

**MINUTES OF THE SIXTIETH ANNUAL MEETING OF THE CONNECTICUT  
ASSOCIATION OF SCHOOLS**  
*May 10, 2012*

*The Sixtieth Annual Meeting of the Connecticut Association of Schools was held at the Connecticut Association of Schools' Central Office, Cheshire, CT on May 10, 2012. CAS President Katharine Bishop, Principal of Daisy Ingraham School in Westbrook, convened the meeting at 8:37 a.m. Karen Packtor, Assistant Executive Director, recorded the minutes.*

**SECRETARY'S REPORT**

In the absence of Secretary-Treasurer Donald Macrino, President Bishop presented for approval the minutes of the Fifty-Ninth Annual Meeting of the Connecticut Association of Schools, held on May 12, 2011 at the CAS Central Office in Cheshire, CT.

On a motion by Donna Schilke, seconded by Karen Fitzsimmons, the minutes were approved for the record.

**TREASURER'S REPORT**

In the absence of Secretary-Treasurer Macrino, Executive Director Karissa Niehoff presented the following report for the fiscal year ending June 30, 2011:

1. The Consolidated Statement of Financial Position of the Operating budget as of June 30, 2011 was:

Total Consolidated Assets (CAS, CAS Properties, CAS Foundation)	\$5,553,637.00
Total Consolidated Liabilities	\$1,380,233.00
Total Net Assets (Assets minus Liabilities)	\$4,173,404.00

Change in Net Assets for the year ending June 30, 2011                      \$593,891.00

2. The association was fortunate to have received the following:

Connecticut Principals' Center Income	\$195,100.00
CT Department of Education Executive Coaching Grant	\$1,201,668.00
University of Connecticut Administrator Preparation Program	\$272,823.00

3. The total net worth of CAS (not including CAS Properties and CAS Foundation) is arguably the most important figure for the association because it represents the financial worth of the organization if it were to have dissolved on June 30, 2011. The total net worth of CAS (Total CAS Assets minus Total CAS Liabilities) was \$2,476,528.00. This represents an increase of \$417,475.00 since June 30<sup>th</sup> of 2010.

4. The CAS Foundation Account was established fourteen years ago. This account includes CIAC corporate sponsorship funds that remain after all expenses and commissions associated with each sponsored activity are deducted. As of June 30, 2011, the total net assets of the CAS Foundation were \$1,911,627.00. This represents an increase of \$230,531.00 since June 30, 2010.

On a motion by Steve Wysowski, seconded by Andre Hauser, the Treasurer's Report was accepted as presented.

**PRESIDENT'S REPORT**

*Katharine Bishop, CAS President, gave the following report:*

“This year has been a momentous one for CAS-CIAC. Our Executive Director, Karissa Niehoff has driven the bus very well. Changes have been made in house to maximize the efforts of the staffing. Joining the CAS staff this year has been Janet Garagliano helping with high school programs and Cheryl Novicelli in the business office. We continue to find ourselves in a stable financial position and Stephanie Ford has been able to increase our sponsorships which given the last several years is remarkable. We continue to expand and improve our services. Noteworthy this year has been the work that Earl Bidwell and Dave Maloney have done in the area of professional development for Student Success Plans.

“Perhaps the most significant focus this year has been on Educational Reform. Karissa and the administrative team have worked tirelessly to ensure that CAS has remained an important player in the Governor’s and new Commissioner’s initiative. A group of administrators met with Commissioner Pryor and followed up with a document expressing our positions. CAS was well represented on the PEAK task force that has worked on evaluation reform. CAS has become an integral presence with the other five educational groups which have been actively involved in the important work of school reform.

“We are so very fortunate to have an administrative team and support staff that know their jobs and put in a great deal of time and effort. They are passionate about our mission as well as very loyal to CAS-CIAC. I know you join me in thanking each and every one of them. (stand)

“And to all of you who give countless hours to boards and committees, I want to thank you for your dedication to this organization and its many different components. CAS-CIAC, even with an outstanding staff, would not exist if it were not for your interest and involvement. Each year it seems to be more difficult for administrators to leave their schools and find a few extra hours in your busy schedules. Your involvement is key and we need to keep telling our stories from the unique view point that we have. So as we look forward, we need to encourage other school leaders to become active and realize how our collective voice is so important not only in our organization and our communities but also at the state and federal level.

“I thank all of you for the opportunity to serve as president for the past two years. It has been an honor and a privilege to represent you.”

## **EXECUTIVE DIRECTOR’S REPORT**

*Karissa L. Niehoff, Executive Director, gave the following report:*

Good morning! Thank-you all for sharing your time and energies with us today, throughout this past year and for many previous years. You are the core of our membership; without your willingness to volunteer your time, and share your wisdom, CAS’ direction would not be so clearly defined, nor could we provide meaningful support for school leaders statewide. Thank-you for continuing to shape the direction of our association.

It is the concept of “direction” that I would like to use to frame my remarks this morning. Typically a report such as this is reflective in nature- looking back on the activities and accomplishments of the previous year in summative format. In keeping with the necessary trends in assessment of learning, I would like to present a report that is more formative than summative, as today’s meeting isn’t a break in the action- where certain work ends and new work begins- it is just a pause for reflection along a continuous journey of supportive educational improvement. Thus, all that I share today as accomplishments within the past year are actually activities that will continue in the future. This year was not only productive, but pivotal in terms of CAS’s role and direction.

Back in October, the CAS Board of Directors identified six areas of focus which shaped the work of our staff and committees this year:

- Early Childhood Education
- Secondary School Reform
- School Climate
- Teacher and Administrator Standards and Evaluation Plans
- Legislative and liaison work
- Expanding and engaging membership; expanding programs

I am happy to report that significant work was done in each of these areas; a result of the outstanding collaboration between staff and member principals. In addition to work in these areas, significant new activities occurred which helped to forge relationships with important colleagues, including Governor Malloy, Commissioner Pryor, CAPSS, CAFE and other educational associations. There is a wealth of information available for review in your packets, but I would like to share just a few highlights relative to each focus area.

### **Highlights:**

**Early Childhood Education-** In addition to the work done within the K-12 CAS realm, Regina Birdsell has been intimately involved in early childhood work at the state level. She is currently on the committee which is developing standards for Pre-K programs; the work done by our elementary board and committees has helped to establish CAS’ reputation as a critical resource in this area.

- CAS will be strengthening its work in early childhood education and providing increased professional development opportunities for school leaders.

- **Secondary School Reform-** The High School Graduation Issues Task Force has slowed its work pace, but the report is expected by January 1, 2013. CAS committees continue to offer professional development in secondary reform areas, but await further guidance from the SDE. The Task Force recognizes that schools are anxiously awaiting information from the

SDE about secondary reform as we have legislation in place. The report that is ultimately issued may recommend changes to that legislation- especially around how credits for graduation are earned.

- School Climate- After playing a key role last year in modifying the language in the School Climate legislation, CAS staff and committees have done tremendous work in this area. CAS sponsored Climate workshops; The School Climate Task Force developed surveys for students, parents and staff, which will be in the hands of school districts very soon. The Task Force also gathered resources to support schools in developing school climate plans. CAS offered many workshops and provided guidance to multiple districts around improving school climate.
- Teacher and Administrator Standards and Evaluation Plans- As you know, it is the PEAC group which is charged with the development of evaluation models for teachers, administrators, non-certified staff, and along with the models, a plan for implementation of the new plans. Dennis is a member of the Teacher Evaluation Model workgroup; I am working on the Principal Evaluation Model. (I will say more about this work when we discuss future work). The Principals' Center again offered its Teacher Evaluation Series, and once again, the series received rave reviews. Professional development in this area will be a CAS priority next year.
- Expanding and engaging membership; expanding programs- We continue to expand the programs and services that we offer, and are working to attract new members, especially at the elementary and middle levels. It is our hope that with the new emphasis on Early Childhood Education, and other legislation, our membership at both levels will increase.
- Legislative and liaison work- It is in this area that we have made perhaps our greatest gains. I made it my expressed priority this year to make CAS not just a recognized name in Hartford, but a respected presence across the state; an association that is known for its unwavering focus on educational improvement- what's best for kids- and for representing the voice of its membership- school leaders; practitioners in the field who also have as their unwavering focus what is best for students. It was my intent to promote CAS as the association with the greatest capacity to communicate with school leaders, listen to their issues and challenges, provide professional support as best as we can, and then share their message with key educational leaders. I want it to be that when people think of school leadership, they think of CAS.

We spent quite a bit of time in Hartford this year, both at the LOB and at the SDE, and in meetings and regular conversations with colleagues from CAPSS and CUBE. Our relationships with both of those associations are now very strong; perhaps enhanced by a need to rally the troops this year, but as a result of regular communication and collaboration, we have become great professional friends. Months ago, we established an alliance of sorts with CAPSS, CUBE, CBIA, ConnCAN and CCER- we were quickly dubbed "The Big Six" by the media. Our purpose in coming together was to support particular elements of school reform contained in SB 24. We have held press conferences and issued multiple public statements regarding our collective position. We have met as a group with key Democrat and Republican leaders, and have spent many late nights at the LOB waiting to testify. The result of our efforts is a positive one for CAS. Commissioner Pryor and his staff have asked us to solicit opinions and ideas from sitting principals; CAS is now included as a key member of many of the highest level planning and implementation committees; CAPSS and CUBE consider us to be the "sleeping giant" of implementing school reform; our name, and YOUR WORK, are now much better understood and appreciated.

On many occasions you have received emails and/or been invited to share your feedback regarding reform issues and SB 24. Commissioner Pryor, Senator Stillman, Charlene Russell-Tucker and other SDE leaders have welcomed meetings with CAS principals and been appreciative of practitioner feedback. We have been asked to provide consistent vetting of the PEAC work, and going forward, will be inviting principals to respond to any or all educational issues in the legislation.

#### Additional Accomplishments:

- The Executive Coach program experienced another successful year under the leadership of Mike Buckley, Susan Kennedy and Ev Lyons. Coaches continue to influence practicing school leaders; feedback is excellent. The nature and scope of the Executive Coach program will likely undergo some degree of transformation as we anticipate working in alliance with the SDE, CAPSS, UCONN and other key leaders to develop and implement a job-embedded coaching model.
- SSP work- Earle Bidwell and Dave Maloney have joined forces to provide many workshops for schools seeking help in implementing SSP's. Workshops have provided information and featured CT educators who have made tremendous strides already. SSP training has already been planned for next year.
- NESSC- Janet has been a fantastic liaison for CT with the NESSC. We have a core group of high school participants and are now establishing a number of middle schools. She will continue to be the state liaison and help to align Consortium work with NEASC and Common Core and other CT initiatives.

- Student Activities- Dave Maloney has overseen successful State Student Advisory Council, Student Leadership programs, Activity programs, Bandjam, KiDSMARATHON, Geno's Reading Team...programs continue to expand.

### **CIAC Programs:**

Across the nation, many states have experienced significant legal challenges that have cost their associations dearly- financially, in terms of self-governance, and in reputation. For the past seven years, the CIAC has avoided the courts. I think this speaks highly of the quality of our board members, the integrity of their thinking regarding policies and procedures, and the thoughtful manner in which they consider and handle issues. The board has demonstrated that they are less concerned about being punitive than they are about being purposeful when imposing sanctions; fines remain low, and more often now participation in coaching education modules and/or the Athletic Program Evaluation Process is a part of a sanction.

We are in negotiations with Mohegan Sun about next year's basketball tournament finals.

We have emerging concerns- increase in number of virtual school situations, home-school challenges in other states, foreign student recruitment. We are also looking carefully at our out-of-season coaching regulations. A number of state associations have abandoned or greatly reduced restrictions in this area.

Connecticut has the Section One winner of The Spirit of Sport program.

Coaching Education continues to grow. More than 10,000 coaches in the state have participated in any number of our programs- Concussion Education, online CEU courses, and the 45-hour certification course.

### **Technology:**

Karen Packtor was our lead for many successful administrator IPAD workshops. Matt Fischer led our transition to an outside server and has been a key member of the NFHS Technology Committee- he was selected to guide our national organization.

We hope to enhance our use of technology by moving toward more continual streaming of news and events, and reducing printed Bulletins (3 or 4 per year)? More online professional development opportunities.

### **Sponsorships:**

Stephanie Ford has done phenomenal work to maintain and develop new sponsorship relationships. Last year, she secured agreements with Team IP and MSG Varsity- the first tv station that will be paying a rights fee- a minimum of \$68,000 over three years. This year we signed an agreement with PlayOn Sports to enhance our webstreaming capacity. She is working with additional potential sponsors right now.

So much great work continues to be done by CAS Committees and staff members!

Looking ahead- whether it be this afternoon or into the future in general- we are committed to continuing great work. We want the scope of our work to be defined by the needs of our member school leaders. That being said, we are intent on engaging our membership more frequently and in new ways. We want to continue to bring principals together to discuss significant issues- such as legislation- and provide feedback to the folks in Hartford. We will continue to strengthen relationships with colleagues, and while we will not agree on everything, we will look to find common ground and model collaboration at the association level. We will do our best to communicate the needs and concerns of school principals, as well as the ideas and strategies. When it comes to school change, you are the fulcrum; your voice should continue to guide the direction of CAS, and ultimately, the direction of education in the state of Connecticut.

Thank-you for your dedicated work in your schools and with CAS; I look forward to an exciting upcoming year!

## **HIGH SCHOOL BOARD OF CONTROL REPORT**

*Dr. Beth Smith, Principal of Shelton High School and chair of the High School Board of Control, prepared the following report.*

The Connecticut Association of Schools High School Board of Control goals for the academic year were:

- to identify ways in which CAS can provide support to high school principals.
- to provide professional development to high school principals based on need.
- to participate in the selection of the High School Principal of the Year.
- to participate in the selection of the William Cieslukowski Award for first year principals.
- to provide a voice for legislative decisions that affect teaching and learning.
- to foster membership with NASSP.

Throughout the year the CAS HSBOC has achieved:

- CAS offered two-day seminars on the NEASC Standards for Continuous School Improvement. On December 5<sup>th</sup> and 6<sup>th</sup>, teams of five from ten schools attended the December workshop and teams of five from eight schools attended the April 30<sup>th</sup> and May 1<sup>st</sup> workshop.
- CAS continues to handle all NASSP membership mailing and renewals. NASSP encourages state affiliates to collect NASSP dues and provide a financial incentive at no additional cost to the individuals.
- Nine HSBOC members participated in a review of the CT School Leader Standards on October 24. Larry Jacobsen and Jeff Cryan presented an overview of the process used to develop the Connecticut School Leader Standards. Following the presentation, Larry led the group through the rating process, while Jeff recorded all comments that were brought back to the CAS Critical Issues Committee.
- Commissioner of Education Pryor met with a group of principals, including five high school principals, on January 20. The Commissioner was interested in meeting with principals who represent a range of urban, suburban and rural schools. He outlined the reorganization of the state department of education and some of his ideas for school improvement and listened to the concerns of the principals. The group met on January 27 and developed a "Principals' Perspective" on their needs as school leaders.
- On January 30, five HSBOC members reviewed NextEd, the superintendents' educational transformation proposal and noted that while there are very good ideas outlined in the "transformation project," none have yet been acted upon.
- Several high school principals participated in a dialogue with State Senator Andrea Stillman, deputy majority leader and co-chair of the education committee on February 17. Principals offered their feedback on the governor's education bill. Senator Stillman was open to principal's concerns.
- The Board continues to pursue adding a link to the CAS website for CAPSTONE documents and resources.

## MIDDLE LEVEL BOARD OF CONTROL REPORT

*Joe Scheideler, principal of Canton Middle School and chair of the Middle Level Board of Control, prepared the following report.*

With a new commissioner finally in place and a new leader at the Connecticut Association of Schools, it was a busy year in a number of areas for the Middle Level Board and various committees.

- **Student Success Plans** - The middle level division took the lead in working with the State Department of Education on Student Success Plans. In addition to contributing to statewide workgroups, CAS surveyed the member schools regarding their needs and concerns and subsequently offered three regional SSP symposia, one at Bethel Middle School, one at Lincoln Middle School in Meriden and one at EASTCONN. The feedback from these sessions prompted CAS to offer six full-day training sessions to support member schools in developing their plans.
- **Professional Studies** - The newly combined CAS Professional Studies Committee continued to support middle level initiatives. They successfully completed a cross-walk of the middle level climate certification documents with the National Climate Standards. They also are completing a revision of a ten-year-old CAS video about exemplary middle schools. Finally, they consulted on templates for the SSPs and created documents to be used in the SSP training sessions.
- **Leadership Committee** – The annual Middle Level Leadership Conference was held at Wesleyan University for the second year. The January 10 conference was an unqualified success. Enrollment from 40+ middle schools across the state was sold out. An important development was the growth in workshop presentations that involved middle school teachers and middle school students. This swelled the student participation to about 600. The committee had been advocating the involvement of students as presenters and the result was gratifying. (To help defray expenses for so many student presenters a reduced for "jr. presenters" will go into effect in 2012.) Hundreds of students completed evaluations which were overwhelmingly positive for the experience. Wesleyan Upward Bound students, under the direction of *Jen Buckley*, were instrumental in making the students feel welcome and showing them around the campus. Wesleyan continues to prove to be an excellent location for the event.
- **Honors and Awards** - The Middle Level Honors and Awards Committee celebrated *Kristen Juda*, from Har-Bur Middle School in Burlington as the Exemplary Middle Level Exemplary Educator. She joins Principal of the Year, *Donna Schilke*, of Smith Middle School in Glastonbury, First Year Principal of the Year, *Christopher Sandford* of Wheeler Middle-Sr. High in North Stonington, and *Vicenta Gibbons*, Middle School Assistant Principal of the Year from Amity Middle School, Orange as honorees for the 2011-2012 school year.
- **Scholar-Leader Banquet** – the 2011 Scholar-Leader Banquet was held on June 6 with a gathering of over 1300 students, parents and faculty at the Aqua-turf. Matt Cavedon formerly of McGee Middle School and graduate of Harvard University and former keynote speaker at the Middle Level Leadership Conference when he was in 8<sup>th</sup> grade, was the featured speaker at the dinner. Matt,

wheelchair bound, delivered an inspiration address. The 2012 Scholar-Leader Banquet is planned for Monday, June 4. Jeff La Roux, President Elect of AMLE is the keynote speaker.

• At the December meeting of the CAS Board of Directors, three long-time members of the association - two active, one retired - were presented with the prestigious CAS Citation, the association's highest honor. Congratulations to: *Joseph Scheideler*, Principal, Canton Middle School, *Gina Vance*, retired Assistant Principal, Gideon Welles School, Glastonbury, and *Steve Wysowski*, Principal, Bristol Eastern High School.

## **ELEMENTARY BOARD OF CONTROL REPORT**

*Karen Fitzsimmons, principal of Memorial Elementary School in East Hampton and chair of the Elementary Board of Control, prepared the following report.*

The 2011-2012 school year continued to be a year with many programs and workshops for elementary schools in Connecticut. The goal and focus have been to work collaboratively with the Connecticut State Department of Education. This was accomplished by CAS, EASTCONN, SERC and the CSDE working together to sponsor workshops, conferences and discussions on teacher/principal evaluations and early childhood education.

CAS, EASTCONN and CSDE are again sponsored the "Seventh Annual Public School Data Showcase" at the Crown Plaza Hotel in Cromwell on April 24 & 25, 2012. With the topic of "High Quality Instruction and Assessment in the Age of Common Core Standards" CAS, CSDE, and EASTCONN again collaborated on this celebration of the state's school improvement efforts via the effective use of data to drive instruction.

### **ELEMENTARY BOARD 2011-2012**

**The Elementary Board of Control** (chaired by Karen Fitzsimmons, Principal, Memorial Elementary School, East Hampton) A delegation from CAS attended the summer leadership conference in New York. The board also coordinated a CT delegation to the NAESP convention in Seattle Washington. Again this year no New England state had a booth.

### **ELEMENTARY COMMITTEES 2011-2012**

**Elementary Level Professional Studies Committee** no longer exists as it has been combined with the middle and high school to become one committee.

**Elementary Leadership Conference Committee:** The elementary student leadership conferences were held for the 19th consecutive year, with a fourth venue, Sacred Heart University, being added to the line-up to make this event more accessible to students in the Fairfield County area. In total, the four conferences - the other three being held at Asnuntuck, Three Rivers, and Naugatuck Valley Community Colleges - enrolled more than 850 students, setting a new all-time high. Co-Chairs Karen Brimecombe, Lauren Elias, Kathy Walsh, and Eileen Roxbee coordinated the programs that featured teacher volunteers from across the state providing highly interactive leadership activities for students in grades four through six.

**CAS Arts Committee:** The task of the committee is give public recognition to the arts in general and to students and teachers who excel in the visual and performing arts. This was the thirteenth year that that CAS sponsored the elementary arts festival where two elementary students from each school are recognized for excelling in either the visual or performing arts. Two evenings had to be devoted to the event because of the large number of schools participating.

**National Distinguished Principal Selection Committee:** (chaired by Andrienne Longobucco, Principal, Litchfield Center School) The six member selection committee reviewed applications and portfolios and then visited the schools of three finalists before making their selection. Dr. Miguel Cardona, Principal of Hanover School in Meriden was selected as Connecticut's 2012 NDP.

**Volunteer Recognition Committee:** (Norma-Jean Posocco, retired educator; Rick Watson, Albert D. Griswold Middle School, Rocky Hill) This committee plans the Annual Volunteer Recognition Banquet, and for the second year in a row collaborated with the middle and high school levels. Each year this awards dinner grows as more schools feel a need to recognize volunteers. This year the program continued to be well attended by elementary, middle and high school educators and volunteers.

### **ELEMENTARY ACTIVITIES 2011-2012**

**The Annual Elementary Program Recognition Banquet:** The event was held on November 21, 2011. This is the 18<sup>th</sup> year CAS recognized exemplary school programs as well as the exemplary educator award winner; and this year two schools were recognized as the school of the year. A slide presentation showcased each of the exemplary programs.

**The Annual Celebration of the Arts Banquet:** At the 13<sup>th</sup> Annual Elementary Arts Banquet two students from each of the 180 elementary schools in attendance were honored at the Aqua Turf Club this past February. Over 1400 students, teachers, administrators and parents were treated to an interactive night of art activities. Students were recognized and treated to a performing arts presentation.

Members of the CAS staff and committee provided congratulatory remarks as well as a member from the state department of education.

**Volunteer/Parent Recognition Banquet:** The program rewards the efforts of school volunteers across the state. Each honoree received a certificate and a booklet listing all the honorees and their accomplishments. Horace Mann Insurance sponsored this special event, presenting a carnation to every honoree. There were 625 in attendance representing elementary, middle and high schools across CT. Distinguished Friends of Education Awards were presented to NEJ, Inc. of Beacon Falls and Mary Barnett from Branford.

**Annual Recognition Awards:** Awards given by the elementary division annually are: National Distinguished Principals, Educator of the Year, School of the Year, William Cieslukowski First Year Principal Award, John Wallace Awards, and Thomas R. Flanagan Student Activity Memorial Grants.

**KiDSMARATHON:** Working with the Rod Dixon Foundation in Los Angeles, CSAC put together our Connecticut version of KiDSMARATHON, an amazing life fitness program for students ages 7-12 that features an 8-10 week program of running with nutritional guidelines. Final celebrations are set later this spring at Cheshire, Fairfield, Litchfield, Danbury and Norwich as over 2,000 runners are set to complete their last mile of a marathon before cheering family and friends. This represents a substantial increase in participants from last year. KiDSMARATHON is very fortunate to have received corporate sponsorship from Anthem and Sodexo Foods. KiDSMARATHON produced a short documentary video that provides prospective schools with an overview of the program. We also applied for a grant from the "Active Schools Program" in early April. The prospects for KiDSMARATHON, aligned with First Lady Michelle O'Bama's "Let's Move Campaign", continue to be a source of pride for the Connecticut Association of Schools.

**Marine Science Day** – The Long Island Sound Foundation in conjunction with CAS will host Marine Science Day for students in grades 5 through 8 on Wednesday, May 16, 2012 in five locations: Avery Point in Groton, Ct River Museum in Essex, Sound School in New Haven, Sound Waters in Stamford, and Schooner Inc. in New Haven. The purpose of this conference is to promote greater awareness of Long Island Sound and marine science.

**Unified Sports Program:** The Unified Sports Programs sponsored by CAS/CIAC is divided into two categories. Students in pre-k through grade two participate in the Young Athlete Program and the students in grades 3-5 take part in the Elementary Sports Skill Developmental Program. Young Athlete students practice gross motor skills in an inclusionary setting and are provided with a free set of instructional supplies and a suggested list of lessons. Our Young Athlete program includes schools from Derby, Canton, Southington, Milford, Middletown, Clinton, Darien, Avon Waterbury, Colchester, Essex, Deep River, New Haven, Wethersfield, Westbrook, Wallingford and Stonington. In most schools, physical education and classroom teachers join forces with physical and occupational therapists to focus on individualized education plans for physical development. At the end of the school year, a representative from the CAS staff will attend the school's field day and present Young Athlete t-shirts and Olympic medals to each participant. Our hope is that these students will continue with an elementary skill development program when they reach 3<sup>rd</sup> grade which is the beginning of the pathway continuing onto the middle and high school levels. At the Elementary Unified Sports level, students with and without intellectual disabilities practice sports skills at their schools with teacher advisors. These practice sessions occur before and after school with the goal of participating in one of the five elementary sports days sponsored by the CAS/CIAC staff, hosted by a CT high school. These events are held in New Canaan, New Haven, West Hartford, Glastonbury and Colchester. Students are assisted by corporate, school and student volunteers as they practice soccer, basketball, volleyball, baseball, track and bowling skills. At the culmination of these sports days, each participant is presented with a gold Olympic medal. In line with our goal of offering activities which promote social inclusion, students and coaches are given a picnic-type lunch to enjoy with each other.

**Early Childhood:** CAS is currently working with the CT State Department of Education and several early childhood associations. They are looking at programs for elementary principals who do not have early childhood background or who want additional information on early childhood. Two symposium, "Closing The Achievement Gap – Getting PreK – Grade 3 Right", were held in August 2011 in New Britain and January 2012 in Waterbury. Governor Malloy welcomed the participants at the New Britain symposium. They focused on providing knowledge about the importance of instructional leadership at the district and building level and featured national experts in the field of language development and executive function. There was also an "Early Assessment Summit" held in March 2012 in Rocky Hill. The purpose was to provide a national overview of the rapid expansion of kindergarten entry assessments. A Survey was sent to all elementary principals to help ascertain principals' background and need for additional information on early childhood. There are several bills on Early Childhood and CAS with elementary principals has been instrumental in speaking on the bills.

**Legislation:** CAS is also involved with teacher/principal evaluation, working with all levels of principals. Legislation has never been as focused on evaluation as it has been during this legislative session. CAS, along with selected elementary principals, has been involved by testifying to the legislature on bills affecting several areas including entrance age for kindergarten children; schools collaborating with preschool agencies and families; and looking at extending half day kindergarten days to full day kindergarten.

## CONNECTICUT STUDENT ACTIVITIES CONFERENCE BOARD OF CONTROL REPORT

*Sally Biggs, principal of Hartford Magnet Middle School and chair of the Connecticut Student Activities Conference Board of Control, prepared the following report.*

For the third consecutive year, the Connecticut Student Activities Conference saw participation rates in its programs increase during 2011-12! With its eye on the future potential growth of student activities across the state, the board moved forward with a mixture of traditional activities, as well as new initiatives. The board updated its by-laws by making minor changes which will facilitate its operations for the foreseeable future. The overall objective for CSAC this year was to link activities to school climate initiatives and thus help our member schools develop their school climate plans. The following is a brief summary of CSAC initiatives for 2011-12.

### **Student Leadership Conferences**

The Connecticut Association of Student Councils, led by Executive Director Sarah Jones, Manchester High School, sponsored three half-day workshops – during “High School Leadership Week” – November 7-9, 2011. The half-day workshops were planned in conjunction with the Berkshire, Southwest, Eastern, Shoreline, Southern and Central Connecticut Athletic Conferences. Bethel, Bolton, and Griswold High Schools hosted the programs that featured amazing speakers and break-outs that explored the themes of 21<sup>st</sup> century leadership skills. Additionally, CASC sponsored the annual spring conference on March 16 & 17, 2012 at Wesleyan University. Close to 1100 student leaders participated in these workshops! A summer leadership camp opportunity, in conjunction with the New England region, with specific activities linked to 21<sup>st</sup> century leadership skills, is planned for Connecticut high school student leaders at Stonehill College, MA, from July 19-22, 2012. CSAC will utilize participants in this event as ambassadors to assist with planning CASCIAC events for 2012-13.

CASC has also drafted and implemented a “leadership curriculum”, a four year program for both student leaders and advisors featuring essential questions and activities. For the 2011-12 academic year we explored the essential question: *“I am a leader, so now what are my responsibilities?”*

CSAC was joined by the Connecticut Association of National Honor Societies to co-host an advisors workshop on October 3rd that provided participants with a toolkit of ideas and strategies to jump start their programs for the new academic year. The featured keynote session was led by Attorney Julie Fay, who explored the legal ramifications for advisors in the digital / social networking age that we all find ourselves immersed in! Fay’s presentation also highlighted matters pertaining to building a positive school climate through student activities.

Future student leadership initiatives and conferences will be aligned to the curricular modules of service, ethics, decision making, team building and communication that are part of the newly developed and approved leadership curriculum. CSAC also worked closely with the CIAC Sportsmanship Committee, providing a breakout session at the September 22<sup>nd</sup> annual statewide conference.

### **KiDSMARATHON**

Working with the Rod Dixon Foundation in Los Angeles, CSAC put together our Connecticut version of KiDSMARATHON, an amazing life fitness program for students ages 7-12 that features an 8-10 week program of running with nutritional guidelines. Final celebrations are set later this spring at Cheshire, Fairfield, Litchfield, Danbury and Norwich as over 2,000 runners are set to complete their last mile in a marathon before cheering family and friends. This represents a substantial increase in participants from last year. KiDSMARATHON is very fortunate to have received corporate sponsorship from Anthem and Sodexo Foods. KiDSMARATHON produced a short documentary video that provides prospective schools with an overview of the program. We also applied for a grant from the “Active Schools Program” in early April. The prospects for KiDSMARATHON, aligned with First Lady Michelle O’Bama’s “Let’s Move Campaign”, continue to be a source of pride for the Connecticut Association of Schools.

### **Dance Championships**

The 6<sup>th</sup> annual state dance championship was held at Hamden High School on March 3rd. A record number of dance team entries competed in the event witnessed by a standing room only crowd. The choreography, costumes, music and synchronization delighted all in attendance at this popular event. Teams were crowned champs in the hip hop, jazz, kick and pom categories. Most impressive was the display of cheering and sportsmanship by all the teams for one another. Dance coaches were treated to a clinic last fall which provided excellent background information on the NFHS spirit rules. Tournament chair, Kathy Swillinger, did a superb job with the arrangements.

### **Cheerleading**

Kudos to the Cheer Committee, chaired by Jackie Sullivan, for another outstanding year of regional competitions leading up to the state championship at the New Haven Athletic Center on March 9 and 10. More than 100 schools participated in the competition which drew large, spirited crowds on both dates. Champions were crowned in the small, medium, large and co-ed school divisions. Connecticut High School Cheerleading also represented the state in fine fashion at the New England championships held at Lawrence High School, Lawrence, MA on March 17<sup>th</sup>. Tournament chair, Sherrie Zemruski, did her usual excellent job with the arrangements.





## **Robotics**

CSAC continued its partnership with CT First, an organization that sponsors Robotics Tournaments for elementary, middle and high school teams. CT First's goal is to inspire in students an appreciation of science, technology, engineering and mathematics and to show them how an understanding of these fields can enrich their lives. The prospects for this partnership are limitless as students build not only science and technology skills, but also self-confidence, leadership, and life skills.

## **Debate**

Under the direction of chair, Everett Rutan, the Connecticut Debate Association had a terrific year. A special program for novice teams was held at Pomperaug High School on October 1st. Seven regional extemporaneous debates were held in 2011-12 leading up to the state championships at Wilton High School on March 24<sup>th</sup>. Each regional tournament averaged over 25 schools and 265 students participating in each tournament! This represents an all-time record number of debaters! An exhibition for middle school debaters was held at Trinity College on March 22<sup>nd</sup> in an effort to promote debating in middle schools! Of all the student activities in our schools debating remains the "highest of the higher order thinking skill" activity!

## **Thomas Flanagan Student Activity Awards**

Through a generous sponsorship from EMPOWER, a company that offers leadership training, the CSAC Board was able to bring back the financial backing for the Thomas Flanagan Awards. \$4,000 has been set aside to recognize and honor the "best of the best student activities." CSAC board members will announce the winners of the Flanagan Student Activity Awards on May 18<sup>th</sup> at a press conference/media event.

## **State Student Advisory Council on Education (SSACE)**

The 2011-12 State Student Advisory Council on Education (SSACE) consisted of twenty two high school students who met regularly with Stephan Pryor, Commissioner of Education. The SSACE's number one project this year was to produce a presentation for the State Board of Education entitled, "21<sup>st</sup> Century Learning Skills: A Decade Later." SSACE also selected the recipients of the Governor's Challenge to Citizenship Awards that are an annual recognition of school/community service projects.

## **The Governor's Scholars Committee**

Chaired by Dr. Robert Eberle, assistant superintendent of the Wolcott Public Schools, the committee annually designates Connecticut's finest junior year students as *Governors' Scholars*. Formed sixteen years ago at the urging of then Commissioner of Education Ted Sergi, the program has been sponsored for the past eleven years by Big Y World Class markets. Each selected school nominee receives a Governor's Scholar certificate from CAS and the thirty finalists are celebrated in May at the Governor's Scholars Luncheon. Finalists receive monetary stipends, plaques and the opportunity to take free courses at thirty-three Connecticut colleges and universities. The University of Connecticut offers each scholar who matriculates there a scholarship valued at half tuition for four years.

## **The Arts Committee**

**Chaired** by Maureen Berescik, Director of Arts for the Bethel Public Schools, this committee annually plans the high school arts banquet recognizing two outstanding arts students from each high school. Over one hundred and forty high schools were represented this year, an increase from the previous year. Once again, the arts committee was very pleased to have Jostens as its corporate sponsor.

## **The Connecticut Association of National Honor Societies**

Under the direction of Don Gates, executive director, CANHS continued with its main goal of developing and providing supportive initiatives for NHS chapter member schools. This year's featured initiative was linked to the amendments to the bullying legislation. On May 21<sup>st</sup>, CANHS will host its annual spring conference for all middle and high school chapters of the National Honor Society. Honor Society chapters that have exhibited exemplary service programs will receive special recognition at the conference. Additional conference activities will include sharing of 'best practices' at roundtables which will offer chapter members innovative ways to serve their greater school communities with positive action plans toward building positive school climates.

## **Unified Theater**

CSAC assisted Michaela Connery, executive director of Unified Theater, in implementing a planning grant of \$59,000 from AmeriCorps, which has spearheaded future planning by CAS and Unified Theater to offer this exciting student activity to our member schools. Unified Theater harnesses the energy of high school student leaders with the power of performances that feature music, acting, and dance. Whether a student is the next Broadway sensation or a neophyte in theater, the program is all about letting students experience the thrill of true inclusion in a cooperative fashion. Students take the lead as directors, writers, lighting chiefs, actors, choreographers, musicians, and stage managers. In short, Unified Theater is all about true inclusion through the arts and holds great promise as a future student activity for more Connecticut's middle and high schools.

## **BandJam**

The statewide "ultimate battle of the bands" took place at NFA on May 4<sup>th</sup> and will take place in Darien on May 11<sup>th</sup>. BandJam is for high school student "rock" or "garage" bands who simply love to play their music. The bands are treated like rock stars at the event

and the prizes are superb! Thanks to Rick Sadlon, Darien High, and Ross Sward, NFA, for their special efforts in making this event happen!

### **Geno's Reading Team**

Geno's Reading Team will be back for the 2012-13 school year! Regretfully, the UCONN women's basketball team's busy schedule and the increasing demands placed upon the coaches and players prevented the program this year. CSAC is really excited to prepare an awesome reading program with the players for next year. We will complete the program during the summer session of UCONN classes, well ahead of our launch date in October.

## **CONNECTICUT INTERSCHOLASTIC ATHLETIC CONFERENCE (CIAC) BOARD OF CONTROL REPORT**

*Bob Hale, Jr., principal of Westbrook High School and chair of the CIAC Board of Control, prepared the following report.*

### **CIAC BOARD ACTIVITIES 2011-12:**

- Monitored changes proposed to Connecticut legislation regarding concussions management. CIAC is the only authorized provider for the required coaches' training and, to date, over 7,000 coaches have been trained through the CIAC coaches' education program.
- Football playoff structure continued for the second year and the championships were held at Rentschler Field with adjustments that helped improve the financing for the event.
- The board and staff are collaborating with the Connecticut State Medical Society's Committee on the Medical Aspects of Sports on:
  - implementation of a minimum number of practices prior to individual participation in scheduled contests.
  - a proposed injury surveillance study in high school sports. A second grant proposal opportunity is anticipated to fund this effort.
- The Board continued to review and revise regulations concerning Cooperative Team Rules.
- The Board made changes to mandatory practices (team and individual) prior to the beginning of scheduled games.
- The Board continued to contend with the issue of rising expenses associated with running tournaments when revenue is flat or declining. CIAC continually seeks ways to reduce expenses and enhance revenue.
- The Board voted to expand the non-voting members of the board to include leagues that are not currently represented.
- The Board began a comprehensive review of CIAC By-Laws and regulations in three areas: Out of Season Rules, In-seasons Rules, CIAC Fines and Sanctions, and Seasons Limitations. Subcommittees met periodically throughout the year to discuss possible changes and reported to the Board. Due to the substantive nature of these rules the Board will continue discussion in 2012-2013
- The Board made adjustments to regulations as needed to accommodate schools in the aftermath of hurricane Irene and the heavy snowfall later in the fall season.
- We sponsored a successful Sportsmanship Conference held in September and the Scholar Athlete Recognition Banquet was attended by more than 1,750.
- By-law changes approved by the board include:
  - a restriction on the number of unattached outside competitions in which track athletes may participate (to be consistent with the restrictions in place for other sports)
  - changes to the "Eight consecutive Semester/Four Years of Play Rules" –waivers, when justified, will only be granted once to any athlete.
  - changes in the Sunday rules to allow ,on a limited basis, a championship final to be pre-scheduled on a Sunday after 12:30 PM when the facility necessary for the event is only available on a Sunday

The CIAC board expresses its appreciation to the entire CIAC staff for the leadership, guidance and support they provide as we serve the needs of all Connecticut student-athletes. I want to thank all of the members of our board for the dedication, commitment, and collective wisdom that they have brought to our deliberations this year.

## **CONNECTICUT PRINCIPALS' CENTER ANNUAL REPORT**

*Donna Hayward, principal of Suffield High School and chair of the Connecticut Principals' Center Advisory Board, prepared the following report.*

The Connecticut Association of Schools established the Principals' Center to address the professional development and related needs of practicing principals and to support the professional development of aspiring principals. The Connecticut State Department of Education has been an important partner with CAS in promoting the Principals' Center by providing both technical and financial assistance. Dennis Carrithers and Everett Lyons, associate executive directors of CAS, are co-directors of the Center. The Center is served by an advisory committee of experienced principals, superintendents, representatives of graduate and undergraduate educational leadership and education programs, and educational consultants.

In order to provide professional support for principals and advance the professional development of aspiring principals, the work of the Center has been organized into six strands of action:

- Strand #1 – Developing and Implementing Quality Administrator Aspirant Programs
- Strand #2 – Developing and Implementing Quality Administrator Certification Programs
- Strand #3 – Developing and Implementing Quality Induction/Mentor Programs for Beginning Principals
- Strand #4 – Providing Quality Professional Development for Career Principals
- Strand #5 – Advancing the Understanding of Issues Critical to Principals
- Strand #6 – Promoting the Effective Use of Technology by Principals

Each strand has its own committee of school administrators and consultants who plan and implement activities relevant to its focus. The existing committees have served hundreds of principals and aspiring principals throughout Connecticut this year in the provision of an impressive variety and depth of programs. In the interest of time, I will share with you here the primary activities of each committee.

## STRANDS

### ■ Administrator Aspirant Committee

One consequence of the reduction in state funding was the inability to offer a two-day residential program for aspiring administrators that had been held for eight straight years.

A sixth “future leaders” program was conducted successfully for the New Haven Public Schools. Teachers who have their 092 certification and who complete the workshop series are granted interviews for administrative positions in the district as vacancies occur. The topics addressed in these workshops included building capacity for leadership, instructional leadership in daily practice, creating and sustaining a positive climate for learning, best practices for supervising and evaluating staff, and creating and sustaining professional learning communities. Mike Buckley has led this program.

In addition, a leadership academy based on the New Haven “future leaders” model was initiated for the Meriden School District. Twenty aspiring administrators completed a five session sequence and an additional 20 are slated to complete the program during the 2012-2013 school year. Mike Buckley and Ev Lyons have led this program.

For the past five years, the Principals’ Center has opened up several of its workshops to aspiring administrators participating in Southern Connecticut State University’s Educational Leadership Program. Over 80 SCSU interns attended at least one Principals’ Center workshop this year. Also, University of Connecticut Administrative Preparation Program (UCAPP) students (and their mentors) were again allowed to attend workshops on a no-fee basis.

### ■ Administrator Certification Program (UCAPP) – Mike Buckley, Director

The Connecticut Association of Schools (CAS) and the Department of Educational Leadership at the University of Connecticut’s Neag School of Education (NSOE) have continued a partnership which aims to address an increasing shortage of qualified administrators to fill positions of leadership within Connecticut’s schools. The Principals’ Center has specific responsibilities for conducting the clinical component of the University of Connecticut Administrator Preparation Program (UCAPP), a nationally recognized series of courses and internships that prepares candidates for the 092 intermediate administrator certification and leadership positions primarily at the school building and central office levels. As an active partner in this program, the Principals’ Center brings its resources including aspiring administrator’s program, administrator induction program, statewide network of seasoned mentors, and well-established relationships with schools throughout the state. CAS and NSOE, with their combined resources, believe that they have the capacity to address the critical issue of administrator shortages and, in the process, build the premier school leader preparation program in the nation.

With regard to the seventh year experience with UCAPP, the Center successfully *managed* seven cohorts with a total of 75 students. To *manage* means to link students to experienced mentors, help students develop leadership plans tied to program objectives, meet regularly with students and their mentors, help develop authentic experiences linked to courses, translate these experiences into products and artifacts for inclusion in an electronic portfolio, become familiar with course content, and participate in the department-wide curriculum revision process to accommodate both the CAS conditions for partnership and the demands of NCATE accreditation.

### ■ Mentor-Mentee Committee – Rosie O’Brien Vojtek, Chair

For the third year, the committee re-organized the Mentor-Mentee program to a one year activity. Four sessions were held on legal issues, school culture, SRBI, and technology for teaching and learning. Forty two new administrators and their mentors participated.

The key to the success of the Mentor-Mentee Program remains the supportive, non-evaluative relationship established and sustained between the beginning administrator and the veteran mentor.

The collaboration among the CAS Principals' Center, Cooperative Educational Services (CES), and the Connecticut State Department of Education (CSDE) – again with support from the Wallace Foundation – to develop model statewide induction program components continued. Three induction academies for new administrators were held--two on *Classroom Data...Feedback, Follow-Up and Follow-Through*. and a third academy – *Getting the Climate Right so All Students Can Achieve*.

#### ■ Career Principals' Committee – Dr. Tim Breslin, chair

The Principal Center will again offer the popular Summer Leadership Institute. Through a combination of some state funding, partnering with CASCD, SERC, and additional principal center sponsorships, the Summer Leadership Institute will be held on June 28<sup>th</sup> and 29<sup>th</sup> at the Heritage in Southbury with the theme of "Getting the Focus Right." Mike Schmoker will be the keynote speaker the first day and Commissioner Stefan Pryor will do the keynote the second day. Additionally, five Connecticut schools with "the right focus" and positive student behavioral results will offer breakout sessions on the second day.

Last year's Institute garnered over 100 participants and featured Tim Waters of McRel as the keynote speaker on the Institute's theme of "Changing the Odds." Bob Hale, principal of Westbrook High School was the evening speaker using magic as the metaphor for educational change.

#### ■ Critical Issues Committee – Jeffrey Cryan, chair

The Committee continued its work with the State Department of Education on the adoption of Interstate School Leaders Licensure Consortium (ISLCC) Standards for School Leaders, sponsored by the Council of Chief State School Officers. On examining the National Standards of the Interstate School Leadership Consortium (ISLLC) the Committee identified the issue of principal performance evaluation as a broad topic in anticipation of the state adopting the ISLCC Standards. The Committee worked in conjunction with other state groups also examining the Standards to plan to provide input from principals in reacting and revising for Connecticut the Performance Expectations and Indicators for Educational Leaders.

### REORGANIZATION OF THE PRINCIPALS' CENTER

In light of the changing challenges school leaders are facing, the Principal Center Board has recommended a reorganization of the Center with proposed changes in the by-laws. The purpose of the Center will be:

"The Principals' Center is committed to supporting school leaders' efforts to enhance teaching, learning and leading in the schools of Connecticut by:

- a. Implementing quality programs to attract and develop future school leaders;
- b. Providing quality, research-based leadership development programs for beginning and experienced school leaders;
- c. Advancing the understanding of and advocacy for issues relevant to school leaders;
- d. Recognizing, celebrating and sharing exemplary achievements and best practices."

Each purpose will be reflected in the following four strands:

- a. Future School Leaders: Implement quality programs to develop future leaders;
- b. Career Principals: Provide quality research-based leadership development for beginning and experienced school leaders;
- c. Critical Issues: Advance the understanding and advocacy of issues relevant to school leaders;
- d. Recognition: Recognize, celebrate and share exemplary achievements and best practices.

In addition, the Board has recommended expanding membership from eight members to seventeen voting members including the chair and vice chair by including the chairs or vice chairs of the Elementary, Middle Level, and High School Boards of Control, two other members of each Board, respectively, and two representatives of each level elected at large.

The CAS Board of Control approved of the by-law changes that will be voted on at the 2012 CAS annual meeting.

### OTHER ACTIVITIES OF NOTE

The Center again sponsored a session of *The Breakthrough Coach* (TBC), demonstrating with thirty more teams of administrators and secretaries that it is possible to "work less, play more, and still get the job done in a normal work week." To date the Center has sponsored ten sessions with over 370 teams participating. A twelfth session is scheduled for next December 3 and 4, 2012.

The Center again offered its popular five session series on Teacher Evaluation. The program featured Tom Mooney, Superintendent of Schools Diane Ullman from Simsbury, and educational writer Kim Marshall. Over 80 school leaders attended the sessions.

The Center continued its involvement with the Connecticut - Shandong Province (China) Sister School Project, nominating schools and principals for participation and hosting a number of Chinese delegations. State Department of Education funding was secured to sponsor a seventh Principal and Teacher Shadowing Program in April. Additionally, the Center hosted several delegations of Chinese educators.

I am proud to share with you the accomplishments of the Center for this year. Particular thanks are in order for all the chairs and members of the committees for their dedication and voluntary efforts. Special thanks go also to the 226 administrators who volunteered as mentors either in the new administrator induction program (mentor-mentee) or the UCAPP program or, in some cases, both. They do it because they feel an obligation to support the next generation of school leaders, a professional service initiative that ranks among the top leadership development activities in the state. Special recognition for their contributions is also extended to: CSDE staff members, Jo Ann Freiberg, Robert Pitocco, Larry Jacobsen, Lol Fearon; Professor Casey Cobb, Educational Leadership Department, UCONN's Neag School of Education; Attorney Thomas Mooney of the Neag School of Education and Shipman and Goodwin; CAS administrative assistants Erin Guarino and Noreen Liberopoulos, and CAS Executive Director Karissa Niehoff, CAS Associate Executive Director Michael Buckley, CAS Assistant Executive Directors Susan Kennedy Director and Principals' Center Co-Directors Dennis Carrithers and Everett Lyons.

## **DISTINGUISHED SERVICE PLAQUES**

Fourteen board members completed their terms on June 30th of this year and thereby earned a distinguished service plaque. Outgoing board members included:

- Katharine Bishop, Daisy Ingraham School, Westbrook: CAS Board of Directors
- Gary Highsmith, Hamden High School: CAS Board of Directors
- Jordan Grossman, Canton Intermediate School: CAS Board of Directors
- Karen Brimecombe, John Lyman Elementary School, Middlefield: Elementary Board of Control and CSAC Board
- Jordan Grossman, Canton Intermediate School: Elementary Board of Control
- RoseAnne O'Brien Vojtek, Ivy Drive School, Bristol: Elementary Board of Control
- Sally Biggs, Hartford Magnet Middle School: Middle Level Board of Control
- Donald Slater, Hall High School, West Hartford: High School Board of Control
- Deirdra Preis, Fairfield Warde High School: High School Board of Control
- Bryan Luizzi, New Canaan High School: CSAC Board
- Martin Semmel, Southington High School: CSAC Board
- RoseAnne O'Brien-Vojtek, Ivy Drive School, Bristol: Principals' Center Board of Control
- Josephine Smith, Reggio Arts Magnet School, Avon: Principals' Center Board of Control
- Daniel Hatch, Gilbert High School, Winsted, Eligibility Committee Review Board

## **NEW BUSINESS**

### **Proposed Changes to the CSAC Bylaws:**

Sally Biggs, chair of the CSAC Board of Control, presented an overview of the proposed changes to the Bylaws of the CSAC Board of Control. Highlights included:

- "Tweaked" the language of Article II, Section A as follows: To encourage the development and effective operation of student activities ~~other than athletics~~ in CAS member schools;
- "Tweaked" the language of Article V, Section A.5 as follows: To compile and ~~distribute~~ make available to member schools ~~the~~ ~~monthly~~ periodic supplements to the CAS Advisory List of Contests and Activities; and,
- Added language to Article V, Section B.7 to include references to dance as well as cheerleading.

On a motion by Steve Wysowski seconded by Karen Fitzsimmons, the membership voted to approve the proposed revisions to the Bylaws of the CSAC Board of Control. (Unanimous)

### **Proposed Changes to the Principals' Center Bylaws:**

Donna Hayward, chair of the CT Principals' Center Board of Control, presented an overview of the proposed changes to the Bylaws of the CT Principals' Center Board of Control. She explained that the Principals Center board had engaged in some self-reflection this past year, looking at its structure and functions with a mind to making some adjustments that would position itself to provide more relevant and timely support to its member principals. The board began by revising its purposes; and, in the interest of alignment, subsequently made modifications to its structure and governance. The most noteworthy changes include a reduction from five strands to four as well as an expanded board of control. The Center's purpose, governance and board composition are prescribed by the

Center bylaws and, therefore, the proposed revisions must be approved by the entire legislative body. Those revisions include the following.

The board is proposing the following changes to its purpose.

**EXISTING LANGUAGE:**

Section 2. Purposes

- a. To meet the needs of practicing principals and assistant principals;\*
  - b. To support the principals' efforts to enhance teaching, learning, and leading in the schools;
  - c. To develop and implement quality principal aspirant programs;
  - d. To develop and implement quality induction/mentor programs for new principals;
  - e. To provide quality professional development opportunities for career principals;
  - f. To advance the understanding of issues critical to the role of principals;
  - g. To develop and implement professional development opportunities for principals in the integration of technology into the school's curriculum.
- \* (the term "principal" includes "assistant principal" subsequent to this sentence.)

**PROPOSED LANGUAGE:**

Section 2. Purposes

The Principals' Center is committed to supporting school leaders' efforts to enhance teaching, learning and leading in the schools of Connecticut by:

- a. Implementing quality programs to attract and develop future school leaders;
- b. Providing quality, research-based leadership development programs for beginning and experienced school leaders;
- c. Advancing the understanding of and advocacy for issues relevant to school leaders;
- d. Recognizing, celebrating and sharing exemplary achievements and best practices.

The board is proposing the following changes to its composition.

**EXISTING LANGUAGE:**

Article III: Board of Control

Section I: Composition

The Principals' Center Board of Control shall consist of eight (8) voting members including the chair and vice chair. There shall be two members -from each educational level - elementary, middle and high school - as recommended by their respective boards of control in addition to the chair and vice chair. In addition, there shall be non-voting consultants appointed to the Board of Control by the Board of Control .

**PROPOSED LANGUAGE:**

Article III Board of Control

Section I: Composition

The Principals' Center Board of Control shall consist of seventeen (17) voting members including the chair and vice chair. In addition, there shall be five members from each educational level - elementary, middle and high school - including the chairs or vice chairs of the Elementary, Middle Level, and High School Boards of Control, two other members of each Board, respectively, and two representatives of each level elected at large.

The board is proposing the following changes to its organization.

**EXISTING LANGUAGE:**

Article VI: Committees

Section I. Standing Committees (Strands)

A. Aspirant Program

1. Composition : The membership shall consist of a chair, and at least eight (8) additional voting members and consultants.
2. Duties: The Aspirant Program Committee, working with the Principals' Center Director, shall be responsible for the development of aspirant programs.

B. Mentor-Mentee

1. Composition: The Mentor-Mentee Committee shall consist of a chairperson, and at least eight additional voting members and consultants.

2. Duties: The Mentor-Mentee Committee working with the Director, shall be responsible for the development of Mentor-Mentee programs.
- C. Career Principal
1. Composition: The Career Principal Committee shall consist of a chair and eight (8) additional voting members and consultants.
  2. Duties: The Career Principal Committee working with the Director, shall be responsible for the development of professional development programs for experienced administrators
- D. Critical Issues
1. Composition: The Critical Issues Committee shall consist of a chair and eight (8) additional voting members and consultants.
  2. Duties: The Critical Issues Committee, working with the Director, shall be responsible for the development of programs related to specific critical issues.
- E. Technology and The Principal
1. Composition: The Technology and The Principal Committee shall consist of a chair and eight (8) additional voting members and consultants.
  2. Duties: The Technology and The Principal Committee, working with the Director, shall be responsible for developing programs for principals in the integration of technology into the curriculum.

**PROPOSED LANGUAGE:**

Article VI: Organization

Section I. Strands

- a. Future School Leaders: Implement quality programs to develop future leaders.
- b. Career Principals: Provide quality research-based leadership development for beginning and experienced school leaders.
- c. Critical Issues: Advance the understanding and advocacy of issues relevant to school leaders.
- d. Recognition: Recognize, celebrate and share exemplary achievements and best practices.

Because the bylaw changes are numerous and extensive, in lieu of presenting each one individually, we are asking the membership to vote on the revised document as a whole (see attached).

On a motion by Mike Rafferty seconded by Donna Schilke, the membership voted to approve the proposed revisions to the Bylaws of the Principals' Center Board of Control. (Unanimous)

**Report of the Nominating Committee:**

Bob Hale, Jr., principal of Westbrook High School and chair of the CAS Nominating Committee, presented for adoption the following slate of board members and officers for the 2012-2013 year.

**REPORT OF THE CAS NOMINATING COMMITTEE: 2012-2013**

**CAS BOARD OF DIRECTORS**

**Officers**

	First Elected	Term Length	Term Expires	2012 Action
<b>President</b> Fran Kennedy, Berlin High School	A* 2006	1 year	2013	Elect
<b>President-Elect</b> Donna Schilke, Smith Middle School, Glastonbury	2007	1 year	2012	Elect
<b>Vice President (High)</b> Donna Hayward, Suffield High School	2008	1 year	2012	Re-elect
<b>Vice President (Middle)</b> Richard Dellinger, Amity Regional Middle School, Bethany	2010	1 year	2012	Elect
<b>Vice President (Elem.)</b> RoseAnne O'Brien-Vojtek, Ivy Drive School, Bristol	* 2009	1 year	2012	Re-elect
<b>Secretary/Treasurer</b> Donald Macrino, Waterford High School	* 2005	3x2 yrs.	2012	Re-elect
<b>Past President</b> Katharine Bishop, Daisy Ingraham School, Westbrook	* 2005	<i>until succeeded</i>		N/A

**Class Representatives**

<b>Class L (1)</b> Bryan Luizzi, New Canaan High School	2012	2 years	2014	Elect
<b>Class M (1)</b> Jason Beaudin, Avon High School	2012	2 years	2014	Elect
<b>Class S (1)</b> Melissa Bavaro Grande, East Granby High School	* 2010	2 years	2013	N/A
<b>Middle Level (2)</b> Sally Biggs, Hartford Magnet Trinity College Academy	2012	2 years	2014	Elect
Richard Watson, Griswold Middle School, Rocky Hill	2012	2 years	2012	Elect
<b>Elementary(5)</b> Victoria Reed, Highland School, Wallingford	2010	2 years	2012	Re-elect
Gail Dahling-Hench, Pine Grove School, Avon	2009	2 years	2013	N/A
Norma Fisher-Doiron, Southeast Elementary, Mansfield	*2012	2 years	2013	Elect
Kathryn Walsh, Preston Veterans' Memorial School, Preston	2009	2 years	2013	N/A
Roxanne Augelli, Washington Elementary School, Waterbury	2012	2 years	2014	Elect
<b>Asst. Principal</b> Anthony Menard, East Hartford Middle School	* 2012	2 years	2013	Elect



## CIAC BOARD OF CONTROL

### Officers

<b>Chair</b>	Robert Hale, Jr., Westbrook High School ( <i>first appointed chair 2010</i> )	2000	2 years	2012	N/A
<b>Vice Chair</b>	Steve Wysowski, Bristol Eastern High School	}	All appointed by		
<b>Secretary</b>	Matt Dunbar, Glastonbury High School		and serve at the pleasure		
<b>Treasurer</b>	Paul Newton, Enrico Fermi High School, Enfield		of the Board		
<b>Past Chair</b>	<i>None</i>				

### Class Representatives

<b>Class L</b>	James Wenker, Newington High School**	* 2007	2 years	2012	Re-elect
	Greg Shugrue, New Milford High School	* 2008	2 years	2013	N/A
<b>Class M</b>	Eric Baim, Rockville High School**	* 2008	2 years	2013	N/A
	Margaret Williamson, Northwest Catholic H.S., West Hartford**	2008	2 years	2012	Re-elect
<b>Class S</b>	Butch Azzara, Sacred Heart High School	A 2010	2 years	2012	Re-elect
	Andrea Lavery, Portland High School	A* 2008	2 years	2013	N/A
<b>AP At-large</b>	Sheila Riffle, E.O. Smith H.S., Storrs	2010	2 years	2012	Re-elect

### Eligibility Committee

<b>Chair/Class M</b>	Rick Misenti, Guilford High School	2009	3x2 yrs.	2013	N/A
<b>L</b>	Robert Tremaglio, Trumbull High School	2008	3x2 yrs.	2012	Re-elect
<b>S</b>	Kirk Murad, Windham Technical School	* 2006	3x2 yrs.	2013	N/A
<b>At-large</b>	John Barile, Foran High School	* 2010	3x2 yrs.	2013	N/A
	Daniel Sullivan, South Windsor High School	*2007	3x2 yrs.	2012	Re-elect
	Brian Mignault, Harvard Ellis Technical H.S., Danielson	*2010	3x2 yrs.	2013	N/A
<b>AP At-large</b>	Stephen Patrino, Simsbury High School	2010	3x2 yrs.	2012	Re-elect

## HIGH SCHOOL BOARD OF CONTROL

<b>Chair</b>	Beth Smith, Shelton High School ( <i>first appointed chair in 2011*</i> )	2010	2 years	2012	Re-elect
<b>Vice Chair</b>	Andre Hauser, Coginchaug Regional High School ( <i>first appointed vice-chair in 2011*</i> )	2008	2 years	2013	N/A
<b>Class L</b>	Matthew Ryan, East Hartford High School	2010	2 years	2012	Re-elect
	Charles Britton, Amity Regional High School, Woodbridge	2012	2 years	2014	Elect
<b>Class M</b>	Pam Lazaroski, Lewis Mills H.S., Burlington	*2012	2 years	2013	Elect
	Susan McKernan, Ansonia High School	2009	2 years	2013	N/A
<b>Class S</b>	Kristina Martineau, Valley Regional H.S., Deep River	A* 2010	2 years	2013	N/A
	Paul Brenton, Putnam High School	A 2010	2 years	2012	Re-elect
<b>Asst. Principal</b>	Tiffany Violette, South Windsor High School	2012	2 years	2014	Elect
	Rita McDougald Campbell, Trumbull High School	2011	2 years	2013	N/A
<b>Past Chair</b>	Jeffrey Mathieu, Bacon Academy, Colchester	2003	<i>indefinite</i>		

## MIDDLE LEVEL BOARD OF CONTROL

<b>Chair</b>	Joseph Scheideler, Canton Middle School ( <i>first appointed chair in 2006*</i> )	2005	2 years	2013	N/A
	Kristin Reichelt-Bernier, Long River Middle School, Prospect	2010	2 years	2012	Re-elect
	Nate Quesnel, East Hartford Middle School	2012	2 years	2014	Elect
	Deborah Sullivan, Hall Memorial School, Willington	2012	2 years	2014	Elect
	Lysette Torres, Lincoln Middle School, Meriden	2011	2 years	2013	N/A
	Michael Cain, Vernon Center Middle School	2011	2 years	2013	N/A
	Susan Muirhead, Mabelle Avery M.S., Somers	2009	2 years	2013	N/A
	Carla Kennedy, Capt. Nathan Hale M.S., Coventry	A* 2011	2 years	2012	Elect
	Deane Renda, Whisconier Middle School, Brookfield	* 2012	2 years	2013	Elect

## ELEMENTARY BOARD OF CONTROL

<b>Chair</b>	Karen Fitzsimmons, Memorial E.S., East Hampton( <i>first appointed vice chair in 2011</i> )	2009	2 years	2013	N/A
<b>Vice Chair</b>	Rosie O'Brien-Vojtek, Ivy Drive School, Bristol	* 2005	2 years	2013	Elect
	Kent Hurlburt, Buttonball Lane School, Glastonbury	* 2012	2 years	2013	Elect
	Norma Fisher-Doiron, Southeast Elementary School, Mansfield	2009	2 years	2013	N/A
	Jim Cavaliere, Lyme Consolidated School, Lyme	2012	2 years	2014	Elect
	Laurie Boske, Brownstone Intermediate, Portland	2012	2 years	2014	Elect
	Kathryn Walsh, Preston Veterans' Memorial School, Preston	2010	2 years	2012	Re-elect
	Josephine DiPietro Smith, Reggio Magnet School of the Arts, Avon	2009	2 years	2013	N/A
<b>At Large Rep</b>	Roxanne Augelli, Washington Elementary School, Waterbury	2009	2 years	2013	N/A

<b>NAESP Rep</b> Gail Dahling-Hench, Pine Grove Elementary, Avon	2012	3 years	2015	Elect
<b>Past Chair</b> Lauren Elias, Tinker School, Waterbury	2008	<i>until succeeded</i>		N/A
<b>NAESP Federal Relations Coordinator</b> Victoria Reed, Highland School, Wallingford	2009	2 years	2013	N/A

**CONNECTICUT STUDENT ACTIVITIES CONFERENCE**

<b>Chair/S</b> Sally Biggs, Hartford Magnet Middle School ( <i>first appointed chair in 2010</i> )	2007	2 years	2014	Re-elect
<b>M</b> Todd Stoeffler, North Branford H.S.	* 2012	2 years	2013	N/A
<b>L</b> Kevin Ryan, Cheshire High School	2012	2 years	2014	Elect
<b>Middle Level</b> Leo Lavallee, Lincoln Middle School, Meriden	* 2012	2 years	2013	Elect
<b>At-large</b> Clydette Messiah, Hamden High School	2012	2 years	2014	Elect
Thomas McMorran, Joel Barlow H.S., Redding	* 2009	2 years	2012	Re-elect
Ken Chichester, Northwestern Regional High School, Winsted	2011	2 years	2013	N/A
Ross Sward, Norwich Free Academy	A* 2008	2 years	2013	N/A
Kirk Murad, Windham Technical High School	A* 2011	2 years	2012	Elect

**PRINCIPALS' CENTER BOARD OF CONTROL**

<b>Chair</b> Donna Hayward, Suffield High School ( <i>first appointed chair in 2010</i> )	2007	2 years	2012	Re-elect
<b>Vice Chair</b> Charles Dumais, Newtown High School	* 2011	2 years	2013	Elect
<b>High School</b> Peter Cummings, Conard High School, West Hartford	* 2012	2 years	2013	Elect
Mike Foran, New Britain High School	* 2012	2 years	2013	Elect
<b>Middle</b> Richard Watson, Albert D. Griswold Middle School, Rocky Hill	2010	2 years	2012	Re-elect
Deborah Sullivan, Hall Memorial School, Willington	2011	2 years	2013	N/A
<b>Elementary</b> Brian Hendrickson, Hop Brook Elementary School, Naugatuck	2011	2 years	2013	N/A
Kate England, Nathan Hale School, Manchester	2012	2 years	2014	Elect

**NOMINATING COMMITTEE**

<b>Chair/At-large</b> Robert Hale, Jr., Westbrook High School ( <i>first appointed chair 2010</i> )	2004	1 year	2012	Re-elect
<b>L</b> Tom Moore, Wethersfield High School	2007	1 year	2012	Re-elect
<b>M</b> Donald Macrino, Waterford High School	2010	1 year	2012	Re-elect
<b>S</b> Fran Kennedy, Berlin High School	2010	1 year	2012	Re-elect
<b>Middle</b> Joseph Scheideler, Canton Middle School	2007	1 year	2012	Re-elect
Mike Rafferty, Old Saybrook Middle School	2007	1 year	2012	Re-elect
<b>Elementary</b> Rosie O'Brien Vojtek, Ivy Drive School, Bristol	2012	1 year	2013	Elect
Gail Dahling-Hench, Pine Grive School, Avon	2012	1 year	2013	Elect
Kit Bishop, Daisy Ingraham School, Westbrook	2007	1 year	2012	Re-elect
Andrienne Longobucco, Center School, Litchfield	2004	1 year	2012	Re-elect
<b>At-Large</b> Steve Wysowski, Bristol Eastern High School	2011	1 year	2012	Re-elect
Paul Newton, Enrico Fermi High School, Enfield	2008	1 year	2012	Re-elect
Rich Cavallaro, Wilcox Technical High School, Meriden	2007	1 year	2012	Re-elect

**AWARDS AND RECOGNITION COMMITTEE**

<b>Chair</b> Mike Rafferty, Old Saybrook Middle School ( <i>first appointed chair in 2010*</i> )	A 2006	2 years	2013	N/A
Donald Macrino, Waterford High School	2011	2 years	2013	N/A
Harold Goldberg (retired)	2002	<i>indefinite</i>		Re-elect
Norma Fisher-Doiron, Southeast Elem. School, Mansfield Center	* 2010	2 years	2013	N/A
Donna Schilke, Smith Middle School, Glastonbury	2010	2 years	2012	Re-elect
Joanne Brogis (retired)	2010	2 years	2012	Re-elect
Amy Clarke, Spencer Elementary School, Middletown	* 2012	2 years	2013	Elect
Paul Newton, Enrico Fermi High School, Enfield	2012	2 years	2014	Elect
Dr. Jerome Auclair (retired)	2009	2 years	2013	N/A
Jay Brennan (retired)	2009	2 years	2013	N/A
Robert Hale, Jr., Westbrook High School (at-large rep)	2012	2 years	2014	Elect

**CIAC ELIGIBILITY REVIEW BOARD**

**Chair:** Tom Moore, Wethersfield High School  
**Present Eligibility Comm. Chair:** Rick Misenti, Guilford High School  
**CIAC Board/Elig. Comm Reps (6):**

- Class L:** Martin Semmel, Southington High School
- Class L:** Beth Smith, Shelton High School
- Class M:** Richard Cavallaro, Bullard Havens Technical High School, Bridgeport
- Class M:** Jeff Mathieu, Bacon Academy, Colchester
- Class S:** Kim Gallo, Shepaug Valley H.S., Washington
- Class S:** Paul Brenton, Putnam High School

**Eligibility Revision Comm. Reprs (2):** Melissa Bavaro-Grande, East Granby High School  
 Donald Macrino, Waterford High School

**Consultants:**

- Athletic Directors:** Dan Scavone, Danbury High School  
 Dave Johnson, Bunnell High School, Stratford
- Superintendents:** Joseph Erardi, Southington Public Schools

**CSC NOMINATING COMMITTEE**

**(Ex-officio appointments)**

- Elem. Bd. Chair** Karen Fitzsimmons, Memorial Elementary School, East Hampton
- ML Bd. Chair** Joseph Scheideler, Canton Middle School
- HS Bd. Chair** Beth Smith, Shelton High School
- CSAC Chair** Sally Biggs, Hartford Magnet Middle School
- CIAC Chair** Robert Hale, Jr., Westbrook High School
- Prin. Center Chair** Donna Hayward, Suffield High School

N/A - No action      \* - Filling unexpired term      A - Appointed      \*\* - Initially appointed/elected to the CIAC Eligibility Committee thereby entitled to three 2-year terms

There were no nominations from the floor. On a motion by Bob Hale, seconded by Donna Schilke, the membership voted unanimously to adopt the proposed 2012-2013 Nominating Committee Report as presented.

**PROPOSED BUDGET FOR 2011-2012 FISCAL YEAR**

In the absence of Treasurer Macrino, Executive Director Karissa Niehoff presented the following highlights of the proposed 2012-13 budget:

**INCOME**

- CAS DUES: No increases for the fifth year in a row for CAS dues.
- UCAPP: We are in negotiations with UCONN at this time. Last year, we experienced a reduction in first year cohorts from four to three, and reallocated resources to absorb a 10% reduction in funding from UCONN. For 2012-2013 we anticipate three first year cohorts and three second year cohorts with full support for these cohorts from UCONN.
- State Department of Education- Executive Coach program- We are unsure at this time about the status of this program. We anticipate new partnerships with key educational leaders, redefining the role of the program statewide, and support for CAS efforts from the SDE.
- CIAC Programs: While athletic programs generate significant gross revenue, overhead costs and program costs out of our control continue to rise such that CIAC programs do not generate significant revenue for the overall association as was the case in the past.
- Unified Sports: Continued growth! Lou Pear will likely continue to secure grants from Special Olympics Connecticut.
- Unified Theatre: Although not officially a part of CAS, this program experienced a successful first year and should continue to operate and grow via grants.
- Unified Arts: This is an emerging program that we would love to grow; it is also grant funded and we anticipate further expansion and funding to support growth.

**EXPENSES**

- New line items were added this year as new programs as new programs were developed (ex. School Climate and SSP workshops). We plan a revision to the budget line item structure such that budget documents reflect a more current and organized approach to allocation of resources. We also anticipate new line items as we respond to legislative initiatives and expressed needs of member principals.
- Increases in revenue will be used to expand existing programs and begin new programs. Approximately 75% of all CAS income is put directly back into programming.
- Staffing: We plan to hire a Director of Sports Information; salary to come from rights fees and website revenue. This person will

develop and manage a constant flow of information and activities via the internet; starting with CIAC activities, news and personal interest stories. Concurrently, the CAS component to our website will transition to a more attractive, current, engaging site.

• Facilities: We are just beginning an informal exploration of commercial properties for possible future expansion.

#### ITEMS FOR CONSIDERATION

1. Our new CPA, Cheryl Novicelli, is off to a tremendous start. She has identified multiple areas of practice to be streamlined and has excellent recommendations for our financial processes and reporting of CAS funds. We anticipate a very different looking budget report for Board members and reduced duplication of efforts for staff members.
2. We need to update our management system; it is 13 years old and limits our efforts to work efficiently which can cause inaccuracies. We plan to upgrade to a more comprehensive, efficient data system that will improve accuracy and efficiency for the entire association. We will begin researching possible upgrades this summer.
3. We anticipate that CAS will be the recipient of additional grant monies next year- amount unknown at this point- to implement programs that address requirements of new legislation (ex. Evaluation, Turnaround strategies, Early Childhood, School Climate) and urgent concerns for schools and communities (ex. Wellness conference).
4. CIAC sport committees will be asked to carefully review income vs. expenditures.
5. The Department of Economic & Community Development (DECD)/Connecticut Office of the Arts (COA) asked CAS to partner with them to expand, implement and manage the HOT Schools Program. We received their proposal and have sent a response with questions about program leadership and funding resources. At this time we are awaiting further information.
6. We are recognizing the need to more seriously explore the purchase of a larger building. We will be working with our financial advisor to determine if, and how, we might establish a "building fund". We also plan to have the current CAS facility assessed. We are in touch with a commercial real estate agent- introductory stage at this time- no agreements or contracts have been signed.

#### OVERALL OPERATING BUDGET

##### 2010-2011 BUDGET

The CAS Operating budget for 2010-2011 was approved at \$4,598,500.

The CAS Actual Operating Budget for 2010-2011 reflected a gross profit of \$5,665,362.35

The CAS Actual Operating Budget for 2010-2011 reflected a total expense of \$4,983,515.24

This resulted in a Net Income of \$681,847.11

##### 2011-2012 BUDGET

The CAS budget for 2011-2012 was approved at \$4,601,850.00 (less than .1% increase)

This budget was based on previous year prior to knowing actual income/expenses.

There are line items that need to be adjusted to more closely reflect actual income and expenses.

Therefore, the 2012-2013 projected budget is in closer alignment with actual numbers.

##### CAS 2012-2013 BUDGET

The proposed budget for 2012-2013 is \$5,096,455\*.

This figure includes SDE funding for the Executive Coach Program at \$675,000, a 2% salary increase for staff, and bringing line item numbers closer to actual.

This represents an Increase of \$494,605 or 10.7%.

\*This figure reflects anticipated income and expenditures for programs we have in place and a good faith estimate for new programs we have already scheduled for next year. We anticipate new programs with financial support, but do not have estimates at this time.

On a motion by Mike Rafferty seconded by Paul Newton, the membership voted unanimously to approve the proposed 2012-2013 budget as presented.

On a motion by Dave Russell, seconded by Karen Brimecombe, the 60th Annual Meeting of the Connecticut Association of Schools adjourned at 10:48 a.m.

**BYLAWS  
OF THE CONNECTICUT PRINCIPALS' CENTER**

*Revision of 5/10/12*

Article I: Name, Purposes, and Governance

Section 1. Name

The name of this organization shall be The Connecticut Principals' Center (hereinafter referred to in the Bylaws as the "Center").

Section 2. Purposes The Principals' Center is committed to supporting school leaders' efforts to enhance teaching, learning and leading in the schools of Connecticut by:

- a. Implementing quality programs to attract and develop future school leaders;
- b. Providing quality, research-based leadership development programs for beginning and experienced school leaders;
- c. Advancing the understanding of and advocacy for issues relevant to school leaders;
- d. Recognizing, celebrating and sharing exemplary achievements and best practices.

Section 3. Governance

The Center shall be governed by Bylaws, and such actions as the governing body of the Center may take consistent herewith.

Nothing in the Bylaws shall be construed to prevent the Center from pursuing objectives that are consistent with its stated purposes.

Article II: Membership

Section 1. Categories and Qualifications

- a. Regular membership shall include active members who shall be principals of CAS member schools.
- b. Special non-voting categories of membership may be established by the Board of Control, such as:
  1. Associate: available to any person who is actively interested in, engaged in or associated with any phase of educational work;
  2. Student/Aspiring Principal: available to students who are enrolled in programs in school administration/supervision and who are not eligible for active memberships;
  3. Honorary membership: available to any person awarded such membership by the Board of Control;
  4. Emeritus/Retired membership: available to those former regular members of EMSPAC or CAS, who have retired;
  5. The Board of Control may assign regular membership in the Center to active members of the educational community holding administrative positions who have leadership roles in the Center.

Section 2. Rights and Responsibilities

- a. Regular, active members of the Center shall be entitled to all of its rights and privileges, including the right to vote, hold office (e.g. chair a committee), and participate in benefits.
- b. All special membership categories shall be entitled to the rights and privileges of the Center as determined by the Board of Control except the right to vote, or to hold office.

Section 3. Membership Dues

- a. School membership in CAS will automatically include Center membership for the principal and assistant principal.
- b. Special category members will be part of the CAS dues structure.

Article III: Board of Control

Section 1: Composition

The Principals' Center Board of Control shall consist of seventeen (17) voting members including the chair and vice chair. In addition, there shall be five members from each educational level - elementary, middle and high school - including the chairs or vice chairs of

the Elementary, Middle Level, and High School Boards of Control, two other members of each Board, respectively, and two representatives of each level elected at large.

Members of the Board of Control will be appointed to two-year terms with one reappointment possible.

## Section 2. Duties and Responsibilities

The Board of Control shall be responsible to the CAS Board. The Board is empowered to:

- a. establish and update bylaws and other written policies needed to govern the Center. such bylaws and policies shall not be in conflict with the CAS Constitution or Articles of Incorporation. All such bylaws and policies shall require the approval of the CAS Board of Directors.
- b. propose public policy issues for study and propose legislation affecting association members, students and schools, to the CAS Board of Directors.
- c. act on behalf of the Center and make appropriate policy decisions.
- d. make recommendations for professional development programs and activities.
- e. review all reports of Principals' Center committees and transmit recommendations and appropriate information to Center members.
- f. establish committees and development guidelines for each committee to follow.
- g. have such other powers and perform such other duties as may provided for in the bylaws.
- h. appoint an Editor of Publications, and other such consultants as deemed necessary.

## Section 3. Meetings

The Board of Control shall meet at least three times during the membership year to conduct the business of the Center. Notice of at least ten (10) days of the meetings shall be given to all members of the board. A quorum of the board shall consist of more than 50% of Committee members.

Decisions of the Board of Control will be made by consensus to the extent possible. When this cannot be achieved, the normal procedures of Roberts Rules of Order will be followed.

## Article IV: Officers and Membership

### Section 1. Officers

The elected officers of the Center shall be:

1. Chair
2. Vice Chair

### Section 2. Board of Control /Ad Hoc Committee

The Board of Control can appoint an ad hoc Principals' Center Committee to select candidates when openings for offices occur. These candidates would be presented to the CAS Nominating Committee which will present a final slate of officers to the general membership at the CAS Annual Meeting for approval. Additional nominations may be made from the floor of the CAS Annual Meeting. If an office is contested, a vote will be taken by ballot.

### Section 3. Terms of Office

- a. The terms of office of the Chair and Vice Chair shall be two years for each position beyond the term of membership on the Board of Control.
- b. The terms of office for officers and members of the Board of Control shall be from July 1 to June 30 each year.

### Section 4. Eligibility for Office and Positions on the Board of Control

All voting members of the Board of Control shall be members of the Association at the time of election with the exception of the provision in Article II. Section 1.5.

### Section 5. Vacancy procedures.

In the event of a vacancy in the office of Chair, the Vice Chair will assume the office and serve in the offices of Chair and Vice Chair simultaneously.

Subsequent to such Vice Chair serving out the term of the resigned Chair, he/she may exercise the option of serving a full term as Chair if two-thirds of the members of the board vote to approve such option.

#### Section 6. Removal from Office.

- a. The Board of Control shall be empowered to replace any chair, or board member or committee member due to failure or inability to fulfill the responsibilities of the position.
- b. Any member who is to be considered for removal shall be duly notified, and will have the right to appeal to the full Board of Control.

#### Article V: Duties of Officers

##### Section I. Duties of Officers

- a. The Chair shall:
  1. preside at all meetings of the Board of Control;
  2. execute decisions of the Board of Control;
  3. provide leadership for the Center;
  4. represent the Center on the CAS Board of Directors;
  5. provide an annual report of all Center activities.
- b. The Vice Chair shall:
  1. preside in the absence of the Chair;
  2. assume the Chairmanship at the conclusion of the Chair's term.

#### Article VI: Committees

##### Section I. Strands

- a. Future School Leaders: Implement quality programs to develop future leaders.
- b. Career Principals: Provide quality research-based leadership development for beginning and experienced school leaders.
- c. Critical Issues: Advance the understanding and advocacy of issues relevant to school leaders.
- d. Recognition: Recognize, celebrate and share exemplary achievements and best practices.

##### Section 2. Ad Hoc Committees

The Board of Control will appoint "ad hoc committees" for specific needs and functions. Such committees will, at the close of a one year period, either cease to function or be recommended in a bylaws change to become a standing committee.

#### Article VII: Amendments

A member school may submit a proposed amendment to the Bylaws to the Principals' Center Board of Control two months before the Annual Meeting. All such amendments will be submitted to the CAS Board of Directors one month before the Annual Meeting.