMMITMENT TO
PUBLIC EDUCATION IN WESTCHESTER COUNTY.

SUNY CONFERENCE

THE SUNY FACULTY WAS ENCOURAGED TO BECOME INVOLVED. THE MESSAGE CAME DOWN FROM THE HIGHEST LEVELS THAT WORKING WITH THE PUBLIC SCHOOLS WOULD HAVE ITS REWARD, THAT FACULTY MEMBERS WHO WORKED IN THIS PROGRAM WOULD NOT SLOW DOWN THEIR CHANCES FOR PROMOTION OR TENURE. "PUBLISH OR PERISH" WAS NOT GOING TO BE THE ONLY MEASURE OF SUCCESS AT SUNY PURCHASE. EDUCATIONAL SERVICE TO THE COMMUNITY WAS GOING TO COUNT.

SUNY CONFERENCE

THE SUPERINTENDENTS OF THE VARIOUS SCHOOL DISTRICTS VIGOROUSLY SUPPORTED THE PROGRAM. THEY BECAME INVOLVED IN BOTH POLICY AND IN DETAILS, IN THE SUBSTANCE OF THE PARTNERSHIP PROGRAMS AND IN THE OPERATING STYLE OF THE PARTNERSHIP. THEIR ACTIVE PARTICIPATION GAVE THE PROGRAM MUCH OF ITS ORIGINAL IMPETUS AND STATUS WITHIN THE COUNTY.

SUNY CONFERENCE

AND, OF COURSE, THE LEADERSHIP PROVIDED BY THE STATE OF NEW YORK AND GOVERNOR CUOMO WAS INDISPENSABLE. THE GOVERNOR CITED THE PARTNERSHIP AS AN EDUCATIONAL MODEL IN LAST YEAR'S STATE OF THE STATE SPEECH, AND THE STATE UNDERWRITES, ON A PERMANENT BASIS, THE SALARIES OF FOUR FULL-TIME SUNY PURCHASE PEOPLE ASSIGNED TO THE PARTNERSHIP.

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SUNY CONFERENCE

FROM THE BEGINNING, THE GOAL OF THIS PARTNERSHIP HAS BEEN TO HELP THE CLASSROOM TEACHER IMPROVE HIS OR HER KNOWLEDGE AND SKILLS. THE PRINCIPLE VEHICLES FOR THIS HAVE BEEN THE TEACHERS CENTER FUNDED BY THE STATE EDUCATION DEPARTMENT AND THE TEACHING INSTITUTES DEVELOPED IN CONJUNCTION WITH THE WOODROW WILSON FELLOWSHIP FOUNDATION.

SUNY CONFERENCE

THESE WOODROW WILSON TEACHING INSTITUTES
HAVE BEEN THE CORNERSTONE OF THIS
PARTNERSHIP FROM THE VERY EARLIEST DAYS.
THEY HAVE REMAINED THE CORNERSTONE TO THE
PRESENT DAY. INSTITUTES IN CHEMISTRY,
MATH, EARTH SCIENCES AND ECONOMICS ALREADY
EXIST. NEW INSTITUTES ARE PLANNED IN
FOREIGN LANGUAGES, SOCIAL STUDIES AND EVEN
FOREIGN POLICY.

SUNY CONFERENCE

THE INSTITUTES HAVE BEEN SO SUCCESSFUL
THAT THE PARTNERSHIP HAS BEEN ASKED TO
DUPLICATE THREE SCIENCE INSTITUTES FOR NEW
YORK CITY SCHOOL TEACHERS THIS SUMMER.
AND LAST SUMMER, SUNY PURCHASE WAS THE
ONLY PLACE IN THE COUNTRY THAT HELD
TEACHER INSTITUTES IN CHEMISTRY, MATH AND
PHYSICS.

SUNY CONFERENCE

THE INSTITUTES HAVE ALSO OPENED THE DOOR TO A WHOLE RANGE OF ADDITIONAL INFORMAL CONTACTS AND ACTIVITIES AMONG TEACHERS FROM INDIVIDUAL DISTRICTS AND BETWEEN PUBLIC SCHOOL TEACHERS AND COLLEGE FACULTY. THIS IS NOT A ONE WAY STREET EITHER. THE SUNY FACULTY ALSO IS LEARNING FROM THE PUBLIC SCHOOL FACULTY. A SUNY SCIENCE PROFESSOR RECENTLY DESCRIBED HOW MUCH HE HAD LEARNED ABOUT COMPUTERS FROM HIS HIGH SCHOOL COUNTERPARTS. A CHEMISTRY PROFESSOR HAS STARTED EXCHANGING EXPERIMENTS WITH HIS HIGH SCHOOL COLLEAGUES.

SUNY CONFERENCE

LOOKING BACK ON THE SUCCESS OF THE PAST THREE
YEARS, I CAN SEE THAT THE SEED MONEY PROVIDED
BY AMERICAN CAN WAS MONEY WELL INVESTED. BUT
THE SUNY PURCHASE WESTCHESTER PARTNERSHIP
DOES NOT WORK BECAUSE OF WHAT WE CONTRIBUTED.

SUNY CONFERENCE

IT WORKS BECAUSE OF WHAT OTHERS HAVE ACCOMPLISHED. IT WORKS BECAUSE IT IS WELL MANAGED. IT WORKS BECAUSE IT MEETS THE SAME RIGOROUS STANDARDS I WOULD APPLY TO ANY NEW BUSINESS DEVELOPMENT PROJECT. IT WORKS BECAUSE IT SATISFIES ITS SHAREHOLDERS -- THOSE SCHOOL DISTRICTS WHO FIND IT WORTHWHILE TO PAY A FEW THOUSAND DOLLARS EACH YEAR TO PARTICIPATE.

SUNY CONFERENCE

IT IS FOR ALL THESE REASONS THAT THIS
PARTNERSHIP DESERVES TO BE REPLICATED
THROUGHOUT THE STATE SO THAT, IN THE YEARS
TO COME, NEW YORK WILL BE VIEWED AS AN
EDUCATIONAL LEADER IN BUILDING BRIDGES
BETWEEN ITS SYSTEM OF HIGHER EDUCATION AND
ITS PUBLIC SCHOOLS.

THANK YOU.
