

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

**Date:** February 1 - 2, 2023

**Time:** 9:00 AM PST on February 1, 2023; 8:30 AM PST on February 2, 2023

**Location:** San Pedro Conference Room, J. W. Marriott Starr Pass Resort, Tucson, Arizona

**Present:** Mark Shellinger, Executive Director  
Bert Hendee, President  
Paul Katnik, Vice President  
Debbie Daniels, Secretary  
Nathan Roberts, Treasurer  
Dave Sechler, Member  
Shawna Fagbuyi, Member (Attended on February 2, 2023- delayed due to  
weather and flight delays)  
Carol Lensing, Member Emeritus

**NSIP Vision and Mission**

**Mission:** The National SAM Innovation Project provides a comprehensive process and set of tools designed to develop effective instructional leaders resulting in greater student success.

**Vision:** The National SAM Innovation Project will provide SAM services in every state resulting in greater teacher and learner success.

- I **Call to order:** at 10:31AM PST by President Bert Hendee on February 1, 2023; at 10:34 AM PST by President Bert Hendee on February 2, 2023.
- II **Quorum:** Five board members were present at the start of the meeting. (Four required.)
- III **Reading and Approval of Minutes:** Motion was made by Nathan Roberts and seconded by Paul Katnik to approve the minutes as written. Motion carried. 5-0.

**IV Board Members: Updates, Questions connected to NSIP**

- A. Nathan shared that he has had a good experience with a new superintendent who is interested in going forward with SAMs.
- B. Bert shared in Illinois, a new superintendent who was a SAM principal in Chicago is expanding SAMs and
- C. Paul shared that Missouri won a SEED grant of \$10 million The funds are for helping principals with Post Pandemic issues, accelerated learning and SEL. Time Management will be part of the work and helping principals to get all of this in place. Missouri is currently working with 1600 principals. There are still some that are not involved in SAMs and they are working to support those principals using SAM tools and strategies. Paul shared some of the red tape/bureaucracy issues concerning the grant that the DOE is trying to work through.

- D. Mark shared that one of the Missouri (Springfield) schools is implementing the All-School SAM Model. They will be presenting at the conference and around the state to share the model with other schools.
- E. Shawna arrived on February 2, 2023, and shared her travel story and challenge on getting to Tucson. The board gave Shawna a recap of the first day of the board meeting.

## **V Executive Director: Fiscal, Marketing, TimeTrack, Schoolwide SAM model, Conference, Data/Reporting/Monitoring/Support**

### A. Fiscal

- a. Nathan reported on the NSIP finances. Conferences numbers were up. The conference breaks even or makes money. There have been reduced costs due to online work. NSIP has paid off their debt and now has no real debt. NSIP has \$750,000 in the bank. The break-even point with the fixed costs is based on how many schools we attend. Technology is the biggest fixed cost. NSIP has increased the cost for education and training. All previous finance issues have been resolved. The system is set up on supply and demand. Our budget is flexible because it is based on the number of schools and how much staff that is needed to service the schools. When schools are down, the staff is decreased. We are debt free and money in the bank! Fiscally we are in really good shape.
- b. NSIP has two CPAs who along with the NSIP finance staff cross check each other and do yearly fiscal reviews. As of June 30, 2022 – NSIP had money to take them through a quarter of the year. This is a good spot and better than before the pandemic. Those who work a lot of time have been given the option to move to payroll. People over 10 hours per week are on payroll. Cash at the end of the year for 2022 is \$754,711. Currently the balance is approximately \$1.5 million. This year, NSIP has billed \$4.5 million with approximately \$1.5 million still to come in (deferred revenue).
- c. Mark defines plenty of money as enough to operate and to continue to improve NSIP every day. NSIP does have plenty of funds.
- d. The past two years the standard rate per school is \$4,995. The price remains flexible and NSIP works with each school/district to bill at rates that are affordable.
- e. Paul asked for the criteria that is used to offer a flexible rate. Mark explained that he believes that ethically we need to meet the needs of the schools and not take away tools and work that is successful. As an educator and supporting the vision and mission of NSIP, Mark believes that we are providing a service that is important to schools and kids and wants to continually be serving more and more states and schools. Mark does have a process that he follows, such as review commitments of the contract, ask why they can't afford it, and determine what they can afford? The price is modified to meet the benefit for NSIP, the schools and ultimately the kids.
- f. Mark shared his strategy of assessing NSIP status by targeting less than 45% of the income coming from the four largest clients.

## B. Marketing

- a. Paul suggested that we think about having board meetings in locations that have SAM teams and also where we have the national conference. This is also an item for future agendas.
- b. Debbie, Paul, Nathan, Shawna and Mark are committed to reaching out to people in Florida prior to the next national SAMs and team members who will talk with those people invited, eat lunch together and attend assigned sessions for the group.

## C. TimeTrack

- a. Moving TimeTrack to be able to talk to Google is important to the sustainability and recruiting new schools.
- b. NSIP has employed a technology expert for three months to see that the compatibility happens.
- c. The new TimeTrack will include descriptors of written, management and instructional feedback.

## D. Schoolwide SAM Model

- a. This model is transformational. The model uses the following steps 1) Begin with SAM/Principal team, 2) add anyone else that is responsible for instruction (AP, instructional coach, teacher leader, guidance counselor, etc.) 3) they are all trained to use TimeTrack, 4) the Time Change Coach coaches all team members, 4) weekly meeting and identify a group they are working with and merges all the data and discusses how they are supporting this team and what they need to do to continue to support the group.
- b. This helps the principal in coordinating the work to make teachers and groups better.
- c. Rubric 2.0 supports this model.

## E. Conference

- a. This conference was a lot of fun to set up. Peggy and Alex have done a great job. We contracted two years in advance and the demand has been much higher than we were able to commit. There were still people on the waiting list. An additional hotel is being used.
- b. Hotel rooms here were \$700 per night at this time and we are paying \$260 per night.
- c. Mark reviewed the conference agenda with the board and the background of the presenters. This year's evening events are very special and lots of new activities.
- d. 121 people are attending the preconference sessions.
- e. 582 Attendees and guests will be in attendance for the conference.
- f. Dave commented that the maps and graphics really help with the information and the agenda.
- g. The conference is aware and understands that NSIP must be conscientious of the different state issues, for example discussions of equity and SEL.
- h. Mark shared the states represented at the conference and the roles and positions of the attendees.
- i. The HD videos are extremely popular and receive an enormous number of hits on the SAM site.

- j. There was a selection process for attendance to the conference. All SAM team members had to be implementing the process with efficacy. If they wanted to attend and did not meet a successful implementation of the process, they were placed on a waiting list until they are successful. All SAM teams attending or not attending the conference are now committed to successful implementation or they have been purged from the program.
  - k. Name Tags are being used this year to help people to get to know each other and call them by name without looking at name tags and can also be used to reserve your seats or tables.
- F. Data/Reporting/Monitoring/Support
- a. The first metrics report was done at the last board meeting in Las Vegas. At this board meeting, that report was updated to show that currently NSIP works in 18 states, 107 school districts with 996 SAM teams.
  - b. NSIP is doing a lot more marketing and using a company that helps to track the data.
  - c. NSIP growth this year reached its capacity for serving SAM teams based on Specialists and Time Change Coaches. This is being tracked to adjust as needed. Having additional staff has made a huge difference in the work and the capacity of the work. Mark tries to plan as much as 18 months out to strategically plan for new teams, trainings and staff.
  - d. Remote training has worked well and works best online with one team at a time. Follow-up is important and works well online as long as it is a quick follow-up and follow through.
- G. We are working with CSL through their SEED grant and will be adding two new states. We will be using TimeTrack to track how much time the principal is spending

## **VI Bylaws, Policy, Procedures Review**

- A. There was a discussion concerning board meetings and the number of meetings per year. Dave and Paul will collaborate on new language to address the two meetings per year.
- B. Paul Katnik suggested that as he and Dave draft new bylaws, language to attend two in-person meetings and virtual meetings, as needed, be placed in the language.
- C. The board discussed the September date and looked at other opportunities to meet.

## **VII Mission/Vision, Metrics, Rubric Review**

- A. Paul had worked with Community Training Assistance Center (CTAC) to compile data based on research questions. The reports are very well done. They begin with research questions that you want answered. As a result of his work with the company in Missouri, Paul asked him to review the NSIP rubric reviews. Based on an unofficial review, (CTAC) provided some feedback on the NSIP rubric review.
- B. The process should begin with questions such as, what do we want to know? Do SAM principals have a positive impact on teachers? Do SAM principals have a positive impact on students? After reflecting overnight, Mark and Paul discussed some ideas and strategies in moving forward on the research work. Paul shared how Missouri conducts four evaluations of the MLDS program/process. One of the important learnings has been

how to conduct effective research and how to determine what you want to know and what data will get you to the answers.

- C. Evaluation needs to be from an external source and done to respond to the questions we have about evaluation.
- D. The board members will continue to study the possibility of moving forward with research on the rubrics and revisit at the next board meeting.
- E. Once there is a decision to move forward with this research, it must be communicated to all SAM Teams that this is about evaluating the SAM Process and not SAM team members. Mark reminded the board that SAM team members have the opportunity to participate in research in TimeTrack. So we have a way to determine who wants to participate.
- F. Mark reviewed the history of the development of the original SAM Rubric and the four current rubrics: for Specialist use, principals and other SAM users.
- G. Shawna shared some of the data and analysis that she uses in her practice and offered some suggestions for what a researcher needs to know and what we are trying to accomplish. “Making the Green and Mapping it.”
- H. Mark shared that it is important to have clarity around what the research should be and how to make sure everyone understands the purpose.
- I. The results of the research should prompt actions for improvement.
- J. The next step is for Mark and Paul to meet with representatives from CTAC. The board may want to hold an online meeting following the CTAC meeting as information becomes available.

#### **VIII NSIP Board Self-Evaluation-Focus on questions 2 & 5 and protocol approval**

- A. Paul and Dave shared the updates on the self-evaluation instrument and reviewed the changes.
- B. Paul, Dave and Bert shared the update on the Evaluation Session Protocol and reviewed the changes from the previous board meeting. The process will take approximately 45 minutes.
- C. The board is currently focusing on Questions 2: Connections to the SAM Community and 5: Process for Monitoring and Acting on Performance.
- D. The purpose of the instrument and protocol is to establish a culture of self-reflection for the board of directors. This is to understand and establish a process for the work.
- E. All related information and documents for this work will be shared.

#### **IX Annual Meeting Date**

- A. The location of the next in-person board meeting was discussed and options were: Fairbanks, Alaska; Denver, Colorado.
- B. The board agreed to June 23 – 29, 2023. June 23 and 29 would be travel days. The board meeting day will be Sunday, 25, 2023. The board agreed on Fairbanks, Alaska as the next meeting location. The board members must confirm their attendance with Mark and Bert by February 7, 2023.
- C. The board is planning a virtual meeting during March.

**X Miscellaneous**

- A. The board discussed the plan to provide an NSIP scholarship in honor of Jody Spiro, former Executive Director of the Wallace Foundation and longtime supporter of SAMs.
- B. Accolades we given to the NSIP staff for all their great work in accommodating everyone on arrival and assisting with coordinating flight delays.
- C. Mark shared the NSIP employee list. There are: Time Change Coaches 47, SAM Implementation Specialists 23, Mentors 5, Tech Personnel 2.25 and 1 temp, Office Managers .75. The expectation is that a coach will serve 10 teams. Mark shared how coaches are trained and supported.
- D. Paul requested that board membership be added to the next board agenda, June 25, 2023.

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

- A. Nathan Roberts made the motion to approve the updated self-evaluation instrument, Shawna Fagbuyi seconded the motion. Motion carried 6 -0.
- B. Nathan Roberts made the motion to accept the self-evaluation protocol, Shawna Fagbuyi seconded the motion. Motion carried 6 -0.

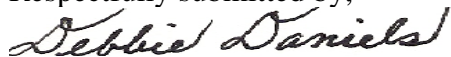
**XII Next Meeting Date:**

- A. The next meeting date is June 25, 2023. The location will be in Fairbanks, Alaska.
- B. 17th Annual National SAM Conference Marriott Harbor Beach Resort, Fort Lauderdale, Florida January 24, 2024 ~ Sunday, January 28, 2024

**XIII Adjournment:**

- a. The meeting recessed on Day 1, Wednesday, February 1, 2023, at 4:09 PM PST and resumed at 8:30 AM PST on Thursday, February 2, 2023. A motion was made by Dave Sechler and seconded by Bert Hendee to recess for Day 1. President Hendee declared the meeting adjourned by unanimous consent (5 - 0).
- b. There being no further business, a motion was made by Paul Katnik and seconded by Nathan Roberts to adjourn. President Hendee declared the meeting adjourned by unanimous consent (6 - 0) at 11:24 AM PST on February 2, 2023.

Respectfully submitted by,



Debbie Daniels  
Secretary

Adopted by the Board in the meeting

of \_\_\_\_\_,  
(Date of Meeting)

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