



## SUNSET RIDGE SCHOOL DISTRICT 29

525 Sunset Ridge Road • Northfield, Illinois • 60093  
847 881 9400 • Fax: 847 446 6388 • [www.sunsetridge29.org](http://www.sunsetridge29.org)

*Cultivating a learning community that engages the hearts and minds of students, one child at a time*

**SPECIAL BOARD OF EDUCATION  
SCHOOL DISTRICT 29  
SUNSET RIDGE SCHOOL – 525 SUNSET RIDGE RD. NORTHFIELD, IL 60093  
March 22, 2021 – 4:00 p.m. – 7:00 p.m.**

The meeting will include an opportunity to provide public comment. Any member of the public that would like to make a public comment can appear in-person or submit their comments via email to [D29\\_board@sunsetridge29.org](mailto:D29_board@sunsetridge29.org) by 2:55 PM on March 22, 2021.

Public comments submitted via email will be announced during the public comment portion of the meeting. The duration of public comment may be limited and the Board does not respond to public comments.

A live stream feed of the Board of Education meeting can be viewed at <https://www.youtube.com/channel/UCJ6qvSfiic1mISx0jICEIxQ>

### **AGENDA**

- 1. ROLL CALL:**
- 2. NEW BUSINESS:**
  - 2.1 Public Comment
  - 2.2 Board Open Discussion
  - 2.3 IASB Presentation – Basics of School Board Governance
- 3. ADJOURNMENT:**
- 4. UPCOMING MEETINGS:**
  - 4.1 Policy Committee Meeting: March 24, 2021 at 9:00 a.m.
  - 4.2 Return to School Task Force: April 12, 2021 at 3:30 p.m.
  - 4.3 Education Committee Meeting: April 13, 2021 at 6:00 p.m.
  - 4.4 Regular Board of Education Meeting: April 13, 2021 at 7:00 p.m.

**Sunset Ridge SD 29  
Starting Right: Building the New Governance Team  
Board Workshop  
March 22, 2021**

PLEASE REPLY TO:

☐ 2921 Baker Drive  
Springfield, Illinois  
62703-5929  
217/528-9688  
Fax: 217/528-2831

**Objectives:**

- A step in the process of creating a new board governance team
- Consider and clarify board/superintendent roles and responsibilities
- Discuss working relationships and expectations for the team
- Identify next steps and board development efforts

☐ One Imperial Place  
1 East 22nd Street  
Suite 20  
Lombard, Illinois  
60148-6120  
630/629-3776  
Fax: 630/629-3940

**AGENDA**

Introductions

Establishing a context and expectations

- *How we are going to work together*

Board member roles and responsibilities: consideration of the Six Foundational Principles (FP) of Effective Governance, focusing on these concepts:

- *Roles and Responsibilities (FP #1)*
- *Owners and Customers (FP #2)*
- *Employ the superintendent and evaluate one person; speak with one voice to the superintendent (FP #3, #4)*
- *What gets measured, gets done; how we know how we're doing (FP #5)*
- *Abide by the majority decisions of the board (FP #6)*

A culture of excellence: considering "Board Protocols" in support of the board's work

- *See Sample Board Protocols*
  - *Do we have sufficient agreement to go forward?*

Next steps

- *Identify areas for board improvement*

Reflection of the workshop

- *What one thing do I take away from our workshop?*

**OFFICERS**

Thomas Neeley  
President

Simon Kampwerth Jr.  
Vice President

Joanne Osmond  
Immediate Past President

Linda Eades  
Treasurer

Thomas E. Bertrand, Ph.D.  
Executive Director



# In-Person, In-District Work Requirements

August 5, 2020

Employees of the Illinois Association of School Boards are permitted to conduct in-person, in-district work on a conditional basis throughout Phases 3 and 4 of the [Restore Illinois Guidelines for Reopening Businesses and Returning People to Work Safely](#).

Prior to requesting in-person assistance from IASB, districts should consider whether a remote meeting, conducted in compliance with OMA requirements when applicable, is a viable option. If after consultation with IASB staff, a determination is made to proceed with in-person, in-district work, the requirements below must be met. IASB staff will hold preliminary discussions with the board president or superintendent to ensure these work requirements will be met. IASB employees must not begin and are empowered to stop an in-person session when these conditions are not met.

## Requirements for Boards, District Staff When IASB Employees Perform In-Person, In-District Work

- Face coverings must be worn at all times in school buildings (per ISBE guidelines) and may apply in administration buildings even when social distancing is maintained.
- Maintain a social distance in accordance with [IDPH guidance](#).
- Conduct the meeting with no more individuals than the allowable capacity under IDPH guidelines.
- Provide hand-washing capability or sanitizer to all individuals, and require all individuals to use it.
- All board members and district staff must conduct self-health checks prior to arriving at the meeting. By attending the meeting, participants are affirming that they have no symptoms of COVID-19 (cough, shortness of breath or difficulty breathing, fever of 100.4 degrees or above, chills, muscle pain, headache, sore throat, new loss of taste or smell, or other CDC-identified symptoms).
- Minimize the sharing of materials (folders, paper, markers, etc.).
- Use rooms that maximize room spacing and airflow.

## Requirements for IASB Employees

- Face coverings must be worn at all times in school buildings and may apply in administration buildings even when social distancing is maintained.
- Maintain a social distance in accordance with IDPH guidance.
- Use of hand-washing capabilities or sanitizer.
- Will not report to or remain working if sick or symptomatic of COVID-19 symptoms (cough, shortness of breath or difficulty breathing, fever of 100.4 degrees or above, chills, muscle pain, headache, sore throat, new loss of taste or smell, or other CDC-identified symptoms).
- Minimize the sharing of materials (folders, paper, markers, etc.).

Adapted from <https://dceocovid19resources.com/>.

# SELF-HEALTH CHECK



**DO NOT ENTER** if you are having or experiencing any of the symptoms below.

- ☐ Have you felt feverish?
- ☐ Do you have a cough?
- ☐ Do you have a sore throat?
- ☐ Have you been experiencing difficulty breathing or a shortness of breath?
- ☐ Do you have muscle aches?
- ☐ Have you had a new or unusual headache (e.g., not related to caffeine, diet, or hunger, not related to a history of migraines, clusters, or tension, not typical to the individual)?
- ☐ Have you noticed a new loss of taste or loss of smell?
- ☐ Have you been experiencing chills or rigors<sup>1</sup>?
- ☐ Do you have any gastrointestinal concerns (e.g., abdominal, pain, vomiting, diarrhea)?
- ☐ Is anyone in your household displaying any symptoms of COVID-19?
- ☐ To the best of your knowledge, have you or anyone in your household come into close contact<sup>2</sup> with anyone who has tested positive for COVID-19?

<sup>1</sup> Rigors: a sudden feeling of cold with shivering accompanied by a rise in temperature

<sup>2</sup> Close contacts include household contacts, intimate contacts, or contacts within 6-ft. for 15 minutes or longer (10 minutes or longer for ambulatory care services) unless wearing N95 mask during period of contact.

Source: <https://dceocovid19resources.com/assets/Restore-Illinois/checklists3/screening.pdf>



# Robbins Schwartz



## Newly Elected School Board Members Training Webinar



Save the date for our complimentary training webinar designed to provide newly elected school board members with the necessary credit hours to meet mandated state requirements.

**When:** Saturday, May 8<sup>th</sup>  
Saturday, May 15<sup>th</sup>  
Saturday, May 22<sup>nd</sup>

**Time:** 8:30 a.m. - 1:00 p.m.

**Cost:** Complimentary



### Topics will include:

- The Open Meetings Act
- The Freedom of Information Act
- Construction Project Oversight
- School Boards and Student Discipline
- Collective Bargaining
- Board Member Ethics and Fiduciary Duties
- Parliamentary Procedures Made Easy



[www.robbsins-schwartz.com](http://www.robbsins-schwartz.com)

If you have any questions, please contact Maritza Guevara at [mguevara@robbsins-schwartz.com](mailto:mguevara@robbsins-schwartz.com) or Carolyn Riehle at [criehle@robbsins-schwartz.com](mailto:criehle@robbsins-schwartz.com)

Robbins Schwartz  
55 West Monroe Street, Suite 800, Chicago, IL 60603



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# Starting Right: Creating the New Governance Team

Sunset Ridge SD 29  
March 22, 2021



ILLINOIS ASSOCIATION  
OF SCHOOL BOARDS  
Field Services

Facilitated by:  
Dee Molinare, Ed.D.  
Field Services Director

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ILLINOIS ASSOCIATION  
OF SCHOOL BOARDS

*The vision of the Illinois  
Association of School Boards is  
excellence in local school  
governance in support of  
quality public education.*

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## Foundational Principles of Effective Governance

1. The Board Clarifies the District Purpose
2. The Board Connects with the Community
3. The Board Employs a Superintendent
4. The Board Delegates Authority
5. The Board Monitors Performance
6. The Board Takes Responsibility for Itself



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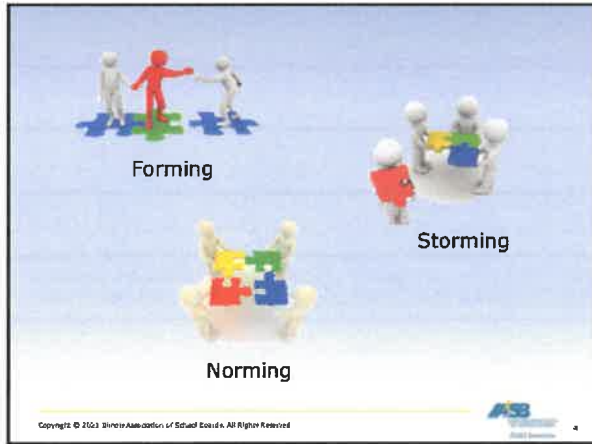
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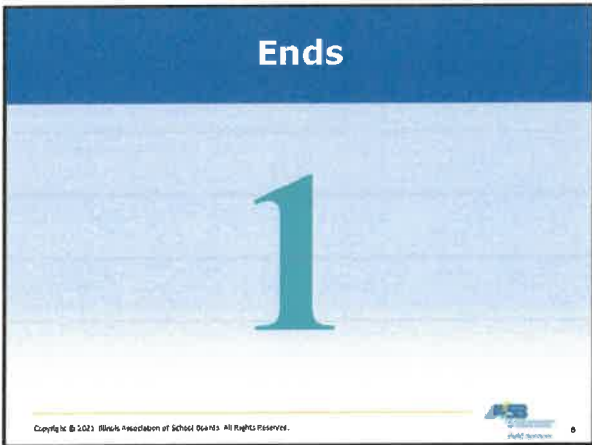
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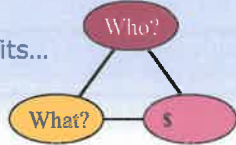
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## The Board Clarifies District Purpose

The Board defines, articulates, and re-defines ends to answer the "triad" question:

1. Who...
- 2....gets what benefits...
- 3....for how much?



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## Board Work

The role of the board is to:

- Govern the school district
- Answer the questions, "**who? what? and how much?**"
- Decide by voting at a convened meeting (guiding the superintendent with one voice)
- Identify intended results

**Board Work = ENDS**

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## Two Key Concerns



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## Superintendent Work

The role of the superintendent is to:

- Manage the school district
- Answer the questions "how? when? where? and by whom?"
- Recommend and implement
- Lead the staff to improved district performance and compliance with board policy

**Superintendent Work = MEANS**

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## Board/Superintendent Roles



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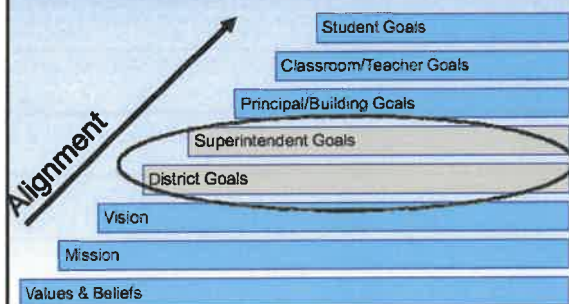
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## Goal Alignment



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## The Board Connects with the Community

- *Owner concerns*
  - Board sits in trust for the owners
- *Customer concerns*
  - Board directs customer concerns to Superintendent and staff



NOT **Board** work!

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## The Board Connects with the Community

- Board in touch with owners' concerns and values
  - Serves the public good
  - Is not overly influenced by special interests



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## A Balcony Perspective


“systems thinkers point of view”

A space to reflect away from the action:

- ✓ See the whole dance floor
- ✓ Consider the BIG PICTURE;  
ask tough questions
- ✓ How does the School Board communicate with the participants on the dance floor



Richard Broholm

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## Foundational Principles of Effective Governance

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## The Board Employs a Superintendent

Board and Superintendent relationship

- Mutual respect
- Clear understanding of roles, responsibilities, and expectations

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## The Board Employs a Superintendent

Employs **one** person

- District performance
- Compliance with written board policy

With accountability comes empowerment

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## Board Employs a Superintendent

Board and superintendent should thoughtfully craft:

- Superintendent employment contract
- Job description
- Ongoing assessment
- District goals

With a reliance on written board policy

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## Foundational Principles of Effective Governance



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## The Board Delegates Authority

Delegates the authority to

- Manage the district
- Provide leadership for the staff

Through written board policy

- District ends
- Operating parameters



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# Delegating Authority

Boards should focus on the what and let staff focus on the how !



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# Foundational Principles of Effective Governance





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# KNOWLEDGE

INFORMATION INFORMATION INFORMATION

DATA DATA DATA DATA





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# Board Data



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[illegible]

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# Monitoring Performance

Did we get the results we intended?

**NOT**

Did they do it the way I wanted it done?



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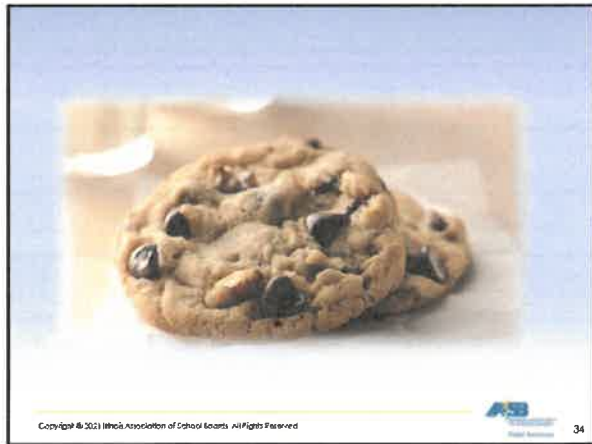
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### The Board Takes Responsibility For Itself

Good governance requires the board be responsible for:

- Itself
- Its processes
- Contributions
- Continuity of leadership

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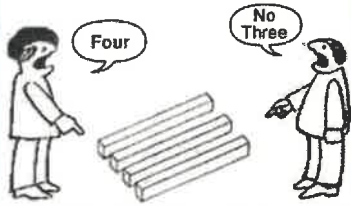
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## Board Work: Modeling Attitudes and Values

It is really confusing!!!



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## Board Work: Modeling Attitudes and Values

### Dialogue vs Debate

1. Many people have pieces to the answer
2. More than one solution may exist

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## Strong Communication Leads to Effective Governance

Creating an effective governance team depends on:

- Strong, ongoing communication
- Respect for diverse opinions
- Agreed upon operating protocols/agreements

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## Board Protocols (Agreements)

- A set of operating procedures
- A framework for interaction
- Provide a clear direction
- Provide structure

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## Next Steps

To Do List:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

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Thank You!

**Springfield Office**

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# Sunset Ridge SD 29

## Board Protocols

### March 22, 2021

#### **Unity of Purpose**

We affirm the unique role of public education, whereby each community collectively pools its resources for the common good through the education of its students. Therefore, we seek to uphold and improve public education for our community.

- We want to build trust and move the district forward.
- We want to become an effective team.
- We want to understand our individual jobs and collective responsibilities.
- We want to be a team with a common, focused direction.
- We want to create a district culture that supports positive change.
- We want to perpetuate a positive district culture that survives in the face of board member and staff turnover.

*Please refer to the PRESS Policy Reference Manual:*

2:20 Powers and Duties of the School Board (District 29 Board Policy 201)

2:80-E Board Member Code of Conduct (District 29 Board Policy 210)

#### **Roles & Responsibilities**

The board will seek always to:

- govern with a focus on the future, on results, and on continuous improvement;
- encourage collective decision making and diversity in viewpoints;
- respect the distinction between board and superintendent/staff roles, and
- pursue rigorous and continual improvement in its ability to define community values and its vision of the future.

#### **Behavioral Expectations**

- a. Start with the common belief that everyone has good intentions.
- b. Create a safe environment for the productive exchange of ideas.
- c. Sincerely listen and seek to understand the viewpoints of others.
- d. Solve problems through a collaborative process where all participants support the decision and actively work toward its implementation.

#### **No Surprises!**

Meaning, no one (superintendent, board member) gets surprised at any time – in the meeting, or between meetings. The truth of no surprises is respect. Each board member and superintendent must respect all the other participants, and the processes the board team shares. Jump outside of respect for either people or processes, and someone will get surprised – and end up looking or feeling bad. And the work will suffer.

#### **Engaging the Community**

Because the board sits in trust for the whole community, the board will make continuing efforts to hear and engage the whole community. We will seek venues beyond the board meeting where we can effectively engage community members and listen to their concerns. We will attempt to be in touch with all stakeholders and all segments of the community, not

just those who seek us out. We will monitor our efforts in this area, asking the question “which community voices are not part of board considerations, and how can we allow these voices to be heard?”

2:230 *Public Participation at School Board Meetings and Petitions to the Board (District 29 Board Policy 233)*

8:10 *Connection with the Community (District 29 Board Policy 800)*

### **Concerns from the Community and Staff**

When someone complains to us, we will listen carefully, remembering we are only hearing one side of the story. We will then direct that person to the person in the district most appropriate and able to help them resolve their concern. We will make sure they understand the appropriate order of whom to contact (teacher, then principal, then district staff) and are aware of any formal forms or policies that might assist them (e.g., written complaint form). This will ensure everyone is treated fairly, equally and expeditiously and that the processes and procedures of the district are upheld. It will also clarify that one board member has no individual authority to fix a problem.

2:140 *Communications To and From the Board (District 29 Board Policy 219)*

2:260 *Uniform Grievance Procedure (District 29 Board Policy 250)*

8:110 *Public Suggestions & Complaints (District 29 Board Policy 870)*

### **Board Meeting Agenda**

The board’s agenda is an expression of what the board understands its work to be and how it intends to pursue that work. Typically, the agenda is a cooperative effort of the board president and superintendent. All board members are invited to submit suggestions for agenda items. Periodically, the entire board will consider important topics or agenda items for consideration in the following months.

2:220 *School Board Meeting Procedure (District 29 Board Policy 230)*

### **Meetings of the Board**

We understand that board meetings are meetings of the board held in public, not open-forum town-hall meetings. We will keep this in mind as we conduct our meetings, allowing the public to provide input at the time allotted on the agenda to ensure the multiple voices of the community inform board deliberations. However, when the board deliberates, it will be a time for the board to listen and learn from each other, taking the public input into consideration; not a time to re-engage with the public.

We will consistently abide by our formal processes relating to this issue so that all persons are treated fairly and equally. We will review our policies relating to board meeting management (e.g., time limits on input from members of the public), revising or reaffirming them as appropriate.

2:200 *Types of School Board Meetings (District 29 Board Policy 230)*

2:220 *School Board Meeting Procedure (District 29 Board Policy 230)*

### **New Board Member Orientation**

The board desires to be a team where all members contribute to effective board leadership. The board takes initiative in helping new members learn, understand and practice effective governance. The board president shall arrange a meeting of the whole board to review board

*Please review your written board policy to ensure alignment with your Board Protocols.*

processes and procedures. The superintendent shall meet with new board members to answer questions and acquaint the member with the district. If desired by the new board member, a veteran member will be identified as a mentor.

*2:120 Board Member Development (District 29 Board Policy 206)*

### **Board Member Request for Information**

When an individual board member requests information, it will be provided to all board members. An individual board member will - insofar as possible - work to let the superintendent and staff know ahead of time when a request for information will be made in public so the staff can be prepared to provide a thorough answer.

Individual board members will self-monitor to ensure one person's request for information does not divert an inappropriate amount of time from staff efforts to achieve district goals.

*2:130 Board/Superintendent Relationship (District 29 Board Policy 224)*

### **Board Member Requests for Action**

The only authority to direct action rests with the full board sitting at the board table during a duly called open meeting. A majority vote sets such direction. The board president is responsible for focusing board agendas on appropriate content (board work). Board members and district residents may suggest items for inclusion on the agenda. Such items may be added to the agenda upon approval of the board. Since action items must be posted in the meeting notice, such items will typically be scheduled for a subsequent meeting. When a majority of the board, sitting in a formal meeting, requests action, it should be made relative to the intended results, not the methods used to achieve those results.

*2:220 School Board Meeting Procedure (District 29 Board Policy 230)*

### **The Board President**

The board is a group of seven equals and the board president is the first in the line of equals. Each board member takes full responsibility for board activity and behavior. The task of the board president is the facilitation of the work of the board and its ability to comply with its working agreements and mutual expectations. The board president will also assume some responsibility for facilitating the relationship between the superintendent and the board. The board will elect a member for this important position who is well suited to the responsibilities.

In accord with the School Code, the board president will be elected every two years at the board organizational meeting following the April school board election. The president pro tempore will accept nominations for the position, including self-nominations. A second is not necessary for the nomination. Roll call voting will continue until one candidate receives a majority of the votes cast. A run-off of the top vote-getters may be necessary to achieve the required majority.

*2:110 Qualification, Terms and Duties of Board Officers  
(District 29 Board Policy 202)*

### **The Board Takes Responsibility for Itself**

The board will schedule an annual workshop to complete a board self-evaluation and review governance team agreements and processes.

*2:120 Board Member Development (District 29 Board Policy 206)*

*Please review your written board policy to ensure alignment with your Board Protocols.*



### **Speaking with One Voice**

- a. No board member or subset of the board of education has the authority to act or speak on behalf of the board without the consent of the board.
- b. The relationship between the superintendent and any individual board members is collegial not hierarchical, based on mutual respect for their complimentary roles.
- c. The superintendent is accountable only to the full board of education.
- d. The board and the superintendent have the right to expect performance, candor and honesty from one another.
- e. Board members have an obligation to express their opinions and respect others' opinions.
- f. Board members understand the importance of speaking with one clear voice to the superintendent.
- g. Board members have the right to disagree with the decision of the board, but understand the importance of abiding by the majority decisions of the board.