

## I. EXECUTIVE SESSION

A regular meeting of the Board of Trustees of the Charleston County School District was held on Monday, August 26, 2013, in the Board Room at 75 Calhoun Street with the following members of the Board present: Mrs. Cindy Bohn Coats – Chair, Mr. Craig Ascue - Vice Chair, Mr. John Barter, Mr. Tom Ducker, Mr. Chris Fraser, Mr. Todd Garrett, Mr. Michael Miller, Mrs. Elizabeth Moffly, and Dr. Nancy J. McGinley, Superintendent and Executive Secretary. Rev. Chris Collins was absent.

Staff members Mr. Michael Bobby, Mr. John Emerson, Dr. Lisa Herring, Mrs. Audrey Lane, Mr. Bill Lewis, Dr. Brenda Nelson, Mrs. Terri Nichols, Mr. Paul Padron and Mrs. Latisha Vaughn-Brandon were also in attendance.

The news media was duly notified of the meeting and representatives were present.

At 4:30p.m., Mrs. Coats called the meeting to order. Mr. Ducker moved, seconded by Mr. Fraser, to go in Executive Session to discuss the following agenda items. The motion was approved by consensus.

### 1.1: Home School Applications (2)

### 1.2: Workers' Compensation Claims (2) – Mr. Michael Bobby, Chief Financial & Operations Officer

## OPEN SESSION

5:15 p.m.

## II. CALL TO ORDER, INVOCATION/MOMENT OF SILENCE, PLEDGE OF ALLEGIANCE

Mrs. Coats called the meeting to order at 5:15 p.m. Then she called for a Moment of Silence followed by the Pledge of Allegiance.

## III. ADOPTION OF AGENDA

Mr. Garrett moved, seconded by Mrs. Moffly, to adopt the August 16, 2013 agenda with the following amendment. The vote was 8-0.

- Mr. Ascue requested agenda items 11.1B – Laing Middle and 11.1C - Permission to Establish a School Community Task Force in Mt. Pleasant to Create a District 2 Magnet School, be moved immediately after the CAE Update.
- Mr. Miller suggested amending the agenda to add an item on student achievement. However, it was determined that it would be discussed under new business.

## IV. SPECIAL RECOGNITIONS – Mrs. Erica Taylor, Executive Director of Strategy & Communications

### A. African American History Award Presentation

The Board recognized Will Basco, a former Moultrie Middle, now Wando HS student, for winning the African American History Award at the annual Kenneth E. Behring National History Day contest held at the University of Maryland and College Park campus in Washington, D.C. Will's project was on the 1955 lynching of fourteen year old Emmett Till whose death prompted the Civil Rights Movement.

## V. SUPERINTENDENT'S REPORT – Dr. Nancy J. McGinley – Superintendent of Schools

Dr. McGinley shared the following:

- There were several great events during the "back to school" week. On Sunday, over 10,000 students and parents attended the First Day Festival and over 5,000 backpacks were distributed.
- Four new school buildings were opened—three schools downtown and one West Ashley. Many compliments were received from community members on the state of the art buildings.
- Hootie and the Blowfish continued their support to CCSD schools. The annual Hootie and the Blowfish Roundup was held on Saturday and it was featured on the NBC Nightly News with Brian Williams last night. Hootie and others who made donations to the district were also thanked--Walmart, Durham Bus Service and other local businesses.
- The annual CCSD Choice Fair will be held on September 21, 2013 from 9am – 1pm at Burke. All choice schools will have representatives on hand to showcase their programs. Advisory Counselors will also be on hand to advise parents.
- The Mayor of Meggett called Friday and she received a letter today from Low Country Leadership Charter School requesting to use the Schroder facility. Their school is not ready to receive students.

CCSD's facility folks are looking into what it would take to get the Schroder facility ready. The district will let the Board know of its findings.

Mr. Fraser commended Mr. Lewis and construction folks for working through the rainy weather to get schools open on time.

#### **VISITORS, PUBLIC COMMUNICATIONS**

1. Ms. Mache Larkin, a Low Country Leadership Charter School representative, said the charter school will open in October. They are asking to use the former Schroder MS for 30-45 days until their facility is ready. Their facility was delayed due to the rain. She requested the board's approval of their request to use 25 classrooms, office space, kitchen and media center.
2. Mr. Jon Butzon addressed the Board about a policy matter. He spoke of how policies come about—budget driven, practice, or discussion of individuals. Mr. Butzon said the current Board policy suggests that it is okay to send students reading on a 1<sup>st</sup> through 4<sup>th</sup> grade level to the ninth grade. He requested the policy be revised to address this matter immediately.
3. Ms. Kate Darby, chairman of the Wando School Improvement Council, thanked the Board for the recent improvements at Wando. She asked the Board to continue to support initiatives to open the Center for Advanced Studies at Wando-- the road and technology recommendations.
4. Ms. Rebecca Imholtz, a Wando School Improvement Council member, addressed the board about the shortage of seats in the cafeteria. She commended the cafeteria staff at Wando and urged the Board to support the road and technology recommendation.

#### **VII. APPROVAL OF MINUTES/EXECUTIVE SESSION AGENDA ITEMS**

##### **7.1: Open Session Minutes of August 12, 2013, August 16, 2013 & August 19, 2013**

Mr. Barter moved, seconded by Mr. Garrett, to approve the open session minutes of August 12, 2013, August 16, 2013 & August 19, 2013 with the amendment shown below. The vote was 8-0.

- August 16, 2013 – Mrs. Moffly said the second page third line should say “Mrs. Moffly said testing is only required for students who transfer from non-accredited schools.”

##### **7.2: Executive Session Action Items of August 26, 2013**

*The Board will vote on executive session action items of August 26, 2013.*

###### **1.1: Home School Applications (2)**

Mr. Ascue moved, seconded by Mr. Fraser, to approve two Home School Applications. The vote was 8-0.

###### **1.2: Workers' Compensation Claims (2) – Mr. Michael Bobby, Chief Financial & Operations Officer**

Mr. Fraser moved, seconded by Mr. Garrett, to approve two Workers' Compensation Claims. The vote was 8-0.

##### **7.3: Financial Minutes of August 12, 2013, August 16, 2013 & August 19, 2013**

Mr. Fraser moved, seconded by Mr. Barter, to approve the financial minutes of August 12, 2013, August 16, 2013 & August 19, 2013. The vote was 8-0.

#### **VIII. CAE UPDATE**

##### **8.1 Studer Update – Dr. Janet Pilcher – Studer Education**

The Board received an update from Dr. Janet Pilcher with Studer Education on the student achievement results and implementation for the 2012-13 school year.

Dr. Pilcher said preliminary data are being received for the 2013 survey. She thanked Dr. Laura Donnelly, in her absence, for being helpful in pulling documents needed for the report. The update is summarized below.

- A recommendation was made to the Board to work with the superintendent to review the results to see where the district is and have an in-depth conversation about where district should be in 2016. This will allow everyone to see what's taken place and position themselves for Vision 2016.
- A booklet with preliminary data was distributed. Dr. Pilcher gave an overview of information provided.
  - **Page 1** – The Score Card for 2013 is incomplete until additional data is received during the fall semester. The color coding information was explained. The color green means the district achieved, yellow means progress, and red means decline.
  - **Page 2** has information on growth. Eighth grade math increased by 9.7%. Seventh grade

reading increased by 5.1%. Last year Fifth grade math was red, this year it is yellow and up by 2.1% but hasn't quite made the Vision 2016 goal. Eighth grade reading has decline but 3<sup>rd</sup> grade math shows the greatest decline.

- **Page 3** the color green on the chart means the goals on the scorecard has been achieved; the color blue is where the district is on track with current year trajectory to meet Vision 2016 goal; and yellow means it remained the same. Dr. Pilcher identified reasons for decline and shared details on what has to be done.
- The Studer Group met earlier with Dr. McGinley to discuss trajectories for each school. Schools will soon be grouped by senior leaders. Serious conversations must take place to double growth to meet goals.
- Increases from 2012-13 were done to jump start the district. The chart shows that it is necessary to double the growth. The conversations with Dr. McGinley were good and upon completion Dr. McGinley will know the expectations and the work that needs to be done. The color green is good, but more is needed to meet the 2016 Vision Goals.

#### **Questions/Comments from the Board:**

Mr. Miller expressed concerns about meeting the Vision 2016 goals. He suggested two ways to reach goals—lifting the bucket from the bottom or adding more students to the top. Raising the bar from the top would not have an impact on the students on the bottom. Mr. Miller asked if the Studer Group was looking at areas that are in the red and if there are budgetary issues tied to it. Dr. Pilcher said there are two issues. As they view individual schools, they will be able to identify why. It is necessary to explore and see how much money has been invested and see if there is a payoff. The data must be cascaded by school. The Strategic Education Committee wants to look at what schools are doing and what is working, or not.

Mr. Fraser requested a graph that shows data at the school level. The student data should be displayed in the board room.

Mr. Ducker requested a Strategic Education meeting with Studer Group to further discuss the Vision goals because that conversation would help drive the budget. Dr. Pilcher said they were looking at results for the 2013-14 school year.

Mr. Ascue expressed concerns about the math scores district-wide but said there was enough time to fix it. He also expressed concerns about 8<sup>th</sup> grade reading that was also mentioned by Mr. Butzon earlier. After stating that Mr. Miller made a good point with his bucket analogy, he agreed that it is necessary to address students at the bottom.

Mrs. Coats said the 2011 data showed a different third grade reading target. Dr. Pilcher said when looking at the scorecard, they look at the mean goal. The other part is, while working with trajectory, they are looking at data from a chart provided. If something is out of line, they will review it and make necessary corrections. Mrs. Coats asked about the timeline to alignment of schools with administrative leaders. Dr. Pilcher said they have met with the leaders and are working on the scorecards this week. She said about the 90 day plan, it was determined that student achievement is one year behind, so the timeline was shifted after meeting with principals.

Mrs. Moffly said she agreed with Dr. McGinley. She requested data for special needs and English as a second language students be separated for a clearer picture. Dr. Pilcher said, Dr. McGinley has made this request and Dr. Donnelly is already pulling that data. This could also be added to the topics to be discussed with the Strategic Education Committee.

Mr. Garrett thanked Dr. McGinley for Renaissance School effort and said he would like to see the money spent in addition to the data dashboard along with capacity and location where students live.

Mr. Barter said the Board did not want to overlook students that are doing well. However, it is necessary to take care of students that are not achieving. He thanked the Strategic Education Committee for the work they will do to address this issue.

## **IX. MANAGEMENT REPORT(S)**

**X. 10.1: Audit & Finance Committee – Mr. John Barter**

**A. Furniture, Fixtures and Equipment (FF&E) Bulk Purchase Agreement for Musical Instruments – Mr. Michael Bobby, Chief Financial & Operations Officer**

Mr. Barter moved, seconded by Mr. Fraser, to approve a recommendation to award the initial year contract, with the option of four one (1) year renewals, to a vendor for elementary schools. The first year cost is \$196,923.16. The funding source is 2013-14 Fixed Cost of Ownership funds. The vote was 7-0. Mr. Garrett did not vote since he was out of the room and only missed out on voting on this item.

Mr. Barter said many affluent schools already had those instruments so this recommendation would get other elementary schools up to par.

**B. Reallocation of Fiscal Year 2014 Fixed Cost of Operations Funds – Mr. Michael Bobby, Chief Financial & Operations Officer**

Mr. Barter moved, seconded by Mr. Fraser, to approve the recommendation to reallocate FY2014 Fixed Cost of Operations – Classroom Modernization Project funds from Printer Replacement to Wireless Network Upgrades. The funding amount is \$7,652,000 and the funding source is Fiscal Year Fixed Cost of Operations. The vote was 8-0.

Mr. John McCarron responded to questions from Mr. Ascue indicating the recommendation is for wireless communication for rural schools. He said they are working to provide wireless capability at six rural schools. They hope to address it soon. A meeting with the state is scheduled this Friday. He expects to bring good news for the six schools.

Mr. Miller asked about the seventeen schools. Mr. McCarron said he would send information back to the Board via Friday Update.

Mrs. Coats asked about purchasing printers on a pilot program and if it conflicted with spending of that money. Mr. McCarron said other funds were used for it.

**C. Occupational Therapist/Physical Therapist Salary Recommendations – Mr. Michael Bobby, Chief Financial & Operations Officer**

Mr. Barter moved, seconded by Mr. Fraser, to approve the request to increase salaries to comprehensive levels in order to retain and recruit support staff mandated by IDEA. The cost is \$114,810 and the funding source is IDEA funds. The vote was 8-0.

Mr. Barter said the Salary Study that is being conducted is not complete. However, it says these employees are not being paid at the correct level. Also, more money was spent on contracted services.

Mrs. Coats asked about retention and recruitment and if there was tangible evidence to support it. Mr. Barter said there was an issue with retention and some individuals are waiting to see how the district addresses the issue.

Mr. Ducker asked when the Salary Study would be available. Mr. Bobby said hopefully September. He asked that two hours be blocked out for the presentation.

Mr. Ascue asked about the savings use of contracted services. Mr. Bobby said contracted services would result in more money as opposed to using in house staff.

**D. Purchase of Excent Enrich RTI Data Management Software Agreement for the 2013-2014 – Dr. Lisa Herring, Chief Academic Officer**

Mr. Barter moved, seconded by Mr. Ascue, to approve the request to purchase RTI Data Management Software. The funding amount is \$95,000 for the 2013-14 school year. The funding source is Fixed Cost of Ownership. The vote was 8-0.

Mr. Barter said the district has a tiered system of support. The two software programs used by the district are provided by the state. The recommended software to be purchased is made by the same company and it will handle student data that could be used for students moving from school to another school. Mr. Ascue said this would be a great asset to the district.

Mr. Miller asked what is currently in place to track student data. Dr. Herring said some student info is only available by hard copies.

Mr. Ducker expressed concerns about privacy. Dr. Herring said she would elaborate further on that topic at a future meeting. There is a part for the student and parent and others have limited access to information. Mr. Barter asked Mr. McCarron to place it on the Audit and Finance Committee's agenda for discussion.

**E. School Resource Officer Program – Mr. Michael Bobby, Chief Financial & Operations Officer & Mr. Jeff Scott, Director of Security**

Mr. Barter moved, seconded by Mr. Fraser, to approve the agreements with the Charleston County Sheriff's Office, City of Charleston, City of North Charleston, and Town of Mt. Pleasant for the School Resource Officer Program for the 2013-14 school year. The funding amount is \$681,000 for the 2013-14 school year. The funding source is General Operating Funds in the Security and Emergency Management budget. The vote was 5-3 (Ducker, Miller and Moffly opposed).

Mr. Barter said the agreement is fourteen years in the making to provide SROs. The request is to renew it for another year. The contract has a minor word change. The district pays 15% and the other 85% of the cost is paid by other entities.

Mr. Ascue said it was discussed for a long time last year and specialized training was requested. Mr. Scott said they had trainings. The City of North Charleston had a training session that they invited others to participate in. Other trainings were sponsored by the district and others were also held.

Mr. Miller asked if trainings would be done annually. Mr. Jeff Scott said it would be done during professional development days when students are not in school.

Mrs. Moffly said the City of Charleston does an excellent job monitoring from the outside. She said intrusion is her biggest issue. Some violations take place because SROs are stationed inside schools. She suggested the SROs use the approach of the City. She said all municipalities participate in paying for SROs through the taxes paid by citizens.

Mr. Ducker asked Mrs. Moffly to site some violations. Mrs. Moffly said one policy issue that needs to be corrected is that police are interrogating students inside schools. Mr. Ducker asked Mrs. Moffly to bring that issue to the Policy Committee for them to address. Mrs. Moffly said she heard West Ashley had dog searches last year. Mr. Scott said it is in the MOU. Mrs. Moffly said Board approval is needed for canine searches. However, Mr. Barter and Mr. Fraser said the Board approved it when it approved the SRO contract.

**10.2: Policy Committee – Mr. Chris Fraser**

**A. First Reading – Accommodation for Nursing Mothers**

Mr. Fraser moved, seconded by Mrs. Moffly, to approve the first reading of the Accommodation for Nursing Mothers board policy. The vote was 8-0.

Mrs. Moffly requested the policy be amended to include "lactation for employees and students". Also, she said equipment is a personal matter where the policy mentions purchasing/providing breast pumps. Mr. Fraser said that would also be considered.

Mr. Fraser said the Policy Committee met and talked about how to conduct teacher appeals. They were told that there is some work on this matter in legislation.

Also they discussed the legal work being done and how the Board should react to who is doing the work. They are looking at how to report back to the board how much legal work is being done by outside legal firms. They will bring a recommendation back to the Board.

Mr. Ducker said the discussion is also about the legal work being done by in house counsel.

**10.3: Strategic Education Committee – Mr. Michael Miller**

Mr. Miller said the committee met earlier today to discuss course exemptions. There are no

mandatory requirements for Physical Science and since there isn't a state or CCSD policy, the question is, do principals have the right to create pre-requisites on their own. The question is specific to Wando HS. He asked why Ms. Beckham created a pre-requisite that requires students to take Physical Science.

The Committee also discussed the plans to engage principals and identified solutions—to have community engagement forums with feeder schools to identify concerns they have and discuss the effectiveness of programs on school campuses. The committee wants to make sure secondary schools align with their feeder schools to ensure readiness of freshmen entering high school. They will look at the number of students entering high schools that are un-prepared. They will also review budget cuts and the impact it has on students not prepared for high schools. Parent engagement meetings will be planned for the new Mt. Pleasant magnet school and other schools.

Mr. Barter said those were all great topics. Then he asked if the committee was working with the district's management staff. Mr. Miller said they would like to meet with the district Associate Superintendents to learn what they are doing. If there are students going to high schools that can't read he has a problem with that. There are many innovative things going on in the district. However, there are some gaps.

Dr. McGinley said she would like an opportunity to meet with the committee to review the systematic plan the district has in place to address the issue with low readers. The blueprint is in draft format. Also, there is a strategic plan in place. To react to things assumed by parents and say the district is not making progress is unfair. A recent news article applauded the district for addressing reading issues. There is a growing Hispanic population that has tripled over the years. And, parents were sent letters inviting them to come in to address staff if they had concerns about the reading level of their child/children.

Mr. Miller said they SEC looks forward to continuing their meetings with the superintendent and meeting with the Associate Superintendents. They recognize what is going on and plan to engage with the district to look at data. ALL MEANS ALL—ESL students and students with IEPs. Mr. Miller said twelve is better than twenty but he would not be happy until everything has been addressed. All board members should be committed to addressing the issues that relates to all students. It is important to have students working at grade level. Dr. McGinley said she would be happy to dialogue further with the Committee. The data was provided to the Strategic Committee members. Students with IEPs and ESL may not be on level and more time is needed to address those issues.

Mr. Ducker said he is pleased to be on the Committee. Dr. McGinley has addressed the committee and Dr. Herring is on the committee. The committee is not out to do staff's job. However, the committee will make recommendations that would allow staff to be able to do their jobs. Good things are happening.

Mr. Barter said staff should be involved to avoid the Board stepping into the role of management.

Mr. Ascue said the Strategic Education Committee is a new committee and he does not want to manage anyone on staff. He just wants to make it possible for staff to do their jobs.

Mr. Ducker said Dr McGinley spoke to the committee about IEP and ESL issues and how it would be addressed. It is all about how to improve education in the district.

Mr. Miller said the committee would meet again to address school-based information. Dr. McGinley said she was looking forward to meeting with the committee again on Sept. 16<sup>th</sup>.

## **XI. POTENTIAL CONSENT AGENDA ITEMS**

### **11.1: A. Texas Instrument Equipment**

Mr. Barter moved, seconded by Mr. Fraser, to approve a recommendation for TI Nspire calculators. The funding source is UP grant funds. The amount is \$93,271.35. The vote was 8-0.

Mrs. Moffly asked the total grant amount. Ms. Kokkinis said the grant was a seven year grant

received two years ago. The total was \$4.5 million for seven years. She said there were twelve West Ashley, Downtown and N. Charleston schools. The information on all grants is listed on the district's website.

### **B. Laing Middle**

Mr. Garrett moved, seconded by Mr. Barter, to approve a recommendation for a contract for Interior Demolition and Abatement for the Old Laing Middle School. The funding source is QSCB funds, not to exceed \$800,000. The vote was 8-0.

Mrs. Moffly inquired about the roof repair and mentioned the article that there is no money to move the charter school into the Laing facility. Then she asked why money was being spent on Laing. Mr. Lewis said the effort is to maintain the building.

Mr. Ducker said the Board voted to place the charter into Laing. However, he is unsure why there is a recommendation to fix the school now. Mr. Lewis said it's the same thing that was done to the Rivers campus earlier. Mr. Ducker asked if the demolition was necessary to protect the building. Mr. Lewis said it's not essential but any future use of the building would require it.

Mr. Ascue said he supports doing the work. He asked staff to bring an amount back to the Board. Mr. Lewis said the architect looked at it for the Montessori school. However, it would be more complicated for a regular school because it would require more walls. He also said part of the building is very old and the cost to renovate it would be too much. That's why he recommended demolition of that part. A more modern entrance was also recommended along with IT and electrical upgrades.

Mr. Fraser said there is a limited time to spend QSCB money. Also are there other projects that money could be used for. Mr. Bobby said the QSCB money had to be spent by mid October or lose it. However, it would cost more to do it later. Also, there are no other projects that qualify for use of that money.

Mrs. Moffly asked if the district had to be under contract before the money runs out. Mr. Bobby said the project had to be done before that date. Mrs. Moffly asked about the cafeteria at Wando. Mr. Lewis said they don't have funding for the cafeteria. However, they would expand the cafeteria beyond bus area at a story and a half to increase seat area similar to the one at School of the Arts. Wando cafeteria could be done under this budget. Also, about the cafeteria project, the intent is to not have the transition going on during the school year. Mrs. Moffly asked if the money could be used for an advanced design for Carolina Park. Mr. Bobby said it couldn't. Mr. Lewis said money for the advanced design at Carolina Park has probably been identified.

Mr. Garrett asked about plans for the facility. Mr. Lewis said the initial intent is to just do an upgrade similar to Whitesides. The building should be seen only as a shell. The shell must be closed in similar to the Rivers facility until the district determines what they would use the facility for.

Mr. Miller said if a decision is going to be made to use the school for a Montessori program 18 months later, it would it be wiser to consider doing something different now.

Mrs. Coats said since there are cash flow problems, could money be used for something else. Mr. Bobby said there weren't other projects the money could be used for at this time.

### **C. Permission to Establish a School Community Task Force in Mt. Pleasant to Create a District 2 Magnet School**

Mr. Fraser moved, seconded by Mr. Barter, to grant permission to staff to establish a School

Community Task Force in Mt. Pleasant to create a District 2 magnet school. The vote was 7-1 (Moffly opposed).

Dr. McGinley requested permission from the Board to move forward with the establishment of a School Community Task Force in Mt. Pleasant. Since the old Whitesides has been upgraded, it could be used temporarily. A Mt. Pleasant group is needed to determine the school needed to attract students.

Mr. Ascue said a theme should be established for Laing and a secondary school in Mt. Pleasant at the same time. Dr. McGinley said she is open to that but it should be done sequentially. If approved, the task force could bring a recommendation to the board in January so she could hire a principal to begin planning of the new school. Mr. Ascue said while planning the team, it would be good to have the number of students attending other schools. Dr. McGinley said 668 students attend Buist Academy (78), School of the Arts (318) and Academic Magnet HS (276).

Mr. Barter asked if the composition had been determined for the task force and if it had been determined that a magnet school would be recommended. Dr. McGinley said a magnet school would avoid the zoning issues. She said it would be less disruptive if parents could opt to send their students to that school.

Mr. Fraser said he would support the magnet recommendation because it would balance the community.

Mr. Miller said he wanted the community engaged to the point that they drive the decision, not staff.

Mr. Ducker asked why the Laing renovation proposal didn't come through the Audit and Finance Committee. Also he said the recommendation to establish the Task Force should have gone through the Strategic Education Committee.

Mrs. Coats said there should be a holistic approach to addressing school planning issues in Mt. Pleasant.

Mrs. Moffly said the Town of Mt. Pleasant Town Council had a Blue Ribbon Committee and is discussing a second Blue Ribbon Committee. She said they should be involved in the process as well. As much as she hates busing, traffic would be chaotic and walking to school would be treacherous. School of the Arts and Academic Magnet HS would not have any impact on this decision since the discussion is about a lower level school.

Mr. Garret asked if the plan was to build two schools. Dr. McGinley said her suggestion was to repurpose the buildings.

## **XII. NEW BUSINESS**

### **12.1: A. Race to the Top Grant and Application**

The Board received information on the Race to the Top Grant.

Mrs. Moffly asked about the Board's approval of the RTT grant letter. Mr. Fraser said the board did not approve it and hasn't approved a grant in his five years on the board. Mrs. Moffly said there is a policy that requires approval of grants by the board. Then she inquired about the letter that was written on behalf of the board. Mr. Fraser said the grant support letter that was given to him, the Mayors, and others. Mrs. Moffly said Mr. Fraser did not have the authority to act individually.

Mr. Ascue asked if Mrs. Moffly didn't want Mr. Fraser to write the letter to support the grant. Mrs. Moffly reiterated that Mr. Fraser wrote a letter on behalf of the board without the board's permission.



Mrs. Moffly asked if Mr. Fraser was chair when he signed off on the grant. Mr. Fraser said he signed it two days after he gave up his role as chair, while he and the new chair were transitioning.

Mr. Barter expressed his objection to having the conversation and the inquisition of Mr. Fraser. He said the policy was confusing somewhat ambiguous and needed clarification.

Mrs. Moffly asked the Superintendent how many grants she authorized without bringing it to the board. Mr. Barter said Mrs. Moffly stated the grant policy is clear and he thinks it is ambiguous. That's probably why no grants have come to the board. Mrs. Moffly said the grant was unpacked at a workshop. Dr. McGinley said she has been the superintendent for six years. However, she has been working with the board for nine years. It has always been clear to her that the Board Chair represents the Board. In the past two years, the district brought in \$65 million to do innovative things for students. Former Board chairs—Mrs. Nancy Cook, Mrs. Ruth Jordan, Mrs. Toya Green, Mr. Hillery Douglas and others all signed off on grants.

Mr. Fraser said after Mrs. Moffly brought this matter to his attention, he read the policy and determined that it would be discussed at the Policy Committee meeting this week.

Mr. Garrett spoke about Moffly's suggestion that a criminal act had been committed and said it is necessary for the chair to complete a project once the hour had passed. He also said about the policy, that it is vague and needs to be clarified. However, he would not want every grant written to come before the board for approval because it would limit grant efforts. He asked the policy committee to also review the School Resource Officer Policy.

Mr. Ducker said this is not about Mr. Fraser but about a policy that needs to be cleared up to address the grant process going forward.

Mr. Fraser said the effort will ensure that business practices align with district policies. The Policy Committee will review the policy thoroughly and a recommendation would come back to the Board after they determine how many grants there are and how much money is involved.

Mrs. Moffly expressed concerns about transparency between the chair and the board.

Mr. Miller said there was an issue with policy and how it is practiced. He concluded that there needs to be a level of trust among board members.

Mrs. Moffly left the room at 8:10pm, immediately after approval of this agenda item.

**B. Teacher Incentive Fund – Mrs. Audrey Lane – Deputy for Human Capital Development and Mr. Michael Ard –TIF Project Director**

Mrs. Audrey Lane and Mr. Michael Ard shared an abridged level of information provided in the board packet on Teacher Incentive Fund which is outlined below.

Mrs. Lane spoke of her role prior to joining CCSD and current process being used with the Teacher Incentive Fund. The Human Capital Management System, PALMS, is designed to capture data regarding employee performance.

- **Educator Effectiveness** - "We will **promote, recognize, and reward** effective teaching and leadership based on a combination of factors, including **student growth**. We will ensure that every school is led by an effective principal, and every student is taught by an effective teacher."
- TIF's Alignment to *Vision 2016* - Through **Educator Effectiveness**, CCSD will elevate overall academic achievement, close the achievement gap, and increase the graduation rate.
- U.S. Department of Education: TIF Goals--Reward school districts that are committed to Improving student achievement by increasing teacher and principal effectiveness.

Mr. Michael Ard shared an overview of the grant. Reforming compensation systems to reward for student achievement, increasing the effectiveness of teachers in high-need schools and creating sustainable performance-based compensation.

- Overview of Grant Award - **\$23.7M** over 5 years; largest grant awarded to CCSD. **14** high-potential schools in rural (Hollywood) & urban (North Charleston)
- Grant Funding is allocated for Project management for grant implementation, National expertise to develop value-added system, Compensation for effective teachers & school leaders, and Career ladder (promotions) for effective teachers & school leaders.
- **BRIDGE Framework** - To increase our impact, we have aligned our educational effectiveness initiatives for TIF into a comprehensive framework that we are introducing under the brand **BRIDGE: achieving the VISION**. This framework will connect the district's efforts to recruit, develop, support, and recognize effective principals and teachers.
- **Pilot Schools** – There are 14 schools will pilot efforts as part of the **BRIDGE** framework during the 2013-2014 school year. **Rural Feeder Pattern:** Jane Edwards, Blaney, Minnie Hughes, Ellington, Baptist Hill Middle/High; **Urban Feeder Pattern:** Dunston, Burns, Midland Park, Pinehurst, Hursey, North Charleston Elem., Morningside, North Charleston High; and **Additional School:** Military Magnet Academy. The district will take what we *learn* from our 14 pilot schools, *make improvements* along the way, and *share best practices* that will positively impact our schools, educators, and students district-wide.
- Personalized learning opportunities will be offered to accelerate educators' professional growth. CCSD is committed to investing time and resources to offer educators the support and growth opportunities they need to accelerate learning for all students. Professional Development Administrator and 14 Professional Development Coordinators are working in the schools with school leadership teams and teachers. PD360 is a virtual library of professional development opportunities
- Teachers will be evaluated based on multiple inputs. South Carolina Teacher Evaluation (ADEPT) system is a mandatory component. Other potential components include: Student growth through value-added analysis, School-wide growth through value-added analysis, School-wide parent survey and/or student survey.
- Principals have just completed their first year with a new evaluation instrument which includes: South Carolina Principal Evaluation (PADEPP) as a mandatory component and 50% of the evaluation based on student achievement data. Parent satisfaction and employee engagement surveys
- Other potential components include: 360° Assessment, Educator Evaluation, Multi-element educator evaluations must yield multiple educator effectiveness ratings--*Highly Effective, Effective, Minimally Effective and Ineffective*

Mr. Barter asked Mr. Ard to include an additional column for Recruiting. Mr. Ducker asked if they had the option to do it with this grant. Mr. Ard said it could not be done with this grant. Dr. McGinley said it could be included as an element. Mr. Barter also suggested the involvement of the Policy or Strategic Education Committee in the process.

Mr. Ard continued his presentation by sharing information on Recognizing and Celebrating the educators who are positively impacting student growth. Element #1 - Opportunities for teachers and principals to receive strategic compensation for helping their students make strong academic growth. Initially, the 14 pilot schools will be part of this Performance-Based Compensation System, with core subject teachers receiving payout in the fall of 2014. A compensation system will also be developed for all CCSD teachers and leaders to be implemented in 2016-2017. **This will require board approval.** Teachers and Principals will NEVER make less than they make today.

Mr. Ascue asked staff to provide a simulation at a future meeting. Mr. Ard said they are working on simulations.

Mr. Barter asked Mr. Ard to look at other things that might be important to teachers for recruitment and hiring—child care, job sharing, etc. that may not cost a lot of money.

Mr. Garrett said in the Renaissance Schools, some teachers that were not up to par were weeded out. This should be a tool for principals to say that teachers don't measure up. Mrs. Coats said this should be a measuring tool that says what a good employee looks like.

Mr. Ducker applauded the district for good documentation in the area of teacher evaluation. He said

it helped during the last teacher appeals he heard.

Mr. Ard said this presentation didn't address teacher dismissal. However, there should be evidence of student growth with this model.

**Stakeholder involvement** is essential to the design and implementation of the BRIDGE framework: A Steering Committee guides the BRIDGE program and includes a cross-representation of school-based and central CCSD staff members. Work groups have begun meeting to inform key components of implementation Educator Focus Groups, Educator Perception Surveys and Project Organization.

Mr. Ascue asked if there would be data to determine which teachers aren't making the cut. Mr. Ard said the grant requires them to constantly review the data.

**NOTE:** Mrs. Moffly returned at 8:40 p.m.

Mr. Ascue suggested including some Diversity in the Bridge plans.

- Mr. Ard shared the BRIDGE Timeline, Current Work and Next steps. Then Mr. Ard concluded his presentation by sharing information on the educator work groups and the Bridge Timeline. He said the goal is to make it work so well that the Board would want to find funds to continue.
- External experts are providing guidance to ensure CCSD's new evaluation, professional development, and compensation systems are structured correctly (using CCSD educator input through the work groups). Evaluation experts will design value-added and Student Learning Objectives, ADEPT, PADEPP, and Classroom Observations will be conducted in 2013-14 as planned. Formal orientation and training for evaluation system will occur in September 2013. Ongoing communication about evaluation design process throughout the 2013-14 school year. Professional development coordinators have been designated for each pilot school. PALMS will be utilized to support teachers in pursuing personal and professional development goals and activities.

Mr. Barter mentioned compensation by School Improvement Grants and Charleston Promise Neighborhood and if there is a process to integrate those systems. Mrs. Lane said they are working closely with everyone to have all of it aligned. If this is a 2016-17 budget item he would like staff to start quantifying the info so the Board could plan for it.

Mr. Ard responded to questions from Mr. Barter on student growth and the tool to measure it.

**C. Capital Building Program - Mr. Michael Bobby, Chief Financial & Operations Officer**

The Board received information on the Capital Building Program. Mr. Bobby presented an overview identifying Urgent Capital Building Program and Capital Needs outlined below. Mr. Bobby expressed the importance of TIF and RTT grants.

**The Big Ideas:**

**Sales Tax Program**

Cash Flow problem identified in June and Solutions--Internal Loan from Fund Balance, use of 2005 savings--\$7.5 million and use of sinking funds for Sullivan's Island ES. The three amounts would get the district through the problems identified.

**Statement of Problem:**

1. Sales Tax Funding created Cash Flow shortage.
  - Cash Flow shortage impacts schedule and sequence of Projects.
2. Capacity is needed in Constituent District 2.
3. Projects/Elements of Projects within the Sales Tax Program need funding.
4. Sullivan's Island Elementary School Project requires Final Full Funding.
5. FY14 Fixed Cost of Ownership Needs Additional Funding

**Theory of Action:**

Proposal to resolve cash flow

Strategy to ensure added capacity for Constituent District 2

Strategy to fund elements of Sales Tax Projects  
Strategy to provide full and final funding for Sullivan's Island Elementary School  
Strategy to provide additional Funding for FY14 Fixed Cost of Ownership

**Key Instruments to Creating Solutions**

1. Sales Tax Collection Trend(s)
2. Fine Tuning Cash Flow Schedules
3. Internal Borrowing From General Operating Fund - Fund Balance
4. Back-up Strategy in Worst Case
5. 2005 Program Savings
6. Fall 2013 – General Obligation Bond and Sinking Fund

Mrs. Moffly asked about revised amounts for the Wando project. Mr. Lewis said the amount is \$5 million less. Also he said Harborview was \$1 million less.

Mr. Ascue asked about Laing build out. He asked if the extra student seats at Jennie Moore was considered. Mr. Bobby said he would address that issue.

Mrs. Moffly said she would prefer using the additional sales tax funds for a new school instead of using it for Jennie Moore.

Future Model Refinements outlined projects that could be delayed for a short period of time if there is a cash flow problem.

**Cash Flow Solution**

Sales Tax – Cash Flow Solution

**Cash Flow Management Solution:**

To: Execute the wireless overlay and technology upgrade for the Wando High School Campus  
Wando High School Cafeteria Expansion  
Wando High School Connector Road

To: Execute the contract to complete the Parking Lot @ Memminger Elementary School

**Allocation of 2005 Program Savings**

Funding for Build-out of Jennie Moore Elementary School and Laing Middle School  
(900 Capacity to 1200 Capacity each)

There will be \$7,900,000 available following close-out of 2005 Projects (Estimated Date of Availability – January 2014)

**Strategy:** Use \$4,500,000 to Build-out Jennie Moore Elementary School and  
\$3,400,000 to Build-out Laing Middle School

**Outcome:** Guarantees capacity for Constituent District 2  
Relieves Cash Flow pressures on Sales Tax Program

When the project closes out January 2014, that's when the money would become available.

- Mrs. Moffly suggested that it would still not address the overcrowding issue in the north part of Mt. Pleasant.

**Final Full Funding for Sullivan's Island Elementary School and FY14 Fixed Cost of Ownership**

Strategy: Use Sinking Fund to Increase Fall (2013) General Obligation Bond by \$8,400,000

Stays within the 26 Mills as Approved in FY 14 Budget

Has **NO** future Fiscal Impact/Increase in Cost in FY15 or Beyond

**Sullivan's Island Elementary School**

- Project receives \$3,400,000 to complete Final Full Funding (Board Approved 08/08/12)

**Next Steps:**

1. Approve Sales Tax Cash Flow Management Strategy
2. Approve Allocation of 2005 Program Savings to pay for the new Laing build up.
3. Approve Allocation of Sales Tax Funds
4. Approve General Obligation Bond Issuance

In September three items will come through the Audit and Finance Committee to the Board for approval.

Mrs. Moffly asked the policy for fund balance. Mr. Bobby said 5%. Mrs. Moffly reviewed amounts and said that was enough to build a school in Carolina Park.

Mr. Lewis said the plan for Carolina Park is to have a design for 1200 students at Jennie Moore without spending design cost and changing the entrance.

Mr. Ascue asked about infrastructure. Mr. Lewis said the Board approved funds to build a road. The projection for that is January. The developer is building the road itself and would turn it over to the city. A third road would be built to take traffic in a different direction.

Mr. Barter asked about extending the one cent tax increased in November and asking taxpayers in 2013 to consider issuing a bond to build the school needed in north Mt. Pleasant. Mr. Lewis said overcrowding exists throughout the district—north part of North Charleston and West Ashley. Mrs. Moffly said the district has known about Mt. Pleasant overcrowding since 2005. Mr. Lewis said from a program side, there are three parts of the county moving fast. West Ashley is moving the fastest. Carolina Bay was built during the recession. He is more concerned about overcrowding in West Ashley first. His concern is the same for Mt. Pleasant and North Charleston.

Mrs. Moffly invited everyone to attend a meeting in Mt. Pleasant on Wednesday.

Mr. Barter thanked Mr. Bobby for the great solution.

Mr. Fraser said there was a request from the charter school to consider the lease in the near future before the next meeting. Mrs. Coats said she would call another meeting.

**D. Other New Business**

1. Mr. Ducker suggested the committee ask the community about their view for common core. Mr. Barter said input should also come from staff.
2. Mrs. Coats suggested Committee chairs develop a long term meeting schedule. Also, she urged the chairs to make sure properly noticed and agendas and minutes are provided to all.
3. Mr. Miller requested the information on schools he requested earlier.
4. Mr. Garrett asked for an update on demographic numbers prior to planning for long term facilities.

Since there was no other business to come before the CCSD Board of Trustees, Mr. Fraser moved, seconded by Mr. Miller, to adjourn at 9:39 p.m.