

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

**Date:** January 27, 2021

**Time:** 10:00 AM EST

**Location:** Online

**Present:** Mark Shellinger, Executive Director  
Bert Hendee, President  
Paul Katnik, Vice President  
Debbie Daniels, Secretary  
Nathan Roberts, Treasurer  
Dave Sechler, Member  
Erika Zigelman, Member  
Carol Lensing, Emeritus Member

**I Call to order:** at 10:00AM EST by President Bert Hendee

**II Quorum:** All board members were present. (four required.)

**III Reading and Approval of Minutes:** Motion was made by Paul Katnik and seconded by Nathan Roberts to approve the minutes as written with one correction for the September 11, 2020 meeting. Motion carried. 6 -0.

**IV Applicants for board seat being vacated by Erika Zigelman**

- A. There have been great applicants. The field has been narrowed to four. The final interviews will be held next week.
- B. Questions are being developed for the applicants. The questions and process were shared with the Board. Board members contributed to that list, including question suggestions around equity and fairness and how to bring that to the SAM process. The Board discussed the importance of the new member's supervisor support.
- C. The committee will hopefully make a selection next week. The new member will be seated at the July conference.

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

- A. There was no treasurer's report given at this meeting.

**VI Review of Vision and Mission**

**A. Information from the September 2020 meeting**

- a. The members discussed the options and questions of the board's long-term vision to reach every state and international as well. Mark would love to see the process become equitably available for every school and leader that would like to use SAMs.
- b. The board discussed what is measurable and that we could identify metrics.

- c. There is currently a project with the two Springfield SAM programs that is collecting data and NSIP is looking at the results. There is a lot of opportunities for data collection and studying their metrics and the SAM impact.

**B. Discussion.... Paul led this discussion**

- i) Erika shared metrics that could be used to measure student progress as well as surveys of all stakeholders and superintendent reviews of schools and principals that could be used. She also suggested how well the SAM principal uses the TimeTrack Dashboard and use it to talk about their school and program.
- ii) Paul narrowed the information to student success and leader effectiveness as the areas that could be included in the metrics.
- iii) The Board agreed that the real reason NSIP is here is to develop effective leadership for student success and we do this through the support of tools and coaching support.
- iv) Carol commented that measuring effective instructional leader is hard to quantify. This is often subjective.
- v) Effective instructional leader skills could be based on the Time Track descriptors. The metrics can begin with the Time Track baseline data and track their progress.
- vi) Mark reminded everyone that principals participate in the SAMs' process because they want to improve their leadership and it is voluntary. It is about being reflective and working with the program to become a more effective leader. NSIP must stay true to their mission and not assess but support principals. Mark reviewed the Success Rubric and how we can use that rubric as a metric. Mark discussed the idea of building out level four on the rubric and identifying examples and evidence that supports the rating of exemplary. Everyone agreed with the idea of "picking apart" level four. Bert commented that we need a common view of level four.
- vii) Nathan reminded everyone of the original SAM question – can we change principal behavior by using the SAM process?
- viii) Dave commented that the work will be interesting and take SAMs to a whole different level. Currently the answers to the rubric levels are yes or no answers and this could be expanded to provide more detail.
- ix) Paul reminded us of the NSIP Vision Statement and that we need to be more intentional about continuing to strive to add more states. Paul suggested that we revisit this and updates on the program.
- x) Mark plans to meet with mentors and get their input on expanding level four.

**VII Executive Director's Report: Service, Fiscal, Legal**

**A. New SAM Landing Page**

- i) Marks shared the new SAMs landing page and the links that help to explain SAMs and makes it easier for people to learn about SAMS. He discussed the links and the feature of Social Proof where principals share their experience.

- ii) The results have been the addition of 12 new teams. Google provides information on the clicks on the page and the number that submit the form to NSIP. He shared the search options and the work that is being done to improve the search process and access to the NSIP site. One of the NSIP investments will be on the project and how we can continue to improve this information and the site. Shorter, quicker, substance and easy navigation are the key concepts. Mark will have more data to share at the July Board meeting.

#### B. Updates on Service

- i) SAMs has made it through the pandemic! We are doing well and beginning to grow again.
- ii) SAM service has been mostly online, and recruiting is online.
- iii) SAM training has moved to online and is doing very well. Schools are doing well that did online training. The training is recorded and can be accessed by those who need it. It is helping us to build a library of information.
- iv) Support after the training has gone very well. At the last meeting, the coach is introduced.
- v) More coaching time is being offered because it is online.

#### C. Updates on Fiscal Structure

- i) The fee structure has changed. The Conference is optional, and the basic fee has changed to \$4,500 and is much more appealing. To get SAMs in all 50 states, NSIP must make some changes. This is a fee that is sustainable.
- ii) Currently we are not conducting baseline data collection, this has been a huge savings.
- iii) Current clients will be notified of the option for the conference.
- iv) Dave asked about coaching in the future. Coaching will be mostly online. Maybe there will be a hybrid, it is to be determined.
- v) NSIP will end the year with a fund balance. NSIP can be sustained.
- vi) It is more economical to do it face-to-face if there are 20+ schools, but it is a challenge for the principals to be out of the building for a full day or two. Online, is more accessible and Mark is comfortable with this model. Shorter online sessions are working very well. Mark shared his Time Track calendar and how well this is working.
- vii) Bert complimented Mark on how he has kept NSIP alive fiscally and service-wise.
- viii) Mark shared how the SAM personnel have been so supportive and made sacrifices to ensure the sustainability of NSIP.

#### D. Online Resources and Recordings

- i) Mark shared the addition of the SAM Talks and Coffee Breaks and other online professional development. All of these have been beneficial and are being accessed.

#### E. Updates on Time Track

- i) Time Track in the beginning was an excel spreadsheet and bells and whistles have continued to be added. Some challenges now exist because it has been built on a frame that no longer works. A new Time Track has been built and it should be completed by April or May. It will be able to communicate with other platforms such as Outlook and Google. Mark demonstrated what the new system will look like and its new features. It is 62% complete.
- ii) Mark discussed the roll out of the new program. It is going to be easy to use and it will be tested to find out where there may be some obstacles so that we can work through those pieces. The idea is to make it much more friendly and current users will be able to use it. There will also be a manual built into Time Track.
- iii) This has been a huge investment, but it will last and NSIP can continue to build on it.

#### F. Time Change Coaches, Specialists and Mentors

- i) Working with mentors is going very well.
- ii) Bert agreed that as a recipient of the mentoring, it is very beneficial.

#### G. Conference Updates

- i) Keynote speakers have committed to the July conference.
- ii) 200 people are expected at the conference. The contract is open ended and if we have to cancel, we can.
- iii) The conference is structured a little different: Breakfast, keynote, breakout, then a break for lunch with open time until 5:00pm with keynote, and dinner. There will be an air-conditioned space outside if needed. Future conferences will be smaller based on the new conditions.
- iv) The option of online registration and ideas for online participation was also discussed.
- v) NSIP will become a far more friendly and family event.
- vi) NSIP would like to have a session at the conference on MLDS. Paul will check on the possibility.

- vii) NSIP will keep a record of those who have been vaccinated and those who have not.
- viii) The Board would like to have an in-person board meeting in July.
- ix) There will also be a pre-conference.

#### H. Legal Issues

- i) The accident of the specialist has been resolved. Both the specialist and NSIP was not found responsible.
- ii) There is still a debt to J.W. Marriott, and it looks as if we are going to end up paying 50% of the balance.

#### I. Fiscal Issues

- i) NSIP currently has \$1.2 million in the bank. \$400,000 conference and \$400,000 for operating expenses. \$200,000 at the end of the year. NSIP will put back \$146,000 for a loan that NSIP has to pay back but will just pay the payments until further considerations. Mark will revisit this in July.
- ii) Contracts, etc. have changed and been updated.
- iii) NSIP has received \$135,000 and \$171,000 from the government and it is not refundable. Received \$175,000 from the Wallace Foundation. NSIP is in good shape.
- iv) Some schools did not pay for professional development during the pandemic. We have fewer schools but are picking some of them back up.
- v) Biden administration is going to increase Title I Funding which is a great funding source for SAMs. They also support money and spending for principals which can come from the Title I fund.

### **VII New Business:**

#### A. Regarding Payroll

- a. Because of the pandemic, at the beginning of the July 2020 fiscal year, NSIP instituted a 10% cut across the board. Six months later, the pre-pandemic salary was reinstated. Mark recommended to increase the full-time salaries to a permanent 3% based on pre-pandemic salaries. The 401 K retirement match for full-time personnel is up to a 6% match of what the employee has put into their 401K. Secondly, the safe harbor match has not been added in a few years and Mark suggests that NSIP reinstate the up to a 6% safe harbor match for full-time employees. This is based on a \$200,000 end-of-year balance.

**Board Members: Comments, questions related to SAMS/NSIP**

- (1) Nathan shared a message from CAPE, the university's accrediting agency. Although Nathan had a scare, all is well!
- (2) Paul asked Mark to discuss professional development as a whole.
  - (a) The blend of the new approach is attracting more people. The SAM Talks are successful having a 40-minute presentation and a 20-minute breakout conversation. The review of the recording is also attracting a good audience. The Coffee Breaks were also very successful. Going forward, we will continue a mix of professional development opportunities. NSIP still wants to keep the conference as an option and hope that it can continue.

**VIII Board Actions:** *The following board actions were taken during this meeting.*

- A. A motion was made to increase the full-time salaries of NSIP employees to a permanent 3% based on pre-pandemic salaries. The 401 Ks for full-time personnel continue matching up to 6% of what the person has put into their 401K plus a safe harbor match by NSIP of up to 6%. The 401K matches are based on a \$200,000 end-of-year NSIP balance. Nathan Roberts made the motion with the condition that the director guarantees that the funding will be there and seconded by Erika Ziegelman. Motion passed 6 - 0.

**IX Next Meeting Date:** *The next meeting dates are July 6, 2021, in Tucson, Arizona at the J.W. Marriott Starr Pass Resort. The board will meet in person regardless of the conference status.*

**X Adjournment:**

- a. There being no further business, a motion was made by Nathan Roberts and seconded by Paul Katnik to adjourn. President Hendee declared the meeting adjourned by unanimous consent (6 - 0) at 1: 23PM EST.

Respectfully submitted by,



Debbie Daniels  
Secretary

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

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