

**CAS BOARD OF DIRECTORS  
Meeting of February 7, 2008**

President Rafferty convened the meeting at 3:08 p.m. Present were members Bishop, Brennan, Gagliardi, Galluzzo, Garagliano, Higgins, Kennedy, Lyons, Macrino, Mathieu, McGrath, Osypuk, Russell, Scheideler, Schilke and Vecchitto; Consultants: Barney, O'Brien-Vojtek, Polansky and; Central Office Staff: Birdsell, Buckley, Carrithers, Deasy, Malafronte, Packtor and Savage. Mrs. Packtor recorded the minutes.

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**1.0 PRESIDENT’S REPORT** - Mike Rafferty began by welcoming new board member Paul Osypuk and congratulating Vice President Kit Bishop on her bid for the position of NAESP Zone I Director. He complimented the staff and board on the continually burgeoning registry of activities that CAS offers, as evidenced by the weekly News & Events email that is sent out. He reported that the executive committee had not met since the previous meeting of the board and therefore he had no update on its activities.

**2.0 ACTION ITEMS**

**2.1 Minutes of Meeting of December 12, 2007** - The board approved the December 12, 2007 minutes as presented. (Motion: Bishop / 2<sup>nd</sup>: Russell)

**2.2 Financial Report of December 2007** - Treasurer Garagliano presented the following highlights of the financial report for December 2007:

As of December 31<sup>st</sup>, we had in our checking account a balance of \$607,216.42. At the end of December 2006, we had a balance of \$323,080.43.

(Treasurer Garagliano noted that a CAS Hurricane Relief Fund check in the mount of \$340,000 had been issued to Cameron Parish School District but the check was never cashed. A stop payment was issued and, therefore, the funds are still in the checking account.)

As of December 31<sup>st</sup>, the CAS Reserve Account had a balance of \$750,862.00. At the end of December 2006, the CAS Reserve Account had a balance of \$543,079.00.

(Treasurer Garagliano noted that \$200,000 had been transferred from the checking account to the reserve account.)

As of December 31<sup>st</sup>, the Foundation Account had a balance of \$957,245.00. At the end of December 2006, the foundation checking account had a balance of \$633,468.00.

(Treasurer Garagliano noted that \$300,000 had since been transferred from the foundation checking account to the foundation reserve account.)

The CAS Insurance Account had a balance of \$26,909.16, a balance which has remained steady over the last year.

On a motion by Treasurer Garagliano seconded by Kit Bishop, the board accepted the financial report as presented.

**2.3 Endorsement of Appointment of Fran Kennedy to the CT Advisory Council for School Administrator Professional Standards** - Secretary Garagliano reported that CAS currently has three members serving on the CT Advisory Council for School Administrator Professional Standards -- one elementary principal and two secondary school representatives. The term of one of our representatives, Michael Bunko, expired in January. Fran Kennedy, principal of Stafford High School, has been recommended to replace him.

On a motion by Ev Lyons seconded by Don Macrino, the board unanimously endorsed the appointment of Fran Kennedy to the CT Advisory Council on Administrator Professional Standards.

**2.4 Approval of Michaels Jewelers’ Proposal re: Unified Sports® Endowment** - Mike Savage reported that John

Michaels, who was instrumental in initiating the Unified Sports® Michaels Cup Awards Program, will be retiring from the family business this year. He is personally invested in the Unified Sports® awards program and would like to ensure that the funding for this program continues after his retirement. Therefore, he has asked that CAS-CIAC agree to accept an annual gift of \$5,000 from the Michaels Jewelers Foundation. This money will be deposited into a segregated account which will be earmarked exclusively for the funding of the Unified Sports® awards program. He has asked that, as long as the awards program is funded by Michaels Jewelers, that the program continues to carry the Michaels Jewelers' name.

On a motion by Donald Macrino seconded by Ev Lyons, the board unanimously approved Michaels Jewelers' proposal for funding the Unified Sports® awards program in perpetuity.

**2.5 CAS Position on CSDE High School Reform Proposal** - Mike Buckley provided some background on the genesis of the Connecticut State Departments of Education's Secondary School Reform Proposal. He encouraged members to take the preliminary position of embracing the report so that CAS could be a partner in developing the final product that would ultimately be put before the legislature. He reported that the Principals' Center Critical Issues Committee had some preliminary discussions on this issue with a mind to crafting a formal response to the CSDE proposal. The committee has established some "talking points" which it would like to incorporate into a formal position statement. The committee feels that a timely response is imperative and would like to finalize a statement by the end of February. He asked members to read and react to a draft response that was in their packets. He explained that, in developing this draft response, the Critical Issues Committee focused on those concepts which represented an overlap between the current CSDE proposal and the high school framework proposed by a committee led by former commissioner Dr. Betty Sternberg several years ago. Mike Galluzzo, chair of the Critical Issues Committee, noted that the framework put forth by Dr. Sternberg's committee was a product of significant practitioner input and that the committee members felt that they could support those expectations and requirements which were represented in the original framework and also in the new CSDE proposal. Members felt that the framework's recommendations were reasonable and were likely to draw widespread support. Mike Galluzzo further noted that the response his committee drafted did not address specifics such as core courses and graduation requirements. He intends to establish an ad hoc committee to flesh out some of those more specific issues.

Mike Buckley noted that CAPSS is also working on crafting a position and that, in the event that there is considerable overlap, it might be possible to move forward with a joint statement. However, if that does not pan out, CAS should issue its own.

In response to Mike's request for feedback on the draft position statement, board members offered the following reactions and recommendations.

- The tone of the introduction should be softened so that there is less of a focus on what Connecticut is failing to do for its students.
- The scope of the involvement of educational leaders in the reform process should be broadened to include elementary principals.
- The reform effort should also include the voice of teachers.
- There should be some mention of the need to undertake an independent cost analysis so as to give the results greater credibility.
- The document should recommend professional development for teachers and leaders.
- The focus on educational equity should be sharpened.
- While it is important for the document to have a positive and supportive tone, it is also important not to lose site of the fact that some of the proposed reforms are flawed.

Earle Bidwell noted that several middle level leaders would have the opportunity to discuss this position statement at the New England Middle Level Symposium taking place next week.

Members unanimously agreed that it was important for CAS to take a formal position on this issue (motion: Lyons / 2<sup>nd</sup>: Bishop). They asked the staff to incorporate their suggestions and recommendations to send the revised document to board members prior to releasing it to the commissioner.

**2.6 Approval of CAS Position on Alternative Certification Proposal (UCAPP-UL)** - Mike Savage first updated the board on status of *New Schools for New Leaders*, noting that this issue generated one of the greatest board discussions in

recent history. He reported that Commissioner Mark McQuillan hosted a meeting held on January 30th which was attended by all the Connecticut university deans who sponsor administrative certification programs. At that meeting, Commissioner McQuillan announced that the Hartford school system had applied for acceptance into the *New Leaders for New Schools* (NLNS) program. At the present time, Hartford is waiting to see if *New Leaders for New Schools* will approve its application for this year. The commissioner assured all meeting attendees that if NLNS does business in the state, no concessions of any nature will be forthcoming from his department. In other words, certification requirements will not be compromised for the benefit of NLNS. Mike's understanding is that this is a Hartford initiative and no other school system is involved. A letter expressing the position of CAS was sent to Commissioner McQuillan following the last CAS meeting (letter was included in packets).

As for the Alternative Certification Proposal (UCAPP-UL), Mike reported that an accelerated administrative certification program has been developed by CAS in partnership with UCONN. The above referenced meeting was called for the purpose of discussing accelerated administrative certification programs that could serve to alleviate the immediate need for urban administrators. The CAS/UCONN collaborative was the only group which was able to advance a new accelerated initiative at that meeting. It is a program which closely parallels the *New Leaders for New Schools* plan. In a phone conversation with the commissioner on Friday, February 1st, he received the "greenlight" and was told that there would be no need for any CSDE approvals. Efforts are now underway to determine ways to fund the first cohort of 15 applicants.

Mike further reported that he and Mike Buckley met with Dean Richard Schwab of UCONN the previous week, at the dean's request. One of the purposes of the meeting was to discuss ways of funding UCAPP-UL. At the present time, there is hope that there will be potential sponsorship money available through the university's urban CommPACT initiative. This initiative received \$500,000.00 in funding from the state legislature for this year. However, none of that money will be used to develop new urban leaders through UCAPP-UL. Schwab is seeking private sponsorship money. Other than the funding issue, the UCAPP-UL accelerated administrative certification initiative is ready to receive applicants.

Mike concluded by noting that, as a result of CAS' work with the CSDE, its involvement with executive coaching, its partnership with UConn and UCAPP / UCAPP-UL, and its recent discussions with Dean Schwab in the promotion of CommPACT, it is possible that CAS will have become the premier organization for designing, implementing and administering perhaps the most effective strategy, for increasing student achievement in our most needy schools.

On a motion by Janet Garagliano seconded by Ev Lyons, the board voted unanimously to move forward with the partnership with UCONN to promote the UCAPP-UL.

**2.7 Investment Statements for CAS Foundation and CAS Reserve Accounts** - Mike asked the board to review the investment statements contained in their packets. The exhibits reflected the current investment portfolios for the CAS Foundation and Reserve Accounts which are currently managed by the Trust Company of Connecticut. He asked board members if they had any reservations about the way the portfolios were structured or if they had any concerns with allowing the CT Trust Company to continue handling these investments. Following questions from members, it was agreed that it would be beneficial to review the current investment structures both internally (e.g., by the executive committee) and, if necessary, externally (e.g., by an independent financial advisor) and that a schedule should be established so that these investments are reviewed on a regular basis.

**2.8 Annual Meeting Mailing Procedures** - Karen Packtor explained that, each year, the association sends out a massive mailing to all member schools just prior to the annual meeting. The mailing ranges anywhere from 25-30 pages and contains all of the various materials necessary for our member school principals to conduct their annual "business" – e.g., proposed bylaw changes, annual board reports, nominating committee report, etc. In the recent years, as attendance at the annual meeting has continued a steady decline, it has become increasingly apparent how wasteful this mailing is, in terms of costs, materials, and labor. Each year, the staff prepares just under 1,000 annual meeting packets. The preparation of these packets requires, at minimum: three full days of two secretaries' time; 56 reams of paper; 4 boxes of manila envelopes; and over \$1,300 in postage costs. This is a considerable investment of both human and financial resources, one which can hardly be justified when the average annual meeting attendance in the past five years has been 75 participants. Beginning this year, the staff would like to implement a new procedure for disseminating annual meeting materials - namely, electronic transmission. The staff plans to send an email to every member school principal which will contain links to all of the annual meeting documents. These documents will be posted on our website and principals can, if they so choose, download and print them.

This new procedure would in no way violate the precepts of the CAS Constitution. At present, there are only two references in the Constitution relative to the mailing of annual meeting materials (see attached) and neither of those specifically constrains us to the use of the "snail mail" (i.e., traditional mail service through the U.S. Post Office).

By implementing this new procedure, the association stands to save a minimum of \$1,700 each year. The staff is seeking the board's endorsement of this procedural change.

On a motion by Ev Lyons seconded by Dave Russell, the board voted unanimously to allow the electronic transmission of all annual meeting documents.

**2.9 CSDE-CAS Agreement re: Executive Coaching** - Mike Savage reported that he needed to get the board's approval of the CAS/CSDE Executive Coaching Agreement but that, unfortunately, it was currently sitting in the attorney general's office awaiting review and approval. He would like to try to relay the substance of the contract so that the board would feel comfortable approving it even without being able to see it in black and white. He provided the following details:

- The agreement will be a three-year contract between CAS and the Connecticut State Department of Education, effective February 1, 2008 - June 30, 2010.
- The state department of education has identified 12 school districts that are in need of improvement and it will be CAS's responsibility to provide principals in those schools/districts with professional and technical support. More specifically, CAS agrees to: 1. Recruit, Train, Supervise, and evaluate executive coaches in order to support the leaders of low-performing schools to improve student achievement; 2. Provide the professional development necessary to support the achievement of the school leaders of low-performing schools personal/professional goals and school/district goals; and, 3. Create a web-based electronic meeting place and clearing house that allows for data collection, networking, the sharing of resources and best practices, and the implementation of an accountability system for CAS and the CSDE.

In exchange for these services, CAS will be compensated in an amount not to exceed \$1,125,000 (\$385,000 for the first year; and, \$370,000 each for the second and third years). The money that CAS is paid will be used to pay executive coaches, to provide professional development programs, to develop the technology resources outlined in the proposal, and to evaluate the program.

On a motion by Harry Gagliardi seconded by Ev Lyons, the board voted to accept the terms of the executive coaching agreement between CAS and the state department of education.

In a separate motion, the board voted to empower the executive director to sign a corporate resolution executing the contract between CAS and the CSDE. (Motion: Lyons/ 2<sup>nd</sup>: Macrino)

### **3.0 EXECUTIVE STAFF REPORTS -**

Regina Birdsell reported that: (1) The 3<sup>rd</sup> Annual Data Showcase would be held on May 13<sup>th</sup> and 14<sup>th</sup>. Day one of the event would focus on climate and culture and would feature a keynote presentation by Jane Bluestein, while day two would address the theme of "leadership and change" and would welcome keynote speaker Brian McNulty. Registration will open on March 1<sup>st</sup>; (2) A large elementary coalition from Connecticut will be traveling to Tennessee to attend the NAESP national convention in April. Kit Bishop will be running for the position of Zone 1 Director and the staff will be helping with her campaign; (3) The Elementary Parent Volunteer Recognition Banquet will be held on March 18<sup>th</sup>. Elementary schools are encouraged to participate; (4) In December, the elementary division ran three workshops, all in different areas, on the new Science CMTs; (5) She and Lou are working at ways to increase the number of NAESP memberships processed through CAS.

Lou Pear announced the following upcoming events: (1) Environmental Science Day at Wesleyan University, March 17<sup>th</sup>; (2) a second Marine Science Day at the Connecticut river Museum in Essex; and (3) the 2<sup>nd</sup> Annual Secretaries' Conference at Water's Edge on April 25<sup>th</sup>. Lou also noted that he was putting together an Urban Schools Committee which will hopefully meet for the first time in March.

Dennis Carrithers reported that the 2008 Legislative Session had opened the day before. This session will be a hort one, which means there will be no budget measures. The Legislation Committee had decided that it would focus on advancing one or two key issues rather than trying to tackle a number of them. The committee was currently focusing on the high school reform proposal and bullying issue as it relates to creating climates of respect. This year there will be a legislative review of the BEST program and there will hopefully be an opportunity for CAS to weigh in on this issue. The Legislation

Committee had hosted a forum with Representative Fleischmann and was hoping to arrange one with Senator Gaffey. Dennis also reported that the NASSP convention was coming up on February 22<sup>nd</sup> in San Antonio, TX. Approximately thirty Connecticut principals would be attending.

In Paul's absence, Bill Barney reported that: (1) The sportsmanship initiative is off to a great start, with over 600 participants attending the first annual sportsmanship conference held in the fall; (2) The board is currently looking at its composition to determine if there are other ways to structure the board so as to better represent its constituency; and (3) The fall tournament revenues were a little disappointing.

Mike Savage also noted that the CIAC Exemplary Interscholastic High School Athletic Program Evaluation Model has been hugely successful and is considered a model for the country. The CIAC staff will be doing a presentation on the program at an upcoming National Federation conference.

Mike Buckley reported that the Principals' Center was once again collaborating with the state department and CES to offer two leadership academies, one on data and one on change. The collaborative has also received funding from the Wallace Grant run a third academy on climate and culture. The Center is looking to expand its aspiring administrators program and will be collaborating with EASTCONN to run a five-session series for aspiring leaders. The Center is co-sponsoring its third principals' shadowing program (PSP) and the Freidman Foundation has just recently approved funding for a fourth program. Lou Pear will be traveling to China as part of this year's PSP. The Center will be releasing a brochure which offers a comprehensive look at all of the professional development opportunities that are offered by the Center.

Mike Savage reminded members that the CAS staff had met with the general managers of Connecticut Public Broadcasting, Inc. (a/k/a CPTV) and WFSB (a/k/a Channel 3) in early December to discuss a potential a partnership which would allow for the broadcast of CIAC high school athletic contests on CPTV-2 or a digital program service of CPBI. This will be a joint venture between the two broadcast companies, CPTV and WFSB. They asked for a 3-year agreement with CAS-CIAC and asked for exclusivity rights. The contract was just signed today. CAS-CIAC did not ask for any rights fees in the first three years of the agreement because of the money that will need to be expended to get this venture up and running. If successful, the parties will renegotiate a new contract in three years and CAS-CIAC can seek rights fees based on how much revenue is generated (similar to the current agreement between CPTV and Uconn). The contract specifically stipulates that football and boys and girls basketball will be broadcast, with the possibility of broadcasting other sports such as ice hockey. The CPTV-WFSB collaborative has the right of first refusal on all tournament broadcasts.

## 4.0 DISCUSSION ITEMS

### 4.1 2006-2008 CAS Board Goals: Progress Reports -

- 4.1.a **Goal 1** Karen Packtor directed members to the action plan that was included in their board packets. She explained that the plan contained seven action steps, several of which had already been completed, the rest of which were near completion. She then elaborated on the report given by Mike Savage regarding the evolving partnership with CPTV/WFSB. She noted that one of the CIAC received a lot of good press following the football broadcasts in the fall. Furthermore, the association had the opportunity to develop some promotional spots that were aired on CPTV in the weeks leading up to championship weekend. One of the spots was designed exclusively to promote the CIAC. So this was pretty critical public relations opportunity for the association. Even better, there is potential for this partnership to expand beyond the sports fields into the classrooms and the music halls and such. And CAS-CIAC will be the conduit through which that happens, which means even greater public relations opportunities for the association and its member schools.
- 4.1.b **Goal 2** Lou Pear reported that he was putting together a new committee of urban administrators. Thus far, he has principals from Waterbury, Hartford and Windham who have agreed to serve. He is still looking for other candidates.
- 4.1.c **Goal 3** Regina Birdsell reported that the staff was currently trying to get a sense of the reasons why schools don't join CAS. They are working on ways to do a better job of spreading the word about the benefits of CAS membership.

- 4.1.d **Goal 4** Mike Buckley reported that the new partnership with EASTCONN is a perfect example of the progress that is being made in recruiting teachers into the ranks of school administration. Furthermore, Mike noted that the Principals' Center has now taken on a second cohort of future leaders in the New Haven school district and is looking to expand its future leaders model into all urban districts. Finally, he reported that the Center's aspiring administrators' conference in fall drew a record number of attendees.
- 4.1.e **Goal 5** Mike Buckley reported that, through the UCAPP program, participants are invited to participate in CAS workshops and conferences. These participants will be our future board and committee members.
- 4.1.f **Goal 6** Dennis Carrithers reported that more active steps were being taken to encourage principals to join NASSP through CAS. Currently, there are 381 Connecticut principals who are members of NASSP; only 110 of those principals have joined through CAS. NASSP offers incentives to state associations, so CAS stands to gain financially by increasing the number of NASSP memberships processed through our association. We have just finished collaborating with NASSP on a joint brochure that will promote both CAS and NASSP membership. We expect the printed brochures to be arriving soon.
- 4.1.g **Goal 7** Karen Packtor reported that when the new phone system was installed, some infrastructure upgrades were made which have fully integrated the voice and data networks. So, there is now a solid, baseline infrastructure on which to build if members wish to expand our tele-conferencing capabilities and/or move in the direction of video- and web-conferencing. If we are to do either, we will need to invest in additional hardware/equipment. But, before making an investment in this area, we need to have a better sense of just how practical and beneficial these more advanced communication systems will be for the association as well as our member schools. While virtual meetings can save time and travel costs, there are certainly advantages to face-to-face meetings. And our association's operation may not necessarily lend itself to transitioning over exclusively or even primarily to virtual meetings. We have just completed a staff survey on present and potential future use of tele-, video- and web-conferencing; and we will now be surveying our board and committee members on this issue. We need to have a better sense of how they feel about venturing into the world of virtual meetings, especially since there may be on-site implications for them (i.e., purchasing needed equipment and/or software applications). We are also in the process of doing a cost analysis to determine how much we might be able to save in travel and meal expenses and whether or not those savings could offset the equipment expenses that would be incurred.

## 5.0 CONSULTANT REPORTS

**5.1 CAPSS** - No report given.

**5.2 NAESP** - Rosie Vojtek reported that she was working with Regina and Lou to find ways to boost NAESP memberships. She also reported that she was looking forward to the opportunity to promote Kit's candidacy for NAESP Zone 1 Director.

**5.3 NASSP** - Don Macrino reported that the NASSP convention would be held in mid February in San Antonio. Connecticut would be setting up a booth so our state will have a presence. He also reported that Connecticut representatives have been engaging in preliminary discussions in anticipation of the summer federal relations conference sponsored annually by NASSP and NAESP.

On a motion by Fran Kennedy, seconded by Rosie Vojtek, the meeting adjourned at 5:08 p.m.