

**PUBLIC SCHOOLS: THE CHANGING ROLE OF THE PRIVATE SECTOR  
IN NEW YORK STATE**

**SPONSORED BY:  
THE NEW YORK STATE  
ASSEMBLY WAYS AND MEANS COMMITTEE**

**REMARKS BY  
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NEW YORK CITY  
SCHOOL AND BUSINESS ALLIANCE**

**ALBANY, NEW YORK  
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DELIGHTED TO BE HERE TODAY, AND I WANT TO  
COMMEND CHAIRMAN SAUL WEPRIN OF THE  
ASSEMBLY WAYS AND MEANS COMMITTEE FOR  
HOSTING THIS CONFERENCE FOCUSING  
SIGNIFICANT ATTENTION IN THE STATE CAPITOL  
ON EDUCATIONAL OUTCOMES IN A SOCIETY WHERE  
ONE OUT OF EVERY FOUR CHILDREN LIVE IN  
POVERTY.

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WHILE BLACK MONDAY ON WALL STREET IS  
PRODUCING A LOT OF TALK AMONG THE BUSINESS  
COMMUNITY AND PUBLIC POLICY MAKERS ABOUT  
WHAT'S WRONG WITH THE ECONOMY, THERE IS  
STILL VERY LITTLE BEING SAID OR HEARD  
IN THIS NATION ABOUT A MUCH MORE IMPORTANT  
PROBLEM, THE PERSISTENCE OF POVERTY AMONG  
CHILDREN AND THE EFFECTS OF THAT POVERTY  
ON THEIR FUTURES.

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THE TOPIC YOU HAVE ASKED ME TO ADDRESS  
TODAY -- HOW CAN THE BUSINESS COMMUNITY  
COOPERATE WITH LOCAL SCHOOL SYSTEMS TO  
STRENGTHEN AND IMPROVE PUBLIC EDUCATION  
OVERALL -- IS ONE THAT HAS FASCINATED ME  
FOR SOME TIME.

I WANT TO BEGIN TODAY BY TAKING A FEW  
MOMENTS TO LOOK BACK AT 1983.

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NINETEEN HUNDRED AND EIGHTY-THREE WAS NOT  
A PARTICULARLY PROMISING OR ENCOURAGING  
YEAR FOR PUBLIC EDUCATION. A NATION AT  
RISK HAD JUST BEEN PUBLISHED AND HAD  
BEEN - SOMEWHAT UNEXPECTEDLY - THE SUBJECT  
OF EXTRAORDINARY PUBLIC ATTENTION. AT  
FIRST, HOWEVER, NOBODY WAS CERTAIN IF WE  
WERE ON THE THRESHOLD OF A MAJOR  
RECOMMITMENT TO PUBLIC EDUCATION OR IF THE  
REPORT WAS MORE ON THE ORDER OF A LAST  
HURRAH.

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THERE WAS A GOOD REASON FOR CONCERN.

WE HAD JUST COME THROUGH A MAJOR  
RECESSION. REAGANOMICS HAD TAKEN HOLD OF  
THE FEDERAL BUDGET PROCESS. DRAMATIC CUTS  
WERE OCCURRING IN BOTH TAXES AND SPENDING,  
WITH THE PROMISE OF MORE TO COME.

GOVERNMENT AGENCIES AND NONPROFIT  
ORGANIZATIONS THAT WERE INVOLVED IN SUCH  
AREAS AS EDUCATION, HEALTH, HOUSING AND  
NUTRITION WERE TRYING TO FIGURE OUT HOW TO  
STRETCH INCREASINGLY LIMITED DOLLARS TO  
MEET RAPIDLY GROWING NEEDS.

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ON TOP OF THIS, THE PUBLIC SCHOOL SYSTEMS  
FELT VERY THREATENED BY THE SUDDEN  
ATTENTION TO THEIR SHORTCOMINGS AND THE  
FASCINATION WITH VOUCHER SYSTEMS.

AS A NATION, WE SEEMED POISED TO TURN OUR  
BACK ON 50 YEARS OF PROGRESS. PROGRAMS  
THAT MADE A DIFFERENCE IN PEOPLES' LIVES  
CLEARLY WERE OUT OF FAVOR -- ESPECIALLY IF  
THEY COST TAX DOLLARS. AND THE NATIONAL  
DEBATE, TO THE EXTENT ONE EXISTED,  
CENTERED NOT ON HOW BEST TO HELP PEOPLE  
AND INSTITUTIONS IN NEED, BUT WHY WE  
SHOULD BE INVOLVED AT ALL.

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THE SITUATION HAS CHANGED. INDEED, SOME  
TRENDS MAY BE REVERSING THEMSELVES.

OUR ECONOMY HAS SHOWN STEADY AND SOLID  
IMPROVEMENT. ALTHOUGH IN THE LAST FEW  
WEEKS, THE STOCK MARKET'S FALL OFF HAS  
EXPERTS BLAMING THE NATION'S BUDGET  
DEFICIT, AND DEMANDING THAT IT BE BROUGHT  
UNDER CONTROL. UNEMPLOYMENT RATES HAVE  
DECLINED, ALTHOUGH POVERTY RATES HAVE  
REMAINED DISCOURAGINGLY HIGH. THE  
ADMINISTRATION'S VOUCHER PROPOSAL IS BACK  
WHERE IT SHOULD BE -- INVISIBLE. FEDERAL  
FUNDING IS NOT WHAT IT SHOULD BE, BUT MANY  
STATES INCLUDING N.Y. HAVE PICKED UP SOME  
SLACK.



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THERE ARE SIGNS THE PUBLIC ONCE AGAIN IS  
ACCEPTING THE IDEA THAT GOVERNMENT CAN BE  
A POSITIVE FORCE IN PEOPLES' LIVES. AND A  
NATION AT RISK, INSTEAD OF BEING THE  
BURIAL OF PUBLIC EDUCATION, HAS TURNED OUT  
TO BE A NEW BEGINNING OF SORTS, A  
TRIGGERING POINT FOR VITAL NATIONAL  
EFFORTS TO IMPROVE BOTH THE QUALITY OF THE  
SCHOOLS, AND, MORE RECENTLY, TO PROVIDE  
GREATER EQUALITY OF OPPORTUNITY FOR  
GROWING NUMBERS OF AT-RISK YOUNGSTERS.

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WITHIN A SURPRISINGLY SHORT PERIOD OF TIME, VIRTUALLY EVERY ASPECT OF PUBLIC EDUCATION HAS BEEN THE SUBJECT OF SERIOUS INQUIRY. THE OBJECTIVE HAS NOT BEEN TO TRASH OUR PUBLIC SCHOOLS OR TO SIMPLY GATHER DATA; IT HAS BEEN TO FIND WAYS TO IMPROVE PUBLIC SCHOOL SYSTEMS.

IN FOUR YEARS WE HAVE GONE FROM WONDERING IF PUBLIC EDUCATION HAD A FUTURE, TO A POSITION WHERE AN ENCOURAGING NUMBER OF STATE AND LOCAL COMMUNITIES ARE BEGINNING TO DESIGN AND IMPLEMENT THE FUTURE THAT BEST REFLECTS THEIR PARTICULAR NEEDS.

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GIVEN ALL THIS, THE NATURAL TENDENCY WOULD  
BE TO CONGRATULATE OURSELVES.

THE PROBLEM, HOWEVER, IS THAT DESPITE SOME  
POSITIVE OUTWARD SIGNS, I'M NOT SURE  
PUBLIC EDUCATION HAS YET ACHIEVED THE  
POLITICAL AND SOCIAL SUPPORT NECESSARY TO  
SUSTAIN IT IN THE YEARS AHEAD.

MOREOVER, I AM AFRAID THAT IF WE FAIL TO  
CAPITALIZE FULLY ON OUR WINDOW OF  
OPPORTUNITY, WE MAY FIND OURSELVES IN A  
MUCH MORE DIFFICULT POSITION FOUR OR FIVE  
YEARS FROM NOW.

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THE INCREASING INVOLVEMENT OF PRIVATE  
SECTOR BUSINESSES IN PUBLIC EDUCATION  
DURING THE LATE 1970S AND THE EARLY 1980S  
WAS AN IMPORTANT DEVELOPMENT -- ALBEIT,  
WITH AN UNEVEN RECORD.

BEFORE THIS TIME, EXCEPT FOR PLACING AN  
OCCASIONAL CORPORATE EXECUTIVE ON A SCHOOL  
BOARD OR IN SHORT TERM MANAGEMENT  
ASSIGNMENTS, BUSINESS HAD STEERED CLEAR OF  
INVOLVEMENT WITH ELEMENTARY AND SECONDARY  
SCHOOL EDUCATION. WE KNEW PUBLIC SCHOOLS  
WERE IMPORTANT. WE JUST THOUGHT SOMEONE  
ELSE SHOULD WORRY ABOUT THEM.

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THE CONNECTION BETWEEN THE CORPORATION AND  
THE PUBLIC SCHOOL WAS JUST TOO TENUOUS AND  
TOO INDIRECT. AND THE CONTROVERSIES WHICH  
HAD BESET THE PUBLIC SCHOOLS - SUCH AS  
BUSING, TEACHER STRIKES, COMPETITION WITH  
PRIVATE RELIGIOUS SCHOOLS - WERE HARDLY AN  
INDUCEMENT TO ATTRACT BUSINESS  
INVOLVEMENT.

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SOMEWHERE ALONG THE LINE, THOUGH -- IN THE  
MIDST OF ALL THE GROWING CONCERN ABOUT  
INTERNATIONAL COMPETITIVENESS, THE  
PERFORMANCE OF OUR NATIONAL ECONOMY, ADULT  
ILLITERACY, AND OUR FUTURE WORK FORCE --  
THE BUSINESS COMMUNITY BEGAN TO REALIZE IT  
DID IN FACT HAVE AN IMPORTANT STAKE IN THE  
SUCCESS OF OUR PUBLIC SCHOOLS.

BUT OUR CURRENT INVOLVEMENT WITH PUBLIC  
EDUCATION REPRESENTS SOMETHING MORE THAN  
JUST A CHANGE OF HEART, OR A NEW  
UNDERSTANDING OF OUR OWN SELF-INTEREST.

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OUR PUBLIC SCHOOL ACTIVITIES HAVE BEEN  
ROOTED IN A PERSONAL AND INSTITUTIONAL  
COMMITMENT THAT, FOR THE MOST PART, IS NOT  
FOUND IN OUR OTHER SOCIAL, CIVIC AND  
PHILANTHROPIC ENDEAVORS.

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MANY OF OUR BUSINESS - SCHOOL PARTNERSHIP  
ACTIVITIES ACTIVITIES CONTAIN A MODEST  
FINANCIAL COMPONENT. BUT THE KEY  
INGREDIENT OF MOST SUCCESSFUL SCHOOL  
BUSINESS PARTNERSHIPS HAS BEEN THE  
PERSONAL PARTICIPATION OF EXECUTIVES AND  
EMPLOYEES ON A REGULAR BASIS -- NOT ALL OF  
THEM, BUT ENOUGH TO CONVEY THE MESSAGE  
THAT THIS UNDERTAKING WAS NOT A HAPHAZARD  
OR TRIVIAL EFFORT. AND ENOUGH SO THAT THE  
BUSINESS COMMUNITY LEARNED FROM ITS  
EXPERIENCE AS WELL.



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NEW TYPES OF CORPORATE INVOLVEMENT AND  
SUPPORT OF PUBLIC EDUCATION HAVE ALSO  
EMERGED: COMMUNITY-WIDE COALITIONS THAT  
SEEK SPECIFIC PROGRAM AND MANAGEMENT  
OBJECTIVES; ADVOCACY GROUPS THAT LOBBY IN  
WASHINGTON, STATE CAPITOLS AND CITY HALLS  
ON BEHALF OF ESTABLISHED EDUCATION  
PROGRAMS THAT WORK AND FOR NEW IDEAS THAT  
DESERVE TO BE TESTED.

THE MORE THE BUSINESS COMMUNITY BECAME  
INVOLVED, THE MORE WE LEARNED ABOUT THE  
STRENGTHS AND WEAKNESSES OF EACH TYPE OF  
ACTIVITY.

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IN ADDITION, WE ARRIVED AT SOME  
CONCLUSIONS ABOUT THE ROLE WE "COULD" AND  
"COULD NOT" PLAY IN PUBLIC EDUCATION.

THE CONCEPT OF PUBLIC-PRIVATE PARTNERSHIPS  
MAY HAVE COME INTO VOGUE WHEN MAJOR  
CUTBACKS STARTED TO OCCUR IN GOVERNMENT  
PROGRAMS. BUT THE BUSINESS COMMUNITY  
UNDERSTOOD VERY QUICKLY AND CLEARLY THAT IT  
WAS NOT IN A POSITION TO SHOULDER THE  
RESPONSIBILITIES OF GOVERNMENT.

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AT THIS POINT, A QUESTION MUST BE WORKING  
ITS WAY INTO YOUR CONSCIOUSNESS, A  
QUESTION SUCH AS THE FOLLOWING: IF THE  
PRIVATE SECTOR ROLE IS DEVELOPING SO  
NICELY, AND IF THE PRIVATE SECTOR HAS SUCH  
A WELL-DEVELOPED SENSE OF ITS LIMITS AND  
CAPABILITIES, WHAT COULD POSSIBLY BE  
WRONG?

LET ME TELL YOU.

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IN AN ORGANIZED ACTIVITY, PARTICULARLY ONE WHICH IS NEW AND INNOVATIVE AND CREATES A LOT OF EXCITEMENT AND PUBLICITY FOR THE PARTICIPANTS, THERE COMES A POINT WHEN YOU START TO LOSE INTEREST. YESTERDAY'S INNOVATION BECOMES TODAY'S ROUTINE. YOU GET TIRED AND BORED. NOBODY IS PAYING MUCH ATTENTION ANYMORE. YOU DON'T HEAR THE PRAISE YOU ONCE DID. THE SUPPORT SYSTEM THAT KEPT YOU GOING STARTS TO FALL AWAY. YOUR MOTIVATION IS GONE. INERTIA BEGINS TO SET IN.

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I THINK THERE ARE SOME EARLY WARNING SIGNS  
THAT THIS IS BEGINNING TO HAPPEN TO THE  
AMERICAN CORPORATION'S INTEREST IN PUBLIC  
EDUCATION.

THE MORE I TALK WITH BUSINESS COLLEAGUES  
ABOUT VARIOUS PUBLIC POLICY ISSUES AND  
CORPORATE SOCIAL RESPONSIBILITY PROGRAMS,  
THE MORE IT SEEMS THAT THE AMERICAN  
CORPORATION IS TURNING INWARD. IT'S AS IF  
THEY ARE SAYING: WE DID OUR JOB FOR FIVE  
YEARS. NOW LEAVE US ALONE SO WE CAN GET  
BACK TO GIVING OUR BUSINESS ALL OUR  
ATTENTION.

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A SECOND SOURCE OF CONCERN IS THE CHANGING STRUCTURE OF AMERICAN BUSINESS. IN A VERY BASIC SENSE, IT NO LONGER IS OPERATING AS IT USED TO.

WHEN CORPORATIONS BECAME INVOLVED IN PUBLIC EDUCATION, THEY DID SO LARGELY BECAUSE THEY SENSED THEY HAD SOME IMPORTANT TIES TO LOCAL COMMUNITIES, TIES WORTH BUILDING, TIES WORTH MAINTAINING. AFTER ALL, THESE WERE THE COMMUNITIES WHERE THEY WERE LOCATED AND THE PUBLIC SCHOOLS WERE AN IMPORTANT INGREDIENT IN THE QUALITY OF COMMUNITY WELL-BEING.

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THAT BOND PROVIDED THE GLUE AND RATIONAL  
FOR AN AWFUL LOT OF CORPORATE ACTIVITY IN  
PUBLIC EDUCATION.

THE GROWTH OF CONGLOMERATES, MERGERS,  
ACQUISITIONS, ABSENTEE OWNERSHIP, AND THE  
STOCK MARKET COLLAPSE, HOWEVER, ARE MAKING  
IT DIFFICULT TO SUSTAIN MANY TIES BETWEEN  
CORPORATE AMERICA AND LOCAL COMMUNITIES.

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CONVINCING INDUSTRY THAT ITS OWN  
SELF-INTEREST LIES IN WELL-EDUCATED KIDS  
WHO LIVE IN ITS OWN BACK YARD IS A MUCH  
TOUGHER SELL WHEN THE VISION OF THE FUTURE  
IS INCREASINGLY SEEN IN 90 DAY CYCLES.



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I MENTION THESE TWO PROBLEMS - THE  
FIVE-YEAR SLUMP AND THE IMPACT OF CHANGING  
CORPORATE PROFILES ON COMMUNITY TIES  
BECAUSE WE NEED TO UNDERSTAND, AS CLEARLY  
AND SPECIFICALLY AS POSSIBLE, THE BUSINESS  
ENVIRONMENT IN WHICH WE ARE WORKING AND  
THE CHANGES THAT ARE OCCURRING WITHIN THAT  
ENVIRONMENT. OTHERWISE, WE WILL BE ACTING  
ON A SET OF ASSUMPTIONS THAT MAY NOT EVEN  
EXIST OR WHICH, IF THEY DO, MAY BE  
IRRELEVANT.

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THE SUPPORT FOR EDUCATION GENERATED DURING  
THE LAST SEVERAL YEARS WILL NOT DISAPPEAR  
OR DISSIPATE EASILY.

OUR PROBLEM IS THAT WE NEED TO FURTHER  
STRENGTHEN AND EXPAND THE TIES BETWEEN  
BUSINESS AND THE PUBLIC SCHOOLS. AND IN  
ORDER TO DO THIS, THE EDUCATION COMMUNITY  
CANNOT TAKE TOO MUCH FOR GRANTED.

YESTERDAY'S CORPORATE CONCERN IS NOT AN  
AUTOMATIC GUARANTEE OF THE PUBLIC SCHOOL'S  
PLACE ON TOMORROW'S CORPORATE AGENDA.

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WE WILL HAVE TO PERSUASIVELY DOCUMENT AND  
DEMONSTRATE THAT BUSINESS HAS A DIRECT  
STAKE IN PUBLIC EDUCATION.

WE WILL HAVE TO DESCRIBE THE WAYS IN WHICH  
OUR ECONOMIC FUTURE WILL BE DETERMINED BY  
WHAT HAPPENS IN OUR PUBLIC SCHOOLS.

WE HAVE TO CONVINCING BUSINESS THAT THIS IS  
ONE ISSUE IN WHICH IT CANNOT AFFORD TO BE  
UNINVOLVED.

AND WE WILL HAVE TO DEMONSTRATE SUCCESS.

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THIS IS THE WRONG TIME FOR SCHOOL BUREAUCRACIES TO HUNKER DOWN, TO RESIST CHANGE. CHANGE IS OPPORTUNITY, AND THE OPPORTUNITY TO CHANGE WON'T LAST FOREVER. THE FAILURE TO IMPLEMENT CHANGES IN THE WAY OUR SCHOOLS ARE MANAGED COULD STALL THE EDUCATION REFORM MOVEMENT AND ULTIMATELY DOOM IT. AND CYCLES OF INTEREST ARE SUCH THAT IT WILL BE VERY DIFFICULT TO RENEW INTEREST IN PUBLIC EDUCATION FOR A LONG TIME.

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I AM NOT PREDICTING DOOM AND GLOOM; I AM ONLY EXPRESSING A HEALTHY REMINDER OF THE STAKES THAT ARE INVOLVED. IN FACT, FOR THE MOST PART, I REMAIN PLEASANTLY UPBEAT ABOUT THE PERSISTENCE, BREADTH AND GROWING SOPHISTICATION OF THE EDUCATION REFORM MOVEMENT.

THE LATEST MANIFESTATION OF MY OPTIMISM IS THE ACTIVITIES OF ONE NEW YORK CITY BUSINESS INITIATIVE WITH WHICH I HAVE BEEN INVOLVED WHOSE OBJECTIVE IS TO IMPROVE OUR PUBLIC SCHOOLS.

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THE BUSINESS INITIATIVE I WANT TO  
SHARE WITH YOU TODAY IS THE NEW YORK CITY  
SCHOOL AND BUSINESS ALLIANCE, WHICH I  
CO-CHAIR WITH BOB WAGNER.

AS YOU KNOW, IN 1986 THE GOVERNOR AND THE  
NEW YORK STATE LEGISLATURE CREATED THE  
SCHOOL AND BUSINESS ALLIANCE PROGRAM, NOW  
AFFECTIONATELY KNOWN AS SABA. SABA'S  
MISSION, GENERALLY STATED, IS TO ENCOURAGE  
AND PROMOTE A WIDE RANGE OF SCHOOL  
BUSINESS PARTNERSHIPS. ALREADY 18 LOCAL  
SABA'S HAVE BEEN CREATED AND FUNDED,  
INCLUDING THE ONE IN NEW YORK CITY.

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IN NEW YORK WE ARE GOING TO USE SABA TO  
CREATE TWO OPERATING ARMS. ONE IS CALLED  
NEW YORK WORKING AND THE OTHER IS CALLED  
NEW YORK LEARNING. LET ME TELL YOU A  
LITTLE BIT ABOUT EACH ONE.

THE PRIVATE SECTOR, BOTH CORPORATIONS AND  
FOUNDATIONS WILL MAKE SUBSTANTIAL  
CONTRIBUTIONS TO ADD TO STATE FUNDS  
ALREADY AVAILABLE.

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THE PURPOSE OF NEW YORK WORKING IS TO  
CONSTRUCT A BRIDGE BETWEEN OUR PUBLIC  
SCHOOLS AND EMPLOYMENT FOR YOUNG PEOPLE,  
PARTICULARLY AT RISK YOUTH. IN EFFECT NEW  
YORK WORKING WILL BE OUR VERSION OF THE  
WELL PUBLICIZED BOSTON COMPACT. IT WILL,  
HOWEVER, BE INFINITELY LARGER THAN THE  
BOSTON COMPACT, AND BECAUSE WE HAVE THE  
OPPORTUNITY TO LEARN FROM THEIR PATH  
FINDING EXPERIENCE, HOPEFULLY AN EVEN  
BETTER PROGRAM.



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NEW YORK WORKING WILL BEGIN CONCEPTUALLY WITH A PLEDGE BY THE BUSINESS COMMUNITY TO PROVIDE A JOB OPPORTUNITY TO EVERY SINGLE QUALIFIED GRADUATE OF THE NEW YORK CITY PUBLIC SCHOOLS. IT IS IMPORTANT THAT THESE NOT BE DEAD END JOBS. RATHER, EACH JOB SHOULD BE ONE THAT OFFERS A FUTURE, SPECIFICALLY THE ABILITY FOR A YOUNG PERSON TO EARN ENOUGH MONEY TO SUPPORT A FAMILY.

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IN RETURN, THE PARTICIPATING SCHOOLS MUST  
AGREE TO HELP INCREASE THE EMPLOYABILITY  
OF STUDENTS AND TO COORDINATE THE EXISTING  
ARRAY OF EMPLOYMENT PROGRAMS NOW FOUND IN  
MOST HIGH SCHOOLS. WE EXPECT EACH  
PARTICIPATING HIGH SCHOOL TO CREATE AN  
"OFFICE OF EMPLOYMENT" WHOSE STAFF WILL  
OPERATE EXISTING EMPLOYMENT PROGRAMS,  
IDENTIFY JOB OPPORTUNITIES AND ADVISE AND  
ASSIST OUR YOUNG PEOPLE TO GET THE JOBS  
AND PERFORM UP TO EXPECTATIONS.

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WE EXPECT TO BEGIN NEW YORK WORKING IN  
SEPTEMBER 1988 WITH UP TO SIX SCHOOLS  
CHOSEN THROUGH A COMPETITIVE PROCESS. OUR  
GOAL IS TO MAKE NEW YORK WORKING AVAILABLE  
TO EVERY HIGH SCHOOL IN THE CITY WITHIN  
FIVE YEARS.

LET ME TURN NOW TO OUR ORGANIZATIONAL TWIN  
WHICH WE CALL NEW YORK LEARNING. NEW YORK  
LEARNING WILL PROVIDE SUPPORT FOR THE BEST  
EDUCATION PRACTICES IN THE SCHOOL SYSTEM  
WHILE DEVELOPING A KNOWLEDGE AND  
INFORMATION BASE TO SUPPORT SYSTEMIC  
IMPROVEMENT IN ALL NEW YORK CITY PUBLIC  
SCHOOLS.

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NEW YORK LEARNING WILL HAVE FOUR PROGRAM  
COMPONENTS AS WE CURRENTLY ENVISION IT.  
FIRST NEW YORK LEARNING WILL OFFER GRANTS  
TO SCHOOLS TO EXPAND EXAMPLES OF  
EDUCATIONAL EXCELLENCE WHICH ARE ABUNDANT  
IN THE SYSTEM. SECOND, NEW YORK LEARNING  
WILL CONDUCT DEMONSTRATION PROGRAMS  
DESIGNED TO TEST POLICY PROPOSITIONS OF  
SIGNIFICANT SCOPE AND ESTABLISHED PROMISE.

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A THIRD FUNCTION OF NEW YORK LEARNING WILL BE TO PROVIDE FELLOWSHIPS TO OUTSTANDING EDUCATORS AND EDUCATIONAL ADMINISTRATORS, ALLOWING THEM TO DEVELOP IDEAS OF PRIZE WINNING POTENTIAL. FINALLY NEW YORK LEARNING WILL CONDUCT AN AGGRESSIVE DISSEMINATION EFFORT, INCLUDING CONFERENCES AND PUBLICATIONS. EACH ACTIVITY OF NEW YORK LEARNING WILL SERVE A COMMON GOAL - TO MAINTAIN A DISCIPLINED FOCUS ON EDUCATIONAL PRACTICES THAT WORK FOR KIDS.

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**THE LAST THOUGHTS I WANT TO LEAVE WITH YOU  
ARE SIMPLE AND STRAIGHTFORWARD.**

**A HEALTHY BUSINESS ENVIRONMENT IN NEW YORK  
PROVIDES TAX REVENUES WHICH MAKE INCREASED  
EXPENDITURES ON PUBLIC SCHOOLS POSSIBLE.**

**A HEALTHY BUSINESS ENVIRONMENT IN NEW YORK  
MEANS MORE JOB OPPORTUNITIES FOR NEW YORK  
HIGH SCHOOL GRADUATES.**

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**BUT THIS IS A TWO WAY STREET ON WHICH WE  
LIVE.**

**A HEALTHY PUBLIC SCHOOL SYSTEM IS AN  
IMPORTANT COMPONENT OF THE STATE'S  
VITALITY AND OF THE ENVIRONMENT IN WHICH  
OUR BUSINESSES MUST OPERATE. A HEALTHY  
PUBLIC SCHOOL SYSTEM PROVIDES OUR BUSINESS  
COMMUNITY WITH THE QUALITY FUTURE  
EMPLOYEES UPON WHICH OUR BUSINESSES ARE SO  
DEPENDENT.**

**IF WE ARE SO INTERDEPENDENT THEN WE MUST  
ACT AS SUCH.**

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THE AMBITION OF THE SABA EFFORTS I HAVE  
OUTLINED FOR YOU THIS AFTERNOON ARE  
EQUALED ONLY BY THEIR NEED. FOR US TO  
SUCCEED WILL REQUIRE A MEASURE OF  
COMMITMENT TO EACH OTHER AND FAITH IN EACH  
OTHER THAT IS UNPRECEDENTED IN THE RECENT  
HISTORY OF SCHOOL BUSINESS PARTNERSHIPS.  
I THINK IT CAN SUCCEED. I KNOW IT IS OF  
GREAT IMPORTANCE TO GIVE IT OUR VERY BEST  
TRY.

THANK YOU.