



NSIP Board Meeting Minutes

Monday, 07.08.2024

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Attendees

Mark Shellinger, Executive Director

Bert Hendee, President

Paul Katnik, Vice President

Nathan Roberts, Treasurer

Dave Sechler, Member

Shawna Fagbuyi, Secretary SAM Principal

Jennifer Stapleton, SAM

Carol Lensing, Emeritus Member

Brenda Turnbull - Policy Study Associates

Agenda

Last Meeting Follow-up

1. Approval of Previous Meeting Minutes

New Business

2. Board Members: Updates, Questions connected to NSIP
3. Officer Election/Renewal
4. Executive Director: Service, Support, and Fiscal
5. Annual Report: SAM Team Performance Rubric Assessment
6. Policy Studies Associates (2 p.m.)
7. Executive Director Performance Review
8. Mission/Vision-Metrics
9. NSIP Board Self-Evaluation

10. Board Membership Discussion

11. Miscellaneous

Notes

- **Call to order:** Bert called the meeting to order at 8:17 am.
- **Quorum:** Eight board members were present so a quorum existed.
- **8:19 AM - Reading and Approval of Minutes**
 - The board reviewed the minutes of the summer board meeting. Corrections were made. Bert gave a motion to approve and Shawna seconded to approve the minutes of the January meeting. It was approved as read.
- **8:21 AM - Board Members Comments, Announcements, Questions Related to SAMS/NSIP**
 - Shawna shares that she will leave the principalship to accept a central office position as a supervisor for Community Schools. She is also in the running for Head of Schools for the parochial school that her children attended.
 - Paul discussed reducing Missouri's participation in SAMs. Highlighted individuals who have already made payments, the availability of federal funds, and extended use periods for funding. Paul pointed out financial prioritization studies and potential implications for SAMs funding.
“Everything comes down to choices. There have been studies on what has been done with money and they have predicted that the shortage of teachers will be over. They [~~Missouri State Department of Education~~] are not going to spend money on SAMs and let people go.”
 - Nathan reflected on changes related to SAMs transitioning to a user-paid model.
 - Bert emphasized sustainability through investment. “In order to sustain anything you have to invest”
 - Mark reinforced SAMS is a tool meant for improving purposefulness and impact of work, not mere time management. “We see it in our mission and vision.”

- Bert noted the importance of effective time management over increasing manpower without strategic improvement. “We have added people forever but it's about what the people are doing with their time. They can't just add people and think that things will improve.”
- Mark expressed appreciation for the principal’s autonomy in maintaining SAMs. “I like that the principal has a level of autonomy. They are going to keep SAMs.”
- **8:36 AM - Board Membership Discussion ([full discussion](#))**
 - Bert discussed identifying roles required within the board, especially in considering seats for principals and central office personnel.
 - Jennifer, Mark, and Paul engaged in a thorough dialog on diversifying board roles to reflect broader perspectives.
 - Carol and others debated terms for emeritus status and representative roles on the board.
 - A formal motion was made by Jennifer and seconded by Paul to explore appointing a seventh board member, potentially retaining Shawna in an unprecedented position as the principal seat becomes vacant. The motion was accepted to further advertise the position if needed.
- **9:15 am - Movement for officers**
 - The board moved to retain the current officers, with Dave initiating the motion and Nathan seconding it. All were in favor, none opposed.
 - Bert: This is a working board. This president's seat is for organizing things and is not a power position.
 - Dave motion to retain current officers Nathan seconded all stated that they were in favor
 - Nathan: Everyone has worked to have a good discussion.
 - Dave: Nathan represents hirer ED and there is the relationship between you and Mark in the finances. You have qualifications and characteristics that serve as a benefit to the board.
 - Paul: I am happy to remain.
 - Bert: All of these positions serve the board well

- Bert: All in favor, everyone said I. All opposed, no one spoke.

- **9:19 am - Executive Director: Service, Support and Fiscal**

- Mark: You [Board] have a lot of work today; PSA study and rubric assessment.
 - Highlighted the need to finalize the PSA study and rubric assessment by 2 pm.
 - Discussed the continued excellence of organizational operations, particularly post-pandemic, with improvements noted in coaching consistency and implementation effectiveness.
- Mark went through each of the accounts:
 - U.S. Bank 268,673
 - Central Bank 606,727
- Mark showed that he can use TimeTrack to show his fiscal data. He rolls back to each year to show the history of the accounts.
- Mark showed how the fiscal cliff impacted the spending
- Mark: The concentration report that comes in every audit. “They point out our largest clients. Bibb as a result of the fiscal cliff, they spent less money. We work with school districts to help them maintain their relationships with SAMs. We speak directly with the schools.””
- “Buffalo’s fiscal cliff did not allow one school to pay different amounts.”
- “The ownership people have is different: 4.4 million was billed 4.3 has been collected.”
- Mark continued to review the fiscal data and shared how the amount of time spent working is aligned with the number of teams that they are contracted with rather than a salaried employee.
- Mark: I have lost some sleep to ensure that we have the number of people attending the conference. I have two opportunities to decrease the number of people attending.

- Mark: 100,000 in the two weekends. Our service is the biggest portion of the spending. I have to be really careful week to week that we are projecting accurately so that we have a fund balance.
- Mark gave an example of how he projects to ensure that he is maintaining the fund balance.
- Mark stated that he is not concerned about the fiscal but he is monitoring and being very careful.
- Paul asked when will the balance come in?
- Mark shared the spreadsheet of each client's spending and showed how the money is paid from each client.
- Mark: As an organization we have to make some changes going forward to ensure that we do not go into the red.

- **9:21 am - State of the Organization**

- The organization is performing exceptionally, bolstered by effective training and professional collaborations.
- Implementation specialists are achieving notable improvements, with online delivery enhancing both time management and success rates.
- Mark: “The organization is running top notch.”
- Coaching is more consistent than ever before because of the coaches. The best professional practice you end up with is a PLC of coaches.
- Implementation specialists work with the team and meet all the areas. Time with implementation has increased resulting in the improvement in coaching. An online delivery is in place because it increases the time and the success rate.
- Bert: Pre pandemic I would have never dreamed that we would be able to make the impact that we have had.
- Mark: We have matured in systems for incurring that teams meet the requirement/benchmarks before the additional calendars are added. You will

see in the report that we have over 200 additional users. We will look at additional requirements to ensure that they reconcile each day.

- Dave: The time has shrunk between the implementation and the first time with the coach.
- Mark: It is monitored to make sure that it actually happens.

- **9:27 am - New TimeTrack Implementation**

- Mark introduced the new TimeTrack system, set to be activated on August 5th. All previous data will be transferred to the new system, which boasts improved functionality and user-friendliness.
- This transition represents the organization's most significant investment to date, funded largely by the Wallace Foundation. The new system integrates seamlessly with other platforms.
- Jennifer expressed excitement on behalf of her district, noting reliance on Google platforms.
- Mark highlighted several new features, demonstrating the integrated use with fiscal data and historical account views, emphasizing ease of use.

- **9:33 am - Fiscal Overview ([full discussion](#))**

- Mark presented a detailed fiscal review, showing current balances in the U.S. Bank (\$268,673) and the Central Bank (\$606,727).
- Demonstrated use of TimeTrack for financial tracking, reviewing historical and current fiscal data, noting that \$4.4 million was billed, with \$4.3 million collected.
- Discussed the impact of the fiscal cliff on client spending and emphasized careful financial projection to maintain a balanced fund.
- Mark plans strategic reductions in conference attendance to optimize spending.

- **10:09 am - Annual Report: SAM Team Performance Rubric Assessment**

- Identified expectations for additional TimeTrack users. The process involves adding user calendars with sample assessments.
- **Read Rubric Assessments & Policy Studies Associates (2 p.m.)**
- The process that will be followed for the NSIP process.
 - Brenda will discuss the case studies.
 - Mark passed out copies of the Assessment Summary for Indian Hills Junior High School

- **12:00 Lunch**

- **1:04 pm - Read Rubric Assessments**

- Mark identified what the expectations for additional time track users to have a calendar. He explained the process for adding additional calendars.
- The new language is proposing that they actually have to have a SAM.
- Jennifer asked how you can have a decent meeting if you do not have a SAM.
- Mark: theoretically, they did it voluntarily.
- Bert: The new requirement is to actually have a SAM.
- Nathan: Who is training the individuals who are using SAMs?
- Mark: The descriptors are there and require intentionality. They have a lot of management. You can create your own optional descriptors for counselors; it's a little different.
- Dave: Different roles have different descriptors.
- Shawna: New users have similar challenges.
- Bert: Instructional Coaches were challenged with aligning their duties. There is a lot of transparency about looking at your role.

- Mark: School “A” shared that it helped to have the daily meeting but school B has not done so. This forces me to look at requirements for additional users. I will meet with the mentors in August.
- Jennifer: How is it presented to the new users?
- Bert: Training matters, and helping them think through these roles.
- Mark: All School Models help by working with teams in schools. This is the second draft. The definition of instruction did not include the child’s well-being. So much of the teaching is developing relationships.
- Shawna: That will force everyone to think about how their work relates to instruction.
- Mark: The principal had a reflective moment when she shared a new understanding of using a counselor.
- Paul: Methodology? They did a focus group on teachers in school “A”, but not in “B”. Was there a reason for that?
- Bert: Why were there four veteran teachers?
- Mark: The whole school model was intended.
- Paul: We are looking at the implementation of the whole school.
- Mark: Let’s see if users' assessment matches what teachers say. This is one part of the two pieces. What they focus on for descriptors was not clear. When she looked at the definition, she had an aha.
- Dave: This shows that this is another step in the process.
- Paul: A follow up is needed to ask one or two specific questions.
- Shawna - I felt the same as Paul.

- **1:04 PM - Read Rubric Assessments**

- General discussion on rubric assessments and required adaptations for its effective use.
- Jennifer, Bert, and Shawna discussed roles and responsibilities for SAM training and user experience.

- Mark stressed the importance of in-school collaboration over external interventions.

New Users and Role Alignment

- Discussed clarity in role descriptors and their application in daily operations.
- Paul questioned whether teacher-focused studies included physical education;
- Mark clarified school-specific approaches

- **1:58 PM - Conversation with Brenda from Policy Study Associates**

- Mark introduced Brenda to the board.
- Brenda shared insights on studying various school models and the impact on unified, concerted work environments.
- Open discussion on descriptor alignment with roles and potential for improving communication and understanding of SAMs.

Questions and Comments

- Paul and Brenda discussed challenges in obtaining teacher data and the significance of understanding direct impacts on teaching staff.
- Mark considered the possibility of requiring an additional user for better assessment results.
- Carol flagged the importance of understanding school-wide impact.
- Brenda emphasized refining SAMs descriptor definitions to build a comprehensive knowledge base. Recommendations include a January report to provide feedback and recommendations.
- The board agreed on focusing future meetings on refining role definitions, improving fiscal strategies, and ensuring effective SAM team engagement

Discussion on Data and Feedback

- The meeting commenced with a discussion led by Mark on the expectations and methodologies related to data collection and analysis. There were considerations on whether to interview board members and the potential insights from relational

data. Brenda and Shawna both expressed interest in exploring relational aspects of the data further to gain more nuanced insights beyond mere statistical numbers.

- Carol raised the question of how the data's impact could be evaluated, which sparked a detailed conversation about extracting meaningful information from existing numbers and metrics. Mark emphasized the importance of examining user comments and feedback to better understand the implications of the data collected.

Key Points on Rubrics and Feedback

- Mark and Paul discussed outliers and identifying a "sweet spot" within rubric evaluations. There was a consensus on the need to adapt the rubric to provide more insightful feedback and its effect on daily practices involving SAMs. Shawna suggested that observations from different rubric levels should inform the future direction of the board's work.
- The conversation touched on improvements in language and clarity facilitated by external expertise, ensuring accurate data representation across the board.
- Jennifer shared her perspective on the evolution of her understanding of the SAMs process through engaging with a new team member. Paul highlighted the importance of verifying data beyond self-reporting to ensure its reliability and validity.

Discussion on Historical Context and Process

- The team revisited Brenda's insights from her experience 15-year ago with the SAMs process to evaluate progress and learning over time. There was a discussion on formulating the right questions to help each board member articulate valuable feedback.
- **Break**
- The meeting took a break at 2:41 pm and resumed at 2:55 pm.

Post-Break Discussion

- After the break, Bert shared her satisfaction with the streamlined processes in place. The group discussed key takeaways from the meeting, with Paul inviting

reflections on actionable insights. The conversations underscored the importance of ongoing evaluation and adaptation to maintain and enhance board operations.

- Bert discussed the recent changes to the evaluation process, stating, "I changed the order but I just cut around parts of the frustration information. We are on the same page." This indicated a focused effort to streamline communication among board members.
- Mark emphasized the importance of sharing evaluations with the entire board, highlighting the need for collective understanding: "We need to ensure the evaluation is shared effectively with the board."

- **3:04 pm - Executive Director Performance Review**

- Paul set the agenda for the session, inviting participation from all members: "Please grab a pen and a pad, page 3 – we will work through seven steps." This approach aimed to engage participants in a structured discussion of the evaluation.
- Carol reflected on the board's history, sharing, "I recall the loss when we all left," which reminded attendees of the board's enduring mission and its evolution over time.

3:22 pm - Board Operational Procedures

- The discussion transitioned to the frequency and length of board meetings. Bert mentioned, "We're flexible, so a one-day meeting approach can work; calling meetings two to one zoom annually," indicating a willingness to adapt to members' schedules while maintaining productivity.
- Carol stressed the importance of timely communication: "Meeting agendas need to come out on time," underlining the significance of preparation for effective meetings.

3:25 PM - Evaluation Composition Discussion

- In seeking feedback on board roles and responsibilities, Bert asked, "What do we need to do in order to get better without being in a race? We have to be thoughtful and intentional." This question opened the floor for a deeper examination of board dynamics and performance.

- Shawna advocated for diversity in board membership, noting, "We need to think about talents and skills that we may need on the board," emphasizing the value of varied perspectives in decision-making.

3:44 PM - Engagement and Team Building

- Bert highlighted the importance of team spirit, asserting, "We are team building all the time. We don't rest on the wins." This statement reflected the board's commitment to continuous improvement and collaboration.
- Nathan encouraged creative thinking about future initiatives by reflecting, "I wonder what it would look like if we did this," signaling a proactive mindset among board members.

- **3:52 PM - NSIP Board Self-Evaluation**

- Dave presented a comparative analysis of the board's self-evaluation results: "We had six disagreements last year, and now we strongly agree and agree, except two." This highlighted significant progress in board consensus and alignment.
- Paul suggested revisiting the board's vision in light of current considerations: "I might write the vision differently because of state considerations," prompting a discussion on adaptability and growth.

- **4:00 PM - Delegation of Authority**

- Nathan commented on the clarity of roles within the board, stating, "The lines were clearly identified for my role." This recognition pointed to effective onboarding and role definition.
- Mark acknowledged the potential impact of new leadership, noting, "A new executive director will change roles, as they may have different views," which raised considerations for future role adjustments.

4:07 PM - Executive Director Employment

- The board celebrated improvements in function and engagement, with Dave stating, "The growth of 'strongly agree' is tremendous." This reflected a positive shift in board dynamics and effectiveness.

- Bert raised the question about using an external facilitator for future evaluations, asking, "Do we feel that we need our outside facilitator?" which indicated an openness to seeking additional support when necessary.

4:15 PM - Broadening Delegation and Recognition

- Bert reviewed the results of the self-evaluation and noted, "Our questions, two and four, show that we did improve based on our data." This underscored the board's commitment to continuous assessment and development.
- Paul mentioned collaboration with outside experts, saying, "Our continued work with Brenda will help us redefine excellence," highlighting plans for ongoing improvement.

• Miscellaneous

- Arrangements for transportation and dinner were confirmed for the evening, with specific Uber and Lyft reservations at 6:40 PM, 6:45 PM, and 6:55 PM.
- Attendees were reminded about the next day's casual tour and dinner, meeting time set for 9:15 AM.

• 4:48 PM - Meeting Adjourned

- Bert moved to close the meeting; Nate and Dave seconded.

• Action Items

- Review role descriptors for clarity and alignment.
- Plan for the next rubric assessment schedule.
- Reassess fiscal projections and conference attendance.
- Prepare for a January report with Policy Study Associates.
- The board agreed to advertise for new positions, allowing a four-week application period to attract potential board members.

- Each member will also share reflections to enhance the rubric for future discussions