

***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 (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 at least once each quarter. 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. 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.*

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



GC-6

**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 by August and will be posted online.

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

**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 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*

**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, brother, sister, child, mother-in-law, father-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, grandparent, or a 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 April 15, each board member shall file a statement of economic interests with the State Ethics Commission.

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

**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***



GC-10

**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. Each board member will have a 7500.00 dollar annual education fund available for special projects related to education. 3750.00 allocated from July 1 to the first board meeting in January. 3750.00 allocated the day after the first board meeting in January to June 30<sup>th</sup>. 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*

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