

# 1. Governance Culture

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Subject	1.03 Redline - GC - 01 Board Purpose - 6/17/2024
Meeting	Jul 21, 2023 - Board Governance Policy Redline Library
Access	Public
Type	

## Board Purpose

The ~~Board of Education of the Horry County Schools~~ Horry County Board of Education 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 (R)** policies and that it operates according to the values expressed in the Board's **Operational Expectations (OE)** policies.

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

- We put service to students above all else.
  - We take responsibility for the success of all students.
  - We care passionately about our work with students.
  - We build strong, positive relationships with students, staff, parents, and community.
  - We model and promote civility and integrity.
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- 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 times, 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.

The Board will conduct an annual Self-Assessment on the 2nd Monday of each January and vote on said Assessment on the 4th Monday of the same month. This Assessment will be published each January on the HCS website under the Board of Education section.

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

## Admin Content

Proposed change: bulleted list of beliefs changed to school district core values.

# 1. Governance Culture

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Subject	1.06 Redline - GC - 02 Governing Committees 6/17/2024
Meeting	Jul 21, 2023 - Board Governance Policy Redline Library
Access	Public
Type	

## 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. **Specific training needs/requests of Board members will be identified by the 2nd Monday meeting each January and be addressed in February to ensure all Board members have understanding, information, and skills to govern effectively. Some of these may include the following:**
  - a. **Discerning Student test data as it relates to stated District Goals for Student Results and Achievement;**
  - b. **Basic financial accounts that the District utilizes and how they relate to the budget and the disbursement of funds to various categories;**
  - c. **Robert's Rules of Order, etc.**
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, motions, and the results of motions will be current and will be maintained online in an easily identified and searchable database under the Board of Education section of the HCS website. ~~Motions and the results of motions will be kept in a searchable database.~~
9. The superintendent shall see that written notice of regular board meetings is made public at the beginning of each fiscal year. The notice shall include the dates, times, and places of regular board meetings.

Except in the case of an emergency, the superintendent shall ensure that notice and the agenda of any board meeting are posted at the board meeting place and on the district's website no fewer than 24 hours in advance of such meeting. In addition the superintendent shall notify persons or organizations, local news media, or such other news media as may request notification, of the times, dates, places, and provide the agenda of all public meetings, regular, special, called, or rescheduled, at least 24 hours in advance of the convening time for the meeting. The secretary/clerk shall note the efforts to comply with this policy in the minutes of the meeting.

Once an agenda for a regular, called, special, or rescheduled meeting is posted, no items may be added to the agenda unless it is done at least 24 hours prior to the meeting and proper notice is given. At the point the meeting is called to order, an item may only be added to the agenda by a two-thirds vote and upon a finding by the body that an emergency will occur if the item is not added to the agenda. ~~vote and upon a finding by the body that an emergency will occur if the item is not added to the agenda.~~

**Monitoring Method:** Board self-assessment

**Monitoring Frequency:** Annually in January

#### Admin Content

Actions under Items 2 and 8 updated.

# 1. Governance Culture

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Subject	1.08 Redline - GC - 03 Board Job Description - 06/17/2024
Meeting	Jul 21, 2023 - Board Governance Policy Redline Library
Access	Public
Type	Information

## 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 and review the academic progress of the first half of the school year by the 4th Monday of each January.
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 each of the following and review each for progress by the 4th Monday of each January:
  - a. **Results (R)**: The intended outcomes for the students served by the organization;
  - b. **Operational Expectations (OE)**: 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 (GC)**: 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 (B/SR)**: 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.

**Monitoring Method:** *Board self-assessment*

**Monitoring Frequency:** *Annually in January*

**Last Revised:** 02/12/2024

**Prior Revised Dates:** Revised 01-04-10; Revised 10-24-11; Revised 08-27-12; Revised 8-25-14; Revised 9-28-20; Revised 11/2/2020

Admin Content

Proposed updates in

1

4

and 6

# 1. Governance Culture

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<b>Subject</b>	<b>1.10 Redline - GC - 04 Officers' Roles - 06/17/2024</b>
Meeting	Jul 21, 2023 - Board Governance Policy Redline Library
Access	Public
Type	Information

## 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 **the most recent version of 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 **in November based on a formal evaluation rubric with results from each Board member**.
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.~~ **Survey all Board members to determine interests, experience, and skills sets for all Board committees. Provide a suggested list of members for each Committee to the Board for 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.~~ **Seek Board members topics of interest and needs to work, no later than Wednesday at 5 p.m., in concert with the Vice Chair and the Superintendent, to**

develop proposed Board meeting agendas, which are consistent with the Board's annual calendar with the exception of special-called meetings.

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.

***Monitoring Method: Board self-assessment***

***Monitoring Frequency: Annually in January***

Last Revised: 02/12/2024

Prior Revised Dates: Revised 8-25-14; Revised 9/28/20; Revised 11/2/2020

Admin Content

Updated

Item #3, 6, and 7

Typo in item #7 corrected from oproposed to proposed. Corrected by Ben Coy on June 20, 2024.

# 1. Governance Culture

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Subject	1.13 Redline - GC - 05 Board Committees - 06/17/2024
Meeting	Jul 21, 2023 - Board Governance Policy Redline Library
Access	Public
Type	Information

## 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 the six standing committees) 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 six 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:
  - Board Governance policy changes. All policy changes will be recommended to and approved by the full Board.
  - 
  - Becoming informed with respective departments, including RFP's for their respective departments as needed.
  - 
  - 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 and 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.~~

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

Last Revised: 02/12/2024

Previous Revision Dates: 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 9-28-20; Revised 10/24/2022

Admin Content

Updated item:

#7

# 1. Governance Culture

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<b>Subject</b>	<b>1.15 Redline - GC - 07 - Board Members' Code of Conduct - 6/17/2024</b>
Meeting	Jul 21, 2023 - Board Governance Policy Redline Library
Access	Public
Type	Procedural

## 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 properly informed by the superintendent or his or her designee
  - 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 personal 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.

**Monitoring Method:** *Board self-assessment*

**Monitoring Frequency:** *Annually in January*

**Reviewed 3/11/2024**

Admin Content

Ben Coy added the date of the last review to the subject line on 4/15/2024

# 1. Governance Culture

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<b>Subject</b>	<b>1.17 Redline - GC-10 - Governance Cost - 6/17/2024</b>
Meeting	Jul 21, 2023 - Board Governance Policy Redline Library
Access	Public
Type	Procedural

## 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 may will annually review and approve travel guidelines pertaining to the Board.**  
~~\$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.

**Monitoring Method: Board self-assessment**

**Monitoring Frequency: Annually in May**

**Reviewed/Revised 3/11/2024**