

**CAS BOARD OF DIRECTORS
Meeting of October 13, 2005**

President Gates convened the meeting at 3:10 p.m. Present were members Alvaro, Biggs, Bishop, Elias, Gagliardi, Garagliano, Galluzzo, Lavery, Lyons, Macrino, Mahoney, McGrath, Pitocco, Rosato, Vance and White; Consultants: Auclair, Barney and Cavallaro; Central Office Staff: Bidwell, Birdsell, Buckley, Carrithers, Carroll, Hoey, Packtor, and Savage. Mrs. Packtor recorded the minutes.

1.0 PRESIDENT’S REPORT -

President Gates welcomed new members : Carole Alvaro, Harry Gagliardi, Don Macrino, and Jody Goeler (not in attendance)

President Gates reported that (1) in July, he attended the national leaders conference in Washington, D.C. along with several CAS members, including Gina Vance, Renata Lantos, Lou Pear, and Jerry Auclair. The conference afforded them with opportunity to meet with federal legislators to discuss pressing educational issues and, in particular, NCLB; (2) in early September, he met with Mike Savage and the members of the executive committee to discuss a number of critical issues, including CAS investment funds; staffing needs and their impact on the organizational structure; reliance on outside funding sources for administrative salaries; and, paying off the existing building mortgage; (3) in late September, he met with the staff to discuss goals/initiatives/concerns for the coming year. It was a productive meeting, with everyone sharing their individual views and perspectives on the current and future operation of the association. As a result of that meeting, it was decided that we would revisit the 3-Year Plan to evaluate how much progress we have made and to determine if the plan continues to accurately reflect the association’s needs and objective; and (4) he attended the October 3rd “Celebration of Thanks” featuring President Bill Clinton. He praised Bob Carroll for his efforts in organizing an outstanding, exciting, and meaningful event.

2.0 ACTION ITEMS

2.1 Minutes of Meeting of February 3, 2005 - Approved for the record and for publication the minutes of the meeting of April 7, 2005. (Motion: Barney/ 2nd: Lyons)

2.2 Financial Reports of January and February 2005 -

- ▶ As of September 30th, we had in our checking account a balance of \$704,667.53. At the end of September 2004, we had a balance of \$552,982.56.
- ▶ As of September 30th, the CAS Reserve Account had a balance of \$501,388.76. At the end of September 2004, the reserve account had a balance of \$479,731.49.
- ▶ As of September 30th, the Foundation Reserve Account had a balance of \$545,927.27. At the end of September 2004, the Foundation Reserve Account had a balance of \$490,714.76.
- ▶ The CAS Insurance Account had a balance of \$24,849.64, a balance which has remained steady over the last year.

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

2.3 Approval of 2005-2006 Meeting Dates - The board accepted the proposed 2005-06 calendar by consensus. The following meeting dates were approved:

September 8, 2005 / Executive Board / 2:00 p.m.
October 13, 2005 / Full Board / 3:00 p.m.
November, 2005 — no meeting
December 12, 2005 / Full Board / 3:00 p.m.
January, 2006 — no meeting
February 9, 2006 / Full Board / 3:00 p.m.
March 9, 2006 / Executive Board / 12:00 noon
April 6, 2006 / Full Board / 3:00 p.m.***
May 11, 2006: Annual Meeting
June, 2006 — no meeting

2.4 Auditor’s Report for July 1, 2003-June 30, 2004 - Executive Director Mike Savage reviewed the highlights of the auditor’s report, noting that it reflected a “picture of solvency.” He reported that the “balance of fund” as of July 1, 2003 was \$1,199,142, an increase of \$207,409 over the previous year. Mike attributed the favorable financial report to a particularly successful football season and the addition of assets from the CT Debate Society and the CT Association of Student Councils. Some additional good news was that the report reflected a reverse in a multi-year trend of decreasing profit margins. He noted that the association’s expenditures were in excess of what was budgeted but so too was the association’s revenue (see table below)

	<u>Budget</u>	<u>Actual</u>	<u>Favorable/(Unfavorable)</u>
RECEIPTS	\$2,632,860	\$2,913,828	\$280,968
EXPENDITURES	\$2,631,360	\$2,772,664	\$(141,304)
NET	\$1,500	\$141,164	\$139,664

Mike reminded members that, based on a directive from previous boards, no corporate dollars are used for operating expenses except in the case of program-specific sponsorships.

Board members declined an offer to have the auditor appear before the board for a formal review of the report.

On a motion by H. Gagliardi seconded by A. Lavery, the board accepted the auditor’s report as presented.

2.5 UCAPP Agreement - Mike Savage reviewed for members the “Personal Service Agreement” that was negotiated between CAS and UConn. The agreement outlines what CAS’ responsibilities will be with respect to the administration of the internship portion of UCAPP. It also delineates a payment schedule which includes cohort leader salaries, travel expenses, and secretarial services. As per the agreement, UConn has committed to paying out \$96,494, though all those dollars will not necessarily come to CAS. Mike indicated that he felt very good about the negotiations process and was comfortable with the outcome.

Mike Buckley provided board members with some background information as to how the partnership with UConn came to be. He reminded members that, amidst the staff’s planning for an advanced alternative administrative certification program, CAS had been contacted by Uconn to see if we might be interested in administering the internship portion of university’s UCAPP program. The request was made because UConn was looking to keep its NCATE endorsement; however, the NCATE standards would be changing in the near future and the UCAPP program, as it was currently designed, would not meet the new standards. Rather than redesigning the internship portion to meet the new standards, UConn had asked CAS to take over the leadership, management and administration of this piece.

Mike reported that the partnership had been solidified by a Memorandum of Understanding which was signed by CAS and UConn in February. The formal agreement was recorded with the Office of the Attorney General on August 25, 2005. CAS is currently responsible for overseeing three out of four first-year cohort groups. One of the three cohorts is being led by Mike Buckley (UCAPP East); one is being led by Regina (UCAPP West); and one by Mike Nast (Stamford). There are currently 47 students involved in these 3 cohorts and they have each been assigned a mentor. The cohort leaders are working with UConn professors to ensure that there is a connection between the students' classroom and practicum experiences. Next year, CAS will be responsible for at least 7 and possibly 8 cohort groups. Mike emphasized that the cost of overseeing these groups would be borne entirely by UConn and that these responsibilities should be carried out at no cost to CAS.

On a motion by J. Auclair, seconded by H. Gagliardi, the board voted to support the Personal Service Agreement entered into by CAS and UConn.

3.0 EXECUTIVE STAFF REPORTS

Bob Carroll reported that, due to the change in dates of the administration of the CMTs, the annual environmental and leadership conferences have been moved up to January.

Dennis Carrithers reported that Commissioner Betty Sternberg had created a task force to study high school reform. The committee, which includes representatives from CAS, CAPSS, business, higher education, and the SDE, will be asked to set forth recommendations for reforming high schools in Connecticut -- i.e., they will be answering the question "What should a CT high school look like?" The commissioner will then take the recommendations to the legislature.

Mike Buckley reported the following: (1) the Principals' Center has been over-whelmed with requests for mentors this year. There were 78 new administrators (mentees) this year, compared with 44 last year. We have exhausted our resource bank, having matched 68 mentors to mentees, and are still in need of some additional mentors; and (2) in October, the Principals' Center hosted its annual aspiring administrators conference, "GETTING READY TO BE READY," at the Dolce Heritage Inn and Conference Center in Southbury, October 6 & 7, 2005. This is a residential program for selected aspiring administrators who are nominated by superintendents and/or principals. Forty-five teachers attended. The evaluations were fantastic.

Matt Fischer reported that a new feature had been added to the website which allows users to subscribe to e-mail lists whereby they can receive position vacancy announcements via e-mail. We believe this will be a very popular and helpful feature once we have spread the word about it.

Paul Hoey reported that (1) the CIAC was not currently involved in any court cases or facing any legal challenges; (2) it has established a coaching recertification program which will provide coaches with opportunities to earn the 15 CEUs that are required for license renewal by the state department; (3) the CIAC is sponsoring a workshop for coaches, athletic directors and principals which will address legal issues surrounding high school athletics. All principals are encouraged to attend; (4) the CIAC board has approved a program evaluation model which is designed to assist athletic and school administrators in providing an exemplary interscholastic athletic program to all their students that is clearly linked to the academic mission of the school. The model will be piloted this year; (5) the CIAC launched a Hurricane Katrina Relief Effort which encouraged schools to donate portions of their gate revenues to the hurricane relief fund. The response from member school sports programs has been very gratifying.

Mike Savage reported the following: (1) that CAS had entered into a partnership with Grenier Studios. In exchange for being designated as CAS' "official photographer," Greniers will do the photography for all of the association's banquets and major functions free of charge. This partnership should save CAS appx. \$7,500 year; (2) that the "Celebration of Thanks" featuring President Bill Clinton was a rousing success and a learning experience for all of the staff. He commended Bob Carroll for his courage in undertaking something of this magnitude, for his tenacity in seeing it through, and for his hard work in orchestrating such a successful event. He was disappointed that CAS did not receive the kind of press coverage that he had hoped; but he was pleased that the event itself received extraordinary media attention; (3) that the meeting involving the staff and President Gates provided a wonderful forum for an open dialogue about the future direction of the association. It also served to generate a number of issues/concerns that require further discussion and

attention. Of greatest concern are the over-lapping of services among the divisions and the future staffing needs that will result from the expansion of UCAPP. Mike expressed his desire to host an all-day retreat for the executive staff so that they might have the opportunity to discuss some of these “larger” issues in an environment where they will be free from the usual office interruptions. (On a motion by B. Barney seconded by E. Lyons, the board voted to authorize Mike to arrange an all-day retreat for the staff.) Mike expressed his intent to return to the board with recommendations for a possible organizational restructuring which would address the additional staffing needs and prevent the duplication of services; (4) that Regina Birdsell, former principal of Academy School in Madison, has joined the central office staff as a coordinator for UCAPP. In addition to her UCAPP-related responsibilities, Regina will also be working alongside Bob Carroll as an assistant executive director for elementary education. Regina and Bob will collaborate in overseeing the delivery of CAS programs and services at the elementary level. For the present, Bob will focus his efforts on student-oriented activities and special projects, which are his strengths, while Regina will work predominantly in the area of professional development; (5) that, due to the association’s rapidly increasing reliance on technology, Matt Fischer has been moved from a part-time employee to a full-time employee. It was initially agreed that Matt would gradually move from part-time to full-time over a 3-year period. However, his work has become too valuable and he has been spending in excess of 40 hours a week doing CAS work, so it was appropriate to make the transition now; (6) that with its new coaching recertification program, the CIAC is making inroads in its goal to provide professional development opportunities for coaches. The CIAC has also made progress in its efforts to re-involve officials in the association by establishing an officials organization under the CSA-CIAC umbrella. Both these initiatives have required hiring additional staff, but at no cost to the association. These will be revenue generating operations which will ultimately be self-supporting; (7) that a new receptionist was hired who is currently employed under a 43-week contract. She is a recent high school graduate who has displayed skills far beyond that of a receptionist. Hopefully she will grow into a 52-week position with greater responsibilities; (8) that Bob Ford has been having tremendous success with his financial development work. He has succeeded in securing sponsors to cover our existing programs and has attracted new sponsors as well; (9) in that the building is in need of some maintenance (e.g., carpets replaced, windows washed) and there is no money in the budget for capital investments, he asked for and was granted permission by the executive committee to undertake some basic but much-needed maintenance/repairs; (10) that the association’s financial standings are such that the board should consider retiring the existing building mortgage. The current mortgage has a balance of appx. \$178,000 and is subject to a mortgage rate of 6.59%. Retiring the mortgage would have the ancillary benefit of allowing CAS to be free from the current constraint of having to use its mortgage company for the association’s investments. Being free of a mortgage would also help us should the board find itself in the position of shopping for a new facility. Mike indicated that he had a considerable degree of comfort that the board wouldn’t be depleting all of its reserves by paying off the balance and he expressed his desire to move forward with doing so in the very near future.

Board member Harry Gagliardi suggested allocating additional resources for technology upgrades including staff training.

4.0 DISCUSSION ITEMS

4.1 NAESP/NASSP Membership Update - Earle Bidwell reported that CAS continues to take pride in its strong relationships with NAESP and NASSP. Despite a recent trend of declining enrollments (Massachusetts lost 26% of its indirect members last year), Connecticut ranked first in the region and achieved a nearly 20% increase in indirect NASSP memberships. Much of CAS’ success is attributed to Sharon Regan, who has been making diligent efforts to see to it that Connecticut principals enroll in their national associations through CAS.

4.2.2 Goal #1 Progress Report - Karen Packtor reported that a number of significant changes were made in an effort to attract more principals to this year’s annual meeting. First, the meeting was moved off-site. This year’s event was held at the picturesque Saint Clements Castle on the scenic Connecticut River in Portland. Secondly, in lieu of an afternoon meeting followed by an awards dinner, all of the business was conducted within the confines of the school day. Thirdly, a professional development component was added - that is, there was a keynote speaker to “kick off” the meeting. And, finally, both the business meeting and the awards ceremony were scaled back in order to shorten the overall length of the program. The changes that were implemented this year were in keeping with the suggestions made by members in the annual meeting survey that was conducted last fall. Based on feedback solicited informally from this year’s attendees, it would seem that the changes that were made this year were tremendously successful. The new venue received enthusiastic approval from participants; and there was considerable support for the new timetable (e.g. morning business meeting followed by afternoon awards luncheon). There was also unanimous support for the elimination of the six individual

board reports in favor of a single slideshow which incorporated each of the board's highlights for the year. There is still some debate as to whether or not adding a professional development component is a benefit or a drawback. The addition of a keynote speaker this year was not tremendously well-received; but it is hard to say whether or not that was a function of the particular speaker we chose this year. While it is believed that the changes made will, ultimately, have a positive impact on attendance rates, it is also believed that it may take a couple of years before the impact is realized.

4.2.2 Goal #2 Progress Report - Bob Carroll reported that the committee developed a series of strategies for attracting new members. Among them are:

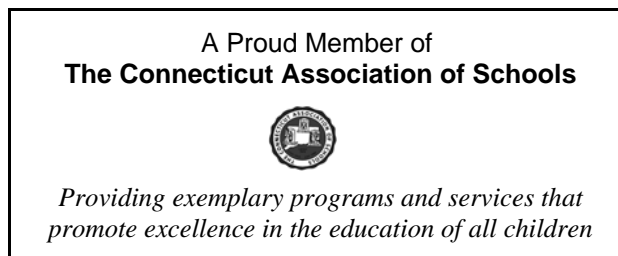
1. Making personal contacts with principals of non-member schools
2. Collecting data to determine who is active and who isn't
3. Hosting meetings at regional sites to facilitate participation of principals from outlying areas
4. Encouraging individuals who have been honored by CAS to become active in the association
5. Examining existing committees to see if they are purposeful, vital and necessary
6. Using the Principals' Center for outreach efforts.

The implementation of these strategies was begun last year and will continue in the coming year.

4.2.3 Goal #3 Progress Report - Mike Buckley acknowledged that the way in which CAS currently approaches student activities is fragmented and that there is an immediate need to devise a more efficient and coherent means of delivering services to students. This will likely require some organizational restructuring and some additional resources, and this will be a major topic for discussion at the staff retreat.

4.2.4 Goal #4 Progress Report - Matt Fischer reported that, with direction from the goal committee, he has designed nine variations of a new CAS logo. These designs were put on display at the annual meeting at which time feedback was solicited from the member school principals in attendance. Unfortunately, there was no clear favorite among the nine. Therefore, at the suggestion of Don Gates, CAS president and goal committee member, it was decided that a logo contest will be sponsored through which designs will be solicited from students in our members schools. A prize will be awarded to the creator of the winning design. The contest will be offered this fall with the hope that a new logo will be in place by the end of the 2005-2006 school year.

Bill Barney suggested that what CAS needed was more of a "media image" than a new logo. Members agreed that, in addition to a logo or a media image, CAS needed to engage in more aggressive efforts to promote itself with its members as well as with the general public. Jerry Auclair suggested creating banners for member schools which would advertise the school's membership in CAS -- e.g.



Bill Barney suggested creating stock news items about CAS-related activities/events that could be distributed to schools for use in their individual school newsletters.

4.2.5 Goal #5 Progress Report - covered in item #2.5

4.2.6 Goal #6 Progress Report - Dennis Carrithers reported that the goal committee agreed that CAS should continue with its unofficial role of serving as a clearinghouse for individuals either seeking an employee or employment, but that it should not expand into a more formal search agency. It was decided that CAS should continue to publicize job opportunities, but that it should not move into the area of making endorsements or recommendations. While the committee felt that the goal was consistent with the CAS mission of providing services to schools and students, it felt that it needed to be careful of the potential conflict of interest in endorsing candidates. Dennis noted that, with the new UCAPP agreement, CAS may decide to take a more formal role in placing leaders in schools. This issue will likely be a topic for future discussion.

4.3 Three-Year Plan - Members agreed that the Three Year Plan was an important document which set a clear vision and direction for the association. In that the 2005-06 year represents the third and final year of implementation, it was important to take a close look at the plan and evaluate the extent to which its objectives have been met. It was agreed that staff members would be prepared to present progress reports on their respective divisions at the next board meeting. These reports would provide evidence of attainment of each division's assigned goals and objectives or an explanation as to why no progress had been made.

Rich Cavallaro suggested that CAS revise its committee solicitation form so as to provide information about the functions/responsibilities of each CAS board/committee.

5.0 CONSULTANT REPORTS

5.1 CAPSS - No report given.

6.2 NAESP - No report given.

6.3 NASSP - Jerry Auclair reported that the NASSP Region I meeting was scheduled for the following day and that Don and Paul Hoey would be in attendance to represent CAS. He further reported that the annual convention had been moved from New Orleans to Reno, Nevada.

On a motion by H. Gagliardi, seconded by M. Galluzzo, the meeting adjourned at 5:28 p.m.