



Horry County School Board

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South Carolina School Boards Association
South Carolina School Boards Insurance Trust



SC School Boards Association Services

- Statewide Conferences – *Boardmanship Institute*
- On-site Board Training
- Superintendent Search
- Policy and Legal Services
- Referendum Consulting
- Legislative and Advocacy Services
- Communications Services – *Legislative Update, e-Clips, e-Focus*
- SCSBIT - Insurance Trust
 - P&C, WC, risk management

SCSBA is Your Association!

How can you be involved?

- Boardmanship Institute
- 2DAC
- Regional meetings
- Resolutions process
- Delegate Assembly
- Board of Directors
- Annual Conference presentations
- Webinars

Understanding Roles and Responsibilities

Board-Superintendent Relationship

B/SR-1 - 5

Your School District's Education Leadership Team

The board and the superintendent

To be effective, we start with agreeing on the work of the board versus the work of the superintendent.

Governing and managing

- Policy adoption is the function of the board
- Policy implementation is the function of the superintendent

Stay on your page!!

BOARD – SUPERINTENDENT RELATIONSHIP

The superintendent is the CEO of the board

*In a sense, the superintendent is a “member”
of the board ... with limits*

BOARD – SUPERINTENDENT RELATIONSHIP

- There is nothing more important than both parties dealing with each other in an ethical, honest, straight-forward, open-and-above-board manner
- A knowledge of what each can reasonably expect of the other can help substantially in promoting sound working relationships

Good governance? Overstepping? Bad idea?

A board member posts a question on Facebook asking for input on a high school English teacher's behavior/action.



She states in the post that her daughter is upset because of the way the teacher runs her classroom and wants to know if others are having the same concerns.

She goes to the superintendent with the Facebook comments/concerns and says she wants something to change.

Roles and Responsibilities

GC-1 - 10

Board Powers and Duties

- Policymaking - adoption of policy
- Executive - hold the superintendent accountable
- Quasi-judicial - a court of appeals
- Appraisal - evaluate policy effectiveness
- Planning - continuous improvement
- Interpretation - being the link to citizens
- Operational - effective board meetings
- Budget - providing necessary resources
- Reviewing action - the final authority
- *Visits to schools - use proper protocol

*Sidebar – Visits to Schools

Board members should make official visits to the school only under board authorization and with the full knowledge of staff including the superintendent, principals, and other supervisors.

Board members may make informal visits to schools or classrooms after making arrangements for visitations through the principals of the various schools. Such visits will be regarded as informal expressions of interest in school affairs and not as "inspections" or visits for supervisory or administrative purposes.

School Board's Job v. Superintendent's Job

School Board

Selects superintendent

Sets policy

Adopts budget

Approves organization

Approves personnel matters

Functions as a board only

Staff matters through superintendent

Acts as a court of appeals

Adopts curriculum

Superintendent

Selects staff

Recommends and implements

Proposes and administers

Proposes organization

Recommends personnel matters

Deals with the board as a whole

Staff matters through superintendent

Actions based on policy

Recommends curriculum

In short ...

Boards govern

Superintendents manage

Good governance? Overstepping? Bad idea?



A classified job has been posted properly, per district policy.

A board member calls the superintendent to advocate for the hiring of a specific individual stating that they are a good person and in need of a job.

They feel that since they are on the board they should have a say in the hiring of staff.

What about individual board members?

BOARD MEMBER AUTHORITY

- The power of individual board members exists exclusively in their action as a group.
- Individual board members, including the chair, have only such authority as delegated by board vote or policy provision.
- The board and its members deal with administrative services through the superintendent and should not give orders to any subordinates (of the superintendent) either publicly or privately.

BOARD MEMBER AUTHORITY (Code of Ethics)

- The board will not be bound in any way by actions or statements of an individual.
- Individual board members making information requests to the superintendent.
- The board officers may, when appropriate, counsel individual members who are acting outside his/her authority and responsibilities or abusing his/her privileges.

The board is a “committee of the whole”

You have no more authority
than any other member
of the public.

It is not your job to “fix” things

***You have to follow the proper
chain of command!***

(See, Policy B/SR-1)

The problem is...

Your constituents don't know that!

Memorize this statement!

This problem could end up requiring board action, and if I am involved in it at this level, I will be unable to act on it as a member of the board because it could be a violation of due process.

You really need to go through the proper channels.

Good governance? Overstepping? Bad idea?

A board member writes a weekly blog about life in rural South Carolina.



In his most recent blog, he criticized the district's actions.

He states that the board voted in favor of the actions but that he disagrees and thinks the vote should have gone the other way.

In the blog, he is asking to hear from others who support his take on the issue so he can continue to let the superintendent know his feelings.

Advocates for Public Education

Credible sources of Information

- 49% give local public schools an A or B grade, matching its average since 1999 (2017 PDK)
- 62% among public school parents (PDK)
- Public schools nationally are graded more severely – 24% of respondents give an A or B grade (PDK)
- Public trust in government at record low – divided sharply along partisan lines, but higher for public education – up to 36% from 29% (2017 Pew Trust)
- Trust in media at an all-time low (Pew) – direct communications from school higher than news media – 3.8 – parent; 3.5 – nonparent on a scale of 1 – 4 (NSPRA)

Advocacy “Big Picture”

- Most board members want the same thing: improve educational outcomes for all students in their district.
- We don’t always agree on the same things; HOWEVER, when it comes to advocacy we MUST be on the same page.
- Accurate, timely, and understandable communication is a necessity.

Meeting management

The Bottom Line

The sole purpose of a meeting is to determine the collective will of the majority in a fair and efficient manner.

Meeting management – FOIA, policies, Robert's Rules

By-Laws

- P. 60 – *Meetings, Notification, Board Agenda*
(development, timeline, order of business, amending)
- P. 61 – *Meetings, Rules of Order*
- P. 61 – *Voting Method*

Meeting Goals

- Meeting is structured
- Everyone has an opportunity to speak
- Business is discussed, not people
- Reduce or eliminate conflict
- Votes are conducted properly
- Board members are engaged

Freedom of Information Act

The purpose and intent of the South Carolina Freedom of Information Act is to ensure the performance of public business in an open and public manner.

S.C. Code Ann. § 30-4-15

Open Meetings

- **Notice**
Requirements for regular, called, special, or rescheduled meetings
- **Agenda**
Posting and making changes
- **Closed Meetings (Executive Session)**
Statutory process for entering executive session
 - * Board members/invited persons duty bound not to disclose discussions! (see, GC-7)

Good governance? Overstepping? Bad idea?

The board held an executive session last week dealing with a student.



This week at the post office a community member approached you and asked you a specific question about something that was discussed in the executive session.

You call the board chair and the superintendent to tell them that there has been a breach of confidentiality and you want them to know.

Questions?

Thank you!