

**MINUTES OF SPECIAL MEETING,
BOARD OF EDUCATION, SCHOOL
DISTRICT #225, COOK COUNTY,
ILLINOIS, JANUARY 20, 1990**

A special meeting of the Board of Education, School District No. 225 was held on Saturday, January 20, 1990, at approximately 9:00 a.m. at the Radisson Suite Hotel, 1400 Milwaukee Avenue, Glenview, pursuant to due notice of all members.

The president called the meeting to order. Upon calling of the roll, the following members answered present: Baer, Howland, McConachie, Morris, Wilson, Winton, Zimmerman. Also present: McGrew, Wisner, Lacivita.

DISCUSSION RELATIVE TO THE MISSION OF THE DISTRICT

Mr. Morris stated that the purpose of the special Board meeting was to provide an opportunity to discuss in an informal manner, topics for which there was not enough time to thoroughly discuss at regular Board meetings. Mr. Morris reported that he had solicited discussion topics from Board members and suggested that the Board begin with one of the topics submitted by Mr. Howland: What does each Board member believe the mission of District #225 is or ought to be? Is the Board's mission the same as the District's mission? He then asked Mr. Howland to begin the discussion.

Mr. Howland stated that he believed that successful organizations usually have a clearly defined mission statement or raison d'etre. Mr. Howland reviewed several district documents, including Board policy IA and concluded that our current mission statements are not very useful to the Board in making decisions. Mr. Howland then proposed the following mission statement for the Board's consideration: to provide the students of District 225 an educational foundation and framework to prepare them to be productive citizens in a free society. Mr. Howland also indicated that he believed that the Board's mission should not be the same as the district's mission, and he offered the following statement as the Board's mission statement: to insure the fulfillment of District 225's mission, and to balance the accomplishment of the district's mission with the Board's fiduciary obligations to the taxpayers and citizens of the district.

Mr. Baer indicated that he believed the Board ought to state what students are to accomplish, adopt goals and set standards. Once the Board decides on the district goals and sets standards, then the Board can make decisions and allocate resources in accordance with the Board-established goals and standards.

Mr. Winton suggested that the district's mission statement should be flexible, subject to periodic review, be different from the Board's mission statement, and the Board should have goals for each unit of the district. He also favored involving other constituents of the district in developing the mission statement and goals.

Mrs. McConachie stated that discussions about mission statements and goals are just as important as the written statements. Mrs. McConachie indicated that Board members ought to clarify their philosophic positions and begin to deliberate about where the Board wishes the district to proceed.

Mrs. Zimmerman advocated having the Board members share their philosophy and explain what they believe ought to be the focus of the Board and the district.

Dr. McGrew noted that the Board often sends signals to the administration and staff by what they do. He indicated that by the Board's inquiry into the mathematics and science programs, the Board indicated to the staff that the Board is interested in educational topics.

Mrs. McConachie stated that she believed that a primary function of the Board was to sustain a dynamic atmosphere within the district by motivating, inspiring, and exciting students and staff to attain higher performance levels.

Mr. Baer indicated that the Board needs to decide what it is the Board wants to emphasize. He recommended a frame of reference which could be used to assist the Board in making decisions about how well our district is achieving the goals set by the Board and giving direction to the superintendent and staff.

Mr. Wilson suggested a mission statement for the district could be: to educate all the students to their maximum potential, and to be productive and critical-thinking citizens of our society. He also believed that the Board had an additional responsibility involving its fiduciary obligations to the taxpayers. He advocated setting individual departmental goals, such as by the year 2000, assuring that our students will be achieving on international exams at a level at least comparable to those of foreign nations.

Dr. McGrew suggested that the Board might wish to consider a 5-year mission statement, with yearly reviews. He suggested that the statement of the mission of the district could be: to inquire, to examine, to motivate, and to improve. He also raised the issue of what degree the Board wished to respond to the community or lead the community relative to the Board's goals and objectives.

Mr. Howland stated that as a result of the discussions he thought that his suggested mission statement for the district should be altered to include the phrase "highly productive citizens" to reflect the nature of our community.

Mr. Winton indicated that he would like to see the Board take steps to develop a mission statement and a set of strategies and tactics. He indicated that the Board needs to clearly communicate to the staff where the Board wants the district to be in five or more years and the Board could use such a statement to give direction and to evaluate staff performance.

Mr. Howland suggested that the Board may wish to conduct another meeting to continue its review of written mission statements.

DISCUSSION RELATIVE TO STAFF CAREER DEVELOPMENT

Mr. Morris announced that the next topic for the special meeting would be a review of issues involving staff career development and career changes.

Mr. Winton indicated that the Board should consider developing nontraditional career opportunities for both our current staff and for those who might be attracted to become staff members. The district's model is based on lifetime careers in education which is increasingly not the model found in other careers.

Mrs. McConachie suggested the Board should consider encouraging staff members to develop personal development plans which would contain plans for career development and inservice goals and activities for a several year period of time.

Mrs. Zimmerman stated that the Board should consider nonmonetary incentives to reward highly productive and creative members of the staff. Several Board members suggested reexamining the Board's sabbatical leave policy in light of Mrs. Zimmerman's comments.

