

GC-1

***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.
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*

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



GC-3

**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. 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). (Revised 01-04-10)
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 an MOA for sports tourism events.

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

**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.
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*

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