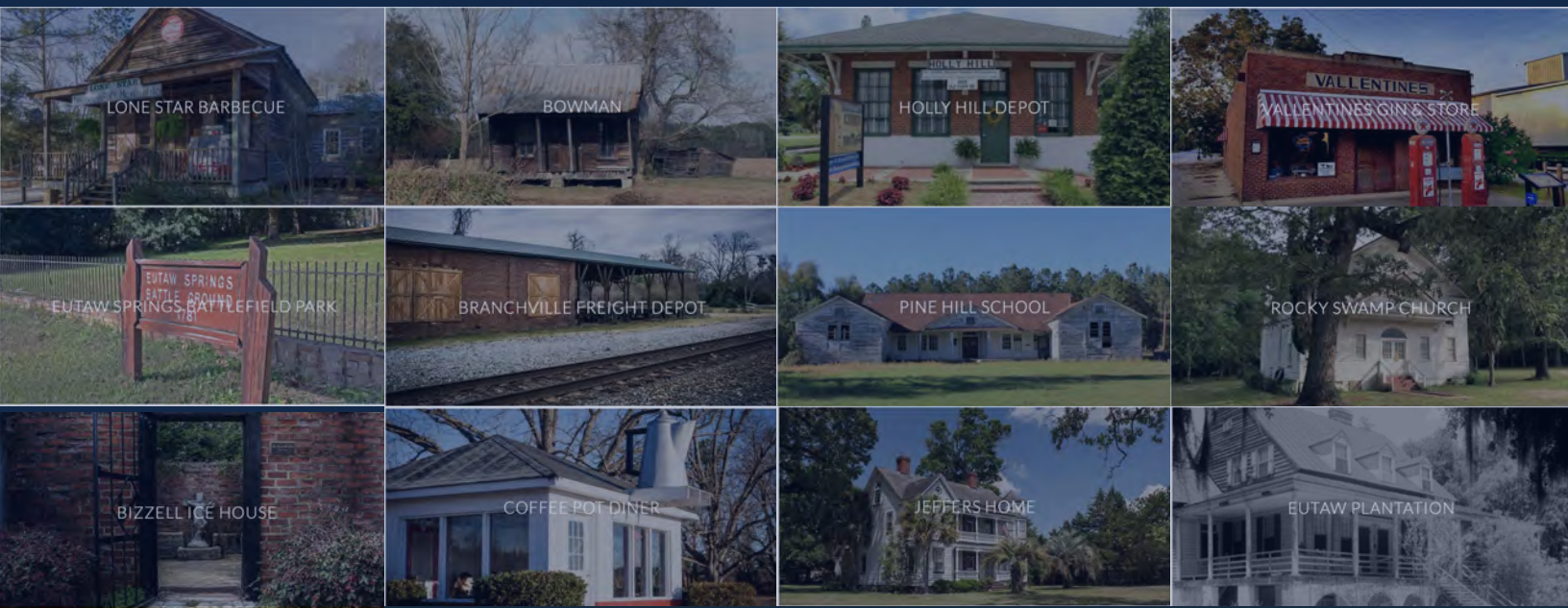


# SHAWN D. FOSTER SUPERINTENDENT

## 2020-2021 GOALS UPDATE





Dr. Shawn Foster addresses those gathered at a forum Monday afternoon at Edisto High School. He's one of two finalists seeking to become the next superintendent of the Orangeburg County School District.  
LARRY HARDY, T&D

## The last year...

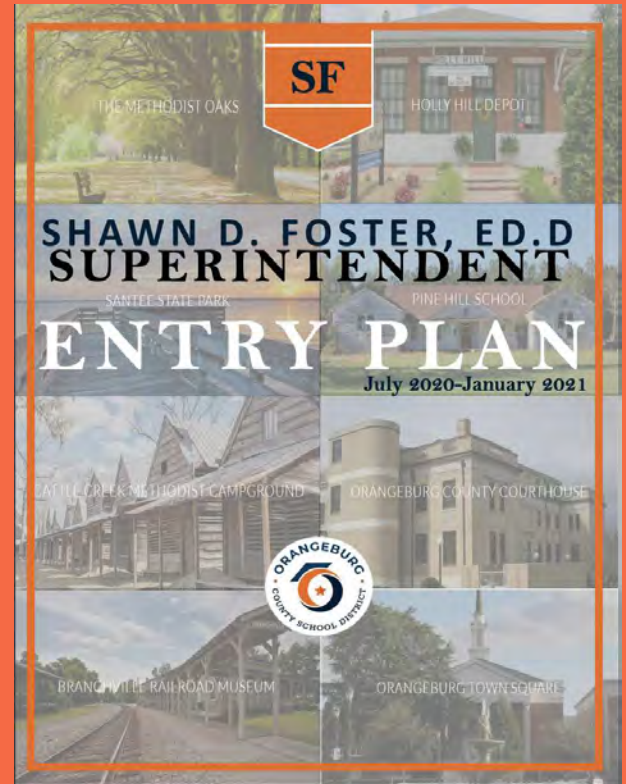
I am grateful to each of you, our elected school board members, for your collaboration and partnership in navigating together a new day for Orangeburg's school system amidst unprecedented changes to public education. I am honored to have been selected to serve as superintendent and appreciative of the opportunity to work alongside a courageous school board in a shared pursuit and uncompromising spirit of excellence.

As you'll discover in the pages to follow, great progress has been made on the actions planned to orient myself to our community and schools. I'm pleased to see our team beginning to implement action to propel our students, organization, and educational community forward. Saying I'm fortunate to work with such a capable and passionate Cabinet and School Leadership Team cannot be overstated. I'm truly blessed by the expertise each brings to their unique area and to our team. The contents of the pages to follow reflect our work together as a team and in no way could have been accomplished without their partnership, their leadership and their dedication.

I look back with pride over our last trip around the sun, and look forward to a future together where Orangeburg County School District is a bright light inspiring our students to their personal best, and a beacon for others to follow.

We Are One!

A handwritten signature in blue ink that reads "Shawn Foster". The signature is fluid and cursive, written on a light blue background.



## CONTENTS

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

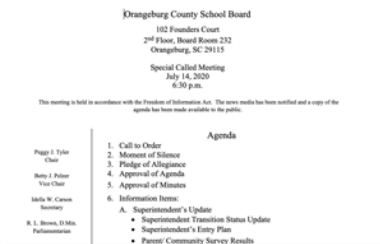
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# GOAL NUMBER ONE

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, 2020, 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.

With mid-term evaluation meetings with each department head, I am monitoring progress of goals that were set for each division at the beginning of the school year. Each department head submitted a self-evaluation using the evaluation instrument. I then used the evaluation instrument to provide ratings for each evaluation standard with written feedback. Evaluations in this fashion are not punitive in nature, but intended to provide tangible feedback to improve leadership capacity and progress towards goals.

**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 results 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.	---	---	---	---	---

# 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

## Cabinet Meeting Agenda Thursday, March 24, 2021

*"If you think what you do is insignificant or too small to matter, try spending the night with a mosquito." – Everything matters...*

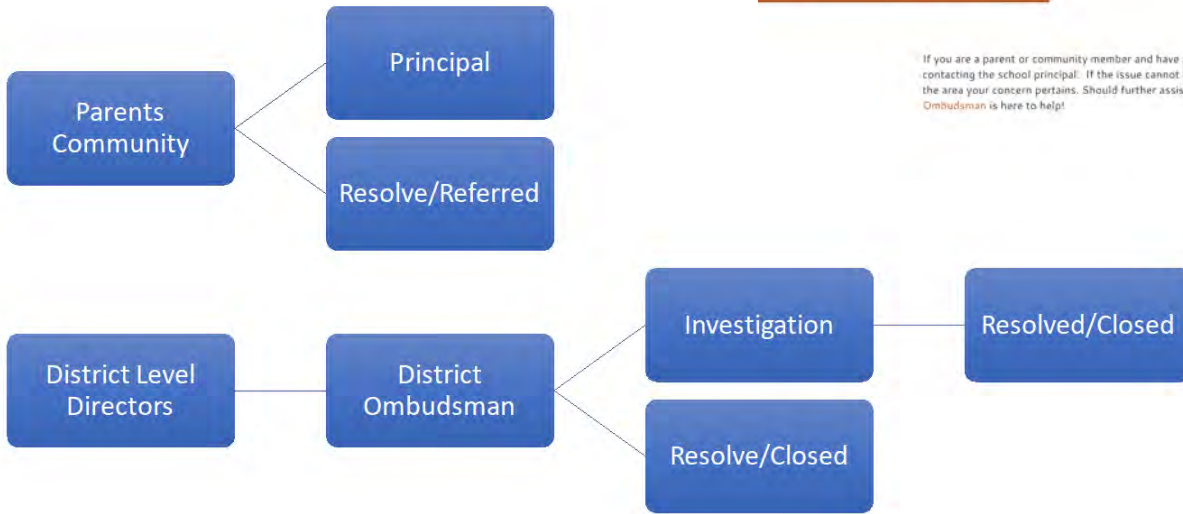
- Ombudsman Update**  
Calendar 2021-2022  
Graduation 2021
- Human Resources Update**  
Principal and Assistant Principal of the Year Award  
Employment Contract Distribution Process  
Employee Pay Sheets
- Student Services Update**  
Spring Sports  
SEL Videos  
PD Training for School Counselors
- Finance Update**  
Purchase Order Closeout  
Monthly Travel Submission  
Required Documents for Summer Payroll
- Instructional Update**  
Grading Procedures/Senior Timeline  
OAC Interviews  
Dual Enrollment  
District-wide Schedule
- CERDEP Registration**  
Childcare Center Partnership
- Frontline**  
Summer Extravaganza  
S2TEM Algebra 1  
Smithsonian
- Orangeburg Online**  
OWL Implementation
- TAR Updates**  
SIS Operator
- Title 1 School Presentation**  
Federal Amendments
- Technology Update**  
System-wide VOIP Project  
Student Device Collection
- Superintendent Comments**

Every month, cabinet meetings are held to meet with all Assistant Superintendents and Department Directors. During these meetings, we discuss all department updates, questions, suggestions and ideas. Recommendations are also brought to the table for discussion.

During these meetings, it is clear that all the District's departments work independently and interdependently. It is necessary this collaboration happens to ensure that all departments are meeting the needs of the schools, students, faculty, staff and community.

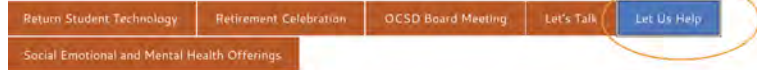
# ACTION STEP: ESTABLISH CLEAR UNDERSTANDINGS OF ROLES, RESPONSIBILITIES AND EXPECTATIONS

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 was developed to do just that, as well as a "Let Us Help" button on our website, in an effort to help the public visualize our information structure, while providing direct access to support at the District office through our Ombudsman.



## DISTRICT OFFICE

Area	Contact	Phone
<b>Academics</b>	Dr. Andress 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. Andress Carter-Sims	(803) 534-8081
Pre-K	Dr. Charlene Stokes	(803) 534-1108
Virtual Programs	Quencenia Dantzier	(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



If you are a parent or community member and have a concern related to an Orangeburg County school, please begin by contacting the school principal. If the issue cannot be resolved, your concern will be forwarded to the district director in the area your concern pertains. Should further assistance with resolving your concern be needed, our District Ombudsman is here to help!

A compensation and staffing study began in February 2021 through contracted vendor, Evergreen Solutions. The study aimed to ensure competitive salaries, and that current job descriptions and classifications for each employee matched their role, responsibilities, and expectations. As part of Evergreen's work, employees were also asked to complete a job assessment.

**From:** Public Relations <Public.Relations@ocsdsc.org>  
**Date:** Sunday, May 9, 2021 at 7:44 PM  
**To:** Public Relations <Public.Relations@ocsdsc.org>  
**Subject:** Attention All Staff: Compensation and Staffing Study Job Assessment

### Compensation and Staffing Study Job Assessment Tool

In February of 2021, Evergreen Solutions was retained by Orangeburg County School District to conduct a Compensation and Staffing Study for Employees. As part of the study, all employees will be asked to complete a Job Assessment Tool (JAT). The JAT will allow Evergreen Solutions the ability to gather details about each employee's job. All employees will receive an email from Evergreen Solutions on Monday, May 10, 2021, that will include the JAT for completion, along with a YouTube video which will further explain the process. Each employee should first view the short video, complete the JAT and follow directions for submission. Thank you in advance for your attention to this matter.

#### Ernest Holiday

Assistant Superintendent for Human Resources

Phone 803-534-5454

Email Ernest.Holiday@ocsdsc.org

#### Orangeburg County School District

At Orangeburg County School District, we believe our primary purpose is to serve our community through effective teaching and learning for all students. In everything we do, our goal is to create a learning environment built for academic success. Visit us online at [ocsdsc.org](http://ocsdsc.org).

### ORANGEBURG COUNTY SCHOOLS JOB ASSESSMENT TOOL INVITATION

Dear District Employees,

Your participation is needed to help Evergreen Solutions conduct a Classification and Compensation Study for the District. Please take a moment to view a 16-minute orientation presentation which will give you an overview of the Study and your role in it by clicking this link: <https://youtu.be/80U7A8K6Ag>.

As a part of this study, you are being asked to complete the Job Assessment Tool (JAT). The JAT is used to gather information about the current work you perform. It is NOT a performance review. Specifically, you will be asked to give feedback on your role, responsibilities, and duties in the organization.

Your information and input are critical to Evergreen Solutions' review of how the District pays employees performing similar jobs. The Evergreen Solutions team will use this information to recommend appropriate job titles and revised job descriptions.

The deadline for employees to complete the JAT is **Friday, May 21<sup>st</sup>**.

To complete your JAT, please use your web browser to visit the following web address:  
<https://294.Nr/OrangeburgCountySchoolsJAT>  
 Your secure login credentials are a unique user ID provided below and your last name:  
 Username: ID\_859272

Once you have entered your Username, please confirm and select your last name below the Username field.

Please utilize the Save feature at the bottom of each section of the JAT so that your completed information will be saved for the next time you return to the tool. Please make use of this feature often as it is the best way to secure your information. You may exit and return to the JAT as many times as you would like before the deadline.

If you have problems logging in or need assistance completing your JAT, please e-mail [Ernest.Holiday@ocsdsc.org](mailto:Ernest.Holiday@ocsdsc.org) or contact Evergreen Solutions at (803) 383-0122. If your JAT has incorrect information, such as an incorrect job title, please contact Ernest Holiday at [Ernest.Holiday@ocsdsc.org](mailto:Ernest.Holiday@ocsdsc.org) so he may advise the Evergreen Solutions team. If you would prefer to complete the JAT on paper, please contact Human Resources.

Thank you for your participation in this very important process.

## ACTION STEP: ESTABLISH DEPARTMENTS AS A COHESIVE TEAM



The C&I and IT departments meet twice a month to increase collaboration and cohesion amongst the two departments. This allows both departments to support initiatives that overlap and impact other divisions and schools. The consistent and on-going meetings allow for progress monitoring of technology and curriculum platforms that intersect. These meetings prove effective in planning for and resolving cross organizational initiatives that directly support teaching and learning.

Organizer: Quencenia Dantzier

Subject: C&I and IT Collaboration

Location:

Start time: Tue 5/4/2021 3:00 PM  All day event

End time: Tue 5/4/2021 4:30 PM

May 4, 2021 Agenda  
(Weekly C&I and IT Collaborations will be held until at least June 12th; please plan accordingly)

- 10 Minute Overview to Update all stakeholders
  - Teacher device, Owl bins, and collection
  - Student device collection, distribution for testing, and use during Summer School (Looper/Taphnie)
  - Hands-On Cisco WebEx-Distance Learning Room PD Dates Needed (Looper & Ham)
- Verbiage and Station Information for Device Collection and Teacher Device PreCheck
  - Student device collection, distribution for testing, and use during Summer School (Looper/Taphnie)
- Student Applications Prep for FY 21-22
  - TBD Week of 5/10/21: Draft directions for securing content in MS Teams, Canvas, and Seesaw
- Enrich access over the summer, acct. locks out when password expires
- Inquiry: iPad case lifespan and replacement

As our Departments and School Leaders work together on projects, I am intentionally embedding Professional Learning through our Leadership Community through high-quality texts, analysis and intensive discussions. Our book study on Monday Morning Leadership and deliberations on the article "How to Swim with Sharks" have proven particularly interesting and have allowed for deeper relationship building as we come together 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 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.

In February of 2021, the Departments of Human resources and Communications collaborated to successfully execute our District's first-ever Virtual Recruitment Event. This successful social media marketing campaign drew 65 registrants to our event and led to the hiring of more than 20 new teachers.

## How to Swim with Sharks: A Primer

Voltaire Cousteau!

#### KEYWORDS

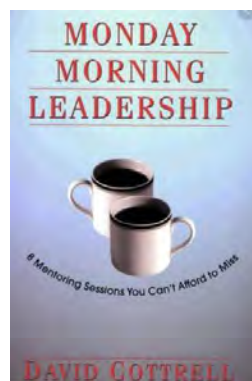
• Attack • Shark • Swimming

#### FORWARD

Actually, nobody wants to swim with sharks. It is not an acknowledged sport and it is neither enjoyable nor exhilarating. These instructions are written primarily for the benefit of those, who, by virtue of their occupation, find they must swim and find that the water is infested with sharks.

It is of obvious importance to learn that the waters are shark infested before commencing to swim. It is safe to say that this initial determination has already been made. If the waters were infested, the naive swimmer is by now probably beyond help; at the very least, he has doubtless lost any interest in learning how to swim with

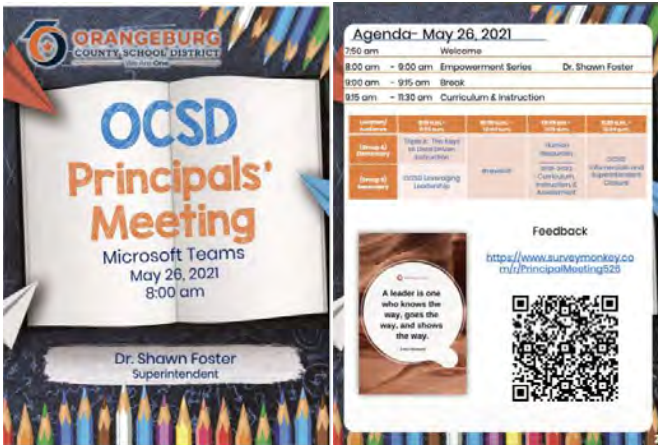
2. Do not bleed. It is a cardinal principle that if you are injured, either by accident or by intent, you must not bleed. Experience shows that bleeding prompts an even more aggressive attack and will often provoke the participation of sharks that are uninvolved or, as noted above, are usually docile.
3. Admittedly, it is difficult not to bleed when injured. Indeed, at first this may seem impossible. Diligent practice, however, will permit the experienced swimmer to sustain a serious laceration without bleeding and without even exhibiting any loss of composure. This hemostatic reflect can, in part, be conditioned, but these may be methodical means to walk



# ACTION STEP: ESTABLISH A REGULAR MEETING TIME WITH DEPARTMENT HEADS



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.



Principals and Department Heads are just a called Teams Meeting away when quick decision-making is required. I appreciate so much the leadership of our school administrators and District Directors in leading our District through the 2020-2021 school year as we work together to achieve greater successes moving forward.

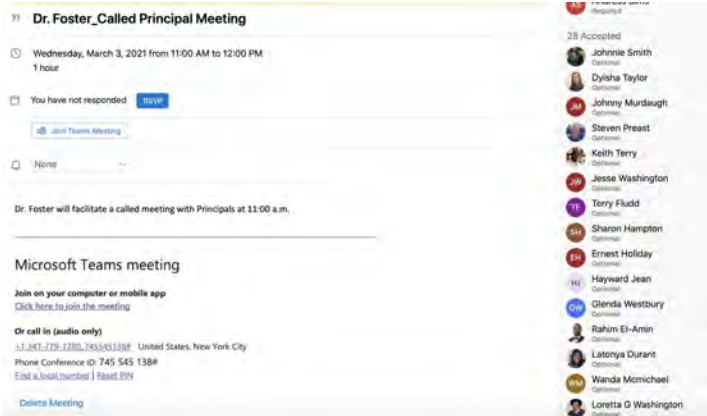
In addition to the aforementioned Cabinet Meetings, regular meetings are held each Monday morning with Assistant Superintendents. I value this time spent with Organizational and Departmental Leaders, and meeting collectively has allowed for shared tasks, deliverables and goals.

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 <sup>nd</sup> Semester Orangeburg Online request survey-Foster	C&I to create plan to get data from students;
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 logo'd flags for each school; Communications to draft procedures;
School Board Meeting Agenda-Foster	Installation of new Board members; 1 guest per Board member; State Supreme court Judge Beatty to conduct installation;
Special Education Desk Audit-Foster	Finance and SPED audit; processes and procedures from Spartanburg to use; SDE audit - Robert Goodlet; Calloway has completed the audits in the past and has been successful

### Cabinet Meeting Agenda Thursday, March 24, 2021

*"If you think what you do is insignificant or too small to matter, try spending the night with a mosquito." - Everything matters...*

- Ombudsman Update
  - Calendar 2021-2022
  - Graduation 2021
- Human Resources Update
  - Principal and Assistant Principal of the Year Award
  - Employment Contract Distribution Process
  - Employee Pay Sheets
- Student Services Update
  - Spring Sports
  - SEL Videos
  - PD Training for School Counselors
- Finance Update
  - Purchase Order Closeout
  - Monthly Travel Submission
  - Required Documents for Summer Payroll
- Instructional Update



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



### Salary Computation Worksheet

Date: September 30, 2020

Name: [REDACTED]

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.

## -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. Kadajah 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



Events, such as the ones planned for Marshall Elementary's Leadership Transition have been planned to support efficient and effective transitions with school leadership. These meetings are impactful as we engage in our continuous improvement journey, placing leaders in positions that will enhance student achievement in the classroom.



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 OCtech, a Student Teacher Meeting with Claflin and SC State, celebrating the 100th year of Orangeburg's Rotary, 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





In May, we not only celebrated our teachers with cake and cards, we also hosted a Nurse Appreciation Luncheon honoring our frontline healthcare workers to demonstrate how much we appreciate all of their hard work and efforts, especially during the pandemic. Our nursing team has not only taken care of our own healthcare needs, but also that of the community through their volunteerism at Vaccine Clinics on Fridays at the Fairgrounds.



The opportunities available to our students and staff just down the road at OCtech are extremely impressive! In an effort to ensure our school leaders and counselors were fully aware of the offerings of our post-secondary partner, we toured the campus and learned together about their programs.



**ORANGEBURG COUNTY SCHOOL DISTRICT**  
 100 President Court • Orangeburg, SC 29121  
 Phone: 803.534.5451

FOR IMMEDIATE RELEASE  
 Contact: Maria Brown, Executive Assistant  
 Assistant Superintendent for Communications and Business and Community Partnership  
 maria.brown@ocsd.net

Wednesday, April 28, 2021

**ORANGEBURG MIDDLE & HIGH SCHOOL PRINCIPALS AND COUNSELORS PARTICIPATE IN A CAMPUS TOUR & PROGRAM AT OCtech**

ORANGEBURG, S.C. — On Friday, April 23, 2021, Orangeburg County School District middle and high school principals and counselors took part in a campus tour and a program held at Orangeburg Calhoun Technical College (OCtech).

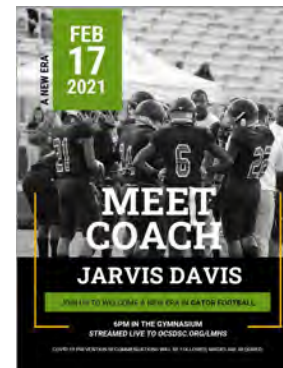
The program, held in the evening building lecture hall, consisted of a briefing on Dual Enrollment, Orangeburg Calhoun Technical College Academic, Job Outlook, and the Online Career Fair coming out at OCtech.

After the program the group was divided into two cohorts for tours. Group A consisted of middle school principals and counselors, while Group B included high school principals, counselors and district leaders. The groups toured classes for Electrical Engineering, Mechanics, Engineering Design Technology, and even went Truck Driving Simulations. In addition, in the Health Sciences & Nursing Building, Orangeburg's participants and school counselors visited classes such as EMT, Sals Lab and the S&M Lab.

Mrs. Cynthia W. Austin, a professional school counselor from Berkeley Business Middle High School, really enjoyed the tour. "The information presented this evening was informative and helpful," she said. "I received first-hand knowledge about the different programs offered at OCtech, and learned how the new simulation program's decision system. It is my role as a Professional School Counselor to assist in educating parents and students about opportunities. I am excited to share this information with students, parents, faculty, staff, and community members. I believe the partnership that has been established with Orangeburg Calhoun Technical College and our District will be vital to the Orangeburg community."

"The collaboration of Orangeburg County School District and Orangeburg Calhoun Technical College is amazing and powerful," said Vicki M. Taylor, instructional Technology Facilitator for the school district commented. "Today, it highlights One Orangeburg. I am very excited to witness the opportunities for all students regardless of the path they choose. There is a career path for everyone! Each student can choose a different path, offering them the ability to integrate into the workforce, receive an associate degree, or further their knowledge and skills by attending a 4-year university."

Food Box Giveaways have continued throughout the 2020-2021 school year. To date, 6 giveaways were held to combat food insecurity throughout our county. I am so proud of the volunteer efforts of our District and school leaders, as well as students who have assisted us at these events. OCSD provided the community with more than 10,000 food boxes and other instructional materials for students.



As we encourage enrollment throughout the county, with particular emphasis in our eastern region, athletic team success will be critical. Lake Marion High School welcomed Coach Jarvis Davis this year, and our District staff worked in partnership with the school and Booster Club, to ensure a warm reception and high visibility of the event.



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

## 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.

18	4/30/21 14:39:26	4/30/21 14:42:13	anonymous	Parent	Other	General	Other	I would like to know about the next school year. Weh face to face learning will it be 1 day a week from 8-3? Will the kids be allowed to play on the play grounds and interact with each other?
19	5/5/21 20:13:31	5/5/21 20:13:46	anonymous	Parent	Other	Academics	Media/High School restriction	Just a question...What is the CTE Summer Program about? I would like to sign my daughter up but the video gives very little detail about this program.

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 the District, those we employ, and those we serve. An online two-way communication system was established this past spring, to increase efforts of communication both internally and externally between the district and stakeholders. The forum is titled, "Let's Talk" and provides a forum for stakeholders to share their suggestions and recommendations regarding the District across all areas. The forum ensures anonymity, though stakeholders are free to leave contact information for further discussion with the District.

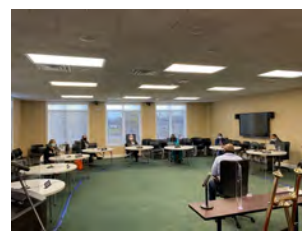


Summer Extravaganza | OCSD Board Meeting | CTE Showcase: A Completer's Story | **Let's Talk** | Let Us Help

Social Emotional and Mental Health Offerings

We aim to be the best, and sincerely hope that your experience with Orangeburg County Schools is exceptional. Our teachers and staff go above and beyond to create a nurturing and positive environment for all children, families and community members. If you have a compliment to share, we'd love to hear from you! Additionally, if you have an issue or concern, or there's something that we're just not quite doing as well as you'd like, please take a moment to let us know. We want to hear from you, so please complete our [Let's Talk Form](#) and share.

# ACTION STEP: DEVELOP & UTILIZE APPROPRIATE COMMUNICATIONS PROTOCOLS & EXPECTATIONS



**VIRTUAL LEARNING PARENT/GUARDIAN SURVEY**  
 Merry Glenna Piccolino  
 503 responses

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 Glenna Piccolino  
 29 responses

**TEACHER INPUT SURVEY (NOVEMBER 2020)**  
 Merry Glenna Piccolino  
 358 responses

MENU

**ORANGEBURG COUNTY SCHOOL DISTRICT**  
 We Are One

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](mailto:Merry.Piccolino@ocsdsc.org). We thank you for all you do to help tell the story of OCSD!



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



## DIVERSITY IN PERSONS, ROLES & AREAS



Desiree Lewis Teacher	Ken Middleton Community Leader	Terri Austin School Tech	Jada Jones Student	Steve Williams Tech Ctr Director
Heath Owen Asst. Principal	Rahim El-Amin Principal	Robert Hemby Principal	Alysha Ramcharan Asst Principal	Glenda Westbury Principal
Steve Preat Principal	Richard Leonard COPE Director	Angel Howell Comm Leader	Gregg Robinson Community Leader	Brenda Gadsen Teacher Asst.
Ruby Edwards Board Member	Peggy Tyler Board Member	Damon Kearse Student	Karrien Waymiers Student	Monica Daniels-Glover Teacher
Michael Holloway Technology	Kelly Hayden Resource Teacher	Shawn Foster Superintendent	Kara Horoski Media Spec	Rachel Wilson Teacher Asst.
	Jacqueline Sanders Teacher		Wanda McMichael Accountability/ Assessment Director	

## THE PROCESS: WHOLE GROUP, SMALL GROUP, PRESENTATION, CONSENSUS, REFINEMENT, AGREEMENT



## STRATEGIES

- We will sustain a culture that ensures collaboration, equity and inclusion.
- We will provide high-quality and engaging opportunities through academics, arts, athletics and activities.
- We will recruit, train, and retain highly effective faculty and staff.
- We will ensure stakeholders' voices are heard and honored in our school system.
- We will provide high-quality, state-of-the-art facilities for our students and community.



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. In April, we began to engage our internal and external stakeholders in a comprehensive strategic planning exercise to develop a path forward. We'll finalize those plans and action steps next year and begin implementation, monitoring and reporting of all aspects. The strategic plan will guide the district to effectively and continuously serve an extraordinary purpose, our students.

### 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](http://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 effort.

All the best,

*Vonda C. McLain*  
Vonda C. McLain  
Executive Vice President

## STRATEGIC OBJECTIVES

- Every student will discover his/her inner self while creating a blueprint demonstrating his/her unique purpose.
- Every student will have the confidence and competency to use his/her voice to positively impact the community and world.
- Every student will live an extraordinary life dedicating his/her person to a noble purpose from his/her chosen platform.



# GOAL NUMBER TWO

LEARN SYSTEMS AND STRUCTURES FOR FISCAL AND ORGANIZATIONAL ACCOUNTABILITY.

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

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 committed to communicate the shortfall openly and effectively, while searching for a resolution.

On a number of occasions, our team met with members of the Orangeburg County Delegation to discuss the financial status of the district.

I'm extremely grateful for the support of our local legislative delegation in their advocacy throughout their respective chambers to reset the millage and prevent future shortfalls.



### NOTICE OF PUBLIC BUDGET MEETING: TUESDAY, MAY 25, AT 6:30 P.M.

Orangeburg County School District's proposed operating budget for Fiscal Year (FY) 2021-2022 will be submitted to the school board for second and final reading at their Tuesday, May 25, meeting. Community stakeholders wishing to make public comment on the General Fund budget are welcome to do so. In an effort to ensure COVID-19 health and safety precautions are followed, stakeholders interested in making public comment on the budget must be scheduled by contacting the school board's Secretary Marie Harrison at (803) 534-5454 or via email at marie.harrison@ocsdsc.org. Public comments will be limited to three minutes per stakeholder and must be scheduled by Thursday, May 20, at 4:30 p.m.

#### FY 21-22 BUDGET OVERVIEW

	FY 20-21	FY 21-22	CHANGE
Total Revenue	134,206,437	137,371,448	2.3%
Total Expenditures	134,206,437	137,848,395	2.6%
Local Tax Millage	191	219	

*The district's final assessed value is not available.  
The budget is subject to change based on the updated projections.*

**For additional information, please contact:  
Dr. Jesse Washington, III  
District Ombudsman and Assistant to the Superintendent  
Orangeburg County School District, 102 Founders Court  
(803) 534-5454 or jesse.washington@ocsdsc.org**

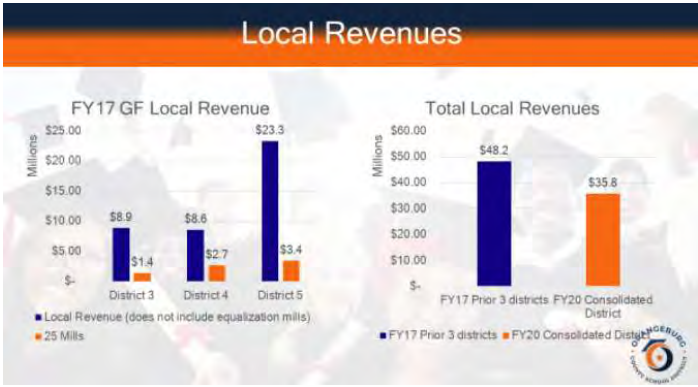
Each year a proposed budget for the next fiscal year must be presented and advertised in the local newspaper to allow for public participation. Our advertisement for the board's meeting to approve the Annual General Fund Budget for operations of the school district was held on, May 25, 2021, a copy of the advertisement is above.

	1st Reading	2nd Reading	Difference
<b>Revenue</b>			
Local (1110, 1140, 1280)(1290)	\$ 45,179,507	\$ 47,500,775	\$ 2,321,268
Current Taxes, Delinquent, and Fees in Lieu			
<b>State Reimbursements (Taxes)(3810, 3820, 3830, 3825, 3840, 3890)</b>			
Property Tax Relief, Merchants Inventory, Homestead Exemption, Motor Carrier Fees, Manufacturer's Depreciation, Tier III/Act 388 Prop Tax	\$ 20,307,235	\$ 21,001,029	\$ 693,794
<b>State</b>			
Educational Finance Act, Employee Contributions(Fringe), Bus Drivers' Salaries, EIA Teacher Salary Supplement, TSS Fringe	\$ 53,776,517	\$ 54,022,854	\$ 246,337
Miscellaneous			
Rentals/Contributions, Interest, Miscellaneous	\$ 873,000	\$ 873,000	\$ -
<b>Transfers</b>			
Fund Balance, Transfers, Indirect Cost	\$ 17,235,191	\$ 4,830,639	\$ (12,404,552)
<b>TOTAL</b>	<b>\$ 137,371,449</b>	<b>\$ 128,228,296</b>	<b>\$ (9,143,153)</b>

	1st Reading	2nd Reading	Difference
<b>Expenditures</b>			
<b>Salaries (100)</b>	\$ 83,312,947	\$ 79,073,349	\$ (4,239,598)
<b>Employee Benefits (200)</b>	\$ 35,304,789	\$ 33,069,286	\$ (2,235,503)
Workers' Compensation			
Employer Portion of Health, Dental, Social Security, Retirement, Basic Life and Basic LTD			
<b>Purchase Services (300)</b>	\$ 8,862,721	\$ 6,117,721	\$ (2,745,000)
Property Insurance, Water & Sewage, Rentals, Wireless Overlay/License, Repairs & Maintenance, Waste Management, Telecommunications, Attorney Fees, Audit, Resource Officer/Other Property Services, Adult Education, Contractual/Instructional Service, Misc/Other Purchase Services and Travel			
<b>Supplies (400)</b>	\$ 5,796,518	\$ 5,546,518	\$ (250,000)
Programmatic Items, Electricity, and Maintenance Supplies			
<b>Equipment (500)</b>	\$ 509,443	\$ 359,443	\$ (150,000)
<b>Other (600)</b>	\$ 696,437	\$ 696,437	\$ -
Memberships/Dues/Interest			
<b>Transfers (700)</b>	\$ 3,365,542	\$ 3,365,542	\$ 0
ROTC, Food Service Fringe, HSHP, and Department of Juvenile Justice			
<b>TOTAL</b>	<b>\$ 137,848,397</b>	<b>\$ 128,228,296</b>	<b>\$ (9,620,101)</b>

## VARIANCES IN VALUE OF A MILL & IMPACT TO REVENUE





The FY 2021-2022 Proposed General Fund Budget was approved by the School Board at the May 25, 2021 Board Meeting in the amount of \$ 128,228,296.

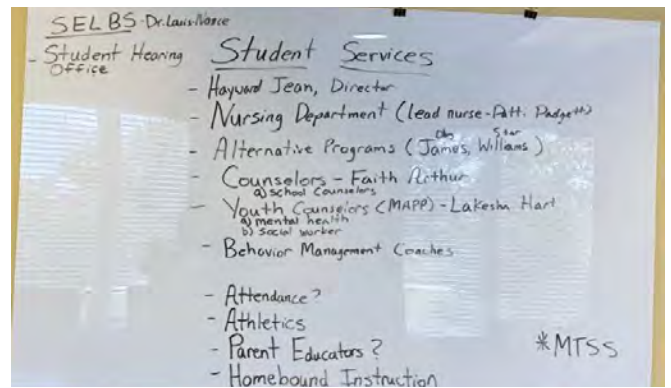
The finance office is in the process of performing audits of the pupil activity funds of the district's thirty-two (32) schools. The following information will be reviewed:

1. Receipt Book Issuance Log(s)
2. Administrative Receipt Books and Teacher Receipt Books
3. Fundraiser Records
4. Tickets and Ticket Inventory Log
5. Canteen/Vending Logs
6. All paid and unpaid invoices
7. Deposit Records
8. Bank statements for audit period
9. Copy of audit(s) of support organizations.
10. Any other records of funds collected within the school.

## 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.

Prior to the start of the school year, in collaboration with leaders in the Student Services Division, we reorganized the department to ensure that all direct reports were aligned to the appropriate Coordinator.



Orangeburg County School District retained the services of Evergreen Solutions to conduct a complete compensation and staffing study. By completing the study, Orangeburg County will be provided with recommendations from Evergreen Solutions that will provide a competitive and equitable pay schedule for employees. Additionally, by participating in the staffing portion of the study, Orangeburg County School District will be provided with information needed to ensure that the organization is staffed and organized correctly. Finally, updated job descriptions will be created for each position associated with the district.

### Job Assessment Tool © Orangeburg County Schools

Employee's Name:	
Individual Completing JAT (if different than above)	
Phone/Extension:	
Job Title:	
Agency/Department:	
Working Title:	
Date:	
Email Address:	
User ID for online JAT	

The Job Assessment Tool is a document used to gather information from employees about their jobs. Specifically, you will be asked to give us feedback on your role, responsibilities, and duties in the organization.

Your information is critical to Evergreen Solutions' review of how fairly the organization compensates employees performing similar jobs. The Evergreen Solutions team will use this information to determine how work is organized, to recommend appropriate pay levels and ranges, and to design a new compensation and classification system that is fair and equitable to all employees.

**Your information is not used to assess individual performance, adjust staffing levels in your organization, resolve current salaries, or eliminate positions.**

Please complete all sections to the best of your ability. By providing clear and complete information about your job, you can help the Evergreen Solutions team gain a thorough understanding of the jobs in your 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](https://ocsdsc.org)

Click on the menu button and go to  
Vendor Information Meeting

**seating is limited** **mask required**

Watch it **LIVE** at [ocsdsc.org](https://ocsdsc.org)

October 22

10:00am

770 Stilton Rd, Orangeburg, SC

### 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 OCSD 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 OCSD 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 Gaulden Davis   | 2:25pm  |
| 8. Buford Goff           | 3:10pm  |

The procurement process for public organizations is very specific and largely different from 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 of 2020. 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. The Request for Proposal Rubric is the tool used to evaluate vendors who submit bids for services. The vendors are evaluated on a point evaluation or percentage grade rubric. The vendor who receives the highest points or grade receives the award.

### POINT EVALUATION VALUES

CRITERION	POINT VALUE
Cost	20
Service	20
References/Schools Districts/State Agencies	30
Contractor Offices within 100 miles radius of City of Orangeburg	20
Years in Business	10
<b>TOTAL POINTS</b>	<b>100</b>

### PERCENTAGE GRADES

GRADE	DESCRIPTION
0%	Criterion was not addressed in the response or the material presented was totally without merit.
20%	Criterion was addressed minimally, response indicated little capability or experience.
40%	Criterion was addressed minimally, but response shows some capability and experience.
60%	Criterion was addressed adequately. Shows basic capability and experience.
80%	Criterion was addressed well. The response indicates some superior features.
100%	Criterion was addressed in superior fashion, indicating excellent or outstanding capability.

Spending deadlines are being strictly adhered to as we close out the school year's finances, with item purchases required to be made by May 24 for all departments, with a few week extension for Operations which will close June 14.

Sent: Tuesday, May 4, 2021 11:19 AM  
 To: Bookkeeper1 <[milinder@ocsdsc.org](mailto:milinder@ocsdsc.org)>  
 Cc: Gail Sanders <[Gail.Sanders@ocsdsc.org](mailto:Gail.Sanders@ocsdsc.org)>  
 Subject: Requisitions

All ordering for this school year will end for the following on May 24, 2021:

- Staples
- Amazon
- FSI
- Keep in mind we are only approving items for year-end programs.

For the operation areas the end date will be June 14, 2021. Please make sure all vendors are contacted to receive year-end invoices. Thanks!

# 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 year, we've improved connectivity through partnerships with Google and Aiken Electric, submitted a request for a reduced rate for technological services (E-rate), and procured a phone system that will extend throughout the county.

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

Transportation plans were updated and revised throughout the year as student attendance for face-to-face instruction increased. All activity buses are in the process to be painted to reflect the District's current branding. Radio communications have been installed on all state-owned buses used within the District, and grounds work has been streamlined and improved through contracting with a AccuSweep Corporation.

**Robert Grant**  
 Title: Superintendent  
 The Leadership Team  
 CC: Angela Robinson, Keith Terry, Rex, Colleen Robinson

All -

As requested, I solicited feedback from my team regarding **Food Service** and **meal delivery** when we return to school 5 days a week.

The consensus is that we **cannot** continue to deliver meals during the regular school day, as we have done on Fridays when students were not in attendance, due to the following: Lack of drivers (too many dual role employees needed simultaneously in kitchens, classrooms and buses), lack of additional adult riders on buses that assist with deliveries, not enough time to deliver **food** before elementary dismissals begin.

However, we do have two recommendations:

- 1 - If school were to be dismissed half day on Fridays, we could provide deliveries on Friday afternoons.
- 2 - We will still have drive-thru pick-up option available at each school on Fridays as cafeteria staff could put together the week-long meal packages while completing their regular meal preparation for students that are on campus. We could potentially add another day or two to this option to give parents a chance to take advantage of this option.

Please advise as to your thoughts.

## ROLLING STUDY HALLS & HOTSPOTS

Introducing Rolling Study Halls

ORANGEBURG COUNTY SCHOOL DISTRICT

January 26, 2021

**Thomas** Interstate Transportation Equipment, Inc.  
 100 Main Street • 7111 Tucker Road • Columbia, SC 29209  
 Telephone (803) 776-5261 • Toll Free (800) 776-0779 • Fax (803) 776-3377

November 26, 2020

Mr. Greg Tully  
 Orangeburg County School District  
 1411 Landon Court  
 Orangeburg, SC 29117

Re: Trolley

Enclosed is a complete Transportation Equipment's bid for Painting School Activity Buses for Submittal to OCSDE. I encourage the representatives of the bid and to submit a bid to the school district.

The following schedule represents a complete bid schedule that has been used and will be used in the future for the purchase of school buses. It is the responsibility of the representatives of the bid to ensure that they are in compliance with the schedule of work for all of their bids. It is the responsibility of the representatives of the bid to ensure that they are in compliance with the schedule of work for all of their bids. It is the responsibility of the representatives of the bid to ensure that they are in compliance with the schedule of work for all of their bids.

I am writing to advise you that your proposal for the purchase of school buses is being reviewed. I will contact you with the results of the bid process. If you have any questions, please contact me at the phone number listed below.

For the District's convenience, we are offering a 2-year limited warranty on parts and labor for the purchase of school buses. This warranty is subject to the terms and conditions of the bid process. If you have any questions, please contact me at the phone number listed below.

Thank you for your interest in Orangeburg County School District.

Signature: *Tom R. Grant*  
 Tom R. Grant  
 Superintendent

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Thank you for your interest in Orangeburg County School District.

Signature: *Tom R. Grant*  
 Tom R. Grant  
 Superintendent

## OCSD snags grants for school improvements; district provides employee raises

The Orangeburg County School District is getting \$1.5 million in U.S. Department of Agriculture grants to fund several school improvement projects.

"If you remember a few months ago, I talked to you about the USDA Rural Development grants that we were applying for, and tonight I bring you the good news that we have been awarded five of those grants. We have another six that we're still waiting for," Assistant Superintendent for Operations Bob Grant said during a May 11 school board meeting.

**ORANGEBURG COUNTY SCHOOL DISTRICT**

**PRELIMINARY FACILITY ASSESSMENT**

BOOKLET 3 OF 4

Schools:

- Marshall Elementary School
- Michigam Elementary School
- North Middle High School
- Orangeburg Wilkerson High School
- Reiner Elementary School
- Robert E. Howard Middle School

**ORANGEBURG COUNTY SCHOOL DISTRICT**

## Orangeburg County School District Demographic Study

APRIL 2017-2018

1111 S. E. 11th Street • Orangeburg, SC 29117

PH: (803) 776-5261

**ARC Bridge**

# 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.

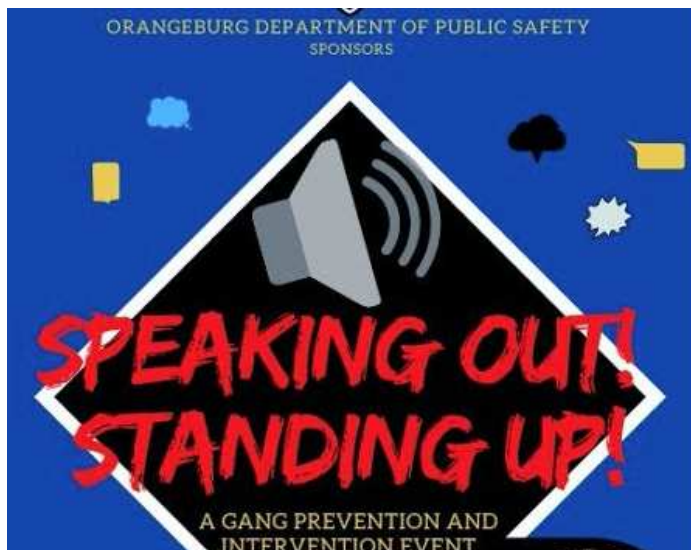


The OCSD "Clothes Closet" is an effort to support students with hardships that result in the need for proper academic attire. The Student Services Department is receiving shipment orders from various vendors. We are expecting 917 articles of uniform clothing and 1,452 pairs of sneakers. The OCSD "Clothes Closet" is located at the Orangeburg County School District Office.

The Gang Prevention Summit was an event to provide students with interventions on Speaking Out and Standing Up against gangs. The Summit also increased their awareness of Gangs and activities (need date of this event, etc.)



The Orangeburg County Community Male Speaker Series was held throughout the school year, engaging approximately 65 young men from our high schools who gained exposure to some of our community's most influential male leaders. The series addressed topics such as education and goal setting; developing good habits; good character; civic engagement; entrepreneurship; and servant-leadership.





The District's Communications Department is committed to regular, relevant updates to the community and ensuring that internal stakeholders receive critical messaging first. Communications is actively assisting all other Departments with marketing and communications for critical initiatives such as 4K enrollment.



**Clarification on Gov. McMaster's Order**

Merry Piccolino <Merry.Piccolino@ocsdsc.org>  
 To: merry.piccolino@ocsdsc.net; Bcc: All Elementary School Staff; All Middle School Staff; +3 more

OCSD Teachers and Staff: We're sending out a very early message to families this morning so that it reaches them before their children leave for school. As always, we are sending to you first. We will follow up with additional guidance, once we have that available. Thank you for all you do!

South Carolina's Governor Henry McMaster late yesterday (Tuesday, May 11) issued Executive Order 2021-23, which places restrictions on previously implemented COVID-19 safety protocols to protect the health of students, teachers, staff and families.

This morning, as we await guidance from the South Carolina Department of Health and Environmental Control (DHEC) and the South Carolina Department of Education on this new order, as well as the parent/guardian opt out form they have been directed to develop enabling parents/guardians to opt their child out of mask requirements, COVID-19 prevention measures such as masks will remain active until our District receives such guidance and documentation.

We look forward to seeing our students this morning and thank each of you, in advance, for your patience, understanding, and compliance in wearing face coverings inside our school facilities to protect the health of all as we await guidance from public health experts and State Education Officials on this new information.

## Important Message

WEDNESDAY, MARCH 3, 2021

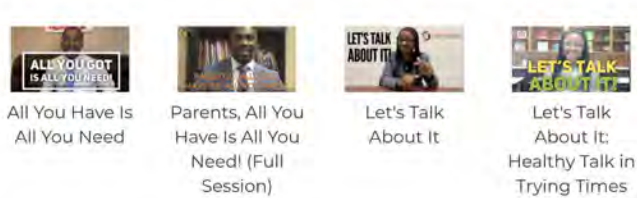
We are experiencing a district-wide internet outage this morning. Our technology team and service providers are working to identify the issue and restore internet as quickly as possible. We do apologize for the disruption that the outage will have to students learning remotely this morning. As soon as an update is available, it will be shared.

As always, thank you for your patience and understanding.

The Department of Student Services is supporting students, faculty, and staff as they learn, instruct, and lead in tough times through inspirational videos, social emotional empowerment, and mental health & wellness sessions.

**OUR MOST WIDELY REQUESTED TOPICS OF SUPPORT**

Our Student Services Department offers support on a wide range of issues impacting young people, as well as adults. We invite you to review our library of mental health and social emotional support topics. These video overviews represent the most widely requested counseling sessions that are available for students and staff. To receive these services, please contact our Social Services Coordinator Lakesha Hart at Lakesha.Hart@ocsdsc.org or (803) 516-6052.



As we extend our hand in support to those in the community, OCSD has been richly blessed as well, with Claffin University's sports teams, when they donated 10,987 food items to help with the Filling Station's mission; the Tiffany Grant Foundation, when they donated school supplies to our students; the Ladies of Alpha Xi Chapter of Delta Sigma Theta, Inc. of South Carolina State University, when they provided after school tutoring and support to middle and high school students, and the 2021 Class of Leadership SC as they chose Howard Middle School for their service project and are raising funds statewide to paint the school and establish a clothing closet.



As we reflect on the 2020-2021 school year, the Communications Department has developed a comprehensive presentation for community meetings, such as one recently shared with the Democratic Party.



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

The planning team began work on the first Orangeburg County School District Strategic Plan this past Spring. The work consists of intense training for facilitators and collaborating with a core group representing all stakeholders, both internal and external, in the county.



Under the leadership of Dr. Washington, OCSD and a representative group of community, school and district stakeholders are embarking upon a comprehensive strategic planning process, mapping out goals for the next five years.



April 9, 2021

We are pleased to announce that our newly-consolidated school district is engaging in a formal strategic planning effort. There are amazing possibilities for our school system and this community-driven process is designed to solidify stakeholder beliefs, desires and goals for its local schools and students. I'm confident that it will be transformative.

We'd be honored if you'd consider joining our strategic planning team. The group will be a comprised of 25-30 persons, representing a wide variety of school and community stakeholders. The plan that we will develop together will have a five-year horizon, guiding our action and strategic efforts for the next several years.

The strategic planning team will convene for three consecutive days later this month (Tuesday, April 20, Wednesday, April 21, and Thursday, April 22), then gather again for an additional day in early 2022. In an effort to ensure social distancing measures and other COVID-19 prevention measures are strictly followed, the retreat will be held at the Orangeburg County Development Commission located at 125 Regional Parkway, Suite 100, Orangeburg, SC 29118. We'll meet each morning at 9:00 a.m. and dismiss no later than 4:00 p.m., light meals and snacks will be provided and business casual dress is encouraged.

I understand that this is an extensive time commitment, and appreciate so much your consideration to join us for this retreat. Please let me know if you are able to join us at your earliest convenience. Because our goal is to gather a group representative of our larger community, the favor of a response on or before the end of the day Friday, April 16, 2021 is requested.

Sincerely,

Shawn D. Foster, Ed.D.  
Superintendent

4/22/2021

South Carolina Legislature Online - Search

### South Carolina Legislature

S\*515  
Session 124 (2021-2022)

**S 0515** (Rat #23) General Bill, By Stephens and Hutto  
AN ACT TO AMEND ACT 280 OF 2018, RELATING TO THE ORANGEBURG COUNTY SCHOOL DISTRICT, SO AS TO ELIMINATE THE PROHIBITION AGAINST HOLDING CERTAIN SCHOOL CLOSURE REFERENDUMS AT THE SAME TIME AS A SCHOOL BOND REFERENDUM, TO PROVIDE THAT CERTAIN PROCEDURES REGARDING THE CLOSURE OF AN ORANGEBURG COUNTY ELEMENTARY, MIDDLE, OR HIGH SCHOOL DO NOT APPLY IF THE BOARD OF TRUSTEES DETERMINES THAT A BUILDING OR STRUCTURE IS AN IMMINENT THREAT TO THE HEALTH OR SAFETY OF STUDENTS OR STAFF, OR THAT THE NEEDED UPGRADES AND REPAIRS TO MAINTAIN A BUILDING OR STRUCTURE ARE ECONOMICALLY UNFEASIBLE; AND TO REVISE THE ORANGEBURG COUNTY SCHOOL DISTRICT'S MILLAGE LEVY FOR FISCAL YEARS 2021-2022 AND 2022-2023. - ratified title

Shawn Foster <Shawn.Foster@ocdsc.org>  
To: igare4@yahoo.com; cbutto@williamsutys.com; cobbhstoss@gmail.com; jerrygoverh9@gmail.com; +1 more

Legislators:

I am overcome with gratitude for the tremendous effort that each of you have put forth in ensuring the future financial stability of our community's public school system. You have given of your time on countless occasions to meet with me and members of my team in a supportive manner to listen, understand and develop together a strategy to ensure the operational millage for our combined District matches the rate of the three districts consolidated as well as the intent of the original consolidation bill.

I learned today that Governor McMaster signed S515, enacting the legislation that you put forth.

While words cannot adequately express my appreciation to each of you, I thank you!

Shawn D. Foster, Ed.D.  
Superintendent  
Phone: 803.534.5454  
Email: [Shawn.Foster@ocdsc.org](mailto:Shawn.Foster@ocdsc.org)  
Orangeburg County School District

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

I have met 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. We are certainly delighted by the legislative action of S515, resetting the millage to the intended rate for our consolidated system.

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

Bonding Schedules	
Distribution of Funds Schedule	1
Flow of Funds Schedule	2
Bonding Schedules	3 - 8
Cumulative Debt Schedules	
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

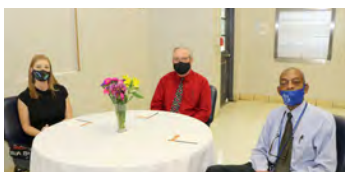
From a back-to-school meeting in August held virtually with every employee in attendance, small planning meetings with varied departmental and school leaders, to a bar-b-que reward for Bethune-Bowman for their win in our District-wide census challenge and an open-ended survey distributed to all staff, 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.

It's been an honor to celebrate the Teacher of the Year and Support Staff of the Year honorees throughout the school year. This spring, we presented each with the Jostens Rhodes Graduation Services rings they'd designed at a Board of Trustees Meeting. These teacher and employee leaders have each established forums to share ideas and additional voice to their goals, needs and ideas.



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. Ellore 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

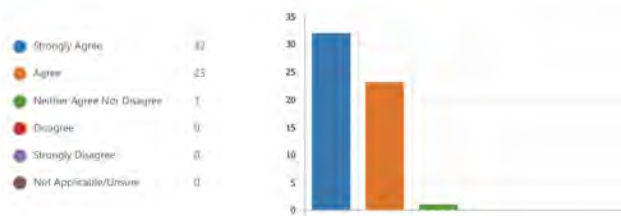
December 17, 2020  
3 p.m. HKT HS

## ACTION STEP: ATTEND A FACULTY MEETING AT EACH SCHOOL

From November 2-December 16, 2020, 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.

In second semester, principals opened up their lines of communication with teachers and staff through a comprehensive principal survey, receiving input on such things as their accessibility, openness to new ideas, ability to solve problems and much more.

1. My principal interacts well with teachers and all staff members in a variety of settings and situations.



Subject: Lake Marion HS & Tech Ctr Virtual Faculty Mtg  
 Location: Virtual (LMHS to send Teams invite)  
 Duration: 30 minutes  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.

**Senior Staff**  
Private group  
☆ Not following  
9 members

Home | + New | Upload | Edit in grid view | Sync | Add shortcut to OneDrive | All Documents

### Documents

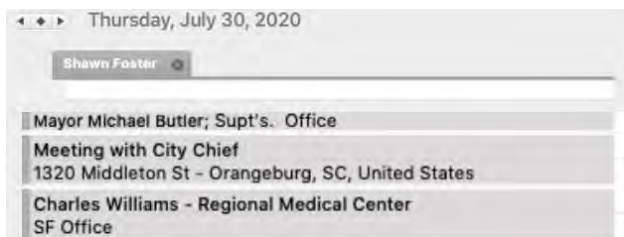
Name	Modified	Modified By
8 Week Focus Areas	Monday at 9:55 AM	Shawn Foster
Board Meeting Information	September 2, 2020	Jesse Washington
COMMUNICATIONS MEMOS	August 30, 2020	Merry Glenne Piccolino
Email attachments	September 2, 2020	Ernest Holiday
General	September 15, 2020	Merry Glenne Piccolino
Principal's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



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

<ul style="list-style-type: none"> <li>NAACP Forum</li> </ul>	<ul style="list-style-type: none"> <li>Walt Tobin J.R.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Law Enforcement</li> </ul>
<ul style="list-style-type: none"> <li>Wed 7/29/2020 11:00 AM - 12:00 PM</li> <li>Zoom</li> <li>Shawn Foster</li> </ul>	<ul style="list-style-type: none"> <li>Tue 7/14/2020 7:00 AM - 8:00 AM</li> <li>Orangeburg Calhoun Technical College Lib</li> <li>Shawn Foster</li> </ul>	<ul style="list-style-type: none"> <li>Fri 7/31/2020 9:00 AM - 10:00 AM</li> <li>Boardroom Founders act</li> <li>Shawn Foster</li> </ul>

I have met on a monthly basis with our Security Roundtable group. This group is comprised of all local law enforcement agencies, area higher education law enforcement, first responders and state law enforcement agencies. I regularly speak with this group as a part of the monthly meetings.



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. We were thrilled this semester to help Liz Zimmerman-Keitt, Mayor Pro-Tem, in reestablishing Project Life: Positeen, an early evening program for academic support for students.

**Re: Project Life: Positeen**

Merry Glenne Piccolino <Merry.Piccolino@ocsdsc.org>  
 Tuesday, March 16, 2021 at 12:11 PM  
 To: Sammie Gordon; Elrica Glover; Latonya Nelson; Teresa Jennings; +3 more v

Mr. Gordon, Mrs. Nelson, Dr. Glover and Dr. Jennings:

Thank you all for your enthusiastic response to Project Life: Positeen continuing their service to your students.

Mrs. Zimmerman Keitt has indicated that they'd like to open their doors back up beginning next Monday, March 22.

She has asked that your teachers recommend students in grades First (1st) - Fifth (5th) needing the most help at this time. Applications have been sent to your school for identified students' parent/guardian. You may send the application information home with those students, or have the parent/guardian pick up the application from your school. Parents may also stop by Project Life: Positeen between noon-2:00 p.m. tomorrow, Wednesday, March 17, to pick up the application there.

Project Life: Positeen will provide their services to students from 5:45 p.m. until 7:45 p.m. on Mondays and Wednesdays. The Parents/guardian must provide transportation for each child/children, and a parent/guardian must come in to bring the child/children at least the first time the child/children comes to the center.

Please note the following:

- Masks MUST be worn by parents and children at all times at the Center.
- Snacks will be provided.
- All children must bring their school homework to class each setting.

Please don't hesitate to let me or Mrs. Zimmerman-Keitt, copied above, know if you any additional information is needed.

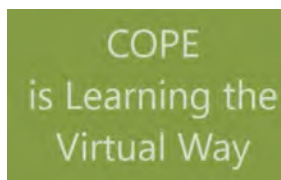
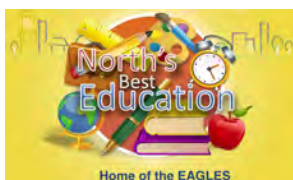
Thank you so much again for sharing this opportunity with your students who would benefit from their services!

Merry Glenne

## 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, our school board has adopted a wonderful framework for showcasing employee and staff successes. In partnership with the office of communications, Board Recognition Criteria has been developed and we've celebrated students, staff and community at meetings since, including Carlen Waymyers being named as a SC Hall of Fame Bridge Builder Athlete semi-finalist, Seal of Biliteracy Winners, Student Odyssey of the Mind winners, and much more. The celebration continues for those recognized on our District website.

Also, 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.



## BOARD RECOGNITION CRITERIA

The Orangeburg County Board's agenda has a placeholder for celebrating and recognizing teachers, students and staff recognized for state and national level awards, or honored at the state or national level, or winners of county-level athletic and academic championships, and awards of merit.

IN THE NEWS

## SC Seal of Biliteracy

The January, 2021, school board meeting gave our students, staff and community an opportunity to share our gratitude with the Board of Trustees for your commitment to our District's success. We did so by presenting each trustee with a chair built by district students for board appreciation month. The students in the building and constructions technology program have constructed several projects, but this one was for a special purpose. It was my honor to present each board member with a solid wood adult-sized reading chair for themselves, and an additional kid-sized chair to gift to an OCSD elementary school of their choosing.



Written communications, such as a column, published in the Times & Democrat in November, to acknowledge the wonderful support our District has received during the pandemic, to a congratulations letter included in each graduate's diploma, have provided an additional conduit for celebration and appreciation.

## COMMENTARY: Cultivating gratitude

DR. SHAWN FOSTER Nov 15, 2020 0

As we near Thanksgiving, I wanted to take a moment to share my gratitude to all who call Orangeburg County home for the welcome that I and my family have felt over the last several months. Despite social distancing and mask mandates, we have felt the warmth of your sincere optimism for our community's public schools and are certainly grateful for your trust in me to lead our school district through consolidation, as we work together to become a school district of choice for this region.

Although the 2020-21 school year has been unusual, there is much for which I am thankful.

I am thankful to our parents, grandparents and guardians for the patience and grace that they have shown to me, our leadership, schools, and teachers. You have allowed us time to prepare, gain feedback and develop procedures and protocols to help protect the health and safety of students, staff and your families. You have been understanding when we overcame hurdles associated with new virtual platforms and connectivity. And, most importantly, you have joined with us in a commitment to continue educating our community's children amid the coronavirus pandemic.

[Orangeburg County School District: Google to provide internet help](#)

For the dedicated employees of Orangeburg County School District, we are certainly blessed. From our custodial service workers, who are meticulously

## Trustees honored with students' handiwork; board members, schools get chairs

The Orangeburg County School District recently celebrated its elected board members by presenting them with chairs built by district students.

OCSD superintendent Dr. Shawn Foster presented each board member with a solid wood reading chair manufactured by students in the building and construction technology program at The Technology Center in Orangeburg.

The program's instructor, Tracey Scoville, said that his students were fully prepared to handle the task at hand.

"The kids worked as a team to build the chairs from completely raw materials to a beautiful, finished project that can rival the rocking chairs that you see outside of Cracker Barrel," Scoville said. "The quality is absolutely amazing."

A student in the class, Kenodre Dickson, commented on his experience with building the chairs.



LOCAL  
**Top 10 of 2020: Orangeburg schools faced challenging 2020; district adjusted to coronavirus, tax problems**  
Gene Zaleski

"There were definitely more than a few hurdles. But when you manage to overcome them, you can be really excited with the outcome. The construction program is amazing, and I'm proud to be part of the team that built these from the ground up."



LOCAL  
**Students receive Christmas bikes; OCSD trustee spearheads holiday effort**  
Gene Zaleski

Scoville emphasized that his students have constructed several projects, but this one was for a special purpose.

"The chairs were machined, processed and assembled according to the National Center for Construction Education & Research specifications. This allowed my students to document this project on their way to their completers certification, widely recognized by the construction industry as a positive indicator for hiring new employees," he said.

# CONGRATULATIONS

CLASS OF  
Two-thousand twenty-one

**Graduate:**

As you read this letter, you will likely just have walked across the stage at your high school stadium, received your diploma, and ceremoniously moved the tassel upon your cap from left to right.

I trust that you have imagined this moment for some time. Undoubtedly, you imagined it differently, certainly without a mask, gaiter, or anything covering the smile you envisioned sharing with fellow classmates, teachers, and/or friends and family looking down upon you on this day.

If you had not already, you learned today that success does often look different than imagined. I have found that to be true throughout my own life and from others who have shared their life's wisdom with me. For better or worse, success does usually play out differently in reality than in our dreams. The critical part of success, though, is the creative imagination of it. It is the permission that you must give yourself to dream it.

Success will also continue to require that you surround yourself with good, honest people who consistently demonstrate positive regard for themselves, for you, and for our community and world. Success will also demand that you embrace failure for the lessons it always teaches, fall as gracefully as the situation allows, and that you get back up and rise again with newfound commitment to your goals and dreams. Success will need continued guidance and planning; if you do not find that in wherever tomorrow leads you, I assure you that your school counselors, career specialists, teachers, school administrators, district administration (including myself), and our board of trustees are forever committed to helping you shape your unique interests and talents into a meaningful career and life that contributes positively to mankind. While you may bid goodbye to us today, please remember that we are here and will always be here for you.

On behalf of all of us, it is truly my honor to congratulate you on this important milestone today, as we look forward to celebrating and supporting your successful future.

Hats Off to the Class of 2021-

Shawn Foster, Ed.S., Superintendent

# 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, a surprise announcement of our Teacher of the Year and Support Staff Person of the Year, and the celebration of our CTE completers 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 platforms, while also being present for media opportunities, such as the work underway at Howard with Leadership SC.

**Merry Glenne Piccolino** @MerryGlenne · Sep 11  
Great job, OCSD!! Thank you for lunch, Dr Foster and Thad (our super's best friend who drove here to grill out with our Census Challenge winners). #OneOCSD

**Dr. Shawn Foster** @fosteringocsd · Sep 11  
I enjoyed cooking out with our first two schools to reach 100% employee participation on the Census. Congrats to Bethune Bowman & Cope for winning the Census Challenge! Everyone wins when you visit My2020Census.gov. Please ensure our kids count! #FosteringOCSD #OneOCSD



**Orangeburg school in need of repair set to get makeover**

**PROJECT PAINT THE WAY**

ORANGEBURG COUNTY SCHOOL DISTRICT

**"SCHOOL FACILITY FUNDING IS A COMMUNITY RESPONSIBILITY"**

SARAH GAMB, 2020 CANDIDATE TEACHER OF THE YEAR

**Dr. Shawn Foster** @fosteringocsd · May 28  
Outstanding CTE Completer Ceremony at OWHS. #OneOCSD



**FOR IMMEDIATE RELEASE**  
Contact: Merry Glenne Piccolino  
Assistant Superintendent for Communications and Business and Community Partnership  
merry.piccolino@ocsd.org

**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 hosting 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 our 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 year, each school and workplace location within the District nominated a support staff 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 is Shireen Lewis, right, a second grade teacher at Riverview Elementary School. Nanea Bonanni, left, presented the award. SPECIAL TO THE T&D

## Orangeburg County School District flags raised throughout county; NAACP sponsors effort as symbol of unity, purpose



Orangeburg County School District recognized first time retirees from 2019-2020 and 2020-2021 on June 1, 2021. It is important that the District recognize the importance of each employee's contribution while working as part of the team and upon their retirement.





# 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 were delayed a bit by the pandemic, but are set to begin in the 2021-2022 school year. I look forward to the authentic feedback and ideas that these various stakeholder groups will offer.



Questions

Responses 27

## SUPERINTENDENT ADVISORY COUNCIL SUBMISSIONS

Principals: Thank you so much for taking a few moments to share with us your submissions for the Superintendent Advisory Councils. These groups will be instrumental in providing authentic feedback and ideas to our Superintendent and Leadership Team. Please complete this survey on or before Friday, October 9.

I provided the welcome to OCSD stakeholders conveying the district's appreciation for their engagement in our district. The intent of the meeting was to allow stakeholders insight into our Federal funds, and also allowed them to provide recommendations to the District. Their recommendations articulated where they feel we should allocate the Federal funds to address the needs of the District based on our District's needs assessments.

As a part of our planning to return students and staff to schools in the fall, parents from each school were included on planning committees, that developed the framework for our "Return To School" handbook that was submitted and approved by the SC Department of Education.



### Orangeburg County School District Federal Programs Update/Districtwide Parent Engagement Session

May 26, 2021  
5:30pm-7:00pm

<b>Welcome</b>	Dr. Shawn Foster, OCSD Superintendent
<b>Federal Programs Update</b>	Sharon Wilson, Director of Federal Programs
<b>Introduction of Speaker</b>	Kimberly L. Ray, Parent Liaison Coordinator
<b>Beat The Summer Slump</b>	Dr. Reginald Williams, SCSU
<b>Summer Program Spotlight</b>	Susan Engelhardt, GoSciTech Director, GSSM
<b>Summer Program Spotlight</b>	Shanika Aiken, S.A.F.E. organization
<b>Summer Program Spotlight</b>	Jennifer Ballew, Orangeburg YMCA
<b>Summer Program Spotlight</b>	1890 Research and Extension
<b>Summer Program Spotlight</b>	Felicia Lawrence, L.I.T project, SCSU
<b>Summer Program Spotlight</b>	Glenna Mason, Clemson Extension
<b>Adjourn</b>	Kimberly L. Ray

*Helping schools discover the genius in each student in order to develop strong, young leaders.*

Greetings Instructional Leaders,

I hope this message finds you well! Your support is needed to conduct a stakeholders' meeting focused on the district wide Parent and Family Engagement Policy. The objective of the meeting is to engage stakeholders and obtain their feedback regarding the policy. Please consider inviting your SIC, PTO, and/or other stakeholders to participate in this meeting. Participants will also be asked to complete a survey which would allow them to provide their input regarding the parent engagement policy at the conclusion of the meeting. The expected timeframe of the meeting is one hour.

Instructional Leader Roles and Responsibilities:

1. Identify a minimum of two stakeholders to attend from your school.
  2. Please inform the stakeholders that the meeting is set for January 13 at 6:30pm. A meeting invite will be sent prior to the meeting
- Also, we encourage your participation in this stakeholder meeting as the instructional leader of your building.

Kind regards,  
Parent Engagement Team

#### OCSD: Operations, Health, & Safety Committee Members Bob Grant, Chair

Cleaning : Cadric Walker  
Food Service : Angela Robinson

Submitters/Leaders  
Facility Function : David Hess  
Health & Safety : Patti Pudgett

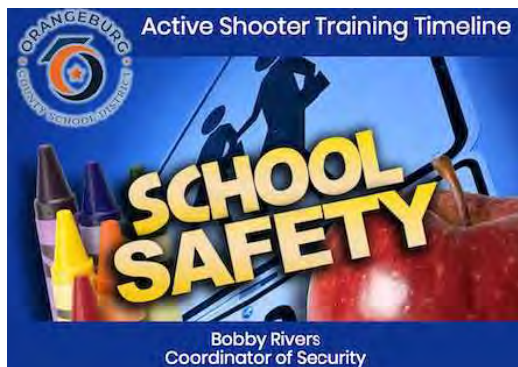
Transportation : Kevin Addison

Location	Role	Participant's Name	Participant's Email Address
OW High School	Parent	Jackie Elmore	Jackieelmore@yahoo.com
	TOY	Veronica Williams	Veronica.Williams@ocsdsc.org
	SSC/OY	Katherine Wayner	Katherine.Wayner@ocsdsc.org
Mellichamp Elementary School	Principal	Rahim El-Amin	Rahim.Elamin@ocsdsc.org
	Parent	Stanyetta Carson	Stanyetta.Carson@att.net
	TOY	Andre Moss	Andre.Moss@ocsdsc.org
Lockett Elementary School	SSC/OY	Cole Lewis	Cole.Lewis@ocsdsc.org
	Alternate	Rhemell Jones	Rhemell.Jones@ocsdsc.org
	Assistant Principal	Dr. Elrica Glover	Elrica.Glover@ocsdsc.org
COPE Area Career Center	Parent	Amy Metts	amymetts@gmail.com
	TOY	Kristi Kittrell	Kristi.Kittrell@ocsdsc.org
	Principal	Judy Ort	Judy.Ort@ocsdsc.org
Branchville High School	Parent	Dr. Glenda Westbury	Glenda.Westbury@ocsdsc.org
	TOY	John Coleman	John.Coleman@ocsdsc.org
	SSC/OY	Lon Fanning	Lon.Fanning@ocsdsc.org
Holly Hill Roberts Middle School	Principal	Richard Leonard	Richard.Leonard@ocsdsc.org
	Parent	Ronald Nester	Ronald.Nester@ocsdsc.org
	TOY	Dr. Kelly Hayden	Kelly.Hayden@ocsdsc.org
Vance Providence Elementary School	SSC/OY	Candace Ilderton	Candace.Ilderton@ocsdsc.org
	Parent	Charles Gregory	Charles.Gregory@ocsdsc.org
	TOY	Dr. Felisha Williams	Felisha.Williams@ocsdsc.org
Vance Providence Elementary School	Parent	Vernell Watson	Vernell.Watson@ocsdsc.org
	SSC/OY	Felicia Washington	Felicia.Washington@ocsdsc.org
	Principal	Robert Hemby, II	Robert.Hemby@ocsdsc.org
Vance Providence Elementary School	Parent	Patricia Haase	Patricia.Haase@ocsdsc.org
	TOY	Brenda Weatherspoon	Brenda.Weatherspoon@ocsdsc.org
	SSC/OY	Ianthe Toles	Ianthe.Toles@ocsdsc.org
Vance Providence Elementary School	Alternate	Tiffani Roberts	Tiffani.Roberts@ocsdsc.org
	Principal	Latonya Durant	Latonya.Durant@ocsdsc.org

# GOAL NUMBER FOUR

## MAINTAIN SAFETY AND SECURITY FOR STUDENTS AND STAFF.

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



### Active Shooter Training

District Policies / Procedures  
Lake Marion HS. & Technology Center (Auditorium)  
Tuesday June 8, 2021 / 9:00 am – 12 noon

**Participants:**

- District SERT Management Team
- Principals / Ast. Principals
- School Resource Officers

Technical support, equipment, sound system w cordless mic.

### Intruder/Active Threat Procedure Protocol

**AVOID|DENY|DEFEND**

**Be Prepared**

**AVOID** starts with your state of mind.

- Pay attention to your surroundings.
- Have an exit plan.
- Move away from the source of the threat as quickly as possible.
- The more distance and barriers between you and the threat, the better.

**DENY** when getting away is difficult or maybe impossible.

- Keep distance whenever you can.
- Create barriers to prevent or slow down a threat from getting to you.
- Turn the legs off.
- Remain out of sight and quiet by hiding behind large objects and remove your shoes.

**DEFEND** because you have the right to protect yourself.

- If you cannot Avoid or Deny, be prepared to defend yourself.
- Use aggressive and committed to your actions.
- Do not fight fairly. THIS IS ABOUT SURVIVAL.

*Remember that failure to plan is planning to fail.*

**Call 911 when you are in a safe area.**  
When Law Enforcement arrives, show your hands and follow commands.

### RoundTable Meeting/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.

School level safety leaders have then trained all members of the faculty and staff with our updated safety manual. A 12-month timeline, including all relevant training, has been established for training all staff members for an Active Shooter/Intruder scenario and simulation that will be conducted across the District and includes all law enforcement and first responder agencies.

**Emergency Response Team**  
September 3, 2020

- Welcome
- Introductions
- Purpose of the Meeting
- Billy Staley- Intruder Training
- Questions/Answers
- Adjourned

# 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.**




**QUOTE**  
 Number AAAQ40386  
 Date May 1, 2020

A DIVISION OF THE COOK & BOARDMAN GROUP, LLC

Sold To	Ship To	Your Consultant	
Orangeburg County School District	Orangeburg County School District	Greg Moorer	
Taphnie Berry-Sanders District Office 102 Founders Court Orangeburg, SC 29118 United States Phone (803) 533-7975	Taphnie Berry-Sanders Holly Hill-Roberts Middle School 530 Hessman Street Holly Hill, SC 29059 United States Phone (803) 533-7975	803-744-5022 ext: 803-269-9222 fa: 803-721-6046 gmoore@a3communications.com 1038 Kinney Rd., Irm, SC 29063	
Terms	P.O. Number	Ship Via	Valid Through
NET 30		UPS Ground	6/1/2020

**Notes:**  
 Pricing Based on NASPO - Security and Fire Protection Services - South Carolina Contract #4400018340. All terms and conditions are based on the NASPO master agreement and any state specific terms included in the associated participating Please reference the attached SOW document.

Qty	Description	Unit Cost	Unit Price	Ext. Price
<i>Holly Hill - Roberts Middle School Surveillance and Access Control Migration</i>				
Surveillance Materials				
Head End Materials				
1	1-PRO SR2.ZU, SINGLE XEON OCTA CORE CPU, 16GB RAM, WINDOWS SERVER STANDARD, OS ON 1TB HDD, TOTAL STORAGE 40TB (RAID 5), USABLE 32TB, KEYBOARD MOUSE, NO RAILS, NO OPTICAL DRIVE, 3 YEAR PRO-LIMITED HARDWARE WARRANTY WITH ON-SIGHT SERVICE. TOTAL USABLE STORAGE IS CALCULATED BASED ON ADVERTISED HDD SIZE, NOT OS RECOGNITION, USABLE STORAGE SIZE MAY VARY SLIGHTLY	\$7,160.25	\$8,305.89	\$8,305.89
78	Video Insight Video Management Software License	\$109.65	\$127.19	\$9,920.82
Surveillance Materials				
38	Hanwha Techwin WiseNet 4 Megapixel Network Camera - Color, Monochrome - 65.62 Ft - H.264, H.265, Motion JPEG - 2592 x 1520	\$223.60	\$259.38	\$9,856.44

Additionally, secured card-access entry ways are vital to the security of the buildings. With grant funding from the USDA, all facilities will have secure,



card-access entry points by the end of the calendar year.

# 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 discussions to enhance protocols, radios were installed in all state-owned buses to ensure bus drivers were able to maintain consistent communication with supervisors and emergency personnel, if needed.

## 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



**RADIO COMMUNICATION SERVICE**  
 DIV OF MOBILE COMMUNICATIONS AMERICA  
 457 BROUGHTON ST  
 ORANGEBURG, SC 29115  
 Phone: 803-516-0006  
 Fax: 803-516-0803

**INVOICE** Page 19

54700642-2 Invoice Date: 10/23/2020  
Due Date: 11/22/2020

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

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

**Contact:**  
 Contact #:

**Contact:**  
 Contact #:

PO# : 204217

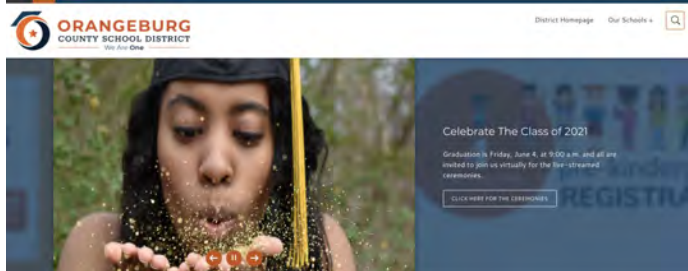
Customer #:	118218	SalesPerson:	3778	Terms:	NET 30 DAYS
Qty	Item	Description	Unit Price	Amount	

<b>Remit To:</b>	Subtotal:	\$25,584.14
MOBILE COMMUNICATIONS AMERICA, INC.	Tax:	\$7,303.13
PO BOX 1458	<b>Total Amount:</b>	<b>\$32,887.27</b>
CHARLOTTE, NC 28201		

Effective August 1, 2018, all invoice total payments are subject to a 2% convenience fee.  
 Payment 3 months late: 5% DMR will be added to the invoice. And any more than 7 days past due: Plus 10% DMR will be.

As coronavirus precautions became less stringent, we were thrilled to work with principals to safely provide our graduating seniors with prom and an in-person graduation ceremonies streamed live to our websites for additional family members and friends to celebrate the Class of 2021.

It is our goal to expand our partnership with Orangeburg's Department of Public Safety, and were happy to support their grant requests for the personnel costs of three additional School Resource Officers for Sheridan, Marshall, and Mellichamp's campuses, additional schools also located within their jurisdiction.



March 25, 2021

Justice Assistant Grant Selection Committee:

On behalf of our District, and board of trustees, as well as all employees, students, parents and guardians who currently benefit from the additional safety assurance that is provided for by your grant opportunity and our partnership with the Orangeburg Department of Public Safety, we thank you. The Justice Assistance Grant (JAG) has allowed us to place a School Resource Officer (SRO) at William J. Clark Middle School.

# 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. Ebrica Glover

Q3 Does your facility have roof leaks?  
\* Yes

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

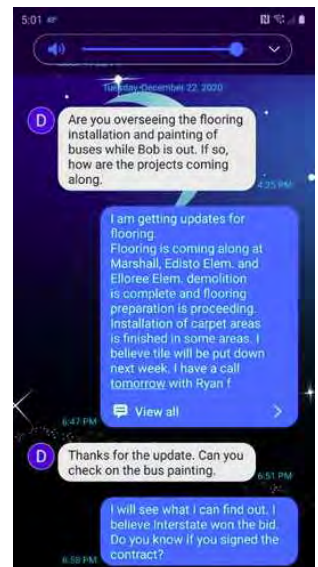
Q5 Does the facility have HVAC systems that are working properly?  
\* No

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 office and Ombudsman designed an electronic reporting feature for the website, which alerts administration of bullying reports and prompts an investigation.

The administration and board's commitment to maintaining a learning and working environment free from sexual discrimination, harassment, bullying, and/or retaliation and has defined that commitment as part of policy.

Three questions guide OCS 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

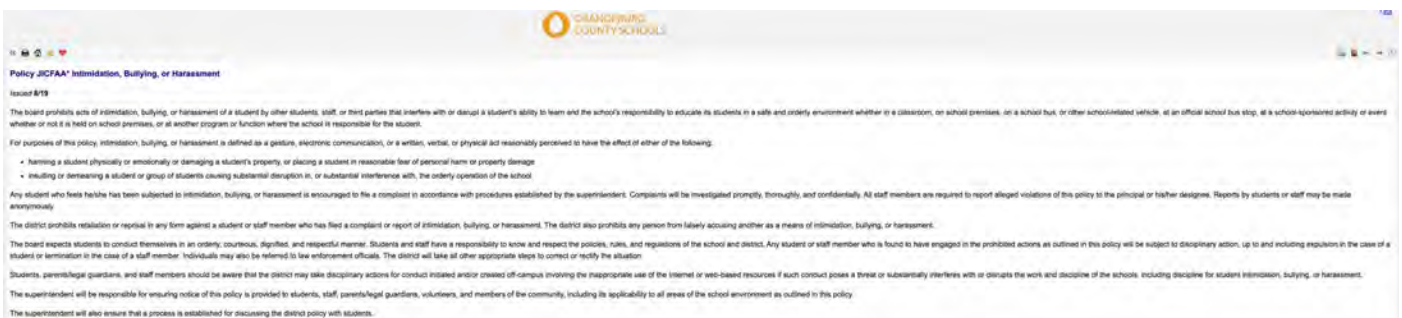
If you know someone who is being bullied, harassed, or intimidated:

- 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.

Teasing	Harful Teasing	Peer Conflicts	Bullying
Equal Power	Unequal Power	Equal Power	Imbalance of Power
Neutral	Serious	Occurs Occasionally	Occurs Repeatedly
Purpose is to be Playful	Purposes 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
<b>Friendly Teasing Example:</b>	<b>Harful Teasing Example:</b>	<b>Peer Conflicts Example:</b>	<b>Bullying Example:</b>
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 in 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 5	Grade 7	Grade 8	Grade 9
1st QUARTER	MA. Apply and Analyze (20 days)	MA. Analyze and Interpret Relationships (24 days)	MA. Analyze Equations and Functions (20 days)	MA. Analyze Functions (20 days)
2nd QUARTER	MA. Algebraic Operations (24 days)	MA. Algebraic Operations (24 days)	MA. Algebraic Operations (24 days)	MA. Algebraic Operations (24 days)
3rd QUARTER	MA. Algebraic Operations (24 days)	MA. Algebraic Operations (24 days)	MA. Algebraic Operations (24 days)	MA. Algebraic Operations (24 days)
4th QUARTER	MA. Algebraic Operations (24 days)	MA. Algebraic Operations (24 days)	MA. Algebraic Operations (24 days)	MA. Algebraic Operations (24 days)

\*The values including operational periods are provided to give you a rough guide. Please use the additional column for more detailed breakdown based on the needs of your students.

**EUREKA MATH**  
A Story of Ratios: Curriculum for Grades 6-8  
Date: 12/17/15

Monday, November 16				
Darby, Looper, James	Cope District - Scope and Sequence			8:00-1:30
			<ul style="list-style-type: none"> <li>• Edgenuity MyPath</li> <li>• Edgenuity Pathblazer</li> <li>• Clever</li> </ul>	
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

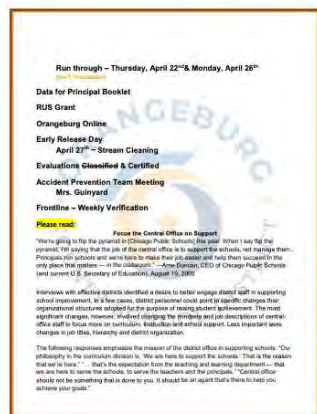
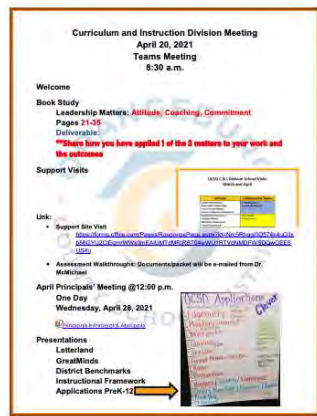
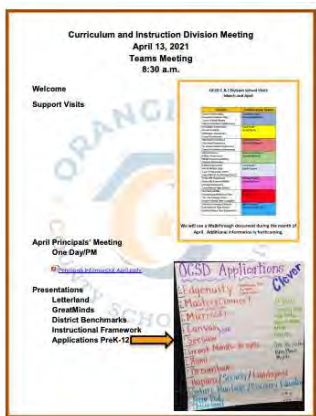
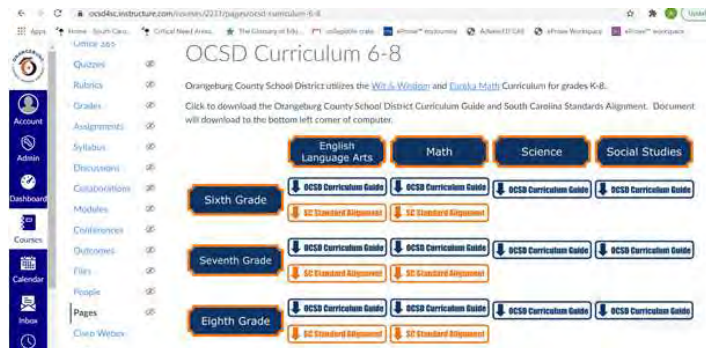
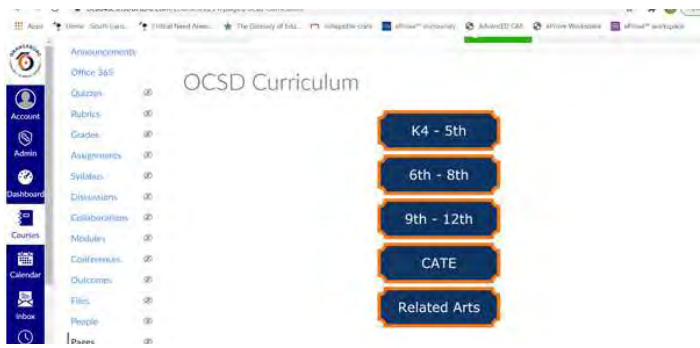
### High Achievers

- 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.

Fostering and promoting an exemplary instructional program continues to be among the District's highest priorities. Monthly principals' meetings are held to identify, plan, and implement with fidelity standards-based evidence based instructional strategies. Principals' Meetings allow the Curriculum Division to facilitate professional learning sessions and provide school leaders with pertinent information to support and progress monitor programs as well as build the capacity of all staff.

Curriculum pacing guides for the core content areas, gifted and talented, related arts, and career and technical education are also an integral component of the instructional scope and sequence. All of the documents are housed in Canvas, one of our learning management systems. These guides provide the standards, goals, objectives, learning experiences and instructional resources that comprise our specific educational programs. Providing teachers with these guiding documents offers the scope and sequence to address grade level standards. Furthermore, these essential curriculum and instruction components allow the district to leverage instructional leadership within all schools and programs.

The Curriculum and Instruction Division meets on a consistent basis to implement programs and initiatives based on data. Through school support visits qualitative and quantitative data is gathered for the purpose of enhancing program implementation. This data allows for the development of professional learning opportunities for school leaders, teachers, and classified staff in order to meet the needs of students. These meetings allow district-wide programs to work in tandem rather than in conflict for the benefit of building principal, assistant principal and teacher capacity while also fostering student achievement.



Providing students authentic, hands-on experiences so that each graduates with a diploma and a set of employable skills is an overarching goal to prepare our students to be future-ready. Our District is leading the way in providing those experiences and we're pleased to begin with student apprentices in our Departments of Operations, Finance, Technology and Communications.



### South Carolina Apprenticeship Standards

Sponsored By:  
**Orangeburg County School District**  
 102 Founders Court  
 Orangeburg, SC 29118



Registered as part of the National Apprenticeship Program in accordance with the Basic Standards of Apprenticeship established by the Secretary of Labor.

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

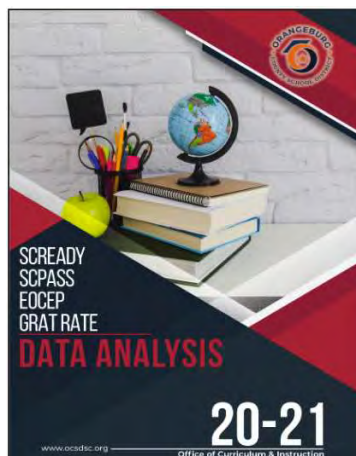
While State Report Cards had limited data due to COVID-19 closures, we have dug deep into our student performance measures in collaboration with instruction and school principals. I have ensured also that appropriate support is provided to our schools identified for Targeted Support and Improvement, 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.

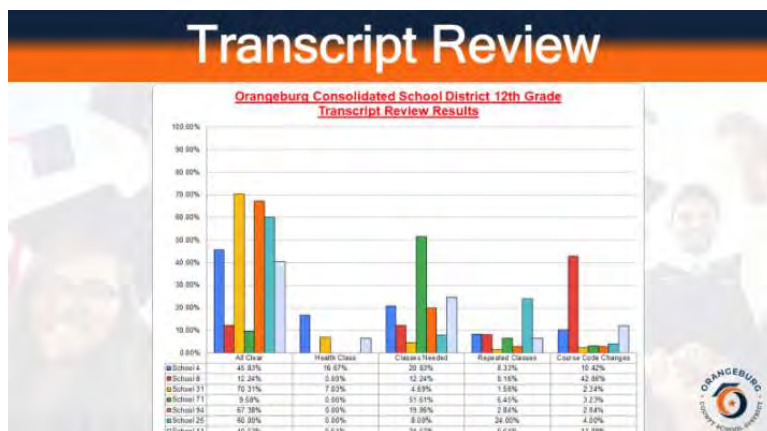
CATEGORY	SCHOOLS	PRINCIPALS
ATSI	BROOKDALE ELEMENTARY ORANGEBURG-WILKINSON HIGH ELLOREE ELEMENTARY HOLLY HILL ELEMENTARY HOLLY HILL-ROBERTS MIDDLE VANCE-PROVIDENCE ELEMENTARY	LATONYA NELSON RAHIM EL-AMIN DR. CASANDRA JENKINS MR. JOHNNIE SMITH ROBERT HEMBY LATONYA DURANT
PRIORITY	ST. JAMES-GAILLARD ELEMENTARY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

While the SCDE has removed the 95% testing requirement, the Curriculum and Instruction Division has put systems in place to assist schools with progress monitoring data over time through an automated spreadsheet. This system allows schools to monitor progress towards being college and career ready, as well as mastery of state academic standards. This analysis of the data at the elementary, middle, and high school levels allows us to strategically and systemically continue support to Palmetto Literacy Project, Comprehensive Support and Improvement, Priority and Targeted Support and Improvement schools.

To ensure all high school students earn the necessary Carnegie units, are registered for the appropriate courses, and graduate on time, a quality assurance system was put in place to support the course registration process. Support was requested from the SCDE to assist with supporting guidance counselors with the newly revised transcript review process.

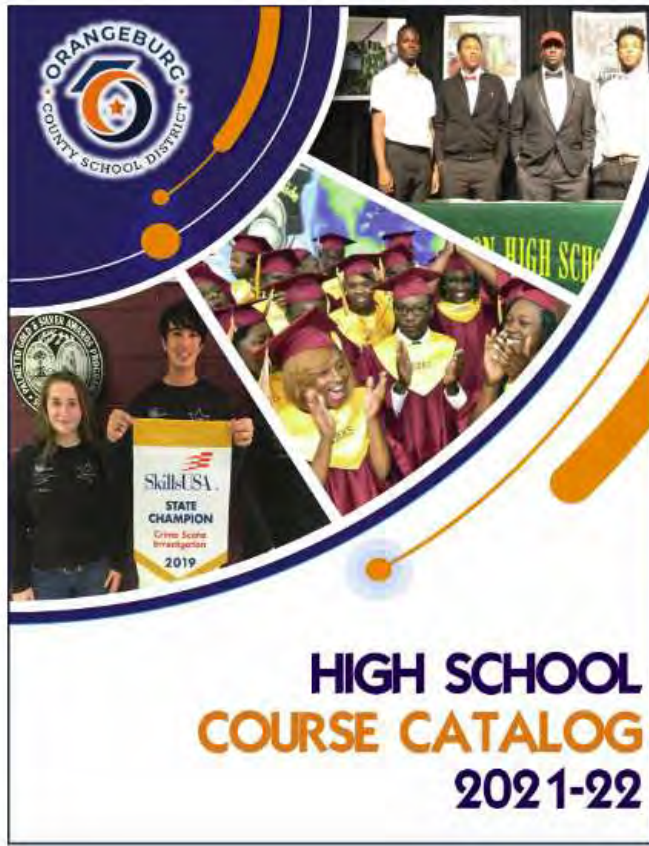
The scope of support included formalized a district-wide process and timeline for reviewing all high school transcripts, provided professional development and technical support to the Curriculum and Instruction Division, as well as the Coordinator of Guidance. Furthermore, a comprehensive course catalog was created and provided to all schools to support the course selection and transcript review process for all stakeholders.







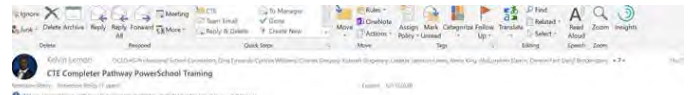
# ACTION STEP: REVIEW CURRENT CURRICULUM & COURSE OFFERINGS



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.

All courses taught on our campus are represented on the document. The courses listed for each pathway are the correct courses for a student to earn completer status. The number of courses leading to completer status (3 or 4) are provided in our district course catalog. Any additional courses taught in our schools that provide an alternate path for a student earning completer status is also provided in the course catalog.

We have partnered with Phoenix Learning and will receive the add-on tool in PowerSchool that will automatically track the completer status of CTE students. With this tool, counselors can select a student and view how many courses the student still needs to be a completer in a pre-determined pathway and what those courses are. This will significantly enhance our ability to ensure CTE students are being assigned to the needed courses and aid counselors in the process. The training and setup of this tool will occur later this month on May 19th & May 20th.



Greetings all,  
 The Orangeburg County School District has partnered with Phoenix Learning Systems to acquire a unique add-on tool that will track the status of completer and provide valuable assistance in the tracking process. The overview and training session for this initiative will be held in the cafeteria at the Culture Center on **Wednesday, May 19th & Thursday, May 20th**. The training will begin at 9:00 AM daily and conclude by 3:00 PM.  
 Please review the chart below for the expected audience for each day of training. In addition, please use the survey monkey link below to RSVP to this assembly plan for lunch. Please respond to the RSVP by the close of business on **Friday, May 14, 2021**.

Thanks in advance, please share any questions or concerns.

Wednesday, May 19th	Thursday, May 20th
<ul style="list-style-type: none"> <li>All HC Counselors</li> <li>All CTE Counselors</li> <li>HS Admin. Responsible for Scheduling</li> <li>CTE Directors</li> <li>PowerSchool Coordinators</li> <li>CTE Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>At least one counselor from each HS</li> <li>CTE Director/Deputy</li> <li>HS Admin. Responsible for Scheduling</li> <li>PowerSchool Coordinators</li> <li>CTE Coordinators</li> </ul>

CTE COMPLETER PATHWAYS	
<b>Lake Marion High School</b> (Eachday) NCCER, OSWA, all Level 1 Course 1: Introduction to Construction Course 2: Carpentry I Course 3: Carpentry II Course 4: Carpentry III Course 5: Carpentry IV	<b>Culinary Arts (Service)</b> Level 1 Course 1: Introduction to Culinary Arts Course 2: Culinary Arts I Course 3: Culinary Arts II Course 4: Introduction to Culinary Arts Course 5: Culinary Arts III
<b>Mooney NCCER, OSWA, all</b> Level 1 Course 1: Introduction to Construction Course 2: Carpentry I Course 3: Carpentry II Course 4: Carpentry III Course 5: Carpentry IV	<b>Automotive Technology (SPL ASE)</b> Level 1 Course 1: Introduction to Automotive Technology Course 2: Automotive Technology I Course 3: Automotive Technology II Course 4: Automotive Technology III Course 5: Automotive Technology IV
<b>Seaford State Board, OSWA, all</b> Level 1 Course 1: Introduction to Engineering Course 2: Introduction to Engineering Course 3: Principles of Engineering Course 4: Engineering Design and Development Course 5: Introduction to Engineering	<b>Engineering (PLTW)</b> Level 1 Course 1: Introduction to Engineering Course 2: Principles of Engineering Course 3: Engineering Design and Development Course 4: Introduction to Engineering
<b>Companey State Board, OSWA, all</b> Level 1 Course 1: Introduction to Engineering Course 2: Principles of Engineering Course 3: Engineering Design and Development Course 4: Introduction to Engineering	<b>Sports Medicine (SPL, First Aid)</b> Level 1 Course 1: Introduction to Sports Medicine Course 2: Sports Medicine I Course 3: Sports Medicine II Course 4: Sports Medicine III
<b>Hopkilly and Tourist (Service)</b> Level 1 Course 1: Introduction to Hospitality and Tourism Management Course 2: Hospitality and Tourism Management Course 3: Hospitality and Tourism Management Course 4: Hospitality and Tourism Management	<b>Administration Services</b> Level 1 Course 1: Introduction to Business Administration Course 2: Business Administration I Course 3: Business Administration II Course 4: Business Administration III

<b>General Management</b> Level 1 Course 1: Introduction to General Management Course 2: General Management I Course 3: General Management II Course 4: General Management III	<b>Education and Training</b> Level 1 Course 1: Introduction to Education and Training Course 2: Education and Training I Course 3: Education and Training II Course 4: Education and Training III
<b>Introduction to Manufacturing Technology</b> NCCER, OSWA, all NCCER Level 1 Course 1: Introduction to Manufacturing Technology Course 2: Manufacturing Technology I Course 3: Manufacturing Technology II Course 4: Manufacturing Technology III	<b>Human Services</b> Level 1 Course 1: Introduction to Human Services Course 2: Human Services I Course 3: Human Services II Course 4: Human Services III
<b>The Technology Center</b> Level 1 Course 1: Introduction to Technology Course 2: Technology I Course 3: Technology II Course 4: Technology III	<b>Hospitality and Tourism</b> Level 1 Course 1: Introduction to Hospitality and Tourism Course 2: Hospitality and Tourism I Course 3: Hospitality and Tourism II Course 4: Hospitality and Tourism III
<b>Building Construction</b> Level 1 Course 1: Introduction to Building Construction Course 2: Building Construction I Course 3: Building Construction II Course 4: Building Construction III	<b>Sports Medicine</b> Level 1 Course 1: Introduction to Sports Medicine Course 2: Sports Medicine I Course 3: Sports Medicine II Course 4: Sports Medicine III

<b>Early Childhood Education</b> Level 1 Course 1: Introduction to Early Childhood Education Course 2: Early Childhood Education I Course 3: Early Childhood Education II Course 4: Early Childhood Education III	<b>Law Enforcement Services</b> Level 1 Course 1: Introduction to Law Enforcement Services Course 2: Law Enforcement Services I Course 3: Law Enforcement Services II Course 4: Law Enforcement Services III
<b>Information Support Services</b> Level 1 Course 1: Introduction to Information Support Services Course 2: Information Support Services I Course 3: Information Support Services II Course 4: Information Support Services III	<b>Construction</b> Level 1 Course 1: Introduction to Construction Course 2: Construction I Course 3: Construction II Course 4: Construction III
<b>Computer Programming</b> Level 1 Course 1: Introduction to Computer Programming Course 2: Computer Programming I Course 3: Computer Programming II Course 4: Computer Programming III	<b>Health Science Technology</b> Level 1 Course 1: Introduction to Health Science Technology Course 2: Health Science Technology I Course 3: Health Science Technology II Course 4: Health Science Technology III
<b>Automotive Technology</b> Level 1 Course 1: Introduction to Automotive Technology Course 2: Automotive Technology I Course 3: Automotive Technology II Course 4: Automotive Technology III	<b>Human Services</b> Level 1 Course 1: Introduction to Human Services Course 2: Human Services I Course 3: Human Services II Course 4: Human Services III

<b>Law, Public Safety and Security</b> Level 1 Course 1: Introduction to Law, Public Safety and Security Course 2: Law, Public Safety and Security I Course 3: Law, Public Safety and Security II Course 4: Law, Public Safety and Security III	<b>Science, Technology, Engineering and Mathematics</b> Level 1 Course 1: Introduction to Science, Technology, Engineering and Mathematics Course 2: Science, Technology, Engineering and Mathematics I Course 3: Science, Technology, Engineering and Mathematics II Course 4: Science, Technology, Engineering and Mathematics III
<b>Transportation</b> Level 1 Course 1: Introduction to Transportation Course 2: Transportation I Course 3: Transportation II Course 4: Transportation III	<b>Education and Training</b> Level 1 Course 1: Introduction to Education and Training Course 2: Education and Training I Course 3: Education and Training II Course 4: Education and Training III

# 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.

Principals, please complete the information fields below by indicating the continuing and new positions you plan to fund using 2021-2022 Title I allocations. As a reminder, *parent liaisons* and *school-level instructional technologists* are required positions for all Title I schools. Please email the completed document to Sharon Wilson by 8:00 a.m. Friday, May 14, 2021.

School: \_\_\_\_\_

Title I Positions	Continuing Position For 2021-2022	New Position For 2021-2022
Parent Liaison		
School Level Instructional Technologist		
Math Coach		
Reading Interventionist		
Math Interventionist		
Behavior Interventionist		
Mental Health Counselor		
Other: _____		

School Name: St. James Gillard

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

SCDE has issued the 2021-2022 Title I allocations to SC school districts allowing schools to plan based on their needs assessment. Schools are asked to complete the Title I Position document to indicate continuing and new positions planned to fund with 2021-2022 Title I allocations, based on information shared during their Title I presentations. The Title I schools collaborated with their leadership team and stakeholders to identify necessary staffing needs. Human Resources supports this process by posting new vacant/positions in preparation for the interviewing/hiring process.

Addressing the needs of our early childhood students is essential to ensuring students benefit from a strong educational foundation. To that end, OCSD requested 8 additional classrooms through the SCDE CERDEP office. SCDE approved this request affording OCSD to serve 160 additional pre-kindergarten students for the 2021-2022 school year.

All Principals, Senior Staff Departments, and I participated in budget meetings to review current staffing, request additional staffing, identify vacancies and overages and present their rationale for proposed additions and deletions to current staffing levels. These meetings are important to ensure that the staffing level of each school meets the student-teacher projections and to ensure all staffing levels are appropriate as to mitigate any negative impact to the district's overall budget.



**TO:** Dr. Shawn Foster, Superintendent, Orangeburg County School District  
Dr. Charlene Stokes, District Coordinator of Early Learning Programs

**FROM:** Quince Moore, Ed.D.,  
Director, Office of Early Learning and Literacy

**DATE:** April 19, 2021

**RE:** South Carolina Child Early Reading Development and Education Program (CERDEP) 2021-22 School Year Classroom Expansion and/or Extended Day Approval

Read to Succeed Act Section 59-156-120 and Provision 1.69 outline the South Carolina Child Early Reading Development and Education Program (CERDEP) expansion. The South Carolina Department of Education (SCDE) Office of Early Learning and Literacy (OELL) previously reached out to district superintendents and CERDEP coordinators in January 2021 to determine the number of CERDEP classroom(s) expansion and/or extended day requests for the 2021-22 school year. The purpose of this memo is to confirm approval of your request for additional CERDEP classrooms and/or extended day. Approvals were determined based on the priorities set forth in legislation.

Please review the information below and use the letter of confirmation to verify your district's number of CERDEP expansion classroom(s) and/or extended day requests for the 2021-22 school year. The letter of confirmation also will allow you to verify that your district is maintaining a waiting list of 4K students who meet the CERDEP income eligibility requirements. The letter of confirmation is due by **May 3, 2021**. In addition, please complete the attached CERDEP Supply and Materials Application for each new classroom by **July 16, 2021**.

Your district indicated an interest in expanding your current CERDEP program by adding classrooms for the 2021-22 school year. Your district is approved to offer the following:

Number of additional classrooms requested	Number of additional classrooms approved
8	8

ROUTE/BUILDING - 1429 SENATE STREET - COLUMBIA, SC 29201

Proposed Allocation (Title I)	Line #	4K	Number of Children				First Grade				Total	4K-1st	1st-2nd		
			FF 21	FF 22	FF 23	FF 24	FF 21	FF 22	FF 23	FF 24					
OCSD - 4K - 1st - 2nd - 3rd - 4th - 5th - 6th - 7th - 8th - 9th - 10th - 11th - 12th															
Belhaven Elementary	12	25	30	30	30	30	2	1	30.00	15.00					
Brookdale	36	17	31	2	33	31	2	1	31.00	15.50					
Dover	44	20	41	2	43	41	2	2	20.50	20.50					
Edisto Elementary	53	0	0	0	0	0	0	0	0.00	0.00					
Edisto Primary	26	66	131	4	135	131	4	0	21.83	16.38					
Elmore	47	18	37	2	39	37	2	0	9.25	9.25					
Holly Hill	19	36	49	3	52	49	3	2	24.50	12.25					

# 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.

The weekly chart identifying the schools team members should attend allows the C&I team to distribute support throughout the division in an equitable manner. A support link is used with the curriculum and instruction division team members, to document support to schools. This allows us to analyze the areas where support is provided the most or the least. The trends are examined to plan next steps.



OCSD C & I Division School Visits  
October and November

Schools	Collaborative Teams
Bethune Bowman Complex	Veronica Scott
Lockett Branchville Complex	Wanda McMichael
Brookdale Elementary	Terry Fludd
Howard Middle	Anna Smith
Whittaker Elementary	Vickel Darby
Marshall Elementary	Charlene Stokes
Sheridan Elementary	Priscilla Hollington
Dover Elementary	Terry Fludd
North Middle High	Anna Smith
Hunter Kinard Tyler Complex	Vickel Darby
Cope Career Center	Kevin Lemon
Technology Center	Andress Carter-Sims
Edisto Primary	Yvonne Mitchell
Edisto Elementary	Charlene Stokes
Carver Edisto Middle	Priscilla Hollington
Edisto High School	Veronica Scott
Holly Hill Elementary	Wanda McMichael
Holly Hill Elementary	Amanda Looper
Holly Hill Roberts Middle	Deendra Wright
St. James Gilliard Elementary	Sharon Wilson
Vance-Providence Elementary	Quencenia Dantzler
Elmore Elementary	Derrick James
Lake Marion High School	Amanda Looper
	Deendra Wright

OCSD C & I Division School Visits  
March and April

Schools	Collaborative Teams
Lockett Elementary	Amanda Looper
Branchville Middle High	Wanda McMichael
Carver-Edisto Middle	
Vance-Providence Elementary	
Brookdale Elementary	Terry Fludd
Howard Middle	Vickel Darby
Whittaker Elementary	
Dover Elementary	
Marshall Elementary	Charlene Stokes
Sheridan Elementary	Priscilla Hollington
St. James Gilliard Elementary	
Vance-Providence Elementary	
Edisto Primary	
Edisto Elementary	Quencenia Dantzler
Mellichamp Elementary	Yvonne Mitchell
Riverton Elementary	
Edisto High School	Anna Smith
North Middle High	Kevin Lemon
Cope Technology Center	
Lake Marion Technology Center	
Holly Hill Elementary	Deendra Wright
Holly Hill Roberts Middle	Sharon Wilson
Elmore Elementary	
Lake Marion High School	
WJ Clark Middle	
Orangeburg Wilkinson High	
The Technology Center	
Hunter Kinard Tyler Complex	
Bethune Bowman Complex	Derrick James
Lake Marion High School	Andress Carter-Sims
Hunter Kinard Tyler Elementary	

# 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.



The innovative OWL camera in every classroom has afforded our teachers the opportunity to engage those students that were learning from home while also providing instruction to students that were face to face. Our innovation caught the interest of other districts. As a result, a few districts visited OCSD schools to observe the innovation up close and personal. Not only have the OWL cameras allowed us to be innovative, but also our CISCO labs which are in every middle and high school as well as our technology centers. The OWL cameras and CISCO labs support distance learning, team teaching, and teacher collaboration.

These technologies promote schools collaborating with PD using this technology.

## OWL Deployment

- ❖ Enhance simultaneous instruction
  - ❖ Virtual & Face-to-Face
- ❖ 360° Camera, microphone, and speaker
- ❖ 6 Schools
- ❖ Connect to SmartBoard and Device
- ❖ Professional Learning Opportunities

# Superintendent candidate: 'It is about children'; Foster says students should graduate with job skills

The Orangeburg District  
Gene Zaleski Jun 15, 2020

"This article, published June 15, 2020, details the promises made as a candidate for the superintendency.



Looking back a year to the date later, it's gratifying to see so much of it underway."

Dr. Shawn Foster says he understands Orangeburg County parents want their children to have a solid educational foundation.

"It is about children," Foster said Monday. "It is about the young man and young lady who are standing at a bus stop trying to get to school."

"It is about a parent wanting the very best for their children," he said. "Even though there are barriers along the way and even though there are things they may not understand."

Foster is one of two candidates to become the next superintendent of the Orangeburg County School District. He spoke to the public at three events Monday, including addressing a couple dozen people at Orangeburg-Wilkinson High School.

Foster told those gathered that his life was not easy when he was growing up. He grew up in poverty in a single-parent home.

His mother worked and did not drive. She would give Foster a house key tied to a shoe lace and 35 cents so he could take the city bus to the school bus stop.

"I remember my mom always saying, 'You be good, you do what is right, you work hard and you make good decisions,'" Foster said.

He is passing those lessons to his own children.

"That is why I am who I am today. It is why I lead and why I have been leading the past two decades," he said. "It's who I am."

Foster says he has been engaged with Orangeburg County schools long before the superintendent position opened up, as he sat in on town hall meetings before consolidation.

"My communication style is simple," he said. "You tell people what you are going to do, give them an update on where you are and then you tell them when it is done. If I don't tell people it is done, then it ain't done."

Ensuring students are college-ready is about, "turning our school system from being a product-driven school system to a solutions-focused school system."

"It is my goal to make sure not only do we have students earn their diploma, but they graduate with the skill that someone is willing to pay them for so they can make a living wage and provide for their family," he said.

Foster said apprenticeship opportunities need to start as early as the 10th grade.

Foster said he helped write the district's Summer Youth Jumpstart Program. The program helps high school seniors get job experiences to enhance their work skills.

If he's selected to be the next superintendent, Foster said he'll focus on facility improvement, financial solvency, personnel, technology and instruction for the next five years as part of his strategic plan. He said it will take a team effort involving the entire community and stakeholders.

Foster said an early focus on social and emotional skills will help students struggling academically.

"We have to teach them behaviors just as well as we teach them application," he said.

Foster said adult mentoring is also needed.

"We can't suspend children just for the sake of suspending them, but we can't love them into failure either. We can't allow ourselves to feel sorry for a child because of a circumstance," he said.

To help close achievement gaps, Foster says he would like for retired teachers to take books to young mothers at the Regional Medical Center.

"They get a book, they get information on the school district, they get a list of resources to help them with early literacy," Foster said.

For older grades, he said there needs to be a universal identifier or screener that can identify a child's deficiencies on an individual basis.

Foster says he will be open and accessible to all district employees.

Mellichamp Elementary School assistant principal Dr. Elrica Glover said Foster offered "a very genuine presentation."

"I do believe he has the children at heart for what he wants to do in our district. I am looking forward to hearing more from him, but I was very impressed with his presentation," she said.

Destynei Tiller, professional school counselor, said "I am very impressed with his knowledge and his ability to articulate his thoughts about our school district.

"It does seem like he would be a person who comes in and has a plan, so I am excited to see that. I appreciate his welcoming attitude. He was very open to anything that we had to ask."

Later in the day Foster got to meet with parents, teachers and other community members at Lake Marion High School and Edisto High School.

Foster has served as the chief officer for Operations and Student Services for the Aiken County School District since 2015. He previously served as director of Student and Administrative Services for Spartanburg School District 7.

He received a bachelor's degree in social work from Livingstone (NC) College, a master's degree in counseling from Webster University, a master's degree in divergent learning from Columbia College and a doctorate in administration from South Carolina State University.

The community will be able to meet the second finalist for the position, Dr. Valarie Williams, on Tuesday.