In 2002, I had the rare and special privilege of attending MCEL with my dad, Dennis. We were quite the pair on the drive over to Billings. One administrator was nearing the end of his forty-year career as a teacher, principal and superintendent and one administrator was a proud, newly minted, and wet behind the ears assistant high school principal. During MCEL that year, Dennis gave a presentation called “Leadership Tips for the Beginning or Seasoned School Administrator” in the Trapper Room at the Billings Hotel. Some SAM members reading this newsletter might even remember that session. I have referred to his handout from MCEL 2002 many times during these past fifteen years and think about how fortunate I have been not just to have had the opportunity to work with my dad as a colleague in another district for a short time, but also to have had a lifetime of lessons on leadership from a distinguished superintendent and education leader.

Of the eighteen tips and suggestions that Dr. Kimzey had for the audience, there are several gems that I’ve tried to consistently give my full attention and I’ve had lots of feedback from many teachers and administrators who worked with Dennis over the years that reinforces the effectiveness of these simple practices that made a leader better with consistent implementation.

Become a giver, not a taker. There are two things people want more than good health and money... recognition and praise. Sam Walton nailed it when he said “outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in them, it’s amazing what they can accomplish.” One of the simplest ways to be a giver is to take the time to send thank you and congratulatory notes. I have visited with scores of Dr. Kimzey’s former students, teachers, and administrators who vividly remember the positive impact of a well-timed thank you or congratulations note. A thoughtful and honest note – hand-written, preferably - from the organization’s leader has a tremendous impact on an individual. My wife, Brooke, fondly recalls a note from her principal wishing her well when she was out of school for an extended time due to an illness while she was a student at Beaverhead County High School. Dennis encouraged her to focus on getting well and reassured her that the school would work with her to keep her current in her academics. That note probably took two minutes to write and put in the mailbox, but that two minutes left an impact on a student that is felt all these years later. There are literally hundreds of people throughout the state who have a similar memory of the impact of a hand-written note. We’re all busy, but I guarantee each of us can find two minutes a day to make a positive difference for our students, teachers, and other members of our school-communities.

Speaking of which, I’d like to give my sincere thanks to Kirk, Pat, Gary, and Kimberly for the fine work they do in leading the School Administrators of Montana, for advocating for Montana students and schools, and for all of the assistance they’ve provided to me during my time as a leader in MASSP.

continued on Page 2...
Likewise, THANK YOU to the administrators who commit their time and talent to serving on the SAM Board and in leadership positions for their affiliate organizations, They make up the leadership of the kind of team anyone would be proud to be a part of!

Seek to become a mentor to an aspiring or neophyte administrator. This piece of advice is right in the wheelhouse of SAM and efforts such as the 21st Century Leaders Institute and the massive effort to provide mentors to new school leaders has been a lengthy undertaking for the SAM leadership, but one that is well worth the investment. My favorite part of the valuable SAM New Leaders Institute is the role alike sessions facilitated by volunteers from the SAM affiliates. If you'd like a couple of examples of leaders who are the embodiment of this important role, think of Godfrey Saunders and Bruce Whitehead. These distinguished leaders are visible in all SAM mentorship efforts and continue to contribute to the development of high-quality Montana school leaders well into their respective retirements. They truly make a difference and have their priorities and hearts in the right place – with students, teachers, and administrators at all times and I am proud to know them both.

Be selfish for an hour a day. Homecoming, prom, concerts, athletic contests, school board meetings, projects, crises, and tournaments. The life of a school leader extends way beyond the school day on Monday through Friday. With activities most nights of the week and nearly every Saturday, being selfish for an hour a day is a probably the most difficult of Dr. Kimzey’s tips to adhere to. Throw into that mix this era of email on the smartphone and life's problems travelling at the speed of cell service; being “off the clock” is nearly impossible without a deliberate strategy. As I visit with school leaders, high school principals in particular, it is clear that the constant demands of time coupled with being within immediate reach of people around the clock is the chief cause of burnout. While I have yet to solve this issue personally, I do know that the strategy my dad used for all those years was to make sure that he took a walk every single day of the year. School Board meeting at 6:30? A thirty-minute walk from 5:00-5:30 gives an opportunity for a quick recharge, a healthy activity, and an opportunity to prepare oneself mentally. I was lucky to go on more than a few of those walks with dad as a kid, mainly when one of us had something important to talk about, but just as frequently just to get the rare chance to do something together and I’ll treasure the memory of those visits forever. Dennis was very good about making sure he walked every day and I think that is one of the reasons he was able to remain a school leader for so many years. Your strategy might involve another activity – mine has been hiking, working in my shop at night, or snowshoeing (lots of opportunity for that this year) – and I’m not nearly as disciplined as some at making a little time for myself, but based on my many visits with my colleagues I am confident in saying that if a leader doesn’t figure this one out, they’ll be looking for another career within five years. The fact that your students, faculty, and fellow leaders are counting on your leadership should be motivation enough to make sure to take care of yourself.

In closing, I’d like to share one other piece of advice from Dr. Kimzey. This little bit of wisdom was not given at MCEL in 2002. Rather, it’s from a congratulatory note I received from him upon getting my first teaching job that I’ve kept in my important papers file ever since. Be sure to go the extra mile for the kids that are not particularly adept at government class, or school. We all entered the education business to make a difference in the lives of kids making the square pegs who don’t fit neatly into the round holes feel valued and important most-certainly makes that difference. That’s a gem of advice if there ever was one! Every kid deserves our best every day. Best wishes as you head into the final lap of this year’s school race.
SAM Working to Serve Education Leaders in Advocacy & Professional Learning!

by Kirk Miller, SAM Executive Director

SAM’s leadership have been working to serve education leaders in our state to develop outstanding professional learning opportunities and to advocate for the students served in our schools. This article will give you an overview of what is coming soon from SAM to enhance the lives of our school and district administrators. For more details on professional learning and advocacy, I reference you to the SAM website (https://saom.memberclicks.net) and to the ‘Conferences’ tab for professional learning, and the ‘Advocacy’ tab and ‘2017 Legislative Session’ tab for advocacy.

New SAM Database and Website
Your SAM office team, under the direction of the SAM Board and our strategic plan, have been working on new tools intended to bring stronger value to you as a member of SAM. The new database, web page, digital membership application process, conference registration, and communication tools (blogs and communities will be able to be established for each affiliate and common area of expertise) will further make SAM your “go to” organization for the resources you seek. Please stay tuned for more of these tools to be rolled out like affiliate blogs and professional learning communities which will coming soon (replacing the email list-serves). Check out the details of establishing your member profile and membership renewal for 2017-18 described in this Bulletin (pages 6-8)!

Professional Learning Opportunities
SAM Leaders Professional Learning Program (LPLP) 2017-18
The SAM Leaders Professional Learning Program (LPLP) provides a unique and innovative approach to professional learning for Montana school leaders by offering an opportunity for participants to receive student-focused, solution-based professional development designed to be responsive to the challenges and issues administrators face each day. Connecting administrators throughout the state, LPLP’s multi-faceted blended learning approach consists of a rich online resource center; collegial cohorts that meet both virtually and face-to-face allowing participants to share challenges, successes, and thought leadership with like-minded Montana leaders experiencing similar job roles, situations, and context; and personal learning networks, including one-on-one coaching/mentoring with experienced Providers. With a goal of providing professional development to all new and experienced Montana administrators each year, the LPLP delivery system will inspire many educators and leaders to understand contemporary, research-based initiatives and successful educational leadership strategies to positively impact the education of thousands of students across Montana. The 2017-18 SAM LPLP registration is ready. If you are interested you can register during the membership drive that will happen in the first week of April, or you can go to the SAM LPLP webpage (https://saom.memberclicks.net/leaders-professional-learning-program) to view a short video describing the program, see a sample unit of the SAM LPLP Resource Center, and register online. Please join your administrator colleagues who are committed to their professional learning to enhance the education of the students they serve by signing up for the SAM LPLP 2017-18!

MASSP Spring Conference 2017
Calling all principals ... are you looking forward to experiencing the great opportunity to engage with your colleagues, learn about success in motivating your staff and students, and having some fun ... then get the MASSP Spring Conference 2017 in Helena, April 6-7 at the Great Northern Hotel Convention Center. Follow the link (https://saom.memberclicks.net/massp-conferences-and-conventions) to get the details and to register for this great opportunity!
SAM Executive Director’s Message Continued...

SAM Administrators Institute 2017
Plans for the SAM Administrators Institute 2017 are well underway. The Institute is July 31 – August 2, at the Radisson Colonial Hotel Conference Center in Helena. Mark your schedule now to attend and to bring a team of teachers with you. Details of the SAM AI 17 are outlined in this Bulletin (p. 12). The “Leadership of Transformational Change & Personalized Learning to Impact the Whole Child” theme will be brought to life beginning on Monday, July 31 at the MTASCD Summit (featuring Principal Kafele’s “Intentionality of School Leadership Effectiveness”) and SAM LPLP Summit (launching Montana school and district leaders professional learning program); Tuesday, August 1 at the Instructional Leadership Summit (featuring Dr. Bill Daggett deep look at “Creating Future Focused Schools” – this is a don't miss for you and your teacher teams); and Wednesday, August 2 at the Leadership for the Whole Child Summit (focused on leadership of transformational and personalized learning, social emotional learning and self regulation, contemporary issues and technology). Registration will be coming soon in mid-April!

Advocacy
The SAM 2017 Legislative Session web page, follow the link at (https://saom.memberclicks.net/advocacy), has all the info you need to keep up with the session and understand the advocacy work of our SAM Legislative Network. Here are a few details for your review …

2017 Legislative Session Update
March 31 is the 68th day of the 65th Montana Legislative Session. The end of the session is near with today marking the final day for transmittal of appropriation and revenue bills. Our SAM members have been active in the session and I thank our 85 members who are serving on the SAM Legislative Network for their effort to keep pace with all that is happening and for being in contact with legislators in their area regarding bills of importance to SAM advocacy priorities. SAM has tracked 146 bills impacting education with the SAM advocacy team providing testimony in support or opposition 80 times on bills requiring our advocacy.

The session remains focused on balancing the state budget and we have remained focused on our advocacy priorities to develop self-executing, sustainable, adequate and equitable funding strategies for our schools, allowing local control to meet the needs of the students in our public schools in communities all across the state. Details of that work to be hammered out in the final days will include how the inflation on the components of the school funding formula will be paid for (state's share and local tax payer share), bills that address special education funding, recruitment and retention of quality educators, opposition to privatization with public funds and school/facility and technology infrastructure. Every one of these priorities remain in play with possible success as the session draws to a close. Please review the reporting tools on the 2017 Legislative Session webpage (https://saom.memberclicks.net/advocacy under the Advocacy tab) for the details of this progress.

The collective effort to enhance professional learning and advocacy is making a difference for the schools and students you serve! Thanks for your great contributions to SAM and to the students in your community!
Opportunity, personalized!

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Silverback Learning Solutions
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SAM’S NEW DATABASE - READY TO ROLL FOR APRIL 4!
HERE’S THE SCOOP ON HOW TO CREATE YOUR PROFILE FOR MEMBERSHIP RENEWAL...
PLUS MORE!

by Pat Audet, SAM Associate Director

The New SAM MemberClicks Database and Website will be available starting Tuesday, April 4! All links that appear in this bulletin article will be live when this same document (article) is released to members and key contacts by way email on Monday, April 3, 2017.

Your SAM office team, under the direction of the SAM Board and our strategic plan, have been working on new tools intended to bring stronger value to you as a member of SAM. The new database, web page, digital membership application process, conference registration, and communication tools (blogs and communities will be able to be established for each affiliate and common area of expertise) will further make SAM your “go to” organization for the resources you seek. Please stay tuned for more of these tools to be rolled out like affiliate blogs and professional learning communities which will coming soon (replacing the email list-serves).

The New SAM MemberClicks Database and Website are available beginning April 4, 2017!

SAM has upgraded to a new database and website to enhance your membership experience! School Districts and SAM Members now have digital access to their SAM Account Profiles for contact information and annual memberships. With this new access and automation, the SAM membership drive will be different each April for the ensuing year’s affiliate membership renewal. You will no longer receive invoices by way of the post office. The process will all be electronic.

Creating SAM Account Profiles

Here is the process for accessing your SAM account, updating personnel, processing new memberships, adjusting membership renewals, adjusting contact information and using forms:

- Your email address will be your Username
- Create your password by clicking HERE and follow the instructions to create your password

Once established, you will use your username and password to access the resources in the SAM Database and the SAM Website.

The Membership Renewal Process

For most school districts, the district clerk will be the “key contact” for receiving a membership renewal email. This email for membership renewal replaces the annual, hard copy invoice mailing that the district had received in previous years. Some members will be the “key contact” for their personal renewal or organization’s renewal (retiree members, MCASE members, private organizations, etc). Please note that even though you will be receiving membership renewal invoices electronically, membership dues will still need to be paid by check and not credit cards. Going forward, only SAM and affiliate conference registrations will be able to be paid by credit card or check using SAM MemberClicks.

continued on Page 7...
SAM Associate Director’s Message Continued...

Now that you have access to your profile, you will be able to do the following steps for membership renewal:

- **You will be receiving a follow-up email on April 4th that will be notifying you that SAM membership renewal process is now open.** There will be a link in that email that will take you to your district’s renewal form. An invoice will also accompany this email that has the previous memberships and dollar amounts that match what the district had this past year.
- **The following process is for checking, adjusting, changing and confirming memberships for the upcoming membership year, plus providing an option for members to join the SAM Leaders Professional Learning Program 2017-18.** Here are some important steps that will help you through this process:

  o Once logged into your profile, you will see the first of two **Membership** pages where you will see your organization, phone, address, and email of the key contact.
  o Then, you will see a **Next** button below; click on it and it will take you to the second **Membership** page.
  o On this second **Membership** page, you will see a list of all current SAM members in your district. You can click on the name of any member and see exactly what memberships each person belongs to. You will see the member’s contact information first, then the membership type below.
  o Please check each of your members and see that their membership accurately reflects the continuing of that membership or if there is an adjustment or change. If there is any change, just check that affiliate and the relative radio button of what type of membership for that affiliate.
  o If a member is leaving your district, you can unlink that member – simply click on the **Unlink** to the right of that member’s name.
  o To add a new district administrator that will be seeking a SAM membership, just click on the **Create Linked Profile** button below and fill out the form that appears; check the type of affiliate for this new member; click on the radio button next to the type of membership for that affiliate.
  o Once you have checked and made any necessary adjustments, click the Next button and this will take you to the **SAM Leaders Professional Learning Program registration** page. This program is optional for members to sign up if they wish to have access to these resources.
  o **The SAM Leaders Professional Learning Program (LPLP) provides opportunity for any member to register for the SAM Leaders Professional Learning Program.** This program is a redesigned professional learning opportunity for school leaders. Participants will have the option to access resources in the form of:
    - The SAM LPLP Resource Center – a 24/7 access to a rich online resources based on the 2015 Professional Standards for Educational Leaders (PSEL).
    - An optional assigned Provider that can give a school leader personal assistance by direct communication.
    - Other benefits include connected networking with other leaders in the program, personal learning networks, and collegial cohorts.
    - Click [HERE](#) to see a short video describing the SAM LPLP Resource Center (just click OK without logging in) and [HERE](#) to see the Resource Center ‘Mission, Vision and Core Values’ Unit as a sample of the great value this would have for your learning.

If a member would like to register for the LPLP, you just need to click the **Register Linked Profile** button and go to the registration form – click on the member that wants to be registered and just follow the instructions to complete the registration. If a member wants to register themselves, they just need to click on the **Register Yourself** button.

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SAM Associate Director’s Message Continued...

- If nobody is interested in registering for the LPLP program, you can skip the LPLP registration page by just clicking Next at the bottom of the page and you will be taken to the Summary page. If you register a member for the LPLP, click on the Next button after complete and you would be taken to the same Summary page.

- On the Summary page, please confirm your membership renewals and changes that you may have made on this page plus any SAM LPLP registrants. If you need to make any further edits, click on the Previous button to go back. Once confirmed that all is correct, then click on the Next button which will take you to the Payment page.

- On the Payment page, select Offline payment from How you would like to pay drop down menu, then select Check from Offline Payment drop down menu. And lastly, click on the green Submit Form button at the bottom.

- Once submitted, you will receive an email with a new invoice that will reflect these changes. The old invoice will automatically be voided. Once again, please check your invoice for accuracy in relation to membership dues and SAM LPLP registrations.

- Please print the new invoice and send back with a check written for the total amount for all memberships to be renewed and any SAM LPLP registrations.

- Again, you will be getting a follow-up email on April 4th to let you know that the SAM Membership Renewal Process is now open and will provide you the link to the renewal format described above. An invoice of this past year's membership dues will accompany this email. Hopefully, this document has prepared you for that event and you will have a seamless, user friendly experience in processing SAM memberships if there are any changes to be made.

New SAM Website
Check out the new SAM website with the same domain name – www.sammt.org!

- The new SAM website has better features for easier, cleaner, user friendly navigation.
- It also allows secure access to resources for SAM members.
- Login feature (your SAM Account Profile) will allow for member professional learning opportunities to access features that have been purchased by the member (like the SAM LPLP).
Rigorous Learning For All Students

Health Insurance

Professional Learning

Technology Innovation
The Montana Association of School Superintendents (MASS) honored eight superintendents who will be retiring from their positions at the conclusion of the current academic year during the MASS Spring Conference held in Helena March 14th and 15th.

The following superintendents were honored for their dedication to education:

- Jason Butcher, Lewistown School District
- Wes Coy, Huntley Project School District
- Ross Farber, Glendive School District
- Dan Farr, Sidney School District
- Larry Fink, Hysham School District
- Andy Holmlund, Ronan School District
- Dan Jamieson, Shepherd School District
- Mike Magone, Lolo School District

“It’s an honor to recognize these outstanding Montana educators and community leaders, for their service to children and contributions to the education profession” stated Kirk Miller, Executive Director of the School Administrators of Montana. “These individuals and their experience will be greatly missed in the schools that they have served and we wish them the very best in their retirement.”

The Montana Educational Technologists Association (META) honored their second annual Technologist of the Year the METAtechED Spring Conference held in Helena March 14th and 15th. This award winner was also the recipient of the 2017 NCCE Technology Leader of the Year Award.

Russ Hendrickson, Missoula County Public Schools

This award was established to recognize the fine achievements and successes of Montana K-12 School Technologists. META awards this honor to a technologist who has had a significant impact on the future technology readiness of their school district, exhibits an exemplary level of collegiality and leadership, and who displays the ability to create change within their district.

Mr. Hendrickson has been an influential member of the educational technology community for many years, dating back to before META’s inception. His peers recognize him as an inspirational leader whose efforts have resulted in a significant rise in the collective professional development of the META organization. He has guided his district to make tremendous gains in technology. Mr. Hendrickson has served as President of META and is currently serving as the association’s Past President. He was instrumental in creating a partnership between META and the Consortium for School Networking (CoSN), a professional association for school system technology leaders whose mission is to empower educational leaders to leverage technology to create and grow engaging learning environments. Mr. Hendrickson also serves as Chairperson of the META CoSN Council.

META is comprised of educational technologists united for the purpose of advocating for and supporting the visions, policies, practices, and funding for technology within all aspects of teaching, learning, and professional productivity and supporting the education of all Montana children. META and the School Administrators of Montana (SAM) members congratulate Mr. Russ Hendrickson for being selected to receive this award.
Montana Association of Secondary School Principals
2016 Annual Spring Conference
April 6-7, 2017
Best Western Premier Helena Great Northern

Thursday, April 6
7:00 – 8:00  Breakfast & Registration
8:00 – 8:15  Welcome & Overview
8:15 – 9:15  Keynote - Nina G and Michael Beers, Comedians and Disability Activists
  Reaching all students: Michael Beers and Nina G will talk about their own transition from high school into the post-secondary world of college, work and independence. Keys to a successful transition for any student, with or without a disability, includes self-awareness about their own learning, advocacy, and knowing what resources will help. Michael and Nina will speak from their own experiences as well as their work with youth in transition.
9:15 – 9:45  Exhibitor Bingo/Break - Sponsored by Black Mountain Software
9:45 – 11:00  Improving Your School’s ACT Scores – Cambridge Education Services
  - OVERVIEW
11:00-11:30  Legislative Update – Kirk
11:30 – 12:00  Exhibitor Bingo/Break
12:00 – 1:30  Lunch & Awards
1:30 – 2:30  Improving Your School’s ACT Scores – Math/Science Content-Specific Strategies, Data Analysis – Cambridge Education Services
2:30 – 2:45  Exhibitor Bingo/Break
2:45 – 3:45  Mini Edcamp Breakouts
3:50 – 4:15  SAM Updates
4:15 – 4:30  Exhibitor Bingo Prizes
4:30 – 6:00  Reception hosted by Jostens

Friday, April 7
7:00 – 8:00  Hot Breakfast
8:00 – 9:00  Annual MASSP Business Meeting
9:00 – 10:00  Improving Your School’s ACT Scores – English/Language Arts Content-Specific Strategies, Data Analysis – Cambridge Education Services
10:00 – 10:15  Break
10:15 – 11:30  Cambridge Education Services Q & A – Hands on/Implementation
11:30 – 12:30  Lunch
12:30 – 12:45  Lt. Governor Cooney
12:50 – 1:40  Nina G and Michael Beers – What it’s Like to be Learning Disabled Principal
  Where do we go from here? Leave MASSP energized! Nina and Michael leave you with some last words and process what you learned and how you will apply it.
1:45  Closing Comments – Dan Kimzey

Copy & Paste the link below to Register!
https://docs.google.com/a/sammt.org/forms/d/e/1FAIpQLScmYiRMG629oejiDjiZ47Q7XQCWLOOTR6eE798alXx4PyHw/viewform?c=0&w=1
SAM Administrators Institute 2017
July 31 - August 2, 2017 - Radisson Colonial Hotel - Helena, Montana
“Leadership of Transformational Change & Personalized Learning
to Impact the Whole Child”

SAM LPLP 2017-17 Summit -- July 31st - For those that have signed up for the program, those who have participated in the past, and those who may be interested.
• Induction and professional development for the leader new to their administrative role and those interested in personalizing their learning for leadership and the students they serve.
• LPLP’s multi-faceted blended learning approach consists of a rich online resource center; collegial cohorts that meet both virtually and face-to-face allowing participants to share challenges, successes, and thought leadership with like-minded Montana leaders experiencing similar job roles, situations, and context; and personal learning networks, including one-on-one coaching/mentoring with experienced Providers.

MTASCD Summit -- Leading Learning Organizations -- July 31st - For ALL Administrators, Teachers, ASCD Members, Curriculum Directors and Educators across Montana.
• General Session:
  o Principal Kafele - The Intentionality of School Leadership Effectiveness
• Breakout Sessions:
  o The Teacher 50
  o The Principal 50
• MTASCD Annual Membership Meeting

Instructional Leadership Summit -- August 1st - 2nd - For Administrators, Educational Leaders, Teachers, University Colleagues, State Officials and all individuals who support the education of Montana’s children!
August 1st – Transformational Change & Personalized Learning for Teacher Teams & Administrators
• “Creating Future-Focused Schools” – Dr. Bill Daggett, CEO International Center for Leadership in Education will describe and provide vivid examples of future focused rapidly improving schools and strategies employed to from classroom to board room will be discussed.

August 2nd – Leadership for the Whole Child
• Mike McKay, Director Canadian Self-Regulation Initiative - Accountability & Leadership related to Self-Regulation - Safe, Caring and Successful Schools: Learning Environments That Achieve Results for All Students
• Break out session Focus Zones
  o Transformation & Personalized Learning   o Social Emotional Learning
  o Leadership of Contemporary Issues   o Leadership Using Technology
  o Social Media Lounge
• Closing Inspiration

Registration will be sent out soon. Stay tuned!
Montana Big Sky Sponsors

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Email: dbarrett@ms-sf.org
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Phone: 406-727-5994

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1587 Route 146 - Rexford, NY 12148
Email: STraub@leadered.com
Phone: 518-399-2776

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  Phone: 406-457-4418
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Email: sales@blackmountainsoftware.com
Phone: 800-353-8829

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Email: jeffp@schoolhouseit.com
Phone: 406-235-7020

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mcole@avid.org

College Assistance, Job Skill Training
1956 MT Majo Street
Fort Harrison, MT 59636
Email: todd.j.carver.mil@mail.mil

Upcoming 2016-17 Conferences & Meetings

<table>
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<tr>
<td>April</td>
<td>6-7</td>
<td>MASSP Spring Conference</td>
<td>Helena</td>
</tr>
<tr>
<td>June</td>
<td>14</td>
<td>DaRud Cup Golf Tourney</td>
<td>Helena</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>SAM Evening of Excellence</td>
<td>Helena</td>
</tr>
<tr>
<td></td>
<td>15-16</td>
<td>SAM Delegate Assembly</td>
<td>Helena</td>
</tr>
<tr>
<td>July/Aug</td>
<td>31-2</td>
<td>SAM Administrators Institute</td>
<td>Helena</td>
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<tr>
<td>September</td>
<td>18-19</td>
<td>MASS/MCASE Fall Conference</td>
<td>Bozeman</td>
</tr>
<tr>
<td>October</td>
<td>18-20</td>
<td>MCEL</td>
<td>Billings</td>
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