

CCSD BOARD OF TRUSTEES

Board Meeting

November 28, 2016

75 Calhoun St., Charleston, SC 29401

Agenda

OPEN SESSION 3:30 p.m.			
I.		Springfield Elementary School Choir • <i>Peace</i> • <i>Celebration</i>	Performance
II.		Call to Order, Moment of Silence followed by Pledge of Allegiance	
III.		ADOPTION OF AGENDA / APPROVAL OF CONSENT AGENDA ITEMS	
IV.		Election of Board Chair / Vice Chair <i>The board will elect a board chair and vice chair.</i>	Action
EXECUTIVE SESSION			
V.	5.1:	Legal Update – Mr. John Emerson <i>General Counsel will brief the Board on legal matters.</i>	Information / Action
	5.2:	Personnel Matters <i>The board will discuss personnel matters.</i>	Information / Action
	5.3:	Student Appeals (3) <i>The board will consider three student appeals.</i>	Action
VI.	APPROVAL OF MINUTES		
	6.1:	A. Open Session Minutes – Board Meeting – October 24, 2016 <i>The board will consider a recommendation to approve the October 24, 2016 minutes, including financial impact statement.</i>	Action
		B. Open Session Minutes – Special Called Board Meeting – November 9, 2016 <i>The board will consider a recommendation to approve the November 9, 2016 minutes.</i>	Action
		C. Open Session Minutes – Special Called Board Meeting – November 14, 2016 <i>The board will consider a recommendation to approve the November 14, 2016 minutes.</i>	Action
	6.2:	Approval of Executive Session Items	Action
VII.	Special Recognitions		Information
	7.1:	A. SC Military Department Honorees B. Athletic State Champions C. Wando Bands of America National Champions D. South Carolina School Boards Association Boardmanship Award	

VIII.	VISITORS/PUBLIC COMMENTS		Information
IX.	SUPERINTENDENT'S REPORT – Dr. Gerrita Postlewait – Superintendent of Schools		Information
	9.1:	A. Strategic Priorities - o Update regarding priorities, action teams - o January 28, 2017 convening – Strategic Plan B. Process for handling Constituent Concerns C. Process for handling Board Members' Questions	Information or Action
X.	COMMITTEE REPORT(S)		
CONSENT AGENDA ITEMS			
Operations Committee	10.1:	A. District 4/District 20 Boundary – Mr. Sean Hughes <i>The board will consider a recommendation coming from the Operations Committee to direct staff to present to the Charleston County Legislative Delegation supporting legislative action to move the District 4 / District 20 boundary to the proposed location.</i> <i>11/14/16 Committee Vote 7-0; (Ducker and Mack were absent)</i>	Action
Operations Committee		B. Lincoln Middle High Facility Use - Mr. Sean Hughes <i>The board will consider a recommendation coming from the Operations Committee to deny Oceanside's request and direct staff to tell Oceanside they will not negotiate until they have determined if the district has a need for that facility in the community. The vote was 7-0. (TD and EM absent).</i> <i>11/14/16 Committee Vote 7-0 (Ducker and Mack were absent)</i>	Action
Operations Committee		C. Constituent Board 23 Potential Action Items – Dr. Gerrita Postlewait & Mr. Jeff Borowy <i>The board will consider a recommendation coming from the Operations Committee to uphold staff's decision not to continue the analysis of 1) donating CC Blaney Elementary and 2) reopening Schroder as a middle school.</i> <i>11/14/16 Committee Vote 7-0 (Ducker and Mack were absent)</i>	Action
Policy and Personnel Committee	10.2:	A. Revise Policy BDE (Committee of the Whole) regarding Audit and Finance Committee <i>The Policy and Personnel Committee recommends amending Policy BDE, Committee of the Whole, to reflect the changes to the charter of the Audit and Finance Committee, which was approved by the Board on September 26, 2016. The new provisions, among other things, state that the committee stands separate from the Committee of the Whole. The proposed amendment clarifies that officers are elected by the Audit & Finance Committee, and that the Audit & Finance Committee can advance items directly to the board</i> <i>11/14/16 Committee Vote 7-0 (Ducker and Mack were absent)</i>	Action
Audit & Finance Committee	10.3:	Appointment – Audit & Finance Committee Community Member <i>The board will consider a recommendation coming from the 11/7/16 Audit & Finance Committee to appoint Mr. Kent Griffin to the Audit & Finance Committee.</i> <i>11/7/16 Committee Vote 4-0</i>	Action

OTHER AGENDA ITEMS

XI. Policy and Personnel Committee	11.1:	Policy GCF – Professional Staff Hiring <i>The board will consider approving the second reading of Policy GCF. The changes including expanding representation of community/school level interview team(s) and requiring Board approval for positions at the chief officer and deputy superintendent levels.</i>	Action
Audit & Finance Committee	11.2:	West Ashley Tax Increment Financing (TIF) <i>The board will may consider taking further action regarding the West Ashley Tax Increment Financing (TIF) district.</i>	Possible Action
Audit & Finance Committee	11.3:	2015-2016 Audit Needs <i>The board will consider accepting the 2015-16 audit needs.</i>	Action
XII.		Upcoming Meetings - December 5, 2016 – Committee of the Whole Meeting - December 12, 2016 – Board of Trustees Meeting	Information
XI.		Adjournment	

Charleston > excellence is our standard
County SCHOOL DISTRICT

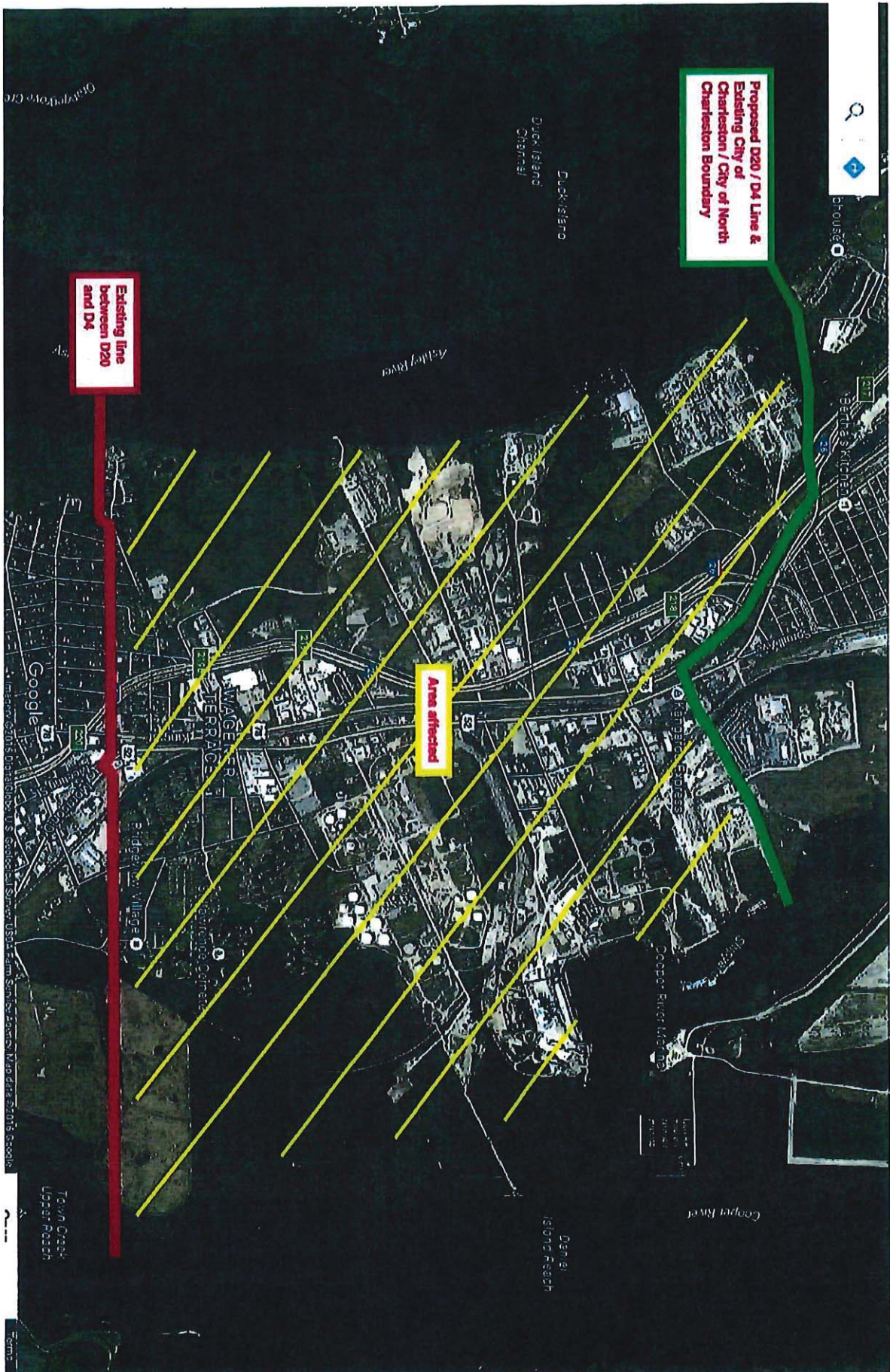
BOARD AGENDA ACTION FORM

November 14, 2016 Committee Meeting

November 28, 2016 Board Meeting

Section:	Operations		
Subject:	District 4 / District 20 Boundary		
Name/Department:	Sean Hughes / Operations		
Agenda Item Number:	10.1A		
Background:	On November 9, 2015 the Board of Trustees voted 7-0 to support a recommendation from the Policy & Personnel Committee to approve the proposal to request Legislative Action to move line between Constituent Districts 4 and 20. On May 25, 2016 a presentation was made to the Charleston County Legislative Delegation recommending changing the boundary line to match the City of Charleston and City of North Charleston municipal boundary line. There were questions at that time regarding the number of children that would likely be affected by the change and how they would be served by District transportation. If the line is left unchanged, areas north of Mt. Pleasant Street in the City of Charleston will remain zoned to District 4 instead of District 20.		
Discussion:	Staff is prepared to answer the questions posed by the Legislative Delegation previously and any questions that have arisen since the last presentation. The proposed line is described as: Beginning on the Ashley River side with parcel #466-00-00-011, continue along Highway 78 (King Street) to Pittsburgh Avenue, and then follow Pittsburgh Avenue to Shipyard Creek (the body of water at the Cooper River). Parcel 466-00-00-011 and everything on the City of Charleston side of Highway 78/King Street and Pittsburgh Ave will be D20. Everything on the North Charleston side of those boundaries will be D4. Staff estimates approximately 69 students will be affected by this change. These students reside in the affected area and currently attend D4 neighborhood schools (Chicora Elementary, Morningside Middle, and North Charleston High). This proposal changed the residences of these students to D20 from D4.		
Goals & Budget:			
This recommendation supports CCSD goal #:			
Overall budget for implementing CCSD goal:			
Request approval for funds within that budget in the amount of \$:	None	Funding Source N/A	
Resulting positive impact for students in our District	N/A		

will be:		
Potential impact of this decision on other budget areas will be:	Legacy transportation costs	
Future Fiscal Impact:	N/A	
Recommendation:	☒ Action	☐ Information
	☒ Open Session	☐ Executive Session
Draft Motion:	Direct staff to present information to the Charleston County Legislative Delegation supporting legislative action to move the District 4 / District 20 boundary to the proposed location.	
Person(s) Responsible for Implementation:	Sean Hughes, Dir of Operational Planning 	
	Jeffrey Borowy, Chief Operating Officer 	
Superintendent's Approval:		
Board Member(s) Approval:		
Attachment(s):		
1. D4-D20 Boundary Line Revision	☒ Yes	☐ No

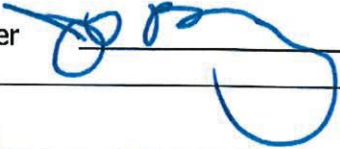


BOARD AGENDA ACTION FORM

November 14, 2016 Committee Meeting

November 28, 2016 Board Meeting

Section:	Operations			
Subject:	Lincoln Middle High Facility Use			
Name/Department:	Sean Hughes / Operations			
Agenda Item Number:	10.1B			
Background:	Since Lincoln Middle High School is no longer an active school site, it was not included in the Facility Use Guide for the 2016-2017 school year which was approved by the Board during the June 2016 Board of Trustees Meeting. The only use of the facility has been by CCSD summer camps and Charleston County Parks and Recreation, both relocated from St. James Santee due to summer construction and low ceiling heights (volleyball and basketball) respectively.			
Discussion:	Oceanside Collegiate Charter School, a state charter school leasing the McClellanville Middle School campus from the District, approached staff with a request to utilize facilities at the Lincoln Middle High School campus. Specifically, the request is for use of the gymnasium, the field house, and the athletic fields for basketball, soccer, and lacrosse. Staff is bringing this before the board for action since this property is not an active school site, is not covered under the Facility Use program, and is not a CCSD school or sponsored charter school.			
Goals & Budget:				
This recommendation supports CCSD goal #:				
Overall budget for implementing CCSD goal:				
Request approval for funds within that budget in the amount of \$:	None	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center;">Funding Source</th> </tr> <tr> <td style="text-align: center;">N/A</td> </tr> </table>	Funding Source	N/A
Funding Source				
N/A				
Resulting positive impact for students in our District will be:	N/A			
Potential impact of this decision on other budget areas will be:	None. Oceanside Collegiate Charter will be responsible for all costs associated with requested use.			
Future Fiscal Impact:	None. Oceanside Collegiate Charter will be responsible for all costs associated with requested use.			
Recommendation:	☒ Action ☒ Open Session	☐ Information ☐ Executive Session		
Draft Motion:	Direct staff to enter into negotiations for leasing the requested facilities at Lincoln Middle High School on a temporary basis.			

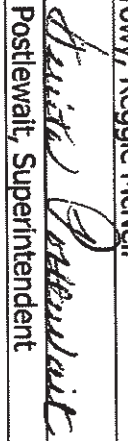
Person(s) Responsible for Implementation:	Sean Hughes, Dir of Operational Planning _____ Jeffrey Borowy, Chief Operating Officer  _____	
Superintendent's Approval:		
Board Member(s) Approval:		
Attachment(s):	☐ Yes	☒ No

BOARD AGENDA ACTION FORM

November 14, 2016 - Committee Meeting

November 28, 2016 - Board Meeting

Section:	Operations
Subject:	Constituent Board 23 Potential Action Items
Name/Department:	Gerrita Postlewait / Superintendent
Agenda Item Number:	VD
Background:	On October 20, 2016, three board members from Constituent Board 23 met with us and reviewed a list of issues for D23 schools. The issues are in the first column of attachment 1. Staff reviewed the issues and developed initial responses. On November 1, 2016, I met with Constituent Board 23 and provided our initial responses shown in the last column of attachment 1.
Discussion:	Some District 23 Constituent Board members at the November 1, 2016 informed me that they would like us to pursue two items: 1) Donating CC Blaney to the community for use as a community center and 2) Reopening Schroder as a District 23 middle school. As noted in attachment 1, our initial response to each item was as follows: 1) Donating CC Blaney: Both CC Blaney and Schroder are reserved as strategic real property assets for CCSD intended to service the initial development and growth of the Spring Grove project being developed by WestRock and East Edisto Spring Grove, LLC. The development is comprised of 14,508 acres with 6,000 total residences. The first residences are called to be built in 2018 with the last residential dwelling completed in 2050. WestRock and CCSD have been working on adding an additional 20 acre parcel (at no cost to CCSD) to the existing parcel shared by CC Blaney and Schroder to allow for expansion and future growth of the campus with the development. If leased as a community center, the cost to the lessee to operate the fully used facility would be about \$180,000 per year. Additionally, various repairs and replacements of HVAC, electrical, carpentry, and plumbing equipment, as well as finishes, may be necessary (estimated cost is \$1 million). 2) Reopening Schroder as a middle school: Opening Schroder as a middle school at this time would require significant one-time and annual financial investments. The annual operating cost would be \$230,000 (which includes any savings from Baptist Hill) in addition to a more than \$3 million investment in facility repairs. We are in the process of constructing and administering a survey to scholars and parents in D23 that are at Jane Edwards and those who are currently attending Baptist Hill to see where they would like to see the middle experience located in this area. Staff would like Board direction regarding these requests.
Goals & Budget:	

Goals & Budget:			
This recommendation supports CCSD goal #:			
Overall budget for implementing CCSD goal:			
Request approval for funds within that budget in the amount of \$:		Funding Source (GOF, IDEA, Title I, Capital, etc.)	
Resulting positive impact for students in our District will be:			
Potential impact of this decision on other budget areas will be:			
Future Fiscal Impact:			
Recommendation:	☒ Action	☐ Information	
	☒ Open Session	☐ Executive Session	
Draft Motion:			
Person(s) Responsible for Implementation:		Jeff Borowy, Reggie McNeil  Gerrita Postlewait, Superintendent	
Superintendent's Approval:			
Board Member(s) Approval:			
Attachment(s):			
1. Spreadsheet: Follow-up from meeting with District 23 Board members.		☒ Yes	☐ No

Follow-Up from Meeting with District 23 Board Members

Held on October 20, 2016

Issue	Next Steps	Responsible Person	Completion Date	Follow-Up Response
Allegations of Sexual Harassment by Teacher X	Superintendent will investigate to determine if sexual harassment was reported to school principal and/or other administrators by Teacher X.	Dr. Postlewait Bill Briggman	10/21/16	Teacher's name is Ms. (). She's now in Texas. Staff is attempting to locate her.
Allegations of Bullying by Student	Superintendent will investigate to determine if allegations of bullying were reported and the course of action taken. Amy Neloms (Director of Guidance) will also investigate allegations.	John Emerson Madeline Jacobs Amy Neloms		JE - In response to the concerns about bullying at Baptist Hill HS brought to our attention by members of the District 23 board, administrators for both the Department of Exceptional Children and Guidance have thoroughly investigated. Between them the investigation has included the following: interviews of staff, interviews of teachers, interviews of students, collecting student statements, a parent conference, a review of all behavior referrals, a review of bus video, and a review of nurse's reports. The DEC has scheduled a pre-evaluation planning conference on November 17 to assess the student's progress and to determine whether more comprehensive evaluation is needed. The Director of Guidance, Amy Neloms, personally reviewed the allegations outlined in the letter from Mrs. () and has spoken to school officials about each. She made it clear that the district takes bullying very seriously and that school and central office administrators were dedicated to improving lines of communication so that each incident and complaint is handled in the most appropriate manner. In addition, Principal Vanessa Brown has

				met with Mrs. () to ensure that she feels the school is being responsive.
Nepotism	Superintendent will investigate to determine if allegations of nepotism are factual. Principal's husband is involved in athletics. Daughter works in the office, and cousin (?) is the choir director.	Dr. Postlewait Dr. Lynda Davis Bill Briggman	10/24/16	LD – Mrs. Brown's husband volunteers at Baptist Hill HS every Wednesday. He is taking pictures for their web site, covers the phones, and assists students as assigned. He is also a volunteer girls' basketball coach. He attends some of the practices and supports the coach and team during the games. He and his son are working as volunteers with the Band Director, who has no experience in choral music and does not play the piano. They are trying to develop a gospel music choir for BHHS. Mrs. Brown's daughter is a graduate student. Mrs. Brown stated that her daughter came to BHHS for two days, but to the best of her knowledge she did not work in the office. She was working on her dissertation using her own materials and computer. Mrs. Brown said that she wanted to be in an academic setting to ensure that she was motivated to work hard.
Management of Parent Concerns	It was agreed upon during the meeting on October 19, 2016, that if any constituent board member receives a complaint from a parent (i.e. access to the school, student information, etc.) they would be instructed to contact the Office of the Superintendent. Should the parent not receive a response within 24 hours, they should then be instructed to contact members of the CCSD Board of Trustees.	Dr. Postlewait or her Designee Robin Crowe Julie Erickson	10/19/16	RC - When calls from parents are received in the Superintendent's Office, contact information is gathered and a description of the issue is forwarded to the senior leadership person in the chain of command for handling. All calls are expected to be returned within 24 hours. When contact has been made with the parent and/or the issue has been resolved, we do receive an email from the senior staff member assigned. <u>In the future, a reminder will be included</u>

				<u>in the emails that clearly states - the Superintendent expects that calls will be returned within 24 hours.</u> I have copied Julie on this email as an update to our office protocol.
School Fees	District Administration is in the process of reviewing student fees, how they are assessed. Locker Fee Parking Fee	Terri Nichols Glenn Stiegman		Student Fees/ District 23 Response to the following 3 questions: • How much are you charging for student fees? • What are the fees used for? • What is the protocol at your school for students who do not pay the fee? Ellington Does not charge student fees. Jane Edwards Does not charge student fees. Minnie Hughes I do not have student fees. Students do pay for field trips if they can, but I usually have a fundraiser for big trips and then I have free field trips to five places in the year! Baptist Hill How much are you charging for student fees? <i>\$30 Activity Fee</i> What are the fees used for? <i>These funds are used to help cover expenses for student activities such as: incentives for PBIS, field day, purchase of uniforms, Student Council Membership, honor roll certificates, medals, trophies, graduation ropes, National Honor Society</i>

			<i>membership, snacks for testing, Bobcat Award, Junior Marshall stoles, college tours and transportation daily to Trident Tech for Dual Credit, t-shirts, homecoming events, clubs, dance & band uniforms and supplies, special events and activities.</i> What is the protocol at your school for students who do not pay the fee? <i>This fee does not prevent a child from registering, receiving lockers, books, graduation, receiving schedules or participating in any school based activity. Parents are told if they cannot afford it they are still allowed to proceed through the registration process.</i> School fees at other schools range from \$25 to \$50. Fees are used for items such as: student workbooks, Weekly Readers, club fees, art supplies, technology (flash drives), and agenda books/folders.
Donating C.C. Blaney to be used by the Community as a Community Center		Jeff Borowy or his designee	JB – DONATE: Both C.C. Blaney and Schroder are reserved as strategic real property assets for CCSD intended to service the initial development and growth of the Spring Grove project being developed by WestRock dba East Edisto Spring Grove, LLC. The development is comprised of 14,508 acres with 6,000 total residences. The first residences are called to be built in 2018 with the last residential dwelling completed in 2050. WestRock and CCSD have been working on adding an additional 20 acre parcel (at no cost to CCSD) to the existing parcel shared by CC Blaney and Schroder to allow for expansion and future growth of the campus with the development.

				LEASE: If leased as a community center, the cost to the lessee to operate the fully used facility would be about \$180,000 per year. Additionally, various repairs and replacements of HVAC, electrical, carpentry, and plumbing equipment, as well as finishes, may be necessary (estimated cost is \$1 million).
Review of Inadequate CTE Courses; Proposal for 2017-18		Mary Runyon or her designee		Potential Welding: We have been contacted by the Chamber to work with a large freight transport/ocean towing company located near the school to develop a Welding Career Academy. A meeting is scheduled for November 3, 2016. Project Lead the Way (Introduction to Engineering, Mechatronics / Robotics): this project is underway; equipment is on order and awaiting delivery / installation. This will serve high school students. Gateway to Engineering is in place in the middle school which establishes a path and introduction to the high school courses. Early Childhood Program: expand program to cultivate internships and apprenticeships. Partner with elementary schools, Head Start to have BHHS students work with younger students to advance academic skills and appropriate socialization, thus increase the knowledge and experiences of the high school students and motivate the younger students. (Summer Church Program) Business Information Technology: expand program offerings to include options that move students toward dual credit courses, especially those offered at

				the TTC St. Paul's campus. Offer courses on the BHHS campus such as: Financial Math, Social Media in Business, Foundations of Project Management. Current offerings are minimal: Digital Desktop Publishing, Image Editing, Web Page Design, Entrepreneurship. Dual Credit/ College and Career Readiness Including CTE options through TTC: currently 18 students are taking courses at the TTC St. Paul's campus. Five of these students are 11th grade and there are 13 students who have passed Accuplacer and will take dual credit courses beginning in Spring 2017. Barbering: in place at this time and it includes internships and apprenticeships. Focus on this opportunity will be expanded so that student career interests drive CTE programming. This is an industry certification program (Master Barber); seven (7) students received this certification in 2015-16. Accounting / Personal Finance: In 2017-18 expand CTE offerings to include the courses in this career path. Suggested course offerings include: Business Finance, Fundamentals of Business, Marketing and Finance. This curriculum paired with the Business Information Technology expansions creates options and opportunities to introduce students to the business and financial community, and provides career paths for students in addition to moving students to TTC degree programs.
Reopening Schroder as a District 23 Middle School		Jeff Borowy or his designee		JB – Opening Schroder as a middle school at this time would require a significant one

		Valerie Harrison		time and annual financial investment. The annual operating cost would be \$230,000 (which includes any savings from Baptist Hill) in addition to a more than \$3 million investment in facility repairs.
Montessori	Superintendent will review possibility of introducing a Montessori option in District 23	Terri Nichols LaDene Conroy John Cobb		1. We will conduct a survey to determine interest. 2. <u>If approved and budgeted by the CCSD Board</u>, a Montessori Program would begin by opening with Primary Montessori first which is 3, 4, and 5 year olds. 3. The second year open a Lower EI (grade 1, 2, and 3) The first year would be only first graders. 4. Cost for one teacher and one TA per classroom would be approximately 100K. Finding trained Montessori is always a challenge and an ongoing expense. 5. Materials and furniture would be an additional \$25K per classroom.
Athletic Director Serving as a Head Coach	Superintendent will determine if the AD can also serve as a head coach.	Bob Olson		The S.C. High School League or CCSD policy does not prohibit Athletic Directors from being head coaches. This is a school level decision as to whether an Athletic Director can also serve as a head coach.
Bus Issues	Several elementary school students walk alongside Old Jacksonboro Road to their bus stop, which is in front of a home of a family who <u>DO NOT</u> have any children in school. Constituent District 23 Board would like to change the bus stop, such that it is closer to the home of the young students	Jeff Scott Durham		JS – Changes have been sent to the bus contractor. The 2 requests for changes at Old Jacksonboro Road and Anderson Road were looked at and completed in September. The request for changes at Simmons Hill Road was denied. Parents may call Mr. Jeff Scott, Executive Director of Transportation, with questions. His number is 843-566-8169.

Grade Changes	Superintendent will determine the circumstances around the change of grades by the principal for a student who graduated in 2016.	Dr. Lynda Davis	10/24/16	LD – Mrs. Brown said she did not change any student's grades last year. She did send a memo to all teachers that students should be allowed to make up work after senior grades were due because grades were due several days before the end of the year.
Constituent District 23 Office	Board Members would like to have access to the D23 office building at non-meeting times, as well as access to a copying machine, and a budget for which they have access.	Jeff Borowy Glenn Steigman, Procurement (RICOH)		JB – The District 23 building is near the end of its service life and will be beyond economical repair. We would like to move the District 23 meetings to Baptist Hill (Districts 10 and 20 Boards are already in existing schools). No other constituent boards have their own printers; access can be provided if necessary. GS - We are not able to provide a copier outside of our Ricoh contract.
Refurbishing Baptist Hill High School's Track		Jeff Borowy		JB - Refurbishing the Baptist Hill track was planned in the Phase III Sales Tax Capital Program athletic improvements project. However, because the existing deteriorated track is not sized to support sanctioned track events, a complete replacement rather than an overlay is required. Since this requires funding above the planned budget, we will need to wait to determine if excess revenues in the capital program are available. The track at Baptist Hill Middle/High School will be completed by December, 2017, at the latest.
Provide key to District 23 Building	Check w/ Risk Management	Gerrita Postlewait		GP – Provide Board chair with key. JB – Develop guidelines for use and return.

BOARD AGENDA ACTION FORM		
Nov. 14, 2016 Committee Meeting		Nov. 28, 2016 Board Meeting
Section:	Policy and Personnel	
Subject:	Revise Policy BDE (COW) re Audit and Finance Committee	
Name/Department:	John Emerson, Office of General Counsel	
Agenda Item Number:	10.2A	
Background:	On Sept. 26, 2016, the Audit and Finance Committee charter was revised. The revisions in the charter should be reflected in Policy BDE, Committee of the Whole.	
Discussion:	Staff recommends amending Policy BDE, Committee of the Whole to reflect the changes to the charter of the Audit and Finance Committee, which was approved by the Board on August 22, 2016. The new provisions, among other things, state that the committee stands separate from the Committee of the Whole, and reflects the composition of the committee, its authority and the terms of its members	
Goals& Budget:		
This recommendation supports CCSD goal #:	Effective Governance	
Overall budget for implementing CCSD goal:	N/A	
Request approval for funds within that budget in the amount of \$:	N/A	Funding Source
Resulting positive impact for students in our District will be:		
Potential impact of this decision on other budget areas will be:	N/A	
Future Fiscal Impact:	N/A	
Recommendation:	☒ Action	☐ Information
	☒ Open Session	☐ Executive Session
Draft Motion: I move to approve the proposed revisions to Policy BDE, Committee of the Whole, to make it consistent with the new charter of the Audit and Finance Committee.		
Person(s) Responsible for Implementation:	John F. Emerson	
Superintendent's Approval:	<i>Levita Posthumait</i>	
Board Member(s) Approval:		
Attachment(s):	☒ Yes	☐ No

BOARD COMMITTEES

Code **BDE** Issued **3/16**

Committee of the Whole

Purpose

Before each regular monthly board meeting, the board shall meet as a committee of the whole (COW) to study, discuss, and receive information about matters that require the board's attention. Except as otherwise permitted by policy BEDB, or a decision of the board, no item will advance to the board unless approved by the committee of the whole, except student and personnel hearings, charter school hearings, routine reports from the administration, and routine board business that does not directly affect the operation, administration, or direction of the school district. Occasionally, other exceptions may be made for unusual or time-sensitive matters.

The primary purpose of COW meetings is to review actions the board or administration must undertake to ensure the district is progressing toward accomplishment of the district's annual or longer-term goals. The committee may also address matters that may arise from time-to-time related to the board's role and responsibility in governing Charleston County Public Schools.

Agendas

In addition to routine items such as the appearance of visitors and adoption of minutes, the agenda for each meeting of the COW shall consist of five categories: audit and finance, policy and personnel, strategic education, transportation/operations, and other business.

The agenda shall show within each category the precise issue and matter for discussion. Whenever possible, backup material must accompany each agenda item and must be sufficient to notify board members and the public of the nature of the item and of the relevant details. If the person submitting an agenda item expects the item to be discussed in executive session and there are confidential documents or other materials associated with the item, in either hard copy, electronic, or other format, those materials must be available for discussion during executive session.

The committee may act as it deems appropriate on any item included on the agenda.

The superintendent shall prepare the agenda, after conferring with the COW **chairman liaisons**. Any board member may place an item on the agenda of the COW by submitting the item, with appropriate backup material, on an official form prior to the deadline to submit agenda items. Board members must have a total of two board members and the appropriate agenda liaison support their agenda item being placed on the agenda. The agenda shall indicate the persons who submitted the item for consideration. If the superintendent determines that any item submitted requires more than one hour of staff time to prepare, he/she will place the item on the agenda as a pending staff action with a projected response date.

The superintendent shall place each item submitted for the agenda in the category that most closely relates to that item and shall structure the agenda so that the committee uses its time efficiently, while still considering each agenda category separately. The board shall take up matters concerning it alone under the policy and personnel category.

The agenda will be closed at noon on the Monday preceding the COW meeting to allow time for the agenda to be prepared and delivered to members of the committee. The material must be

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delivered sufficiently in advance of the committee meeting to allow committee members to consider agenda items. The agenda will not be amended after it has been closed. Agenda items that receive the unanimous consent of the COW will be placed on the potential consent agenda for the upcoming board meeting. Members with questions may contact the points of contact (POC) indicated on the agenda cover sheet.

Audit and Finance Committee

Consistent with its revised charter, which was approved by the board on September 26, 2016, the Audit and Finance Committee will stand alone and separate from the Committee of the Whole. Members of the Committee are appointed by the Chairman of the Board and affirmed by a majority of the Board. The Committee shall be comprised of at least six (6) independent voting members, to include a minimum of two (2) Board members and an individual with information technology expertise. A Board member will be appointed the committee's chair by the Chairman of the Board, subject to board approval. **Citizens wishing to serve on the Audit and Finance Committee will submit a letter of interest and a resume and/or application to the Chief Financial Officer. The letter of interest must specify whether the applicant seeks the seat reserved for the individual with information technology expertise. All applications will be reviewed by the Audit and Finance Committee, and the committee will submit its nominee to the board for approval.** The vice chair will be elected by a majority vote from among the committee members and will assume the duties of the chair in his/her absence. Items approved by a quorum of the committee may be moved directly to the board. Board members serving on the committee shall be appointed annually in November. The term of service for non-board members is two (2) years.

Chair and committee liaisons

At the first COW meeting following the election of board officers, the committee shall elect a COW chair by a majority vote of the board. Within one week after the election of the COW chair, the new COW chairman shall appoint board members to serve as agenda liaisons for the first four business agenda categories listed above and the board will affirm at its next COW meeting. The current liaisons will continue to serve until the new liaisons are appointed. The agenda liaison shall develop jointly with the superintendent (or his or her designee) that portion of the COW agenda, including backup material that logically relates to the agenda category for which he or she serves as liaison. The liaison shall also chair that part of the COW meeting devoted to this category on the agenda. The COW chairman shall chair those portions of the COW meeting not assigned to an agenda liaison and, in the absence of a liaison, may designate another member to chair that portion of the meeting ordinarily assigned to the absent liaison.

Schedule

The COW shall normally meet at 1:00 p.m. or as determined by the board members on the second Monday of the month. The board chairman may change this date when necessary.

As long as it does not conflict with any times specified herein, the committee may meet in executive session for any proper reason at any time, but it may act on a matter discussed in executive session only when it reaches that matter on the advance agenda.

Committee Authority

Neither the COW nor any other committee may commit the Board of Trustees of the Charleston County School District to any course of action, including, but not limited to, expending district funds, obligating the district financially, hiring consultants, or entering into contracts or

PAGE 3 - BDE - BOARD COMMITTEES

agreements. The role of the COW is solely to make recommendations to the full board. No committee will act on any matter without first allowing the administration to study and comment on the matter.

Ad hoc Committees

The board may create special and/or *ad hoc* committees, the members of which are appointed by the chairman. The function of such special committees shall be fact-finding, deliberative, and advisory, but never legislative or administrative. Such committees shall serve until they have accomplished their purpose and/or until they are discharged. The chairman of the board may not serve on such committees.

A board committee's existence and charge come from the board, and its work is intended to support the board's work. The only board committees are those created by the board and addressed through this policy. The board may consider and act upon such reports of *ad hoc* committees without consideration by the COW.

Committee Meetings

All committee meetings shall be open to the public. All committees shall give timely notice of their meetings in accordance with applicable provisions of the South Carolina Freedom of Information Act, as amended.

During discussion, committee members shall have a maximum of two minutes each to address each agenda item including, but not limited to, questions asked and answers received, for a total debate time of 20 minutes on any one item. At the end of 10 minutes or when each member has had an opportunity to participate, the committee chairperson shall "call the question" and take the vote. If additional discussion is required, the committee chairperson shall require a two-thirds vote of the committee to continue the debate for a maximum of another ten minutes. Debate cannot be extended beyond a total of 20 minutes.

Two countdown timers shall be set up. One will monitor the full debate period of 10 minutes, and the other will monitor the two minutes allowed to each board member.

The provisions of this policy supersede conflicting provisions in previously adopted policy.

Adopted 12/8/75; Revised 12/8/86, 7/26/04, 11/9/15, 3/21/16

Legal references:

A. S. C. code, 1976, as amended:

1. Section 30-4-20(a) - Defines public body.
2. Section 30-4-60 - Meetings of public bodies shall be open.
3. Section 30-4-70 - Meetings which may be closed.
4. Section 59-19-110 - Board may designate members to investigate matters under its control.

BOARD COMMITTEES

Code **BDE** Issued **3/16**

Committee of the Whole

Purpose

Before each regular monthly board meeting, the board shall meet as a committee of the whole (COW) to study, discuss, and receive information about matters that require the board's attention. Except as otherwise permitted by policy BEDB, or a decision of the board, no item will advance to the board unless approved by the committee of the whole, except student and personnel hearings, charter school hearings, routine reports from the administration, and routine board business that does not directly affect the operation, administration, or direction of the school district. Occasionally, other exceptions may be made for unusual or time-sensitive matters.

The primary purpose of COW meetings is to review actions the board or administration must undertake to ensure the district is progressing toward accomplishment of the district's annual or longer-term goals. The committee may also address matters that may arise from time-to-time related to the board's role and responsibility in governing Charleston County Public Schools.

Agendas

In addition to routine items such as the appearance of visitors and adoption of minutes, the agenda for each meeting of the COW shall consist of five categories: audit and finance, policy and personnel, strategic education, transportation/operations, and other business.

The agenda shall show within each category the precise issue and matter for discussion. Whenever possible, backup material must accompany each agenda item and must be sufficient to notify board members and the public of the nature of the item and of the relevant details. If the person submitting an agenda item expects the item to be discussed in executive session and there are confidential documents or other materials associated with the item, in either hard copy, electronic, or other format, those materials must be available for discussion during executive session.

The committee may act as it deems appropriate on any item included on the agenda.

The superintendent shall prepare the agenda, after conferring with the COW chairman. Any board member may place an item on the agenda of the COW by submitting the item, with appropriate backup material, on an official form prior to the deadline to submit agenda items. Board members must have a total of two board members and the appropriate agenda liaison support their agenda item being placed on the agenda. The agenda shall indicate the persons who submitted the item for consideration. If the superintendent determines that any item submitted requires more than one hour of staff time to prepare, he/she will place the item on the agenda as a pending staff action with a projected response date.

The superintendent shall place each item submitted for the agenda in the category that most closely relates to that item and shall structure the agenda so that the committee uses its time efficiently, while still considering each agenda category separately. The board shall take up matters concerning it alone under the policy and personnel category.

The agenda will be closed at noon on the Monday preceding the COW meeting to allow time for the agenda to be prepared and delivered to members of the committee. The material must be delivered sufficiently in advance of the committee meeting to allow committee members to

Charleston County School District

(see next page)

PAGE 2 - BDE - BOARD COMMITTEES

consider agenda items. The agenda will not be amended after it has been closed. Agenda items that receive the unanimous consent of the COW will be placed on the potential consent agenda for the upcoming board meeting. Members with questions may contact the points of contact (POC) indicated on the agenda cover sheet.

~~The October 28, 2013 approved charter of the audit and finance committee includes three community members who will continue to serve and vote only during the audit and finance portion of the COW. A quorum of board members is still required during the audit and finance portion of the agenda.~~

Audit and Finance Committee

Consistent with its revised charter, which was approved by the board on September 26, 2016, the Audit and Finance Committee will stand alone and separate from the Committee of the Whole. Members of the Committee are appointed by the Chairman of the Board and affirmed by a majority of the Board. The Committee shall be comprised of at least six (6) independent voting members, to include a minimum of two (2) Board members and an individual with information technology expertise. A Board member will be appointed the committee's chair by the Chairman of the Board, subject to board approval. Citizens wishing to serve on the Audit and Finance Committee will submit a letter of interest and a resume and/or application to the Chief Financial Officer. The letter of interest must specify whether the applicant seeks the seat reserved for the individual with information technology expertise. All applications will be reviewed by the Audit and Finance Committee, and the committee will submit its nominee to the board for approval. The vice chair will be elected by a majority vote from among the committee members and will assume the duties of the chair in his/her absence. Items approved by a quorum of the committee may be moved directly to the board. Board members serving on the committee shall be appointed annually in November. The term of service for non-board members is two (2) years.

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Committee Authority

Charleston County School District

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The provisions of this policy supersede conflicting provisions in previously adopted policy.

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Adopted 12/8/75; Revised 12/8/86, 7/26/04, 11/9/15, 3/21/16

Legal references:

- A. S. C. code, 1976, as amended:
 - 1. Section 30-4-20(a) - Defines public body.
 - 2. Section 30-4-60 - Meetings of public bodies shall be open.
 - 3. Section 30-4-70 - Meetings which may be closed.
 - 4. Section 59-19-110 - Board may designate members to investigate matters under its control.

Charleston County School District

BOARD AGENDA ACTION FORM

November 7, 2016 Committee Meeting

November 28, 2016 Board Meeting

Section:	Audit & Finance	
Subject:	Audit & Finance Community Members	
Name/Department:	Glenn A. Stiegman, Jr.	
Agenda Item Number:	10.3	
Background:	The Audit and Finance Committee has two vacant seats. These vacancies were created upon the resignation of Ms. Susan Leadem and Mr. Joe Grech. As a result, staff was directed to advertise for the positions and receive applications. A copy of the advertisement is included as an attachment.	
Discussion:	The Audit & Finance Committee advertised for two vacant seats. Three (3) applications were received. The Committee reviewed these applications and deemed them all to be strong applicants. Those applications are provided in the materials attached herein. According to the direction from the Charleston County School District Board of Trustees Chair, Audit & Finance is given the responsibility to review these applications and identify a recommendation for each seat.	
Goals & Budget:		
This recommendation supports CCSD goal #:		
Overall budget for implementing CCSD goal:		
Request approval for funds within that budget in the amount of \$:		Funding Source (GOF, IDEA, Title I, Capital, etc.)
Resulting positive impact for students in our District will be:		
Potential impact of this decision on other budget areas will be:		
Future Fiscal Impact:		
Recommendation:	☒ Action ☒ Open Session	☐ Information ☐ Executive Session
Committee members will review and discuss the applications. Nominations will be made and the Committee will use a voting process if necessary to reach an agreement on the recommendation to go forward to the full Board. A recommendation was approved to appoint Kent Griffin to the Committee.		

Person(s) Responsible for Implementation:	 Glenn A. Stiegman, Jr.	
Superintendent's Approval:		
Board Member(s) Approval:		
Attachment(s):	☒ Yes	☐ No

BOARD AGENDA ACTION FORM		
Nov. 14, 2016 Committee Meeting		Nov. 28, 2016 Board Meeting
Section:	Other Business – To be discussed in Executive Session	
Subject:	West Ashley Tax Increment Finance District (TIF)	
Name/Department:	Glenn Stiegman, Chief Financial Officer	
Agenda Item Number:	To be voted on during Other Business, Item XI A.	
Background:	At a special-called meeting on November 14, 2016, the Board voted NOT to participate in the West Ashley TIF at this time because more information regarding the financial impact to Charleston County Schools was needed. The Board directed staff to enter into negotiations with the City of Charleston.	
Discussion:	Glenn Stiegman, John Emersion, Jeff Borowy, Erica Taylor and Gerrita Postlewait met with Mayor John Tecklenburg and selected City Staff members on November 18 to discuss the CCSD board's position regarding the West Ashley TIF. District staff asked board member Todd Garrett, Audit and Finance Committee Chair, to attend the meeting to ensure staff's portrayal of board concerns was accurate. At the conclusion of the meeting, Mayor Tecklenburg indicated that city staff would contact Glenn Stiegman or the superintendent's office the week of November 21 with further information. This information will be conveyed to the CCSD Board on or before Nov. 28.	
Future Fiscal Impact:	- SC Legislative Act 388 removes all primary residences from tax collections for the General Operating Fund for schools. Further, Act 388 limits, or caps the amount of millage the school district may levy. The City and County, both of whom have the ability to tax both residential and commercial properties, have more options for raising revenues and fewer restrictions placed on revenue generation than does the Charleston County School District. - If the City anticipates that economic growth in West Ashley will attract more families/students to the area, then CCSD will be responsible for educating those students. Without the ability to raise taxes accordingly, and with TIFs skimming off any portion of the additional commercial taxes that would be realized for growth, CCSD is caught in a pincer movement, with no way to raise revenue to support additional students. - The more growth Charleston County experiences, the "wealthier" our tax base appears to be when compared with the rest of the state. This, in turn, reduces the amount of state aid CCSD receives per student. - These factors create a true "Catch 22" for the Charleston County Board. Members want to support municipal and county governments' improvement efforts, but it is extremely difficult to do so without placing in jeopardy resources that are sorely needed to address student enrollment, expand programs such as early childhood, instructional supports to our most impoverished students, and the arts.	
Recommendation:	☒ Action ☐ Open Session	☐ Information ☒ Executive Session

Person(s) Responsible for Implementation:	Glenn Stiegman, Chief Financial Officer	
Superintendent's Approval:	<i>Anita Pathwait</i>	
Board Member(s) Approval:		
Attachment(s):	☐ Yes	☒ No

BOARD AGENDA ACTION FORM		
October 24, 2016 Board Meeting		November 28, 2016 Board Meeting
Section:	Other Business	
Subject:	Policy GCF - Professional Staff Hiring	
Name/Department:	John Emerson, Bill Briggman	
Agenda Item Number:	XIB. Other Business	
Background:	Policy GCF deals with professional staff hiring.	
Discussion:	First reading of the attached revision of Policy GCF was approved by consent on October 24. It is presented here for second reading. Among other things, it addresses the composition of the principal interview teams, contemplates that more than one team might be involved, and eliminates the requirement that the team recommend three candidates.	
Goals& Budget:		
This recommendation supports CCSD goal #:	Effective Governance	
Overall budget for implementing CCSD goal:	N/A	
Request approval for funds within that budget in the amount of \$:	N/A	Funding Source
Resulting positive impact for students in our District will be:		
Potential impact of this decision on other budget areas will be:	N/A	
Future Fiscal Impact:	N/A	
Recommendation:	☒ Action	☐ Information
	☒ Open Session	☐ Executive Session
Move that the Board approve the second reading of the revision of Policy GCF.		
Person(s) Responsible for Implementation:		
Superintendent's Approval:		
Board Member(s) Approval:		
Attachment(s):	☒ Yes	☐ No

Policy GCF Professional Staff Hiring

Issued 9/15

Purpose: To establish the basic structure for the hiring of highly qualified professional staff for Charleston County School District.

The superintendent shall ensure that participants in the principal interview process shall include, representatives of the local Constituent Board, School Improvement Council, parents, faculty, peer principals, district staff and other appropriate individuals. One or more interview teams may be convened, with qualified candidates being forwarded to the superintendent for further consideration. Hiring of school and district leaders up to the Chief Officer and Deputy Superintendent level shall be the responsibility of the superintendent. Chief Officer and Deputy Superintendent recommendations shall be brought to the Board for approval.

Hiring of principals and candidates at the executive director level ~~and above~~ shall be the responsibility of the superintendent ~~subject to the approval of the board~~ **who will advise the board of such hires**. To efficiently meet this responsibility, the human resources department shall determine the candidate's eligibility and verify that all eligibility criteria have been met prior to the superintendent's recommendation of employment to the board.

Employment of school level professional staff shall be the responsibility of the principal, subject to the approval of the associate superintendent, with final approval by the superintendent.

All hiring decisions are subject to clearance by the human resources department. The district shall not employ any candidate without a personal or electronic interview and review of required confidential references. The human resources department shall obtain a criminal records check on all applicants prior to their initial employment. Only the human resources department may issue offers of employment.

The Immigration Reform and Control Act of 1986 (P.L. 99-603) prohibits employers from hiring aliens not legally eligible to work in the United States. It requires all new employees to present evidence of employment eligibility and requires employers to verify that eligibility. Newly hired employees must complete the form no later than three days following their first working day.

Rehiring Teacher and Employee Retention Incentive Program (TERI) Participants

At the conclusion of participation by an employee in the TERI program, the Charleston County School District shall follow all applicable state and federal laws and regulations as well as its normal hiring procedures concerning any continued employment of the individual with the district.

Should a mid-year vacancy occur in a teaching or administrative position, ~~the board authorizes~~ the superintendent **is authorized** to fill such vacancies for the remainder of the school year in which the vacancy occurs pursuant to a letter of agreement, when appropriate.

The superintendent or his/her designee shall determine whether advertisement of the vacancy is necessary or whether the position may be filled through other appropriate means.

For issuance of contracts at the conclusion of the TERI program, see policy GCB, Professional Staff Contracts and Compensation.

Adopted 5/10/73; Revised 12/16/74, 12/8/75, 6/11/79, 2/24/86, 2/24/86, 2/13/06, 9/14/15

Legal references:

Federal Law: Title IX of the Education Amendments of 1972, 20 U.S.C.A. Sections 1681-86 - Prohibits discrimination on the basis of sex.

Title VII of the Civil Rights Act of 1964, 42 U.S.C.A Section 2000e, et seq. - Prohibits discrimination in hiring based on race, color, national origin, religion or sex.

American with Disabilities Act of 1990, 42 U.S.C.A. Section 12101, et seq. - Prohibits employment discrimination on the basis of disability.

No Child Left Behind Act of 2001, Pub. L. No 107-110, 115 Stat. 1425 - Qualifications for teachers and paraprofessionals.

Code of Federal Regulations:

41 CFR 60-20 (1998) - Prohibits discrimination on the basis of sex.

S. C. Code, 1976, as amended:

Section 1-1-550 - School districts shall give preference to employment of honorably discharged veterans.

Section 9-1-1790 - Amount which may be earned upon return to covered employment.

Section 9-1-2210 - Teacher and Employee Retention Incentive Program; operation.

Section 59-1-510 - Guidelines and regulations for recruitment and hiring staff in professional areas.

Section 59-1-520 - Intervention by State Department of Education for non-compliance.

Section 59-18-1300 - District accountability system.

Section 59-19-80 - Requirements as to purchases and teacher employment (teaching contracts to be issued in public meeting).

Section 59-25-410, et seq. - Employment and Dismissal Act - Teachers to be notified of employment status by April 15th.

Section 59-26-40(M) - Before initial employment of a teacher, the local school district shall request a criminal record history from the South Carolina State Law Enforcement Division for past convictions of any crimes.

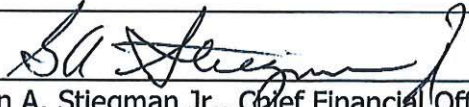
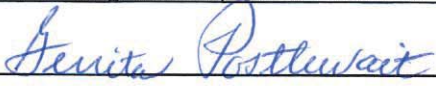
S.C. Acts and Joint Resolutions:

1967 Act 340 - Creates the School District of Charleston County and abolishes the county board of education; sets forth the powers of the constituent district boards.

1978 Act 721 - Amends 1967 Act 340 to provide that principals shall be appointed by the board of the Charleston County School District.

CHARLESTON COUNTY SCHOOL DISTRICT

BOARD AGENDA ACTION FORM
November 28, 2016 Board Meeting

Section:	Audit & Finance	
Subject:	2015-16 CCSD Audit	
Name/Department:	Glenn A. Stiegman, Jr., Chief Financial Officer	
Agenda Item Number:		
Background:	All school districts in the state of South Carolina are required to have a financial audit for fiscal year 2015-16. This must be performed by an independent CPA firm and must be submitted to the state by December 1, 2016.	
Discussion:	The firm of Clifton Larson Allen LLP has completed the audit for the 2015-16 fiscal year.	
Goals & Budget:		
This recommendation supports CCSD goal #:		
Overall budget for implementing CCSD goal:		
Request approval for funds within that budget in the amount of \$:		Funding Source (GOF, IDEA, Title I, Capital, etc.)
Resulting positive impact for students in our District will be:		
Potential impact of this decision on other budget areas will be:		
Future Fiscal Impact:		
Recommendation:	☒ Action	☐ Information
	☒ Open Session	☐ Executive Session
Draft Motion:	Board of Trustees to accept the 2015-16 Audit as submitted by the independent auditors.	
Person(s) Responsible for Implementation:	 Glenn A. Stiegman Jr., Chief Financial Officer	
Superintendent's Approval:		
Board Member(s) Approval:		
Attachment(s):	☐ Yes	☒ No

BOARD AGENDA ACTION FORM
November 28, 2016 Board Meeting

Section:	Superintendent's Report		
Subject:	Strategic Priorities, 2016-17		
Name/Department:	Gerrita Postlewait, Superintendent		
Agenda Item Number:	9.1A		
Background:	During the recently held superintendent's evaluation conference, the Board and Superintendent agreed that this year the district must focus intently and purposefully on addressing the opportunity gaps that exist when students are not proficient in required content, skills, and work habits.		
Discussion:	The superintendent will present: a) Characteristics of Effective School Boards; b) Board Goals from 9/20/16 Workshop; c) 2016-17 Strategic Priorities; d) a Customer Service [Ombudsman] process for assisting board members with constituent concerns; and e) a new method for addressing board members' questions that may arise between meetings.		
Goals & Budget:			
This recommendation supports CCSD goal #:	Improving student achievement; closing opportunity gaps		
Overall budget for implementing CCSD goal:	Board Budget		
Request approval for funds within that budget in the amount of \$:		Funding Source	
Future Fiscal Impact:			
Recommendation:	☐ Action	☒ Information	
	☒ Open Session	☐ Executive Session	
Person(s) Responsible for Implementation:	Board, Superintendent, CCSD Leadership Team		
Superintendent's Approval:			
Board Member(s) Approval:			
Attachment(s):	☒ Yes	☐ No	

Eight Characteristics of Effective School Boards

Does a school board's work affect student achievement?

.... Yes, it does!

"Effective" boards are those operating in high achieving school districts, particularly those that are making significant strides despite serving large numbers of disadvantaged students.

The research base includes studies comparing the practices of boards in high-achieving districts and contrasting those with practices of boards in lower-achieving districts.

Effective School Boards . . .

1. Commit to a vision of high expectations for student achievement and quality instruction and define clear goals toward that vision.
2. Have strong shared beliefs and values about what is possible for students and their ability to learn, and of the system and its ability to teach all children at high levels.
3. Are accountability driven, spending less time on operational issues and more time focused on policies to improve student achievement.
4. Have a collaborative relationship with staff and the community and establish a strong communications structure to inform and engage both internal and external stakeholders in setting and achieving district goals.
5. Are data savvy; they embrace and monitor data, even when the information is negative, and use it to drive continuous improvement.
6. Align and sustain resources, such as professional development, to meet district goals.
7. Lead as a unified team with the superintendent, each from their respective roles, with strong collaboration and mutual trust.
8. Take part in team development and training, sometimes with their superintendents, to build shared knowledge, values and commitments for their improvement efforts.

OUTCOMES: BOARD WORKSHOP
September 29, 2016

FIVE BIG ACCOMPLISHMENTS BY NOVEMBER, 2018

1. Move toward closing the Achievement Gap
 - a. Systemic increase in student achievement for all students
 - b. Reasonable gains in student achievement
2. Make it possible to attract and hire top quality staff
 - a. Move toward centralized hiring to strengthen quality and equity in both teaching and leadership positions
3. Achieve balanced budget and sustained fiscal solvency
 - a. Stabilize the budget and invest more money in instructional programs
 - b. Balanced budget, progress toward policy requirements for reserve funds
 - c. Get state money for buses
4. Ensure needs of students are met to a greater degree
 - a. Social-emotional learning needs (SEL)
 - b. Progress toward expanding early childhood opportunities
5. Conduct a complete policy overhaul
6. Improve CCSD's culture and credibility
 - a. Change the culture of the district
 - b. Ensure consistency of operations
 - c. Improve the positive regard for the district in diverse communities

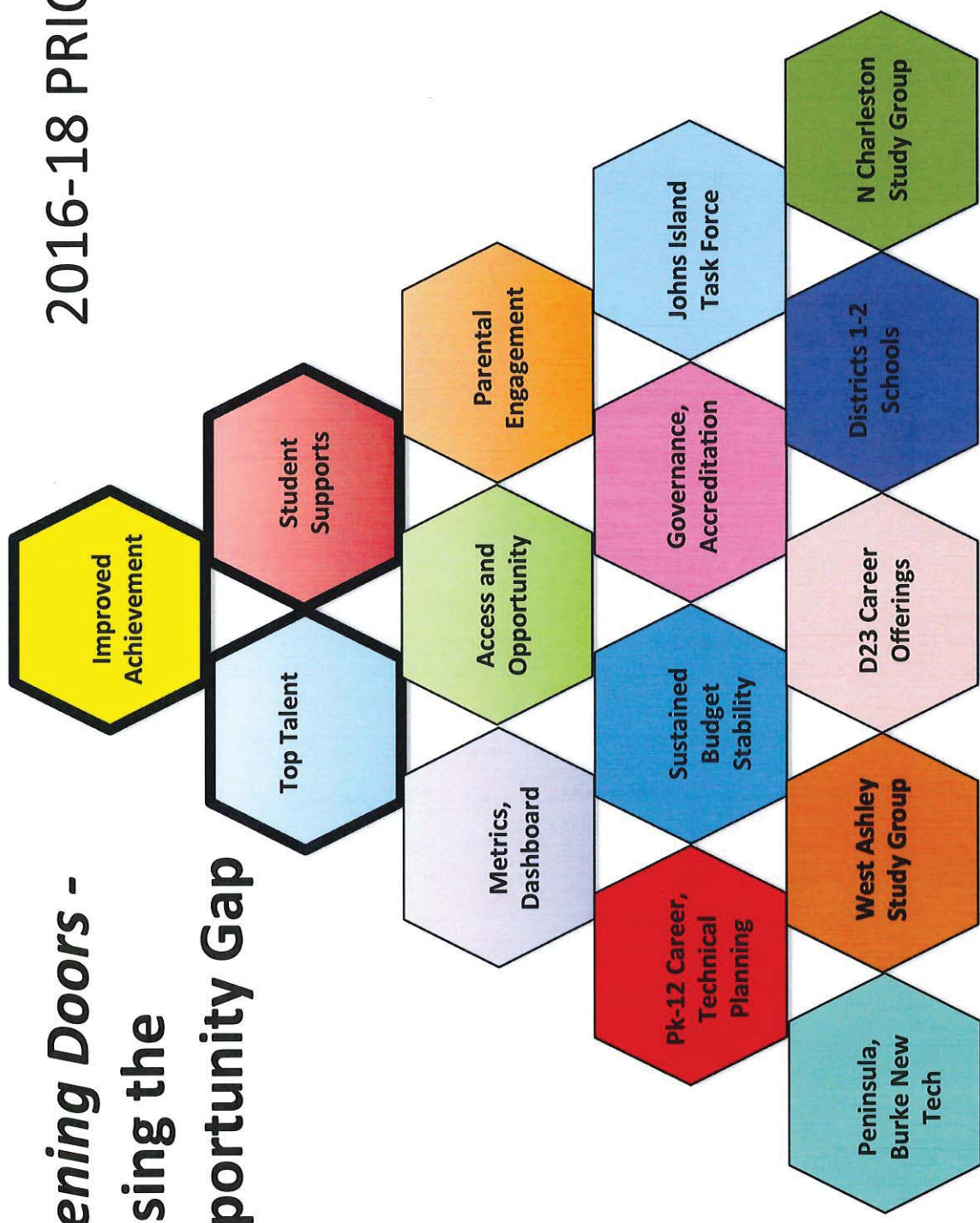
THE STANDING THE CCSD BOARD WOULD LIKE TO ACHIEVE

A majority of the public feels that the Board is . . .

- Focused on academic outcomes for all students
- A cohesive group that works collaboratively
- Brings divergent viewpoints and reaches common ground
- Cares and is sensitive
- Well informed and does its homework
- Responsive but intentional about accomplishing established goals
- Is visionary, puts education first
- Is industrious, transparent, focused, competent, supportive, responsive
- Is visible and accessible
- Speaks with one voice
- Works together in the best interest of students
- Has transparent goals and expectations
- Actively seeks community input
- Is trustworthy

Opening Doors - Closing the Opportunity Gap

2016-18 PRIORITIES



Addressing Achievement and Opportunity Gaps

2016-17 Strategic Priorities – Addressing the Opportunity Gaps

Action Team	Leader (Tentative)
1. Improve Achievement. Study gaps for African American and Hispanic students; early learning programs, Trident Tech passage rates, National Merit Semi-Finalist percentages, mathematics, reading/writing, participation in the arts – and achieve improvements for <i>all</i> students. a. Actions to improve achievement as evidenced by MAP, ASVAB, ACT, and WorkKeys, assessments b. Actions to increase achievement in and expand early learning programs c. Actions to increase by June, 2017 the percentage of African American students scoring at readiness levels in every grade, on every assessment d. Actions to increase the percentage of students passing Accuplacer, the Trident Tech entrance criteria for credit-bearing courses e. Actions to increase the percentage of students eligible for National Merit Semi-finalist consideration (SAT exams) f. Actions to increase percentage of students, particularly under-represented students, in arts curricular and extra-curricular activities g. Actions to increase achievement in mathematics, including revamping mathematics curriculum h. Actions to increase reading proficiency i. Use of technology to personalize learning	Deputy Superintendent (Position Vacant) Learning Services Team
2. Implement Local Accountability; Create Dashboards. Refine readiness measures, create growth targets per school and district-wide, develop individual school data dashboards and implement CCSD's local system of accountability	Dr. Laura Donnelly

Addressing Achievement and Opportunity Gaps

3. Enhance Social-Emotional Supports / Improve Discipline. Review student discipline data and practices and recommend approaches that increase quality learning time, decrease disruptions to the learning process, and provide appropriate student and teacher supports (SEL – social-emotional learning).	Executive Director, Alternative Programs (Jennifer Coker, Interim)
4. Enlist Top Talent. Recruit, retain, reward top talent at all levels of the system.	Bill Briggman
5. Increase Access and Opportunity. Examine practices and data to determine if bias or lack of opportunity based on race, ethnicity, gender, etc., exist, for both students and personnel, Report findings and recommendations.	Executive Director, Accountability (Dr. Valerie Harrison, Interim)
6. Parental and Community Engagement. More effectively engage and inform all aspects of our community. a. Improve internal and external communications (receptive, responsive, proactive, credible) b. Increase parental and community involvement in our schools c. More effectively utilize partners and volunteers to address identified student needs	Erica Taylor
7. Develop Comprehensive Career/Technology Education Plan. Develop an overall CTE Plan, K-12, including Early College design, implementation.	Executive Director Career, Technology Education
8. Sustain Financial Stability. Continue Board's momentum to sustain financial stability; recommend ways to provide greater support to schools with greatest needs.	Glenn Stiegman Michele English-Watson

Addressing Achievement and Opportunity Gaps

9. North Charleston. Formulate recommendations for North Charleston's new Career/Technical Education Center and review the K-12 feeder pattern system.	Jeff Borowy
10. Johns Island. Present recommendations from the Johns Island Community Study Group to bring the full community together to create vibrant, diverse schools.	(Steve Larson)
11. Peninsula. Implement New Tech at Burke High School and formulate recommendations from a Peninsula-area Study Group that will study the K-8 feeder pattern offerings.	TBD (Dr. Barbara Dilligard)
12. West Ashley. Present recommendations from the West Ashley Study Group that will examine the possibility of an expanded early childhood (ages 3-5) program, expanded Montessori offerings, and feeder pattern discussions leading into the new Career/Technical Center to serve Districts 9, 23, and 10.	TBD
13. District 23. Present recommendations to expand career offerings in District 23 (dual enrollment, apprenticeship, and career certification opportunities).	Presently John Cobb
14. Districts 1 & 2. Provide support for Districts 1-2 efforts focusing on opening of Lucy Beckham High School and planning for Awendaw-area schools.	Reggie McNeil
15. Policy Overhaul and Accreditation. Continue efforts to improve system efficiency, effectiveness, with a focus on organizing and streamlining Board policies and working to accredit the Charleston County School District.	Maurice Cannon John Emerson

CONSTITUENT SERVICE

Ask individual to contact the
principal; then Julie Erickson:

Phone: 843.937.6318

julie_erickson@charleston.k12.sc.us

75 Calhoun Street
Charleston, SC 29401

***Let you know if they do not receive a response
within one business day.***

Superintendent's Contract

Board members will
“ refer all criticisms,
complaints and
suggestions called to
the Board's attention
to the Superintendent
for study and
appropriate action . . . ”

“ Individual board
members agree that
they will not give
directions to any staff
members . . . ”

- The Board agrees that it generally shall provide directions to the Superintendent by formal vote occurring during official meetings or, where that is not feasible, in writing through the Board Chair. In addition, individual Board members agree that they will not give directions to any staff members, with the exception of the Superintendent as specified in the previous sentence, regarding the management of the District or the solution of specific problems. The Board, individually and collectively, shall promptly refer all criticisms, complaints and suggestions called to the Board's attention to the Superintendent for study and appropriate action, and the Superintendent shall promptly investigate or cause such matters to be investigated and shall inform the Board, as necessary and appropriate based on the specific matter, of the results of that investigation.

BOARD MEMBER QUESTIONS

1. Direct questions to the superintendent or Robin Crowe.
2. On the agenda for each Committee of the Whole and Business meeting, questions submitted by board members before the agenda deadline will be listed for Board consideration.
3. Agenda item: Board Inquiries
Board vote will determine the items to be referred to staff for response.

Board Policy BDDA

“Any request directed to the superintendent by one or more board members may be placed on the agenda for discussion and decision by the board about whether responding to the request is a proper use of the district’s resources.”

Policy BDDA: Board Information Requests

Purpose: To regulate the board's methods of communication and requesting information.

The board acts as a body, only through public meetings. No individual board member has any authority over the superintendent or staff. No individual board member has authority to direct staff. All requests from individual board members to administration shall be directed to the superintendent. Staff is answerable to the superintendent. The superintendent is answerable to the board. Individual board member requests shall be directed to the superintendent. Any request directed to the superintendent by one or more board members, other than a request by the board acting as a body, may be placed on the agenda for discussion and decision by the board about whether responding to the request is a proper use of the district's resources. Adopted 4/24/06