

Minutes
Board of Directors Meeting
National SAM Innovation Project

Date: September 25, 2015

Time: 8:55 AM

Location: LaPlaya Beach & Golf Resort
9891 Gulf Shore Drive, Naples, FL

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

I **Call to order:** at 9:05 AM by President Bert Hendee.

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

III **Reading and Approval of Minutes:** Motion was made by Carol Lensing and seconded by Paul Katnik to approve the minutes as written for the January 28, 2015 meeting. Motion carried. 6-0 .

IV **Treasurer's Report**

A. Fiscal Picture

- i) Over the past three years the average monthly balance has increased from \$539,163.49 to \$801,420.82
- ii) Total revenue for FY15 is \$4,000,000.
- iii) Because of the way schools are paying, the funds at the end of the fiscal year are less, but NSIP does have a fund balance and this is not an issue. Most schools are paying at the beginning of the year (school year) instead of at the end of the year.
- iv) The 2014 – 2015 fund balance was reduced by putting funds back into the projects that NSIP supports. This was done through professional development sessions, state conference support and training for SAM coaches and SIS members. Coaching training, specialist training, focus on Principal Supervisors, intensive specialist work, intensive coaching work, professional development, and the Making Time Project.
- v) For the 2015-2016, invoices in the amount of \$3,834,542.00 have been invoiced and to date, \$828,249.00 has been received. The remaining invoices are coming in as districts process the invoices and have them approved by their BOEs.
- vi) Mark provided discussion on how he works with districts to meet their needs and ensure that NSIP receives adequate funds to cover the district costs.
- vii) The finance reports did not include schools and districts where implementation has not occurred or any that are unsure of implementation.

B. The Preliminary Draft as of 9/25/2015 reports that:

- i) Four years in a row, the auditors have not recommended any "material modifications be made to the accompanying financial statements in order for them to be in conformity with

accounting principles generally accepted in the United States of America.” (page 2 of the Preliminary Draft – 09/24/2015)

- ii) Total Liabilities and Net Assets for 2015 are \$1,594,301.
 - iii) The net revenue of expenses for 2015 was -\$569,068 which is a reflection of the discussion in item B (iv) above.
 - iv) Net assets for the end of the year 2015 were \$276,821. This was expected in B (iii) above.
 - v) NSIP has a strong checks and balance system both internally and externally to ensure accountability and legal compliance.
- V Fiscal goals – to continue to decrease the % of the largest four districts on the overall revenue and to continue to improve sustainability.
- VI The challenges for the future center on: fund balance – non-profit, fee structure, payment rules, 401K, improved service, cost and fidelity.
- VII A challenge is maintaining an appropriate fund balance. The fee structure is a concern. This can change if the districts build internal capacity to do things like, data collection, local coaching, etc.

VIII Executive Director’s Report

A. News

- i) Mark shared an update on the next round of I3 grants and that NSIP is going to resubmit this grant. If approved NSIP will be looking for a grant coordinator.
- ii) Mark shared federal funding possibilities such as Gear-UP, Title I, Title II and SIG Funds that could fund the SAM Project for schools and districts. He suggested that state facilitators should approach the state people who direct these grants and funding sources.
- iii) SAMs has evolved over the years and the baseline training now focuses on not just the principal or supervisor, but others who the principal wants to keep a calendar. That is why the additional calendars (349) have increased.
- iv) Tampa’s superintendent became the Commissioner of Education in New York which is a huge win for NSIP. Mark expects the New York schools to increase under this new leadership.
- v) Ohio – Cleveland and South Carolina – Columbia are the new states this year. Maryland now has NSIP’s first Catholic School. Prince George’s County is a large district that is beginning to work with the people who are being tapped for principalship and providing SAM training. Fort Wayne, Indiana is increasing. Again, new leadership at the top is a great support for SAMs. Mark shared information about the other states and districts.
- vi) One question that the board is going to have to address in the future is selling a license for Time Track. This issue creates many new challenges for the board.

B. Improvements for FY2016

- i) Improvements targeted for 2016 include:
 - Building Capacity,
 - Increasing Sustainability,
 - Continued Time Change Coaching Training and Support,
 - New additions to TimeTrack,
 - Continued support for Research (I3 grant and an attempt to tie SAMs to Student Achievement),
 - Professional development assistance to SAM Projects,

- Addition of specialists – increased by 2 that can focus on principal supervisors,
- Additional resources for TimeTrack, Note Track, data collection, support materials – flip books and publications, communications - Marshall Memo and SAMtastic Tips;
- Additional trademark and patent rights –an established trademark for TimeTrack and SAMs. NSIP is currently in the process of filing patent rights for TimeTrack pieces – NoteTrack and Graphing System.

C. NSIP Staff

- Mark, Jim, Betty, Scott, Eric, Brenda, Debra, Winnie, Ron and Conny. Sharon is paid by Gwinnett.
- Trained Data collectors – 465; DCs last year – 137 (50-60 who do a lot of data collection); TCCs – 65; Specialists – 22, and Clerical/Data Entry – 2.

D. Professional Development

- Marshall Memo – 830 users
- State Conferences: Iowa, Illinois, Georgia and Maryland
- Workshops – 10 days

E. Conference – 9th Annual in Tuscon, 10th Annual – Fort Lauderdale; 11th Annual – TBD; and 12th Annual – Fort Lauderdale.

F. 9th Annual Conference – Tuscon, Arizona.

- Carol voiced a Concern – Free Flowing Alcohol for Everyone and suggested that alcohol time is limited. The board discussed the issue and made a recommendation. The board was unanimous in limiting the amount of alcohol provided free by NSIP.
- Transportation is going to be very easy to accommodate participants.
- There will be lots of local attractions that participants can enjoy.
- The evening events will be using local bands for Thursday, Friday, and Saturday nights.
- The board will visit Marco Island on Saturday to review the facilities and opportunities for the possibility hosting the 11th Annual Conference.

G. Time Track

- The Development Schedule was shared with the Board.
- Bert asked to follow-up on the request for state directors to see reports on the schools' that TCCs have checked. Mark called Jim Mercer to confirm that this would be done.
- There are very few complaints from SAM users anymore.

H. Changes in the SAM/Principal Team Performance Rubric

- Discussion concerning the language in the performance levels of the SAM/Principal Team Performance Rubric concluded that in the Developing level the language should state: "TimeTrack is the primary planning calendar." It was agreed that the language should also be changed in the Principal Supervisor Performance Rubric.
- Carol suggested that the issue of reconciling events be moved to Developing Level 2 from Accomplished Level 3.
- Bert suggested that in the area of First Responders – First responders remove the numbers just state "First responders identified and trained. (Level 3)"
- Carol suggested a change at the Developing Level to read, "some DM includes use of charts and graphs. Accomplished : use of charts and graphs occurs regularly."

- v) Dave suggested that any revisions be noted at the bottom of the rubric. For example, (9/25/2015)
- vi) Mark suggested that we make this rubric a regular agenda item.

VI Unfinished Business: There was no unfinished business for this meeting.

- A. Discussion about NSIP Board Officers
 - a. Carol suggested that board officers serve for two years.
 - b. Paul commented that sharing the work is something that should be considered.
 - c. Mark addressed the purpose of the board is to support the mission of NSIP and that the structure of the board has not changed as expected.
 - d. Paul suggested that the board remain the same for the next two years.
 - e. Bert shared that we can address this as we revisit our policies.
- B. The status of affiliate states and specific language as to what requirements an affiliate state must meet and what constitutes removal as an affiliate.
 - a. The board discussed the policies and the recommendations from the board attorney.
- C. Time Change Coaching Rubric
 - a. The work on this is still status quo. Carol and Kendra will continue to work on this document.
- D. Policy on Board Member Job Description, Standards of Practice, and Protocol for Board Member Communication with the Executive Director
 - a. Dave Sechler provided the Board with an Annual Policy Review Guide consisting of three areas: Existing Policies, Board's Role, and New Policies.
 - b. The Board reviewed the policies adopted on January 28, 2015.
 - c. Bert addressed the Standards in Practice: Mark suggested revisions for the first bullet.
 - d. Dave addressed bullet 7 – and the board's need to continue their learning. He also questioned bullet 8 and 9– and if this was something that the board can do better? He wondered if the Board needed a plan for professional growth? He did not advocate for change, just food for thought.
 - e. Mark shared that in the first year, success was defined as improving the process rather than the number of the teams. Not to say that the number of teams is not fiscally necessary.
 - f. Carol suggested training on succession planning and if an emergency arises, how do we continue to operate? Mark suggested that we bring an organization similar to NSIP that has had this experience and share it with us. Dave suggested a presentation on how to run non-profit boards. Paul suggested that we add vision and sustainability to succession planning as an area to focus on. Bert proposed that we start with Paul's suggestion. Mark suggested that we spend the majority of our meeting in Tucson on succession planning. Dave asked Mark to make a list of the things that he does that no one else is involved in at this point in time. The Board agreed to focus on succession planning at the Tucson meeting. Paul wanted to add the issue to work with rural schools (schools under 300). Mark discussed the research on SAMs that shows that school size has no impact on the success of SAM Teams. Nathan also brought up the idea of how long will succession planning take? The Board's agreement was to focus on succession planning and NSIP's vision around it. Mark asked the board to suggest organizations that we could approach to share with us.
 - g. Dave closed this item by asking if this is a process that the Board fills comfortable with this process? The Board agreed with this process.
- E. Wallace Study and PSA Evaluation Proposal/Discussion

- a. The discussions have not been pursued and Mark will follow-up with the possibility of considering case studies as a research area.
- F. NSIP Outreach/Expansion - The board is interested in looking at manifestations of the core ...sharing the oreo cookie example. Paul Katnik shared an idea for expanding the SAM work with leadership development. There are 150 first and second year principals in a Missouri project and how that using components of the SAM process can support leadership development. Paul is going to draft a proposal and send it to Mark for feedback.

VII New Business:

State Affiliates Updates - Key points of the updates include:

(1) Delaware

- (a) Delaware is still recovering from the Race to the Top grant.
- (b) Funding is always an issue and change in leadership that has caused a loss of schools and districts.
- (c) Good news: Steve Godowsky, a former SAM Superintendent, is now the interim deputy State Superintendent and hopefully he can help with SAM support.
- (d) Dave thanked Mark for his support and working with DASL to try and keep SAM moving forward.
- (e) Dave also shared his coaching experience with New York schools, which was a very positive report.

(2) Missouri

- (a) With new leadership at the commissioner level, SAM schools are expanding in Missouri. There is also a state board member that supports SAM.
- (b) Under the existing fee structure, there is a challenge to find funding, but Paul continues to work on sources and how to move to scale.
- (c) Paul is looking to build internal capacity to support the SAM schools.
- (d) Paul is also looking for funding sources that do not rely on "soft money".

(3) Illinois

- (a) Illinois is in poor financial shape right now.
- (b) Illinois has lost the largest district due to leadership.
- (c) Good news, a new district, Peoria, is on board.
- (d) With some new leadership, there is potential for up to 30 new teams.
- (e) State conference was very successful and the SAM Academy was well received.
- (f) Bert is leaving LUDA, but feels that she will have more time for SAMs. SAMs will stay under the LUDA umbrella.
- (g) Illinois is applying for an I3 grant that is approaching the grant as a professional development initiative using higher education Time Change Coaches.
- (h) A principal who was a SAM Principal and now has gone to a district level and is adamant about bringing SAMs to the new district.

(4) Louisiana

- (a) Louisiana has had a slight shift and Gear-UP is funding SAMs in more districts, including Lafayette. Nathan offered to put any state facilitators in touch with Tracey in Lafayette if they are interested in more information about Gear-UP funding.
- (b) A number of schools and districts are finding alternate sources. Lafayette is approaching the Chamber of Commerce as a possible source of future funding.
- (c) There are 34 teams in the state now.
- (d) Nathan was concerned that the new Louisiana schools would have some experience and SAM work implemented before they attend the conference.

(5) Kentucky

- (a) The state lost twelve SAM Teams because of change in district leadership. One possibility for a new school, as a result of the University of the Cumberlands candidates preparation experience, that is just now applying for principal positions and has expressed interest in becoming a SAM School if she receives a principal position.
- (b) KLA lost Shirley LaFavers as the Director and she was not replaced. The plan is to use NSIP as our state agency.
- (c) Mark has reached out to state leaders in the department of education in an attempt to initiate new communications. Debbie provided the contact information. They are waiting for a response.
- (d) The state has just hired a new Commissioner of Education. This is an outside KY person and the Ky SAM Project plans to approach him.
- (e) In October, the state's list of lowest performing schools will be reported and Debbie plans on approaching all of them and provide SAM information.
- (f) Debbie shared the three research project written reports and PowerPoint presentation with the NSIP Board of Directors from the candidates completing the university preparation program.
 - (i) What Is the Importance of Keeping a Time Track Calendar (SAMS) On a Newly Hired High School Principal While Attempting To Gain Insight into Operation In Regard To Management? Feedback? Instruction?
 - (ii) Dr. Ivan Fitzwater wrote "Management for School Administrators" System of prioritizing called 3 d's
 - ✓ Delegate it
 - ✓ Dump it
 - ✓ Do it
 - (iii) Results and Actions
 - ✓ Time Track Calendar Makes Actions Quantifiable
 - ✓ Results Show Shifts In Action That Correlates With Areas of Need and Focus
 - ✓ Calendar Actively Places Areas of Attempted Improvement Into The Forefront Of One's Mind
 - ✓ Appreciate Time Management
 - ✓ Understand the Data Available Via Time Track
 - ✓ Beware Time Traps and Calendar Pitfalls
 - ✓ Create a Plan to Help Mitigate Loss of Time

(iv) Feedback

- ✓ Began Immediately Upon Suggestion
- ✓ Improved Throughout The Year
- ✓ Began Systematic Approach To Make Sure Feedback Was Spread Throughout The Building
- ✓ Improved Teacher Anxiety Previously Expressed
- ✓ Next Step Is To Create Protocol For Post-Observation

(v) Management

- ✓ Delegation is key to managing a school of this size
- ✓ The principal made use of first responders very early on in the project
- ✓ Principal relied more on others in the building to handle jobs (delegation)
- ✓ Was more efficient and effective in his use of instructional time due to delegating responsibilities
- ✓ Next step is to use the time track calendar to find management tasks that should be delegated to first responders

(6) Georgia

- (a) Georgia - Kendra was unable to attend the meeting.
- (b) Mark shared that SAM is systemic in Gwinnett.
- (c) Georgia is doing well in the area of professional development. The state conference was tied to professional development for principals and how SAMs is a part of that work.

(7) Iowa

- (a) Iowa has had several changes. Carol has lost a coach which had been a valuable coach.
- (b) Currently Iowa has three TCCs now and each one has had to take on more schools.
- (c) Schools are down (low 60's). The state has lost some and added some and funding is an issue. Carol continues to struggle with new leadership and how to approach them.
- (d) Good news: there are some SAM principals who are moving into leadership roles which will be a big help to us.
- (e) SAI has a new leader and Carol feels the transitions will be smooth.
- (f) Many districts are wanting district personnel to have coaches which is a good thing for SAMs.
- (g) The position of Dean of Schools is changing and may open up possibilities for more SAMs.
- (h) Carol's priority for this year is to work on the SAM certification reauthorization and recertification. She is looking at what does the recertification training and credits look like.
- (i) A training academy will be offered at this year's SAM Conference.

9) SAM/Principal Rubric additional discussion

The rubric can only be used by SAM Teams. What the Board may look at is a Readiness Rubric to get SAM Teams ready for SAM Process Implementation. Mandatory versus voluntary level.

10) Data Collectors

Carol had a question about Interactions – what are we doing in the interaction data? Mark shared where the data is located on the calendar and how SAM Teams can use it.

11) Executive Directors' Evaluation

Mark felt good about it. He appreciated the issue raised about the rubric. Our conversation today was really valuable. Bert said that every time we get a little deeper into the conversation of succession because we all care so much about the process and NSIP. Mark shared that the fact that the Board can speak frank and freely about NSIP is so valuable and beneficial to us. Kudos for the great work.

VIII Board Actions: Board actions were taken during this meeting were:

- 1) Motion made by Nathan Roberts to keep the current slate of officers for a two-year term. Seconded by Dave Sechler. Motion carried 6-0.
- 2) Motion made by Paul Katnik to change the language in Article II Board of Directors 2.9 to read, "The Board may create new Board seats and fill vacant seats. If a vacant seat is held by a successful state affiliate will be asked to recommend a person for the seat. A successful state affiliate must have a consistent record of implementing and supporting SAM teams." And that the last sentence in 2.5 be deleted. 2.2 delete the line that reads, "Vacancies shall be filled by state affiliates." Subject to attorney review. Motion seconded by Carol Lensing. Motion carried 6-0.
- 3) Motion to change the word "Foundation" to "entity" in Article IX made by Carol Lensing and seconded by Dave Sechler. Motion carried 6-0.
- 4) Motion made by Dave Sechler and seconded by Carol Lensing in regards to:
 - a. Standards in Practice: Delete bullet 1 and replace with "Provide a public benefit through the SAM process"
 - b. Job Description – Change item # 7 by deleting the word clients to read, "Serve as advocates for the interests of clients SAM/principal teams."
 - c. Board Member Communications – Item #1 –begin with "Communication protocols are not only necessary, but must be established in order to maintain effective communication between the Executive Director, the Board and all constituent groups of the corporation."
 - d. Motion carried 6-0.
- 5) Carol made the motion and Paul seconded to go into executive session. Motion carried 6-0.
- 6) Motion made by Carol end the executive session and go back into public session. The motion was seconded by Paul. Motion carried 6-0.

IX Next Meeting Date: *The meeting date will be January 20, 2016. Location: Tucson, Arizona.*

X Adjournment:

- a. There being no further business, President Hendee declared the meeting adjourned by unanimous consent at 4:12 PM.

Respectfully submitted by,



Debbie Daniels
Secretary

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

(Signature of Presiding Officer)