

Horry County Schools



Board Governance Policies

Adopted June 4, 2007; Revised 01-04-10; 08-09-11;
Oct. 2011; Oct. 2013; 05-26-15; 12-12-16; 01-23-17;
02-06-17; 03-06-17; 8-21-17; 04-29-19; 8-19-19;
9-28-20

by the Horry County Board of Education

Horry County Schools

Coherent Governance Policies

Governance Culture

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Policy Type: Governance Culture**Board Purpose**

The Board of Education of the Horry County Schools represents, leads and serves the children and citizens of Horry County and holds itself accountable to them by committing to act in their best interests and by ensuring that all Board and organizational action is consistent with state and federal law and the Board's policies.

The Board's purpose is to assure that the organization achieves the results described in the Board's **Results** policies and that it operates according to the values expressed in the Board's **Operational Expectations** policies.

The Board is guided in its decision-making by the following beliefs:

- All people have intrinsic worth,
- All persons are entitled to respect,
- A community will prosper to the degree that its members participate in achieving common interests,
- Institutions exist to meet the needs of people,
- Each generation has a moral obligation to serve as reasonable stewards for future generations,
- Faith in God as the creator and sustainer of the universe gives meaning and purpose to life,
- An understanding of diversity is essential to harmony in an interdependent world,
- Family is the primary influence on the quality of human development,
- Learning is a life-long process absolutely essential to continuous growth,
- Everyone possesses unrealized potential,
- High expectations yield better results,
- True motivation resides within,
- There is no excellence without hard work, and
- Integrity is essential for community trust and progress.

The Board Governance herein shall govern the members of the Horry County Board of Education and may be amended from time-to-time as the Board may deem necessary. At all time, however, where a conflict shall exist between Board Governance and a state or federal law/regulation any enacted state or federal law/regulation shall supersede any provision set forth herein.

Adopted: 06-04-07, Revised 09-28-20.

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually in January*

Policy Type: Governance Culture**Governing Commitments**

The Board will: govern lawfully with primary emphasis on **Results** for students; encourage full exploration of diverse viewpoints; focus on governance matters rather than administrative details; observe clear separation of Board and Superintendent roles; make all official decisions by formal vote of the Board; and govern with long-term vision.

1. The Board will function as a single unit. The opinions and personal strengths of individual members will be used to the Board's best advantage, but the Board faithfully will make decisions as a group by formal vote. No officer, individual, or committee of the Board will be permitted to limit the Board's performance or prevent the Board from fulfilling its commitments.
2. The Board is responsible for its own performance and commits itself to continuous improvement. The Board will assure that its members are provided with training and professional support necessary to govern effectively. As a means to assure continuous improvement, the Board regularly and systematically will monitor all policies in this section.
3. To ensure that the Board's business meetings are conducted with maximum effectiveness and efficiency, members will:
 - a. come to meetings adequately prepared
 - b. speak only when recognized
 - c. not interrupt each other
 - d. not engage in side conversations
 - e. not repeat what has already been said
 - f. not "play to the audience" or monopolize the discussion
 - g. support the Chair's efforts to facilitate an orderly meeting
 - h. communicate openly and actively in discussion and dialog to avoid surprises
 - i. encourage equal participation of all members
 - j. practice respectful body language
 - k. place emphasis on building consensus among members
 - l. seek the input of the Superintendent as issues are discussed and decisions made.

Board members' attendance at all meetings and work sessions will be monitored monthly.

4. The Board will use a consent agenda as a means to expedite the disposition of routine matters and to dispose of other items of business it chooses not to discuss. All administrative matters delegated to the Superintendent that are required to be approved by the Board will be acted upon by the Board via the consent agenda.

Prior to the adoption of the agenda, an item may be moved from the consent agenda to the business section upon request of a single member.

5. After the first full cycle of monitoring, the monitoring of **Operational Expectations** policies will be included on the agenda for separate discussion only if the Superintendent's reports indicate non-compliance, if a member of the Board has questions about the Superintendent's compliance or reasonable interpretation, or if policy content is to be debated. Otherwise, **OE** monitoring reports will be included in the consent agenda.
6. The Board will direct the organization through policy. The Board's major focus will be on the results expected to be achieved by students, rather than on the strategic choices made by the Superintendent and staff to achieve those results.
7. The Board, by majority vote, may revise or amend its policies at any time. However, as a customary practice, a proposed policy revision will be discussed at one session of the Board prior to being approved at a subsequent Board meeting.
8. A record of all Board action will be maintained online. Motions and the results of motions will be kept in a searchable database.

Adopted: 06-04-0; Revised 10-24-11; Revised 8-25-14; Revised 09-28-20

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually in January*

Policy Type: Governance Culture**Board Job Description**

The Board's job is to represent, lead and serve the students and citizens of Horry County; to govern the organization by establishing expectations for organizational results and quality operational performance; and to monitor actual performance against those expectations.

The Board will:

1. Ensure that the **Results** are the dominant focus of organizational performance.
2. Advocate for the organization and the students it serves.
3. Initiate and maintain constructive two-way dialogue with students, staff, parents and the citizens as a means to engage all stakeholders in the work of the Board and the district.
4. Develop written governing policies that address:
 - a. **Results**: The intended outcomes for the students served by the organization;
 - b. **Operational Expectations**: Statements of the Board's values about operational matters delegated to the Superintendent, including both actions and conditions to be accomplished and those prohibited;
 - c. **Governance Culture**: Definition of the Board's own work, the processes it will employ and conditions within which it will accomplish that work;
 - d. **Board/Superintendent Relationship**: The role relationship of the Superintendent and the Board, including the specified authority of the Superintendent and the process for monitoring district and Superintendent performance.
5. Ensure acceptable Superintendent performance through effective monitoring of **Results** and **Operational Expectations** policies.
6. Ensure acceptable Board performance through effective evaluation of Board actions and processes.
7. Appoint an independent auditor to conduct an annual external review of the district's financial condition and report directly to the Board.

8. Name new facilities. Before a final vote on naming facilities, the Board will contact local community leaders through public notice of a public hearing.
9. Visit schools within Board member's district at least once each year (visits will be monitored each year in June).
10. Appoint local attendance area advisory Boards.
11. Establish millage rates.
12. Determine issues and capital projects to be listed in public referenda.
13. Approve the comprehensive budget.
14. Approve attendance area boundaries. Before a final vote on changing attendance area boundaries the Board will contact local community leaders through public notice of a public hearing.
15. Approve all land transactions.
16. Approve funding sources for new programs and/or initiatives added in the General Fund at the time they are approved.
17. Will develop a Memorandum of Understanding (or Agreement) for sports tourism events.

Adopted: 06-04-07; Revised 01-04-10; Revised 10-24-11; Revised 08-27-12; Revised 8-25-14; Revised 09-28-20

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually in January*

Policy Type: Governance Culture**Officers' Roles**

The officers of the Board are those listed in this policy. Their duties are those assigned by this policy and by others required by law.

Chair

The Chair provides leadership to the Board, ensures the faithful execution of the Board's processes, exercises interpretive responsibilities with integrity reflecting the spirit and intent of the Board's policies, and normally serves as the Board's official spokesperson.

The Chair has the following specific authority and duties:

1. Monitor Board actions to assure that they are consistent with the Board's own rules and policies and with other obligations imposed by agencies whose authority supersedes the Board's own authority;
 - a. Conduct and monitor all Board meeting deliberations to assure that Board discussion and attention are focused on Board issues, as defined in Board policy (see GC-3) and conducted with consistent protocol. The Chair will:
 - Refrain from repeating, summarizing or disagreeing with members' comments as discussion is facilitated;
 - Speak to issues in turn as do other members;
 - Permit discussion of action items during business meetings only after a motion and second;
 - Recognize members in order for them to speak;
 - Not offer motions or seconds while serving as presiding officer.
 - b. Assure that Board meeting discussions are productive, efficient and orderly;
 - c. Chair Board meetings using the authority normally vested in the chair as described in *Robert's Rules of Order*; unless otherwise listed in Board governance;
 - d. Lead timely Board meeting debriefings and periodic self-assessments to ensure continuous process improvement.
2. Make all interpretive decisions of Board policies in the **Governance Culture** and **Board/Superintendent Relationship** sections, using reasonable judgment.
3. Compile and facilitate the Board's summative evaluation of the Superintendent.

4. Represent the Board as its official spokesperson about issues decided by the Board and other matters related to official Board business; however, nothing herein shall prohibit the Board Chairman from designating a proxy to speak on the Board's behalf in his stead.
5. When necessary, sign all contracts and reports authorized by the Board, other than employee contracts, except as otherwise provided by law.
6. Nominate members of all Board committees, subject to Board approval.
7. On behalf of the Board, and in concert with the Vice-Chair and the Superintendent, develop proposed Board meeting agendas consistent with the Board's annual calendar.
8. Establish a procedure to ensure that Board members with overlapping districts are represented in appointing advisory Board members.
9. The Chair is not authorized to make any interpretive decisions about policies created by the Board in the *Results* and *Operational Expectations* policy areas. The Superintendent may use reasonable interpretation of Board governance. The Board will make any final determination on interpreting Board governance.
10. The Chair is not authorized to exercise any authority as an individual to supervise or direct the Superintendent.

Vice-Chair

In the absence or inability of the Chair, the Vice-Chair shall have all the powers and duties of the Chair. The Vice-Chair will participate with the Chair and the Superintendent in developing Board meeting agendas.

Adopted: 06-04-07; Revised 8-25-14; Revised 09-28-20

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually in January*

Policy Type: Governance Culture**Board Committees**

The Board may create committees if they are deemed helpful to assist the Board in the performance of its responsibilities. If committees are established, they will be used exclusively to support the work of the Board as described in Policy GC-3 and will never be created or used to assist or oversee the Superintendent in any operational area.

1. Board committees and other such entities by whatever name created by the Board will not be used to actively direct, advise, assist or oversee the staff. Committees customarily will prepare recommendations for Board consideration. Board committees will have no direct authority over staff and shall exercise limited demands on staff time and organizational resources only to the extent authorized in this policy.
2. Board committees may not speak or act for the Board unless specifically authorized. The responsibilities and authority of all Board committees are carefully stated in this policy to assure that committees fully understand their duties and extent of authority and to assure that committee work will not usurp or conflict with the Board's own authority or conflict with authority delegated to the Superintendent.
3. All Board committees (except those listed below) are considered to be ad hoc, or temporary. Each committee will be dissolved after the completion of its task or by the specified date. All Board committee meetings are subject to the open meetings law.
4. The Board will have 6 standing committees: Finance, Facilities, Technology, Human Resources, Curriculum & Instruction, and Policy. These committees and the Chair of these committees will be appointed by the Board Chair and approved by the Board. Committees may re-elect a new chairperson at any time by a simple motion with the committee and vote. They will meet as often as may be deemed necessary by the respective committee chairperson; but no less than once per fiscal year. Each committee will consider their respective roles and may recommend changes to their role to be approved by the full Board. If a Board member cannot attend a committee meeting, he/she may assign his/her position on the committee to another Board member for the meeting, as his/her proxy. A quorum of any Board committee shall be a simple majority of the total Board members appointed to such committee. The committees will consider:
 - a. Board Governance policy changes. All policy changes will be recommended to and approved by the full Board.
 - b. Becoming informed with respective departments, including RFP's for their respective departments as needed.
 - c. Developing any Board work plans and scheduling Board information as needed.

5. The Facilities Chair shall appoint two Board members to a five-member selection committee involved in decisions concerning the construction of new facilities which have a budget between four million and fifty million dollars. At least one of the appointed Board members serving should represent the district where construction of the new facility is being built. Members of the Facilities Committee may serve on the selection committee. If Board members who are not members of the Facilities Committee are needed to complete the five-member Board complement of a selection committee, the Vice-Chair will be asked to serve and, as necessary, the Facilities Chair may appoint other Board members who are not members of the Facilities Committee to complete the membership of any selection committee.
6. The Facilities Chair shall appoint five Board members to a 10-member selection committee involved in decisions concerning the construction of new facilities which have a budget of fifty million dollars or greater. At least one of the appointed Board members serving should represent the district where construction of the new facility is being built. Members of the Facilities Committee may serve on the selection committee. If Board members who are not members of the Facilities Committee are needed to complete the five-member Board complement of a selection committee, the Vice-Chair will be asked to serve and, as necessary, the Facilities Chair may appoint other Board members who are not members of the Facilities Committee to complete the membership of any selection committee.
7. Items coming before the Board for action shall be presented at the first meeting following the committee meeting to inform the Board of the recommendation. Discussion may be held and questions may be answered. At the second meeting, the item will be on the agenda for a full discussion to inform the Board. At the third meeting, the item will be on the agenda for a vote on the recommendation. A standing committee may bypass this process if the committee votes unanimously that the item is an emergency that the Board must act upon immediately.

Adopted: 06-04-07; Revised 01-04-10 Revised 10-24-11; Revised 8-25-14; Revised 05-26-15; Revised 12-12-16; Revised 01-23-17; Revised 4-29-19; Revised 8-19-19; Revised 09-28-20.

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually in January*

Policy Type: Governance Culture**Annual Work Plan**

The Board will follow an annual work plan that includes continuous monitoring and review of all policies, and activities to improve Board performance.

1. The annual planning cycle will correspond with the fiscal year and end each year on June 30 to allow the Superintendent to properly align internal operational systems and processes.
2. The Board's annual work plan for the next year will include:
 - a. Governance process improvement activities, including orientation of candidates and new Board members in the Board's governance process, and other discussions by the Board about means to improve its own performance, especially Board member knowledge and skill-building.
 - b. Scheduled monitoring of all policies. Other events and activities that are parts of the Board's responsibilities and interests.
 - c. The annual work plan will be provided to the Board at the first Board meeting in January of each year, as prescribed by South Carolina Code of Laws and as may be from time-to-time amended, with such updates as may be required throughout the year. The annual work plan and any amendments thereto will be posted online.

Adopted: 06-04-07; Revised 10-24-11; Revised 09-28-20

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Twice Annually in Aug. & Jan.*

Policy Type: Governance Culture**Board Members' Code of Conduct**

The Board and its members will conduct themselves lawfully with integrity and high ethical standards in order to model the behaviors expected of staff and students and to build public confidence and credibility. The Board, acting in its legislative capacity, shall have the authority and responsibility to interpret and apply these standards of conduct.

Nothing in this section is meant to take away a member's right to free speech as a legislator or to diminish a Board member's responsibility to his/her constituents.

1. Board members will serve the interests of the students and citizens of the entire school district. Members recognize this responsibility to the whole to be greater than:
 - a. any loyalty a member may have to any other advocacy or interest groups;
 - b. loyalty based upon membership on other Boards or staffs;
 - c. the personal interest of any Board member who is also a parent of a student in the district;
 - d. being a relative of an employee of the district; or
 - e. the interests of the district from which a member is elected.
2. Board members will not attempt to exercise individual authority over the organization.
 - a. Members will not attempt to assume personal responsibility for resolving operational problems or complaints. Members will refer to the Superintendent or to his or her designee any complaints or concerns about operational issues.
 - b. Members will respect decisions of the Board and will not take action to undermine those decisions.
 - c. Members will not publicly express individual negative judgments about Superintendent or staff performance. Any such judgments of Superintendent or staff performance will be expressed in executive session.
3. To build trust among members and to ensure an environment conducive to effective governance, members will:
 - a. focus on issues rather than personalities
 - b. respect decisions of each other and the full Board

- c. exercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other
 - d. criticize privately, praise publicly
 - e. make every reasonable effort to protect the integrity and promote the positive image of the district and one another
 - f. never embarrass each other or the district
 - g. maintain focus on common goals
 - h. communicate in a timely manner to avoid surprises
 - i. withhold judgment on issues until informed
 - j. use executive sessions appropriately and judiciously
 - k. maintain appropriate confidentiality
 - l. openly share personal concerns, information and knowledge
 - m. request or signal a recess when members find themselves moving toward loss of personal control or when members observe such loss by a colleague.
4. Members will not:
- a. intentionally mislead or misinform each other
 - b. maintain hidden agendas
 - c. assume responsibility for resolving problems or complaints
 - d. give personal direction to any part of the operational organization.
5. Members will exercise personal discipline in the performance of their duties, including proper use of authority and appropriate decorum when acting as Board members.
6. Members shall maintain confidentiality appropriate to sensitive issues and information that otherwise may tend to compromise the integrity or legal standing of the Board, especially those matters discussed in executive session.

Adopted: 06-04-07; Revised 10-24-11; Revised 8-25-14; Revised 09-28-20

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually in January*

Policy Type: Governance Culture**Board Member Conflict of Interest**

Public office represents a trust created by the confidence the voters hold in the integrity of local government officials for the common good of the people. It is the desire of Board members to operate under the highest ethical standards. A conflict of interest arises when a public official is unable to devote complete loyalty and singleness of purpose to the general public interest.

For purposes of this policy, a conflict of interest is considered to be a personal, pecuniary interest that is definite and demonstrable.

1. A Board member who, in the discharge of his/her official responsibilities, is required to take an action or make a decision which affects an economic interest of the Board member, a family member, an individual with whom the Board member is associated, or a business with which the Board member is associated shall provide to the Board Chair a written statement which describes the matter requiring action and the nature of the Board member's potential conflict of interest with respect to the action or decision. The Chair shall cause the statement to be printed in the minutes and shall require the member to be excused from any votes, deliberations, and other actions on the matter on which the potential conflict of interest exists and shall cause such disqualification and the reasons for it to be noted in the minutes.

"Family member" means an individual who is the spouse, parent, step-parent, brother, sister, step-brother, step-sister, child, step-child, mother-in-law, father-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, grandparent, step-grandparent, or a grandchild or step-grandchild.

2. A Board member may not cause the employment, appointment, promotion, transfer, or advancement of a Family member to a position in the District. Similarly, a Board member may not participate in an action relating to the discipline of the Board member's Family member.
3. The Board shall not hire any of its members as employees of the district. Members may be reimbursed for authorized expenses in carrying out Board duties, and may receive compensation for their services only as provided for in Policy GC-10.
4. The Board shall not enter into any contract with any of its members or with a firm or corporation in which a member has a financial interest unless the contract is awarded to the lowest responsible bidder based on established competitive bidding procedures, and the Board member performs no official function regarding the contract.

5. A Board member must avoid conflict of interest with respect to his or her fiduciary responsibility. Accordingly, a Board member will not:
 - a. Use his/her position or office for personal financial gain (§8-13-700);
 - b. Receive compensation to influence action (§8-13-705);
 - c. Receive additional money as payment for advice or assistance given in the course of his/her employment (§8-13-720);
 - d. Receive anything of value for speaking before a public or private group if the employee is acting in an official capacity (§8-13-715);
 - e. Use or disclose confidential information gained in the course of employment, including any manner that would affect his/her economic interest (§8-13-725);
 - f. Serve as a member or employee of a governmental regulatory commission that regulates any business with which the employee is associated (§8-13-730);
 - g. Represent another person before a governmental entity (§8-13-740)
 - h. Use governmental personnel, equipment, or materials in an election campaign (§8-13-765).

6. It is permissible for a Board member to receive:
 - a. campaign contributions and contributions in kind which are reported;
 - b. an occasional non-pecuniary gift which is less than \$50 in value, in recognition of public service
 - c. payment or reimbursement for actual and necessary expenditures for travel and subsistence for attendance at a convention or other meeting in which the Board member participates in his/her official capacity as a Board member; and
 - d. a meal provided in conjunction with a speaking engagement where all participants are entitled to the same meal and the meal is incidental to the speaking engagement.

Annually, prior to March 31, each Board member shall file a statement of economic interests with the State Ethics Commission.

Adopted: 06-04-07; Revised 10-24-11; Revised 09-28-20

Monitoring Method: *Board self-assessment*

Monitoring Frequency: *Annually in January*

Policy Type: Governance Culture**Process for Addressing Board Member Violations**

The Board and each of its members are committed to faithful compliance with the provisions of the Board's policies. The Board recognizes that its failure to deal with deliberate or continuing violations of its policies risks the loss of public confidence in the Board's ability to govern effectively. Therefore, in the event of a member's willful and/or continuing violation of policy, the Board ordinarily will address the issue by the following process:

1. conversation in a private setting between the offending member and the Board Chair, Vice-Chair or other individual member;
2. discussion in a private session between the offending member and the full Board (if permitted by law);
3. possible removal by the Board from any leadership or committee positions to which the offending member has been appointed or elected;
4. public censure of the offending member of the Board as a means of separating the Board's focus and intent from those of the offending member.

Notwithstanding the foregoing, the Board may exercise any rights afforded to it under applicable State law to address any internal matter that should arise.

Adopted: 06-04-07; Revised 09-28-20

Monitoring Method: Board self-assessment
Monitoring Frequency: Annually in January

Policy Type: Governance Culture**Governance Cost**

The Board will invest in its governing capacity as necessary and prudent to assure that the governance function is effective and efficient.

1. The Board will budget necessary funds to assure that the Board and its members have the knowledge, skills and support necessary for excellent governance.
 - a. Training and retraining will be used as necessary to orient new members and candidates for membership, as well as to maintain and increase current member skills and knowledge.
 - b. External monitoring assistance will be used as necessary to enable the Board to exercise confident control over organizational performance. This includes but is not limited to a fiscal audit.
 - c. Stakeholder dialog strategies will be used as needed to ensure the Board's ability to listen effectively to stakeholder viewpoints and values.

2. Each Board member shall receive as annual compensation for his/her services the sum equal to \$15,966, except for the Board Chair, whose compensation will be 20% greater than other Board members, as provided by local legislation. Board member compensation will be reviewed by June 30 of every odd-numbered year and adjusted, if deemed appropriate, consistent with current market data.

Board members shall have reimbursable out-of-district travel pre-authorized by either the Board Chair or Vice-Chair. Pre-authorization is required for all in-state attendance of meetings or training sessions sponsored by the South Carolina School Boards Association (SCSBA), provided Horry County Schools is a member of the SCSBA.

When Board members incur expenses in carrying out their responsibilities as Board members, they may be reimbursed from district funds in accordance with Horry County Schools Board Travel Guidelines upon submission of vouchers and supporting receipts consistent with District requirements. Board members will have the option to submit reimbursement for in-district travel expenses OR elect to be paid \$300 per month for in-district travel. The Board will annually review and approve travel guidelines pertaining to the Board.

3. The insurance programs administered by the District for personnel, except for the state insurance program, shall be made available to Board members.

4. Effective with the 2020-21 fiscal year, each Board member will have an \$8,000.00 dollar annual education fund available for special projects related to education. All funds shall be allocated beginning each fiscal year from July 1 to the first Board meeting in June of the following calendar year. The spending of those funds must be approved by the full Board. The funds do not roll over to the next cycle. The funds are taken out of the un-designated reserves. If there are no un-designated reserves available these funds will not be allocated.

*Adopted: 06-04-07; Revised 01-04-10 Revised 10-24-11; Revised 8-25-14; Revised 2-6-17;
Revised 3-6-17; Revised 09-28-20*

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually in May*

B/SR-1

Policy Type: Board/Superintendent Relationship**Single Point of Connection**

The Superintendent is the Board's sole point of connection to the operational organization. The Board will direct the operational organization only through the Superintendent.

Adopted: 06-04-07.

Monitoring Method: Board self-assessment
Monitoring Frequency: Annually in January

B/SR-2

Policy Type: Board/Superintendent Relationship**Single Unit Control**

The Board will direct the Superintendent only through official decisions of the full Board.

1. The Board will make decisions by formal, recorded vote in order to avoid any clarity about whether direction has been given.
2. The Superintendent is neither obligated nor expected to follow the directions or instructions of individual Board members, officers and committees unless the Board has specifically delegated such exercise of authority.

Should the Superintendent determine that an information request received from an individual member or a committee:

- a) is not related to Board or member responsibilities,
- b) requires a material amount of staff time, or
- c) is unreasonable or of questionable value,

the Superintendent is expected to ask that the committee or the member refer such requests to the full Board for authorization. Otherwise the request shall be fulfilled in a timely manner.

Adopted: 06-04-07 Revised 10-24-11; Revised 8-25-14

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually in January*

B/SR-3

Policy Type: Board/Superintendent Relationship**Staff Accountability**

The Superintendent is responsible, within the values expressed by the Board in policy, for all matters related to the day-to-day operation of the organization. All staff members are considered to report directly or indirectly to the Superintendent.

1. The Board will never give direction to any employee other than the Superintendent.
2. The Board will not formally or informally evaluate any staff member other than the Superintendent. Discussion of other staff members will be in executive session with the Superintendent.

Adopted: 06-04-07; Revised 8-25-14

Monitoring Method: Board self-assessment
Monitoring Frequency: Annually in January

B/SR-4

Policy Type: Board/Superintendent Relationship**Authority of the Superintendent**

The Board will provide direction to the Superintendent through written policies that define the organizational results to be achieved for students and define operational conditions and actions to be accomplished or avoided.

1. The Board will develop **Results** policies instructing the Superintendent to achieve defined results for the students served by the organization.
2. The Board will develop **Operational Expectations** policies which express the Board's values about operational conditions and actions. Certain of these values will be expressed positively to assure that the stated actions occur and that the identified conditions exist and will be stated as directives. Certain other values represent actions and conditions that are to be avoided and will be stated prohibitively.
3. The Board must approve, at a public meeting, systemic changes or revisions to district policy, excluding that which is required by the State Department of Education, the U.S. Department of Education, state/federal law or regulations. The Superintendent is not expected to seek Board approval or authority for any such decision falling within the Superintendent's area of delegated authority or for day to day operation.
4. The Board may change its **Results** and **Operational Expectations** policies and in so doing shift the boundary between Board and Superintendent areas of responsibility. The Board will respect and support any reasonable interpretation of its policies by the Superintendent.
5. The Board shall approve any systemic changes to curriculum.
6. The Board will be informed of any committees that are being set up by the district whose purpose is to review/discuss issues or topics which may require substantial financial commitments, as determined in the sole discretion of the Board, that are recurring in nature and/or may systemically impact curriculum, instruction, and/or operations.

Adopted: 06-04-07; Revised 10-24-11; Revised 8-25-14; Revised 05-26-15; Revised 09-28-20

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually in January*

Policy Type: Board/Superintendent Relationship**Superintendent Accountability**

The Board considers Superintendent performance to be linked to organizational performance. Organizational accomplishment of the Board's **Results** policies and operation according to the values expressed in the Board's **Operational Expectations** policies will be considered successful Superintendent performance. These two components define the Superintendent's job responsibilities, and are the basis for the Superintendent's performance evaluation.

1. The Board will determine organizational performance based upon a systematic monitoring process.
2. The Board will acquire monitoring data on **Results** and **Operational Expectations** policies by one or more of three methods:
 - a. By **Internal Report**, in which the Superintendent submits information that certifies and documents to the Board compliance or reasonable progress;
 - b. By **External Review**, in which an external third party selected by the Board assesses compliance or reasonable progress with applicable Board policies;
 - c. By **Board Inspection**, in which the whole Board or a committee duly charged by the Board formally assesses compliance with or reasonable progress on the appropriate policy criteria.
3. The consistent performance standard for **Operational Expectations** policies shall be whether the Superintendent has:
 - a. reasonably interpreted the policy and its subparts;
 - b. complied with the provisions of the Board policy being monitored.
4. The consistent performance standard for **Results** policies shall be whether the Superintendent has:
 - a. reasonably interpreted the policy and its subparts;
 - b. made reasonable progress toward achieving the Board's defined **Results** policies.
5. The Board will make the final determination as to whether Superintendent interpretation is reasonable, whether the Superintendent is in compliance and whether reasonable progress has been made. In doing so, the Board will apply the "reasonable person" standard.

6. All policies that instruct the Superintendent will be monitored according to a schedule and by a method determined by the Board and included in the Board's annual work plan. The Board may monitor any policy out of this defined sequence, if it is determined by a majority of the Board that conditions warrant monitoring at times other than those specified by the annual schedule.
7. Each November, the Board will conduct a formal summative evaluation of the Superintendent. The summative evaluation will be based upon data collected during the previous academic year from the monitoring of **Results** and **Operational Expectations** policies. The Board will prepare a written evaluation document.

The evaluation document will consist of:

- a. A summary of the data derived during the year from monitoring the Board's **Results** and **Operational Expectations** policies;
- b. Conclusions based upon the Board's prior action during the year relative to the Superintendent's reasonable interpretation of each **Result** policy and whether reasonable progress has been made toward its achievement;
- c. Conclusions based upon the Board's prior action during the year relative to whether the Superintendent has reasonably interpreted and operated according to the provisions of the **Operational Expectations** policies.
- d. An improvement plan addressing any deficiencies in Superintendent progress toward achieving the Results
- e. An improvement plan addressing any deficiencies in Superintendent performance within the boundaries established in the Operational Expectations policies.
- f. A summary of the Superintendent's strengths and weaknesses relative to achievement of the Results policies and operation within the values stated in the Operational Expectations policies.
- g. Identified priorities for the coming year.

Nothing in this policy will be construed to imply in any manner the establishment of any personal rights not explicitly established by statute, Board policy or contract. All employment decisions regarding the Superintendent remain within the sole and continuing discretion of the Board.

8. Notwithstanding the foregoing, the Board may meet with the Superintendent and his/her department heads from-time-to-time to review organizational performance and/or discuss concerns of importance to the Board.

Adopted: 06-04-07; Revised 01-04-10; Revised 10-24-11; Revised 09-28-20

Monitoring Method: *Board self-assessment*

Monitoring Frequency: *Three times a year in December, May and June*

OE-1

Policy Type: Operational Expectations

Global Operational Expectation

The Superintendent shall take reasonable measures to protect the organization's public image or credibility

Adopted: 06-04-07 Revised 10-24-11

Monitoring Method: Internal report
Monitoring Frequency: Annually in March

OE-2

Policy Type: Operational Expectations**Emergency Superintendent Succession**

The Superintendent shall designate at least one other executive staff member, with Board approval, who is familiar with the Board's governance process and issues of current concern and is capable of assuming Superintendent responsibilities on an emergency basis.

Adopted: 06-04-07; Revised 10-24-11

Monitoring Method: Internal report
Monitoring Frequency: Annually in August

Policy Type: Operational Expectations**Treatment of Stakeholders**

The Superintendent shall maintain an organizational culture that treats all people, including students, parents, citizens and staff, with respect, dignity and courtesy.

The Superintendent shall:

1. Manage information in such ways that confidential information is protected.
2. Maintain processes for the effective handling of complaints.
3. Maintain an organizational culture that:
 - a. values individual differences of opinion;
 - b. reasonably includes people in decisions that affect them;
 - c. provides open and honest communication in all written and interpersonal interaction;
 - d. focuses on common achievement of the Board's **Results** policies;
 - e. maintains an open, responsive and welcoming environment.

Adopted: 06-04-07.

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in September*

Policy Type: Operational Expectations**Personnel Administration**

The Superintendent shall assure the recruitment, employment, development, evaluation and compensation of district employees in a manner necessary to enable the organization to achieve its **Results** policies.

Expectations include:

1. Conducting extensive background inquiries and checks prior to hiring any paid personnel.
2. Conducting reasonable background inquiries and checks prior to utilizing the services of any volunteers who have direct contact with students.
3. Selecting the most highly qualified and best-suited candidates for all positions, based upon experience, formal education, credentials, and certifications appropriate for the position.
4. Recommending for the Board's approval the employment, transfer, or termination of any principal, executive director or chief officer, according to an established hiring process.
5. Administering clear personnel rules and procedures for employees.
6. Effectively handling complaints and concerns.
7. Maintaining adequate job descriptions for all staff positions.
8. Protecting confidential information.
9. Developing and implementing compensation and benefit plans to attract and retain the highest quality employees by compensating employees consistent with the applicable marketplace, including but not limited to organizations of comparable size and type, and within available resources. Furthermore, when directive is issued by the Board of Education regarding any benefit or compensation matter, the Superintendent shall take all diligence to implement such directive and shall immediately report to the Board of Education should any obstacle exist in the implementation of the directive.
10. Consistent with the Superintendent's own evaluation, evaluate all employee performance according to their contribution toward achieving the Board's **Results** policies and their compliance with the Board's **Operational Expectations** policies.

11. Assure that the evaluation of all instructional and administrative personnel is designed to:
 - a. improve and support instruction;
 - b. measure and document both excellent performance and unsatisfactory performance;
 - c. link teacher and administrator performance with multiple measures of student performance.
12. Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.
13. Maintain an organizational culture that positively impacts the ability of staff to responsibly perform their jobs and allows them to work in an environment of professional support and courtesy.
14. Compile and analyze employment trends to inform effective personnel administration practices.

The Superintendent may not prevent employees from grieving to the Board when internal grievance procedures have been exhausted and the employee alleges that District procedures outlined in the *District Policies Manual* have been violated. Employees who report directly to the Superintendent may notify the Board Chair and Vice-Chair in writing of facts or circumstances which prevent the Superintendent from handling a particular grievance. When such notification is received, the Board Chair and Vice-Chair shall immediately report the matter to the full Board as confidential information.

Adopted: 06-04-07 Revised 10-24-11; Revised 05-26-15; Revised 09-28-20

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in February*

Policy Type: Operational Expectations**Financial Planning**

The Superintendent shall develop and maintain a multi-year financial plan that is related directly to the Board's **Results** priorities and **Operational Expectations** goals, and that avoids long-term fiscal jeopardy to the district.

The Superintendent shall develop a budget that:

1. Is in a summary format understandable to the Board and presented in a manner that allows the Board to understand the relationship between the budget and the **Results** priorities and any **Operational Expectations** goals for the year;
2. Credibly describes revenues and expenditures.
3. Shows the amount spent in each budget category for the most recently completed fiscal year, the amount budgeted for each category for the current fiscal year and the amount budgeted for the next fiscal year.
4. Delineates the proposed expenditures by site level, including all schools, central office and multi-school functions.
5. Discloses budget-planning assumptions, including those assumptions and priorities identified by the Board in December and major funding initiatives, by May 15 of each year.
6. Assures fiscal soundness in future years.
7. Reflects anticipated changes in employee compensation, including inflationary adjustments, step increases, performance increases and benefits.
8. Establishes personnel positions in the budget, including those created within the amount designated for personnel contingencies.
9. Inform Board of all budget assumptions/changes as they occur.

The Superintendent may not develop a budget that:

1. Plans for the expenditure in any fiscal year of more funds than are conservatively projected to be available during the year.
2. Reduces the projected year-end fund balance (undesignated reserves) to an amount less than 15 percent of the prior year's General Fund expenditures.

Adopted: 06-04-07; Revised 10-24-11; Revised 03-25-13; Revised 8-21-17

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in May*

Policy Type: Operational Expectations**Financial Administration**

The Superintendent shall not: cause or allow any financial activity or condition that materially deviates from the budget adopted by the Board; cause or allow any fiscal condition that is inconsistent with achieving the Board's **Results** or meeting any **Operational Expectations** goals; or place the long-term financial health of the district in jeopardy.

The Superintendent shall:

1. Assure that payroll and legitimate debts of the district are promptly paid when due.
2. Assure that all purchases are based upon comparative prices of items of similar value, including consideration of both cost and long-term quality.
3. Use a competitive bidding procedure for the purchase of all supplies, contractual services, materials and equipment, except as approved for exception in the procurement code and as provided by the procurement code through a sole source or emergency procurement method.
4. Provide for an annual audit of all district funds and accounts.
5. Make all reasonable efforts to collect any funds due the district from any source.
6. Keep complete and accurate financial records by funds and accounts in accordance with generally recognized principles of governmental accounting.
7. Publish a financial condition statement annually.

The Superintendent shall not:

1. Expend more funds than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances, the authorized transfer of funds from reserve funds, and tax anticipation notes.
2. Indebt the organization.
3. Allow any required reports to be overdue or inaccurately filed.
4. Receive, process or disburse funds under controls that are insufficient under generally accepted accounting procedures.

5. Permit the year-end fund balance to reach a level less than 15 percent of the prior fiscal year's General Fund expenditures.

*Adopted: 06-04-07; Revised 10-24-11; Proposed Revision 03-25-13; Revised 8-21-17;
Revised 09-28-20*

Monitoring Method and Frequency:

Internal report: Four times a year in October, December, January and April
External report: Annually in January

Policy Type: Operational Expectations**Asset Protection**

The Superintendent shall assure that all organizational assets are adequately protected, properly maintained, appropriately used and not placed at undue risk.

The Superintendent shall:

1. Maintain property and casualty insurance coverage on district property with limits equal to 80% of replacement value.
2. Maintain both Errors and Omissions and Comprehensive General Liability insurance coverage protecting Board members, staff and the district itself in an amount that is reasonable for school districts of comparable size and character.
3. Assure that all personnel who have access to material amounts of district and school funds are bonded up to an amount reasonable for the position.
4. Protect intellectual property, information, files, records and fixed assets from loss or significant damage.

The Superintendent may not:

1. Allow facilities and equipment to be subject to improper use or insufficient maintenance.
2. Recklessly expose the district, the Board or staff to legal liability.
3. Invest funds in investments that are not secured or that are not authorized by law. The Board or a standing committee of the Board will be informed of any investments.
4. Purchase, sell, or reject offers to sell real estate, including land and buildings. (Revised 01-04-10).
5. Take any action that damages the district's public image or credibility.

Adopted: 06-04-07; Revised 01-04-10; Revised 8-25-14

Monitoring Method: Internal report

Monitoring Frequency: Annually in December

Policy Type: Operational Expectations**Communicating with the Board**

The Superintendent shall assure that the Board is fully and adequately informed about matters relating to Board work and significant organizational concern.

The Superintendent shall:

1. Submit required monitoring data in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule, and including both the Superintendent's interpretations and relevant data to substantiate compliance or reasonable progress.
2. Provide for the Board in a timely manner information about trends, facts and other information relevant to the Board's work.
3. Inform the Board of significant transfers of money within funds or other changes substantially affecting the district's financial condition including an accountability of significant funds that are not spent.
4. Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions.
5. Inform the Board of anticipated significant media coverage.
6. Inform the Chair or Vice-Chair if, in the Superintendent's opinion, the Board or individual members have encroached into areas of responsibility assigned to the Superintendent or if the Board or its members are noncompliant with any **Governance Culture** or **Board/Superintendent Relations** policies.
7. Present information in simple and concise form, indicating clearly whether the information is incidental, intended for decision preparation, or for formal monitoring.
8. Treat all members equally and assure that all members have equal access to information, including but not limited to information requested by a single member.
9. Inform the Board in a timely manner of any actual or anticipated noncompliance with any Board **Operational Expectations** policy or any anticipated failure to achieve reasonable progress toward any **Results** policy.
10. Provide for the Board adequate information about all administrative actions and decisions that are delegated to the Superintendent, but required by law to be approved by the Board.

11. Inform the Board in a timely manner of the administrative disposition of complaints presented to the Superintendent by the Board.
12. Inform the Board in advance of any deletions of, additions to or significant modifications of any instructional programs.
13. Review annually and recommend to the Board changes in attendance boundaries utilizing the Facilities Optimization Process.
14. Inform the Board of significant changes in or additions to administrative policies.
15. Systemwide work done through committees such as Teacher Cabinet, Budget Committee, High School Scheduling Committee, Textbook Selection Committee, or other such work groups that have the potential to impact a large number of stakeholders will be shared with the Board.
16. Inform the Board if any employee is arrested or suspended along with information about the offense.
17. Inform the Board if any student is arrested on BOE property or in an incident related to our schools (bus stop, etc.) along with information about the arrest.

Adopted: 06-04-07; Revised 10-24-11; Revised 8-25-14

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in November*

Policy Type: Operational Expectations**Communicating with the Public**

The Superintendent shall assure that the public is adequately informed about the condition and direction of the district.

The Superintendent shall:

1. Assure the timely flow of information, appropriate input, and strategic two-way dialog between the district and the citizens that builds understanding and support for district efforts.
2. Prepare and publish, on behalf of the Board, an annual progress report to the public that includes the following items:
 - a. Data indicating student progress toward accomplishing the Board's **Results** policies.
 - b. Information about school district strategies, programs and operations intended to accomplish the Board's **Results** policies.
 - c. Revenues, expenditures and costs of major programs and a review of the district's financial condition.

Adopted: 06-04-07. Revised 12-12-16; Revised 09-28-20

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in April*

Policy Type: Operational Expectations**Instructional Program**

The Superintendent shall maintain a program of instruction that offers challenging and relevant opportunities for all students to achieve at levels defined in the Board's **Results** policies.

The Superintendent shall:

1. Ensure that instructional programs are based on a comprehensive and objective review of best practices research.
2. Base instruction on academic standards that meet or exceed state and/or nationally-recognized model standards.
3. Align curriculum with the standards.
4. Effectively measure each student's progress toward achieving or exceeding the standards.
5. Ensure that the instructional program includes opportunities for students to develop talents and interests in more specialized areas.
6. Ensure that the instructional program addresses the different learning styles and needs of students of various backgrounds and abilities and are available to students throughout the district as fairly and equitably as is reasonable.
7. Encourage new and innovative programs, carefully monitoring and evaluating the effectiveness of all such programs at least annually.
8. Ensure that all instructional programs, including both content and practice, are regularly evaluated and modified as necessary to assure their continuing effectiveness.
9. Protect the instructional time provided for students during the academic day by prohibiting interruptions due to unnecessary intrusions, unnecessary teacher time out of the classroom, or the scheduling of activities that can be scheduled during other times.
10. Assure that the district calendar and the time made available during the instructional day assign priority to and best serve the learning needs of students.

11. Select textbooks and instructional materials that advance the achievement of the Board's **Results** policies and that achieve continuity, integration and articulation of the curriculum by course and program.
12. Regularly evaluate materials and textbooks, and maintain a procedure for reviewing such materials upon formal request by a parent or other stakeholder.
13. Adequately monitor and control student access to and utilization of electronically distributed information.
14. Ensure appropriate input from students, parents, teachers, administrators and other staff members involved in the instructional program as textbooks are reviewed and selected.

Adopted: 06-04-07; Revised 10-24-11

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in October*

Policy Type: Operational Expectations**Discipline**

The Superintendent shall establish and consistently enforce discipline policies to maintain safe and effective environments for all students.

The Superintendent shall:

1. Appropriately involve teachers, administrators, students and the community in developing student discipline policy.
2. Assure that teachers, students and parents are informed of the disciplinary expectations of students.
3. Ensure that all policies and procedures regarding discipline are enforced consistently using reasonable judgment.
4. Inform the Board of any changes to the district policy manual.
5. Make sure that all personnel follow the policy guidelines including notifying parents in a reasonable time of any discipline hearings.

The Superintendent will not permit:

1. Unruly student behaviors that disrupt learning.
2. The use of drugs and alcohol by students and adults on school property and at school-sponsored events.
3. The presence of firearms and other dangerous weapons on school property and at school-sponsored events except as allowed by state law.
4. Any form of intimidation, bullying, disrespect or violence to go unaddressed on school property and at school-sponsored events.
5. The use of tobacco products by students and adults on school property and at school-sponsored events.

Adopted: 06-04-07; Revised 10-24-11; Revised 8-25-14; Revised 8-21-17

Monitoring Method: Internal report
Monitoring Frequency: Annually in August

Policy Type: Operational Expectations**Learning Environment/Treatment of Students**

The Superintendent shall establish and maintain a learning environment that is safe, respectful and conducive to effective learning.

The Superintendent shall:

1. Maintain a climate that is characterized by support and encouragement for high student achievement.
2. Support staff efforts to address unruly student behaviors, to work in partnership with parents and DSS, and to expedite the return of students to an appropriate learning environment.
3. Assure that all confidential student information is properly used and protected.

The Superintendent will not:

1. Tolerate any behaviors, actions or attitudes that hinder the academic performance or the well-being of students.
2. Permit the administration of corporal punishment.
3. Permit unnecessary or irrelevant collection of student information.

Adopted: 06-04-07; Revised 10-24-11

Monitoring Method: Internal report
Monitoring Frequency: Annually in June

Policy Type: Operational Expectations**Facilities**

The Superintendent shall assure that physical facilities support the accomplishment of the Board's **Results** policies, are safe and properly maintained.

The Superintendent shall:

1. Develop a short- and long-term facilities plan based upon an ongoing annual needs assessment- establishing priorities for new facilities, additions, renovations, and sustainment projects that:
 - a. Assigns highest priority to the correction of unsafe conditions;
 - b. Proposes projects to increase the educational facility capacity at locations exceeding 100% utilization now and in the future;
 - c. Includes annual capital projects as necessary to enable facilities to reach their intended life cycles including fixed and non-fixed assets;
 - d. Plans for and schedules facility replacements based upon the facility condition assessment and potential use;
 - e. Develops project management methodology including staffing, project delivery, contracting, and procurement processes;
 - f. Notifies the Board immediately upon a decision being made to form a selection committee concerning major construction projects, other than new construction, which have a budget of four million dollars, or greater, in order to provide the Board with the opportunity to appoint the appropriate number of Board members to serve on any such selection committee that may be involved in decisions concerning said project. The Board member serving on any selection committee shall be appointed by the Facilities Chair from the membership of the Facilities Committee. If no member of the Facilities Committee is able to serve on the selection committee, the Facilities Chair may appoint a Board member who is not a member of the Facilities Committee to serve on the selection committee;
 - g. Discloses assumptions on which the plan is based, including growth patterns and the financial and human impact individual projects will have on other parts of the organization;
 - h. Establishes expectations for maintenance and custodial services for all District facilities.
2. Upon approval of the short-term facilities plan, provide recommendations for Board approval based upon the educational specifications, delivery methods and local procurement code prior to issuing a Notice of Intent to Award:
 - a. Educational Planning – provide recommendations for Board approval of design professionals.
 - b. Design-Bid-Build – provide recommendations for Board approval of facility program/conceptual design, award of production architect contract, and award of contractor contract.

- c. Construction Manager at Risk – provide recommendations for Board approval of facility program/conceptual design, award of production architect contract, and award of contractor contract.
 - d. Design-Build – provide recommendations for Board approval of facility program/conceptual design and award of design-build team contract.
 - e. Indefinite Delivery – available for sustainment projects and must follow local procurement code with no action needed by the Board.
3. Provide quarterly updates on projects.
 4. Establish a utility corridor through the design process and designate signing authority for utility easements.
 5. Designate authority to negotiate land acquisitions and provide recommendations for Board approval.
 6. Project life-cycle costs as capital decisions are made.
 7. Assure that facilities are clean, sanitary and safe.
 8. Develop and consistently administer facilities use guidelines delineating:
 - a. permitted uses;
 - b. the applicable fee structure;
 - c. clear user expectations, including behavior, cleanup, security, insurance and damage repair;
 - d. consequences and enforcement procedures for users who fail to follow the established rules.
 9. Ensure optimal utilization and follow District Attendance Line Re-Alignment Procedure.

The Superintendent shall not:

1. Authorize construction schedules and change orders that will significantly reduce quality.
2. Authorize change orders that cause the cost of construction projects to exceed the approved budget or that will be in excess of 5% of the awarded price for new construction and 10% for renovations.
3. Authorize changes in the approved facility scope that significantly increase or decrease approved square footage.
4. Unreasonably deny the public's use of facilities as long as student safety, student functions, and the instructional program are not compromised.
5. Fail to assure that any committees appointed to recommend school names understand that:

- a. Final approval of school names, mascots and colors is the sole responsibility of the Horry County Board of Education;
- b. Schools may not be named for individuals; and
- c. Adjunct facilities, including athletic facilities, may be named for individuals as specified in district policy.

Adopted: 06-04-07; Revised 10-24-11; 12-10-12; 01-14-13; 10-28-13; Revised 8-25-14; Revised 12-12-16; Revised 4-29-19.

Monitoring Method: *Internal report*

Monitoring Frequency: *Annually at Winter Retreat and Updates Quarterly*

Policy Type: Results**Literacy**

Student achievement in literacy will be measured according to the *Strategic Plan Performance Goals* and annual results. Overall student performance in literacy will meet or exceed the *District Consolidated Goals* baseline measures for reading and English language arts. The district will allocate the necessary resources to ensure students can achieve the district goal in literacy.

Adopted: 06-04-07; Revised 10-24-11; Revised 8-21-17

Monitoring Method: Internal report

Monitoring Frequency: Literacy: Upon release of test results, November

R-2

Policy Type: Results**Numeracy**

Student achievement in numeracy will be measured according to the *Strategic Plan Performance Goals* and annual results. Overall student performance in numeracy will meet or exceed the *District Consolidated Goals* baseline measures for math. The district will allocate the necessary resources to ensure that students can achieve the district goal in numeracy.

Adopted: 06-04-07; Revised 10-24-11; Revised 8-21-17

Monitoring Method: Internal report

Monitoring Frequency: Numeracy: Upon release of test results, December

Policy Type: Results**Science**

Student achievement in science will be measured according to the *Strategic Plan Performance Goals* and annual results. Overall student performance in science will meet or exceed the *District Consolidated Goals* baseline measures for science. The district will allocate the necessary resources to ensure that students can achieve the district goal in science.

Adopted: 06-04-07; Revised 10-24-11; Revised 8-21-17

Monitoring Method: *Internal report*

Monitoring Frequency: *Upon release of test results, January*

Policy Type: Results**Social Studies**

Student achievement in social studies will be measured according to the *Strategic Plan Performance Goals* and annual results. Overall student performance in social studies will meet or exceed the *District Consolidated Goals* baseline measures for social studies. The district will allocate the necessary resources to ensure that students can achieve the district goal in social studies.

Adopted: 06-04-07; Revised 10-24-11; Revised 8-21-17

Monitoring Method: *Internal report*
Monitoring Frequency: *Upon release of test results, February*

Policy Type: Results**Other Academic Disciplines**

Each student will have the opportunity to participate in an enriched curriculum that includes course offerings such as:

- Digital Learning
- Fine Arts
- Health and Physical Education
- Foreign Language
- Career and Technical Majors

Overall student participation in other academic disciplines will be provided in an annual monitoring report to the Board. The district will allocate the necessary resources to ensure students have the opportunity to participate in other academic disciplines.

Adopted: 06-04-07; Revised 10-24-11; Revised 8-25-14; Revised 8-21-17

Monitoring Method: Internal report

Monitoring Frequency: March

Policy Type: Results**Personal Success and Citizenship**

Each student will be exposed to character development activities and values that contribute to personal and societal success to include the following life skills, lifelong attributes, and personal values:

- Creativity
- Work Ethic
- Communication
- Interpersonal Skills
- Perseverance
- Innovation
- Collaboration
- Media & Technology
- Self-Direction
- Critical Thinking
- Teamwork
- Knowing how to Learn
- Global Perspective

Each student will:

1. Deepen his/her knowledge of and commitment to community-based problem solving and demonstrate knowledge and skills essential for satisfactory participation in a democracy. Evidence that personal success and citizenship opportunities are being given to students will be provided in an annual monitoring report to the Board. The district will allocate the necessary resources to ensure students are exposed to activities and values that contribute to personal success and citizenship.

Adopted: 06-04-07; Revised 10-24-11; Revised 8-25-14; Revised 09-28-20 (re-numbering only)

Monitoring Method: Internal report
Monitoring Frequency: June

R-7

Policy Type: Results**College and Career Readiness**

College and career readiness will be measured using on-time graduation rate and composite SAT and ACT scores. The on-time graduation rate will meet or exceed the *District Consolidated Goals* baseline measures. The composite SAT and ACT will meet or exceed the *District Consolidated Goals* baseline measures. The district will allocate the necessary resources to ensure the students are college and career ready.

Revised 09-28-20 (re-numbering only)

***Monitoring Method: Internal
report Monitoring Frequency: June***

Policy Type: Results**Perceptions of Stakeholders**

State school survey results will be used to measure perceptions of stakeholders. The percentage of teachers, students, and parents who respond that they are satisfied with their school's learning environment, social and physical environment, and home-school relations will meet or exceed the *District Consolidated Goals* baseline measures. The district will allocate the necessary resources to strengthen the perception of stakeholders.

Revised 09-28-20 (re-numbering only)

***Monitoring Method: Internal
report Monitoring Frequency: June***

APPENDIX to RESULTS (R-1 thru R8)

(may be updated from time-to-time as needed)

The results of Horry County Schools will be:

Strategic Plan Performance Goals

1. **At least 90% of students in grades 3-8 will score “met” or above in English Language Arts by 2015.**
2. **The percentage of students who do not meet the state’s proficiency standard in English Language Arts will decrease by at least 10% each year.**
3. **At least 90% of students in grades 3-8 will score “met” or above in mathematics by 2015.**
4. **The percentage of students who do not meet the state’s proficiency standard in Mathematics will decrease by at least 10% each year.**
5. **At least 90% of students in grades 2-8 will score “met” or above in Science by 2015.**
6. **At least 90% of students in grades 3-8 will score “met” or above in Social Studies by 2015.**
7. **The percentage of middle school students who pass the state end-of-course Algebra 1 test will increase to 40% of the total eighth grade enrollment.**
8. **At least 95% of students will pass the State’s Algebra end-of-course test by 2015.**
9. **At least 90% of students will pass the State’s English end-of-course test by 2015.**
10. **At least 90% of students will pass the State’s Physical Science end-of-course test by 2015.**
11. **At least 80% of students will pass the State’s U.S. History end-of-course test by 2015.**
12. **At least 30% of 11th and 12th grade students will take at least one Advanced Placement or International Baccalaureate course by 2015.**
13. **The average SAT score (combined) for high school seniors will be at or above the national average.**

14. The average ACT score (combined) for high school seniors will be equal to the national average.
15. At least 95% of second-year high school students will pass HSAP English language arts by 2015.
16. At least 75% of second-year high school students will meet the state's proficiency standard in English language arts by 2015.
17. At least 95% of second-year high school students will pass HSAP mathematics by 2015.
18. At least 75% of second-year high school students will meet the state's proficiency standard in mathematics by 2015.
19. At least 90% of second-year high school students will pass both sections of the state's exit exam on first attempt by 2015.
20. By 2015, 100% of high school students will have passed both sections of the state's exit exams within two years after taking it the first time.
21. At least 90% of high school students will earn standard high school diplomas within four years or less after entering the ninth grade (i.e., on time) by 2015.
22. At least 100% of parents/guardians will participate in a conference with school personnel about their child's academic performance every year.
23. The attendance rate for students and teachers will be at least 96% each year.
24. The percentage of teachers with an advanced degree will increase to 65% by 2015.
25. At least 95% of students, parents, and teachers surveyed indicated that they or their children feel safe at school.
26. Each year, the district as a whole (grades 3-8) and each school with grades 3-8 will have at least a .10-gain in the state's Absolute Performance index from the previous year.
27. The district and each school will have at least an "Average" Improvement rating each year on the State Report Card.

District Consolidated Goals

AREA	GOAL	MEASURES
Reading/ELA	Increase the percentage of students reading on grade level by the end of second grade	Lexile range for Grade 2 from MAP BASELINE: 83.2%
Reading/ELA	Increase the percentage of students in grades 3-HS who score at proficiency/passing level	Aggregated percentage PASS Met, HSAP Level 3, English EOC passing BASELINE: 76.3%
Math	Increase the percentage of students in grades 3-HS who score at proficiency/passing level	Aggregated percentage PASS Met, HSAP Level 3, Algebra EOC passing BASELINE: 78.1%
Science	Increase the percentage of students in grades 3-HS who score at proficiency/passing level	Aggregated percentage PASS Met and Biology EOC passing BASELINE: 74.5%
Social Studies	Increase the percentage of students in grades 3-HS who score at proficiency/passing level	Aggregated percentage PASS Met and US History EOC passing BASELINE: 74.0%
Graduation Rate	Increase the percentage of students who graduate on-time (in 4 years)	4-Year Graduation Rate BASELINE: 74.9%
College Readiness	Increase the composite SAT and ACT to be at or above the national average	SAT BASELINE: 1487/1500 ACT BASELINE: 20.3/21.0
Perceptual	Increase the percentage of respondents satisfied with their (1) school's learning environment, (2) social and physical environment, and (3) home-school relations	Annual Survey of Teachers, Students and Parents BASELINE: (1) T:X; S: X; P: X (2) T:X; S: X; P: X (3) T:X; S: X; P: X