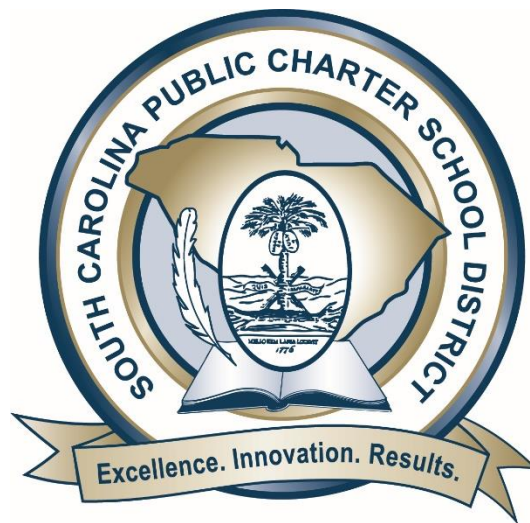


South Carolina
Public Charter School District



BOARD OF TRUSTEES

POLICY MANUAL

INTRODUCTION

This manual is for the use of the S.C. Public Charter School District (SCPCSD) and its staff.

The policies in this manual are categorized as defined in Policy III.A.

The manual is secondary in authority to any applicable statutes or state regulations. Conflicts with statute or regulations should be brought to the attention of the Superintendent immediately.

For purposes of this manual, the codified provisions of the South Carolina Code of Laws, which are cited herein as *authority*, relate to the subject matter of the policy. The text of the policy statement is that which has been adopted by the District and, therefore, should not be construed as the actual wording of the provision. For the exact wording of all provisions cited herein, refer to the 1976 South Carolina Code of Laws, as amended, and its subsequent annual supplements.

Board approval for substantial revisions to this manual occurred:

January 9, 2014

August 12, 2010

May 14, 2009

February 12, 2009

December 15, 2008; first reading November 13, 2008

THE LANGUAGE IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS. THE DISTRICT RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OF ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYEMENT.

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ABBREVIATIONS

Board	South Carolina Public Charter School District Board of Trustees
Board Members	Members of the South Carolina Public Charter School District Board of Trustees
Charter public schools	Schools within the South Carolina Public Charter School District
District	South Carolina Public Charter School District
Policies	Policies of the South Carolina Public Charter School District Board of Trustees
School's Charter Board	The Board of Trustees of a member school within the South Carolina Public Charter School District
SCPCSD	South Carolina Public Charter School District
SCPCSD Board	South Carolina Public Charter School District Board of Trustees
Superintendent	Superintendent of the South Carolina Public Charter School District

I.A. MISSION STATEMENT

POLICY TYPE:	Outcome and Ends
POLICY NUMBER:	I.A
INITIAL ADOPTION:	
REVISION DATE(S):	October 11, 2012
MONITORING:	
AUTHORITY:	S.C. Code §§ 59-40-30, -220, -230.

The South Carolina Public Charter School District (*SCPCSD or the District*) serves the students and families of South Carolina by authorizing and fostering innovative high quality public charter schools for all South Carolinians, by offering public education through the leadership and integrity of the South Carolina Public Charter School District Board.

I.B. ACCOUNTABILITY

POLICY TYPE:	Outcome and Ends
POLICY NUMBER:	I.B
INITIAL ADOPTION:	
REVISION DATE(S):	
MONITORING:	
AUTHORITY:	S.C. Code §§ 59-40-220, -230

The Board shall report periodically to the Governor on its stewardship. At least once each year, the Board shall disseminate a statement of its values and give an accounting of its financial resources and the extent to which these funds have been translated into services.

II.A. DELEGATION TO THE SUPERINTENDENT

POLICY TYPE:	Board-Superintendent Relationship
POLICY NUMBER:	II.A
INITIAL ADOPTION:	September 8, 2011; first reading August 11, 2011
REVISION DATE(S):	
MONITORING:	Review annually in March
AUTHORITY:	S.C. Code §§ 59-40-220, -230

The Superintendent is accountable to the full board. The board will establish the broadest policies, delegating implementation and more detailed policy development to the superintendent.

1. All board authority delegated to staff is delegated through the superintendent, so that all authority and accountability of staff--as far as the board is concerned--is considered to be the authority and accountability of the superintendent.
2. *The Strategic Plan* directs the Superintendent to achieve certain results; *Executive Limitations* policies constrain the Superintendent to act within acceptable boundaries of prudence and ethics. With respect to the *Strategic Plan* and *executive means*, the Superintendent is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consistent with *any reasonable interpretation* of the board's policies.
3. The board may change its *Strategic Plan* and *Executive Limitations* policies, thereby shifting the boundary between board and Superintendent domains. By so doing, the board changes the latitude of choice given to the Superintendent. But so long as any particular delegation is in place, the board and its members will respect and support the superintendent's choices. This does not prevent the board from obtaining information in the delegated areas.
4. No board member, officer or committee has authority over the superintendent, except to the extent the board has authorized such persons or groups a specific and limited use of staff resources. Without such Board authorization, the Superintendent can refuse, with reasons, requests for information or assistance that require--in the Superintendent's judgment--a material amount of staff time or funds or is disruptive.
5. See Policy III.S – Commitment to Special Education: “More specifically, the board delegates to the superintendent the monitoring of special education programs of the District’s member charter schools. If action needs to be taken in order to bring member charter schools into compliance, the superintendent or his/her representative is delegated the authority to work directly with the member charter school. The Board may get involved at the discretion of the superintendent.”

II.B. SUPERINTENDENT JOB DESCRIPTION

POLICY TYPE:	Board-Superintendent Relationship
POLICY NUMBER:	II.B

INITIAL ADOPTION: July 8, 2010; first reading June 10, 2010
REVISION DATE(S):
MONITORING: Review annually in March
AUTHORITY: S.C. Code §§ 59-40-220, -230

As the Board's single official link to the operating organization, the Superintendent's performance will be considered to be synonymous with organizational performance as a total. Consequently, the Superintendent's job contributions can be stated as performance in only two areas:

1. Organizational progress towards the Strategic Plan.
2. Organization operation within the boundaries of prudence and ethics established in board policies on Executive Limitations.

II.C. MONITORING SUPERINTENDENT PERFORMANCE

POLICY TYPE: Board-Superintendent Relationship
POLICY NUMBER: II.C
INITIAL ADOPTION: July 8, 2010; first reading June 10, 2010
REVISION DATE(S):
MONITORING: Review annually per policy schedule
AUTHORITY: S.C. Code §§ 59-40-220, -230

Monitoring the superintendent's performance is synonymous with monitoring organizational performance against the Strategic Plan and Executive Limitations. Any evaluation of Superintendent's performance, formal or informal, may be derived only from these monitoring data.

1. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - A. Internal report: Disclosure of compliance information to the board from the superintendent.
 - B. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board, not those of the external party unless the board has previously indicated that party's opinion to be the standard.
 - C. Direct board inspection: Discovery of compliance information by a board member, a committee or the board as a whole. This is a board inspection of documents,

activities or circumstances directed by the board which allows a "prudent person" test of policy compliance.

3. Upon the choice of the board, any policy can be monitored by any method at any time. For regular monitoring, however, each *Executive Limitations* policy will be classified by the board according to frequency and method. Frequencies and methods of monitoring each Executive Limitations policy ~~is~~ are listed on the board calendar and at the end of each policy statement. Progress toward strategic outcomes will be compared by key measures of key initiatives.
4. The Superintendent is employed by the Board. A written performance evaluation of the Superintendent shall be prepared annually after seeking input from the Board members at a Board meeting.

These steps will be followed in the performance evaluation process for the superintendent:

Activity	Who	When
Review and finalize performance appraisal tool, job description and annual goals	Board and Officers	January
Receive feedback from Board on Superintendent's performance	Board	February
Complete performance appraisal	Officers/Performance Committee	March
Discuss Performance Appraisal with Superintendent	Officers	March
Renegotiate Contract (every three years)	Officers	March
Include possible salary adjustment in budget (starting May 1)	Board	June
Review Superintendent compensation based on student achievement data		September

II.D. SUPERINTENDENT COMPENSATION & BENEFITS

POLICY TYPE: Board-Superintendent Relationship
POLICY NUMBER: II.D
INITIAL ADOPTION: July 8, 2010; first reading June 10, 2010
REVISION DATE(S):
MONITORING: Review annually in March
AUTHORITY: S.C. Code §§ 59-40-220, -230

The district will pay its Superintendent fair market value for his/her services within the context of fiscal responsibility to the District. Comparable compensation and benefit packages will be researched by the Superintendent or an outside source at the discretion of the Board on an annual basis. The Board will review benefits and adjustments to the range annually, using this research as a guide.

III.A. POLICY CATEGORIES-BOARD JOB DESCRIPTION

POLICY TYPE: Board Governance Process
POLICY NUMBER: **III.A**
INITIAL ADOPTION: September 8, 2011; first reading August 11, 2011
REVISION DATE(S): June 2013 (this draft)
MONITORING:
AUTHORITY: S.C. Code § 59-40-230(E); S.C. Code §§ 59-40-220, -230

1. Policy Categories:

The South Carolina Public Charter School District Board of Trustees (*hereafter SCPCSD Board or the Board*) has adopted the Policy Governance® model of operation. Pursuant to that model, the Board has four types of policies:

- I. **Outcomes and Ends Policies**: a proactive, positive, prescriptive statement of the impacts, outcomes, products, results, and ends that South Carolina's taxpayers and citizens expect from the South Carolina Public Charter School District and this Board in terms of what benefits, for which needs, at what costs. Included within these policies are statements of accountability performance measures for monitoring performance in achieving these outcomes and ends.
- II. **Board-Superintendent Relationship Policies**: policies governing the relationship between the Board, which sets the outcomes and ends, and the Superintendent of the District, who is charged with accomplishing the means to those ends.
- III. **Board Governance Process Policies**: how the Board will go about its job in a proactive, positive, prescriptive way, including how the Board will comply with specific laws relating to school boards and the District's member charter schools (e.g., approving applications).
- IV. **Executive Limitations Policies**: a statement of Board values defining which means it does not want used in the District, statements of prudence and ethics to be observed by staff, or means that are limited by South Carolina or federal law.

Each policy will be listed by type, adoption date, and monitoring cycle. Numbering is based upon the policy category (Roman Number) and sequence (letter) and is included for each of reference.

2. Board Job Description:

The job of the board is to make certain contributions that lead the organization toward the desired performance and assure that it occurs. The board's specific contributions are *unique* to its trusteeship role and *necessary* for proper governance and management. Board members should have:

- Commitment to the District and its mission;
- knowledge about the programs and goals of the District;
- capacity to focus that knowledge on decision making that benefits the organization as a whole;
- ability and eagerness to deal with values, vision and the long-term future of the organization;
- ability to participate assertively in deliberation;

The job contributions of the board shall be:

1. The link between the organization and its "ownership"; the board is accountable as trustees to the district. This includes a role as guardian of the vision and values of the organization, both currently and in the future.
2. Written governing policies
3. The assurance of superintendent performance (against policies in 2A and 2D above).

3. Leadership Approach:

The SCPCSD Board will approach its task in a manner which emphasizes strategic leadership more than administrative detail, clear distinction of Board and staff roles, focus on the future rather than past or present, and function pro-actively rather than reactivity.

The Board will govern with one voice through written policies with an emphasis on long term ends.

It is in this spirit that the Board will:

1. Confine its major involvement to the intended long-term impact of the SCPCSD, not with the daily operational administrative efforts of the District.
2. Direct, control, and inspire the District through the careful deliberation and establishment of policies as stated in Policy III.A.
3. Enforce upon itself whatever discipline is needed to govern with excellence and integrity. Discipline will apply to attendance, policy-making principles, respect of clarified roles, speaking with one voice, and self-policing the Board tendencies to stray from rigorous governance.
4. Be accountable to the general public for competent, conscientious and effective accomplishment of its obligations as a body. Allow no officer, individual, or committee of the board to usurp this role or deter this discipline.
5. As an initiator of policy, be responsible for its own performance,

Required conditions that must be met for this governance model to operate effectively are:

1. *A Board with strong leadership and forward thinking abilities.*

2. *A competent and capable Superintendent who is charged with leading schools and directing district staff.*
3. *Frequent and measurable accountability assessments from the Superintendent to the Board as outlined in Board policy.*
4. *Clearly defined, printed corrective measures for under- and low-performing schools and noncompliant schools. The freedom of charter public schools to be wholly responsible to the SCPCSD Board and accountable with clearly defined timetables of accountability measures for the academic achievement of their students and the financial viability of their charter public schools.*

Commentary: This governance model offers broad parameters in which charter schools can self govern with accountability to the SCPCSD Board for student achievement; self-management through prudent financial management and practices; mandate academic excellence through data driven, proven educational innovation; and hold themselves accountable to the South Carolina Public Charter School District for academic progress through clearly defined accountability measures defined in Board policy.

III.B. POLICY DEVELOPMENT

POLICY TYPE: Board Governance Process

POLICY NUMBER: **III.B**

INITIAL ADOPTION:

REVISION DATE(S): Subsection 2: December 15, 2008

MONITORING:

AUTHORITY: S.C. Code § 59-40-230(B), (E); “The South Carolina Public Charter School District Board of Trustees has the same powers, rights, and responsibilities with respect to charter schools as other school district boards of trustees of this State including, but not limited to, sponsoring charter schools and applying for federal charter school grants, except that the South Carolina Public Charter School District Board of Trustees may not offer application for a charter school, issue bonds, or levy taxes.” S.C. Code §§ 59-40-220, -230

1. Policy Adoption:

The Board shall have full authority, not inconsistent with the laws of the State of South Carolina, to prescribe policies governing the manner in which the general business of the District may be conducted and the powers granted to it may be exercised and embodied including the obligation to review and determine whether to hear appeals from district teachers and parents regarding policy matters of district schools.

2. Policy Development:

Proposed new policies, or revisions to existing policies shall be prepared and submitted in writing to the Board by the Chair, and fellow board members. Associations, interest groups, and individuals may propose suggestions for new policies or revisions to existing policies by submitting in writing these suggestions to the Chair of the Board.

Any new policies adopted by the Board must have two (2) readings. The two readings requirement may be waived by a majority vote of the members present and voting. (Revision to two readings: December 15, 2008).

3. Policy Review:

The SCPCSD Board shall initiate a formal review of the existing policies of the Board at such time as it is considered appropriate by a majority of the members of the Board.

4. Policy Dissemination:

This Policy Manual for the South Carolina Public Charter School District Board of Trustees shall contain all policies and operating procedures of the Board and is available for review, upon completion, on-line and in the office of the Superintendent.

Revisions to existing policies, as approved by the Board shall be disseminated on a routine basis by the Superintendent to each board member and made available to the public through the Superintendent's office and the District website.

5. Suspension of Policies:

The Board by a two-thirds vote of those members present and voting may suspend or waive any or all of its policies provided that no violation of laws will occur. See also Policy III.K.2.

III.C. BOARD MEMBER CONDUCT

POLICY TYPE:	Board Governance Process
POLICY NUMBER:	III.C
INITIAL ADOPTION:	January 14, 2010; first reading November 12, 2009
REVISION DATE(S):	
MONITORING:	
AUTHORITY:	S.C. Code §§ 8-13-100 et seq.; 59-5-130; 59-31-590; S.C. Code §§ 59-40-220, -230

The board commits itself and its members to ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

Accordingly,

1. Loyalty:

Board members must be loyal to the interests of the district. This duty of loyalty supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as a member.

2. Ethics:

The 1991 Ethics, Government Accountability and Campaign Reform Act, as amended, governs the conduct of the Board members. Other ethical provisions may be added and attached to this policy by majority vote of the Board during the regularly scheduled meeting of the Board.

3. Conflicts of Interest:

Members must avoid conflicts of interest with respect to the fiduciary responsibility.

- a. In addition to those activities mentioned in the State Ethics Act, the following actions may constitute a conflict of interest and would warrant action by the Board, at the discretion of the Executive Committee:
 1. Acting as agents for textbook publishers (S.C. Code §59-31-590).
 2. Making a contract or getting pecuniary interest in any contract with the SCPCSD Board (S.C. Code § 59-5-130).
- b. There must be no conduct of private business or personal services between any board members and the district or its schools unless approved by the board and procedurally controlled to assure no competitive advantage. Any perceived conflict of interest should be reported to the Board Chair.
- c. When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that board member shall absent herself or himself without comment from not only the vote but also from the deliberation.
- d. Board members must not use their positions to obtain employment for themselves, family members, or close associates. Should a board member desire employment, he or she must first resign.
- e. Board members will annually disclose their involvement with other organizations, with vendors, or any other association that might produce conflict.

4. One Voice:

Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.

- a. Board members' interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
- b. Board members' interactions with public, press, governmental or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions and to support official board policies. In most circumstances and unless otherwise designated, the Superintendent and Chair are the spokespersons for the District.
- c. Board members understand that their individual opinion of Superintendent or staff performance is of no consequence without official board action.

5. Confidential Executive Sessions:

Board members will respect confidentiality of executive sessions in accordance with state law.

6. Courtesy & Decorum:

Board members will conduct the business of the District in a professional manner with proper decorum.

- a. Board members will comport themselves in a courteous manner, always debating issues rather than individuals and never impugning another’s motivation or character.
- b. Board members will conduct the business of the District only at duly called Board meetings, recognizing that only when the Board convenes *as a body* does it have the authority to act by way of an official vote.

7. Discipline:

The Board will discipline itself by taking appropriate action with regard to any member who is in repeated, flagrant or malicious violation of this Code of Conduct.

III.D. BOARD RESIGNATION

POLICY TYPE: Board Governance Process
 POLICY NUMBER: III.D
 INITIAL ADOPTION:
 REVISION DATE(S):
 MONITORING:
 AUTHORITY: S.C. Code § 59-40-230

A member of the Board may resign by submitting a letter of resignation to the Board Chair. The Chair will forward the resignation letter to the Secretary of State and the entity appointing the seat.

III.E. REMOVAL FROM THE BOARD

POLICY TYPE: Board Governance Process
 POLICY NUMBER: III.E
 INITIAL ADOPTION:
 REVISION DATE(S):
 MONITORING:
 AUTHORITY: S.C. Constitution Article VI, §§ 3, 8-9, Art. XVII; S.C. Code §§ 1-3-240, -250, 8-1-10, -90, -110, 59-40-230

Under S.C. Code § 59-40-230(A), a “member of the board may be removed after appointment pursuant to Section 1-3-240.” That section provides as follows:

- (A) Any officer of the county or State, except:
 - (1) an officer whose removal is provided for in Section 3 of Article XV of the State Constitution;
 - (2) an officer guilty of the offense named in Section 8 of Article VI of the

State Constitution; or

(3) pursuant to subsection (B) of this section, an officer of the State appointed by the Governor, either with or without the advice and consent of the Senate; who is guilty of malfeasance, misfeasance, incompetency, absenteeism, conflicts of interest, misconduct, persistent neglect of duty in office, or incapacity must be subject to removal by the Governor upon any of the foregoing causes being made to appear to the satisfaction of the Governor. Before removing any such officer, the Governor shall inform him in writing of the specific charges brought against him and give him an opportunity on reasonable notice to be heard.

(B) A person appointed to a state office by the Governor, either with or without the advice and consent of the Senate, other than those officers enumerated in subsection (C), may be removed from office by the Governor at his discretion by an Executive Order removing the officer.

Therefore:

1. Incapacity, misconduct, or neglect are grounds for removal from the Board under the State Constitution and South Carolina Code of Laws. "*Officers shall be removed for incapacity, misconduct, or neglect of duty in such manner as may be provided by law when no mode of trial or removal is provided by this Constitution.*" (Article VI, §9, S.C. Constitution, provides: See also S.C. Code §§ 1-3-240, -250 (right to appeal), 59-40-230(A).)
2. Any public official can be removed by the Governor for crimes involving misuse of public funds or moral turpitude. (See Article VI, §8, S.C. Constitution.) (See also S.C. Code § 8-1-10, pertaining to definition of public officials.)
3. The Governor may remove SCPCSD Board members who are convicted of misconduct. (See S.C. Code § 8-1-90.)
4. Dual office-holding (Article VI, §3 and Article XVII, S.C. Constitution), dueling (Article XVII, §1B, S.C. Constitution), conviction of a crime involving misuse of public funds or involving moral turpitude (Article VI, §8, S.C. Constitution and S.C. Code § 8-1-110), collecting and retaining rebates, and failure to fulfill duties related to public records (S.C. Code § 30-1-10) are also potential grounds for removal.
5. Board members who are found guilty of making a contract or otherwise profiting from a contract with the SCPCSD Board may be removed from office. (See S.C. Code § 59-5-130.)
6. SCPCSD Board members should consult the Ethics Commission concerning potential conflicts of interest in order that the member may remove himself from a potential conflict of interest situation if it is determined necessary by the Ethics Commission according to its rules and regulations. (See S.C. Code §§2-17-5, et seq. and 8-13-700, et seq. (state ethics laws.))
7. Board members have the right to due process in removal cases with appeal to the circuit court. (See Article I, §22, S.C. Constitution.) The Attorney General's Office has the authority to bring action against usurpers and those who have forfeited public office, (S.C. Code §15-63-60).

III.F. BOARD ATTENDANCE

POLICY TYPE: Board Governance Process
POLICY NUMBER: III.F
INITIAL ADOPTION:
REVISION DATE(S): January 9, 2014
MONITORING:
AUTHORITY: S.C. Code §§ 1-3-240, -245, -250, 59-40-230

1. Excessive, unexcused absences from regularly scheduled board meetings are a neglect of duty and grounds for dismissal from the Board.
2. The Board Chair will determine whether attendance is an excused or non-excused absence.
3. Determination of whether an absence is excused is at the discretion of the Board Chair; acceptable reasons include but are not limited to illness and emergencies.
4. "Excessive" is defined as unexcused absences for more than one-third (1/3) of the **REGULARLY SCHEDULED** meetings in any fiscal year July 1 – June 30th, or more than three (3) consecutive **REGULARLY SCHEDULED** meetings.
5. By statute three consecutive unexcused absences from regularly scheduled meetings causes the member to be considered removed and a vacancy is created. S.C. Code § 1-3-245.
6. It is acceptable for Board Members to attend the meeting via pre-arranged conference call.
7. The Board will adopt an annual schedule of meetings that will be published by the Superintendent as required by the Freedom of Information Act.

III.G. OFFICERS OF THE BOARD OF TRUSTEES

POLICY TYPE: Board Governance Process
POLICY NUMBER: III.G
INITIAL ADOPTION:
REVISION DATE(S): January 9, 2014; first reading July 11, 2009 (beginning of term)
MONITORING: Annual elections, last meeting of the fiscal year
AUTHORITY: S.C. Code § 59-40-230(C): The South Carolina Public Charter School District Board of Trustees annually shall elect a Chairman and other officers, as it considers necessary from among its membership.

The officers of the Board shall be: Chair, Vice-Chair, and Secretary elected from among its membership.

1. Chair:

The Chair of the Board shall be elected by the Board at the last meeting thereof in each fiscal year and shall serve at the pleasure of the Board. In the case of three or more nominees for Chair, the position must be filled by a majority vote of the quorum. Run-off elections will be held until a majority vote is reached. The Chair shall preside over all the meetings of the Board and shall have general powers and duties usually vested in

such office. On behalf of the District, the Chair shall sign such agreements, papers and reports as the Board shall direct. The Chair is to ensure the integrity of Board process including, the effectiveness of meetings and the Board's adherence to its own rules. The order of succession, in cases of temporary absence of the Chair is the Vice-Chair, then Secretary.

2. Vice-Chair:

The Vice-Chair shall be elected by the Board at the last meeting thereof in each fiscal year and shall serve at the pleasure of the Board. In the absence or incapacity of the Chair, the Vice-Chair shall perform the duties of that office. The Vice-Chair will work with the Chair on the activities of the Board.

3. Secretary:

The Secretary shall be elected by the Board at the last meeting thereof in each fiscal year and shall serve at the pleasure of the Board. The Secretary shall keep, or cause to be kept, correct and complete minutes of meetings of the Board; keep, or cause to be kept, the official records of the Board; keep, or cause to be kept, the official records of the District, and perform such other duties as are prescribed by the Board. The Secretary, by affixing his/her signature, shall attest formally to the legitimacy of Board documents. The Secretary is also responsible to the Board for reporting on and noting any inconsistencies of Board actions.

4. Assistant Officers:

Assistant officers whom the Board may elect shall perform such duties as the policies of the Board may prescribe.

III.H. COMMITTEES OF THE BOARD OF TRUSTEES

POLICY TYPE:	Board Governance Process
POLICY NUMBER:	III.H
INITIAL ADOPTION:	
REVISION DATE(S):	January 9, 2014
MONITORING:	
AUTHORITY:	S.C. Code § 59-40-230(B), (E)

Board Committees may be established by the Board for the purpose of accomplishing the mission of the Board, and to aid the process of board governance, but in keeping with its policy of governing with one voice through written policies with an emphasis on long term ends.

The **Standing Committees** shall be the Executive Committee, which shall consist of the officers.

The Committee shall perform such duties as the Board may direct. The Chair shall have the power to fill any vacancies on ~~such~~ committees.

III.H.1. STANDING COMMITTEE’S DUTIES AND MEETINGS

POLICY TYPE: Board Governance Process
POLICY NUMBER: III.H.1
INITIAL ADOPTION:
REVISION DATE(S): January 9, 2014
MONITORING:
AUTHORITY: S.C. Code § 59-40-230(B), (E)

1. Duties:

- a. Develop recommendations to present to the Board for action.
- b. Perform functions as specified in the Authority Matrix adopted by the Board and included in these policies.
- c. Perform other duties assigned by the Board.
- d. Assist the Board in performing its role in developing and promulgating policy for the District.

2. **Meetings of Standing Committees:** Meetings of ~~each~~the standing committee may be called by its Chair, or by the Chair of the Board. Each committee shall hold its meetings in accordance with such rules of procedure and at such places as shall be fixed by a majority of the members of such committee and in accordance with applicable state laws and regulations.

III.I. BOARD MEMBERS COMPENSATION AND EXPENSES

POLICY TYPE: Board Governance Process
POLICY NUMBER: III.I
INITIAL ADOPTION:
REVISION DATE(S): January 9, 2014
MONITORING:
AUTHORITY: S.C. Code § 59-40-230(D)

1. Members of the Board receive per diem, mileage, and subsistence as provided by law for members of state boards, committees, and commissions for Board meetings attended. Reimbursement for actual expenses will be provided subject to the rate provided for by law.
2. **Board Travel Policy:** Board travel shall comply with the requirements set forth in the State Travel Regulations. Board Members shall submit travel reimbursements at the monthly Board meetings for the Board Chair’s approval. Travel reimbursements other than mileage and per diem for Board meetings must be preapproved by the Chair at least three (3) days prior to the anticipated travel. No Board Member shall submit a reimbursement request to the Superintendent unless it has been approved by the Chair and is in compliance with State Travel Regulations.

III.J. BOARD MEETINGS & AGENDAS

POLICY TYPE: Board Governance Process
POLICY NUMBER: III.J

INITIAL ADOPTION:

REVISION DATE(S):

MONITORING:

AUTHORITY:

S.C. Code § 30-4-20(d) (definition of meeting as quorum); 30-4-60 (open meeting requirement); 30-4-80 (public notice of regular meetings each calendar year; post agendas at least 24 hours prior; notify those requesting it); 59-40-230(E)(11)(subject to FOIA); *Lambries v. Saluda, County Council*, 728 S.E.2d 488 (2012); S.C. Code § 30-4-80(a).

1. **Notice of Board Meetings**: The Board shall meet at the call of its Chair or upon the request of a majority of its members or at such place as may be designated in the meeting notice, subject to the requirements of the Freedom of Information Act. A calendar of regularly scheduled meetings will be published at the beginning of each calendar year.
2. **Board Meetings by Conference Call**: The South Carolina Public Charter School District shall conduct such meetings in accordance with all applicable provisions of the Freedom of Information Act.
3. **Board Agendas**: The Board has sole authority over its agenda. The Chair will exercise this control on behalf of the Board. However, any board member, with majority agreement, can add or delete business from the agenda. Normally material related to the agenda will be given to board members with adequate lead time for preparation. The Chair shall, in consultation with the Superintendent, develop an agenda for the regular meetings of the Board at least two weeks prior to the meeting. Agendas for regular and special meetings must be posted at least twenty-four (24) hours before any such meeting. The Board will approve the agenda at the beginning of each Board meeting. Under the Freedom of Information Act, agendas should not be amended during the meeting or less than 24 hours before the meeting.

Commentary on the Agenda Concept: Only those issues which are within the board's sphere of authority (see Board mission) shall consume Board time. That is, the Board will work only on the Board's job, not on the staff's jobs, though the Board may review staff performance against Board Policies at any time it wishes. Board members are obligated to prepare for meetings and to participate productively in discussion.

III.K. RULES OF ORDER & SUSPENSION OF RULES OR POLICIES

POLICY TYPE:

Board Governance Process

POLICY NUMBER:

III.K

INITIAL ADOPTION:

REVISION DATE(S):

MONITORING:

AUTHORITY:

S.C. Code § 59-40-230(B), (E)

1. The rules contained in the most current addition of **Robert's Rules of Order, Revised** shall guide the actions of the Board when not inconsistent with the policies and by-laws of the Board. Failure to follow said rules shall not invalidate any action taken by the Board in good faith. The Chair shall appoint a parliamentarian if necessary.
2. By a two-thirds vote of those present and voting, the Board may suspend any policy resolution or rule, including the second reading of same. See also Policy III.B.2.

III.L. VOTING METHOD

POLICY TYPE: Board Governance Process
 POLICY NUMBER: III.L
 INITIAL ADOPTION:
 REVISION DATE(S):
 MONITORING:
 AUTHORITY: S.C. Code § 59-40-230(B), (E)

Votes of the Board shall be by voice vote. Any member may call for a roll call vote if desired. This vote is to be recorded beside the roster of board members and noted in the Minutes of the meeting. Votes may be cast by participating Board members, not by proxy.

III.M. BOARD MEETING MINUTES

POLICY TYPE: Board Governance Process
 POLICY NUMBER: III.M
 INITIAL ADOPTION:
 REVISION DATE(S):
 MONITORING:
 AUTHORITY: S.C. Code §§ 30-4-90, 59-40-230(B), (E)

Minutes of meetings of the SCPCSD Board shall comply with the requirements of S.C. Code § 30-4-90.

The Secretary, or designee of the Secretary, shall keep the Minutes of the Board. The Minutes shall be kept in the office of the Superintendent and shall be open to inspection by the public.

The Minutes of a meeting of the Board shall be sent to each Board member and shall be approved at the succeeding meeting. The Minutes shall not be considered official until approved by the board.

III.N. PUBLIC PARTICIPATION AT DISTRICT BOARD MEETINGS

POLICY TYPE: Board Governance Process
 POLICY NUMBER: III.N
 INITIAL ADOPTION: July 11, 2009
 REVISION DATE(S): January 14, 2010; first reading November 12, 2009
 MONITORING:
 AUTHORITY: S.C. Code §§ 30-4-60 (open meetings), 59-40-230(B), (E)

1. **Record in the Minutes:** If a public speaker appears at a board meeting, the minutes will reflect it.
2. **Rules of Participation:** The official meeting of the board is by law a public meeting and we value citizen input; however, in order to protect the integrity of the adopted agenda, public dialogue will be restricted to the “Public Comments” section of the agenda or as directed by the Board Chair.
 - Each speaker has two minutes.
 - Speakers may not ask questions of Board Members.
 - Board Members may not engage speakers in discussion.
 - Disruptive behavior is not permitted.
 - Personal attacks aimed at students or staff are not permitted.
 - Scurrilous, obscene, or recklessly defamatory language aimed at any Board Member is not permitted.

III.O. EXECUTIVE SESSIONS

POLICY TYPE: Board Governance Process
 POLICY NUMBER: III.O
 INITIAL ADOPTION:
 REVISION DATE(S):
 MONITORING:
 AUTHORITY: S.C. Code §§ 30-4-70 (open meetings), 59-40-230(B), (E)

Executive sessions of the SCPCSD Board shall comply with the requirements of S.C. Code § 30-4-70.

III.P. PETITIONS AND REVIEW OF BOARD DECISIONS

POLICY TYPE: Board Governance Process
 POLICY NUMBER: III.P
 INITIAL ADOPTION:
 REVISION DATE(S):
 MONITORING:
 AUTHORITY: S.C. Constitution Article 1 § 22; S.C. Code §§ 1-23-126, -150 (Administrative Procedures Act); 30-4-70 (open meetings), 59-40-50(B)(7); 59-40-230(B), (E); S.C. Reg. § 43-601.III.(B)(2), (6)

1. **Due Process:** The Board shall comply with the requirements of due process.

Constitutional Provision: Article 1, §22, South Carolina Constitution provides for due process before administrative agencies, including judicial review of their decisions. The degree of review varies depending upon statutory provisions. Sometimes the review is limited to conclusions of law; at other times, there is review of both finding of fact and conclusion of law. In some cases, a new or second hearing may be granted.

2. **Petition Concerning Policy**: An interested person may petition the Board in writing requesting the promulgation, amendment, or repeal of a policy. Within thirty (30) days after submission of such petition, the Board shall either deny the petition in writing (stating its reasons for the denial) or shall initiate the action in such petition.

Statutory Provision: See S.C. Code §1-23-126. (See S.C. Code §1-23-150(a).)

3. **Petition Concerning Applicability**: A petition for a declaratory ruling as to the applicability of a policy of the Board shall be addressed to or forwarded to the Chair. Upon receipt, the Chair will:
 - a. Prepare a recommended ruling for consideration by the Board; or
 - b. Refer the petition to a committee and request its recommendation.

The recommended ruling should be considered at the next meeting of the Board following receipt of the petition and be approved or revised by the full Board. The declaratory ruling of the Board must be issued at this meeting or not later than within thirty (30) days after receipt.

The Chair, or his designee, shall notify the petitioner in writing of the declaratory ruling of the Board.

4. **Appeal to the District Board**. The Board will consider appeals from parents or guardians of students denied admission except when the enrollment exceeded a charter school's capacity and the determination was made by an approved lottery process.

III.Q. BOARD RECORDS

POLICY TYPE: Board Governance Process
POLICY NUMBER: III.Q
INITIAL ADOPTION:
REVISION DATE(S):
MONITORING:
AUTHORITY: Freedom of Information Act

1. **Archives**: The district shall send 2 copies of all printed material published by the District to SC Dept of Archives (SCDAH).
2. **Public Use**: The districts shall provide 15 copies of all state publications which are reproduced in multiple copies to SC State Library (SCSL) within 15 days of printing. Distribution is as follows: 11 to SC depositories, 1 to Library of Congress, and 2 remain at the SCSL for reference.

3. **Statement of Printing Costs:** All bound publications must include text within the document providing the total cost for printing the document, total number of documents printed, and cost per unit.

Statutory Provisions: Generally, Board records are open to public inspection during the business hours of the custodian with the right to copy such records for a reasonable charge. (Freedom of Information Act, S.C. Code §§ 30-4-10, et seq.) Upon written request for records each public body shall, within fifteen (15) days, notify the person making the request of its determination and reasons therefore. (See S.C. Code §30-4-30(c).) There are very specific provisions for the preservation, management, and destruction of public records of the State and political subdivisions. (See S.C. Code §§30-1-10, et seq.) The Superintendent is designated as the custodian of the Board records. (See S.C. Code §9-5-50.)

III.R. FISCAL GOVERNANCE POLICIES

POLICY TYPE: Board Governance Process
POLICY NUMBER: III.R
INITIAL ADOPTION:
REVISION DATE(S):
MONITORING:
AUTHORITY: S.C. Constitution Article X §10; S.C. Code §§ 11-9-80; 59-1-200

1. DISTRICT FISCAL YEAR

The fiscal year is coterminous with the scholastic year, beginning on the first day of July of each year and ending on the thirtieth day of June each year.

2. FINANCIAL ASSISTANCE POLICY

The SCPCSD Board may at its discretion provide financial assistance for member schools. A school may initiate a request for financial assistance with a resolution from its Board of Directors.

III.S. COMMITMENT TO SPECIAL EDUCATION

POLICY TYPE: Board Governance Process
POLICY NUMBER: III.S
INITIAL ADOPTION: June 29, 2011; first reading 5/12/2011
REVISION DATE(S): Carver format October 13, 2011
MONITORING: Review annually in March
AUTHORITY: See *References* below

It shall be the policy of the South Carolina Public Charter School District (SCPCSD) to ensure appropriate special education programs, services, and support for all eligible children. This program is fully described in federal and state regulations cited below.

It is the goal of the SCPCSD that students with disabilities are to receive free and appropriate public education and should be educated in the least restrictive environment.

More specifically, the board delegates to the superintendent the monitoring of special education programs of the District's member charter schools. If action needs to be taken in order to bring member charter schools into compliance, the superintendent or his/her representative is delegated the authority to work directly with the member charter school. The Board may get involved at the discretion of the superintendent.

References:

Federal Legislation

- The Individuals with Disabilities Education Act, PL. 108-446
- Americans with Disabilities Act of 2008, PL. 110-325
- Rehabilitation Act of 1973, PL 93-112

S.C. Code, 1976, as amended

59-33-10, et seq. - Mandates that the state board education establish a program for all handicapped children.

59-33-30 – Mandates that the state board establishes a Child Find process and special education programs and services

State Board of Education Regulations:

R-43-243 – South Carolina Special Education: Education of Students with Disabilities

R-43-243.1 - Criteria for Program Entry into Programs of Special Education for Students with Disabilities.

III.T. BOARD GOVERNANCE OF MEMBER CHARTER SCHOOLS

POLICY TYPE: Board Governance Process

POLICY NUMBER: III.T

INITIAL ADOPTION:

REVISION DATE(S): January 9, 2014

MONITORING:

AUTHORITY:

1. CERTIFICATION OF PROFESSIONAL PERSONNEL:

The District will accept as certified any teacher who is certified through the National Board Certification process or is deemed certified by the American Board for Teacher Certification. The American Board has been deemed acceptable certification under NCLB for highly qualified teachers. The Board may request the State Board of Education affirm, for the purpose of revocation, any teacher, or administrator who is found in violation of the laws of this state or the policies of the State Charter Public School District.

The State Board of Education is charged with issuing, and when appropriate, revoking or suspending a teaching credential. The SCPCSD Board oversees quality certified professionals, but may dismiss any credentialed teacher who is deemed unfit, or has lost his/her moral authority to be a teacher/mentor in the classroom. A School's Charter Board

does not have the authority to suspend or revoke the State credential (certification). It is the intent of the State Board that individuals credentialed in this state manifest conduct demonstrating a fitness for teaching and mentoring students. Therefore, the District Superintendent, at the direction of a School's Charter Board of Trustees, shall report to the Chair of the State Board of Education and the State Superintendent of Education the name and certificate number of any certified educator who is dismissed, resigns, or otherwise separated from the district employment for conduct which is reasonably believed to constitute evidence that the individual's conduct is unfit for teaching. (See §59-25-430 of the Code of Laws, and Board Regulations 43-58 and 43-58.1.)

A School's Charter Board shall make available to the Board the reasons for separation and, when requested, any available written supporting evidence to be used by the State Board of Education in their deliberations. Findings of the State Board of Education regarding the discipline of and credentialed employee shall be published on the State Department of Education web site for employee reference.

2. INTERSCHOLASTIC ATHLETICS:

The sponsor district has no obligation to provide extracurricular activities or access to facilities of the school district for students enrolled in a charter school.

3. DISTRICT POLICIES FOR CHARTER SCHOOLS

The following policies are necessary to fulfill the requirements of the S.C. Public Charter School Act, 2006, SCDE Regulations and Federal Regulations.

A. Enrollment Expansion:

INITIAL ADOPTION: May 1, 2008

Charter schools authorized by the South Carolina Public Charter School district may apply for an expansion in their enrollment numbers beyond the projections in the authorized application for the next school year.

B. Annual Report Policy:

To satisfy the requirements of the S.C. Code §§ 59-13-120, -140 and 59-40-140(H), five working days prior December 31_ has been established as the due date for submission of annual reports from the schools to the South Carolina Public Charter School District.

C. Audit Policy:

INITIAL ADOPTION: May 14, 2009; first reading February 12, 2009; amended January 9, 2014

An annual audit of all financial records shall be made by a licensed certified public accountant who meets the requirements placed on all other public schools. The school shall be responsible for retaining the external accountant to perform the annual audit. A copy of the audit in the format prescribed by the State Department of Education shall be filed with the SC Public Charter School District by November 1 following the close of the fiscal year.

If this date falls on a weekend, the due date shall be the Friday immediately preceding November 1. One (1) hard copy and one (1) electronic copy (presented in PDF Format) shall be submitted.

S.C. Code § 59-40-50(B)(3)(adhere to financial audit requirements); 59-17-100.

D. Interim Auditor Reporting:

INITIAL ADOPTION: May 14, 2009; first reading February 12, 2009
Schools will provide to the District a Letter of Engagement with its audit firm no later than May 30th. If this date falls on a weekend, the due date is the Friday immediately preceding May 30th. At a minimum, the Letter of Engagement will contain the audit firm name and address as well as the point of contact (POC) at the audit firm: name, telephone number and email address. The Letter of Engagement will direct the audit firm POC to provide the Annual Audit no later than the due date in its current version, final or draft. The Letter of Engagement will direct that if the audit is still in draft form, the audit firm will provide the reason(s) why the audit has not been completed to final version.

E. Financial Resources Accountability Standards:

INITIAL ADOPTION: May 14, 2009; first reading February 12, 2009
Financial Resources are to be allocated, expended, and accounted for in accordance with accounting practices specified in the SC Department of Education Annual Audit Guide, Financial Accounting Handbook, Funding Manual and the Pupil and Staff Accountability Manual.

IV.A. FISCAL LIMITATION POLICIES

POLICY TYPE: Executive Limitations
POLICY NUMBER: IV.A
INITIAL ADOPTION: IV.A.2 revised May 9, 2013
REVISION DATE(S):
MONITORING:
AUTHORITY: S.C. Code §§ 59-69-40

1. BUDGETING AND FINANCIAL PLANNING:

INITIAL ADOPTION: May 13, 2010; first reading April 8, 2010

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's Ends Policies/Strategic Plan or place the organization at risk of fiscal jeopardy.

Accordingly, the Superintendent shall not, without notifying the Board of any deviation, allow budgeting that:

- a. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operation items, cash flow, and disclosure of planning assumptions.
- b. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
- c. Reduces liquid reserves to less than six months of budgeted expenses.
- d. Provides for less board prerogative during the year than is set forth in the Cost of Governance Policy.

Additionally, the Superintendent shall note any financial deviations from the above guidelines in the monthly financial report to the board.

2. FUND BALANCE POLICY:

First Reading: May 9, 2013
 Earlier Versions: July 9, 2009; Information Items March 14 and April 11, 2013

The superintendent shall not fail to assure that a reserve fund is maintained that is equal to six months' operating expenses based on the current year's budget as approved by the board. The board is to be notified by the superintendent at the next monthly meeting when the reserve falls below the amount specified in this policy.

3. GIFTS AND BEQUESTS:

The District Superintendent shall take and hold in trust for the State any grant or devise of lands and any gift or bequest of money or other personal property made to him/her for educational purposes. (§59-69-40.)

4. CONTRACTUAL AGREEMENTS:

All contractual agreements between the Board and any other agency, organization, or individual, public or private, shall be consistent with the general purpose and intent of current Board policies and state statutes and regulations. Such plans or contractual agreements shall be kept on file in the Office of the District Superintendent and other State offices as required by law, for public inspection and review.

5. DISTRICT EMPLOYEE TRAVEL POLICY:

District employee travel shall comply with the requirements set forth in the State Travel Regulations. Employees shall submit travel reimbursements monthly for the Superintendent's approval. Travel reimbursements other than mileage associated with school visits must be preapproved by the Superintendent. The Superintendent shall authorize the Finance Director only to process and pay travel reimbursements approved by the Superintendent and in compliance with State Travel Regulations.

6. CONSULTANT SERVICES

Engaging the services of a consultant to support the specific responsibilities and initiatives of the District in excess of \$15,000 may be authorized only by the Board.

Recommendations for engaging a consultant(s) may be brought to the Board by the following:

- 1) Board Chair
- 2) Chairs of the Subcommittees
- 3) Superintendent

Engaging the services of a consultant to support specific responsibilities and initiatives of the District under \$15,000.00 may be at the discretion of the Superintendent.

The District utilizes a variety of consultants on a case-by-case basis. Consultants may submit a written request detailing their rates for specified tasks on a daily rate or fixed price for a given task.

IV.B. STAFF TREATMENT & GRIEVANCE POLICY

POLICY TYPE: Executive Limitations

POLICY NUMBER: IV.B

INITIAL ADOPTION: Grievance, July 9, 2009; Treatment, July 8, 2010; first reading June 10, 2010

REVISION DATE(S):

MONITORING:

AUTHORITY:

1. At Will Employee Grievance Policy:

All SCPCSD employees are at-will employees, accountable to the Superintendent. The Superintendent shall not imprudently terminate an employee; however an employee may be terminated at the time the Superintendent deems it necessary for the benefit of the district. The employee can appeal his/her termination to the Board in a written request within fourteen (14) days stating a reason for the appeal. The appeal will be heard at the discretion of the board. The district will not incur the expenses of the employee bringing the grievance.

2. Staff Treatment Policy:

With respect to treatment of paid and volunteer staff, and subject to the at will character of all employment with the District, the Superintendent may not cause or allow conditions which are inhumane, unfair or undignified.

Accordingly, she or he may not:

- a. Operate without personnel procedures which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.

- b. Discriminate against any staff member for expressing an ethical dissent.
- c. Prevent staff from grieving to the board when (A) internal grievance procedures have been exhausted and (B) the employee alleges either (i) that board policy has been violated to his or her detriment or (ii) that board policy does not adequately protect his or her rights.
- d. Fail to acquaint staff with their rights under this policy.
- e. Operate without clarified expectations, job descriptions and authority for volunteer staff.
- f. Operate without written performance evaluations for staff that document progress toward objectives and identify areas that need improvement.
- g. Fail to provide staff development opportunities.

IV.C. COMMUNICATION & COUNSEL TO THE BOARD

POLICY TYPE: Executive Limitations
 POLICY NUMBER: IV.C
 INITIAL ADOPTION: July 8, 2010; first reading June 10, 2010
 REVISION DATE(S):
 MONITORING:
 AUTHORITY:

With respect to providing information and counsel to the board, the Superintendent may not permit the board to be uninformed. Accordingly, he or she may not:

1. Let the board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.
2. Fail to submit the required monitoring data (see policy **II.C. MONITORING SUPERINTENDENT PERFORMANCE**) in a timely, accurate and understandable fashion, directly addressing provisions of the board policies being monitored.
3. Fail to marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.
4. Present information in unnecessarily complex or lengthy form.
5. Fail to provide a mechanism for official board, officer or committee communications.
6. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.
7. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.

8. Fail to indicate correspondence with board as "monitoring," "incidental information" or "decision making."
9. Fail to provide summaries of action at board meetings.

IV.D. ANNUAL POLICY REVIEW

POLICY TYPE: Executive Limitations
POLICY NUMBER: IV.C
INITIAL ADOPTION:
REVISION DATE(S):
MONITORING:
AUTHORITY:

The Superintendent shall annually, or more often if appropriate, review these policies to insure that they are consistent with current legislative provisions and report to the SCPCSD Board.

AUTHORITY MATRIX – February 12, 2009 Policy Committee

Discussion Purposes

Draft #4
3/12/2009

Approval Authority of the Officers and Staff of SCPSCSD		Approval Authority of the Officers and Staff of SCPSCSD				Notes
		Action and/or Role	Superintendent	Executive Committee	Policy Committee	
Hire / Fire / Supervise & Direct Staff		X				
Performance evaluation of Staff						
Superintendent Staff		X			X	
Financial Audit						
Records Maintenance		X				
Vendor Contract		X				
Audit Report Review						
Operational Adjustments			I			
Performance Evaluation of Board						
Partnerships or co-development						
Delivery of Services to customers						
Technical Assistance		X				
Orientation		X				
Site Visits		X				
Dissemination of Information		X				
Compliance Monitoring		X				
Administrative Operations - Dist. Office		X				
Distribution of Funds		X				
Data Collection		X				
Data Reporting		X				
Purchasing		X				
Web Site Maintenance		X				
New/Renewal of Leases		X				
Human Resources & Accounting		X				
Board Reimbursement		X				
Staff		X				
Professional Development		X				
Development/Implementation of		X				
Required District Plans		X				
Textbook Inventory		X				
Host Board Meetings		X				
Legal Contracting		X				
Budget Development & Review		D				
Insurance Contracting/Renewal		X				
Structure of Organization						
By-Laws						
Policies & Procedures						
Employee Handbook		X				
Conferences and Training						
Board of Directors						
Staff		X				
Business Plan		D				
Capital Investment Plan		D				
Compensation Plan (Pay Benefits)		D				

