



National Policy Board for Educational Administration

OFFICIAL MEETING MINUTES
Wednesday, August 4, 2008, 12:00-4:00 pm
AACTE Headquarters

1. Welcome And Introductions 12:30 pm

Young welcomed participants, called the roll of member organizations, and introduced guests.

In Attendance:

Gary Martin, NCPEA; James Cibulka, NCATE; Robin Marrin, NCATE; Carol Smith, AACTE; Gene Wilhoit, CCSSO; Richard Flanary, NASSP; Agnes Crawford, ASCD; Honor Fede, ELCC; Fred Brown, NAESP; Lois Adams Rogers, CCSSO; Michelle Young, UCEA; Bradley Carpenter, UCEA; Richard Laine, Wallace Foundation.

Not Represented:

NSBA, AASA

2. Review Of The Agenda

Young reviewed the agenda and asked members if they have any additional items for consideration. No additional items were suggested.

3. Approval Of The Minutes

Young asked the members to review and approve the minutes of the December 2006 meeting.

Gene Wilhoit moved to approve

Gary Martin provided a 2nd

Young asked if there were any questions or additions. There being none, the question was called.

All in favor - Unanimous

4. Program Standards Committee Report

Richard Flanary provided an update on the committee, work plan and budget for the revision of the ELCC program standards to comply with the newly revised ISLLC policy standards. Flanary provided handouts describing the process to be used, which mirrors the process used to revise the ISLLC standards, the timeline and the budget. Flanary thanked the CCSSO and the Wallace Foundation for the assistance they provided with that process and for the financial support (\$25,000) they have offered to support the revision of the ELCC standards.

Young requested the names of the technical advisory committee. Flanary noted that each organization contributed up to two volunteers, which included, among others: Celeste Diem, Linda Skrla, Pam Tucker, Gail Goolich, Parks, Kurtz, Meyer, Archer. Part of the process will involve seeking feedback from the field.

Young requested the name of the steering committee. Flanary noted that they are the same as the ELCC committee, including Lew Finch, AASA; Dick Flanary, NASSP; Hanna Mawhinney, UCEA; Honor Fede, ELCC; Fred Brown, NAESP; Agnes Crawford, ASCD.

Gary Martin inquired about the name of the ELCC and the ELCC standards. Honor replied that they would remain the same.

Young asked Flanary to review his budget request from the NPBEA. Flanary reviewed the budget items and requested that the NPBEA approve the request for \$26,637. Wilhoit asked whether this amount would come out of the regular NPBEA dues. Young replied that it would have to in that the dues were the NPBEA's only revenue source.

Fanary moved that the NPBEA approve the requested budget
Gene Wilhoit provided a 2nd

Young asked if there were any questions or additions. Martin asked if there were potentially any remaining unforeseen expenses for the NPBEA? Young noted that the amount requested is more than we originally budgeted for. Given that there are funds left over from last year, we should not be overdrawn. However, dues for this budget year have not all been collected.

All in favor - Unanimous

5. Administrative Leadership for the ELCC

Richard Flanary and Honor Fede presented a plan and budget for the administrative leadership of the ELCC. The members of the NPBEA were provided with a memo regarding Honor Fede's transition from the NASSP to Hood College. The arrangement concerning how some of Honor's time would be dedicated to the work of the ELCC was described.

Young reviewed the memo of support from the Hood College Department Chair and noted the importance of having such support in an academic position. Given that this is Honor's first time in such a position, Young asked if the NPBEA should consider approving the new arrangement for one year to ensure that the ELCC is kept in a strong position. Young emphasized that the NPBEA strongly supported and appreciated the leadership Honor provided the ELCC. The concern was ensuring that the new arrangement worked. Martin and Crawford reiterated the importance of ensuring the ELCC remained well supported through this new arrangement. Discussion then ensued regarding the need for a memorandum of agreement that delineates the role and terms, and the need for at least a semester's length notice. Crawford reiterated the NPBEA's appreciation for and confidence in Honor's work for the ELCC. She requested that the memorandum speak to the importance of this work to the field. Carol Smith also noted that language should be included as well about potential conflicts of interest. Cibulka agreed and noted that as a former dean, having a memorandum of agreement can be very important as leadership changes and if agreements are not in writing they can disappear. The memorandum of agreement should both legitimize and protect demands on Honor's time. Cibulka asked if Honor was still providing technical assistance on behalf of the ELCC. Honor indicated that she was, but infrequently.

Martin Motion to develop a memorandum of agreement on behalf of the NPBEA between NASSP and Hood College regarding Honor Fede's services for the NPBEA's ELCC

Cibulka provided a 2nd

Young asked if there were any questions or additions. Wilhoit asked if a revised budget would be forwarded.

Young noted that the budget would be revised in light of the new requests and forwarded to the NPBEA members for approval.

All in favor of the motion – Unanimous

6. Current and Future Directions of NCATE

James Cibulka, the new president of NCATE, provided an overview of his vision for the future of NCATE under his leadership and engaged the NPBEA members in a discussion of the important role of NPBEA's ELCC as well as how to strengthen that role. Among the highlights of the discussion was the potential merging of NCATE and TEAC, providing a single, national accrediting body for the profession. Second, Cibulka noted that NCATE hoped to support more research on programs by providing researchers an opportunity to mine the data collected by NCATE. This could potentially enable the field to determine the program characteristics and practices that led to better prepared educators and educational leaders. Martin noted that both NCPEA and UCEA professors and graduate students should be considered to conduct research. Third, Cibulka shared his

concern over the variability among the Specialty Area Reviews within NCATE and, especially, the low approval rate of educational leadership preparation programs from ELCC. The board discussed possible reasons for this (e.g., reviewer expertise, program understanding of what the ELCC was looking for, faculty expertise in developing appropriate assessments, etc). Cibulka, indicated that ultimately accreditation should not just assess programs but also encourage program improvement. Young, Wilhoit, Martin and Fede offered a number of remarks in support of this perspective. Wilhoit also noted that leadership programs tended to get less attention within college of educations and that part of our strategy might also be seeking ways to encourage Education Deans to provide more support and give more attention to leadership programs in their efforts to gather assessment data and work on improving their programs. Wilhoit requested a more detailed analysis of the approvals and lack of approvals (more than just annual percentages), in order that NPBEA members might better understand the problem. Robin added that when she was reviewing the data that it appeared that there was a lack of alignment between assessments, scoring guides and data in the reports and that the large number of elements made the reports more complicated. It was suggested that the ELCC identify sample assessments that were considered of high quality and post them on the ELCC website. This and the development of web-based technical assistance could be an important step in helping programs improve their assessment capacity and ensure a more reasonable approval rating. Wilhoit suggested that the NPBEA send a letter to college deans that begins with recognition that the focus of ed reform is moving toward leadership, that we have a better idea of what makes a program of high quality, and that programs must focus on using this knowledge to improve their programs. It would be important to emphasize that there is going to be increased attention of all aspects of ed leadership, more accountability, etc. We should encourage programs to align with ISLLC send a unified message. We can applaud those moving ahead while sending a strong message that policy community will not tolerate poor preparation. Doing this would mean that our organization would be exerting strong pressure, as a consortium of national leaders for whom this area its very important. Carol noted the importance too of being clear—making a clear statement about what we mean by quality programs. The statement of what is a quality program could be part of our message to the deans and to other stakeholders. Crawford noted that the ISLLC standards already does this. Young noted that while the ISLLC standards do identify the content we feel quality programs should include that the ISLLC standards do not provide a concise statement about the NPBEA's view on quality programs and noted that she agreed with Smith that such a statement could be very useful. Brown also noted that we could do a policy brief on this topic. He drew the boards attention to the draft brief in their materials and how impressed he was by the brief and the very idea of the board making such policy statements. The conversation then moved to the issue of internships and how to encourage programs to have strong internships. This is an issue that the NPBEA should take up in a future meeting. Three final issues raised were the need for positive testimonials of how ELCC has helped to move the field, whether NCATE should change its name to reflect the full field of education rather than just teacher education, and the change of leadership at AASA. Jim noted the absence of AASA at the table and the possibility that AASA might withdraw from NCATE. It was noted that the field needed AASA involved and Young encouraged all NPBEA members to call the new executive director and encourage that AASA remain a member of the NPBEA, NCATE and other important national groups. The conversation closed with agreement to move forward on several key ideas raised during the discussion, including the identification of model assessments, the development of web-based technical assistance for the ELCC spa, the development of a letter from NPBEA to deans regarding program improvement, the development of a statement regarding the NPBEA's view on quality programs, a policy brief on program quality, and to encourage AASA's continued involvement in NPBEA and NCATE.

7. Lessons about Leadership and Leadership Development

Richard Laine, Wallace Foundation, Director of Education provided an overview of research conducted by the Wallace foundation over the last nine years and key findings that the foundation is currently promoting. He also discussed the need to identify leverage points for making needed changes. Martin suggested the development of state policy boards similar to the NPBEA. Wilhoit noted the state policy work supported by the CCSSO. Young suggested a variety of leverage points, from district leaders and professors to deans and provosts. She noted the complicated nature of change and the need for more collaboration. Cibulka noted the fragmented nature of the current policy system and the need for strategies that support increased collaboration among the different stakeholders. Wilhoit pointed out how much we have put into ISLLC and the importance of ensuring

that it gets used. Laine pointed out that Wallace has worked with districts to push improvement with universities. This strategy has met with limited success. Young pointed out that Cibulka had mentioned a number of leverage points including deans and leadership faculty. A number of previous initiatives, such as Danforth and currently CPED, have targeted programs directly with great success. The field is energized currently by multiple efforts to understand what quality preparation involves and it is time to capitalize on that energy with direct involvement rather than tinkering around the edges. Cibulka noted that bringing provosts into such discussions would also be a good idea as they do not have a clear idea of the resource needs of leadership programs. Martin noted the importance of making a statement about quality and speaking to provosts and higher education coordinating boards, as the number of low quality and fly – by night programs continue to expand. Smith noted that there are a number of national organizations, such as ACE, that we could partner with in an effort to raise awareness and focus on this issue. Laine urged NPBEA leaders to collaborate rather than look out for their own best interests all the time.

8. Update on NBPTS's National Board Certification for Educational Leaders initiative (formerly ABLE)

Fred Brown and Dick Flannery provided an update on the development of national advanced certification for educational leaders. In April the NBPTS board approved the initiative and recently held a day on the hill to announce it to the policy community. NPBEA has written a letter of support and several NPBEA organizations have done so individually. The remaining NPBEA members were encouraged to do likewise. NBPTS needs to see that this is a well supported initiative.

9. NPBEA Policy Briefs

Young drew attention to the policy brief that Brown had mentioned earlier. She explained that the draft brief was developed in response to the NPBEAs suggestion at the last meeting. Brown again expressed his enthusiasm for the idea of a policy brief series and reminded members of the board that several years ago that the board had considered disbanding. The idea of taking a leadership on essential policy issues such as those discussed today, making public statements and issuing policy briefs is exactly what this group should be doing.

Young noted that the board could start small, distributing three a year and then if the idea appears successful, we could do more. Distribution would involve a limited print version with mass electronic distribution among NPBEA members organizations as a PDF. Ideas might include the call for improving policy system discussed earlier, quality programs and program improvement as suggested by Smith and Brown earlier, leveraging change in University prep programs. Flannery suggested that we might request a brief from Jim Kelley at Wisconsin who is doing some work on human capital. Board members agreed to move forward with this initiative.

10. Expanding Membership of the NPBEA

Young noted that it had been suggested on several occasions that the NPBEA might consider expanding its membership. As such, the item was placed on the agenda. Discussion of whether or not the NPBEA should consider expanding its membership. Several pros and cons were offered in terms of expansion. Gene pointed out that our bylaws require that members have as their primary concern, educational leadership. You want folks involved who get up in the morning thinking about leadership. Young asked if there were any perceived gaps in the board—are there any stakeholder perspectives missing. It was suggested that Deans might be such a voice. Cibulka suggested inviting the president of CADREI to attend the next meeting. Smith indicated that she would help facilitate an invitation. Crawford noted that there are a number of organizations that might be appropriate for affiliate membership, but not full. Wilhoit noted that of key concern with regard to membership is AASA. Young reviewed her staff members' conversation with AASA's representative and noted that she had a telephone appointment with the new exec next week to discuss their continued membership.

11. NPBEA Budget Review and Audit Schedule

Young reviewed the budget document and noted that a revised budget would be distributed, given the number of changes made to the one in member's packets. A question was raised about dues. The process for how current dues were set was shared. Wilhoit requested that a cash balance be included as part of the budget materials when it is circulated.

12. Proposed Future Agenda Items

Young requested future agenda items. The following were suggested:

- ELCC standards revision update
- researching programs and building capacity
- update on the ELCC technical assistance site
- CCSSO will bring someone to discuss their work on state level initiatives
- review of the next policy brief
- Kelley's work on Human Capital

13. Election of Chair-Elect.

Young requested a nomination for chair-elect. This individual would serve as chair elect for a period of one year and then become chair for the period of two years.

Martin nominated Wilhoit of CCSSO

Cibulka provided a 2nd

All in favor - Unanimous

14. Determine Dates For Next Meeting (December 2008)

Young requested dates for the next NPBEA meeting. All present agreed that the next meeting would be held on December 8, 2008. Brown volunteered NAESP headquarters to host the meeting.

15. Meeting Adjourned 4:00 pm

Motion – Carol Smith

2nd – Jim Cibulka

Aye Unanimous