KHALID N. MUMIN, Ed. D



EDUCATION

University of Pennsylvania
Ed. D, Educational Leadership, 2008

Ed. D, Educational Leadership, 2008

Pennsylvania State University
M.Ed., Teaching and Curriculum, 2001

Shippensburg University of Pennsylvania B.A., English, 1995

Northeastern Christian Junior College A.A., Liberal Arts/English, 1992

PROFESSIONAL EXPERIENCE

ADMINISTRATIVE

Superintendent of Schools Reading School District, Reading, Pennsylvania

2014-Present

Serve as the Chief Executive Officer and educational leader for the school system, responsible for executing all governing decisions. Accountable to the Board of Education for leading all school district instructional, business and operational functions as well as advising and making recommendations to the Board of Education with respect to the aforementioned. Oversee the general supervision of all personnel, operations and financial matters of the school district with a current overall budget of \$235 million. Responsible for the curriculum and instruction for 19 schools (13 elementary schools, 4 middle schools, 1 intermediate high school, 1 comprehensive high school with three sites for alternative education, career and technical education and credit recovery center) with a daily membership of approximately 17,500 students (80.7% Latino, 9.3% Black, 6.9% White, 2.5% Multiracial, 0.5 % Asian, 93% Economically Disadvantaged, 18.2% English Language Learners, and 16.1% of the students receive Special Education Services) with 1500 certified staff and 500 support staff members.

Summary of Major Accomplishments:

- Developed five-year strategic plan to address safe schools, academics, communication/engagement, finance/operational effectiveness and community partnerships
- Developed comprehensive five-year financial and operations plan preventing the Pennsylvania Department of Education takeover of Reading School District before my appointment as Superintendent of Schools
- Developed hiring practices with a focus on cultural competencies to recruit, and retain culturally competent staff

- Negotiated five bargaining unit agreements in 2.5 years after four-years of impasse before my appointment as Superintendent of Schools
- Developed school climate surveys to inform practice in all schools
- Developed crisis intervention plans for all students and adults
- Implemented professional development for cultural competency strategies to improve school and classroom interactions maximizing instruction, student achievement and stakeholder engagement
- Developed six-year curriculum renewal plan
- Developed three-year technology plan to address 21st Century learning challenges
- Developed educational programming to address nontraditional, "credit recovery students"
- Developed Multi-Tiered Support System
- Developed culturally responsive teaching
- Received recognition for the 4000 student comprehensive high school as a Distinguished Title I School for Achievement two consecutive years (2015 and 2016)
- Developed annual communication plan detailing routine and changed focused communication activities
- Developed a three-year feasibility plan to address overcrowding and grade configurations in schools
- Recognized as an award-winning school district by several associations for communications and engagement
- Developed Superintendents Awards of Achievement for students, staff, parents and community
- Conducted quarterly Superintendent socials communicating successes and ongoing needs for improvement
- Invited by Pennsylvania Governor Tom Wolf to engage in creating and implementing a historic basic education funding formula for the Commonwealth of Pennsylvania
- Invited by the Pennsylvania House of Appropriations to testify on behalf of the Commonwealth of Pennsylvania supporting a historic basic education formula
- 2016 Pennsylvania State Budget approved by Governor Tom Wolf with basic education funding identifying poverty, special education and English Language Learners as severely underserved populations. Reading School District is the second highest funded school system based on the aforementioned formula
- Established a partnership with Alvernia University for teachers to obtain ESL Certification
- Established a partnership with Visions Federal Credit Union to build an on-site banking facility at Reading high School including banking, job experience and yearly financial reality fairs promoting sustainable financial literacy for students, parents and staff
- Developed construction plan in four middle schools to enhance 21st century style learning opportunities
- Developed an Act 80 professional development school year calendar promoting monthly full day professional development for all staff in the areas of equity, cultural competence, teaching and learning, safety and parent engagement
- Established a partnership with Communities in Schools Inc. to focus on school truancy prevention at the middle and high schools
- Created "Knights Closet", a clothing donation program in all schools to address students in need
- Created vaccine clinics at elementary schools
- Adopted Collins Writing Program for high school students to improve students' thinking and writing skills for college and career readiness
- Adopted "Reading Rosie" for parents to assist in promoting literacy at home and in the community
- Adopted Naviance Program to assess students' interest in college and career opportunities in route to creating graduation plans

- Established a partnership with the City of Reading (PA) to create a Reading Junior Police Academy for middle and high school students
- Established a partnership with the City of Reading (PA) to safe trick or treating for parents and community
- Established a partnership with DudeB.Nice Inc. featuring unsung heroes in schools leading to over four million views on social media and presentations on national media networks
- Established VIP Lounges for students at all schools to promote and reward academic success, community service

Superintendent of Schools Caroline County Public Schools, Denton, Maryland

2011-2014

Serve as the Chief Executive Officer and educational leader for the school system. Serves as the Secretary to the Board of Education and is responsible for executing all governing decisions. Accountable to the Board of Education for leading all school district instructional, business and operational functions as well as advising and making recommendations to the Board of Education with respect to the aforementioned. Oversee the general supervision of all personnel, operations and financial matters of the school district with a current overall budget of \$92 million, including \$20 million in State and Federal grants. Responsible for the curriculum and instruction for 10 schools (6 elementary schools, 2 middle schools, 2 high schools, and 1 career and technical high school with an alternative education building) with a daily membership of 5,517 students (52% free and reduced meals, 51% attend Title I schools, 9% receive Special Education Services, and 3% English Language Learners) with 500 certified staff and 355 support staff.

Summary of Major Accomplishments:

- Proficiency targets for Reading and Math were met by the district for all students including the following subgroups: American Indian or Alaska Native, Asian, Black or African American, Hispanic/Latino of any race, Two or more races, Free/Reduced Meals, Special Education, Limited English Proficient
- 90% of students in the Two or More Races subgroup passed High School Assessment (HSA) English with 80.3% of all students passing
- 95% of students in the Hispanic/Latino of any race subgroup passed High School Assessment (HSA) Biology with 92.2% of all students passing
- 87.9% of all students in Grade 12 passed High School Assessment (HSA) Algebra/Data Analysis
- African American students that were advanced and proficient in mathematics increased in 6th grade by more than 16.5%
- African American students that were advanced and proficient in 3rd grade mathematics and 5th grade reading increased by 5%
- Implemented SAT days at the high school level with subsidized funding for students taking the examinations. 85% completion rate of students qualified to take SAT
- Implementation of "grow your own" programs in the areas of teaching to address critical shortage areas
- 93% of high school diploma students met one or more of the following categories:
 - oUniversity System of Maryland Course Requirements;
 - oCareer and Technology Education Program Requirements;
 - oBoth University and Career/Technology Requirements;
 - oRigorous High School Program Indicators
- District survey results indicate 72.4% of 12th grade students planned to attend a 2-year/4-year college or specialized school/specialized training
- 5% decrease in dropout rate over two years

- Graduation Rate: 87.02% (highest compared to past two consecutive years)
- Increased attendance rates at all levels: high schools 92.7%, middle schools 94.8%, elementary schools 95%
- Led 12 parent engagement activities to communicate college and career readiness
- Adoption of American School Counselors Association frameworks for promoting college and career readiness
- Balanced operational budgets for three consecutive years
- Three pay raises in two years for teaching, administrative and support staff after previously having three years of salary freezes
- Implemented district retirement incentive for budgetary savings and staff reorganization
- Ten building renovation projects and school safety upgrades made within budgetary constraints
- Developed largest solar energy project partnership on the Eastern Shore of Maryland
- Solar energy planning and implementation agreements locking energy costs at Ten year fixed rates
- Created online system for teacher evaluation system using Research for Better Teaching frameworks
- 100% teaching staff implementation of Maryland State Department of Education Teacher Evaluation System
- 100% principal implementation of Maryland State Department of Education Approved Principal Evaluation System
- Implementation of Differentiated Instruction and Universal Design for Learning (UDL) to enhance classroom pedagogy aligned to Maryland State Approved Teacher Educator System
- Holt Scholarship for all Caroline County Students and Residents (limitless monetary value based on financial need and entry to a two or four-year institution)
- PDK Scholarship (limitless monetary value based on financial need and student entry to a two or four-year institution)

Director of Secondary Education Centennial School District, Warminster, Pennsylvania

2010-2011

Directly reported to the Superintendent and acted as a designee in his absence. The district's student enrollment included approximately 6,000 students. 18.5% of students possessed Individualized Education Plans (IEP) and 30% of the students received free and reduced meals. Served as the supervisor for the middle schools, high school, career and technology center, blended learning center and alternative education programs. Provided leadership in operations, curriculum and instruction, accountability, data analysis, out of district placements, pre-expulsion meetings, gifted and talented student services, English Language Leaners programming and services oversight and completion of Title I and Title III grants, programs and services.

Summary of Major Accomplishments:

- Led and implemented Diversity Strategic Plan Goals promoting equity, access and excellence in curriculum offering and teaching and pedagogy
- Led recruitment, hiring, mentoring and retention practices for the school district
- Led the curriculum renewal process in adopting Common Core Standards and Student Learning Outcomes in Secondary Mathematics, Social Studies and English
- Led the curriculum renewal process expanding Gifted Education programming from pull out classroom options to extensions of learning curriculum options

- Secondary Schools in my charge made Adequate Yearly Process (AYP) as determined by the Pennsylvania Department of Education
- Oversaw high school construction project including budgeting, construction and curriculum
- Led the adoption of small learning communities or house model in a large traditional high school
- Led the referendum for proposals and adoption of a community bank to be housed in the high school to promote a financial literacy curriculum as well as general banking for the students and community
- Implemented accountability measures for administrators and teachers in student services programming including Special Education, 504 Plans, English Language Learners, Gifted Education and Equity and Excellence
- Superintendent's designee for expulsion and outside of district placements. There were zero expulsions during my tenure due to creative change of placemen options presented to school system constituents;
- Created accountability plans for student re-entry to schools from out of district placements
- Created on site cyber academy, established curriculum and recruited staff for credit recovery and non-traditional placements for students
- Formed partnerships with local businesses for advertising and sponsorship of new high school athletic facility

Middle School Principal Klinger Middle School

Centennial School District, Warminster, Pennsylvania

2006-2010

Provided leadership and supervision in the areas of instructional leadership, staff recruitment, hiring and retention, staff development, staff evaluation, data analysis, operations, finance and discipline; responsible for 750 students and 80 staff

Summary of Major Accomplishments:

- Created and implemented a school reform plan including the reorganization of staff, recruitment, hiring and retention of highly qualified staff and expansion of curriculum offerings
- Four consecutive years of making adequate yearly process per the requirements of the Pennsylvania Department of Education after being on the school improvement list prior to my arrival
- Created scheduling to offer a full continuum of curriculum offerings for special education students, English Language Learners and students receiving gifted services
- Created and implemented a one to one student mentoring program for all students
- Expanded the parent teacher organization from 35 members to over 350 members in three years
- Launched teacher accountability measures for student discipline; thus, reducing out of school suspensions by 75% over a three-year period
- Implemented Understanding By Design (UBL) for professional evaluations
- Implemented Three Minute Walkthroughs to assess classroom instruction
- Implemented Differentiated Instruction and Universal Design for Learning (UDL) to enhance classroom pedagogy

Middle School Principal New Hope-Solebury Middle School New Hope-Solebury School District

2005-2006

Provided leadership and supervision in the areas of instructional leadership, staff recruitment, hiring and retention, staff development, staff evaluation, data analysis, operations, finance and discipline; responsible for 350 students and 35 staff.

Summary of Accomplishments:

- Top 10% of schools in Pennsylvania to make adequate yearly progress on Pennsylvania Assessments in all subject and subgroup areas
- Created and implemented balanced literacy programming
- Creative scheduling with New Hope High School to offer gifted and talented student offerings, foreign languages and the arts at the middle school
- Distance learning and online learning with Princeton University for gifted and talented students
- Created collaboration with area school districts to promote diversity awareness with New Hope Solesbury Middle School students
- Created Minority Student Achievement Clubs to address issues of cultural diversity and sexual orientation of middle school students
- Implemented Understanding By Design (UBL) for professional evaluations
- Implemented Three Minute Walkthroughs to assess classroom instruction

Middle School Assistant Principal Klinger Middle School

Centennial School District, Warminster, Pennsylvania

2003-2005

Provided leadership and supervision in the areas of instructional leadership, staff recruitment, hiring and retention, staff development, staff evaluation, data analysis, operations, finance and discipline; responsible for 750 students and 80 staff.

Summary of Accomplishments:

- Served as the lone administrator both years while the principal was on leave
- Created online discipline reporting system for teachers and instructional staff
- Recruitment, hiring and retention of 20% of the staff
- Two years of making adequate yearly process on Pennsylvania State Assessments
- Introduced online study programming (Study Island) for student preparation on State Assessments and accountability data storing
- Introduced programming for the inclusion of special education and English Language Learners in regular education classes through flexible scheduling and co-teaching
- Created a full continuum of academic offerings including the arts

Middle School Dean of Students Manheim Central Middle School

Manheim Central School District, Manheim, Pennsylvania

2001-2003

Provided leadership and supervision in the areas of instructional leadership, staff recruitment, hiring and retention, staff development, staff evaluation, data analysis, operations, finance, discipline and alternative education; responsible for 650 students and 60 staff.

Summary of Accomplishments:

- Created a student advisory program (Baron Time) for middle students
- Responsible for transitioning the junior high school program to adopting middle level concept
- Created a transitioning program for alternative education students to return to the regular education program
- Team leader of student accountability data collection and completion for the Baldrige National Quality Program for Performance Excellence
- Alternative Education Grant acquisition to secure staff and services
- Created ninth grade learning academy including curriculum, course offerings, scheduling, staff recruitment and program monitoring

TEACHING

Seventh Grade Language Arts Teacher Central York School District, York, Pennsylvania

1997-2001

Provided direct instruction to seventh grade students using creative, innovative and research based teaching strategies and methodologies. Selected as a teacher to pilot forthcoming Pennsylvania State Standards and featured on Pennsylvania Department of Education website for teacher professional development.

Homebound School Instructor Central York School District, York, Pennsylvania

1997-2001

Provided direct instruction for students who where assigned to homebound instruction for medical or disciplinary reasons.

Summer School Instructor Central York School District, York, Pennsylvania

1997-2000

Provided direct instruction to middle school students grades six-eight using creative, innovative and research based teaching strategies and methodologies.

Secondary English Teacher

Scotland School for Veterans Children, Scotland, Pennsylvania

1996-1997

Recruited to lead direct instruction to seventh grade students using creative, innovative, research-based teaching strategies and methodologies. Visited and selected by *former* Pennsylvania Governor Thomas Ridge (1995-2001) to launch discussions and awareness regarding establishing State Standards in Pennsylvania Public Schools.

Student Activities Coordinator Foundations, Darby, Pennsylvania

1995-1996

Provided direct instruction to middle school and high school students using creative, innovative and research based teaching strategies and methodologies who participated in afterschool programs. Provided leadership and supervision in summer academic and work-study programs for students and staff.

UNIVERSITY

Adjunct Professor Shippensburg University, Shippensburg, Pennsylvania

2015-Present

Provide direct instruction for candidates seeking a Doctor of Education in Education Leadership (Ed.D) and aspiring Superintendents of Schools as a requirement for the Pennsylvania Department of Education K-12 Superintendent Letter of Eligibility.

Courses:

- •ELP 623R-Negotiations and Personnel Strategic Decision-Making
- •ELP 727R-Instructional and Technology Leadership

Academic Partnerships Liaison University of Maryland Baltimore County

2011-2014

Worked directly with Dr. Freeman A. Hrambowski III, *President*, in the areas of promoting science, technology, engineering and mathematics (STEM) programming and preparation for student college and career readiness focusing on equity and access for females and minorities from Caroline County Public Schools to secure scholarships and gain entry to the University of Maryland Baltimore County.

Academic Partnerships Liaison Chesapeake College

2011-2014

Worked directly with Dr. Barbara Viniar, *President*, in the areas of scholarship acquisition and college and career readiness for Caroline County students and residents to attend Chesapeake College. Established unlimited scholarship opportunities for all Caroline County residents (students and adults) eligible to attend two-year schools. Serves as a committee member for college and career options for students on the Eastern Shore of Maryland focusing on educational equity and access.

Academic Partnerships Liaison

University of Maryland Eastern Shore

2011-2014

Worked directly with Dr. Juliette B. Bell, *President*, areas of promoting science, technology, engineering and mathematic (STEM) programming, agricultural science and careers programs and preparation for student college and career readiness.

Academic Partnerships Liaison Salisbury University

2011-2014

Worked directly with the Teacher Preparation Program to recruit, hire and retain teaching candidates for Caroline County Public Schools.

Principal Mentor

University of Pennsylvania, Educational Leadership Program

2008-Present

Serves as a mentor and guest instructor for aspiring school principals; actively engage in the recruitment and hiring process of candidates who completed the program.

Guest Instructor

Delaware Valley College, Teacher Preparation Program

2006-2010

Served as a volunteer instructor to promote minority student achievement for aspiring teacher candidates; assisted in the recruitment and hiring process of candidates who completed the program.

Professor Assistant

Shippensburg University, ACT 101 Programs

1994-1995

Worked directly with Mr. James Hanlon, *Professor*, as a tutor, mentor and assistant for early start program for freshman entering Shippensburg University.

PLANNING & ORGANIZATIONAL EXPERIENCE

- Advisory Committee Member, Berks HOPE (Helping Others/Providing Expertise) Caron Treatment Centers, 2016-Present
- **Board of Directors,** Berks Arts Council, 2015-Present
- Panel Member, Educational Research and Development Institute (ERDI), 2015-Present

- **Board of Directors,** Berks Community Action Program, 2014-Present
- **Board of Directors,** United Way of Berks County, 2014-Present
- Board of Directors, Berks Business Education Coalition, 2014-Present
- Board of Directors, YMCA of Reading and Berks County, 2014-Present
- Advisory Board Member, Pennsylvania State University Berks, 2014-Present
- Advisory Committee Member, Restorative Practices in School Settings Coalition, American Federation of Teachers, 2013-Present
- Appointed Member of the Maryland School Based Healthcare Policy Advisory Council, Office of the Governor of Maryland, 2013-2014
- Maryland Governor's P-20 Leadership Council Task Force Member, Office of the Governor of Maryland, 2013-2014
- Maryland Superintendents Certification Work Group Participant, Maryland State Department of Education, 2013-2014
- School Board Secretary, Caroline County Public Schools, 2011-2014
- Board Member, Centennial Education Foundation, Centennial School District, 2008-2011
- **Co-Chairperson**, Diversity Strategic Action Plan Committee, Centennial School District, 2006-2011
- Co-Chairperson, Human Resources Strategic Action Plan Committee (Recruitment, Hiring Practices and Retention), Centennial School District, 2006-2011
- **Team Member**, Delaware Valley Minority Student Achievement Consortium, The University of Pennsylvania, 2006-Present
- **Team Member**, Bucks County Intermediate Unit Superintendent's Diversity Task Force, Bucks County Intermediate Unit 13, 2003-2011
- **Team Member**, Bucks County Human Resource Director's Diversity Task Force, Bucks County Intermediate Unit, 2003-2011
- Lead Team Member, William Tennent High School Renovation Project, Centennial School District, 2006-2011
- Planner/Coordinator, Developmental Basketball Program, Central York Middle School, 1997-2000
- Senior Class Advisor, Scotland School For Veterans Children, 1996-1997
- Commencement Awards Committee Member, Scotland School For Veterans Children, 1996-1997

PROFESSIONAL DEVELOPMENT

- University of Pennsylvania Center for Education Leadership, The Center for School Study Councils, 2014-Present
- Leadership Maryland, Annapolis Maryland, Class of 2012
- University of Pennsylvania, K-12 Pennsylvania Superintendent's Letter of Eligibility, March 2009
- American Association of School Administrators (AASA), 2005-Present
- National School Boards Association (NSBA), 2010-Present
- Crisis Prevention Institute, Centennial School District, March 2009

- Data Driven Decision: A Results Driven School, Bucks County Intermediate Unit, November 2008
- Co-Teaching Practices, Dr. Richard Villa, Centennial School District, November 2007
- Arcadia Inclusion Institute, Arcadia University, July 2006 through June 2008
- Learning Focused School Training, Intermediate Unit #13, January 2003
- Restorative Practices Training, International Institute for Restorative Practices, Bethlehem, Pennsylvania, 2003
- Pennsylvania Alternative Education Peer Monitoring Training, Pennsylvania Department of Education, January 2003
- Pennsylvania State University, Pennsylvania K-12 Principal Certification Program, 2002
- Student Assistance Program Training, November 2001
- Baldrige National Quality Program, Education Criteria for Performance Excellence, Manheim Central School District, August 2001
- FISH, A Remarkable Way to Boost Morale and Improve Results, Manheim Central School District, July 2001

PRESENTATIONS

- **Presenter**, Pennsylvania Department of Education Career and Technology Education, Integrated Learning Conference: The School to Career Connection, November 2016
- **Panelist,** Kutztown University (PA), School Deviance and the School to Prison Pipeline, October 2016
- Panelist, AASA Early Childhood Learning Summit, October 2016
- Commencement Speaker, Pennsylvania State University Berks Campus, Look to the Future with New Vision, May 2016
- **Keynote Speaker**, Caron Treatment Centers, *The Effects of Addiction in Schools*, April 2016
- **Keynote Speaker**, Naturalization Court Ceremony (Bucks County Bar Association), The Sense of Urgency in Becoming an Active Participant in Democracy, April 2016
- **Keynote Speaker**, Centro Hispano Daniel Torres Amigo Award Gala, *Leading with Passion and Purpose*, June 2015
- **Keynote Speaker**, Greater Reading Immigration Project (GRIP) Annual Summit, *I Too Sing America: Unlocking the Doors of Success in an Ever-Changing Society*, April 2015
- **Keynote Speaker**, Freedom Fund Banquet, National Association for the Advancement of Colored People (NAACP), *Education: A Critical Factor for Movement Forward*, November 2013
- **Presenter**, Wayne Regional Educational Service Agency (RESA) Transformation University for Transformative Leadership, *Principal Centered Leadership: A Superintendent's Perspective*, September 2012
- Presenter, Maryland Association of Elementary School Principals, April 2012
- **Presenter**, 30th Annual Ethnography in Education Research Forum, The University of Pennsylvania, *Leadership and the Practice of Inquiry: Learning from Cases*, February 2009
- **Keynote Speaker**, Delaware Valley College, *Increasing Diversity in Suburban Public School Districts*, April 2006
- **Keynote Speaker**, Annual Leadership Conference, Shippensburg University, *Follow a Legacy; Leave a Legacy*, February 2001

- **Keynote Speaker**, Annual Brotherhood Conference, Shippensburg University, *You're A Senior Now... What's Next?* May 2000
- **Presenter**, Annual Pennsylvania Middle School Association Conference, *The Joy of Discovering Shakespeare*, March 1999
- **Presenter**, Annual Pennsylvania Middle School Association Conference, *The Joy of Discovering Shakespeare*, April 1998

COMMUNITY ENGAGEMENT EXPERIENCES

- Member, National Alliance of Black School Educators, 2007-Present
- Member, Philadelphia Alliance of Black School Educators, 2007-Present
- Member, National Association for the Advancement of Colored People, 2003-Present
- Member, Bucks County Superintendent's Diversity Task Force, 2003-2011
- Member, Bucks County Human Resource Director's Diversity Task Force, 2003-2011
- Alumni Member, Multicultural Student Affairs Organization, Shippensburg University, 1995-Present
- **Parliamentarian**, African American Organization, Shippensburg University, 1994-1995
- Facilitator, Building Bridges for Diversity Program, Shippensburg University, 1994-1995
- Facilitator, Promoting Access Through Leadership (PALS), Shippensburg University, 1994-1995
- Pennsylvania Liaison, Shippensburg University's Multicultural Students Affairs Organization, 1994-1995
- Volunteer, Access York Agency for Abused Women, York, Pennsylvania
- Volunteer, York County Food Bank, York, Pennsylvania
- Volunteer, Striving to Educate People (STEP), Shippensburg University
- Volunteer, Feed-A-Friend, Shippensburg University

PROFESSIONAL AFFILIATIONS

- Phi Delta Kappa International
- Association of School Business Officials (ASBO)
- Association for Supervision and Curriculum Development (ASCD)
- American Association of School Administrators (AASA)
- The Horace Mann League
- Eastern Shore of Maryland Educational Consortium (ESMEC)
- Public School Superintendent Association of Maryland (PSSAM)
- National Alliance of Black School Educators (NABSE)
- Philadelphia Alliance of Black School Educators (PABSE)

EDUCATOR LICENSE

STATE OF PENNSYLVANIA

Superintendent K-12

Issued 3/2009 (Valid 99 yrs.)

Professional Certificate

Administrative (Principal K-12)

Issued 2/2003 (Valid 99 yrs.

Instructional II (English 7-12)

Issued 6/2001 (Valid 99 yrs.)