

Minutes
Board of Directors Meeting
National SAM Innovation Project

Date: September 23, 2016

Time: 8:00 AM

Location: Renaissance Charleston Historic District
68 Wentworth St,
Charleston, South Carolina

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

- I **Call to order:** at 9:04 AM by President Bert Hendee.
- II **Quorum:** Seven of seven board members present (four required.)
- III **Reading and Approval of Minutes:** Motion was made by Paul Katnik and seconded by Dave Sechler to approve the minutes as written for the January 20, 2016, meeting. Motion carried. 7-0.
- IV **Treasurer's Report (Fiscal Update)**
 - A. Draft Audit
 - i) Nothing problematic was found as a result of the annual audit. We have an internal and external system, Betty in house and a banking firm, Abbacus, and an accounting firm to do our financial work. It is a check and balance system with three agencies working for us.
 - ii) NSIP is in the black and have always been in the black. NSIP has gone from 3.5 to 4.8 million dollars over the past two years.
 - iii) NSIP revenue continues to increase.
 - iv) NSIP funding was spent down this past year by increasing the coaching and implementation support. Mark assured the board that the quality of NSIP work is better this year than last year and these additional funds supported the increase in quality of SIS and TCC work. NSIP's biggest costs are in the kind of coaching and implementation that is done.
 - v) In 2016, the Year End balance was \$491,930. Mark shared that he is more comfortable when NSIP has a half million-dollar fund balance.
 - vi) Mark discussed some of the challenges of collecting accounts from some school districts and the impact on the budget.
 - vii) The rate for new teams is still at \$12,900.
 - viii) Total functional expenses for 2016 was \$4,354,630. The national conference runs about \$1.2 million. Mark is trying to keep the cost of the conference as low as possible.
 - ix) NSIP property and equipment is at \$71,322 and this will go up next year as we will need to replace some of the equipment.

V Executive Director's Report

A. SAMs Update

- i) NSIP is in great shape. We are sustainable and most of our schools are not using Wallace money and are using other resources to pay their fees.

B. SAMs Staff

- i) Jim Mercer's salary was increased for this year. He does great work and is invaluable to SAMs. Jim is doing more tech support and learning a lot about what Eric does to be a support to Eric.
- ii) Eric's salary was increased to keep him! As our designer he is important to the organization.
- iii) Scott is doing a great job with data collection.
- iv) NSIP staff that provide services to districts include: Rick Delegardelle, Deb Sykes, Winnie McCandless and Ron Hurst. They do a lot of implementation specialist work. These are full time employees. They are given a per day salary and receives 401K benefits. Dave Sechler and Debbie Daniels have been doing a lot of work for NSIP, as well.
- v) Karen Weller with Abacus is still in the banking position for NSIP.
- vi) Betty Lindauer is transitioning and doing checks when they come in and the pay requests. She will also continue doing the registration at the national conference.
- vii) Karen Razor works part-time and mostly mornings inputting data and receptionist work.
- viii) Mark is looking at the coaches per day rate to determine if this should be changed.

C. Succession Planning

- i) Every part of SAMs has someone or several people who can do the work.
- ii) Mark would like to also transition some of the work he is doing to an Office Fiscal Manager. He has advertised for this position. Over 200 applied and have narrowed to 46 at this time. This will be narrowed further and then interviews will be conducted. There is so much detail per client that has to be addressed and a full time position would really help the succession planning and fiscal work of NSIP.
- iii) Mark proposed a Key Man Insurance Policy to help the organization in the unlikely event that such a policy would be needed. He is collecting quotes at this time and looking at options.
- iv) With these pieces in place and with the other personnel that works for NSIP, Mark believes that the capacity exists to sustain NSIP.
- v) The board discussed the type of succession planning that A) occurs once notice has been given that the executive director is planning on retiring or B) if some unexpected absence occurs.
- vi) Time Task Analysis Training - Dave Brauhm can do the training and the data collectors he has trained have done a great job. Mark is encouraging him and will continue to work with him.

D. National Conference

- i) NSIP is still having the summer conference and are getting a lot of enrollments.
- ii) The videos from the conferences are getting lots of hits.
- iii) The Fort Lauderdale Resort has completely been redone. We have 550 of the 600 rooms at the hotel. The maximum number of registrations have already been reached within the first

15 days of being opened. We are now placing everyone on the wait list and notifying those people.

- iv) To accommodate some of the overflow is to use the hotel next to the conference hotel. Mark is talking with NSIP coaches and implementation specialists about taking the rooms at this hotel to open up some rooms in the conference hotel as a solution to the need for more rooms. There will be something special for this group on Wednesday night.
- v) There are 150 attendees to the pre-conference.
- vi) This year is going to be a “Golden Oldie” conference, since this is our tenth conference. Some of the speakers will be: Willow and Paul, Valerie Burton, Todd Whitaker, Mike Schmoker, and Ken Williams.
- vii) The board discussed ideas and suggestions on how to do breakout tickets differently. The breakout rooms will be locked and you cannot get into them ahead of time. The tickets will be given out in a different way and the scheduling of the presenters will be done differently.
- viii) The conference is all set for Marco Island for 2018.
- ix) NSIP has not scheduled for 2019. Mark is still considering places such as Tuscon and Del Coronado both are interested in having us back.
- x) Kendra asked if there is a way that NSIP can provide resources or a place on the website that will help schools and districts find contacts to conference speakers, tools and resources that they may be interested in attending. Mark said that we can make a link on the website with this information.

E. ESSA Information

- i) The changes in ESSA is going to provide opportunities for funding for SAMs. The board is going to meet at a later date to learn more about the changes and how it may affect SAMs.
- ii) Mark is working with Jody Spiro to meet with the board later in the fall through a webinar.

F. TimeTrack Updates

- i) Continue to improve by generating a list of suggestions from the field and from Mark.
- ii) We now have an APP for TimeTrack.
- iii) Members can do a calendar feed with your TimeTrack calendar and a district or other calendar.
- iv) Note Track is one of the newest features that helps users archive private notes on their work and observations.
- v) Coming to TimeTrack is “linked events”. You will be able to tell TimeTrack to schedule this feature when given parameters. Another TimeTrack feature coming is scheduling to randomly assign times of events. The third feature is storing more in the phone and connecting quicker.
- vi) We are giving a lot of complimentary calendars. The merging of calendars is very popular with principals.
- vii) TimeTrack now shows on the calendar when the data is being collected. There is now a structure in place to ensure that data collection results are reported in a timely manner. Fewer collectors provide more accurate data. Right now NSIP has adequate numbers of data collectors. NSIP has the refresher testing and are conducting following-ups with the schools to see how the data collection went.

G. Implementation Specialists

- i) We have increased the numbers of SIS and are doing a big implementation in San Bernadino in October.

H. 401K Discussion

- i) Mark explained how the 401K for the NSIP full-time employees is structured.
- ii) Mark asked for a motion from the board to clarify the 401K structure.

VI Unfinished Business:

- A. Bylaws: Annual Review of NSIP Board of Directors, Board Policies and Descriptions
 - a. The board revisited and discussed the policies, board of director job descriptions, standards of practice, and protocol for board member communication with the executive director.
 - b. All board members signed the annual Standards of Practice Policy.
- B. Executive Director Performance Review
 - a. Kudos to Mark for all of the great work.
 - b. All areas of the performance review resulted in the collective ratings being between 3 (Satisfied) – 4 (Very Satisfied).
 - c. Mark stated that he appreciated the comments and the reflection.
 - d. Bert asked if Mark has some thoughts on salary increases for himself since there was a freeze last year. He suggested a 10% increase.

VII New Business:

- A. Transition timeline of State Coordinator
 - a. Carol is in transition as a coach and as state coordinator, Jan Walker will take over her role at the end of the year. Carol will stay on the board til Marco Island 2018.
 - b. Carol is going to invite Jan to the Friday night board dinner in January 2017, and then have her attend the board meeting in September 2017.
- B. Missouri Leadership Development System
 - a. A few years ago Missouri became dissatisfied with their support for principals. Since then they have been looking at how to bring leadership development to scale.
 - b. Paul Katnik provided a presentation on how Missouri has developed a Leadership Development System. Missouri has pulled together the major players in education leadership development in the state to help in developing their leadership competencies and continuum.
 - c. Mike Rutherford helped Missouri to build this model. CCSSO is also partnering with Missouri to develop their Emerging Level Facilitator Guide.
 - d. The LE 6 piece of the new leadership development system is Making Time for Instructional Leadership. This process is a different approach than NSIP's current SAMs approach. Paul wanted the board to understand what Missouri has developed. Mark followed-up with a discussion of this development.
 - e. The board asked questions and gave feedback to Paul.
 - f. Missouri wants to also bring SAMs to scale in the state. Currently, SAMs has been scaled in the Missouri Focus and Priority schools.
- C. Time Change Coach Rubric Discussion
 - a. Kendra and Carol are working on TCC Rubric and Coaching Training and the work is evolving.

- b. Gwinnett County is looking at ways to assess their SAM coaches and what the competencies would look like on a continuum.
- c. Carol suggested that an assessment of some kind be used in our coach's training at the January TCC Training.
- d. Mark discussed that there needs to be an association between the SAM Team performance and the TCC assessment.
- e. Kendra believes that this piece will be a part of sustainability for SAMs.

State Affiliates Updates - Key points of the updates include:

(1) Delaware

- (a) Delaware does not have any teams at this time.
- (b) Money remains a chief concern. The transition from Wallace to school monies creates a problem.
- (c) Susan Whitaker and Dave still work in the SAM program in other states.

(2) Missouri

- (a) Missouri has tripled our numbers of SAM schools.
- (b) The state has gone against some of the principles of SAMs. SAMs is not invitational with this new state initiative.
- (c) Paul would like to see NSIP use Missouri as a SAMs research site. There was discussion by many of the board members who have had some of the same experiences about the choice to do SAMs and how it is received. Mark explained how NSIP works within this process and some principals did choose not to do SAMs.
- (d) Missouri currently has 60 SAM schools. Several of these schools are charter schools and they have brought a new systems approach to the SAM process and how to work with charter schools.
- (e) All of the work on their state evaluation is closely aligned with the work of SAMs and the SAM work can help principals with their leadership and teacher development.

(3) Illinois

- (a) Illinois is moving along. Bert is taking a short leave and will be back at the end of October to continue the work in Illinois.
- (b) Chicago is going well. 15 teams in Chicago and some 50 in the state.
- (c) Quincy is the first district in the state to have all of the schools involved.
- (d) A SAM principal moved to another district and had them write SAMs into their contract.

(4) Louisiana

- (a) The state in general cut K-12 funding this year. This hit everyone and made districts cautious. The state department has undergone a lot of turnover and their priorities are changing. They are taking money from other projects for their new teacher initiative.
- (b) Lafayette is still growing. They are using Gear-Up funds and because it aligns well, it is doing well. Information through their university leadership program about SAMs has also helped to bring about more SAM schools as they become principals.

- (c) In another district, new administrative leadership has changed their course for Title I funds which funded SAMs. Mark and Nathan are working with the superintendent to rethink their support of SAMs.
- (d) The Gear-Up folks are looking for other fundings to help support the work after the Gear Up grant is gone.
- (e) Louisiana is going to do some research to help support the work and share the impact and information.

(5) Kentucky

- (a) Kentucky has no SAMs schools at this time.
- (b) The state is very disappointed that the district located in the state capitol has decided not to implement SAMs after discussion in the spring that they would join in August. New board members and a loss of district revenue were cited as the reasons for not implementing at this time. The district wants to keep the discussion open and perhaps revisit in when developing next year's budget.
- (c) Two former SAM data collectors (one a superintendent and one a district supervisor) are retiring in December and have committed to recruit SAM schools through their contacts in the southern part of the state. Both have a lot of influence and the state is hopeful they will help to bring new schools on board.
- (d) The state is also encouraged that a state department employee has approached Mark at a recent conference to inquire about SAM schools in Kentucky. Debbie is hopeful this inquiry will turn in to some new schools in the state.
- (e) The KASA organization has started a professional development program for principals and has advertised it as a way for principals to manage their time. Debbie reached out to them, but they were not interested because they saw it as taking money away from their program and would not work with us. Debbie has reviewed the content of their program and it has nothing to actually do with time management.

(6) Georgia

- (a) Georgia shared three documents: Georgia SAM Strategic Priorities 2016-2017, GA SAM Time Change Coaching Professional Development 2016-2017, and FCB Coach Competencies: Self-Assessment.
- (b) Their Wallace Foundation grant ends at the end of the school year and these documents are part of the planning they will use to help sustain the SAM Process for the state with Gwinnett as the lead.
- (c) The three foci are: Professional Development, strategic communication and technical assistance. Kendra is working toward more consistency in coaching across the districts that participate in Georgia. She is also working with colleagues in the other districts to ensure that the process and resources can be sustained and that more than Kendra has the information and can support SAMs statewide. This work includes a two-year blended coaching program.
- (d) Kendra shared that she has met with all of the data collectors in Georgia to honor them and to emphasize the impact that the baseline data makes. Georgia is also continuing to provide professional development for principals and SAMs.
- (e) Kendra provides a monthly SAM Communication to the Gwinnett SAM Teams and is looking to send it to others.
- (f) As for technical assistance, she is working to hire a designated TimeTrack technical person.

- (g) There are 46 SAM schools with 12 new ones coming on board, DeKalb is also bringing on some new SAMs, but it is unsure how that will unfold at this time. Richmond County and Bibb School districts are implementing SAMs.
- (h) Griffin Spalding School District plans on beginning some schools in the Spring of 2017. This is a result of the communication from GLISI who continues to help in getting the word out about SAMs to the smaller districts in Georgia.

(7) Iowa

- (a) Iowa is very stable. However, they have lost one of their original districts due to leadership change.
- (b) Schools remain around 65.
- (c) Iowa has trained four new coaches this year to support the new director transition. They created a day-long training and required that they attend a baseline training. Being a data collector was also a requirement. They are observing the current coaches and then will co-lead coaching in order to become a new coach.
- (d) The state conference is having Ken Williams as their keynote speaker.

VIII Board Actions:

- a) Motion to authorize Mark to purchase a Key Person Insurance Policy. Motion made by Paul Katnik and seconded by Carol Lensing. Motion carried by 7 – 0.
- b) Motion made to clarify the 401K is 6% automatic and up to 6% in addition based on the fiscal health of the organization as determined by the board at the end of each fiscal year. Motion made by Kendra Washington-Bass and seconded by Dave Sechler. Motion passed 7 – 0.
- c) Motion to adjourn from regular session to executive session. Motion made by Paul Katnik and seconded by Carol Lensing. Motion carried 7-0.
- d) Motion to adjourn the executive session and return to the regular session. Motion made by Dave Sechler and seconded by Kendra Washington-Bass 7-0.
- e) Motion made to increase the executive director's salary by 10%. Motion made by Paul Katnik and seconded by Carol Lensing. Motion carried 7-0.

IX Next Meeting Date: *The next meeting date is January 25, 2017, at the Ft. Lauderdale Marriott Harbor Beach Resort in Fort Lauderdale, Florida.*

X Adjournment:

- a. There being no further business, President Hendee declared the meeting adjourned by unanimous consent at 4:21 PM.

Respectfully submitted by,



Debbie Daniels
Secretary

Adopted by the Board in the meeting

of _____,
(Date of Meeting)

(Signature of Presiding Officer)