

**Minutes**  
**Board of Directors Meeting**  
**National SAM Innovation Project**

**Date:** September 15, 2017

**Time:** 9:00 AM PST

**Location:** The Ritz-Carlton Laguna-Niguel  
1 Ritz-Carlton Drive  
Dana Point, California

**Present:** Mark Shellinger, Executive Director  
Bert Hendee, President  
Carol Lensing, Vice-President  
Debbie Daniels, Secretary  
Dave Sechler, member  
Kendra Washington-Bass, member  
Nathan Roberts, Treasurer  
Paul Katnik, member  
Jan Walker, guest

I **Call to order:** at 9:01 AM PST by President Bert Hendee.

II **Quorum:** Seven of seven board members present (four required.)

III **Reading and Approval of Minutes:** Motion was made by Carol Lensing and seconded by Kendra Washington-Bass to approve the minutes as written for the January 25, 2017 meeting. Motion carried. 7-0.

IV **Treasurer's Report (Fiscal Update)**

A. Executive Director's Report & FY17 Audit

B. Financial

- i) NSIP is running at 20% below last year's figure – \$ 4 million as opposed to \$ 5 million. Many districts are maturing, and their costs are decreasing which also lowers the state revenue. Some locations are provided more in-district support and that is lessening the national budget. Also, federal funding is impacting the budget. Some possible new clients and grant awards can change these predictions. This is the first year that NSIP has been lower than the previous year. Mark is closely watching the NSIP budget and contracts with personnel to manage them well.
- ii) 401 K matches have been matching the benefits by the employee. They are currently funded at 6% with an option 6% safe harbor match on an annual basis based on the financial health of the fiscal organization. This year NSIP will NOT fund the additional 6% and all salaries are frozen for this year. NSIP hopes that there may still be an opportunity to fund the additional match at the end of the year. The employees understand the reason for this adjustment.

- iii) The TCC reports and invoices are being watched closely to ensure that reimbursement is based on a minimum of three schools per day.
- iv) NSIP lost 8-9% of the SAM teams from last year, but some may still come back when all funding sources are final.
- v) Carol asked for an explanation on how Mark works with schools/districts and is flexible with their fees. Mark explained his process of determining the fee flexibility. The top two factors are: allocating time and actual cost per team, then location and travel expense.
- vi) If nothing changed today, NSIP would be in good shape for the coming year. However, the prospect of new schools can change this scenario quickly.

#### C. Statement of Functional Expenses – Year ended June 30, 2017

- i) The audit was done by Strothman and Company Certified Public Accountants and Advisors which gives NSIP a third-party review. They ask good questions and it helps NSIP to take a good look at these questions.
- ii) This year's audit did not find any concerns.
- iii) Some districts did not pay all fees during the fiscal year and transferred to the coming year. These amounts will not show up until the 2018 fiscal year because of when the money is paid. This is reflected in the total assets for 2017, which will show up in 2018, as opposed to what is reflected in the 2016 total assets.
- iv) The fund balance of \$ 2 million is anticipated in February after the conference.
- v) The question was asked about charging penalties for late payment, NSIP does not and works with all districts as best we can.
- vi) The only credit risk cited is that an account is ensured for a certain amount and often NSIP balances go over that amount. This has not been a problem and is the only thing that could be considered a problem.
- vii) All in all, the organization is healthy.

### V Executive Director's Report

#### A. Program

- i) Time Track has had several upgrades in the last few months with positive feedback.
- ii) Eric has been working on administration work since June. This will make it easier to pull data quickly. The new system will be much simpler. It will also help to create reports much more quickly. Some things have been put on hold because of the need to address these administration updates. These were necessary.
- iii) NSIP is close to being able to give state coordinators access to their state data.
- iv) Some of the improvements that should be ready by conference time are: upgrade to the mobile version; creating the connected events in order to schedule both at the same time, for example, teacher evaluation events.

- v) NSIP is still getting lots of requests to use TimeTrack from other agencies and organizations. Mark is going to present a proposal for buying TimeTrack. This will be coming in September 2018.
- vi) Bert requested Eric look at being to expand the goal % chart on the dashboard.
- vii) Mark shared the changes for using the email Outlook function and the additions to Note Track.

#### B. Coaches and SAM Data

- i) Carol is now working with teams and helping to support coaches. She is currently contacting coaches whose schools have not set goals.
- ii) Carol discussed having coaches take more teams, the indication is that those with several schools do a good job.
- iii) She is looking at having veteran coaches spend time with new coaches.
- iv) Mark is inviting coaches to participate on the SIS team to get more experience and observing experienced coaches and then being mentored by experienced coaches.
- v) Mark explained the process he uses to clean-up and remove teams.

#### C. SIS

- i) Mark is not worried about specialists. NSIP currently has a good pool and can meet project needs.

#### D. Data Collectors

- i) NSIP is training data collectors in a strategic way to have them where we need them.
- ii) Scott is doing a great job in assigning data collectors.

#### E. Office Staff

- i) All are doing well and are moving forward. Developmental issues are being addressed and all is fine.
- ii) We have a very skilled staff and each one likes what they do and their role in the work.
- iii) Mark is trying to reallocate some responsibilities to make the workload more efficient.

#### F. Key Man Insurance

- i) The paperwork is in process and not complete at this time.

- ii) It is a complicated process and being worked out using a personal life insurance policy for Mark paid for NSIP.

#### G. Board Member Requests for Improvement

Mark asked the board, what is the one improvement that the member would want to see at this time next year.

- i) Kendra – approved PD menu for SAM schools.
- ii) Dave – opportunities to get together outside of conferences. Develop a structure for bringing groups together.
- iii) Bert – would like to have more support and training for coaches across the country. Better ways to network and communicate.
- iv) Debbie – develop an online platform for communications/professional development.
- v) Carol – set up regional meetings where logistics is not an issue.
- vi) Kendra – shared the value of the meetings held with coaches, SAMs and principals throughout the year. A lesson learned was that the meetings should be for the participants only and make it feel special for an exclusive group.
- vii) Mark sees these suggestions as possible and some approaches were discussed.
- viii) Kendra shared that she has a mentor SAM Team that helps support new teams.
- ix) Mark offered the Go-to-Meeting tech support, if requested.
- x) Paul would like to look at infiltrating preservice programs for principals and principal supervisors.
- xi) Dave reminded everyone of Mark’s earlier discussion on keeping the focus on the SAMs.
- xii) All of this will be revisited in 2018.

### **VI Unfinished Business:**

#### A. Bylaws & Practice/Procedures

- a. Dave provided an annual policy review guide for the board to review policies and provide feedback.
- b. The Board Member Job Description, Standards of Practice, and Protocol for Board Member Communication with the Executive Director were all reviewed. All members are required to annually sign off on the document, agreeing to abide by the policies, standards and protocols.
- c. Board members need to review these and come to the January 2018 board meeting with recommendations, suggestions or changes for consideration. Reminders will be sent out with the documents and materials.

## B. Executive Director Performance Review

- a. The board discussed the language in the performance review. Dave shared that in some of the sections the language no longer applies to the operation of the organization.
- b. Each member was asked to review carefully and provide feedback for the January 2018 board meeting. Dave will send his proposal for changes to the board members and each will send their feedback to Dave at least three weeks prior to the January 2018, meeting.
- c. Mark understands the concerns of affiliates who wish to have more support. As for the focus on the big districts, the work has to be associated with the money. The real concern for Mark is based on the quality of the support all teams receive.
- d. Mark sees all the comments as actionable and he continuously looks at what he can do to support the affiliates.

## VII New Business:

### A. New Board Member

- a. The NSIP Board of Directors welcomed our newest board member, Jan Walker. Jan is replacing Carol Lensing as the state director from Iowa and will also replace her as a board member. Carol will remain on the board until after the Jan 2018 conference.

### B. Emeritus Status

- a. Carol and Dave have worked on formal language around emeritus status. A draft along with questions that need to be addressed were distributed.
- b. The board held discussion and will consider acting on this proposal at the January 2018 board meeting.
- c. The intent was to show appreciation to members who have given so much to the organization and to continue to look to emeritus members for their insight, experience and support. Their historical perspective is also valued.
- d. Due to Carol being Vice-President, the board will need to appoint a new Vice-President.
- e. Carol expressed her appreciation on being considered for emeritus member.

### C. ESSA Update

- a. 14 of 17 states have been approved at this time. USED pushed back with lots of feedback. 33 states are due by September 18<sup>th</sup>.
- b. The full House budget eliminated Title IIA; The Senate budget includes 2.1 billion for Title IIA.

D. 2018 National Conference

- a. Marco Island did not have damage from Irma except some trees. They are behind schedule, but by the conference all will be ready but one floor. This will cut our number of rooms.
- b. Registration – 637 rooms are reserved and they will have 750.
- c. Total registration - Guests of attendees and attendees - is estimated at 900. Attendees estimated at 650.
- d. NSIP will not be using a second hotel.
- e. NSIP is still covering the cost of coaches.
- f. Guest numbers are about the same and are being charged \$200 with no complaints.
- g. This year, registrants must earn their place at the conference and must be scheduling at or above goal in TimeTrack™.
- h. Preconference - Current enrollment is 181. Coaches are required to pay for the preconference, if they wish to attend.
- i. Mark has worked hard to make the conference break even financially and this year's projection is that it will.
- j. Because of the distance from the airport to the hotel at Marco Island, communication with attendees is emphasizing the distance and travel time so that people will plan travel accordingly.
- k. Betty will send a list of registrants to each state director on October 1, 2017.
- l. Mark walked the board through the registration process.

E. Discussion of two research papers: 2017 From Frenzied to Focused & Journal of School Leadership 2017

- a. The board had an online conference call with Lloyd Kilmer to discuss the report published in the Journal of School Leadership. Mark asked him for feedback and suggestions for us based on his study of SAMS.
  - i. Overview of the Report – the idea for the study came from working with Davenport Community Schools and exploring the SAMS concept.
  - ii. The study discovered that they did not know how things in the district were working. The report was to provide perception data for the district.
  - iii. SAMs is still functioning as described in the article.
  - iv. The outside influence of Illinois/Iowa has hired some SAM people to work in other districts, Rock Hill, in particular, and other states!
  - v. Lloyd suggested:
    1. Developing shorter measures on getting a sense on improvement and not waiting on the changing state exams.

2. Explore the relationship between the SAMs and SAM principal and the principal supervisors
3. A pre- and -post assessment on how SAMs perceive their coaching relationship and how the relationship changes overtime and its effectiveness.
4. The performance rubric should be considered to include the relationship between the SAM and the principal. The rubric also needs to focus on the team impact.
5. Davenport looks at SAMs as a step into the role of Principal which is not the approach of the SAM Process. This is an area that we have not studied. This is an area that we should look at in the future. Jan Walker shared that there are other districts with the same philosophy. This could provide some very interesting data, overall effects and provide lessons learned.
6. The history of SAMs should be tracked. The longevity of SAMs in a school is usually longer than the principal. Mark shared that we may want to look at first responders in the same way and the broadening of their role.
7. Paul asked about principal's reluctance of giving up traditional roles. Why do you think that is? Lloyd commented that he isn't sure that we emphasize distributive leadership enough. He suggested we refocus time and effort in this area. He also found that the disposition of the principals must be studied. Many are control freaks, and this is a hard habit to break. There are some coaching elements that needs to happen to focus on teamwork. Promoting and supporting team members should be a part of the leadership assessment. NSIP has work to do in this area beyond just coaching them. It takes a strong functioning team for the culture to change.
8. Jan discussed the "Open Door" policy assumes the principal in the office. This time should be set as a specific time. At the same time, baseline training includes transparency of the principal's calendar and Open Times when the principal is available for walk-ins. The staff needs to know that time is available for the them. Paul questioned if preparation is preparing principals for this. Mark has found new principals are ready for this and it is the experienced principals that must be retrained to be the instructional leader and delegate to the leadership team and first responders. Paul has found that preparation programs are 70% management. Dave shared that principals need to understand that it is their responsibility to see that something gets done, but not that you must do it.
9. Lloyd hopes to keep in touch with the organization. Lloyd asked if anyone had anything to add about high schools? Mark shared that it is working very much the same way in high schools. High schools involve others in keeping Time Track

and it is very popular at the secondary level. Paul commented that high schools seem to be more acceptable of someone being the instructional leader and not necessarily the principal. This is a complex question to answer and there have been several situations where the split of the roles shows everyone looks toward the manager as “THE” principal. Kendra stated that GCPS high schools have school business operations managers and associate principals who were SAMs have shown great success. Those high schools without these two positions had no value added. The district has suspended AP roles because of no data of impact.

- b. Things that NSIP would like to see in a study
  - i. A proposal on the relationship of SAM and principal. Mark offered to Lloyd to fund such a study.
  - ii. Kendra also would like to see a study on coaching and teacher perceptions of the SAM experience.
  - iii. Nathan suggested a study on the climate and culture of schools and impact of SAMs.
  - iv. Retention of teachers in SAM schools was another suggestion for a study.
  - v. Another study question was: Do teachers and parents see a change in SAM schools?
  - vi. Mark suggested looking at a random list of level 4 teams and doing a study on their relationships. NSIP now has over a 100 level 4 schools.
  - vii. Lloyd sees the SAM as a coach, someone who is there every day. He sees the TCC as someone who should be developing the skills of the SAM.
- c. Dave shared that having other hands and perspectives involved in SAM research is a plus for the organization.
- d. Mark shared the Chicago support for principals and keeping them happy.
- e. Second Article:
  - i. Mark is working with the new superintendent at Council Bluff. This is a model 1 district.
  - ii. Washington districts are spending more money on SAMs. They are exploring adding SAMS to a new role in the building. Mark is meeting with them later this fall and hoping to add a 3<sup>rd</sup> district.
  - iii. The board felt that overall SAMs came off positive in the article.
- F. Mark noted the link on the SAM website about research studies done on SAMs. He also shared about an article in Edweek that quoted Mark and Kim Marshall about SAMs. The EdWeek reporter has become interested in SAMs. She is interviewing the level 4 teams and will be doing an article about them. Carol pointed out the section in the article about considerations and support role for principals from district level and how important district support is to a SAM team.



- G. Paul asked about teacher retention in SAM schools. Mark said this is an area that we don't know and need to look at. Hillsborough Co might be a place to study this looking at turnover rate, not tied to retirement, and requests for transfers in and out of SAM schools. Paul suggested that some research labs might be interested in this topic.

***State Affiliates Updates - Key points of the updates include:***

(1) Delaware

- (a) Delaware still has no SAMs schools. The state is still facing a lot of funding issues.
- (b) Delaware is trying to figure out how to move past the loss of a lot of funding sources: casino money, Wallace money, etc.
- (c) Wilmington has been in the news about safety and security issues that has taken a lot of state attention away from leadership development and other issues that impact the SAM Initiative.
- (d) Charter schools are also getting a lot of attention.
- (e) Good news, Delaware has a new governor. There is potential there. The state also has a new state education commissioner and Dave is hoping to make inroads with her.
- (f) Dave is still working with SAMs as a coach in other states.

(2) Missouri

- (a) Missouri has developed the MLDS leadership experience for principals at all experience levels. The levels are being rolled out and the materials for all levels are completed. Last year the money came through Title I. This year, we are still waiting on the funding and proposal from the federal level. 20 – 30 SAM principals have remained and several have moved on to district level or specialist work. Making time to be an instructional leader is the sixth of the six modules. Paul shared some strategies that are being implemented in the program that address the SAM process. There will be eventually 200 SAMs coming on board each year. The phase in to SAMs is over a three-year period and support continues.
- (b) The Wallace turnaround work is looking at strategies that have the greatest impact on turnaround success. The prediction is that these strategies will impact SAMs in that some of the strategies will be SAMs strategies.
- (c) REL Central is evaluating MLDS over the next three years and as a part of that will evaluate the SAM piece as well.

(3) Illinois

- (a) Illinois finally has a state budget and a school funding formula in place.
- (b) Diana Rutledge and Bert Hendee are officially retiring. Diana's position has been posted. SAMs in Illinois will be transitioning to NSIP

- (c) The state has lost some schools, but is expanding in other places. There will be 20 new teams in Chicago and they are maintaining 13 teams.
- (d) State Conference is November 9<sup>th</sup>. Todd Whitaker will be the keynote.
- (e) Illinois State put out a proposal for a SEED grant and SAMs is a big part of that proposal. More information to come on the grant and recipients.

(4) Louisiana

- (a) Louisiana is very similar as other states. Political issues continue to impact funding for K-12 schools. This has impacted SAMs.
- (b) At the district level, the schools lost a tax referendum to build new schools. So, the money is being routed to renovating schools.
- (c) The SAM schools continue looking for funds to support SAMs and wants to stay a SAM school.
- (d) Nathan has helped to persuade districts to allow some people to go to the NSIP National Conference to be exposed to highly recognized national presenters that could potentially be brought to the state. The NSIP National Conference PD has had an impact on their local PD. Most of the local PD has come from the SAM conference.
- (e) Nathan is trying to convince one doctoral candidate to do a research study of SAMs in Louisiana.

(5) Kentucky

- (a) Kentucky has no SAMs schools at this time.
- (b) Debbie has had the opportunity to meet with the Leadership Development Team at the state department of education (KDE) and share the history of SAMs in Kentucky. She was also able to walk them through the website and the SAM Process including TimeTrack™. As a result, the Leadership Development Team, all former principals and one who was a SAM principal, are interested in becoming data collectors and SAM coaches. They want to make SAM support a part of their job description.
- (c) The KDE Leadership Development Team sees this as a way to embed it in the state's turnaround work and bring sustainability to the state. The cost to the schools would become the state membership fee and the national conference expenses. Data collection, implementation and coaching expenses would be absorbed in the work of the six principals who make up the Leadership Development Team.
- (d) Debbie is waiting for approval to develop a plan to train the Leadership Development Team and begin supporting SAM teams. The team already has a list of interested principals.

(6) Georgia

- (a) Georgia shared documents:

- (i) House Bill 338 passed earlier this year. The purpose was to address turnaround schools. Georgia has reached out to leaders across other states to learn more about developing a statewide leadership academy. Kendra sees this as a potential way to scale SAMs statewide. January 1, 2018, is a target date to begin phasing in the leadership academy. NSIP wants to share our desire to support this initiative and Paul is willing to share how Missouri has incorporated SAMS in Missouri into their leadership development.
  - (ii) GCPS SAM Schools tracking format: The document shows the school, principal, SAM(s), SAM Role, Coach and how the school funds the SAM Project.
  - (iii) Ga TCCs PD 2017-2018: Is using the Mentor's Guide by Zachary in their study and support.
  - (iv) Ga SAM Strategic Priorities 2017-2018: Are similar to last year, the priorities are Professional Development, Communication and Technical Support. There is a focus on just-in-time coaching aligned to the work of the school leaders.
- (b) Coaching Support
- (i) There are several interested people in Gwinnett County who want to become mentors. Kendra is working with them to observe and participate in site visits and coaching sessions to inform their knowledge of SAMs. They are beginning to take on a few SAM schools to bring them on board.
  - (ii) Georgia's next orientation and readiness is coming soon. They are planning on bringing on 8 new teams. The district hovers around 45 schools, 30% of the district's schools are involved in SAMs.
- (c) Dekalb County – due to differencing priorities of the district leadership they are no longer participating as a district. There are five schools, at this time, that want to continue on their own. Gwinnett still reaches out to them and tries to share SAM information and support.
  - (d) Gwinnett is receiving Title IIA funds that will help with supporting SAMs. This is new money through the state and federal funding calculations. We hope this encourages other districts, especially Dekalb County, to continue and begin participation of SAMs. The professional development component really keeps SAMs alive and energized.
  - (e) Summer SAM Conference was a challenge this year, but ended up being the best session that the state has sponsored. Thanks to Mark for all his, Eric and Jim's help and training at the conference. Plans for next year are already happening.
  - (f) NSIP is continuing to support Augusta and still working with the district on funding, etc.
  - (g) Bibb County now has about 80% of the schools participating in SAMs. The superintendent has been very supportive.

(7) Iowa

- (a) Iowa has 62 schools. 9 HS, 8 MS, and 44 Elementary and CO – 1; 42 teams are model 1, 3 teams are model 2, and 17 teams are model 3s. Iowa has five coaches and 15 data collectors.
- (b) Iowa has 12 brand new teams and some changes in SAMs and SAM Principals in existing schools.
- (c) The state has conducted data collection training
- (d) The state conference is scheduled for December 1<sup>st</sup>; Mark and Mike Schmoker will be keynotes.
- (e) Carol shared that the transition to Jan has gone very well. She is glad to see new teams come on board.
- (f) Carol feels the loss of direct connections with teams.
- (g) Mark shared that he has appreciated working with Jan.

8) Other Districts/States

- (a) Mark shared information on the other districts across the country that participate in SAMs.

**VIII Board Actions:** *There were no board actions taken during this meeting.*

**IX Next Meeting Date:** *The next meeting date is January 24, 2017, at the J.W. Marriott Marco Island. The meeting will start with a breakfast.*

**X Adjournment:**

- a. There being no further business, motion by Paul Katnik and seconded by Dave Sechler. President Hendee declared the meeting adjourned by unanimous consent (6-0) at 3:44 PM.

Respectfully submitted by,



Debbie Daniels  
Secretary

Adopted by the Board in the meeting  
of \_\_\_\_\_,  
(Date of Meeting)

\_\_\_\_\_  
(Signature of Presiding Officer)