



Minutes/ June 11, 2012

The Board of Trustees of School District Five of Lexington and Richland Counties met at Seven Oaks Elementary School with the following members present:

Mr. Robert Gantt, Chairman  
Mrs. Beth Burn Watson, Vice Chairman  
Mrs. Ellen Baumgardner, Secretary  
Mrs. Jan Hammond  
Mrs. Kim Murphy  
Mr. Jim Turner  
Mr. Ed White  
Dr. Stephen Hefner, District Superintendent

The following staff were in attendance:

Ms. Helen Anderson, Chief Instructional Services Officer  
Dr. Angela Bain, Chief Human Resource Services Officer  
Dr. Karl Fulmer, Chief Financial Services Officer  
Mr. Michael Harris, Director of Student Services  
Mr. Keith McAlister, Director of New Design and Construction

Chairman Robert Gantt called the meeting to order and gave welcoming remarks.

The Invocation was given by Dr. Karl Fulmer. The Pledge of Allegiance was led by Dorothy Andrews and Robert Gantt.

During the public participation, George Burbach spoke regarding what are we teaching our kids; and Craig Young spoke regarding parent involvement and transparency.

SCHOOL DISTRICT FIVE  
OF  
LEXINGTON AND RICHLAND COUNTIES

Meeting of June 11, 2012

		B A U M G A R D N E R	G A N T	H A M M O N D	M U R P H Y	T U R N E R	W A T S O N	W H I T E
1.	M. Baumgardner                      S. Watson  Enter executive session to consider the following: a) selected employment items (Exhibit A); and b) legal briefing regarding lawsuit filed by Matthew Alexander Nielson, and the Freedom From Religion Foundation, Inc., versus School District Five of Lexington and Richland Counties	X	X	X	X	X	X	X
2.	M. Watson                                      S. Baumgardner  Approve the agenda	X	X	X	X	X	X	X
3.	M. Watson                                      S. Baumgardner  Approve the selected employment items (Exhibit A)	X	X	X	X	X	X	X
4.	M. Watson                                      S. Baumgardner  Approve the naming of the new high school to be opened in August 2013 "Spring Hill High School" (Exhibit B)  M. Murphy                                      S.  Table this so that we do adequately get it out to the community so that we have buy in for this  Vote on original							
5.	M. Watson                                      S. Baumgardner  The Board approve the Resolution that requests the South Carolina School Board's Association to add to it's upcoming legislative agenda a request to the South Carolina Legislature for flexibility in instructional material funding, to allow for the purchase of e-books, and other technology in addition to standard textbooks (Exhibit C)	X	X	X	A	X	X	X
6.	M. Murphy                                      S.  Transcribe this meeting and put it on the District's website							

A = Absent  
AB = Abstain  
N = No  
X = Yes  
R = Recuse

SCHOOL DISTRICT FIVE  
OF  
LEXINGTON AND RICHLAND COUNTIES

Meeting of June 11, 2012

		B A U M G A R D N E R	G A N T T	H A M M O N D	M U R P H Y	T U R N E R	W A T S O N	W H I T E
M. Watson	S. White	X	X	X	X	X	X	X
<p>After reviewing Dr. Hefner's report on the District's progress and hearing six board member's comments this evening regarding Dr. Hefner's performance, I move that we conclude as a Board that Dr. Hefner receive an excellent evaluation for the 2011-2012 school year. I move that as a result of Dr. Hefner's overall excellent evaluation that Dr. Hefner's employment contract with the District be extended by one year or through June 30, 2016. I further move that the Board Chairman be authorized to prepare a summary letter on behalf of the Board regarding Dr. Hefner's evaluation based on the Board's action and discussion this evening.</p>								
7. M. Watson	S. Baumgardner	X	X	X	A	X	X	X
<p>Approve the minutes of the May 21, 2012 board meeting</p>								
8. M. Baumgardner	S. White	X	X	X	X	X	X	X
<p>Adjourn at 9:15 p.m.</p>								

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Attach to the minutes Beth

We heard evaluation comments in open session from six (6) board members who were willing to be open and transparent with Dr. Hefner's evaluation, while one board member, Kim Murphy, announced that she is going to submit a written evaluation which is neither open or transparent. ~~Kim~~ Kim Murphy's hypocrisy ~~continues~~ continues.

Beth Watson 6/11/2012

Attachment 1 is included with the minutes of the 6-11-12 meeting, at the request of Board member Beth Watson pursuant to S.C. Code Ann. §30-4-90(a)(4) and Board Policy BEDG. The Board majority did not approve, disapprove, or otherwise act upon the contents of this attachment.

Item "For The Record" requested by **Robert Gantt** for attachment to the Minutes.

### STATEMENT REGARDING DR. HEFNER'S PUBLIC EVALUATION PROCESS

I want to welcome everyone to our meeting this evening. The Board will be conducting the performance evaluation of our Superintendent, Dr. Steve Hefner, and we look forward to receiving an extremely positive report from Dr. Hefner about the tremendous progress we have made in our District during the past school year.

Prior to tonight's meeting early discussion about the process was unfortunately misrepresented in an article in the State Newspaper as "secretive" and portrayed as not proper. It is very proper and normal to have discussion in Executive Session regarding the Superintendent's contract. Probably 99% of School Districts, including School District 5 have that discussion annually. The formal vote and comments are always made in public by District 5. District 5 will continue to follow the law. The unwanted and unnecessary distraction was eliminated by Dr. Hefner in an e-mail (5/17/12) offering to have the entire process done in public which is what is planned tonight.

On Monday, June 4, 2012, Dr. Hefner sent each Board member his assessment of the District's performance for the 2011-12 school year. You will recall that Dr. Hefner began working under a four-year contract as District Superintendent on April 1, 2011.

In the June 4 memorandum, Dr. Hefner explains that upon accepting the Superintendent's position on April 1, he elected to use the three required actions identified by the Southern Association of Colleges and Schools (SACS) for District Five to receive renewal of its accreditation in 2015 as his goals as the Chief Executive Officer of the District for this school year. In his June 4 memorandum, Dr. Hefner provided a status report on each of the required SACS recommended actions, along with a brief summary of other relevant information he considers appropriate to his performance evaluation.

At the beginning of the discussion of Dr. Hefner's evaluation, Dr. Hefner will summarize his report. Following Dr. Hefner's presentation, each Board member will be given the opportunity to summarize orally, in a time frame preferably not to exceed five to seven minutes, his or her assessment of Dr. Hefner's performance as Superintendent in light of the SACS goals and the June 4 report Dr. Hefner has provided.

Following Dr. Hefner's presentation and the individual input from the Board members, I will entertain a motion from the Board that will express the Board's overall assessment of Dr. Hefner's performance, as well as any actions proposed regarding his contract.

As required by the contract, after the meeting this evening, I will prepare a draft letter summarizing the evaluation results reached at meeting this evening, for review by each Board member before the letter is finalized. I have also already asked Dr. Hefner to prepare formal proposed goals for the 2012-13 school year for the Board's consideration at our July 2012 Board meeting.

At this time, I will call upon Dr. Hefner to provide us with his report on the District's progress during this past school year.

Attachment 2 is included with  
the minutes of the 6-11-12  
meeting, at the request of Board member  
Robert Gantt  
pursuant to S.C. Code Ann. § 30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise



June 4, 2012

Ms. Kim Murphy  
154 Old Laurel Lane  
Chapin, South Carolina 29036

Attachment 3 is included with  
the minutes of the 6-4-12  
meeting, at the request of Board member  
Robert Gantt  
pursuant to S.C. Code Ann. §30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise  
act upon the contents of this attachment.

Dear Ms. Murphy:

You have asked that I respond to several ongoing questions about the process originally proposed for Dr. Hefner's evaluation. While most of your questions are no longer relevant, I believe it is important that I respond to your assertion that it was not appropriate for the Board to go into executive session at its meeting on May 7, 2012. Your assertion is totally inaccurate.

As you stated, the Board's agenda for that evening indicated the Board was going into executive session for "Receipt of legal advice on the contractual procedures for the Superintendent's evaluation." This was an entirely proper basis to go into executive session. As provided in S.C. Code Ann. § 30-4-70, the Board may go into executive session for "discussion of employment, appointment, compensation, promotion, demotion, discipline, or release of an employee," or "the receipt of legal advice." During executive session that evening, the Board's attorneys were present to provide legal advice to ensure the Board was complying with a very significant provision of the Superintendent's contract regarding his evaluation and employment.

In our executive session, there was discussion of a process that would comply with these contractual provisions and questions were asked from several Board members. While you have asserted that you did not believe legal advice was provided during that discussion, your opinion is neither well informed nor valid on this issue. You should also be aware that, in addition to advice couched in narrow legal terms, legal advice may refer not only to law but to other considerations that may be relevant to the client's situation. See South Carolina Rules of Professional Conduct, Rule 2.1.

The selection, hiring, and evaluation of the Superintendent is one of the most important functions of the Board. Ensuring the evaluation and the evaluation process fully comply with contractual and legal rights of the Superintendent is essential to the best interests of the District, the Board, and the Superintendent.

Your assertion that the Superintendent's contract is a public document is correct. However, your attempt to suggest that that the Board should not receive legal advice during executive session on the interpretation, application, or amendment of a public document is incorrect. The remainder of your questions are not relevant and I do not intend to provide any further response(s). Our opinions are obviously quite different and the legal advice the Board received is very relevant and appropriate to the Board's responsibility for conducting Dr. Hefner's evaluation, in my opinion.

Sincerely,



Robert W. Gantt  
Board Chairman

c: All Board Members

Attachment 4 is included with  
the minutes of the 6-11-12  
meeting, at the request of Board member  
Robert Gantt  
pursuant to S.C. Code Ann. § 30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise  
act upon the contents of this attachment.

Item "For The Record" requested by **Robert Gantt** for attachment to the Minutes.

Attachment 5 is included with  
the minutes of the 6-11-12  
meeting, at the request of Board member  
Robert Gantt  
pursuant to S.C. Code Ann. §30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise  
act upon the contents of this attachment.



## MEMORANDUM

Item "For The Record" requested by **Robert Gantt** for attachment to the Minutes.

**TO:** Board of Trustees  
School District Five of Lexington and Richland Counties

**FROM:** Robert Gantt, Board Chairman

**DATE:** June 7, 2012

**RE:** Superintendent's Evaluation

On Monday, June 4, 2012, Dr. Hefner sent each Board member his assessment of the District's performance for the 2011-12 school year. You will recall that Dr. Hefner's term as Interim Superintendent ended on March 31, 2011, and he began working under a four-year contract as District Superintendent on April 1, 2011.

In the June 4 memorandum, Dr. Hefner explains that upon accepting the Superintendent's position on April 1, he elected to use the three required actions identified by the Southern Association of Colleges and Schools (SACS) for District Five to receive renewal of its accreditation in 2015 as his goals as the Chief Executive Officer of the District for this school year, i.e., 2011-12. Dr. Hefner's memorandum explains that the District Five staff was already engaged in working on the three required actions prior to his assuming the superintendency. In his June 4 memorandum, Dr. Hefner provided us as Board members, and ultimately the public, a status report on each of the required SACS recommended actions, along with a brief summary of other relevant information he considers appropriate to his performance evaluation.

At the beginning of the discussion of Dr. Hefner's evaluation on June 11, Dr. Hefner will summarize his report during public session. Following Dr. Hefner's presentation, each Board member will be given the opportunity to summarize orally, in a time frame preferably not to exceed five to seven minutes, his or her assessment of Dr. Hefner's performance as Superintendent in light of the SACS goals and the June 4 report Dr. Hefner has provided. I ask that each Board member in advance of the June 11 Board meeting carefully review Dr. Hefner's June 4 memorandum and come prepared to make his or her own assessment of Dr. Hefner's performance during the past year.

Following Dr. Hefner's presentation and the individual input from the Board members, I will entertain a motion from the Board that will express the Board's overall assessment of Dr. Hefner's performance, as well as any actions proposed regarding his contract. I wish to remind you that Dr. Hefner's employment contract with the Board provides in Section 4(e):

Contingent upon receipt of a satisfactory evaluation for the 2011-12 school year, as determined in good faith by the Board, an annual contribution to an annuity of the Superintendent's choosing shall be made in an amount equivalent to 10% of the Superintendent's base contractual salary.

In addition to this action, I will ask the Board if there are any other changes in the District's employment contract with the Superintendent we would like to make in light of the Board's conclusions about Dr. Hefner's performance in our June 11 discussion.

As required by the contract, I will prepare a draft letter summarizing the evaluation results reached at our June 11 Board meeting for review by each Board member before the letter is finalized. I have also already asked Dr. Hefner to prepare formal proposed goals for the 2012-13 school year for the Board's consideration at our July 2012 Board meeting.

Thank you for your cooperation in this matter. Please contact me with any questions.

c: Dr. Stephen W. Hefner

Item "For The Record" requested by **Robert Gantt** for attachment to the Minutes.

Attachment 6 is included with  
the minutes of the 6-11-12  
meeting, at the request of Board member  
Robert Gantt  
pursuant to S.C. Code Ann. §30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise  
act upon the contents of this attachment.

*Kim Murphy*

Attachment 7 is included with the minutes of the 6-11-12 meeting, at the request of Board member

pursuant to S.C. Code Ann. § 90-4-90(a)(4) and Board Policy BLEDG. The Board majority did not approve, disapprove, or otherwise act upon the contents of this attachment.

**Superintendent Hefner's Evaluation – June 11, 2012**

Dr. Hefner, I certainly appreciate the time that you have spent outlining the goals that you have established for yourself as well as the district. And I am certainly prepared to vote now on the acceptance of these goals as well as your overall performance rating. However, I do have some concerns relative to the process that has been employed in conducting your evaluation. Recognizing that this was not a process that was or should have been of your choosing, my comments are directed at my colleagues in hopes that we may engage in further dialogue on the matter and construct a more relevant and robust tool moving forward.

First, in reviewing district policy (which I will attach to this written statement), the process and instrument we are utilizing in this particular instance is inconsistent with the process outlined in the written policy. I won't take time now to spell out those inconsistencies individually, but they are evident in reviewing both written documents.

Secondly, in accordance with district policy, the evaluation process and instrument should not only clearly articulate and assess the superintendent's progress toward meeting, and/or hopefully exceeding the expectations of the job description, but rather should also establish and identify new priorities and objectives for performance.

So, although I am prepared this evening to accept what we have in place as it is all we have in place, I am also proposing that we not find ourselves in this same position next year. I agree wholeheartedly with Mr. Gantt's words to me in a recent e-mail exchange. He articulated that a constructive evaluation process is essential to enable us to retain and obtain the best superintendents. As I believe we are all in agreement with this notion, I would assert that we must utilize this opportunity to develop that constructive evaluation process. Therefore, I am also submitting for your review, and hopefully for further discussion, a sample evaluation instrument (provided by a representative from another school district) for us to consider and possibly use to evaluate progress moving forward.

From Mr. Gantt's memo dated June 7, I understand that Dr. Hefner has been asked to prepare formal goals for his performance for the upcoming school year. And although I do believe his input into the goal setting process is not only good, but essential, I would also request that we as board members set aside time in the very near future to discuss our priorities for our superintendent (again, in accordance with district policy). Once Dr. Hefner has the opportunity to review any and all feedback, as well as priorities as set by the board, then and only then, can he construct truly meaningful and relevant goals for his success.

In conclusion, ~~I have utilized~~ the sample document to provide informal, supplemental feedback to Dr. Hefner regarding his performance. I will submit this written feedback on the record along with this statement and accompanying documents. I would request that all would be placed in the superintendent's file and available to the public in accordance with the Freedom of Information Act.

*\* since we have just received the evaluation package and have just been briefed on how this evaluation would take place, I will be utilizing...*

item "For The Record" requested by Kim Murphy for attachment to the minutes.

Item "For The Record" requested by Kim Murphy for attachment to the Minutes.

Superintendent of Schools Evaluation Instrument

AR-2115

**NOTE: This instrument must reflect the evaluative criteria and/or goals as per the Supt's./Board agreement and contract. I will substitute your district's evaluation format or you may scan it into your computer files.**

Please note that this is a sample evaluation form only

The board of education of **Alliance Public Schools** recognizes the importance of ongoing communications between the board of education and the superintendent of schools with respect to the performance of the superintendent. Without continuing mutual communication the board of education cannot fully understand the goals and methodology of the administrator, nor can the superintendent fully perceive the priorities of the board of education.

Superintendent Performance Standards Evaluation Form

Name: \_\_\_\_\_ Yrs. In Position: \_\_\_\_\_ Date: \_\_\_\_\_

Ratings:

- (A) Acceptable. Meets district administrator standards stated exception.
- (N) Not Acceptable. Does not meet district administrator standards, stated exceptions, requires improvement.

A. Job Description.

1. Roles, responsibilities, duties of the position:

- (A) (N) a. Performs as per district policy and procedures.
- (A) (N) b. Performs as per board's directives and /or requests.
- (A) (N) c. Performs as per contract terms and commitments.

2. Superintendent evaluation or remediation requirements and time table.

- (A) (N) a. Performance complies with evaluation plans and deadlines.

Board Consensus Comments:

\_\_\_\_\_  
\_\_\_\_\_

Attachment 8 is included with the minutes of the 6-11-12 meeting, at the request of Board member Kim Murphy pursuant to S.C. Code Ann. §30-4-90(a)(4) and Board Policy BEDG. The Board majority did not approve, disapprove, or otherwise act upon the contents of this attachment.

Item "For The Record" requested by Kim Murphy for attachment to the Minutes.

B. Performance Dimensions and Standards.

B.1 District Leadership:

1.1 Judgment:

- (A) (N) a. Aligns with school policy, administrative requests/directives.
- (A) (N) b. Applied consistently in varied situations as appropriate.
- (A) (N) c. Is considered to be reasonable and prudent.
- (A) (N) d. Is consistent with educational practices and community values.

1.2 Administrative Staff Effectiveness:

- (A) (N) a. Provides appropriate leadership and direction to principals.
- (A) (N) b. Concisely identifies principal's strengths and weaknesses.
- (A) (N) c. Prescribes prudent remediation plan for necessary improvements.
- (A) (N) d. Achieves quality and/or improved performances of principals.

1.3 Goals and Objectives:

- (A) (N) a. Superintendent adopts annual and long-range goals.
- (A) (N) b. Assists board of education in developing district goals.
- (A) (N) c. Objectives in goal or target areas are identified.
- (A) (N) d. Appropriate action plans are developed and shared with board of education.
- (A) (N) e. Annual assessment of progress to meet goals are made.

1.4 Budget and School Finance:

- (A) (N) a. Budgets are accurately, properly prepared and reported.
- (A) (N) b. Exercises proper controls with district expenditures.
- (A) (N) c. Utilizes proper management and supervision practices.
- (A) (N) d. Provides the board of education with proper and/or requested financial reports.

1.5 Facilitating Change:

- (A) (N) a. Aware of educational research and implications.
- (A) (N) b. Assesses staff, student, community needs.
- (A) (N) c. Demonstrates ability to re-energize staff and programs.

1.6 School Improvement:

- (A) (N) a. Leadership exhibited within K-12 initiatives.
- (A) (N) b. Delegates responsibility, authority to appropriate staff.
- (A) (N) c. Provides appropriate level of assessments, evaluation for the board of education.

Attachment 9 is included with  
the minutes of the 6-11-12  
meeting, at the request of Board member  
Kim Murphy  
pursuant to S.C. Code Ann. § 30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise  
act upon the contents of this attachment.

Item "For The Record" requested by **Kim Murphy** for attachment to the Minutes.

Board of Education Consensus Comments:

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**B.2 Organizational Management:**

**2.1 Personnel Management:**

- (A) (N) a. Makes appropriate, effective staffing assignments.
- (A) (N) b. Recommends best-qualified personnel available for employment.
- (A) (N) c. Fosters an overall effective staff morale.

**2.2 Completion of Duties:**

- (A) (N) a. Meets due dates for assigned duties, reports.
- (A) (N) b. Provides board of education with timely, accurate reports and information.
- (A) (N) c. Follows through with goals, action plans.
- (A) (N) d. Provides for maintenance and upkeep of school property and equip.

**2.3 Operation of Organization:**

- (A) (N) a. Staff performs effectively, smoothly.
- (A) (N) b. Leadership exhibits authoritative control.
- (A) (N) c. Decisions are firm, consistent, and timely.
- (A) (N) d. Performs within policy and expectations.

**2.4 Operation of Organization:**

- (A) (N) a. Provides a day to day supervision.
- (A) (N) b. Achieves quality staff performance.
- (A) (N) c. Achieves effective and intended results.

**2.5 Management Practices:**

- (A) (N) a. Available and accessible on a day to day basis.
- (A) (N) b. Visible within buildings, community and at events.
- (A) (N) c. Insists on appropriate staff supervision.
- (A) (N) d. Makes firm and timely decisions.

Attachment 10 is included with the minutes of the 6-11-12 meeting, at the request of Board member Kim Murphy pursuant to S.C. Code Ann. §30-4-90(a)(4) and Board Policy BEDG. The Board majority did not approve, disapprove, or otherwise act upon the contents of this attachment.

Item "For The Record" requested by **Kim Murphy** for attachment to the Minutes.

B.3 School and Community Relations:

3.1 With Board of Education:

- (A) (N) a. Fosters positive working relationship with board of education.
- (A) (N) b. Provides the board of education with information it needs or requests.
- (A) (N) c. Supports board of education policy and decisions among public and staff.
- (A) (N) d. Provides honest and open communications with the board of education.

3.2 With District Staff:

- (A) (N) a. Generally fosters positive staff attitude and performances.
- (A) (N) b. Gives firm, consistent and timely decisions.
- (A) (N) c. Generally gains respectful and consistent following of staff.
- (A) (N) d. Recruits and assigns best available personnel in terms of competencies.

3.3 With Parents and Patrons:

- (A) (N) a. School information disseminated effectively.
- (A) (N) b. Follow through provided to minimize concerns.
- (A) (N) c. Gives firm and consistent decisions.
- (A) (N) d. Fosters positive parent and patron relationships.
- (A) (N) e. Promotes the district to the community.
- (A) (N) f. Gains positive community perceptions and relations.

3.4 With the Community:

- (A) (N) a. Fosters positive community attitudes.
- (A) (N) b. Develops plans to meet community needs.
- (A) (N) c. Promotes school as a community service.
- (A) (N) d. Works effectively with the press or other public entities.

Board of Education Consensus Comments:

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Attachment 11 is included with  
the minutes of the 6-11-12  
meeting, at the request of Board member  
Kim Murphy  
pursuant to S.C. Code Ann. §30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise  
act upon the contents of this attachment.

Item "For The Record" requested by **Kim Murphy** for attachment to the Minutes.

B.4 Personal Skills:

4.1 Communications:

- (A) (N) a. Provides effective and concise message.
- (A) (N) b. Is effective with individuals and groups.
- (A) (N) c. Is clear, concise, and appropriate with statements and messages.
- (A) (N) d. Provides a consistent message to various audiences.

4.2 Group Leadership:

- (A) (N) a. Exhibits planned and organized leadership skills.
- (A) (N) b. Is seen and perceived as a leader by various groups and committees.
- (A) (N) c. Delegates responsibility when appropriate.

4.3 Decision-making:

- (A) (N) a. Makes decisions as and when needed.
- (A) (N) b. Makes decisions which are fair, timely, and consistent.
- (A) (N) c. Makes decisions so as to gain appropriate results.
- (A) (N) d. Does not avoid the 'tough' decisions.
- (A) (N) e. Assumes appropriate responsibility and accountability.

Board of Education Consensus Comments:

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Attachment 12 is included with the minutes of the 6-11-12 meeting, at the request of Board member Kim Murphy pursuant to S.C. Code Ann. §30-4-90(a)(4) and Board Policy BEDG. The Board majority did not approve, disapprove, or otherwise act upon the contents of this attachment.

B.5 Personal Development:

5.1 Stress Tolerance:

- (A) (N) a. Remains in control of personal conduct.
- (A) (N) b. Maintains professional composure and attitude.
- (A) (N) c. Plans for organized approach to problems.

5.2 Personal Motivation:

- (A) (N) a. Time necessary to perform the job is invested.
- (A) (N) b. High expectations of self are apparent.
- (A) (N) c. High standards promoted through leadership.

5.3 Educational Values and Interests:

- (A) (N) a. High standard for self is apparent.
- (A) (N) b. Promotes education as a personal and community asset.
- (A) (N) c. Appropriate for job performance and responsibilities.

Board of Education Consensus Comments:

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Board's Summative Evaluation Statements:

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Board of education consensus of any performance areas noted as deficient:

- 1.
- 2.
- 3.
- 4.

Annual goals requested by the board of education for the following contract year:

- 1.
- 2.
- 3.
- 4.

Attachment 13 is included with the minutes of the 6-11-12 meeting, at the request of Board member Kim Murphy pursuant to S.C. Code Ann. §30-4-90(a)(4) and Board Policy BEDG. The Board majority did not approve, disapprove, or otherwise act upon the contents of this attachment.

Superintendent of schools comments and response:

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Item "For The Record" requested by **Kim Murphy** for attachment to the Minutes.

Item "For The Record" requested by **Kim Murphy** for attachment to the Minutes.

Superintendent of schools goals agreed to for the following contract year:

- 1.
- 2.
- 3.
- 4.

Assessment for contract year: \_\_\_\_\_

_____	_____	_____	_____
Superintendent of Schools	Date	President, Board of Education	Date

Consensus and Agreement of Board of Education Goals for the Superintendent of Schools:

Name: \_\_\_\_\_ For Contract Year: \_\_\_\_\_

It is intended that requested goals and/or target areas would be defined and mutually agreed to through discussions between the board of education and the superintendent of schools. If agreement on the goals is not attained, the board of education's consensus will prevail. It is further intended that the superintendent of schools will prepare appropriate action plans and timelines to work toward achievement of the defined goals. The board of education and the superintendent of schools will list and/or define three to five goals or target areas they desire to accomplish and/or to continue working toward. Additionally, they may agree to other long-range (3-5 years) goals.

The goals shall be intended to improve the overall job performance of the superintendent of schools and/or continually seek improvement in the school district's ability to provide a quality and relevant education for its students.

Annual Goals:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_

Attachment 14 is included with the minutes of the 6-11-17 meeting, at the request of Board member Kim Murphy pursuant to S.C. Code Ann. §30-4-90(a)(4) and Board Policy B.EDG. The Board majority did not approve, disapprove, or otherwise act upon the contents of this attachment.

Item "For The Record" requested by **Kim Murphy** for attachment to the Minutes.

3. \_\_\_\_\_

\_\_\_\_\_

4. \_\_\_\_\_

\_\_\_\_\_

5. \_\_\_\_\_

\_\_\_\_\_

Long Range Goals, if any.

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

Comments:

Signatures denote agreement and acceptance of goals as evaluative criteria.

\_\_\_\_\_  
Superintendent of Schools

\_\_\_\_\_  
Date

\_\_\_\_\_  
President, Board of Education

\_\_\_\_\_  
Date

Attachment 15 is included with  
the minutes of the 6-11-12  
meeting, at the request of Board member  
Kim Murphy  
pursuant to S.C. Code Ann. §30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise  
act upon the contents of this attachment.

## Policy »CBI« Evaluation of Superintendent

Issued 11/06

**Purpose:** To establish the basic structure for board evaluation of the superintendent that ensures board accountability to the community.

To maintain leadership and to promote professional excellence and improvement of the superintendent's skills, the board will formally evaluate the superintendent on an annual basis. Each member of the board will be involved in this evaluation.

The board will make the evaluation on the basis of the board's written statements concerning the abilities needed by, and the responsibilities and duties to be discharged by, the superintendent. The board will give the superintendent a written opinion on his/her abilities and performance in various areas. The document will be given to the superintendent and discussed with him/her in an executive session. The superintendent will be allowed to respond to the evaluation. A written summary of the evaluation and the superintendent's response will be maintained in the superintendent's personnel file.

The assessment of the superintendent's performance will result in review of his/her job description and appropriate changes to it as needed. It also will establish a foundation for identifying new priorities and objectives to be used as a basis for the next year's evaluation. The board may also consider adjustments in the superintendent's contract and rate of compensation on the basis of the evaluation.

Adopted 11/16/81; Revised 1/21/85, 11/27/06

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### SCHOOL DISTRICT FIVE OF LEXINGTON AND RICHLAND COUNTIES

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Attachment 14 is included with  
the minutes of the 6-11-12  
meeting, at the request of Board member  
Kim Murphy  
pursuant to S.C. Code Ann. §30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise  
act upon the contents of this attachment.

Item "For The Record" requested by **Kim Murphy** for attachment to the Minutes.



Attachment 17 is included with  
the minutes of the 6-11-12  
meeting, at the request of Board member  
Kim Murphy  
pursuant to S.C. Code Ann. §30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise  
act upon the contents of this attachment.

## MEMORANDUM

Item "For The Record" requested by **Kim Murphy** for attachment to the Minutes.

**TO:** Board of Trustees  
School District Five of Lexington and Richland Counties

**FROM:** Robert Gantt, Board Chairman

**DATE:** June 7, 2012

**RE:** Superintendent's Evaluation

On Monday, June 4, 2012, Dr. Hefner sent each Board member his assessment of the District's performance for the 2011-12 school year. You will recall that Dr. Hefner's term as Interim Superintendent ended on March 31, 2011, and he began working under a four-year contract as District Superintendent on April 1, 2011.

In the June 4 memorandum, Dr. Hefner explains that upon accepting the Superintendent's position on April 1, he elected to use the three required actions identified by the Southern Association of Colleges and Schools (SACS) for District Five to receive renewal of its accreditation in 2015 as his goals as the Chief Executive Officer of the District for this school year, *i.e.*, 2011-12. Dr. Hefner's memorandum explains that the District Five staff was already engaged in working on the three required actions prior to his assuming the superintendency. In his June 4 memorandum, Dr. Hefner provided us as Board members, and ultimately the public, a status report on each of the required SACS recommended actions, along with a brief summary of other relevant information he considers appropriate to his performance evaluation.

At the beginning of the discussion of Dr. Hefner's evaluation on June 11, Dr. Hefner will summarize his report during public session. Following Dr. Hefner's presentation, each Board member will be given the opportunity to summarize orally, in a time frame preferably not to exceed five to seven minutes, his or her assessment of Dr. Hefner's performance as Superintendent in light of the SACS goals and the June 4 report Dr. Hefner has provided. I ask that each Board member in advance of the June 11 Board meeting carefully review Dr. Hefner's June 4 memorandum and come prepared to make his or her own assessment of Dr. Hefner's performance during the past year.

Following Dr. Hefner's presentation and the individual input from the Board members, I will entertain a motion from the Board that will express the Board's overall assessment of Dr. Hefner's performance, as well as any actions proposed regarding his contract. I wish to remind you that Dr. Hefner's employment contract with the Board provides in Section 4(e):

Contingent upon receipt of a satisfactory evaluation for the 2011-12 school year, as determined in good faith by the Board, an annual contribution to an annuity of the Superintendent's choosing shall be made in an amount equivalent to 10% of the Superintendent's base contractual salary.

In addition to this action, I will ask the Board if there are any other changes in the District's employment contract with the Superintendent we would like to make in light of the Board's conclusions about Dr. Hefner's performance in our June 11 discussion.

As required by the contract, I will prepare a draft letter summarizing the evaluation results reached at our June 11 Board meeting for review by each Board member before the letter is finalized. I have also already asked Dr. Hefner to prepare formal proposed goals for the 2012-13 school year for the Board's consideration at our July 2012 Board meeting.

Thank you for your cooperation in this matter. Please contact me with any questions.

c: Dr. Stephen W. Hefner

Attachment 18 is included with  
the minutes of the 6-11-12  
meeting, at the request of Board member  
Kim Murphy  
pursuant to S.C. Code Ann. §30-4-90(a)(4)  
and Board Policy BEDG. The Board majority  
did not approve, disapprove, or otherwise  
act upon the contents of this attachment.

Item "For The Record" requested by **Kim Murphy** for attachment to the Minutes.