

Policy Type: Governance Culture**Board Purpose**

The board of education of the Horry County Schools represents, leads and serves the organization's owners 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 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 only 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.

Adopted: 06-04-07.

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 and will assess the quality of each meeting by debriefing the meeting following its conclusion and prior to adjournment.
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 for separate discussion and possible action 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.

Adopted: 06-04-07.

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 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.
9. Visit district schools 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.

Adopted: 06-04-07.

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*;
 - 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. The Chair is not authorized to:

- a. make any interpretive decisions about policies created by the board in the **Results** and **Operational Expectations** policy areas. Interpretation of these policies is the responsibility of the superintendent;
 - b. exercise any authority as an individual to supervise or direct the superintendent.
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.
 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.

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.

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 direct, advise, assist or oversee the staff. Committees customarily will prepare recommendations for board consideration. Board committees will have no authority over staff and may exercise 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 are considered to be ad hoc, or temporary. The date for their termination is listed for each committee. Committees may be renewed or reauthorized upon their expiration, but unless the board acts to renew the committee's existence, it shall cease to exist upon the date specified.
4. All board committee meetings are subject to the open meetings law.
5. All board committees are listed below.

Board committees:**1. Name: Candidate and New Member Orientation Committee****a. Purpose/Charge:**

- (1) Develop a plan for orientation of candidates to include:
 - District information packets and invitation to meetings
 - Overview of Coherent Governance, including the policies
 - Overview of current and emerging critical issues
 - Overview of board culture
- (2) Develop a plan for training newly-seated members to include:
 - A review of all policies

- Pre-meetings about district operational issues

b. **Membership:**

- (1) Charles Hucks
- (2) Ronald Bessant
- (3) Mary Ellen Green

c. **Reporting Schedule:**

d. **Term:** Terminates upon the board's approval of the plan

e. **Authority Over Resources:**

2. **Name: Area Advisory Boards**

a. **Purpose/Charge:**

- (1) Provide a communication link between the community and school;
- (2) Inform the school and district administration of pertinent personnel and policy matters;
- (3) Provide one or more representatives to serve on a District Appeal Board for appeals of district hearing officer decisions;
- (4) Participate when interviews for principal positions in their attendance area are conducted (one member).

b. **Membership:**

To be appointed by the board

c. **Reporting Schedule:**

d. **Term:**

e. **Authority Over Resources:**

Adopted: 06-04-07.

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 continuing monitoring and review of all policies, dialog sessions with community and staff groups, and activities to improve board performance.

1. The annual planning cycle will end each year in November 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. Scheduled dialog sessions with stakeholder groups and persons whose viewpoints are considered helpful to the board.
 - b. 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.
 - c. Scheduled monitoring of all policies.
 - d. Other events and activities that are parts of the board's responsibilities and interests.

Adopted: 06-04-07.

Monitoring Method: Board self-assessment
Monitoring Frequency: Twice Annually in January and May

GC-6-E

Policy Type: Governance Culture

Annual Work Plan for 2007-2008

BOARD MTGS.	GC/ B/SR	OE	ENDS @Monthly Work Session	LINKAGES	OTHER
08-20-07 Distr. Ofc.		2 (BN)			New Programs/Courses of Study
09-17-07 Lakewood Elem.		3 (BL)	Exit HSAP EOC	Training for Linkage Mtgs.	SCSBA Delegate Assembly General Fund Reconciliation Enrollment Figures Enrollment Adjustments
10-15-07 NMBP		6(JR) 10(CA)	SAT ACT AP	Dates for Linkage Mtgs.	Finalize Jan. Retreat Plans
11-19-07 Wacc. Elem.		8 (BL)	CD-2 Results		Supt. Eval. Documents 45-day Enrollment Adjustments Mid-Year Supt. Perf. Review
12-13-07 Distr. Ofc.	B/SR-5	6 (JR) 6 (External) (JR) 7 (JR)	3-5 PACT ELA/M		Budget Assumptions/ Priorities Allocation Formulae NSBA Conf. Attendees School, Distr. Report Cards
Jan. __, 2008 Bd. Retreat	All GC, B/SR 1-4				Revise Policies if Needed Review Board Travel Guide-Lines
01-22-08 Conway High		6 (JR)	6-8 PACT ELA/M		Allocation Formulae
02-18-08 MB Middle		4 (JR)	3-8 PACT Sci. & SS		Explain Types of Contracts School Calendar Update Perf. Goals
03-17-08 Daisy Elem.		1 (BN)	Budget		Preliminary Budget Personnel Recommend. Graduation Dates Textbook Adoptions
04-21-08 AAST		5 (JR) 6 (JR) 9 (EB)	District Perf. Summary		SCSBA Resolutions Update Strategic Plan
05-19-08 Homewood Elem.	B/SR-5 GC-6 (BN)		Review GC-10 Cost of Governance	Linkage Grps, Processes, Topics, Purposes, 2008-09	Receive Supt. Eval. Materials 2008-09 Bd. Agenda Results: E-2, 3, 4 Set 08-09 Linkages Budget Workshop Adv. Bd. Appointments Innovative Programs
06-16-07 Distr. Ofc.	B/SR-5	11 (LH) 12 (LH) 13 (ER)		Review Yearly Summary	Monitor Supt's Perf. Year-End Discipline and Attendance Reports Monitor Bd Visits to Schools

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.

1. Board members will serve the interests of the 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.

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 member of the board member's immediate family, 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.

"Immediate family" includes a child residing in a board member's household, the spouse of a board member, or an individual claimed as a dependent for income tax purposes by the board member.

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 April 15, each board member shall file a statement of economic interests with the State Ethics Commission.

Adopted: 06-04-07.

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.

Adopted: 06-04-07.

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 compensation for his/her services the sum of \$811 monthly, except for the Chair, who shall receive the monthly sum of \$1,120. 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. 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.

Adopted: 06-04-07.

Monitoring Method: *Board self-assessment*

Monitoring Frequency: *Annually in May*