A PUBLICATION OF THE IDAIHO SCHOOL BOARDS ASSOCIATION

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144

Long time ISBA Executive Director, Karen Echeverria, calls it a career. p.26



fall

2021

2

magazine



Supporting Education Through Activities

















MORE THAN A GAME

- Students involved in activities average fewer absences per year than the general student population
- Participation in high school activities is a valuable part of the overall high school experience
- Students who compete in high school activity programs achieve higher grades and have better attendance
- School activities teach lessons that include citizenship, teamwork, motivation, cooperation and self-discipline
- Those who participae in activity programs are less likely to have discipline referals than the general student population
- High schools that offer multiple activities meet the needs of a wide variety of the student population
- High school activities are fun!

Students Now Citizens Forever

















FALL / 2021







IN EVERY ISSUE:

- **5** About ISBA
- 8 President's Message / Jody Hendrickx
- 10 State Department of Education / Sherri Ybarra
- 12 State Board of Education / Kurt Liebich
- **14** Safety Notes / Dane Higdem
- 16 At Your Service / Quinn Perry
- 38 The Last Word / Karen Echeverria
- **43** Business Partners & Affiliates

FEATURES:

- 6 An Introduction / Misty Swanson
- **18** Alma's Way / Greg Likins
- 20 ISBA Annual Convention
- 22 Convention Agenda
- 23 Meet Our Keynote Speakers
- 24 Scholarship Recipients
- 26 End of an Era / Misty Swanson & Quinn Perry
- **28** READY! for Kindergarten / Hailey Michalk
- **30** What Did We Learn From This Past Year / Ty Jones
- **32** Keep the Cold at Bay / Blue Cross of Idaho
- **34** Why Education Needs Human Capital Management / Elizabeth Combs
- **36** Get to Know Your ISBA Consultants

3



MISSION:

The Idaho School Boards Association advocates for Idaho students and public education with leadership and service for local school boards.

VISION:

Empower Local Boards for Student Success

STANDARDS:

- 1. Vision and Mission
- 2. Continuous Improvement
- 3. Advocacy
- 4. Accountability
- 5. Community Engagement
- 6. Board Operations and Professional Development



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2021 ISBA CALENDAR

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No

No

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ober 8-10	NSBA Pacific Region
	Winter Meeting
	• Vancouver, WA
ovember 17-19	ISBA Annual Conventio
	• Boise Centre - Boise,
ovember 25-26	Thanksgiving Holiday
	ISBA Office Closed
ecember 25-1	Christmas Holiday
	ISBA Office Closed

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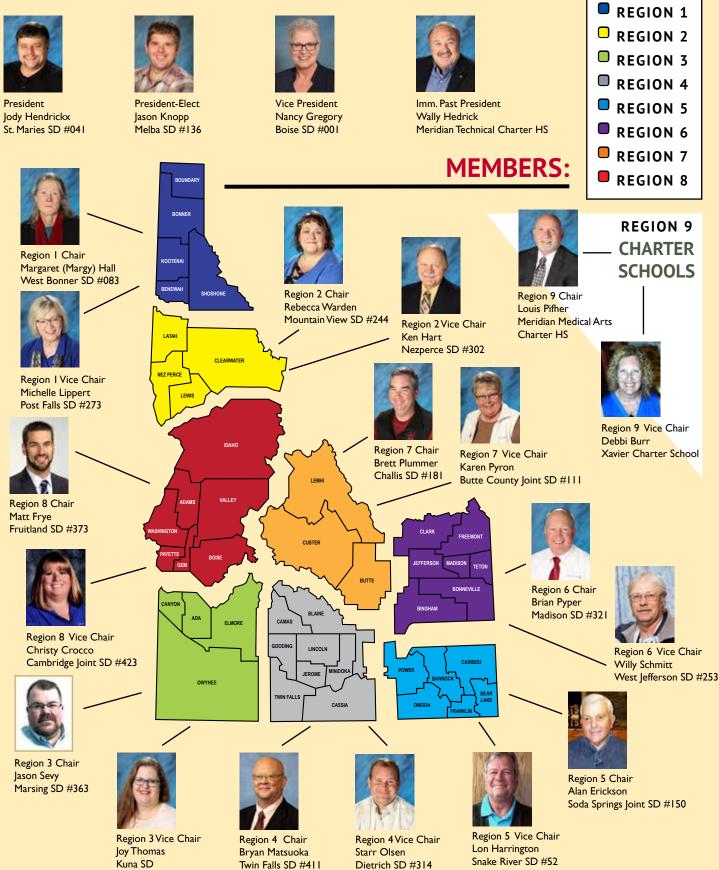
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2020-2021 ISBA Executive Board: OFFICERS:

The Idaho School Boards Association is governed by a 22-member Executive Board which includes four officers and two representatives from each of the nine regions of ISBA.



5

6

AN INTRODUCTION By Misty Swanson / ISBA Executive Director

A Message from ISBA's New Executive Director



Hello everyone! It is an absolute honor to serve as the Executive Director of the Idaho School Boards Association. I have thoroughly enjoyed the 16 years I have served ISBA and its members, and look forward to many more.

Moving Forward

The ISBA staff works alongside the ISBA Executive Board to achieve ISBA's vision, "Empower Local Boards for Student Success", and mission, "The Idaho School Boards Association advocates for Idaho students and public education with leadership and service for local school boards." We must ensure we are focused on this mission as we carry out some key functions, for example:

- Advocate and represent the diverse needs of our membership.
- Provide products and services that support district and charter success.
- Provide leadership and professional development.

As ISBA grows and evolves, crucial conversations on what we can improve on and what we should continue doing as your association are necessary and must take place. As your new executive director, I want to learn from you on how we can deepen member connections and ensure you believe that this is your association. I want to hear from you on how we can fulfill your needs. So, start thinking of how ISBA can help your district/ charter and board advocate for the best schools in every Idaho community. For many years, ISBA has celebrated the theme **Stand Up for Idaho Public Schools**. We want to highlight the positive stories from your schools! We know there is so much good happening across the state and we'd love to share those stories widely. Please share the stories of your students' accomplishments, staff successes, board honors, and anything else that shows how great Idaho's public schools are with ISBA.

What To Watch For

 ISBA Annual Convention: We have many exciting things coming up! In November, ISBA will hold its Annual Convention. We are planning an in-person event at the Boise Centre and are beyond excited to see everyone in person again. With that said, we are seeing COVID-19 numbers increasing, so we will be prepared to navigate to an online event should the situation require it. We will be following guidelines from Boise City and the Boise Centre. Whether the event is held in-person or online, the staff is working on an exceptional lineup of workshop presenters, keynote speakers, opportunities for networking, voting at the Business Session, and much more. More details can be found on our website here: www.idsba.org/events/annual-convention/

AN INTRODUCTION

- Trustee Rezone: I often receive questions related to the status of the trustee rezone project. ISBA is handling nearly all of the rezone projects for Idaho's school districts. As of the time I write this article, the census data was recently released. ISBA is working to ensure participating districts' projects are completed in accordance with Idaho Code. From the date the census data was released, we have 120 days to complete the entire project, including approval of the plan from the State Board of Education. We plan to have the work completed within 90 days so that there is ample time for the final steps prior to the deadline. We will be sending information out as we receive it. If you'd like to peruse the Code section on this topic, it is Idaho Code 33-313.
- Region Meetings: Quinn and I are excited to visit your regions in September for the annual region meetings. During these meetings, we will share information on the submitted resolutions and answer questions. More details can be found on our website here: https:// www.idsba.org/events/region-meetings/

Please Reach Out

Please reach out anytime with ways that ISBA can assist you in your important work for Idaho's schools. If you have questions, ideas for improvement, or information to share, the staff and I look forward to hearing from you.

A Little About Me

For those that don't know me, I thought I'd take this opportunity to share a little. I have lived in Idaho since I was three months old. I attended schools in the Bruneau-Grand View School District where I grew up on my family's farm. I was fortunate to have the opportunity to participate in many school activities while also learning the hard work a farm life requires. After working in the legal field for several years, I began working at ISBA as the legal and policy coordinator. I have held many positions throughout the organization enjoying every position along the way.







7

8

PRESIDENT'S MESSAGE By Jody Hendrickx / ISBA President





Does Your School District or Charter use a Hiring Committee?

All across the great State of Idaho you see "Now Hiring" signs in the windows of businesses and organizations. These job openings can be attributed to the graying of America, job dissatisfaction, COVID, and many other things. While losing experienced employees can be difficult, hiring new employees can often have its own set of challenges.

By mid-May 2021, nearly 25 school districts in Idaho would need a new superintendent for the 2021-2022 school year. Even more principal and teaching positions were open across the State. Throughout Idaho, paraprofessionals, custodians, and bus drivers were also in short supply. In St. Maries, Idaho, we were challenged with replacing the principal in every building in the District. We soon found the process of finding the best person for the job can lead to struggles and hard feelings from within.

Because jobs are plentiful and applicants seem to be in short supply, it is especially important to have a sound hiring process. Positions need to be advertised using a variety of platforms, applications must be screened, interviews completed, and candidates vetted prior to offering a position. Each step in the process is important in hiring a quality candidate. Idaho School Board Association (ISBA) has services available that you may find helpful in this process.

One of the ways that ISBA has assisted in this regard is by providing advice on how to appropriately use a hiring committee and what information should be provided in the board packet, a practice many districts utilize. A hiring committee brings different perspectives to the table and can be helpful in selecting the right candidate for the job. However, sometimes those on the hiring committee become overly involved in the process and emotions can get in the way. It is important for the committee to know that their job is to offer insight and perspective, not to make the final decision. Information gleaned in vetting candidates will sometimes lead to the final selection of a candidate that was not the highest ranked candidate of the committee.

Further, it is imperative that everyone involved in the process of hiring understands that it is a very confidential process. Information contained in the applications, information discovered in interviews and vetting, as well as the names of the candidates is all confidential information. If you are using an interview committee, each member should sign a confidentiality agreement to protect the applicants.

Losing a quality employee can be difficult. However, hiring a quality employee can be just as difficult. Hiring can be an emotionally charged process for everyone involved. That is why it is important to develop clear procedures and best practices ahead of time. Reach out to ISBA for a professional development workshop now so that you are prepared.

How did you do this hiring season? Are there things that you will do differently next time? Hiring new staff should be a growth opportunity for everyone. ISBA wants to hear from you on a how staffing shortages have impacted you, and what they can do to help. Please reach out to the wonderful staff at ISBA and give them your feedback.

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Jody Hendrickx Idaho School Boards Association

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STATE DEPARTMENT OF EDUCATION By Sherri Ybarra / Idaho Superintendent of Public Instruction



New School Year Brings Opportunities and Ongoing Challenges



Photo Credit: State Department of Education

Superintendent of Public Instruction Sherri Ybarra talks with Moscow High School students May 13. During the annual statewide Legislative Roadshow and whenever she visits Idaho communities, Superintendent Ybarra makes a point of visiting classrooms and getting their insights. Now she is launching a Student Advisory Council of 13 students in grades 4 through 12 from all regions of the state. Their first meeting is Sept. 20.

Eighteen months after the pandemic began, COVID is still top of mind for school boards, educators, and families. As we enter a new school year amid concerns about a new pandemic variant, we must stay focused on student learning and the safety and well-being of students, educators, and staff.

We all know that there is continued concern about how to mitigate COVID, and districts and charter schools are pressed to make difficult decisions about safety protocols. From the Superintendent of Public Instruction's Office to local school buildings, we all share a commitment to provide in-person learning that is so vital to the success of Idaho students.

This will require ongoing flexibility. Our schools must be poised to adjust as we move forward, but always with a focus on student learning. My top priorities for the 2021-22 school year are to address the academic impact of lost instructional time over the course of past months as well as the social and emotional challenges created by the pandemic.

I'm especially excited about two new initiatives taking shape this fall that aim to address both of those goals: my new Student Advisory Council and my thorough plans for improving socialemotional and mental health supports throughout our public school system.

11

Students Lend Their Insight, Energy

What we do in Idaho's public schools and districts is all about meeting students' needs, igniting their dreams, and fueling their success. That's why, late last spring, I put out a call for Idaho students of all backgrounds, regions, and interests to serve on a new Student Advisory Council.

The response was amazing: 58 applications from elementary, middle, and high school students across the state, each with a parent or guardian willing to accompany them to meetings, and each with great ideas.

It was hard to narrow it down – so hard that we ended up with 13 council members instead of the planned 12. And what a group: girls and boys in grades 4 through 12 from every region of the state, with widely diverse backgrounds and strong ideas about how to improve the Idaho public education experience.

Key issues advanced by advisory council members range from eliminating cliques to school funding and also include time management, mental and emotional health, social issues, and meeting the needs of students with disabilities.

I can hardly wait to meet with these amazing young Idahoans when we gather for the first time in September. I expect to learn a lot.

Improving Conditions for Learning

A committee of nearly 90 Idaho school, government, and community stakeholders worked last spring to identify strategies and proposals for improving conditions for learning in districts and charter schools throughout the state.

My Department of Student Engagement and Safety Coordination is hard at work turning those recommendations into a detailed work plan that will beef up how schools can help students with coping skills and provide better mental health services, resources, and supports for schools, students, and families in all corners of Idaho.

This work plan will help guide our efforts as we provide support, resources, training, technical assistance, and leadership to ensure districts can implement services for students, staff, and families that support high achievement in a positive, safe learning environment.

Among the recommendations:

- Develop a statewide resource to improve districts' ability to monitor and evaluate student mental health and well-being.
- Improve district access to outside behavioral health and wellness services, perhaps through a statewide opt-in student assistance program.

- Increase public school employees' awareness and access to mental health resources. Options could include a professional development course on self-care and collaboration with other state agencies, non-governmental organizations, and districts to increase communication and sharing of existing resources.
- Identify and support ongoing training for K-12 educators in best practices related to students' social-emotional development, from suicide prevention and violence risk assessment to eating disorders and non-suicidal self-injury.
- Increase students' voice and involvement in communications that support behavioral health in Idaho schools.

Other Ways to Boost Learning, Address Learning Loss

Also, this year, we will conduct an intensive new professional development program for Idaho teachers who aim to give our youngest students the best possible start on a lifetime of literacy. About 180 kindergarten through third grade teachers from 55 districts are spending 10 months on Idaho's SMART Path to Reading. They are the first cohort in our program Striving to Meet Achievement in Reading Together (SMART), part of an effort that kicked off last spring with a summit on the science of reading attended by more than 600 Idaho educators.

Early literacy – making sure our children learn to read so they can read to learn – continues to be a top priority. So is boosting the math skills and test scores for Idaho's middle and high school students.

Toward that end, we are continuing our partnership, which launched last spring, with the online tutoring platform Schoolhouse.world. The program offers free, small-group tutoring in algebra – a stumbling block for many students – and a wide variety of math topics.

This school year will bring plenty of challenges, but it also brings abundant opportunities. We are strengthened by what we've learned in the past 18 months and nurtured by new resources. And, as always, we're committed to supporting Idaho schools and students to achieve.



STATE BOARD OF EDUCATION By Kurt Liebich / President / Idaho State Board of Education



Big Challenges Await us in the Coming School Year



We are embarking on a new school year after having lived through the most disruptive and difficult year perhaps in the history of public education in Idaho.

As volunteer trustees, you have a lot on your plate. I want to take this opportunity to thank each of you for your dedication to the students and teachers of Idaho. You have given of your time and were forced to deal with extremely difficult circumstances over these last 18-months. Unfortunately, the Delta variant COVID strain could possibly extend those circumstances into this school year as well.

That is but one of many challenges we face this year. Unfinished learning is of particular concern to the State Board of Education. We tend to focus most of our attention on the early grades because it is so important that students learn to read in order to be successful in the later grades. But the pandemic's impact on education appears to have affected students at all levels. Preliminary analysis shows that students entering high school in the 2020/21 school year, earned lower GPA's than their counterparts in the previous year, which could impact their eligibility for scholarships and admission to all of Idaho's public institutions.

Fortunately, we will have resources available to tackle the challenge of unfinished learning. The State Board and the State Department of Education are waiting for approval of Idaho's American Rescue Plan (ARP) Act Elementary and Secondary School Emergency Relief (ESSER) plan. Approval is pending review of additional clarification requested by the US Department of Education.

Once the plan is approved, the remaining third of the ESSER Funds (approximately \$146M) will be released to Idaho. Of the \$440,131,922 allocated for Idaho, at least 90 percent of the funds will be passed through to the school districts and charter schools and 10 percent may be held aside by the State Board, as the state educational agency (SEA), for statewide priorities. The US Department of Education uses a methodology based on our Title I distributions.

The State Board has already acted to allocate 2.5 percent of the set aside to be distributed to school districts and charter schools who receive no funds or low funds through the Title I methodology. The funds will go a long way in helping us bring our students back up to speed as quickly as we can.

By the time you read this, all school districts and charter schools (LEAs) should have posted on their website, both a Back-to-School plan, and a Safe Return to In-Person Instruction with the Continuity of Services Plan checklist, which are required under ARP/ESSER. LEAs are required to review and revise their plans with meaningful stakeholder input every six months for the duration of the ARP/ESSER grant, which is September 30, 2023.

I encourage you to continue to partner with your local health care providers and health districts to develop mitigation strategies that enable us to stay ahead of these virus variants so that we can keep our kids in school full time.

Time will tell what the scope will be of the challenges we will face during the school year. Our students, parents, teachers, staff and administrators are counting on us to navigate effective paths forward as thoughtfully and strategically as possible. We are all up to the task, and again, I thank you for your service and your willingness to lead our schools during these difficult times.





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13

SAFETY NOTES By Dane Higdem / Moreton & Company



Certificates of Insurance (COI) and Additional Insured Status, Do I Need Them?



In this article, we will look at how to protect your School District/ Charter School through supplementary insurance purchased and carried by other entities when working or holding activities at your facilities. For this article, we can define entities as builders, architects, contractors, community sports leagues, non-school related organizations, or just about anyone who would like to use district/charter facilities for purposes that are not part of the district's/charter's sponsored activities.

There are three very important steps when gathering and examining insurance information from contractors or others who want to use the district's/charter's facilities.

- Ask for the Certificate of Insurance
- Ask to be added to the policy as an additional insured
- Get a copy of the certificate and additional insured endorsement and keep them on file

Each of these bullet points are discussed below.

What is a Certificate of Insurance?

The entity that you are asking for the COI must have proper insurance to have a certificate of insurance issued.

This is normally a one-page document that summarizes the key details of the insurance policy; it should include:

- The insured legal name and contact or business information
- The insurer who issued the policy
- The policy number, effective date, and expiration date
- The type of coverage included (e.g. professional liability or general liability)
- Insurance limits and deductibles in dollar amounts
- The party requesting the COI (called the "Certificate Holder"- in this case your district/charter)
- Most importantly it should show the district/charter named as an Additional Insured on the policy

As a district/charter asking for proof of insurance from an entity, you should be provided a COI issued by the insurer of the entity.

Having a COI is important for both the district/charter and entity as they both would like to enter a relationship in which proper coverage instills confidence in the partnership and mitigates risk.

15

When reviewing COIs, your district/charter should consider:

- Certificates and other insurance documents should be issued through the entity's broker or insurer. A contracted party should not provide them directly.
- Make sure the name of the business matches the name on the document
- Make sure the liability policy limits listed on the COI provide adequate limits
- Check the effective and expiration dates listed on the COIare they accurate and do they cover the time the company will be working with you
- Verify the COI every time you hire a company or have community activities held at your facility, even if you've worked with the entities and checked out their COI before

It is key to remember the COI is a snapshot of the insurance on the day the COI was produced. While not common, the insurance could have been canceled or modified after the production of the COI. To ensure that the insurance is in effect (and stays in effect) during the time the district/charter requires the next steps to be added as an Additional Insured to the policy.

How Does Additional Insured Status Work?

The second part needed to ensure that the district/charter is covered by the COI has to do with receiving additional insured status.

An additional insured is another person or entity who is added to an insurance policy (either when issued or by endorsement during the policy term) and retains the rights to coverage afforded by the insurer.

As discussed above, districts/charters should require an entity to add them as an additional insured to their existing commercial general liability policy. Additional insured status ensures that the contracting entity's insurer will provide a defense to the district/ charter in the event they are named in a claim related to the entity's work or operations on district/charter property.

The potential problem occurs when a district/charter believes they have been added to a policy as an additional insured when they have not. There have been times when districts/charters have run into trouble because they received a COI, but weren't added as an additional insured to the entity's policy. Receiving a certificate of insurance is only half the work, districts/charters must also be added as additional insured to receive rights under the entity's policy.

Remember, the distinction here is that a certificate of liability only provides proof that there is an existing, in-force liability policy as of the date it is generated. The only way an additional insured can

be added to an existing policy is by contacting the insurer and requesting the entity be added as such. Without the request to endorse the policy and to add the district/charter as an additional insured, no coverage has been provided for the district/charter. Only the original company, in this case our contractor, has coverage afforded by the policy in question.

Certificates of insurance can be confusing and financially dangerous if every party involved is not clear on the facts. If you have questions on a COI or additional insured endorsement, please consider having your insurance broker review the documents prior to the event/work occurring.

Be sure to contact your agent or insurer directly to be certain of the coverage afforded by your policy. Don't make promises or take promises of coverage unless you have written verification the coverage is in place. What is that verification? It comes in the form of an endorsement.

Additional Insured Endorsements

The third step is to obtain additional insured endorsements. These are common for almost every industry and most businesses are familiar with them.

Adding an additional insured endorsement changes the entity's liability policy to provide coverage for your district/charter as well. For example, if you hired a plumbing contractor and the work that they performed led to bodily injury or property damage to a third party, their policy would respond to that damage first. The district's/charter's insurance policy would be secondary due to the appropriate risk transfer to the contractor.

If this is properly done, the insurance provided by the entity will cover your costs directly and there would be little or no monetary loss to the district/charter. However, if the district/charter was not an additional insured on the entities policy the cost of that damage could well become the responsibility of the district/ charter. It is important to ensure that the district/charter is not assuming liabilities of its contractors.

Conclusion

If your district/charter completes the three steps discussed above, risk will be transferred to contracting parties (where it really belongs). Your district/charter should not be left holding the bag for someone else's poor work, accidents, or other actions that could lead to a lawsuit.

If you should have any questions related to COI, Additional Insured status or endorsements, please contact Chad Ranstrom or Dane Higdem at Moreton & Company. They can be reached at (208) 321-9300.



AT YOUR SERVICE By Quinn Perry / ISBA Policy & Government Affairs Director

The Process of Appointing a Board Member Due to Vacancy



must go through to appoint a new trustee to a vacant zone.

How to Begin the Process

In Idaho, a board seat becomes vacant when a board member dies or resigns from the position, refuses to serve, moves out of the zone which they represent, is recalled and discharged from office, or is removed for failing to attend four consecutive regular meetings of the board without a reasonable excuse. School boards are then required to fill the vacant seat by appointing a qualified board member. Oualifications to be a board member are not cumbersome - they just must be a registered elector and reside within the boundaries of the trustee zone that is vacant. If no qualified applicant comes forward within 90 days, the school district is allowed to open the seat "at-large", meaning anyone within the school district boundaries may be appointed to fill the remainder of the term. After 120 days, county commissioners must step in to appoint someone to the school district board.

The length of time an appointee serves on the board is determined by the amount of time left in the term of office for the zone. Yes, it is possible that they may have to run in the following November if that is when the term of that zone is set to expire – meaning, if that zone were up for election, the appointed member would need to file in the subsequent election and run against any other eligible candidates.

If a trustee resigns, the Board must act in an open meeting to accept the resignation. Any time a zone becomes vacant, the Board must declare the zone to be vacant noting the method by which it became vacant. After that, you should begin promoting the zone vacancy. Declaring the zone vacant can happen at any regular or special meeting of the board.

Promoting the Vacancy and Application Process

You know your community better than anyone else, but we recommend school districts go above and beyond to promote the vacancy on your school board – social media posts, website advertising, newsletters, and more. Connect with community groups that school often comes into contact with. Always provide ISBA's "So You Want to Be a Board Member" packet and a map of the trustee zone boundaries so individuals know if they reside in the zone.

Prior to Interviewing Interested Candidates

Prior to those interviews. Board Clerks should ensure that the candidates qualify under 33-501, as well as checking to make sure there are no conflicts of interest such as if the applicant has a spouse or family member who is employed by the school district, or by asking if they own a business that contracts with the school district. Except for small school districts with fewer than 1,200 students, no spouses of school district employees may serve on the school board. For other family members employed, the trustee would need to take extra precautions to avoid the appearance of impropriety. Finally, no trustee can have a 'pecuniary' benefit to serving on the school board – which includes receiving payment or having a business contract with the school district.

Conducting Interviews for Interested Applicants

Depending on your community, you may get many applications to fill your trustee vacancy. More often than not, we know school districts find themselves with only one candidate who has applied. In the instance where multiple candidates have applied or expressed interest in serving, we recommend going through an interview process. ISBA has a sample list of questions that you may wish to ask your board, but otherwise, think of it as a job interview - ask them why they are interested in serving, and what perspective they can bring to the school board. The interviews must take place in open session, as well as the discussion and vote on the appointment. For situations where only one qualified person has applied, we

suggest that you still conduct an interview in open session, but if they are the only qualified applicant than they technically should be appointed to fill the vacancy. You should not delay the appointment past the 90 days threshold if you get at least one qualified applicant. Boards should take every reasonable effort to appoint the vacancy as quickly as possible, as you should not delay in having representation in every zone.

Taking Action and Swearing a New Trustee In

After interviewing your applicants (or applicant) the Board should take action to appoint the new trustee. Taking action on the appointment can happen at any regular or special board meeting, but new trustees cannot assume the office until the next regular board meeting following such appointment. Either at the first meeting – or prior to their first meeting – the oath of office must be administered to the trustee. You must notify the Superintendent of Public Instruction of the new board member, and please do update us here at ISBA as well.

Struggling to Find Candidates, or Need Help?

ISBA is connected to many groups across the state. Let us help you recruit for your seat by reaching out to ISBA Business Partners, Affiliates, and other community-based groups. We are also happy to help create flyers or create other tools that can help you find the right fit for your team.

For charter schools, we also recommend reviewing your policy or other governing documents for the process on appointing a vacancy. 17

By Greg Likins / Publications Editor Idaho Public Television



'Alma's Way' Celebrates Latino Culture While Teaching Kids to Work Through Challenges

Idaho Public Television is excited to announce the premiere of the new animated series **Alma's Way**, which airs each Monday through Friday beginning Oct. 4. This series from Fred Rogers Productions is created by actor and writer Sonia Manzano, who inspired generations of young viewers as Maria on Sesame Street. Manzano broke new ground as one of the first Latina actors on national television, for which she received an Emmy Lifetime Achievement Award in 2016.

The engaging, modern-day **Alma's Way** stars six-year-old Alma Rivera, a proud, confident Puerto Rican girl who lives in the Bronx with her parents and younger brother, Junior, as well as a diverse group of close-knit and loving friends, family, and community members. In each episode, Alma speaks directly to young viewers, sharing her observations and feelings, working through challenges, and offering them a window into her everyday life. The series gives children ages 4–6 the power to find their own answers to their problems, express what they think and feel, and recognize and respect the unique perspectives of others.

"I am thrilled to return to public television and to work with PBS Kids and Fred Rogers Productions on this project inspired by my own childhood," said Manzano. "Alma's way is to think things through, and I hope by animating the thought process, kids will be inspired and excited about what goes on in their own minds. I want them to know we all have the power to think regardless of who we are."

In every episode, **Alma's Way** models self-awareness, responsible decision-making, and empathy, encouraging kids to generate and value their own ideas and questions. As she uses "Think-Through" moments to stop, listen, and process in the face of a tough decision, Alma reflects and takes action while demonstrating social awareness.

The series also showcases different aspects of Latino culture through music, food, and language. For example, viewers will see Alma help make mofongo, take part in a bomba show, and celebrate Noche Buena.

"Sonia is naturally funny and perceptive, and she has created in Alma a heroine who is similarly able to confront challenges with humor and thoughtful intention," said Linda Simensky, Head of Content at PBS Kids. "As kids join Alma, her family, and friends on their adventures, we hope they'll also see themselves reflected in these characters and learn new things about one of the many beautifully diverse communities that exist across the country."

"We can't wait for kids to meet Alma. She's an optimistic and confident Puerto Rican girl who models for viewers how to think their way through any dilemma," said Ellen Doherty, Chief Creative Officer at Fred Rogers Productions. "The show is funny, warm, and relatable. We love how it showcases the diversity of New York City, too, and authentically reflects the cultures of all the characters."

"Idaho Public Television and PBS Kids want children to see themselves uniquely reflected and celebrated in lovable, diverse characters who serve as positive role models, and to explore their feelings and discover new adventures along the way," said Kari Wardle, Idaho Public Television's Education Manager. "We know that when children see people that look like them on television, they feel seen and validated. To that end, we are excited to air **Alma's Way** and hope that children from all walks of life, but particularly those of Latino descent, will identify with her self-awareness, responsible decision-making, and empathy, while also learning about her culture."

Alma's Way airs each Monday through Friday beginning Oct. 4 on Idaho Public Television and throughout the week on the PBS Kids Channel. Check your local listings for air times.

Digital content for kids, parents, and teachers furthers the messages and goals of **Alma's Way**. Series-inspired games are available in English and Spanish on pbskids.org and on the free PBS Kids Games app, along with clips and full episodes streaming across PBS Kids' video platforms, including the free PBS Kids Video app. Parent resources, including tips and hands-on activities to extend learning at home, are available on the PBS Kids for Parents site, and PBS LearningMedia offers tools for teachers, including video excerpts, games, teaching tips, and printable activities.

Premieres October 4, 2021

Almaís



UNITY IN BOISE The lauburu symbol is a traditional Basque symbol which

The lauburu symbol is a traditional Basque symbol which stands for unity – a strong message that we hope will resonate at this year's Annual Convention.

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Annua

THE 2021 ISBA ANNUAL CONVENTION NOVEMBER 17TH - 19TH

As you have heard, ISBA's Executive Director, Karen Echeverria, will be retiring and this will be her final event with ISBA. Those that know her well understand the strong Basque culture she represents. In honor of Karen, this year's convention will have a Basque theme, and we are excited to share that with you.

As of now the ISBA Annual Convention is scheduled as an in-person event. We are excited to see everyone and catch up after being apart. With that said, ISBA must comply with guidelines and requirements issued by Boise City, Ada County, and the Boise Centre. While we are making every effort to have this as an in-person event, ISBA will go to a virtual platform if the City of Boise and local guidelines prohibit an in-person event of this size and type. The staff will ensure we have a phenomenal lineup of workshop presentations, inspirational keynote speakers, networking opportunities, and more. We appreciate your patience with us as we all navigate these next steps.

WE NEED YOUR AWARD NOMINATIONS!



Board Chair Of The Year Award

Nominate Your Outstanding Board Chair For The 2021 Board Chair Of The Year! Submit An Application For Them To Receive Recognition!

ISBA would like to recognize an amazing Board Chair who runs a well structured meeting, keeping their Board on task, and complying with Idaho Open Meeting Laws. We're seeking a Board Chair who is a great leader for their team.

Please submit your Application by October 1, 2021.



20 Years Of Service Award

Do You Know Someone Who Has Served As A Board Member For 20 Or More Years? Submit An Application For Them To Receive Recognition!

ISBA would like to recognize those individuals who have selflessly given **20 years** or more to the students and education system of Idaho. Award recipients will be recognized during the Awards Banquet. If you are a board member (or know of a board member) who has reached their 20 year mark, we want to know!

Please submit your Application by October 1, 2021.



Clerk Of The Year Award

Nominate Your Outstanding Clerk For The 2021 Clerk Of The Year! Submit An Application For Them To Receive Recognition!

ISBA would like to recognize an amazing board clerk who goes above and beyond in his or her duties. Someone who provides outstanding service, provides direction to the Board, and has provided contributions to the Board and District or Charter.

Please submit your Application by October 1, 2021.



Jessica Gearino Harrison "Bulldog" Award

This award recognizes an individual who best embodies the "bulldog spirit" of Jessica Harrison,

through their tenacious efforts to support and provide leadership through advocacy on behalf of Idaho's public schools with unrelenting courage.

This award should honor an individual for their leadership and advocacy at the local, county, regional, state, and/or federal level. Though it is preferable that the nominee is a school board member or school leader, it is not required.

Please submit your Application by October 1, 2021.

Awards Will Be Presented At The Annual Convention

Download nomination forms at www.idsba.org / Please submit via email, fax, or mail. Email: misty@idsba.org / Fax: (208) 854-1480 / PO Box 9797 / Boise, ID 83707-4797 21





WEDNESDAY, NOVEMBER 17

8:00 am - 5:00 pmRegistration Open8:00 am - 5:00 pmScholarship Auction Donations & Preview9:00 am - 12:00 pmEarly Bird Workshops	Times:	Event:
	8:00 am – 5:00 pm	Registration Open
9:00 am – 12:00 pm Early Bird Workshops	8:00 am – 5:00 pm	Scholarship Auction Donations & Preview
	9:00 am – 12:00 pm	Early Bird Workshops
12:15 pm – 1:30 pm Lunch / Opening Ceremonies / 1st General Session	12:15 pm – 1:30 pm	Lunch / Opening Ceremonies / 1st General Session
1:45 pm – 2:45 pm Workshop Session 1	1:45 pm – 2:45 pm	Workshop Session 1
3:00 pm – 4:00 pm Workshop Session 2	3:00 pm – 4:00 pm	Workshop Session 2
4:15 pm – 5:15 pm Workshop Session 3	4:15 pm – 5:15 pm	Workshop Session 3
5:30 pm Dinner on your own	5:30 pm	Dinner on your own

* No events this evening. Please enjoy dinner with your Board and other colleagues.

THURSDAY, NOVEMBER 18

Times:	Event:
7:00 am – 4:00 pm	Registration Open
7:00 am – 4:00 pm	Scholarship Auction Donations & Preview
7:00 am – 8:00 am	Breakfast Served
8:00 am – 9:45 am	2nd General Session with Keynote
10:00 am – 11:00 am	Workshop Session 4
11:00 am – 2:45 pm	Exhibit Show Open
11:00 am – 1:30 pm	Exhibit Show & Lunch
11:15 am – 1:15 pm	Region Meetings
2:30 pm - 2:45 pm	Exhibitor Prize Drawings
3:00 pm – 4:00 pm	Workshop Session 5
4:15 pm – 5:15 pm	Workshop Session 6
5:30 pm – 7:00 pm	Scholarship Auction
7:00 pm – 7:30 pm	Networking Time - transition to East building
7:30 pm – 8:30 pm	Awards Banquet / Dinner / Lip Sync

FRIDAY, NOVEMBER 19

Times:	Event:
7:15 am – 8:00 am	Breakfast Served
8:00 am – 8:30 am	Third General Session
8:30 am – Conclusion	Business Session (Boxed Lunch Provided)

Meet Our Keynote Speakers



Mark Brown

Originally from Kingston, Jamaica, Mark Brown immigrated to the United States at the age of 18 with only \$40 in his pocket and a dream for a better life. He spent 15 years working as a computer analyst before choosing to develop his public speaking skills. After recovering from a life-threatening illness in the summer of 1993, he made a commitment to excel as a communicator, earning a 1995 Harlem YMCA Black Achievers in Industry Award in the process.

In 1995, Mark defeated more than 20,000 contestants from 14 countries to win the illustrious Toastmasters World Championship of Public Speaking. Since then, he has delivered more than 3,500 presentations to more than 1.7 million people, on 5 continents. He has earned the coveted designation of Certified Speaking Professional from the National Speakers Association, and he has become one of the most popular inspirational speakers in the world.

As an expert in helping people overcome their fears to reach their maximum potential, he uses a unique combination of humor and poignancy to reach the most diverse audiences, and he continually inspires people from all walks of life to achieve ever-increasing levels of excellence.



David Mouser

Dr. David Mouser is an educational leader with a relentless interest in issues of improving opportunities for every student to excel. As superintendent of Tri-Valley High School in Downs (IL), Dr. Mouser models innovative leadership with a focus on improving teaching and learning – for every student. He has success providing perspective on the lasting IMPACT that we all can make on students and each other. His message incorporates personal experience, good and bad, to encourage us to become better educators. Attendees will walk away with a more positive outlook on their importance in the classroom.

Dr. David Mouser grew up on a grain farm in Normal, Illinois. He graduated from Normal Community High School and served as the Illinois State FFA president. David is a graduate of the University of Illinois with bachelors and masters degrees in agricultural education. He also holds an advanced certification in Educational Administration from Illinois State and a doctorate in Educational Leadership from Western Illinois University.

2021 ISBA Scholarship Recipients



This year, the ISBA Scholarship Trust awarded scholarships to 28 children and grandchildren of school board members. Those awarded included students from all areas of the State.

Thank you to all of those who participate in the Scholarship Auction held each year at the ISBA Annual Convention! The items you donate to be auctioned off and your auction purchases are what make this program possible.

RECIPIENT:	REGION:	BOARD MEMBER:	RELATIONSHIP :
Emma Austin	8	H. Lane Austin	Parent
Hannah Black	4	David Humpherys	Grandparent
Rylee Black	8	Layne Howell	Grandparent
Charlotte Brockman	4	Jim Brockman	Parent
Olivia Farr	7	Trish Farr	Parent
Mardee Fillmore	6	Tyler Fillmore	Parent
Bailey Herbst	7	Aubree Herbst	Parent
Jace Johnson	2	Sharlene Johnson	Parent
Kayleigh Kearsley	6	Kenneth Kearsley	Parent
Aengus Kennedy	2	Brian Kennedy	Parent
Halle Klapprich	2	Tara Klapprich	Parent
Makenna Kohtz	4	James Ritchie	Grandparent
Genevieve Landers	6	Amy Landers	Parent
MayCee Maynard	7	Sharese Maynard	Parent
Brenna Morris	2	Mike Gilmore	Grandparent
Maddie Nelson	6	Troy Nelson	Parent
Emma Parker	3	Leslie Parker	Grandparent
Braden Permann	5	David Lent	Grandparent
Emme Richards	8	Brandy Richards	Parent
Owen Rogers	4	Lucinda G. Rogers	Parent
Brian Smith	5	James R. Smith	Parent
Libby Swan	5	George Hutchson Swan Jr.	Grandparent
Mark Warren	9	Chris Warren	Parent
Travis Wells	4	Todd Wells	Parent
Kinley Whitmarsh	4	Bryan Whitmarsh	Parent
Garrett Williams	5	Jason Williams	Parent
Sidney Woodworth	5	James (Jim) Woodworth	Grandparent
Wyatt Wootan	4	Richard Wootan	Parent



LIP SYNC BATTLE COMING SOON

Do you have what it takes to be ISBA's 2021 Lip Sync Champion?

Spaces are limited due to other celebrations, so reserve your spot by emailing Mika at mika@idsba.org by October 8, 2021. All performances must be no more than three minutes in length.



Thank You to our Amazing Sponsors!

CapEd







🛆 DELTA DENTAL









By Misty Swanson ISBA Executive Director



By Quinn Perry ISBA Deputy Director & Government Affairs



Not Just a Boss

Karen was so much more than a boss to us - she was a mentor and a friend. Karen constantly provided us with opportunities to grow and learn. She provided every way to empower us to be whatever we wanted. She encouraged us to participate in professional development, to attend meetings to contribute and grow, and have every opportunity to succeed. As a boss, she had the same response whenever a staff member admitted to making a mistake: "Is the mistake going to kill anyone? If not, what can we do to fix it?" The key word is "we". Karen didn't make staff fix their mistakes all alone or take the heat for it. She was part of the solution and would do what she could to help.

One of Karen's great attributes was her ability to remove the "boss hat" and to be a friend when we needed it. Whether we were dealing with a personal issue or needed a shoulder to cry on, Karen always encouraged us to come to her, and we would. One of the most impactful times that this was true was when our dear friend and former colleague, Jess Harrison, suddenly passed away. Karen immediately went into counsel mode to help her staff grieve together and know that it was okay to take the amount of time that we needed to deal with the sadness. Another one of her best attributes was her ability to encourage her staff to believe in themselves. When it came to legislative testimony, participating in a difficult meeting, or just working toward a professional goal – she always reminded the staff of our talent, our worth, and our ability to be leaders. She had a special way of instilling confidence in us – sometimes by throwing us to the wolves, but with the right tools and equipment to fight against them.

Karen was also a believer in the 'art of negotiation'. She taught us to never draw lines in the sand, and that people could always find a middle ground, no matter how much they initially disagreed. That made her a very successful lobbyist, and she will remain one of the most respected individuals to have ever stepped foot in the Idaho State Capitol.

Lessons Learned

Navigating the pandemic was hard for everyone, and we weren't strangers to that. We remember a particularly difficult and unusual topic during the pandemic – high school athletics. Idaho had seen a significant spike in COVID-19 cases, and the Governor had placed

restrictions on attendance at high school athletics. Karen will tell you - and we will agree - that those two weeks were some of the most difficult we had ever dealt with. We were getting hit from all sides - folks who wanted more attendance, folks who did not want a change at all. We called to our neighboring states - who at that time, were barely open for in-person learning, let alone athletics. We felt like we were in a no-win situation. But Karen stepped up and reminded us that while we weren't going to make everyone happy, we had two goals to accomplish. The first - was to reflect the needs and feedback of our members, including both sides, and try to come to a compromise. The second was to ensure that our members had every tool available to implement a change, and that this change wouldn't prohibit our members from being able to offer in-person learning and their constitutional obligation to provide an education. Through the hours and hours of endless Zoom meetings, working documents, and negotiating a change, we were able to ease restrictions so that at least a student's parents or guardians could attend the game.

Karen always knew how to strike a balance and keep the values of the Association and its members at the forefront, even when we knew not everyone would be 100% happy with it-- another testament to her skill at the art of negotiation.

The Association's Success

Karen constantly put ISBA as the priority in everything she did. When a decision had to be made, she would contemplate what was best for the Association as a whole; how would it impact various areas of the state; what would it mean for students, staff, and schools. There were times that a position would need to be taken at the legislature, and even if it wasn't what she personally believed in, you would never know. She represented ISBA from the heart and always as though it was her personal belief and position.





When Karen came to ISBA 14 years ago, she brought a long list of work experience, expertise, and contacts. Anytime we went anywhere with Karen, it was a safe bet that we'd run into someone she knew. She used those contacts to successfully negotiate legislation for ISBA, be appointed to committees, and ask for favors.

As Karen began planning her retirement date, she wanted to make sure ISBA was set up for success as it transitioned to the next chapter. She took every opportunity to prepare the two of us as well as the rest of the staff for what that chapter would look like. She slowly started taking the "back seat" at meetings and in decisionmaking and encouraged us to participate and make decisions on our own. She included us in meetings, taught us, and encouraged us to prepare for the new chapter of ISBA.

On to the Next Era

While we are happy for Karen to be able to enjoy a retirement full of golfing days, attending grandchildren activities, dinners with friends, travels to Arizona, and much more, we are also saddened to know she won't be part of our every-day life at ISBA. While she is rightfully confident that she has taught us all to lead ISBA into the next era, we recognize it will be difficult and different as we move forward. We owe Karen a great deal of gratitude for all that she taught us and provided to us. We wish Karen the very, very best in retirement and thank her for all that she has done for the association and each of us.

Do you have stories about Karen or sentiments you'd like to share with her? Please send them to ISBA! We are collecting stories and wellwishes as part of Karen's upcoming retirement celebrations. You can email them to misty@idsba.org or mail them to the ISBA office. By Hailey Michalk / **READY!** for Kindergarten Project Director Idaho Association for the Education of Young Children



READY! for Kindergarten*



The READY! for Kindergarten[®] School Readiness Program, empowers parents and caregivers to nurture a child's learning from birth to age 5. Created by child development experts using groundbreaking research, READY! provides targets, training, and tools, equipping parents and caregivers to help infants and young children develop essential early literacy, math, and social and emotional skills.

READY! supports an integrated, whole-child, play-based learning approach that incorporates understanding how children think, explore and figure things out, and physical development. The program enhances a child's self-control, ability to quickly change between activities, and the ability to think about something and use it to make connections to new experiences and ideas. READY! for Kindergarten® also shows parents and caregivers how to support their child's social and emotional skills. These skills include a child's ability to talk about and manage their emotions, understand the emotions of others, and develop relationships with others.

School Readiness in Idaho

In Idaho, approximately 40% of students enter kindergarten below grade level. In some districts, this number is much higher. It is common to find within a kindergarten classroom a five-year range in children's literacy-related skills and functioning (Riley 1996). What this means is that some kindergartners may have skills characteristic of the typical three-year-old, while others might be functioning at the level of the typical eight-year-old. The wide range in student academic achievement persists, and in some cases expands, from kindergarten through high school. Research shows that most students who start behind stay behind, year after year.



Age-Level Targets©

The foundation of the READY! program includes 26 research-based Age-Level Targets©. These are skills and developmental milestones that a 5-year-old with typical development should have by the time he or she starts kindergarten. Parents and caregivers aim for these targets in supporting a child's intellectual and social and emotional growth.

Training

READY! program facilitators demonstrate several activities and have parents practice using the materials at each of the 15 workshops. Parents choose which activities and materials to use at home based on the interests and abilities of the child. Information is available to help parents and caregivers assess a child's progress and guide them through the learning steps. READY! for Kindergarten® trains teachers, parents, or school staff from your community to become facilitators and deliver the program in your community.

Tools

The program provides high-quality materials and toys for home, preschool, or child care settings. Attendees use the resources to make learning fun and effective. Examples of READY! tools include puzzles, books, magnetic letters, matching games, and much more.

READY! for Parents

Schools and organizations fund READY! for Kindergarten for parents and caregivers of children birth to age 5. With that funding, READY! is able to offer the workshops and materials free of charge. Sessions focus on understanding developmental milestones and how to nurture emerging literacy, math, and social and emotional skills.

Workshops share information and teach age-appropriate learning activities based on the READY! Age Level Targets©. Lessons are available in English and Spanish and can be adapted for other non-English speaking populations.

Each series of workshops presents all domains – language and literacy, math and reasoning, and social and emotional development. At every workshop, facilitators share a variety of activities to support reading and letter knowledge, as those are two of the skills highly correlated with school readiness.

READY! is designed to be adapted for local needs and opportunities including Head Start programs, preschools, home visiting, and other delivery models. This provides flexibility in how programs serve diverse populations.

If your school district or charter school would like to bring **READY!** for Kindergarten[®] to your families, please contact Hailey Michalk the Project director at hmichalk@idahoaeyc.org.

By Ty Jones / Executive Director Idaho High School Activities Association



What Did We Learn From This Past Year?

As we head into the start of a new school year, it's important to reflect on some things that we learned during the pandemic as it relates to high school activities. Describing last year as difficult would be an understatement for many. We have learned that nothing can replace schools, students, parents, and community when it comes to lending positive support to high school students involved in sports and the performing arts. Activity programs are inherently educational and provide valuable lessons for practical situations such as teamwork, sportsmanship, winning and losing, and hard work. Through participation in activity programs, students learn self–discipline, build self–confidence, and develop skills to handle competitive situations.

Our office received phone calls, emails, and letters imploring us to do what we could to help Idaho's students be able to have a season and let the kids participate. The Idaho High School Activities Association, with tremendous support and help from our member schools, was able to have regular seasons that started on time, state tournaments for students to look forward to, and culminating events for all of our activities. Some events may have looked a little different than they have in the past, but our students were able to participate and thrive in those settings. Students are extremely resilient but can need help and guidance in dealing with daily issues.

The mental and emotional health of our students is directly tied to participation in activities. A study conducted by the University of Wisconsin's School of Medicine examined the impact of school closures and how it affected students. 65 percent of those surveyed reported symptoms of anxiety. 68 percent reported symptoms of depression. There was a 50 percent reduction in physical activity. We can never forget the mental health issues that many students face on a daily basis. Students being involved in high school activities is absolutely vital to the social, emotional, and mental health of high school students. Sports and activities provide the feelings of belonging that young adults crave. Teams and activity groups are one of the best places to find this.

The pandemic has hopefully helped us to become more thankful and appreciative of what we have and how it can help us to become more positive and better people. Schools communicated with other schools more often and did better than they had in the past. Coaches and teachers found new ways to connect with students. We know that face to face socialization is almost always better than the online connections that people have been forced to deal with and use.

Remembering to look at all sides of the issue became commonplace. Finding different ways to engage with students became the new normal. Coaches, administrators, and teachers learned to think outside of the box when dealing with practices and classroom learning. After this past year, they can handle any adversity that comes their way. The perseverance required to survive this past school year should bring a new level of confidence about handling any type of adversity in the future.

As we return to school, athletics, and activities, please don't forget what it was like when we didn't have them. Remember how difficult those times were for our students. Let us do whatever we can to continue to build that support system for Idaho's schools and kids so that they can be the best that they can be.



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Here are Some Ways to Stay Healthy and Avoid Spreading Sickness

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As cold and flu season ramps up, it's important that we stay diligent to keep ourselves and others healthy – especially as the COVID-19 pandemic continues. This means paying attention to your health and knowing when you are sick. Keep an eye on your health this winter so that you can spot any symptoms that may indicate that you have the flu or COVID-19 and take necessary actions.

Symptoms

The symptoms for the flu and COVID-19 are similar. One symptom COVID-19 has that is different from the flu is a change in, or loss of, taste or smell – only a COVID-19 infection will show this symptom. However, the absence of this symptom does not rule out the possibility of a COVID-19 infection.

Here are the symptoms that the flu and COVID-19¹ share:

- Fever or feeling feverish/chills
- Cough
- Shortness of breath or difficulty breathing
- Fatigue (tiredness)
- Sore throat
- Runny or stuffy nose
- Muscle pain or body aches
- Headache
- Some people may have vomiting and diarrhea, though this is more common in children than adults

If you do get the flu this fall, talk to your doctor about taking antiviral medications, as these can help lower health complications that may be caused by flu and help shorten the time that you are sick.

¹ If you need to be tested for COVID-19, Blue Cross of Idaho is waiving member cost sharing for all medically necessary COVID-19 diagnostic testing and treatment through the end of the pandemic.

Get your Flu Shot

Co d at

One of the best ways to stay healthy and avoid getting the flu this season is to make sure to get your flu shot. Annual flu shots come at no cost to you and are part of your preventive care benefits. You can get a flu shot at your doctor's office, a pharmacy, urgent care office or other locations. By getting your flu shot, you are doing your part to help keep your community healthy.

How to Keep Yourself and Others Healthy this Cold Season

Taking preventive measures to avoid getting sick is just as important as paying attention to any cold symptoms you may have. Not only can these steps help keep you from getting sick, they can also help you avoid getting other people sick, too. In addition to the suggestions from the Centers for Disease Control and Prevention (CDC) below, it's important to follow state and local public health guidelines.

Practice Social Distancing

As the temperature gets colder, it will be much harder to gather at a safe distance outdoors. Try to keep a healthy distance between yourself and others – 6 feet of spacing is recommended. If you need to go anywhere, wear a mask so you can limit the spread of germs.

Stay Home

When you are sick, stay home. This can help keep other people from catching what you have, as well as help you recover more quickly.

Cover Your Sneezes and Coughs

Make sure that you cover your cough or sneeze. The best thing you can do is to sneeze or cough into your elbow. This will help contain any sort of germs you could be spreading into the air.

Wash your Hands

Wash your hands often with soap and water for a full 20 seconds. Make sure to wash in between your fingers, the backs of your hands and your wrists and palms. Wash your hands as soon as you get home from any public place. If you can't wash your hands, use a hand sanitizer that is at least 60% alcohol.

Disinfect Surfaces

Make sure to disinfect surfaces that you touch frequently. Viruses can live on surfaces for a few hours to a few days. Clean surfaces, such as phones, keyboards, counter tops, and doorknobs often.

Avoid Touching your Face

Don't touch your face while you're out in public – even if you're washing your hands frequently. You run the risk of infecting yourself with any bacteria or virus that you may have touched with your hands when you touch your eyes, nose, or mouth.

Taking a few simple steps can help keep you and your friends and family healthy through the winter months.



By Elizabeth Combs / Managing Director Frontline Research & Learning Institute



Why Education Needs Human Capital Management

2020 challenged the education community in unique ways. As the country emerges from the pandemic and we look forward to the 2021-22 year, schools will be facing new and different hurdles.

Remote schooling challenged many kids, but new research from McKinsey & Company suggests at-risk student populations are most impacted. Some students fell off the radar entirely, and many in special education experienced gaps in services. Across the country, rates of anxiety and depression in students have been rising. In the midst of all of this, there continues to be a teacher shortage.

How can schools address these challenges? One answer is simple, but not easy: ensure that teachers receive the resources and support they need to be effective. Teachers have an enormous impact on student achievement, more than perhaps any other factor, according to a report from the RAND Corporation. Yet it's often difficult for districts to hire, engage, and retain highquality teachers and staff.

Teacher Shortage

Hiring and retaining qualified teachers is getting harder. U.S. Department of

Education data shows that fewer teachers are entering the profession each year, so districts end up competing with one another for talent.

In a 2021 Frontline Education survey of nearly 1,200 educators and administrators, 67 percent said they have difficulty staffing vacancies with qualified educators. This is especially true in cities. The top reasons given include a lack of qualified applicants, salary and benefits compared to other careers, fewer education graduates, difficulty retaining teachers, and competition with other districts. Over two-thirds of survey respondents believe the teacher shortage will worsen in years to come.

Holistic Management

Managing limited resources and making informed decisions around talent are more important than ever. In the past, school district department offices, including human resources, business, and professional development, may have worked separately, focusing on different aspects of the employee journey.

In the future, the most successful districts will use holistic human capital

management (HCM) strategies to proactively recruit, hire, and onboard great teachers, offer professional learning to support growth, find qualified substitutes when teachers are absent, manage compensation packages, and increase retention.

What does effective HCM look like in

practice? In our increasingly digital world, putting connected software systems in place is a vital step, making it possible to work effectively across departments with a focus on the whole employee. A connected HCM system makes it easier to mitigate risk and stay compliant with state and local regulations, and makes data accessible, enabling more informed decision-making.

Ultimately, innovative HCM systems let administrators and district leaders spend more time supporting the teachers and staff who have such a significant impact on the lives of individual students.

Elizabeth Combs is Managing Director of the Frontline Research & Learning Institute and co-founder of The Line, an award-winning publication dedicated to fostering civil discourse around critical issues facing the education community.





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 Planning



Anne Ritter

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- Troubleshooting Issues
- How to Become a Highly Effective Board

Bob Donaldson



Available for Trainings on:

- Continuous Improvement
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37

38

THE LAST WORD

By Karen Echeverria / ISBA Executive Director





When I realized I only had three SLATE articles left to write, I knew instantly that my last article had to be a thank you. However, after going through my stroke on June 15 and the recovery after, that thank you now has a different meaning. It is deeper, more profound, and more meaningful. I still want to thank those who helped me with my career, but I also want to acknowledge the impact you all had on my recovery.

THE LAST WORD



As you all now know, I suffered a stroke on an airplane while traveling back from Arizona. It was definitely frightening for someone who talks as much as I do to be unable to articulate that I was in trouble and needed help. My doctors say that your body and mind really do go into survival mode and all I wanted to do was to get back home – which I managed to do. Upon arriving, my oldest daughter was at my house and when I took my mask off, she said, "you're having a stroke, and I think we need to go to the hospital." We did just that.

During my hospitalization and recovery, I received flowers, cards, food, visits, and offers of assistance from many of you. And I know that many more of you were praying and sending all your well wishes. Believe me, they were needed and welcomed. I truly do not possess the words that will adequately express what all of that meant to me. Thank you is simply not enough but it is all I have. My family and I will be forever grateful for your kindnesses in my time of need. My swift recovery is proof that they helped.

Now, for the thank you that I originally intended to write. No one gets to the end of their career, after having some sort of job for over 50 years without other people who have been a part of that process. I have had people who pushed me, pulled me, fought with me, called me out when they needed to, laughed with me, stood by me, in front of me, behind me, and supported me. I would like to take some time in this article to thank some of those people. Again, time and space will not allow me to thank each person individually.



First, I would like to take a minute and thank my three daughters. As a single mom doing this job, there were lots of times when I was not fully present or missed things like games and school events first for them and then for my grandchildren. Even though we had our fair share of "disagreements", in the end, they stood by me, and I know they are proud of where I am today. Thank you for being by my side, especially these past few months and thanks for your support. I will be more available in the future.

I want to thank all the teachers at my alma mater – Mountain Home High School. Many of you likely do not know but I don't have a college education. I was married right out of high school, and my ex went to college on a basketball scholarship and then later to law school. The right time for me to go to college never presented itself. So, all I learned comes from the teachers in my high school! My mother graduated from MHHS, my siblings, my nieces, and now their children have graduated or are still attending. But what I learned in high school and from my peers allowed me to be successful at this job. And there are those who still say that schools aren't teaching students how to be successful. I'm living proof that is a lie! So, keep up all the good work out there everyone!



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SLATE

My first job after I had a family was working for a longtime childhood friend of mine. After putting my ex through college and law school, having three children, and moving back to my hometown of Mountain Home, I went to work for Alan Bermensolo at his family owned moving and storage company. Two old friends and two Basquos with personalities and tempers to match made for some interesting times, but I learned a lot from Alan. He was, and still is, a brilliant businessman so I learned a lot about running a business from him – the nuts and bolts of finances and budgets, relationships with customers, clients, and partners. But, even more so, I learned about how to treat employees and colleagues. Without good, loyal employees, you really have no business. That was the most valuable lesson I learned from Alan. Thank you for that, Alan. There have also been other personal friends throughout the years who were not afraid to look me in the face and tell me I was all wrong about something, who were not afraid to take on the argument with me when I needed to be notched down a rung or two, and who were my biggest cheerleaders when I needed a boost up. There are too many to mention individually but I've told them repeatedly that without their constant support, guidance, and encouragement, I would not have made it. You all know who you are.

You know that old saying, "what happens in Vegas, stays in Vegas?" I truly believe that everyone needs a "Vegas" friend – someone they can talk openly with about anything from family to work to friends. And, when that conversation is done, all of it "stays in Vegas." I have that friendship in Cheryl Charlton and it has been one of the most important in my life. Cheryl was someone familiar enough with the education system and the players in the system that we could talk about work and gripe about everything wrong with it and how if we were Queen for a day, we would fix it. But our friendship is so much more than that. We talked



about staffing and running businesses, children, and grandchildren, and we made plans to take over the world someday. We don't see each other as often as I would like but as soon as we do, it is as if we were never apart. Thank you for being my Vegas friend, Cheryl.



I also want to thank some of ISBA's business partners. Many of these companies and people help individual school districts and charter schools, but they are big supporters of ISBA as well. Without their support and guidance, ISBA (and I by extension,) would not be as successful as we are. So, in no particular order I want to thank:

Nick Miller, bond counsel, with Hawley Troxel; Eric Heringer, Piper Sandler; and Christian Anderson, Zions Public Finance: We all know that passing bonds in Idaho is already nearly impossible. Without the assistance of these three gentlemen, I'm not sure if any would be passed. In addition, they are always willing to work with us when legislation comes up related to the passage of bonds and levies, and they help us work with legislators to get the best deal we can - not part of what they get paid to do, but they help us anyway. Allan and Chad Ranstrom from Moreton & Company: I'm not sure exactly how many years Moreton has partnered with ISBA, but I know it is around 40, maybe more. They have provided the best property and liability insurance at the most reasonable rate to school districts and charter schools during that entire time. They are also financial supporters of ISBA by sponsoring events at the Annual Convention every year. I would say that this relationship has been one of the most beneficial for ISBA and what we can provide to all of you. Allan and Chad and their families are truly good people, and I'm so lucky to count them among my friends.

Brian Julian and Amy White and all the attorneys at Anderson, Julian, and Hull: I know we all wish we didn't have to use their services but I'm so glad that when we do need legal services, we have them to represent us. Where would we all be without them? I know I mentioned this in my last article, but partnering with them was one of the best business decisions I ever made. Again, I know that we, and you, pay them for legal work but I also want to acknowledge all the "free" work they do for us as well - workshops at the Convention, Questions of the Day, talking to staff at the Governor's Office and the State Board and the State Department, and all of the extra advice on how to deal with COVID - from masks to employee issues. You all may not know it but during COVID, they became the legal experts on the pandemic. State agencies and the Governor's office were relying on them for expertise and guidance. I could go on and on. Where would we all be without their advice and counsel over these many years? Plus, Brian Julian's stories are always a source of constant enjoyment for me. Truly, he needs to write a book about all the education issues he has had to deal with over the years.

While I mention all of these people in the context of business partners, I want to be clear that we are also personal friends. We truly care about each other. Absent our business relationships, we do see each other socially as well. It has been one of my greatest enjoyments to meet all of these people and become their friends.

Pat Sullivan and Phil Reberger from Sullivan and Reberger:

When I was first hired, ISBA had been through a couple of lobbyists, neither of whom had been a good fit for the Association. The Board appointed a committee and we sought proposals from contract lobbyists to represent ISBA. We actually went through a formal interview process. One of the interviewees attempted to conduct their interview by phone instead of being there, another had no idea who he was interviewing with, and then Pat and Phil came in and knocked it out of the park. I can remember one of the Board members saying that when she went into the interviews, she never thought that she would be recommending that we hire the premier lobbying firm in Idaho, but that is exactly what she did. We have had a strong working relationship now for 14 years. Like with my friend Alan, I knew that a Basquo and an Irishman were likely to have more than one disagreement. So, early on, I made three "get out of jail free" cards and gave them to Pat. I told him whenever I got mad or he screwed up, I would ask for one of the cards. He claims to still possess one but it is because I gave up asking for them. He just quit giving them to me. Seriously, this partnership has been incredibly beneficial

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to ISBA and I am thankful every day for Pat and Phil's guidance and advice in the legislative world. They have kept us out of hot water more than once. Pat is also one of those people who is not afraid to say, "Karen, you got this one wrong."

I also want to take a minute to thank the wonderful people I have the joy of working with every day. One of those people was there when I got hired, and she is now your Executive Director - Misty Swanson. The others have been there for several years. But when I talked about people who stand beside you, these are those people. All I did was give them a job and turn them loose to do it. And they all made me look so good when, in reality, I was doing nothing more than being their cheerleader. Everyone needs a cheerleader. I have mine and they need me to be theirs. But, I knew that no matter what, these wonderful human beings would always have my back and I would have theirs.



Who I am today began with an Idaho public school.



41

I want to assure you that I leave you in the best of hands. We have been working for years to assure that there would be no blip on the radar when I left. We have a saying in the office, "If I got hit by a bus tomorrow, would anyone know how to do my job?" We worked very hard to assure that was always the case. It is time for this old dog to go take a nap or, at least, play more golf, learn how to play pickleball, and read a few novels. There really is a time and a place for everything. I have thoroughly enjoyed every minute of my time with ISBA but the fire in my belly is not what it used to be. I don't have the fight in me anymore and it is time for a new, young, bunch of energetic, brilliant, enthused people to take over the reins. They are already there and ready to go. They will lead you all into the next generation with all the skill and knowledge that I know they possess.

Finally, I need to thank all of you. All the unsung heroes who run for an office where you will not be paid but will get beat up no matter what decision you make. And, you will only have



42 · SLATE / Volume 39 / No. 4 / Fall 2021

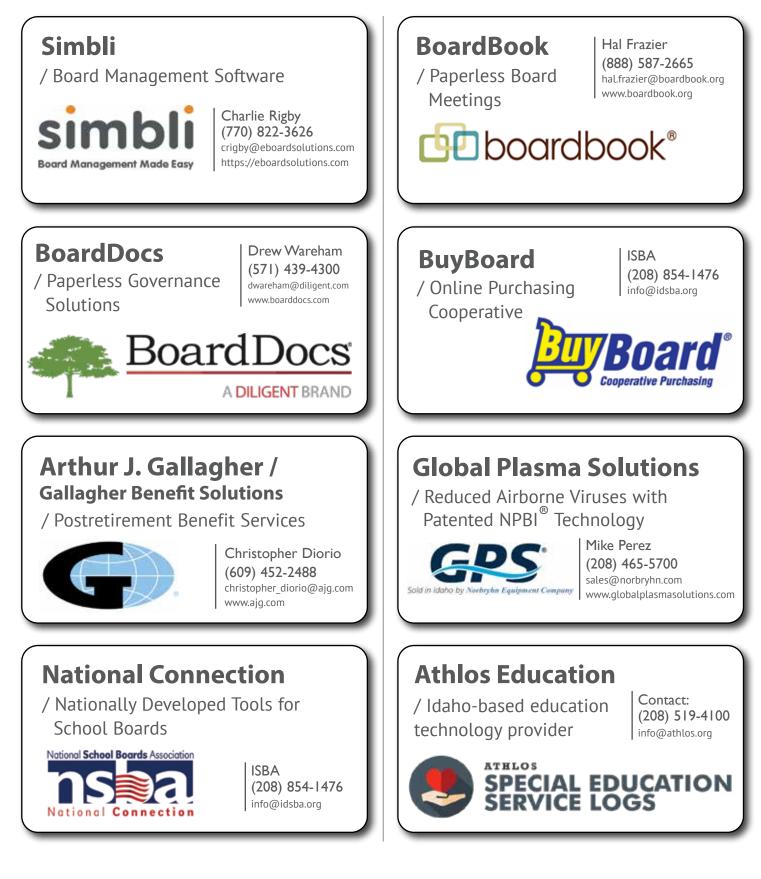
one meeting a month, right? Each year when the Board did my evaluation, I told them I was the luckiest person on earth. I got up every morning and went to work with a great group of people and to work for all of you. Thank you to the first Board who hired me and gave me this chance to all the Board members I served under, especially all of my Past Presidents. It has truly been my honor to have served all of you for the past 14 plus years. I have learned more than I ever thought possible. And, I would have never had the chance to meet all of you without this job. My life would have been so much less than it is without this experience.

From the bottom of my heart, thank you for what you all do every day – serving the kids in your communities. And thank you for allowing me this opportunity. If I have provided you with half of what you have all given me, then my heart is full.

I hope to see you all on the golf course soon!



ISBA BUSINESS AFFILIATES



43



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