

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

Date: Wednesday, January 28, 2015

Time: 10:00 AM

Location: Fort Lauderdale Marriott Harbor Beach and Spa
3030 Holiday Drive
Fort Lauderdale, Florida 33316

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 (Paul Left at 4:15 PM)

I **Call to order:** at 10:10 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 Nathan Roberts and seconded by Carol Lensing to approve the minutes as written for the September 19, 2014 meeting. Motion carried.

IV **Treasurer's Report**

i) There was no Treasurer's report at this meeting.

V **Executive Director's Report**

A. News

i) Many of the expenses were prepaid for the conference to address our cash flow issue.

ii) Mark is looking into the investment opportunities and will bring information back to us at our next meeting.

iii) NSIP is financially sound.

iv) All of our schools and districts paying NSIP for services are all continuing and funding for next year is projected to be about the same as the past year.

v) This conference is our best conference ever because of the breakouts and our practitioners conducting the sessions.

vi) NSIP is getting a lot of requests for training and we are expanding support for conferences among our SAM states.

vii) Illinois, Iowa and Georgia state conferences will include a SAM Academy developed by Diane Collier, Rick Delegardelle, and Jim Mercer.

viii) Coaching quality continues to get better. TCCs are required to participate in the training online, the summer sessions, and at the preconference TCC training. Paying for them to come to the conference have been very valuable. Mark wants to do more with the coaches and find a master coach to work with them.

ix) Teams are getting to the third level of the rubric and coaches have been ready to take over at the end of the implementation work.

- x) Technology for the conference is going to be very beneficial. As for Time Track, it continues to evolve. Little issues arise concerning Outlook. NSIP is continuing to work on the changes shared in Lake Tahoe.
- xi) Kendra shared that in their district, the SAM PD is a carrot they dangle in front of their schools and principals because of the specific PD and how useful it is to them. She sees the expansion of the PD piece will continue to strengthen their program.
- xii) The board members discussed their state conferences and the format of their conferences. Not all legacy states have one at this time. Many of these conferences are to enable all of the state's members to attend a SAM conference and to provide the opportunity for everyone to learn about the national SAM conference information and PD sessions. Those states not having a state conference are hopeful to hold one in the future. Mark shared that NSIP will support legacy states with a keynote speaker and are beginning to pay for a SAM workshop in these states and other large districts.
- xiii) NSIP currently has 700+ schools at this time and over a 1,000 Time Tracks being used.
- xiv) Mark keeps his eye on the number of schools and projections about where we are and if there is not scale for the coming year, we are sustainable.
- xv) We now have charter schools around the country who are participating in SAMs.

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

VII New Business:

State Affiliates Updates - Key points of the updates include:

- (1) Delaware
 - (a) Delaware is struggling along. Dave shared a great success story about a SAM principal. As we often see, unfortunately he was removed and sent to another school.
 - (b) Dave continues to work on expanding the number of schools that the district will support.
 - (c) The focus for the state department is now on charter schools, focus schools and other initiatives and again brings some challenges.
 - (d) Districts are focused on smarter balance testing. The funding is following that focus.
 - (e) The issue with university administrative services is creating a challenge for SAMs.
 - (f) Dave is looking at marketing to private and charter schools along with low-performing and high poverty schools. Also marketing to support new principals.
- (2) Missouri
 - (a) Just finished five years of state leadership not supporting SAMs and Missouri has suffered. We have a new commissioner and she is going to be supportive. This is turning a corner and Missouri is rebuilding. Paul is glad that this innovation did not die during the five-year period.
 - (b) Fifteen teams are attending the conference. Kansas City is interested in expanding. Paul is planning on really moving this initiative along.
- (3) Illinois
 - (a) State conference is coming up and Illinois is excited about the SAM Academy.
 - (b) The state elected a new governor and is changing the conversation around education. Some of the new leadership at the state level in education will include

some people who are supportive of SAMs and it may be an inroad for the SAM project. The next few months will be interesting.

- (c) Bert has given her resignation with LUDA. She will continue to work with Mark and NSIP to see how to continue the SAM work.
- (d) A new foundation funding source (DOT Foods and the Tracy Foundation) is funding the SAM process and Bert is hopeful that this will be a source for other possible schools.
- (e) There has been a lot of transition and movement in SAM principals in Illinois.
- (f) There are 48 teams in the state.

(4) Louisiana

- (a) Louisiana has also had promotions and movement in SAM principals.
- (b) One superintendent is involved in the SAM process.
- (c) A different way of funding now being used is through a GEAR-UP grant. This school is at the conference. This is the first time for this funding source.
- (d) Networking and hearing about what is happening in Iowa has been discussed in Louisiana.
- (e) The funding is really challenging and a real crunch for the next few years.
- (f) The teams are going good. Over 20 teams now.

(5) Kentucky

- (a) The state lost a SAM district because of change in district leadership.
- (b) In February Debbie will be meeting with a prospective new district. The interest came from the board through the sharing of candidates from the university course.
- (c) The Kentucky SAM staff is considering some training opportunities and other ways to attract new schools and districts.
- (d) Debbie is excited to be back working as a TCC and Implementation Specialist for NSIP and working to expand the Kentucky SAM Project.
- (e) The graphing pamphlet that now exists will make a big change in implementing the SAM training and presenting the SAM project to potential schools.

(6) Georgia

- (a) Georgia just reelected the governor and a new superintendent of instruction. There is not SAM state presence in Georgia. Kendra sees Gwinnett as the conduit for the state and they have a good standing with the state to help in share SAM information and to carry the torch for SAMs.
- (b) Kendra spends a lot of time with SAMs and in making relationships with other districts. She is continuing to work with Atlanta and other districts to revisit SAMs.
- (c) Georgia had data collector training for participants from three districts. The people are aspiring to be principals and see this as a PD.
- (d) A Georgia challenge is the large to small district differences. The districts are looking for resources and Gwinnett may have the opportunity to reach out to some of these districts and especially in the area of professional development.
- (e) Gwinnett and DeKalb are partnering on all SAM PD and developed a PD calendar ensuring specific SAM sessions. These sessions include Mike Rutherford, Fierce training, training from the national and state conferences and they are also using Carnegie SAMs.

- (f) The role of the SAM has been elevated in Gwinnett and moving to DeKalb. Their training is focused on utilizing their talent and skill and a different value system. One of the Georgia SAMs is presenting and is sharing her toolkits during the session.
- (g) Sustainability for Georgia – in the past everything was covered, but they are transitioning some of the fees and expenses to the schools and their budgets. This is being done in small steps and eventually they will charge the schools
- (h) There are 62 schools in the state.
- (i) The SAM schools are showing school and student achievement and are doing great, but then they go to a new position because they are doing such a great job which creates a challenge for the SAM schools.
- (j) Georgia is doing their own internal study as part of Gwinnett's program evaluations. The researcher is attending the conference. The study is comparing SAM and non-SAM principals. One person did a dissertation with SAM principals as her focus.

(7) Iowa

- (a) Iowa has a new SAI Executive Director. Carol will be meeting with him ASAP and she sees him as a good fit and will have a smooth transition.
- (b) Iowa had a great state conference and the feedback was that the conference was well received.
- (c) Districts received leadership grants and some have shown interest for instructional coaches to keep calendars and recognize that being able to look at their data is very beneficial.
- (d) A new district will be coming on board – Des Moines.
- (e) Continue for maintain around 70 teams.
- (f) The licensure of SAMs has gone smoothly. They are excited about being licensed.
- (g) There are four coaches in Iowa. Carol is trying to back off of coaching to be able to do more state and district work.
- (h) Iowa has teams presenting at the conference. There are two superintendents attending.

8) Affiliate States

- i) The board discussed the status of affiliate states and Dave has been working with Mark and the attorney to look at specific language as to what requirements an affiliate state must meet and what constitutes removal as an affiliate.

9) SAM Time Change Coaching Rubric Discussion

- i) Carol and Kendra drafted a Time Change Coaching Rubric. They noted that this was just a beginning to look at how coaches will have accountability measures and who should assess or be assessed.
- ii) There was a suggestion that state directors get notice if coaches are checking calendars every week. Mark talked with Jim about setting that up.
- iii) Coaches are being asked to keep their Time Track calendar. Mark is going to notify coaches that state directors/coordinators will have access to their calendars so they can keep up with what is happening with the schools and their coaching. This will also help with developing the PD for Time Change Coaches.
- iv) The board had discussion on how this would work in practice and how to use the rubric.

- v) The board supported continued work on the rubric and Carol volunteered to pilot the rubric in Iowa. Others also agreed to pilot the rubric after there is more development of the rubric.
- vi) One suggestion was to tie this to the SAM Team assessment with their coach that takes place in the spring. The coach could also have the team and the coach do a coach assessment.
- vii) Board members agreed to provide feedback to Carol and Kendra. Then each will introduce to their TCCs and bring back information and feedback that will be shared at the annual meeting.

10) NSIP Policy Update

- i) Dave summarized the policies concerning: Board of Directors responsibilities and procedures policy. There was discussion on the responsibility to advocate, scale/expand and sustain SAM programs, both in each state and in all NSIP states.
- ii) The board continued discussion on how to sustain and support the programs.
- iii) There was discussion about having processes and structures in place to keep the SAM Project going in light of challenges and opportunities.
- iv) The policy on board member violations was tabled and will be revisited at the annual meeting.

11) Wallace Study and PSA Evaluation Proposal/Discussion

- i) The Wallace Foundation in the past commissioned two research studies. They asked Vanderbilt to do a feasibility study to determine if the SAM process has changed since the PSA studies? Is the change dramatic enough to see improved instructional practice? Is the evidence strong enough to do a random control trial on the process? If it is strong enough, what would the study look like? Vanderbilt found that the answer was absolutely and a proposal for the study has been developed. The Wallace Foundation will be considering this proposal.
- ii) The report (RCT Random Control Trial) is scheduled to be released by Wallace by the end of February. This was a quantitative study.
- iii) NSIP has also talked with PSA about a proposal on the Evaluation Services for the National SAM Innovation Project. This would be a qualitative study proposal. Areas that were proposed: Finding patterns in time use; developing case studies of schools with growth in teacher and student performance; measuring the effects of innovative approaches; carrying out a 90-day improvement cycle. The cost for this study would be between \$50,000 – \$100,000.
- iv) The board had discussion about the proposal. As a result of the discussion, the board agreed for Mark to work with PSA to further develop the area of developing case studies of schools with growth in teacher and student performance. Looking at good to great; in-depth case study versus themes across the schools/cases. The board also wanted to look at how include the 90-day improvement cycle.

12) Report on the Cumberland Pilot

- i) More than one-hundred leadership candidates participated in the pilot.
- ii) The pilot program is not continuing because of candidate complaints of time involved in keeping the calendar and the additional cost to the candidate for Time Track usage. Also there was a change in leadership at the university (President, Vice President), as well as Debbie's

resignation as Dean of the School of Education, that lead to the university's focus on other areas contributed to ending the project as part of the principal preparation program.

iii) Lessons learned were that:

- It is possible to develop and implement SAMs as a leadership preparation course.
- The greatest impact was made when candidates tracked the time of their principals, not themselves.
- Keeping their own calendar was not beneficial because many could not get their principals to give them access to their complete schedule.
- Using the Pamela SAMple calendar was a great tool in developing the courses and helped with the problem of tracking a principal who did not want to allow access to their calendar.
- The candidates who were already district or school administrators gained the most from keeping Time Track.

iv) Three university candidates are conducting a capstone project and are tracking the time of their principal, who is very supportive of their work. They have divided the focus and are creating three papers on: instruction, feedback, management impact on school time. They will present a copy of each paper to NSIP.

13) NSIP Outreach/Expansion

i) 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.

14) Compliments to Carol for the Gift Box. As always, the hospitality and organization she provides is outstanding.

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

- 1) Motion made to change the language in the Board of Directors Job Description Policy to read: "serve as an advocate for SAM development, expansion and sustainability." Nathan Roberts made the motion and was seconded by Carol Lensing. Motion carried 7-0.
- 2) Motion to approve the policies on 1) Board Member Job Description Policy; 2) Standards in Practice Policy; and 3) Protocol between Board Members and Executive Director Policy was made by Dave Sechler and seconded by Paul Katnik. Motion carried 7-0.
- 3) Motion to accept the PSA report and that Mark flush out item 2 and 4 with PSA. The board expressed interest in having PSA provide more detailed information on items 2 and 4 by summer. The board will then consider and make a decision at the annual meeting. Motion made by Nathan Roberts and seconded by Paul Katnik. Motion carried 7-0.

IX Next Meeting Date: *The meeting date will be September 18, 2015 (later changed to September 25, 2015.) Location: Naples, Florida.*

X Adjournment:

- a. Motion made to adjourn the meeting was made by Dave Sechler and seconded by Nathan Roberts.

Motion carried 6-0. There being no further business, President Hendee declared the meeting adjourned by unanimous consent at 4:22 PM.

Respectfully submitted by,



Debbie Daniels
Secretary

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

(Signature of Presiding Officer)