



SHAWN D. FOSTER SUPERINTENDENT

ENTRY PLAN UPDATE



ONE COMMUNITY. ONE DISTRICT.



The last six months...

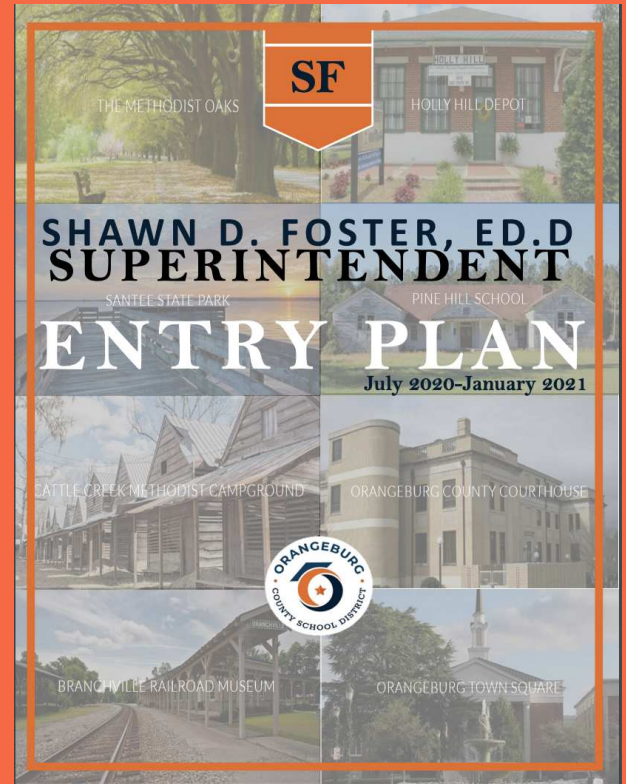
I am honored to have been selected to serve as superintendent of the Orangeburg County School District. I am grateful to each of you, our elected school board members, for your collaboration and partnership in navigating together a new day for Orangeburg's school system amidst unprecedented changes to public education.

As you'll discover in the pages to follow, great progress has been made on the actions planned to orient myself with our community and schools.

In briefly looking back, I and my team are proud of what we've accomplished and energized for our continued work together.

Shawn D. Foster

Superintendent



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Updates include information and artifacts related to efforts identified in my Entry Plan organized by Goal areas, including:

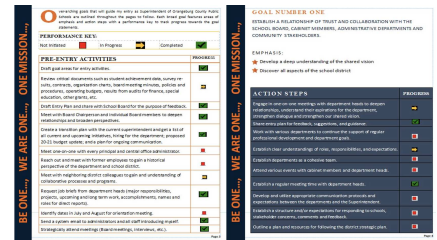
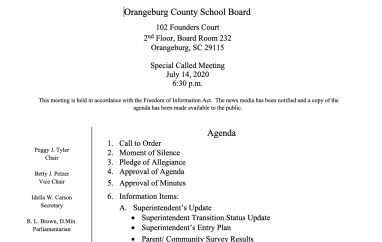
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GOAL NUMBER ONE

ESTABLISH A RELATIONSHIP OF TRUST AND COLLABORATION WITH THE SCHOOL BOARD, CABINET MEMBERS, ADMINISTRATIVE DEPARTMENTS AND COMMUNITY STAKEHOLDERS.

ACTION STEP: SHARE ENTRY PLAN FOR FEEDBACK, GUIDANCE & SUGGESTIONS

In an effort to ensure a shared vision as it relates to my entry into the school system and lay the foundation for a positive and trusting working relationship, I presented my initial Entry Plan to our Board and community during the July 14 meeting. I shared the same with our administration during our regularly scheduled weekly meeting.



ACTION STEP: ENGAGE IN ONE-ON-ONE MEETINGS WITH DEPARTMENT HEADS

Early meetings with Departmental leaders has helped to establish relationships with key personnel while deepening my understanding of departmental goals and our building on a shared vision. Initial meetings were followed by pre-evaluation meetings, using an Executive Leader Evaluation Instrument, with each member of my senior team.

EXECUTIVE LEADER EVALUATOR INSTRUMENT

Name of Executive Leader: Address Carter-Sims **Area of Responsibility:** Curriculum and Instruction
Evaluation Period From: 2020-2021 **Reason for Review:** Annual Special Review

Name of Evaluator: Shawn Foster

The purpose of the **Executive Leader Evaluation Instrument (ELEI)** and its outcome is to enhance the effectiveness of the executive leader (cabinet administrator) in making a contribution toward advancing the mission and goals of the Orangeburg County School District. A key element of this process is the mutual establishment of goals within the context of the job description, between the executive leader under review and the district superintendent. These goals will be established at the conclusion of the evaluation and included in the process for the following school year. This evaluation instrument will be used to determine the effectiveness and continued employment of the administrator within the district. The executive leader will maintain and provide, upon request, evidence of work towards meeting departmental and/or individual professional goals.

INSTRUCTIONS: The executive leader's performance is rated by placing a check to indicate the level of performance for each performance statement. **Section I - Evaluation Standards:** A four-level rating scale is utilized for this purpose indicating Exemplary (E), Proficient (P), Improvement Needed (IN), or Unsatisfactory (U). Areas that are not applicable to the district leader are marked N/A. **Section II - General Performance Characteristics:** Using the five-level rating scale, performance ratings indicated in the corresponding space. **Section III - Goals and Objectives for Growth** are rated Met or Not Met. **Section IV: 1 Overall Rating:** If an Overall Rating of Unsatisfactory or Needs Improvement is marked, the Justification Section and Strengths/Weaknesses Section must be completed.

SECTION I: EVALUATION STANDARDS

STANDARD ONE: VISION An executive leader fosters success by facilitating the development, communication, implementation and evaluation of a shared vision of learning through demonstrated job-related skills reflective of the district's vision for excellence.

	Level of Performance				
	E	P	IN	U	N/A
1. Involves stakeholders (e.g. school and district personnel, students, families, and community members) in the development of a broad vision that is compatible with the district's mission and vision.	—	—	—	—	—
2. Collaborates with stakeholders to establish goals, develop a plan, and set priorities consistent with the vision.	—	—	—	—	—
3. Communicates division/departmental vision, goals, plans, and priorities to stakeholders.	—	—	—	—	—
4. Implements, evaluates and refines the plan of action for achieving the departmental goals.	—	—	—	—	—

- Technology Team Pre-Eval Meetings**

🕒 Thu 9/24/2020 (All day)

📅 Calendar

[Edit](#) [Delete](#)

ACTION STEP: WORK WITH VARIOUS DEPARTMENTS TO SUPPORT REGULAR PROFESSIONAL DEVELOPMENT & GOALS

From an audit of our comprehensive Human Resources systems and processes to Financial Training for Bookkeepers and Professional Learning opportunities being offered through all departments, extensive effort and progress has been made in the areas of continuous improvement and support of Departmental goals.

Summary of Data Collection Process, Sources and Documents

Numerous documents were requested of the HR staff for review and analysis to include but not limited to: District strategic plan, policies and procedures (HR), district employee handbooks, customer service comment cards, annual reports, newspaper accounts, recruitment and retention plans, application forms for employment, and anecdotal data. In addition, the HR administrator was asked to complete a "self-audit." This information was used as a comparison of how he saw the office operating compared to the outside auditors' review. On-site visits were made as a means of ascertaining additional opportunities to confirm and assess HR operations in the District. Other sources of verification included state legislation manuals, legal advisories, and findings from various professional organizations, publications, and peer reviews.

Overall, the HR Review/Audit is made up of four (4) major phases:

1. Planning
2. Data Collection
3. Data Analysis
4. Findings

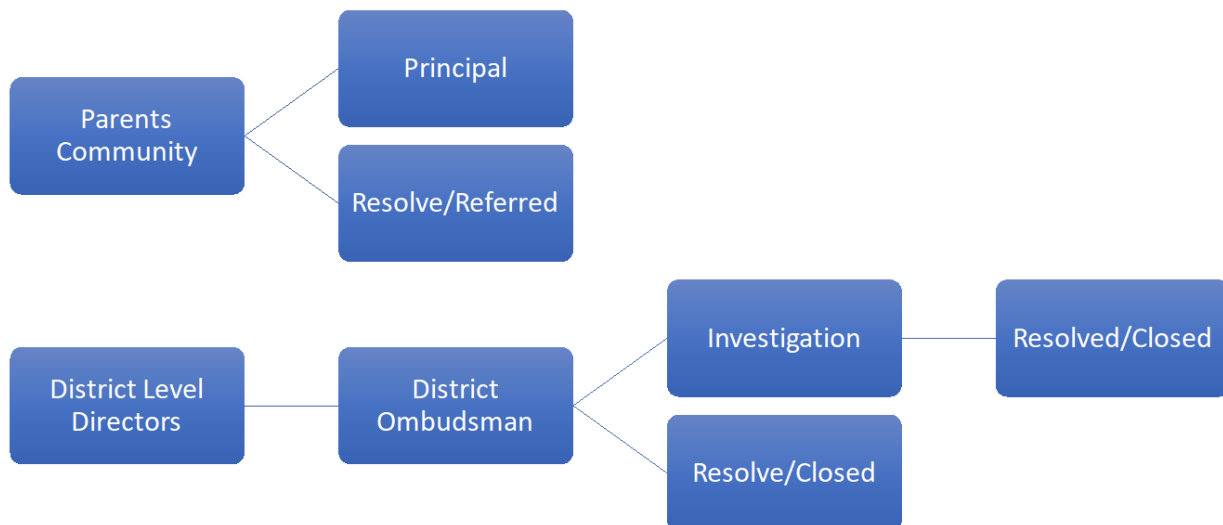
Agenda			
2:05 pm - 2:30 pm	Professional Development Updates	Nix Cafeteria	
2:30 pm - 3:00 pm	Showcasing our Schools	Nix Cafeteria	
3:00 pm - 4:30 pm	Human Resources Communication Student Services	Mr. R. Zimmerman	Mrs. M. Piccolino Dr. L. Calloway

ACTION STEP: ESTABLISH CLEAR UNDERSTANDINGS OF ROLES, RESPONSIBILITIES AND EXPECTATIONS

Roles, responsibilities and expectations have been established for District leaders, as well as Principals. The roles of school and District leaders are sometimes difficult to determine without deliberate action on behalf of the school system to define those for stakeholders. A new flow chart for reporting concerns and topic-focused contact information is being developed to do just that in an effort to help the public visualize our information structure.

DISTRICT OFFICE

Area	Contact	Phone
Academics	Dr. Address Carter-Sims	(803) 534-8081
Elementary Instruction	Dr. Charlene Stokes	(803) 534-1108
Middle/High School Instruction	Dr. Veronica Scott	(803) 534-8081
Gifted & Talented	Priscilla Hollington	(803) 534-1110
ESOL Families	Yvonne Mitchell	(803) 534-8081
Testing & Accountability	Dr. Wanda McMichael	(803) 395-7066
Learning Support Services	Dr. Address Carter-Sims	(803) 534-8081
Pre-K	Dr. Charlene Stokes	(803) 534-1108
Virtual Programs	Quencia Dantzler	(803) 534-1102
Title I Programs	Sharon Wilson	(803) 395-7078
School Improvement and Innovation	Terri Fludd	(803) 534-1116
PowerSchool	Cindy Williams Gina Edwards	(803) 395-7088 (803) 395-7067



ACTION STEP: ESTABLISH DEPARTMENTS AS A COHESIVE TEAM



A necessary first step to increasing cohesion among departments and capacity among leaders was to officially establish a Superintendent's Cabinet with a purpose of progress monitoring of initiatives and other items which are highly consequential and far reaching that need to be planned for. Our first bi-monthly meeting was held in early October and is already proving effective in increasing cross-organizational communication and collaboration.

CABINET MEETING NOTES SEPTEMBER 18, 2020

OVERVIEW OF MEETINGS

Dr. Washington to oversee and run Cabinet.
Bimonthly meeting with the purpose of progress monitoring for initiatives and other items which are highly consequential and far reaching that we need to plan for.

SETUP & AGENDA ITEMS

Teams meeting.
Agenda items to include deliverables (what you need to walk out of the meeting with) and next steps.

MEETING NORMS

Be actively engaged.
Limit side bar conversations.
Start and end on time.
Share the floor.
Respect each other.
Don't be offended.

ACTION STEP: ESTABLISH A REGULAR MEETING TIME WITH DEPARTMENT HEADS

In addition to the aforementioned Cabinet Meetings, regular meetings are held each Monday morning with Assistant Superintendents. I value this time with Organizational and Departmental Leaders, and meeting collectively has allowed for shared tasks, deliverables and goals.

I've also carved out an hour prior to the start of each month's Principal's meeting for spending time with building-level leaders. This collective but private discussion is vital to the superintendent-principal relationship and critical to our schools and districts' success.

Task	Deliverables
Demography Study RFP- Foster	Want RFP closed by Dec. Board meeting; possibility to piggy-back on Pickens Study
A&E interviews-Foster	Board Room on 11/12 - start at 8:30; Need David or Dejuan to help with technology all day – 8 presentations
Hybrid Teacher Survey- Foster	Concerns about 4 days/week; Orangeburg Online will continue to be an option for future years; adding comment box to survey; plan to send on 11/13
2021-2022 Student Projections -Foster	Set student:teacher ratio; Finance to be involved with C&I; need school configurations first; December deadline
2 nd Semester Orangeburg Online request survey-Foster	C&I to create plan to get data from <u>students</u> ;
NMSI-Foster	National Math and Science Initiative; Certify and endorse teachers to teach AP courses; Saturday training; \$100-\$150 teacher bonuses to students taking AP tests; Communications to help create a presentation; 3 HS – OW, LMHS, EHS; present to business partners
District Flag etiquette draft-Foster	NAACP – buying district <u>logo'd</u> flags for each school; Communications to draft <u>procedures</u> ;
School Board Meeting Agenda-Foster	Installation of new Board members; 1 guest per Board member; State Supreme court Judge Beatty to conduct <u>installation</u> ;
Special Education Desk Audit-Foster	Finance and <u>SPed</u> audit; processes and procedures from Spartanburg to use; SDE audit – Robert Goodlet; Calloway has completed the audits in the past and has been successful



ACTION STEP: ATTEND VARIOUS EVENTS WITH CABINET MEMBERS & DEPARTMENT HEADS



Salary Computation Worksheet

Date: September 30, 2020

Name: XXXXXXXXXX

Location: Howard Middle School

Employees in our School Food Services Department received notification letters in June and a reminder in August regarding the change in the hours per workday for the 2020-2021 school year. In addition, a member of our District's Senior Leadership Team visited School Food Service employees at your school in mid-September to further discuss this change.

It's important note that paychecks show payment of 63 hours for operators and 72 hours for managers. This has caused some confusion when operators have worked 70 hours and managers 80 hours over the two-week pay period. However, please note that the additional seven and eight hours are banked to cover the full year of 24 pay periods (so that our employees receive checks throughout the year).

Please allow this breakdown to further clarify the change that occurred with School Food Service Salaries for 2020-2021. You will see that no step increase has been added as the state legislature has temporarily frozen all employee step increases until further notice due to COVID.

2019-2020 Salary Calculation/	2020-2021 Salary Calculation
Step: <u>Step 19</u>	Step: <u>Step 19</u>
Hours Per Day: <u>8</u>	Hours Per Day: <u>7</u>
Hourly Rate: <u>\$14.28</u>	Hourly Rate: <u>\$14.28</u>
Daily Rate: <u>\$114.24</u>	Daily Rate: <u>\$99.96</u>
Days Per Year: <u>185</u>	Days Per Year: <u>185</u>
Salary: <u>\$21,134.40</u>	Salary: <u>\$18,492.60</u>
Gross Pay Per Pay Period: <u>\$880.60</u>	Gross Pay Per Pay Period: <u>\$770.53</u>



Internal and external meetings, far too numerous to list, have allowed me to establish presence for Orangeburg County School District, as well as myself as its new educational leader. From Division and Departmental Meetings, a meeting with Teachers of the Year and Support Staff of the Year, a surprise for Mellichamp Elementary, our very own School of Promise, in partnership with NIET, and Senior Staff Meetings with the School Food Service Workers at each and every school internally, to external meetings with Business Leaders arranged through Economic Development about the workplace impact of school closures, to a speaking engagement for apprenticeships in collaboration with OC Tech, a Student Teacher Meeting with Claflin and SC State, and our community engagement efforts such as providing Food Boxes, in collaboration with Save the Children, my calendar has been jam-packed with impactful meetings and events held in-person, when possible, and virtually.

OCSD, partners help provide happy Thanksgiving

Gene Zaleski Nov 25, 2020 0



-AGENDA-

- Greeting and Purpose – Rodney Zimmerman- Teacher Effectiveness OCSD
- Brief Introductions
- Words for Our Superintendent – Dr. Shawn Foster
- Words for Our Partnering Universities
 - Dr. Janice Owens – South Carolina State University
 - Dr. Anthony Pittman – Claflin University
- Mr. Ernest Holiday – Assistant Superintendent, Human Resources
- District Teacher of the Year – Mrs. Desiree Lewis
- Reflections: Ms. Kadijah Spell – Student Teacher, SCSU
 - Ms. Jessie Dixon – Student Teacher, CU
- Recruitment and Retention – Mr. Jerome Davis, Dir. of Certified Staff
- Closing & Thank You – Rodney Zimmerman

ACTION STEP: ESTABLISH A STRUCTURE &/OR EXPECTATIONS FOR RESPONDING TO SCHOOLS, STAKEHOLDER CONCERNS, COMMENTS & FEEDBACK

The position of a District Ombudsman needed to be established for our District. I'm grateful for your support in identifying Dr. Washington for that key role of mitigating concerns in the best interest of the District, those we employ, and those we serve.

ORANGEBURG COUNTY SCHOOL DISTRICT

TITLE: OMBUDSMAN/ASSISTANT TO THE SUPERINTENDENT

DEPARTMENT: SUPERINTENDENTS OFFICE

REPORTS TO: SUPERINTENDENT

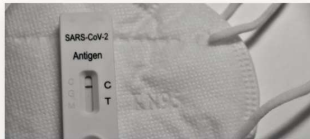
OBJECTIVE

Under administrative direction, seek to resolve concerns raised by parents and guardians of children enrolled in the Orangeburg County School District by providing formal and informal assistance to District constituents, including students, staff, faculty, administrators and community stakeholders; serve as a designated neutral advocate for fairness, equity and inclusion; provide resources for information and referral; foster positive working relationships between the school community and District staff.

When parents have exhausted all options, including talking to their child's teacher and principal, the District Ombudsman is available to discuss other avenues necessary to rectify their concerns about their child's education. The District Ombudsman provides a safe and confidential forum to surface individual, group and systemic problems, by listening to and helping clarify concerns, underlying issues and interests and exploring possible options through formal and informal channels. Investigates stakeholder concerns regarding a variety of issues and must be committed to fairness, inclusion, equity and respect for all viewpoints. This staff member collects a variety of data on emerging trends and patterns in the organization and makes recommendations for systemic change, while preserving the confidentiality of the individual(s) who seek their services. Employees in this classification should not be risk-averse and should understand that this position is empowered and may, on occasion, challenge even the highest levels of the administration in an effort to foster fair and just practices.

ACTION STEP: DEVELOP & UTILIZE APPROPRIATE COMMUNICATIONS PROTOCOLS & EXPECTATIONS

Feedback has been the cornerstone of my entry into OCSD and we've established quality means for teacher, staff, and specific employee group input through surveys and informal discussions. In addition, we're communicating in a more streamlined manner through a weekly Communications Memo and established protocols for media interest and stories.



NURSING SURVEY

Merry Glenne Piccolino
29 responses



TEACHER INPUT SURVEY (NOVEMBER 2020)

Merry Glenne Piccolino
358 responses



VIRTUAL LEARNING PARENT/GUARDIAN SURVEY

Merry Glenne Piccolino
503 responses



Home > Departments > Communications, Business & Community Partnerships > Media and Community Relations

MEDIA

Orangeburg County School District welcomes media interest in our schools, students, teachers and staff. In order to protect the learning environment for all students, all media coverage must be arranged through the District Communications Department. We look forward to facilitating requests for radio, television, and print journalists and appreciate your interest in our public school system! All requests for stories should be emailed to Merry.Piccolino@ocsdsc.org. We thank you for all you do to help tell the story of OCSD!



THE CAMBRIAN GROUP

November 16, 2020

Dr. Shawn Foster
Superintendent
Orangeburg County School District
102 Founders Court
Orangeburg, South Carolina 29118

Dear Dr. Foster:

We are pleased to submit our proposal for **STRATEGICS**, including Thinking, Planning and Action. We have built in a tentative schedule and can adjust where necessary. This proposal also includes information about our **Internal Facilitator Training Program** and our **Web-Based Planning Software**.

As you know, our firm, established in 1978, is the originator of the authentic strategic planning for education. In fact, we wrote the book on it, **Strategic Planning for America's Schools**. This is the classic text used by colleges and the genesis of almost all planning by education professionals. Complete information about our Firm, Associates, Programs and Publications can be seen at www.thecambriangroup.org.

We have facilitated plans in over 1,450 schools school systems and have trained over 16,000 strategic planning facilitators. The Cambrian Process and Discipline is still the ultimate in Strategic Planning. Not only has our original version been strengthened and deepened, but it is enhanced by Strategic Thinking, as the preliminary activity, and Strategic Action, as the only way to guarantee successful implementation. In addition, our exclusive software enables a district to track, monitor and report all aspects of the plan.

Thank you for the opportunity to present our holistic planning system. We pledge you our very best efforts.

All the best,

Vonda C. McLain
Vonda C. McLain
Executive Vice President

5795 Carmichael Parkway / Montgomery, AL 36117/334-356-7158/www.thecambriangroup.org

ACTION STEP: OUTLINE A PLAN & RESOURCES FOR FOLLOWING THE DISTRICT STRATEGIC PLAN

In an effort to align efforts and plans to tangible goals while planning for the future, we have sought the leadership of an established Strategic Planning Firm, the Cambrian Group. We look forward to engaging our internal and external stakeholders in a comprehensive strategic planning exercise to develop a path forward, and will be committed to appropriate tracking, monitoring and reporting of all aspects.

GOAL NUMBER TWO

LEARN SYSTEMS AND STRUCTURES FOR FISCAL AND ORGANIZATIONAL ACCOUNTABILITY.

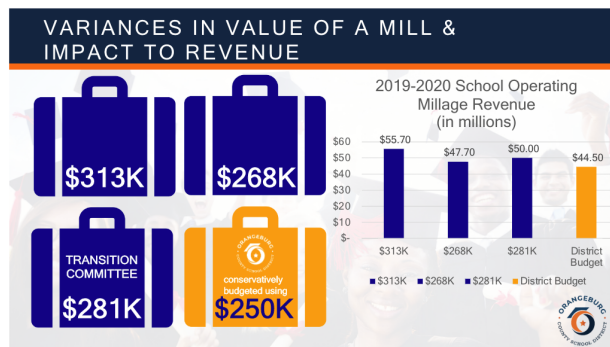
ACTION STEP: MEET WITH BUSINESS SERVICES TO REVIEW CURRENT BUDGET DETAILS

PROPOSED BUDGET CALENDAR 2021-2022

December 9, 2020	Distribution of Budget Packets to Principals and Administrators/Department Heads
January 4, 2021	Finance training provided for Bookkeepers (review of budget submissions utilizing Visions Portal)
January 15, 2021	Principals and Administrators/Department Heads Budgets Due to Finance with all forms completed
January 25, 2021	Budgets distributed to Senior Cabinet
February 8-12, 2021	School Budget Reviews with Superintendent, Senior Staff, Principals and Administrators/Department Heads
February 22, 2021	Finance to prepare listing of FTE (One List by Location; One List by Fund)
March 15, 2021	First Draft of Budget submitted for Review (Superintendent and Senior Staff)
March 23, 2021	Board Budget Work Session
April 13, 2021	First Reading of Budget by Board
April 25, 2021	Public Notice runs in Newspaper
May 11, 2021	Second Reading
June 8, 2021	Final Reading and Approval
June 22, 2021	Available if needed

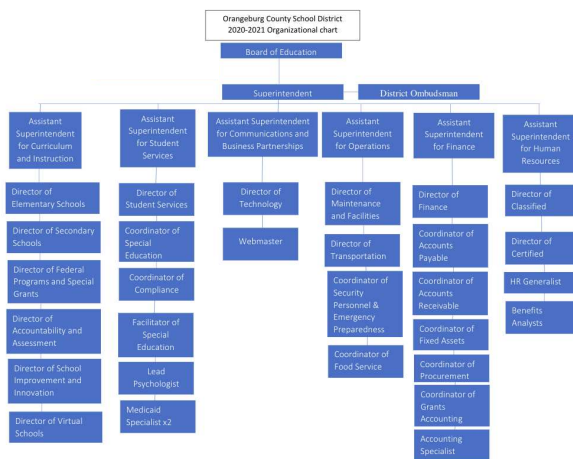
In an effort to ensure a collaborative budget process, a review was held regarding current practices. In working with our Finance Department, we've developed and are implementing a new budget process which will be structured and allow for input from stakeholders. The new budget calendar was distributed to principals and department heads in December.

Also as part of the review, as you are aware, we identified an error in Fiscal Year 2020's budget. There was an error in communicating the value of a mill that caused the budget to be built based on revenues that would never be realized by the school district. We continue to explore all available avenues for preventing the budget shortfall from reoccurring and have been committed to communicate the shortfall openly and effectively.



ACTION STEP: BECOME FAMILIAR WITH THE CURRENT ORGANIZATIONAL STRUCTURE

As part of my own efforts to become familiar with our organizational structure, our team has revised our Organization Chart. It is our hope that this chart will aid stakeholders in their own discovery of our organization.



ACTION STEP: UNDERSTAND & REVIEW DETAILS OF THE DISTRICT'S PURCHASING PROCEDURES



JOIN US LIVE FOR THE VENDOR INFORMATION MEETING

Come out and let us answer your questions, and provide information about...

- State and District Requirements
- Getting Registered as a Vendor
- How to Navigate the Solicitation Process

To come in person, RVSP at ocsdsc.org

Click on the menu button and go to Vendor Information Meeting

seating is limited mask required

Watch it **LIVE** at ocsdsc.org

October 22

10:00am

770 Stilton Rd, Orangeburg, SC



The procurement process for public organizations is very specific and largely different from local business handlings within the private sector. In an effort to support the local economy and demonstrate a spirit of collaboration with local businesses, I believe it is important that we invite local vendors to do business with our District. To assist and educate vendors as it relates to the procurement/solicitation process, in partnership with the Office of Small and Minority Business Contracting and Certification, we hosted a vendor fair in October. In-person seating was limited, but the event was also live streamed.

In addition, we have procured architects and engineers through a formal interview process in preparation for facilitating future capital needs.

All presentations must address the following areas:

- 1 – Size of the firm, including number of staff's registered architects and engineers
- 2 – Years in business
- 3 – Experiences working with school districts on remodel projects and new construction projects
- 4 – Costs and Billing Rates, include fees associated with consultants
- 5 – Names, locations and affiliations with consultants and contractors
- 6 – Challenges you see working with OCS and how you will address
- 7 – How you plan to minimize school disruption for any building remodels
- 8 – Explain your design process and timelines
- 9 – Experiences working with OSF
- 10 – How OCS would benefit by working with your firm

- | | |
|--------------------------|---------|
| 1. McMillan Pazdan Smith | 8:30am |
| 2. Boomerang Design | 9:20am |
| 3. LS3P | 10:10am |
| 4. Brownstone Design | 11:00am |
| 5. Larry Wilund | 11:50am |
| Lunch | 12:30pm |
| 6. Quackenbush | 1:35pm |
| 7. Craig Gauden Davis | 2:25pm |
| 8. Buford Goff | 3:10pm |

ACTION STEP: REVIEW CURRENT FACILITIES, MAINTENANCE, TRANSPORTATION & TECHNOLOGY PLANS

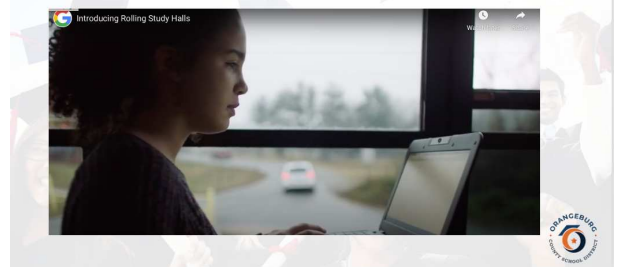
In my desire to better understand our current operations, I've met with Department leaders to review plans and improve operations. Over the last six months, we've improved connectivity through partnerships with Google and Aiken Electric and submitted a request for a reduced rate for technological services (E-rate). We are also moving forward with necessary painting of our Athletic Buses.

Category 2: Internal Connections and Managed Internal Broadband Services

Type	Function	Number Entities	Quantity	Unit	Manufacturer	Manufacturer Other Description	Installation and Initial Configuration ?	Associated RFP
Internal Connections	WAP		450	Each	Meraki or equivalent		Yes	View RFP Documents
Internal Connections	UPS/Battery Backup		64	Each	No Preference		Yes	View RFP Documents
Internal Connections	Cabling	4	4	Feet	No Preference		Yes	View RFP Documents
Internal Connections	Racks		1	Each	No Preference		Yes	View RFP Documents
Internal Connections	Router		1	Each	Cisco Systems or equivalent		Yes	View RFP Documents

1 - 5 of 14

ROLLING STUDY HALLS & HOTSPOTS



Thomas Interstate Transportation Equipment, Inc.
 P.O. Box 9163 • 2511 Trotter Road • Columbia, SC 29290
 Telephone (803) 776-5041 • Toll Free (800) 726-0779 • Fax (803) 776-3527

November 24, 2020

Mr. Greg Tully
 Orangeburg County School District
 2821 Hamilton Court
 Orangeburg, SC 29118

Mr. Tully,

I received Interstate Transportation Equipment's bid for Painting School Activity Buses for Solicitation # 20-021. I reviewed the requirements of the solicitation and Amendment 1 and acknowledge receipt of your bid for the enclosed bid package.

The following schedule is proposed to be completed and includes each bus painted with white as specified with OCSD logo on both sides (both areas), ORANGEBURG COUNTY SCHOOL DISTRICT lettering on both sides (front and back), and all required PPE's emergency exit manufacturer's manual online. OCSD is responsible for delivering the bus to our location at 2511 Trotter Rd, Hopkins, SC. This is the location for the bus inspection of each bus as stated in the RFP. Once the bus has been inspected, we would notify OCSD and the bus for paint will be dropped off at our location at the date of pick up completion has. Interstate Transportation Equipment will transport the bus to your facility, any mechanical issues/intrusions to be fixed will be the responsibility of OCSD. Interstate Transportation Equipment will notify OCSD should any issue arise and will assist in OCSD pickup and coordinate throughout the process.

The following schedule is proposed to be completed and includes each bus painted with white as specified. I included a price with each of the optional items listed for your evaluation.

A District based check is acceptable form of payment once services are completed and invoice received. Your Credit Card is acceptable, however a 4% fee will be applied.

For the District's economy we are offering a 5% District economy on order will include paint printing or flaking of only, not full, not, and coating reaching. Buses should only have exterior fade in 5 years or we can have high grade paint treatments on the interior.

Interstate Transportation Equipment operates the opportunity to be of continued service to the bus related needs of Orangeburg County School District.

Sincerely,

 Tom E. Ament
 Vice President

February 10, 2020

- (1) Applicant is eligible to be a State approved business and has all required licenses listed on the Form #11 used by the State of South Carolina pursuant to 47 C.F.R. § 15.351.
- (2) Applicant has received access to bid and reviews to view the document design that rights reserved during the contract building and will be the responsibility of the applicant and not the vendor.
- (3) Applicant will ensure that all of the necessary details to state districts are on the appropriate and services needed for the RFP program including company, training, software, internet connection, maintenance, and electrical needs.
- (4) Applicant will ensure that all of the necessary details to state districts are on the appropriate and services needed for the RFP program including company, training, software, internet connection, maintenance, and electrical needs.
- (5) Applicant will ensure that all of the necessary details to state districts are on the appropriate and services needed for the RFP program including company, training, software, internet connection, maintenance, and electrical needs.
- (6) Applicant will ensure that all of the necessary details to state districts are on the appropriate and services needed for the RFP program including company, training, software, internet connection, maintenance, and electrical needs.
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- (9) Applicant will ensure that all of the necessary details to state districts are on the appropriate and services needed for the RFP program including company, training, software, internet connection, maintenance, and electrical needs.
- (10) Applicant will ensure that all of the necessary details to state districts are on the appropriate and services needed for the RFP program including company, training, software, internet connection, maintenance, and electrical needs.

ACTION STEP: CONDUCT A REVIEW OF THE COMMUNICATIONS DEPARTMENT PROCESSES, PRACTICES, STRUCTURES, & OUTREACH TO THE COMMUNITY

In reviewing our school system's communications activities and structure, it was immediately apparent that few resources had been allocated in that critical area. With your support, the addition of an Assistant Superintendent position in the area of Communications, Business & Community Partnerships was approved in late summer. By examining our use of existing human and financial resources within the department, our hire for the position has already added tremendous value by aligning both existing employees' roles and the departmental budget to strategic initiatives. The result: improved communications and community outreach.



UNIFYING BRANDING

OUR MISSION

OCSDSC.ORG

A GLIMPSE AT OCSD

LUXURIOUS EDUCATION

We Are One

OCSD Flag Etiquette

Flag Order

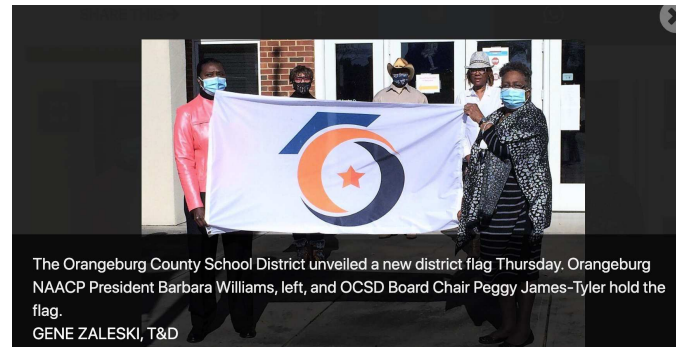
- American Flag
- OC State Flag
- OCSD Flag

Flag Etiquette

Schools may choose to assist their student leaders to be responsible for raising and lowering flags every day. Please emphasize these best practices:

- The flag order above should be observed.
- The flag should be raised solemnly and lowered slowly and ceremoniously.
- Do not place the flag on a staff, stand, hoist, or the pole for an object and cover it in a position halfway between the top and bottom of the staff. The flag is to be raised against the staff for a moment before they are lowered.
- On Memorial Day, the flag will be displayed at half-staff from noon and at full-staff from sunset.
- In observance of the President's Inauguration, flags should be lowered to half-staff.

We are very excited to provide your school campus with a District Flag, a powerful symbol of pride for our school system that has been generously sponsored by the County's Public Works. We will recognize the successful gift of the "Lexus" District Flag Award, and we will recognize the successful gift of the "Lexus" District Flag Award, and we will recognize the successful gift of the "Lexus" District Flag Award, and we will recognize the successful gift of the "Lexus" District Flag Award.



ACTION STEP: BEGIN PLANNING FOR THE UPDATE OF THE 5-YEAR STRATEGIC PLAN

Under the leadership of Dr. Washington, OCSD and a representative group of community, school and district stakeholders will embark upon a comprehensive strategic planning process, mapping out goals for the next five years. He presented a proposal from strategic planning leader The Cambrian Group during our late November Senior Staff meeting and work is expected to begin early in the new year.

Task	Deliverables
Demography Study Survey-JW	Posted 11/20; Closes 12/16
Facilities Study-RG	Architect to complete
Apprenticeship SC - ACS	Due December 4 th
Save the Children GIK - ACS	Potential partnership with Piggly Wiggly
SCSBA Update - JW	
District Strategic Planning Proposal - JW	
SIDN Signature - JW	

ACTION STEP: MEET WITH FINANCIAL ADVISORS TO REVIEW THE DISTRICT'S DEBT STRUCTURE & PORTFOLIO

I have meet with our financial advisors to better understand the debt capacity for the consolidated district. They have been instrumental in meeting with the county to determine the debt service millage.

Orangeburg County School District
SCAGO General Obligation Debt Program, Series 2020C
General Obligation Bonds, Series 2020
(Final Schedules)

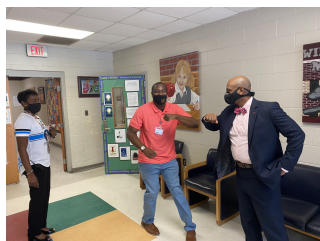
<u>Bonding Schedules</u>	
Distribution of Funds Schedule	1
Flow of Funds Schedule	2
Bonding Schedules	3 - 8
<u>Cumulative Debt Schedules</u>	
Debt Capsule Report	9
Debt Structure Graph	10
Debt Service Structure Report	11
Millage Cash Flow Report	12
Constitutional Debt Limitation Report	13
Debt Service Fund Millage Levy Summary	14
Cumulative Bond Payment Schedule	15 - 17

GOAL NUMBER THREE

ESTABLISH A POSITIVE CULTURE AND CLIMATE BETWEEN THE CENTRAL OFFICE, SCHOOLS AND COMMUNITY.

ACTION STEP: MEET WITH ALL DISTRICT-LEVEL STAFF

From a back-to-school meeting in August held virtually with every employee in attendance, small planning meetings with varied departmental and school leaders, to a bar-b-que reward for Bethune-Bowman for their big win in our District-wide census challenge and an open-ended survey distributed to all staff, I have aimed to make a connection with each and every staff member, while being receptive to their thoughts, ideas, concerns, and aspirations.



Superintendent Entry Survey Results

- 1) In your Professional opinion what are the things that we do better than most districts in South Carolina? Please cite one instructional and operational practice. Cite examples if possible.
- 2) In your Professional opinion what are the things that hamper our progress or cause us to struggle? Please cite one instructional and operational practice. Cite examples if possible.
- 3) In your Professional opinion would we be best described as a school system or a system of schools? Cite examples if possible to justify your answer.

ACTION STEP: ATTEND A FACULTY MEETING AT EACH SCHOOL

From November 2-December 16, I attended a Virtual Faculty Meeting at each of our district's schools. Listening to and learning from our teachers and other staff members as they discussed their challenges and triumphs, as well as goals and dreams for our community's children, our public schools, and those who serve them was an important exercise, which has deepened my understanding of our school system.

November 2, 2020
1:00 p.m. Edisto ES
2:00 p.m. Holly Hill ES

November 5, 2020
2:15 p.m. Marshall ES

November 6, 2020
1 p.m. Brookdale ES

November 9, 2020
2:10 p.m. Lockett ES
3:40 p.m. The Technology Center

November 10, 2020
3:30 p.m. Howard MS
4:15 p.m. OW HS

November 13, 2020
8 a.m. Edisto HS
11 a.m. St. James Gaillard ES
1 p.m. Carver-Edisto MS

November 17, 2020
2:15 p.m. Elloree ES
3:00 p.m. Dover ES
3:45 p.m. Bethune-Bowman ES, MS, HS

November 19, 2020
2:15 p.m. Vance-Providence ES
2:50 p.m. Rivelon ES
3:30 COPE Career Center

November 20, 2020
9 a.m. Edisto Primary
11:30 a.m. Branchville HS

December 1, 2020
2 p.m. Sheridan ES
3:30 p.m. Lake Marion HS & Tech Ctr

December 8, 2020
2:30 p.m. Whittaker ES
3:15 p.m. Clark MS

December 11, 2020
11 a.m. North MS/HS

December 15, 2020
2:15 p.m. Mellichamp ES
3 p.m. Star Center

December 17, 2020
3 p.m. HKT HS

Subject:	Lake Marion HS & Tech Ctr Virtual Faculty Mtg
Location:	Virtual (LMHS to send Teams invite)
Duration:	30 minutes <input checked="" type="checkbox"/> All day event
Starts:	12/ 1/2020 3:30 PM
Ends:	12/ 1/2020 4:00 PM
This appointment occurs in the past.	

ACTION STEP: ESTABLISH & MAINTAIN REGULAR MEETINGS WITH DEPARTMENTS TO DISCUSS PROGRESS & NEEDS

Existing and new members to our Senior Leadership Team have worked extremely well together, with impressive collaboration and determination to achieve our shared goals. Utilizing Microsoft Teams and a progress monitoring system, in concert with weekly meetings, we are working as a cohesive group, with each member fully engaged in leading our departments and schools forward.

SS

Senior Staff

Private group

☆ Not following

👤 9 members

+ New
↑ Upload
📄 Edit in grid view
🔄 Sync
📌 Add shortcut to OneDrive

☰ All Documents
🔍
⌚

Documents

	Name	Modified	Modified By	+ Add column
📁	8 Week Focus Areas	Monday at 9:55 AM	Shawn Foster	
📁	Board Meeting Information	September 2, 2020	Jesse Washington	
📁	COMMUNICATIONS MEMOS	August 30, 2020	Merry Glenne Piccolino	
📁	Email attachments	September 2, 2020	Ernest Holiday	
📁	General	September 15, 2020	Merry Glenne Piccolino	
📁	Principal's Meetings	October 26, 2020	Robert Grant	
📁	SS MEETING HANDOUTS	August 31, 2020	Merry Glenne Piccolino	

ACTION STEP: MEET WITH COMMUNITY MEMBERS, ELECTED OFFICIALS, & RELIGIOUS LEADERS

A diverse myriad of individuals have helped me better understand our school system's history and project a new path forward. Through Concerned Citizens Conference Calls; visits with members of our legislative delegation, and Education Foundation representatives; and the partnership of religious, law enforcement, government, economic development, and civic club leaders, we are making an overt effort to garner community interest in its public schools.



Virtual Meet & Greet Participants

- Mr. Hayward Jean-Moderator-Orangeburg County School District
- Rev. Robert Cannon, Prayer-St. Andrews United Methodist Church
- Mayor Michael Butler-Orangeburg Mayor
- Dr. Liz Zimmerman Keitt-Orangeburg Mayor Pro Tem
- Mrs. Barbara Williams-NAACP President
- Mr. Michael Bartley-Alpha Phi Alpha Fraternity, Delta Zeta Lambda President
- Mrs. Andrea Jeffries-Orangeburg Pan Hellenic Council President
- Mrs. Peggy James-Tyler-Orangeburg County School District Board Chairman
- Mr. James McQuilla-Orangeburg County Chamber President
- Dr. Shawn Foster-Orangeburg County School District Superintendent
- Mr. Jaime Harrison-Candidate US Senate
- Mr. Leroy Ravenell-Orangeburg County Sheriff
- Mr. Kenneth Middleton-One Orangeburg County Initiative Chairman
- Rev. Ken Nelson-Orangeburg District Superintendent UMCSCC
- Mr. Randolph Scott-Nisuan

https://us02web.zoom.us/join?register=WN_R-ccU3k7RXm2sFDkmiN2eA

Rotary Lunch and Presentation

SF

Shawn Foster

✕

Optional

10/13/2020
📅
12:00 PM
▼
to
2:00 PM
▼
🌐 All day
🔘

Free: Fri 1/8 8:00 AM - 10:00 AM | 10:00 AM - 12:00 PM | 12:00 PM - 2:00 PM

Repeat: Never

📍 Cornerstone Church, 1481 Chestnut Street

Add online meeting

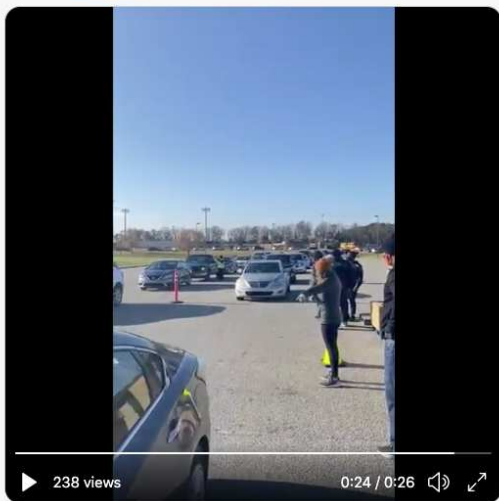
Remind me: Never

Lunch with former Mayor Paul Miller, then presentation (less than 25 minutes) to his Rotary Club (at 1).

ACTION STEP: ATTEND SPORTS & COMMUNITY EVENTS TO ESTABLISH A PRESENCE IN THE COMMUNITY

Through attendance at sporting, community and philanthropic events, I have strived to establish an early presence as a community-driven leader.

Dr. Shawn Foster @fosteringocsd · Dec 18, 2020
Great day in OCSD as we gave out food boxes at Cope Area Career Center and Lake Marion High School. Thank you to everyone who came out to volunteer. #OneOCSD



Dr. Shawn Foster @fosteringocsd · Sep 15, 2020
It feels good to catch a game on my way home from work again...Go Eagles! #FosteringOCSD



4 19



ACTION STEP: MEET WITH KEY COMMUNITY LEADERS, INCLUDING SERVICE ORGANIZATIONS & POST-SECONDARY PRESIDENTS

The collaborative energy in Orangeburg is truly remarkable! Early in my entry, I became engaged with leadership in One Orangeburg and the NAACP, met with mayors, police chiefs, business leaders, hospital administrators and college presidents. Through Conference Calls, Forums, Virtual and in-person meetings, we're forging partnerships and friendships through a collective commitment to improve schools, engage citizens, and attract business and industry to boost the economy in our area.

- **One Orangeburg conference call**

🕒 Tue 9/22/2020 2:00 PM - 3:00 PM

📅 Shawn Foster

- **Walt Tobin J.R.**

🕒 Tue 7/14/2020 7:00 AM - 8:00 AM

📍 Orangeburg Calhoun Technical College Library

📅 Shawn Foster

- **NAACP Forum**

🕒 Wed 7/29/2020 11:00 AM - 12:00 PM

📍 Zoom

📅 Shawn Foster

Thursday, July 30, 2020

Shawn Foster

Mayor Michael Butler; Supt's. Office

Meeting with City Chief
1320 Middleton St - Orangeburg, SC, United States

Charles Williams - Regional Medical Center
SF Office

- **Meeting with Law Enforcement**

🕒 Fri 7/31/2020 9:00 AM - 10:00 AM

📍 Boardroom Founders act

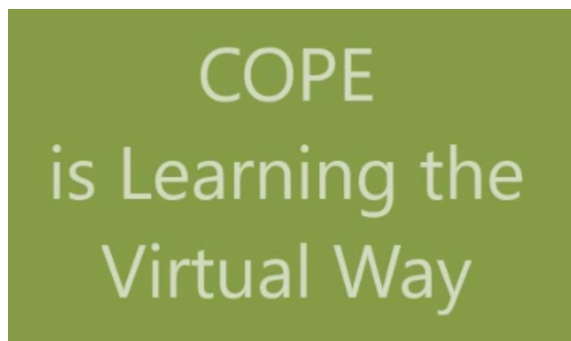
📅 Shawn Foster

ACTION STEP: DEVELOP A SYSTEM FOR SHOWCASING SCHOOL, STAFF & STUDENT SUCCESSES



The successes of our students, schools and employees are highlighted publicly during my Superintendent's Update at School Board Meetings. In addition, during our monthly meeting with principals, two schools per month are celebrated, with the building level leader sharing his/her school, traditions, accolades, staff, students, and more with colleagues.

- 5. Information Item:
 - A. Superintendent's Update School Highlights



ACTION STEP: SYSTEMIZE STRUCTURES FOR CELEBRATIONS OF STUDENTS, STAFF & COMMUNITY

Public celebrations, whether a press conference for a S.M.A.R.T. Virtual Health Collaborative, a flag debut, or a surprise announcement of our Teacher of the Year and Support Staff Person of the Year, have been structured in such a way that have honored contributions to our public schools and district, while maintaining COVID-19 safety precautions. The framework in place now for celebrations has made even smaller events grand by engaging media for coverage and sharing our own press releases, photographs and videos through various public platforms.



FOR IMMEDIATE RELEASE
 Contact: Merry Shreve-Paschall
 Assistant Superintendent for Communications
 and Business and Community Relations
 merry.paschall@ocsc.k12.or.us
 Phone: 803.534.5454
 Facebook, October 20, 2020

OCSD ANNOUNCES TEACHER OF THE YEAR & SUPPORT STAFF PERSON OF THE YEAR

ORANGEBURG, S.C. – Although crowd restriction recommendations and social distancing preventing Orangeburg County School District from having its annual staff recognition event, COVID-19 didn't stop the celebration of the District's honored Teacher of the Year and Support Staff of the Year. With plaques, balloons and flowers in hand Superintendent Dr. Shawn Foster was accompanied by numerous school system leaders and a videographer in surprising District-level Teacher of the Year and Support Staff of the Year winners and alternates at their respective school locations this morning.

With their recently consolidated school district, these honored staff members are the first official District Teacher of the Year and Support Staff of the Year for Orangeburg County School District.

"It was important to us to personally congratulate these hard working and very deserving employees," Dr. Foster commented. "While a little different than being honored at an event surrounded by family and friends, videos and photographs of this morning's surprise will be shared with our entire school community and we hope that all will join us in celebrating our winners and nominees."

Last spring, each school and workplace location within the District nominated a support staff team member, as well as a teacher, where applicable, who represented the characteristics of a model employee, an employee who not only did his/her job extremely well, but who is also well-respected and liked among his/her peers.

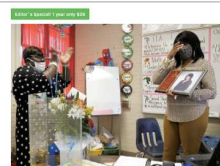
Today's announcement of the "Top 10," "Top Three," as well as District winners and alternates for the Teacher of the Year and Support Staff of the Year programs represent the selections of comprehensive committees with representatives from all areas of the county. The Teacher of the Year Committee is comprised of retired educators and administrators. The Support Staff of the Year Committee is also comprised of retirees, with former employees who previously served as secretaries, teacher assistants, and more.

The 2020-2021 Top 10 Teacher of the Year nominees include the following: Terri Austin, Holly Hill Elementary



The Times and Democrat

'Teaching her students to be good humans': OCSD names Teacher of Year, Support Staff of Year



Orangeburg County's 2020-2021 District Teacher of the Year (Loretta Lynn, left), a second-grade teacher at Orange Elementary School, wins the honor. She presented the award Saturday, Oct. 10, 2020.

By Terri Austin

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ACTION STEP: ESTABLISH AN ADVISORY GROUP TO BEGIN ONGOING DIALOGUE/FEEDBACK



Separate Superintendent Advisory Councils are being established for students, teachers, parents, business and faith-based leaders. Principals have shared with us their recommendations for these councils to ensure representation across our communities. The councils will begin second semester and I look forward to the authentic feedback and ideas that these various stakeholder groups will offer.

GOAL NUMBER FOUR

MAINTAIN SAFETY AND SECURITY FOR STUDENTS AND STAFF.

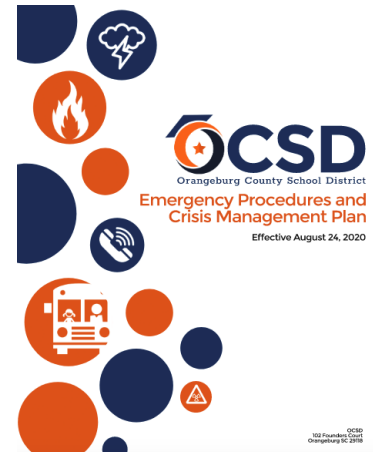
ACTION STEP: REVIEW THE CURRENT DISTRICT EMERGENCY GUIDE & MEET WITH DISTRICT SAFETY COMMITTEE

Emergency Response Team

September 3, 2020

- Welcome
- Introductions
- Purpose of the Meeting
- Billy Staley- Intruder Training

The safety and security of our students and staff members must be our greatest priority. In collaboration with District safety officers, our Senior Staff has reviewed emergency response procedures, assembled them in an organized manual for each school and classroom and, in concert with local law enforcement, have begun training for school-level leaders and our District Safety Team.



ACTION STEP: REVIEW ENTRANCE/EXIT PROCEDURES FOR STUDENTS & STAFF

Student and staff arrival at school/work, as well as their dismissal at the end of the day must be reviewed regularly to ensure safety. In addition to examining these potential times of vulnerability during operational hours, we have also reviewed the procedures for staff entering and exiting buildings after closing. Entry/exit as we continue our work through this ongoing pandemic has included staff temperature screening and a requirement for visitor appointments.



Staff Temperature Screening Procedures



- 1 – Use the thermometer to check your temperature.
 - * Aim the thermometer at your forehead 1-2 inches away
 - * Press the scan button and then read the digital number
 - * Thermometer will turn off automatically after 30 seconds
 - 2 – Record the temperature on your personal Employee Temperature Screening Log.
 - 3 – Use a wipe to clean the thermometer.
 - 4 – If your temperature is 100.4 or greater, please leave the facility immediately and notify your supervisor of your situation. Your supervisor will work with you to develop your next steps. You will need to take a picture of your log and send that to your supervisor.
- **Staff members are required to screen as they enter a facility for the first time each day or whenever they enter a different facility on the same day.**

ACTION STEP: ASSURE EVERY CLASSROOM HAS A COPY OF THE EMERGENCY GUIDE

Having developed Safety Protocols is great, but without ensuring the safety manual is in each and every classroom throughout the district, the written guidance wouldn't be much use. Safety leaders at each school signed out booklets during our training, then ensured they were distributed to each classroom within their school campuses.

Crisis Response Training

Emergency Operations Crisis Manual Receipt
School: _____

Printed Name	Signature	Printed Name	Signature

ACTION STEP: MEET WITH SRO'S & SUPERVISORS FOR RECOMMENDATIONS ON MAINTAINING AND INCREASING SAFETY

Open communication regarding our safety practices and protocols is necessary to optimize our security operations. In meeting with local law enforcement officers, our School Resource Officers and Supervisors, we are discussing and implementing best practice measures to further protect the safety of our schools and workplaces. As a result of discussions to enhance safety and communications protocols, radios were recently purchased to ensure our Bus Drivers are able to maintain consistent communication with supervisors.

Security Roundtable Agenda

October 15, 2020

- Welcome
- Introductions
- Purpose of the Meeting
- Dr. Shawn Foster, Superintendent - OCSD
- Safety and Security Concerns
- Revised Task Force Team
- Update Reports/Incidents
- Questions/Answers
- Adjourned

Radio Communication Service
RADIO COMMUNICATION SERVICE
DIV OF MOBILE COMMUNICATIONS AMERICA
487 BROUGHTON ST
ORANGEBURG, SC 29115
Phone: 803-516-0005
Fax: 803-516-0803

INVOICE Page 19
Invoice Date: 10/23/2020
Due Date: 11/22/2020
547000642-2

Bill To:
Orangenburg County School District
102 Founders Court
Orangenburg, SC 29115

Ship To:
Orangenburg County School District
102 Founders Court
Orangenburg, SC 29115

Contact:
Contact #:

PO# : 294217

Customer #: 116218	SalesPerson: 3775	Terms: NET 30 DAYS		
Qty	Item	Description	Unit Price	Amount

Remit To:
MOBILE COMMUNICATIONS AMERICA, INC.
PO BOX 1458
CHARLOTTE, NC 28201

Subtotal:
Tax:
Total Amount:

Effective August 1, 2018, all credit card payments are subject to a 2% convenience fee.
Delinquent Accounts - 18% APN will be added to invoice(s) that are more than 7 days past due. The 18% APN will be applied on a monthly basis.

ACTION STEP: WORK WITH THE MAINTENANCE SUPERVISOR TO ASSURE AREAS OF CONCERN IN ALL FACILITIES ARE ADDRESSED

Ensuring that our school facilities and campuses are clean, safe and welcoming requires consistent oversight. In working alongside our Assistant Superintendent, Directors and Coordinators for Maintenance, we are surveying schools on their lawn maintenance and assessing capital project needs for priority improvements.

Q1 School Name
Mellichamp Elementary School

Q2 Person Filling out survey
Dr. Elica Glover

Q3 Does your facility have roof leaks?
* Yes

Q4 Does your facility have tile or carpet that is damaged?
* Yes

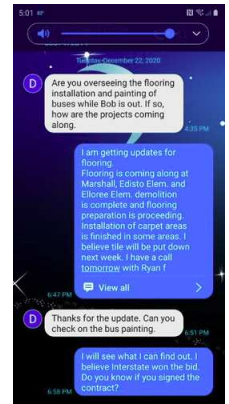
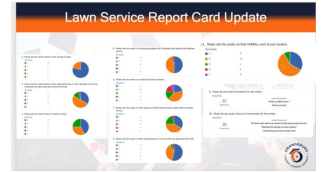
Q5 Does the facility have HVAC systems that are working properly?
* No

Q6 Does the gym in the facility require any of the following.
* None

Q7 Does the facility require interior and/or exterior painting?
* Yes

Q8 Does the parking lot at the facility require any of the following.
* Parking Line repainted

Q9 Does the outside athletic facilities require any of the following?
* None



ACTION STEP: REVIEW PROTOCOLS FOR REPORTING SAFETY CONCERNS, BULLYING, ETC.

Bullying in schools makes for one of the most challenging experiences for young persons. In collaboration with elementary, and secondary school directors, principals, and our Student Services Division, we've clearly identified bullying in our new Student Code of Conduct and provided guidance to administrators in distinguishing between bullying and other behaviors. In addition, our Communications Webmasters are designing an electronic reporting feature for school webpages, which will automatically alert the administrator in charge at each location immediately to the report of any concern, prompting an investigation.

Three questions guide OCSD school officials to determine when a behavior constitutes bullying

1. Were the alleged bullying behaviors repeated and deliberate?
2. Did the alleged bullying behaviors inflict harm or suffering?
3. Is there an imbalance of real or perceived power between the alleged victim and alleged author of the behavior?

Assistance for Bullying

If you are being bullied, harassed, or intimidated:

- Tell someone you trust – a parent/guardian, a teacher, or a counselor.
- Try not to show anger or fear.
- Calmly tell the student to stop or say nothing and walk away.
- Try to avoid situations where bullying is likely to happen.

If you know someone who is being bullied, harassed, or intimidated:

- Tell someone you trust – a parent/guardian, a teacher, or a counselor.
- Don't encourage the bully by laughing or joining in.
- If you feel safe, tell the bully to stop!
- Encourage the bullied student to talk to someone he/she trust about what happened.

How to Differentiate Between Bullying, Other Peer Conflicts and Teasing

What is Bullying? Bullying is defined as a deliberate, repeated act with intention to hurt, insult or threaten another person in school, on school grounds, in school vehicles, or at school events. Bullying consists of an imbalance of power.

Friendly Teasing	Hurtful Teasing	Peer Conflicts	Bullying
Equal Power	Unequal Power	Equal Power	Imbalance of Power
Neutral	Sensitive Topic	Occurs Occasionally	Occurs Repeatedly
Purpose is to be Playful	Purpose is to Upset	Accidental	Intentional and Serious
Joint Relationships	Excludes	Negotiations and Options	Seeks to Gain Power
Funny to both parties	Sarcastic	Withdrawing and Options	Victim is Vulnerable
		Relationship is Valued	No Remorse
		Effort to Resolve	No Effort to Resolve
Friendly Teasing Example:	Hurtful Teasing Example:	Peer Conflicts Example:	Bullying Example:
One student comments to another student that he should turn his/her jersey inside out because his favorite team lost last night.	One girl comments to another girl that she looks chubby in the outfit she is wearing.	Two students have a disagreement on the playground about which one will be the pitcher in kickball.	One student repeatedly threatens another student that if he walks down a specific hallway he will get "beat up".
			Another Example: One student repeatedly calling another student a name regarding his/her sexual orientation.



GOAL NUMBER FIVE

EVALUATE THE CURRENT INSTRUCTIONAL PROGRAM TO ENSURE THAT ALL STUDENTS ARE PROVIDED THE OPPORTUNITY TO MAXIMIZE THEIR ACADEMIC POTENTIAL.

ACTION STEP: MEET WITH INSTRUCTIONAL STAFF TO DISCUSS THE CURRENT INSTRUCTIONAL MODEL, CURRENT NEEDS, GOALS, & PROGRAMS, & EXPLORE HOW THE DISTRICT MONITORS DATA

Ensuring an exemplary instructional program has been among my highest priorities. In addition to regular discussions with the Assistant Superintendent over this area, Curriculum and Instruction division meetings are held on Tuesday mornings to share current instructional needs, goals, and information about programs. These data-driven discussions help us ensure all students perform at or above grade level, that students receive appropriate, targeted interventions, and that we accelerate gifted learners.

Let's Engage!

- Access Canvas teacher course
- Pick a teacher
- Navigate to his/her course, to into student view, explore the left side navigation

	Grade 6	Grade 7	Grade 8	2019-20
MILESTONE 1A	MA: Ratios and Unit Rates (20 days)	MI: Ratios and Proportional Relationships (30 days)	MS: Integer Exponents and Scientific Notation (20 days)	1st QUARTER
	MD: Inequalities (Including Division of Fractions) (25 days)	MD: Rational Numbers (30 days)	MD: The Concept of Congruence (20 days)	
MILESTONE 1B	MA: Rational Numbers (25 days)	MI: Expressions and Equations (20 days)	MA: Linear Equations (20 days)	2nd QUARTER
	MA: Expressions and Equations (20 days)	MA: Percent and Proportional Relationships (20 days)	MS: Examples of Functions from Geometry (20 days)	
MILESTONE 1C	MS: Area, Surface Area, and Volume Problems (25 days)	MS: Statistics and Probability (25 days)	MS: Linear Functions (20 days)	3rd QUARTER
	MS: Statistics (25 days)	MI: Geometry (20 days)	MD: Introduction to Irrational Numbers Using Geometry (20 days)	
				4th QUARTER

← Approx. start date for grade 6-8

*The columns indicating trimesters and quarters are provided to give one a rough guideline. Please use this additional column for your pacing considerations based on the specific dates of your students' calendar.

EUREKA MATH
A Story of Ratios: Curriculum Map for Grades 6-8
Date: 10/2019

Monday, November 16				
Darby, Looper, James	Cope District - Scope and Sequence			8:00-1:30
			<ul style="list-style-type: none"> • Edgenuity MyPath • Edgenuity Pathblazer • Clever 	
Dantzler	OW	Virtual	PLC/ Admin Discussion (10 teachers)	8:30
Looper	CEMS	Virtual	Admin discussion about Teacher Clarity for school lead	9:15
Dantzler	SLT	Face to Face	Cafeteria at Nix	1:00-3:00
Smith	Edisto High School	Face to Face	Teacher Clarity	9:00-10:15 10:20-11:35 12:45-2:00 2:05-3:30
Looper and James	Rivelon	Face to Face	Teacher Clarity and Edgenuity	2:00-3:30

High Achievers

- By state regulation, the number of students in a gifted/talented classroom cannot exceed 25.
- Any student included in G/T classrooms as a "high achiever" must receive a letter explaining that the placement is dependent on the student's continued success in the program and the continued availability of space. Parents must sign permission for the student to participate given these parameters.

ACTION STEP: REVIEW ALL BASELINE & LONGITUDINAL DATA ON STUDENT & DISTRICT ACADEMIC PERFORMANCE

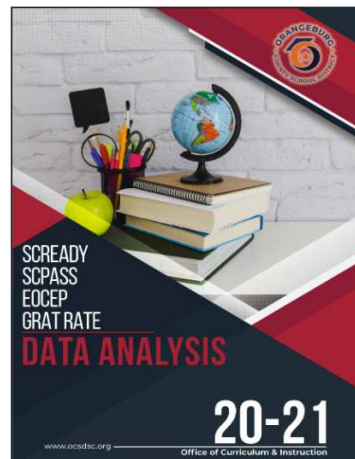
While State Report Cards had limited data due to COVID-19 closures, we have dug deep into our student performance measures in collaboration with instruction and school principals. I have ensured also that appropriate support is provided to our schools identified for Targeted Support and Improvement, Comprehensive Support and Improvement, and Priority for Improvement. In addition to building internal awareness about our academic performance, we've also shared transparently our data with school stakeholders through a comprehensive press release, which was shared and reported by local media.

CATEGORY	SCHOOLS	PRINCIPALS
ATSI	BROOKDALE ELEMENTARY ORANGEBURG-WILKINSON HIGH ELLOREE ELEMENTARY HOLLY HILL ELEMENTARY HOLLY HILL-ROBERTS MIDDLE VANCE-PROVIDENCE ELEMENTARY	LATONYA NELSON RAHIM EL-AMIN DR. CASANDRA JENKINS MR. JOHNNIE SMITH ROBERT HEMBY LATONYA DURANT
PRIORITY	ST. JAMES-GAILLARD ELEMENTARY BETHUNE-BOWMAN MIDDLE-HIGH MARSHALL ELEMENTARY	KEONIA GILIARD LAKEKIA LEWIS DYISHA TAYLOR
CSI	DOVER ELEMENTARY	SYLVIA WILLIAMS

ALERT TOP STORY

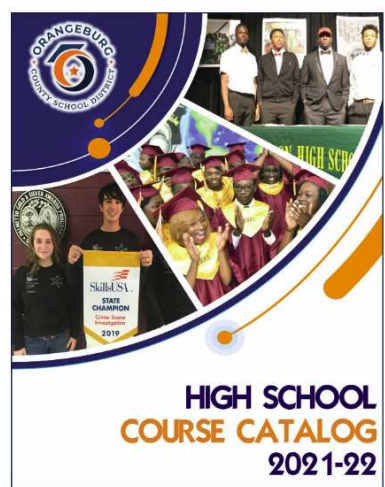
School report cards mixed; Orangeburg County School District discussing ways to improve state test scores

Gene Zaleski Nov 16, 2019




ACTION STEP: REVIEW CURRENT CURRICULUM & COURSE OFFERINGS

Our Instructional Services Division, in collaboration with school counselors, have developed a comprehensive Course Catalog for High School coursework. This user-friendly guide will aid students and families in course selection unique to student interest and future preparedness needs.



ACTION STEP: REVIEW CURRENT INSTRUCTIONAL FTE'S IN EACH SCHOOL, & STUDENT/TEACHER RATIOS

Student teacher ratios throughout the District have been reviewed and shifts made, where necessary to ensure student class sizes and the student to teacher ratios were appropriately balanced throughout the District.

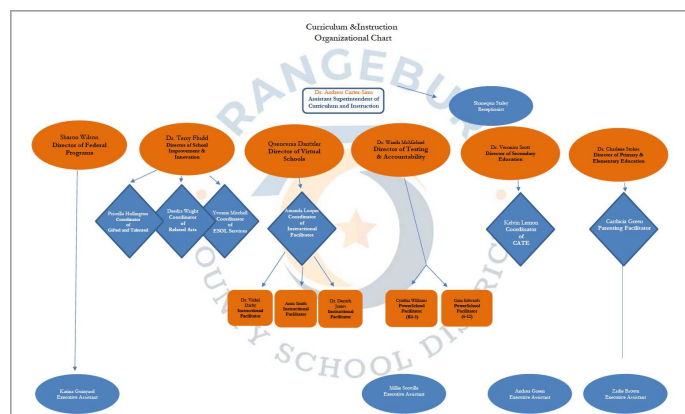
School Name: St. James Gillard

Person	Current Position/Location	Funding Source	Proposed Position/Location	Funding Source	Contract Days	Current Position Status
	5 th grade@ SIG	General Fund	Reading Interventionist	Priority Funds	190	5 th grade position closed
	3 rd grade@ SIG	General Fund	Instructional Technology Facilitator	Title I	200	
	4 th grade @SIG	General Fund	3 rd grade @ SIG	General Fund	190	4 th grade position closed
	TA @SIG	General Fund	Parent Facilitator	Title I	190	TA Position closed
	TA @ SIG	CDEP	BMC @ HHE	General Fund (Filling Vacancy)	185	TA position at SIG closed

ACTION STEP: REVIEW THE ORGANIZATIONAL STRUCTURE OF THE INSTRUCTIONAL DEPARTMENT & EVALUATE THE DELIVERY OF SUPPORT TO SCHOOLS

The organizational chart for our Curriculum and Instructional Division has been aligned to maximize support to classroom teachers.

OCSD C & I Division School Visits October and November



Schools	Collaborative Teams
Bethune Bowman Complex Locket Branchville Complex	Veronica Scott Wanda McMichael
Brookdale Elementary Howard Middle Whittaker Elementary	Terry Fludd Anna Smith Vickel Darby
Marshall Elementary Sheridan Elementary	Charlene Stokes Priscilla Hollington
Dover Elementary North Middle High	Terry Fludd Anna Smith Vickel Darby
Hunter Kinard Tyler Complex Cope Career Center Technology Center	Kelvin Lemon Andress Carter-Sims Yvonne Mitchell
Edisto Primary Edisto Elementary	Charlene Stokes Priscilla Hollington
Carver Edisto Middle Edisto High School	Veronica Scott Wanda McMichael
Holly Hill Elementary Holly Hill Roberts Middle	Amanda Looper Deedra Wright

ACTION STEP: EVALUATE INSTRUCTIONAL TECHNOLOGY THROUGHOUT THE DISTRICT

In order to adequately transition from in-person instruction to Hybrid or Virtual, Orangeburg's instructional technology needed an upgrade. From student and educator devices to a standardized classroom setup for teachers, complete with an interactive smartboard, web camera, and 360 degree (Owl) camera, Orangeburg's instructional technology is second to none.

