

**MINUTES OF A REGULAR MEETING,
BOARD OF EDUCATION, SCHOOL
DISTRICT #225, COOK COUNTY,
ILLINOIS, DECEMBER 10, 1990**

A regular meeting of the Board of Education, School District No. 225 was held on Monday, December 10, 1990 at approximately 7:30 p.m. at the Glenbrook High Schools Administration Building, pursuant to due notice to all members.

In the absence of the president, the vice-president called the meeting to order. Upon calling of the roll, the following members answered present: Baer, Howland, McConachie, Wilson, Winton, Zimmerman. Member absent: Morris Also present: Freeman, Lacivita, McGrew, Pommerenke, Wisner.

DISCUSSION RELATIVE TO THE MINUTES OF THE REGULAR MEETING OF NOVEMBER 26, 1990

Mr. Howland raised a question about the sixth paragraph on page 69. Mr. Lacivita indicated that the statement should read: "Mr. Wisner reported that the administration was recommending a 4.9% increase in the levy for 1990."

Mr. Winton noted that he was cited on page 75 as making a motion when he was not present at the meeting.

APPROVAL OF MINUTES OF REGULAR MEETING OF NOVEMBER 26, 1990

Motion by Mrs. Zimmerman, seconded by Mr. Baer, to approve the minutes of the regular meeting of November 26, 1990, as corrected.

Upon calling of the roll:

aye: Baer, Howland, McConachie, Wilson, Zimmerman

nay: none

abstain: Winton

Motion carried.

RECOGNITION OF COMMUNITY VISITORS

Mr. Wilson asked if there were any members of the audience who wished to address the Board on a topic which was not on the agenda.

Malcolm Douglas, 245 Country Lane, Glenview, commented to the Board on several statements made by members of the audience at the previous Board meeting. Mr. Douglas also described the U.S. Department of Energy "Science Education Enhancement Act" which provides personnel assistance and surplus equipment for science courses. Mr. Douglas offered his services if the Board desired to pursue the program. He offered to assist the Board in obtaining science grants from other sources such as the Illinois State Board of Education.

Channing Lushbough, 420 Elm Street, Glenview, reported to the Board that the Board minutes and audio cassettes are not stored in fire-proof locations. Mr. Wisner responded that the minutes will shortly be placed on microfilm. Mr. Lushbough also asked how much of the budget for the administrative computer system and the budget for the construction of the fieldhouses have been spent and how near the district is to completing these two projects.

DISCUSSION OF PROCEDURES TO DEVELOP LONG RANGE STRATEGIC PLAN

Dr. McGrew reviewed the Board's efforts during the past year to develop a long range strategic plan. He stated that earlier this year the Board had decided that the Board would retain primary responsibility for the development of the plan. Dr. McGrew suggested that the Board reconsider this decision and recommended that the Board assign him the task of developing the strategic plan.

Dr. McGrew reviewed the presentation the Board had received from the Cambridge Group at its meeting of October 1, 1990. Subsequent to the meeting, Dr. McGrew had spoken with other school districts which had utilized the Cambridge Group planning process. He suggested how the process might be varied for use at Glenbrook. Dr. McGrew recommended that a planning committee be selected by the end of January and the committee would study the issues internal and external to the district for a period of about six months. The committee would then spend three intensive days developing strategic objectives for the district. The strategic objectives would be submitted to the Board for approval, and if approved, action committees would be appointed. The action committees would develop action plans for a sequence of years to achieve the strategic objectives.

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Mrs. Zimmerman stated she was supportive of Dr. McGrew taking charge of the planning process because he is in an excellent position to facilitate the interaction of the Board, staff, and community. He also should be in charge because subsequently he would be expected to implement the plans.

Mr. Baer indicated that he desired to examine other options or alternatives for the planning process. He advocated greater Board oversight of the process and involvement, particularly in the initial stages of the process. Mr. Baer suggested that all the district's constituencies should be heard from and involved in the planning process.

Dr. McGrew responded that the degree of Board oversight and involvement was entirely the prerogative of the Board.

Mr. Howland asked how the planning facilitator would be chosen. Dr. McGrew responded he would recommend a facilitator for approval by the Board.

Mr. Winton reported that the superintendent's evaluation committee had considered recommending to the Board revising the superintendent's objectives for this year to include the planning process as one of the superintendent's responsibilities.

Mrs. McConachie made a motion that Dr. McGrew be directed to organize the strategic planning effort. The motion was seconded by Mrs. Zimmerman.

Mr. Winton reviewed the Board's efforts to develop a strategic plan during the past year. He urged the Board to proceed with the planning process.

Mr. Howland indicated that he could not support the motion because the Board has the responsibility of planning for the future of the district and the Board would not meet this responsibility if the motion were adopted.

Mrs. Zimmerman stated that the Board would meet its responsibilities under the motion and she indicated support for the motion.

Mr. Winton also indicated that the Board would retain its responsibilities, but that the Board might defer voting on the motion to allow more time for the Board to consider it. He also recommended that the planning process involve representatives of the feeder districts.

Mrs. McConachie and Mrs. Zimmerman withdrew their motion for reconsideration at a later date.

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Mr. Baer indicated that the Board should obtain the views of the constituencies within the district concerning the planning process being considered.

After further discussion, it was the consensus of the Board to direct the superintendent to arrange for additional planning facilitators to address the Board. It was also the consensus of the Board to restructure the superintendent's objectives for this year to include an objective for developing a strategic plan.

The Board also took the following action.

MOTION TO DEVELOP PLANNING COMMITTEE PARAMETERS AND STRUCTURE

Motion by Mrs. McConachie, seconded by Mrs. Zimmerman, to direct the superintendent to recommend to the Board parameters and structure for the strategic plan planning committee.

Upon calling of the roll:

aye: McConachie, Wilson, Winton, Zimmerman, Baer

nay: Howland

Motion carried.

Mrs. Zimmerman asked as to the status of the planning questionnaire. Dr. McGrew indicated that the questionnaire will be developed in conjunction with the facilitator.

DISCUSSION REGARDING COST CONTAINMENT

Dr. McGrew reported on the work of three cost containment committees organized at Glenbrook North, Glenbrook South, and the district office. Dr. McGrew indicated that the Board could instruct the superintendent to prepare a budget within a certain percentage increase or the Board could discuss individual items proposed by the committees.

Mrs. McConachie stated that the Board should consider additional ways to institutionalize cost containment processes by such methods as assigning a cost containment objective to each administrator, or by requiring cost containment impact studies for major district expenditures.

Mr. Howland indicated he favored giving the administration a goal for the 1991 levy so that the levy would not exceed a certain percentage increase.

Mrs. McConachie expressed concern about establishing a goal on the levy because of developments in Springfield.

Mr. Winton questioned the advisability of placing a goal on the levy in light of the availability of our reserves to fund expenditures.

Mrs. Zimmerman stated that whatever cost containment actions are taken, the high quality of education offered at Glenbrook must be maintained.

Dr. McGrew suggested that the administration present a budget along with a series of deductions which the Board could review and approve as the Board desires. However, he indicated that he would remain an advocate of quality education.

Mr. Baer indicated support for Dr. McGrew presenting the Board with a budget for the Board's consideration. He also stated that he did not favor assigning a percentage increase at this time prior to the development of the long range strategic plan.

Mr. Wilson stated that he would have trouble supporting a budget that would exceed the increase in the rate of inflation.

Mr. Winton expressed a concern that a percentage goal for the budget may require an extraordinary reduction in the non-salary items, considering the Board's contractual commitments on salaries. He also stated the district must look at ways of being more productive with the same resources. Mr. Winton stated that he would be particularly interested in cost containment of recurring expenses.

Mrs. McConachie stated that the superintendent should recommend cost containment measures, but that the community is interested in investing in the future by maintaining quality education.

Dr. McGrew recommended that the Board reach a conceptual understanding that the administration would prepare a budget and there would be a target range relative to the rate of inflation. The Board would then have the opportunity to review and revise the budget as it desired.

Mrs. McConachie encouraged the Board to focus on the quality of education desired by the community. She stated that the communities of Glenview and Northbrook have consistently recognized the high quality of our schools and they have been willing to pay the premium for quality schools.

