

PROGRESS REPORT: THREE-YEAR PLAN

April 2004

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 1: Broaden representation on all CAS-CIAC boards and committees to achieve greater balance of representation in race, ethnicity, gender and region				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - Personal contacts with invitations to urban administrators in mentor & aspirant programs to serve on Principals' Center committees 1. Letters to all urban administrators personally inviting them to join a committee 2. Follow-up phone calls 3. Contacts from current committee members	Principals' Center Director	None	Last year's urban aspirants received invitations to join Principals' Center committees. None responded.	None to date
CAESP - Network with SDE to ensure CAS role in urban initiatives and in reducing racial and ethnic isolation	CAESP Chair & Elementary Urban Committee	None	Invited urban school members to join CAESP board	Urban school principals are participating in CAESP conferences and recognition programs
CAHSP - Solicit recommendations from CAHSP board for vacancies	CAHSP board and Staff	None	"Vacancies" has been added as a standing CAHSP board agenda item	Recommendations have been submitted to Nominating Committee for consideration
SABC - Expand board to include additional middle and elementary level representatives	Staff and legislative body	None	One (1) additional middle level and one (1) additional elementary representatives recommended for 2004/2005	Proposed bylaw change to be presented to membership at annual meeting
SABC - Provide technical assistance in developing guidelines for elementary and middle level student activities	SABC and Staff	None	None to date	None to date
CIAC - Actively recruit members from among under-represented groups to serve on the CIAC board and CIAC sport committees	Nominating Committee	None	Invitations to serve on sports committees were extended to several individuals from "under-represented groups"	A total of seven (7) additional female member school administrators have been recruited to join CIAC sport committees, effective with the school year 2003-2004.

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 2: <i>Expand the delivery of CAS programs, services, and activities through site-based or regional initiatives.</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - Expand the delivery of mentor/mentee services using urban sites and RESC's.	Mentor-Mentee Committee	\$ (ITL funds used)	Legal issues workshop held in Bridgeport on March 29, 2004	March 29 th Bridgeport workshop
PC - Provide outreach to districts implementing the Center's Achievement Gap Plan	Principals' Center Director	None	Suggestions have been received from urban participants of the Achievement Gap Program. As a result, a program on classroom discipline is being planned.	None to date
CAESP - Establish regional network under CAESP banner with regional directors and regional services	CAESP Vice Chair	None	Roundtable meetings with principals have been held in Hartford, Middlesex, and Fairfield counties; CMT meetings have been held at various RESCs and at CAS headquarters	Increase in number of regional program offerings
CAMSP - Expand professional development opportunities for middle level educators in CT in partnership with NELMS: 1. Increase number of offerings at CAS site 2. Offer sessions for school leaders other than principals (team leaders, department heads etc.)	CAS Staff CAMSP/CAEA boards	None	In conjunction with NELMS, the middle level division offered the New England Middle Level Leadership Series at the CAS office. Topics for the three workshops were: <ul style="list-style-type: none"> • Leadership Skills • Leading for Results • Sustaining & Growing Middle Level Best Practices Enrollments for the series were light and two events were canceled. NELMS Executive Director Bob Spear's workshop at the CAS Middle High Winter Conference was attended by an equal number of high school and middle level educators and was well received. CAS and NELMS will be partnering on four new initiatives for teachers at the CAS Center in 04-05. <ul style="list-style-type: none"> • September 29th & 30 – Examining Student Work • October 26th & 27th – Understanding Data • December 2 & 3 – Standards Based Teaching • January 19 & 20 – Teacher as Assessor 	Increased number of workshops
CAHSP - Conduct 2 (of 6) monthly meetings of the Assistant Principals' Committee off-site	CAS Staff and Chair of Assistant Principals' Committee	None	The Oct 03 meeting of the AP Committee was held at South Windsor HS with the focus topic "Building Community in the South Windsor Public schools". Twenty-seven members were in attendance including five "first-timers." In Jan 04, AP Committee Chair Sally Biggs and Mike Buckley met with twenty-one AP's from eastern CT schools at RESC LEARN in East Lyme to "pitch" the AP's role in CAS. All but five had no previous involvement with CAS.	Two off-site meetings with involvement of more than twenty APs new to CAS

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 2: <i>Expand the delivery of CAS programs, services, and activities through site-based or regional initiatives.</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
CAHSP - Conduct 3 CAHSP mini-conferences off-site annually	CAS Staff and CAHSP Chair	None to date	"NEASC Accreditation" mini-conference at Maloney HS 1/7/04 drew sixty-six participants; "A Conversation with the Commissioner" on 3/31/04 drew ninety registrants; The 3rd mini-conference, "Drug and Alcohol Programs that Work," has grown into a full-day conference that CAHSP is co-sponsoring with the CT SDE and The Governor's Prevention Partnership on May 18th.	Three off-site mini-conferences offered
CAHSP - Conduct on-site follow-up for schools participating in <i>Respect Me!</i>	Consultants to be hired	None to date	Two grant applications soliciting resources to accomplish this action step have been submitted to date. Neither has been successful.	None to date
SABC - Sponsor student leadership conferences (including programs for student athletes), workshops for advisors, and similar meetings in various areas around the state	CAS Staff, Student Leadership Advisory Board, CASC & CANHS Executive Directors	None to date	Fall Leadership Conference held at East Hartford HS, 11/4/03, with 600 plus students and their advisors participating; Spring Leadership conference held at UConn, 3/12-13/04, with 340 students and their advisors participating; CANHS Advisors Workshop held in Rocky Hill , 10/9/03; CASC Advisor's Workshop held in Cromwell, 11/20/03; CANHS Spring Conference scheduled for 5/20/04	Increase in number of student leadership programs/advisor workshops offered and number of students/advisors participating
SABC - Provide technical assistance to schools developing community service/service learning activities	CAS Staff and SABC Board	None to date	None to date	None to date
SABC - Conduct a comprehensive assessment of non-athletic student activities including participation. Appoint SABC liaisons to major activities. Determine support needed/desired from CAS	CAS Staff and SABC Board	None to date	Activities to be included in CAS membership database have been identified. These will be included in 2004-2005 update. Board liaisons will be selected for 2004-2005 school year.	Expanded membership database

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 2: <i>Expand the delivery of CAS programs, services, and activities through site-based or regional initiatives.</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
CIAC - Explore feasibility of joining with CAAD and/or CHSCA in providing in-service programs for coaches.	Executive Director	None to date	<ol style="list-style-type: none"> 1. The 2004-05 CIAC budget contains \$5000.00 to be used for the purpose of designing in-service programs for coaches. 2. Several meetings have been held with both CHSCA and CAAD leadership to define the role of CIAC, CAAD and CHSCA in the area of in-servicing coaches. All efforts to date have failed to unify among associations a single delivery system of educational programs. 3. CIAC has worked in cooperation with the CHSCA in designing "educational units" around the 14 coaching competencies developed by the CIAC and used by the state dept. of education. 4. CIAC has endorsed the CAAD in-service curriculum which contains 5 modules also written to include the 14 coaching competencies. 5. CIAC has planned for school year 2004-05 to include within its self-assessment and evaluation goal further in-service instruments. With this in mind staff has interviewed three individuals who can assist in the development and implementation of a comprehensive in-service program. 6. CIAC's continuation of refinement of Coaching Certification course. 	<ol style="list-style-type: none"> 1. \$5000.00 budget allocation in the 2004-05 proposed budget 2. Meetings with CAAD, CHSCA, CIAC goal committee and chairman Bill Barney 3. Meetings with select individuals who will assist with further implementation plans. 4. Three successful, fully subscribed, coaching certification courses sponsored and managed by CIAC.
CIAC - Provide assessment and technical support to schools seeking to enhance sportsmanship/character development.	Executive Director Goal Committee	None to date* <i>*This will require substantial funding from the CIAC. Over time it may become a self funded operation. It will be the recommendation of the executive director that the CIAC approve the use of 2% of the endowment income earned the year preceding the annual budget year be used to fund this objective.</i>	<ol style="list-style-type: none"> 1. The chairman of this goal committee has prepared a proposed plan of action. 2. The executive director has met with select individuals who have the capacity to accomplish this objective. Two action plans, which conceptually are extremely similar, have been reviewed and combined into a single plan which will be brought before the CIAC board prior to June 30, 2004 for consideration. 3. Assuming the CIAC board endorses the plan, the executive director will recommend to the CIAC board an advisory committee of five individuals - one athletic director, one professor in athletic program assessment and evaluation, one coach, one athletic administrator and one CIAC staff person - will assume responsibility of advancing the project. 4. The subcommittee chairman and the executive director have met with an individual whom they feel comfortable assuming the responsibility for developing a self assessment and evaluation instrument and a CIAC assistance program that may also include consultant services, an educational in-service component and an athletic director training initiative (possibly National Federation Leadership courses) and placement service. 	<ol style="list-style-type: none"> 1. Meetings with several individuals to coordinate the goal. 2. Review of concepts and draft plans 3. Executive director's efforts to redefine staff positions and responsibilities starting July 2004 in an effort to provide time and leadership to accomplish goal. 4. Discussion and agreement on a time-line with chairman of goal committee.

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 3: Broaden the involvement of retired administrators in the work of the association.				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - Study the N.Y.C. "Emeritus Corps" and other such activities to see if these are possibilities for the Principals' Center	Principals' Center Director	\$	Emeritus Corps didn't seem to fit; however, other ideas for using retirees are being explored. A list is being compiled and Dennis Carrithers is forming a retired principals' steering committee to serve as the Dunkin Donuts scholarship selection committee. More ideas are needed	Newly-established committee of retired principals
PC - Study the possibility of a role for retirees in the "Achievement Gap" plan.	Principals' Center Director	None	None to date	None to date
CAESP - Start a retired principals' council to: 1. generate new ideas 2. establish a network of mentors 3. offer workshops on topics such as "retirement pitfalls" 4. Recruit retirees to make lobbying/advocacy efforts in Hartford on behalf of CAS and its members 5. Encourage retirees to serve as mentors for new principals by participating in the Mentor/Mentee Program as well as other Principals' Center programs 6. CAESP - Enlist retired administrators to staff a principals' hotline or web-based chatroom/bulletin board. 7. Enlist retirees to serve on a "membership committee" which will serve to recruit members either through a "phone-a-thon" or through visits to schools	Bill McDermott and Michael Ward	None	Bill McDermott and Michael Ward have been appointed to chair a new committee which will be comprised of retired and soon-to-be retired principals. In an effort to get retired principals to be more active in CAS, they have established the following goals: 1. Set up a booth at CAESP conferences; 2. Hold a workshop for prospective retirees; 3. Send mailings to retired principals; 4. List principal openings in our CAS newsletter; 5. Offer a discounted membership fee for retired administrators 6. Conduct an interest survey of retired principals 7. Publicize the CAS website among retirees 8. Offer discounted registration fees for conferences and workshops 9. Invite retired principals to regional meeting	Implementation plan for establishment of retired principals committee
CAMSP - Provide the Principals' Center with names and information regarding recently retired middle level administrators who might be appropriate mentors for new administrators	CAS Staff CAMSP/CAEA Boards	None	None to date	None to date

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 3: <i>Broaden the involvement of retired administrators in the work of the association.</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
CAMSP - Explore use of retired middle level administrators and/or teachers to serve as advocates for middle level education 1. Identify target retired educators 2. Identify issues 3. Explore appropriateness of committee work 4. Letters of invitation 5. Coordination of service	CAMSP Board, CEAE Board, CAS Staff and middle level committees	None to date	None to date	None to date
SABC - Include retired administrators in the review process for Flanagan Grants	CAS Staff	None to date	Tony Molinaro and Linda Cherry (both retired elementary principals) participated in the review process for the 2004 Flanagan Grants. This was the first time in three years that middle and elementary representatives took part in the selection process	Participation by retired administrators in the review process
CIAC – Increase the number of retired administrators serving on sports committees	Assistant Executive Director	None to date	Number of retired administrators serving on sports committees has increased from 18 to 23	Five (5) additional retired administrators serving on sports committees

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 4: Continue to make technology a priority in improving communication and dissemination of information				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - Increase use of website for conference registration	Principals' Center Director	None	On-line reservation option is available; however, few registrants use it. Event brochures will be sent via e-mail in the future, a move which should boost use of on-line registration.	None to date
PC - Conduct all surveys on-line	Principals' Center Director	None	All surveys are currently being conducted on-line	Increase in number of on-line surveys
PC - Technology Committee to develop ways to use website and links for Center activities beginning with Mentor-Mentee link	Technology Committee	None	Technology Committee has discussed ways of expanding website but has not settled on any formal action plan	None to date
PC - Explore on-line professional development opportunities	Principals' Center Director	None	This item has been discussed but not acted on	None to date
PC - Create a page on the website which will allow principals to link to sample policies/procedures on such issues as discipline, copyrights, evaluation, parent involvement, etc.	Principals' Center Director Advisory Committee	None	None to date	None to date
CAESP - Improve and expand resources provided on CAS website: 1. Add CAESP board news and meeting minutes 2. Broadcast regular e-mail alerts regarding upcoming CAESP events/activities 3. Explore and research models for web-based hotlines, chatrooms & bulletin boards 4. Expand links to higher education institutions, SDE, NAESP and other resources	Assistant Executive Director and webmaster	None	Plans have been made to include information for retired principals on the website CAS is sending out a weekly broadcast e-mail to all member school principals. The e-mail contains timely CAESP news and announcements as well as a list of all CAESP meetings and events that will occur the following week. Links to all higher education institutions in Connecticut have been added to the website	Weekly broadcast e-mails sent to all member principals Links to all higher education institutions on CAS website
CAMSP - Make electronic communication the primary means of communication from CAS to committees and boards 1. Collect e-mail addresses from all middle level committee and board members 2. Eliminate paper and fax meeting notices 3. Send minutes via e-mail 4. Post all minutes on website	CAS Staff	None (this practice has saved resources and staff time)	Middle level communication with committees and boards is completely electronic. In addition, all minutes that are not of a sensitive nature (eg the name(s) of unsuccessful candidates for awards or potential sponsors) are posted on the CAS website. Articles on the middle level schools and educators are posted on the CAS website as news articles. In addition, there are links to the appropriate websites.	Database containing e-mail addresses of all committee and board members; meeting notices sent via e-mail only; all minutes sent via e-mail and posted on CAS website

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 4: <i>Continue to make technology a priority in improving communication and dissemination of information</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
CAMSP - Post information regarding awards and award winners on the web-site 1. School of Year winner and links to website 2. Teacher of Year winner and link to website 3. Principal of Year winner and link to website 4. Certified Exemplary Practices schools and links to websites	CAS Staff	None	School of the Year, Teacher of the Year and Principal of the Year are recognized on the CAS website with links to their respective websites. The Professional Studies Committee has completed phase one of its effort to certify exemplary practices. The invitation to apply, the rubric and an article on the successful candidates for "teaming" certification is posted on the website with appropriate links to the successful schools. Future endeavors will focus on other aspects of middle level education.	Expanded resources available through website
CAHSP - Develop <i>Respect Me!</i> "best practices" page on the CAS website and have a link to <i>Operation Respect CT</i> site.	CAS/ <i>Operation Respect CT</i> Staff	None	School action plans from the ten <i>Respect Me!</i> training sessions held to date have been consolidated. A work session at <i>Operation Respect CT</i> is scheduled for April to finalize the first set of "best practices" to be posted.	Preliminary synthesis of ten school action plans
CAHSP - Develop a process for principals to conduct "quick" surveys via email.	CAS Staff	None	A process is in place whereby principals call the appropriate CAS staff member with their questions. The question is then e-mailed to the appropriate "constituency" (i.e., high school principals, K-12 principals, etc.) with a link to the e-mail address of the inquiring principal.	Regular use of broadcast e-mail system by member principals (2-3 queries a week)
CAHSP - Post all AP Committee and CAHSP board agendas and minutes on-line.	CAS Staff	None	Agendas and minutes are now being e-mailed and/or posted online.	Agendas/minutes posted on website
SABC - Post all agendas and minutes on-line.	CAS Staff	None	Agendas and minutes are now being e-mailed and/or posted online.	Agendas/minutes posted on website
SABC - Develop an SABC "best practices" page on the CAS website.	CAS Staff	None	None to date	None to date
CIAC - Continue to expand and enhance the CIAC website as a tool for dissemination of information regarding athletics & programs	Technology Coordinator, Goal Committee	None	<ul style="list-style-type: none"> • Worked with area newspapers to develop football score posting/ immediate playoff point update system for regular season games • Added last remaining tournament entry form to online submission system (boys and girls diving entries). • Reorganized tournament packets to better assist schools in online entry procedures. • Developed new systems for using entered data (i.e. Boys and Girls swimming direct importing to tournament scoring system, boys and girls basketball and baseball online officials scheduling systems). • Completed automation of tournament pairings procedure for all team sports 	Fully automated on-line tournament form system; more "user-friendly" tournament packets; expanded system for creating tournament data reports; fully automated pairings procedures for team sports;

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 4: Continue to make technology a priority in improving communication and dissemination of information				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PR Committee - Send out all event/activity announcements via e-mail as well as by mail/fax	Central Office Staff	None	The staff has adopted a new office policy whereby announcements about all major events and programs are sent out via e-mail to member schools. This does not preclude staff members from sending out such announcements via traditional mail and/or fax as well. The policy went into effect in January 2004.	Increased use of e-mail for program announcements
Staff - At the end of each week, send out a broadcast e-mail to all member schools announcing the CAS events/activities for the following week	Central Office Staff	None	The staff has developed a weekly "e-newsletter" that contains timely news & announcements as well as a listing of CAS-CIAC activities for the upcoming week. The broadcast e-mail is sent out every Thursday evening to all member school principals, CAS-CIAC committee members, athletic directors, and state legislators. The first CAS weekly "e-newsletter" was delivered on January 29, 2004.	Weekly broadcast e-mails have been sent out since January 29, 2004.
Staff - Discontinue printing the annual membership directory and replace it with an on-line directory	Central Office Staff	This action step saved the association appx. \$7,250	Membership information has been available through the CAS website for several years. However, this year, we enhanced the on-line membership directory, making it more visible, more user-friendly and more serviceable. We also added a new feature which will allow users to download and print membership directory pages and member school contact lists. In light of this useful on-line resource, CAS did not print a membership directory for this school year. An announcement was made to members in the February 2004 BULLETIN.	Membership directory pages and school contact lists are available on the CAS website

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 5: Increase member school participation in all CAS-CIAC programs/activities.				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - Review evaluations from past programs and conduct surveys to determine which programs best serve membership. Develop programs around results of review/surveys.	Principals' Center Director and committees	None	This is being done; however, greater attention could be given by committees to the evaluation	Discussion/review of program evaluations is an agenda item at committee meetings
PC - Additional and/or more focused marketing efforts to promote Principals' Center activities	Principals' Center Director and committees	None	None – needs discussion and ideas	None to date
CAESP - Create a needs assessment to ascertain needs/interests of CT elementary principals and distribute findings to appropriate committees	CAESP Board and CAESP sub-committee	None	<ul style="list-style-type: none"> • Arts Recognition Banquet – 1,800 in attendance (over two nights) • Volunteer Recognition Banquet – 600 in attendance (86 schools participating) • Fall Conference – 100 in attendance (generated profit of \$11,000) CMT Workshops – well attended 	Increasing participation rates at annual events
CAESP - Direct outreach efforts to superintendents through formal presentation to CAPSS on benefits of CAS involvement	Assistant Executive Director CAESP Board Representatives	None	None to date	None to date
CAHSP - Identify through surveys and event registrations non- and low-participating schools and contact them directly regarding programs/activities	CAS Staff and CAHSP board	None	Data from "CT HS Principalship 2004" Questionnaire and registrations for <i>Respect Me!</i> , the Mid-Winter Conference, and three Mini-Conferences will be analyzed in May. A summer call list will be developed for board members to make direct contact.	Results of "CT HS Principalship 2004" Questionnaire Plan of action for analysis and follow-up
CIAC - Implement strategies to increase participation of school administrators on CIAC sports committees	Assistant Executive Director Goal Committee	None	Efforts were made to recruit additional administrators to serve on CIAC sports committees	24 additional administrators are now serving on CIAC sports committees
CIAC - Implement strategies to increase member school participation in the CAS-CIAC student leadership conference	Assistant Executive Director	None	See progress reported under SABC action steps for Objective 2/Organizational Structure	See evidence of attainment reported under SABC action steps for Objective 2/Organizational Structure
CIAC - Expand student council activities to include more member schools	Assistant Executive Director	None	See progress reported under SABC action steps for Objective 2/Organizational Structure	See evidence of attainment reported under SABC action steps for Objective 2/Organizational Structure

COMPONENT 1: ORGANIZATIONAL STRUCTURE

Objective 6: <i>Re-examine the mission and operation of the Principals' Center</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - Study the current structure of the Principals' Center to see if additional committees (e.g., P.D., urban) are needed	Principals' Center Director Advisory Committee	None	None to date	None to date
PC - Study the need for increased Principals' Center staffing to meet the demands brought on by the growth of the Center (include a variety of alternatives)	Principals' Center Director Executive Committee	None	None to date	None to date
PC - Consider the possibility of arranging internships for Principals' Center aspirants	Aspirant Committee	None	None to date	None to date

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 1: <i>Establish the Connecticut Principals' Center as the primary resource center for Connecticut principals</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - Establish a Principals' Center Lending Library for school administrators	Principals' Center Director Committees	\$	The P.C. has purchased taped professional development programs with guides and is lending them to members.	Additional resources made available to members
PC - Expand the Principals' Center website to provide more services to principals	Principals' Center Director Committees	None	None to date	None to date
PC - Explore the use of better communications to members on issues of concern	Principals' Center Director Committees	None	Members are able to use the CAS broadcast e-mail system to solicit opinions/information from their colleagues on issues of concern	Hundreds of e-mails have been exchanged between member principals
PC - Do surveys and gather information from other sources of interest to principals	Principals' Center Director Committees	None	Same as above	Same as above
PC - Use consultants to research issues of interest/concern	Principals' Center Director Committees		The Critical Issues Committee has engaged consultants in writing the position paper on the principalship (Dave Elmore) and in conducting a study of NCLB (MacDonald & Shibles)	Increased use of consultants
PC - Provide opportunities for ad hoc discussions	Principals' Center Director Committees	None	Some ad hoc groups were used for the writing of the induction report	Additional ad hoc discussion groups
CAESP - Clarify the relationship between CAESP and the Principals' Center as to professional development for principals	Gina Vance, Renata Lantos, CAESP board and Principals' Center Advisory Committee	None	The board will invite Tom Galvin to attend its regular meetings to share professional development goals for the year	None to date

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 2: Enhance relationships with members of the legislature by continuing to focus efforts and resources on legislative initiatives				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
<p>CAESP - Speak with one voice knowing that together we are powerful advocates for principals, the principalship, and, most importantly, our students</p> <p>1. Investigate the “key contact” model being developed by NAESP that will identify individuals who would be willing to share information with legislators. (While the NAESP model focuses on maintaining strong lines of communication with state representatives and senators at the national level, this concept might work at the state level as well)</p> <p>2. Carefully coordinate all joint ventures between CAESP, the other boards, and the Legislation Committee (the desired outcome will be to keep all decision-makers well-informed concerning those issues important to principals in the state of Connecticut</p> <p>3. Continue to maintain strong lines of communication with CAS Legislation Committee in order to keep them aware of issues important to elementary principals</p>	<p>CAESP Board rep (Ed Handi), Legislation Committee and federal legislation officer</p>	<p>None</p>	<p>CAESP has established a sub-committee and assigned members to serve as liaisons with specific legislators</p> <p>CAESP chair and state leaders have traveled to Washington D.C. and have spoken to federal legislators about issues of concern to Connecticut administrators, including:</p> <ol style="list-style-type: none"> 1. NCLB 2. IDEA funding 3. Title I funding 4. Programmatic impact of Bush’s proposed federal education spending 	<p>Increased contact with federal legislators</p>
<p>CAMSP - Raise awareness of the impact of middle level certification regulations on the teacher shortage among legislators and other public officials</p> <p>1. Prepare presentations</p> <p>2. Host legislative breakfasts, "town meetings," etc.</p>	<p>CAS Staff CAMSP Board</p>	<p>\$ (meals and mileage)</p>	<p>Members of a CAMSP sub-committee and central office staff prepared a proposal for positively impacting the middle level teacher shortage through amending the legislation. In March of 2003, the proposal was presented to a CAPSS certification sub-committee attended by then Assistant Commissioner Sternberg. In February of 2004 it was presented to Certification Bureau Chief Nancy Pugliese.</p>	<p>Two presentations on middle level certification regulations</p>

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 2: Enhance relationships with members of the legislature by continuing to focus efforts and resources on legislative initiatives				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
<p>CAMSP - Increase CAS and especially middle level visibility among members of the legislature</p> <p>1. Develop and publish (for CAS members) a list of legislators and other public officials who have responsibility for or an interest in education</p> <p>2. Mail or e-mail "Bulletin," "IMPACT" and/or articles of interest</p> <p>3. Consider ways to utilize talents of retired administrators in this endeavor</p>	CAS Staff CAMSP/CEAE Boards	\$\$ (development and production of 1,400 copies of promotional cd-rom)	<p>Along with the Public Relations Committee, the middle level division spearheaded the effort to develop the "first generation" of the CAS promotional cd-rom. This was mailed, along with an introductory letter, to all state legislators who work in the areas of education or finance.</p> <p>All state legislators have been added to the mailing list for the new CAS weekly e-newsletter</p>	<p>Promotional cd-rom sent to all legislators</p> <p>Weekly broadcast e-mails to legislators</p>
CAHSP - Have CAHSP board meet with Legislative Committee at the start of each school year and establish a board liaison to the Legislative Committee.	CAS Staff	None	A meeting will be scheduled for September 2004. Veronica LeDuc was appointed CAHSP liaison to the Legislative Committee	CAHSP liaison to Legislative Committee has been named
CAHSP - Working through the various conferences/leagues represented on the CAHSP board, promote annual legislators' breakfasts	CAHSP Board	None	One league (of four), the NCCC, hosted a legislative breakfast.	One legislative breakfast
CIAC - Encourage athletic leagues to conduct bi-annual meetings with area legislators	Executive Director	None	<p>All leagues have been informed in several manners of the importance of scheduling meetings with area legislators.</p> <p>The CIAC has issued continuous reminders to leagues, principals, and athletic directors of the importance of maintaining ongoing relationships and communications with legislators.</p>	<p>1. Formal letter sent to all league presidents.</p> <p>2. Several leagues indicating that they have either held meeting or are holding meeting with legislators.</p> <p>3. Reinforcement efforts by staff of importance of these meetings at conferences, monthly meetings, seminars, and leagues meetings, and all other occasions when we are addressing appropriate audience.</p> <p>4. Comments by legislators when visiting the legislative meetings and hearings.</p>
CIAC - CIAC officers and/or board members meet annually with chairs of the Education Committee	Executive Director	None	The executive director has requested, through the CAS lobbyist, that meetings be scheduled (See letter of October 16, 2003). No response to date. However, the co-chairs of the education committee have agreed to continue to meet with CAS/CIAC prior to each legislative session. Continuing efforts will be made after the legislature concludes its work this year.	Goal not attained. Letter of invitation on file. Telephone conversations with lobbyist.

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 2: Enhance relationships with members of the legislature by continuing to focus efforts and resources on legislative initiatives				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
CIAC -Use technology (e-mail & website) to inform member schools of legislative initiatives related to athletics	Technology Coordinator	None	Information regarding all proposed bills that affect sports and related issues are posted on the on-line Legislative Action Center; updates on the progress of each bill are also posted	Expanded use of on-line Legislative Action Center to track sports-related legislation
Legislation Committee - Facilitate and encourage communication between CAS members and state legislators	Legislation Committee	None	Held breakfast meetings with legislators; held meetings between CAS leadership and legislators on testing time issue	Copies of communications between leagues/individual principals and legislators
Legislation Committee - Increase the committee's legislative efforts through additional meetings and contacts (e.g., position papers) with legislators	Legislation Committee	None	Two private meetings were held with legislators this year; positions were written major legislative issues	Two meetings held
Legislation Committee- Implement Legislation Committee's sub-committee plan (e.g., testimony, position papers, legislative breakfasts, alerts)	Legislation Committee	None	The committees have been formed; one has met and completed action plan	One meeting held
Legislation Committee - Collaborate with the Assistant Principals Committee for increased contact with legislators	Legislation Committee	None	Chair of Assistant Principals' Committee gave testimony on C.A.P.T.	One contact made
Legislation Committee - actively seek greater involvement from Pre-K-8 administrators	Legislation Committee	None	K-8 administrators have been added to the committee but there is little active participation	Five of twenty-seven members of the Legislation Committee are elementary administrators
Legislation Committee - Use CAS On-Line Legislative Action Center more effectively	Legislation Committee	None	The L.A.C. has been updated regularly to keep members apprised of new legislation and pending legislation. The L.A.C. is not widely known to members, so promotional efforts will be needed.	Increased use of Legislative Action Center

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 3: <i>Rekindle our public relations efforts with a focus on “advocacy”-- i.e., protecting and promoting the needs and interests of our member schools and the students they serve</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - Seek out regional and statewide committees to ensure Principals' Center representation	Principals' Center Director and Committee Chairs	None	P.C. has been represented on a number of committees (most recently, for example, the committee to study paraprofessionals and the Gates Grant Policy Committee)	Increased CAS representation on statewide committees
PC - Ensure Principals' Center representation as stakeholder on all SDE, state, and legislative committees	Principals' Center Director and Committee Chairs	None	CAS/P.C. is regularly invited to serve on SDE, state and legislative committees	CAS/P.C. is well-represented in SDE, state and legislative committees
PC - Take proactive and reactive steps and positions to promote and protect members' interests	Principals' Center Director and Committee Chairs	\$	In March, P.C. published and distributed a position paper on the principalship. A paper on NCLB is currently being prepared.	Position paper on the principalship
PC - Use and publicize the Critical Issues Committee's paper on the principalship	Principals' Center Director and Committee Chairs	\$	The position paper has been distributed to all high school principals and superintendents. Additional copies are being printed and will be disseminated to assistant principals as well as key legislators and state officials. The paper has also been posted on the CAS website.	Increased visibility of position paper.
CAESP - Increase public relations/marketing efforts using media, technology and brochures 1. Review and refine communication models within and outside the organization 2. Standardize the “look” of all our publications for easy identification 3. Promote positive image of principalship via billboards, TV and newspapers 4. Explore the possibility of a high profile event at the Legislative Office Building to enhance PR	CAESP Chair and Assistant Executive Director	None	Plans have been made to create a newsletter/brochure to attract potential sponsors for elementary school programs The staff designed a number of potential templates that could be used for all brochures/publications that go out under CAS' name. The staff is choosing which design best suits CAS's needs both in terms of format and content	None to date

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 3: <i>Rekindle our public relations efforts with a focus on “advocacy”-- i.e., protecting and promoting the needs and interests of our member schools and the students they serve</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
<p>CAMSP - Developing strategies to promote and support sound educational practices</p> <ol style="list-style-type: none"> 1. Determine target audiences 2. Develop messages 3. Recruit member principals and teachers to advocate for their programs 4. Provide advocacy training for administrators and teachers 	CAS Staff, CAMSP/CEAE Boards	\$	Advocacy workshops were presented at two national conventions (NMSA and NASSP) by Earle Bidwell	Two advocacy training programs
<p>CAMSP - Promote exemplary practices through publications, electronic means and public forums</p> <ol style="list-style-type: none"> 1. Bulletin 2. Newsletters 3. Op-ed pieces 4. Paid advertisements 	CAMSP/CEAE Boards CAS Staff	\$	<p>Earle Bidwell has written and published articles entitled: "Grade Configuration in the Middle Schools: What Works Best", "What Do You do When the Scores Come Through." and "Educators Must Be Advocates" He also has an op-ed piece entitled "Middle School reform Making a Difference" published in Connecticut and several New England Newspapers.</p> <p>A major initiative by the CAEA Board recognized October as "Month of the Young Adolescent." Highlights of the recognition were a media event attended by NELMS Executive Director Bob Spear and NMSA Trustee Catherine Thibodeau, and a proclamation signed by the governor and endorsed by the CAS Board of Directors and the Connecticut Association of Public School Superintendents.</p>	<p>Four editorials/articles published in state and regional newspapers</p> <p>"Month of the Young Adolescent" media event</p>
CAHSP - Develop a priority issue annually and publish a CAHSP/CAS position	CAS Staff and CAHSP Board	None	There was some discussion of a paper on NCLB, but the board deferred to the Principals' Center Critical Issues Committee.	None to date
CAHSP - Solicit more editorials from member principals for publication in CAS BULLETIN, website, etc.	CAS Staff	None	None to date	None to date

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 3: <i>Rekindle our public relations efforts with a focus on “advocacy”-- i.e., protecting and promoting the needs and interests of our member schools and the students they serve</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
SABC - Develop guidelines for fundraising activities and foreign travel as well as for cheerleading coaches, debate team advisors, and band leaders.	CAS Staff	None	None to date	None to date
SABC - Develop programs to celebrate students' success/ participation in their schools	CAS Staff SABC members	None	<p>The Student Leadership Advisory Board developed criteria for, publicized, and presented at the Spring Student Leadership Conference the following awards recognizing examples of positive student leadership in member schools:</p> <ul style="list-style-type: none"> • Top Ten Projects • Spirit Awards (S,M,L) • Bronze award • Silver Award • Gold Award <p>The Fall and Spring Student Leadership Conferences both celebrate and encourage students' success/participation in their schools</p>	Implementation of programs which celebrate student leadership
PR Committee - Ask member school principals to include items in their school newsletters that publicize “good things” going on at CAS (news items could be taken directly from the CAS BULLETIN)	Central Office Staff	None	The February 2004 issue of the BULLETIN contained an “appeal” from the central office staff asking for member schools’ assistance in “spreading the word” about CAS.	Request published in the February BULLETIN

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 4: <i>Strengthen the Association's presence and influence at the state level</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - Continue to search out possibilities for the Principals' Center to co-sponsor programs with other organizations and entities such as CAUP and SDE	Principals' Center Director and Committees	\$-\$	P.C. and C.A.U.S. co-sponsored a program on culturally responsive pedagogy; P.C. collaborated with SDE on Achievement Gap conference. P.C. has planned an internship program with SCSU which will allow interns to participate in a series of programs on such topics as special education, highly qualified teachers and teacher evaluation, NCLB, and bilingual education. P.C. and C.A.U.S. are co-sponsoring a program on the achievement gap in May.	Increased collaboration on professional development programs
CAESP - Invite an SDE representative to serve as a consultant on the CAESP board and send mailings to appropriate SDE representatives	CAESP chair and board and assistant executive director	None	Dr. Betty Sternberg has been invited to join the CAESP board or to appoint a designee to serve in her place. SDE representatives have been invited to attend and offer remarks at CAESP programs	SDE representatives have spoken at the arts recognition banquets and the volunteer recognition banquet

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 5: Increase the Association's name recognition among member schools as well as the general public				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
<p>CAESP - Increase contact between agencies at pre-planning stage to develop common calendar/themes</p> <p>1. Increase PR/marketing of CAESP activities using web announcements</p> <p>2. Explore links to higher education and to SDE in implementation as well as additional resources</p>	CAESP Board, Assistant Executive Director, Director of Principals' Center	None	<p>Meetings were held with Principals' Center Director to coordinate calendars</p> <p>CAESP news and events are posted and regularly updated on the CAS website</p>	Expanded resources and information available through the CAS website
CAHSP - Attend league/conference meetings tri-annually to promote CAS programs and to survey needs/interests	CAS Staff, CAHSP Board	None	All leagues/conferences except the CCC were visited last year in conjunction with the promotion of TopCoder and Tricordia. No further action has been taken.	League/conference visits in 2003
PR Committee - Develop a multi-media CD-ROM that will serve as a PR tool to promote CAS among members, non-members, boards of education, superintendents, teachers, legislators, state agencies, colleges/universities, and potential corporate sponsors	Central Office Staff PR Committee	\$\$	The promotional cd-rom was developed and distributed this fall to legislators, superintendents, and members of the CEAE. A copy will be sent to all elementary schools and high schools in March. This newly-developed promotional tool is considered a "first generation" product because it is limited in scope due to budgetary constraints. We intend to allocate dollars to enhance the product and expand its distribution in the 2004-2005 year.	Production of cd-rom
PR Committee - Develop a billboard which broadcasts CAS' mission statement and website address and post in areas that are available to non-profits at a reduced cost	Central Office staff PR Committee	None	The PR Committee has agreed on a format and content for a billboard advertisement and has been working with Viacom Outdoors, a New Haven-area media company, to see if it can be produced and displayed for a reasonable amount of money. There are some issues, such as production costs and location of available billboards, that need to be worked out.	None to date
PR Committee - Produce and distribute to members (and perhaps other targeted groups such as teachers) a promotional item - such as a bookmark, pen, computer magnet, post-it-notes, etc - which publicizes information about CAS (e.g., contact info, mission statement, website address, membership benefits)	Central Office staff PR Committee	None (that is, none in addition to the funds used to develop and distribute the cd-rom – see above)	Because no money was budgeted for such an expenditure in the 2003-2004 year, members of the staff, in consultation with the PR Committee, determined that they would distribute the CAS cd-rom as this year's "promotional item." The cd-roms were sent to CEAE members (middle level) in December and will go out to elementary and high school members in March	Cd-rom distributed to legislators, superintendents, and members of the CEAE.

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 5: <i>Increase the Association's name recognition among member schools as well as the general public</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PR Committee - Expand use of press releases to publicize CAS events/activities	Central Office staff	None	Matt Fischer is designing a media list-serv whereby staff members can automatically send important news and announcements to TV, radio, and newspaper representatives. The staff is in the process of gathering the current e-mail addresses of appropriate media personnel (e.g., sports reporters, education editors, etc) and expects to have the new list-serv operational in March.	None to date
PR Committee - Send CAS BULLETIN to education editors of major newspapers	BULLETIN Editor	None	The education editors of all of CT's major daily papers were added to the BULLETIN mailing list in January 2004.	BULLETIN is now distributed to education editors of all major newspapers

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 6: Strengthen CAS' presence and influence with the State Department of Education and other agencies, institutions, and associations				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
CAESP - Network with SDE to ensure CAS has a central role in administrative aspirant program	Principals' Center rep (Mike Galluzzo) and various boards	None	None to date	None to date
CAHSP - Extend collaboration with SDE and <i>Operation Respect CT</i> for <i>Respect Me!</i> program.	CAS Staff	None	Eight more <i>Respect Me!</i> training sessions were conducted at CAS during the 2003-2004 school year. To date, over 100 high schools and fifty middle level schools have sent teams of students, teachers and administrators to participate in this training.	Continued partnership in 2003-2004; workshops continue to fill and evaluations remain strong
CAHSP - Initiate collaboration with Governor's Prevention Partnership (GPP) to sponsor drug/alcohol prevention programs.	CAS Staff	None	CAHSP board met last spring with Susan Patrick and John Daviou re strengthening connections with high schools. CAHSP is co-sponsoring with CT SDE and the GPP a state-wide conference on May 18th highlighting four science-based programs that work.	Council selected and meeting monthly (Jan-May) with Commissioner
SABC - Extend collaboration with SDE by assuming responsibility for the selection and facilitating of the State Student Advisory Council on Education (SSACE)	CAS Staff	None	This year for the first time, SABC solicited and screened applications for SSACE and selected the twenty-six person council that serves in an advisory capacity to the Commissioner and Governor. Next year, SABC will also assume responsibility for selecting the two student representatives to the State board of Education	May 18 th conference

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 6: <i>Strengthen CAS' presence and influence with the State Department of Education and other agencies, institutions, and associations</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PR Committee - Host reception for new commissioner of education and include on guest list key legislators, state officials, and leaders of other educational organizations	PR Committee	None	The Public Relations Committee in conjunction with the CAHSP board hosted a reception for Commissioner Sternberg at the CAS office on March 31, 2004. The reception "piggy-backed" the annual "Conversation with the Commissioner." Nearly seventy five members attended. CAS President Allen Fossbender paid tribute to Betty as did representatives of CAPSS, CABA, and CEA.	Reception held on March 31, 2004

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 7: Take a proactive role in addressing Connecticut's educator shortage				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - Principals' Center will publish and disseminate the Critical Issues Position Paper on the Principalship which will address issues and needs of principals	Principals' Center Director & Critical Issues Committee	\$	Published and disseminated in March 2004.	Publication and dissemination of position paper
CAESP - Review/adapt strong aspiring principal program from RESC's/NAESP/UConn 1. Promote colleague-to-colleague recruitment program for leadership positions 2. Review potential role of retired administrators 3. Evaluate current aspirant program & network with SDE to ensure CAS has a central role in aspirant program 4. Request CAS Legislation Committee to lobby for mandated mentoring program for entry level principals	Principals' Center & CAS board sub-committee	None	CAESP is investigating the NAESP PALS program	None to date
CAHSP - Promote attendance of administrative aspirants at all AP and CAHSP conferences and workshops	CAS Staff	None	Administrators have been encouraged to bring aspirants to all conferences and workshops. Aspirants' registration fees are reduced, usually by half. The AP Committee targeted aspirants for a special program in January (Welcome to the Trenches)	Increase in number of aspirants registering for conferences and workshops
Legislation Committee - Make active efforts to meet with legislators and to support legislation which helps address the shortage	Legislation	None	Consideration is being given to developing a position paper on this issue.	None to date

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 7: <i>Take a proactive role in addressing Connecticut's educator shortage</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
CAESP - Network with SDE representatives to serve on committees as appropriate	CAESP Board	None	CAESP has invited SDE representatives to attend its regular board meetings. As of yet, no representatives have attended.	None to date

COMPONENT 2: PUBLIC RELATIONS/STATE PRESENCE

Objective 8: <i>Take a proactive role in the development of state standards and tests</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
PC - The Principals' Center will seek involvement in state committees and plans related to state standards and tests	Principals' Center Director and Committees	None	No such committee has been formed at this time. P.C. has offered to help commissioner in follow-up activities related to new graduation requirements developed by school districts	Offer of assistance extended to commissioner
PC - The Principals' Center will seek involvement in NCLB-related activities	Principals' Center Director and Committees	None	The Legislative Advocacy Clinic at Yale Law School, led by Cameron Staples, has undertaken a study of the practical impact of NCLB. With CAS' assistance, the group has surveyed all CAS principals and will meet with CAS to discuss ways that it can help with the implementation of the study	CAS involvement in NCLB-related activities

COMPONENT 3: FISCAL/FUNDING

Objective 1: *Develop a long-term, comprehensive plan regarding the Association’s financial development activities. The plan should (1) include guidelines to assist the Financial Development Committee in its work of overseeing all corporate sponsorships; (2) establish clear parameters regarding the appropriate level of involvement of corporate sponsors in Association-related activities; and (3) provide a vehicle for ensuring that all partnership agreements promote worthwhile activities that further the mission of CAS.*

Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
<p>PC - Plan for alternative funding if Principals’ Center ITL grant is reduced or lost</p> <p>1. Committees will review their respective programs to find ways to reduce costs and increase revenue</p> <p>2. Seek sponsorships to subsidize costs of activities/programs</p>	Advisory Committee	None	P.C. is receiving the ITL grant for the 2003-2004 school year. P.C. received corporate dollars from Toyota and IGA (used this past year to purchase AV equipment for the conference center. The Gates Foundation finances the Technology Committee’s activities. A SAELP II grant has been submitted by the SDE with P.C. participation.	Some sponsorship dollars have been secured
CAESP - Develop a process for funding programs and activities	CAESP Board	None	CAESP representatives have asked the CAS board to consider a proposal whereby CAESP balances recognition program losses with profits from professional development programs	The CAS board has agreed to absorb up to a \$2,000 loss for a particular program but will only absorb the loss for a two or three years window (exact time period is yet to be determined)
CIAC - Increase involvement of the CIAC board in discussions and decisions related to potential corporate sponsorships of CIAC programs and activities.	Executive Director	None	None to date. CIAC board members have not requested that this item be addressed at a board meeting. Never placed on agenda as a future board agenda item by member(s) of the board. The objective resulted from members of the board, not staff.	None to date

COMPONENT 3: FISCAL/FUNDING

Objective 2: <i>Develop long-term financial security through a balanced operating budget and the creation of a reserve fund, ultimately reflecting a figure equal to one-half of the annual operating budget</i>				
Action Step	Person(s) Responsible	\$\$ Resources Used (as of 4/04)	Progress to date (as of 4/04)	Evidence of Attainment
SABC – Develop a unified dues structure to include non-athletic activities such as CASC, CANHS, Debate, and Music	CAS staff	None	None to date	None to date
CIAC - Implement a systematic and comprehensive approach for determining ticket prices	Assistant Executive Director CIAC Board	None	A recommendation for a new ticket pricing structure is being developed by staff and will be presented to the CIAC Board	None to date