

WIL LOU GRAY OPPORTUNITY SCHOOL

BOARD OF TRUSTEES

MINUTES OF MEETING ON NOVEMBER 13-14, 1981

The Board of Trustees convened for its regular bi-monthly meeting on Friday, November 13, 1981, at 6:15 p.m. in the Archives Room of the William T. Lander Administration Building. Trustees in attendance were: Dr. Marvin Efron, presiding; Mrs. Anne T. Boyce; Ms. Patricia Jacques; Ms. Mary Alice Mack; Mrs. Hannah Meadors; Dr. Louise Scott; Mr. Karl Segelken; Mrs. Elizabeth Thrialkill; and Mrs. Jack Wilson. Also, in attendance were: Mrs. Thelma Bailey; Mr. and Mrs. Glenn Clark; Mrs. Denise Hoce; Ms. Mary Janet Janicki; and Mrs. Judith Dick. The Board of Trustees absent were: Dr. James Miles; Mr. James McClary; and Mr. Clarence S. Rowland. The staff in attendance were: Mr. John King, Director of Fiscal Affairs; Miss Gloria Lloyd, Director of Personnel; Dr. Jonnie Spaulding, Director of Student Development; Mr. Pat Smith, Director of Facilities and Supportive Services; Mr. George Smith, Student Recruiter; and Mr. Salvatore A. Fede, Superintendent.

Mrs. Boyce led the invocation.

Dr. Efron stated that we would vary from the agenda very slightly and that we would not approve the agenda or the minutes of the last meeting until the regular meeting begins because we have several people who may like to make some additions and it would be unfair for us to document them at this time. Dr. Efron stated that he thought we would wait for the adoption of the agenda and the approval of the minutes during our regular meeting and at this time we will go directly to our committee reports. Dr. Efron further stated that he did have a request from Mrs. Peeples to the people in the committees for a response to some recommendations she has made to the board and that she said she had not received any response from these recommendations. Dr. Efron stated that he had a copy of Mrs. Peeples' recommendations with him. She had requested that Dr. Efron bring it up to the board and Dr. Efron stated that he thought it was best that the committee study those recommendations. Dr. Efron further stated that he would share his copy with the board.

The recommendations by Mrs. Peeples were:

1. Point System: At the time the survey was in progress the clarification of the point system was being attempted. Notice of the changes in existing procedures were read to the students in homerooms and notices posted to the classroom bulletin boards. Student signatures were requested to show that they had been notified of the action. These same changes and procedures were incorporated in the Annual Report prepared by the Advisory Committee. In Food Services the suggestion boxes were placed. At this point Dr. Efron asked Mr. Fede if Mrs. Peeples was going to be in attendance at the meeting. Mr. Fede replied, no, that her husband's sister had passed away. Mr. Fede stated that he had not shared this with the board beforehand because Mrs. Peeples had asked him personally not to announce this information unless she was not here tonight. They (Lisa and her husband) left Columbia at 5:30 p.m. this afternoon. Mr. Fede continued . . . Mr. Rowland, of course, is not here but will probably be here tomorrow morning. Dr. Miles had surgery yesterday at Emory University Hospital.

Mr. Fede said he had called Mrs. Miles at the intensive care room and she indicated that Dr. Miles was being scheduled for more surgery tomorrow. Mr. Fede stated that he had asked Mrs. Fede to purchase a get well card. It will be ready for the board to sign Saturday. Mr. Fede asked the board to let him hold it until he again talked with Mrs. Miles. Mr. Fede stated he would mail the card after talking with Mrs. Miles on Sunday or Monday to verify Dr. Miles condition.

Mrs. Boyce asked if it was Dr. Miles' heart. Mr. Fede replied that it was some type of surgery to do with his heart. Mr. Fede also stated that Mrs. Miles was quite concerned when she spoke with him that afternoon.

Dr. Efron said it had been suggested by Mrs. Peeples that the board study the point system and the food service, and come up with a mutually agreeable policy to handle disciplinary action. A review of present food service appears to be necessary. You know the administration has had a response to this but this is a request of the board. Also, all students should be informed by the student handbook or other written communication to keep the students abreast and solicit their cooperation. Dr. Efron said that he would be glad to make a copy of this and of their response to see whether or not it had been satisfied.

2. Constructive After-School Activity: It is suggested that a plan of action be initiated for constructive after school hour activity. Coordination should be done with feeder agencies, community agencies, PTA, church groups, and other appropriate agencies to provide interesting, challenging, and beneficial activities to develop skills in self-concept. It is suggested that the board review the dorm counselors' duties and responsibilities related to after-school hour care for the students. Perhaps they should be grouped in dorms which are closer to their own age to provide better social life.

3. Indepth Object Evaluation: We strongly recommend if consultants are available in outside agencies with proven credentials they should be invited to come in and do an indepth objective evaluation in our school. . . preferably, someone outside the regular state evaluation.

Dr. Efron told the board that he had promised Mrs. Peeples he would bring these recommendations up for the board to study. If anyone wanted a copy he would be glad to make a copy for them. Mr. Karl Segelken requested a copy.

Mr. Fede made the statement that most of these have been addressed by the board at one time or another this year. The only one that has not been addressed is the one on evaluation.

Dr. Efron passed around a newspaper clipping on Ms. Patricia Jacques. She was declared the outstanding career woman of the year by the West Columbia-Cayce Business and Professional Women's Club.

Dr. Efron called for a motion to accept the agenda. The motion was made by Mrs. Wilson. Seconded by Mrs. Boyce. The agenda was adopted.

Dr. Efron asked if there were any changes to the September 9, 1981 minutes.

Mrs. Thraikill stated that she felt the minutes were summed up and reported to us. She felt since they are summed up that they are not as exact as they should be. Mrs. Thraikill felt that the minutes are paraphrased and they are not as exact as they should be for those members who cannot attend all of the meetings. We lose much in the translation. She said that she knows it's a job to take them and a job to prepare them, but she still felt that much was lost of the meeting.

Dr. Efron asked if it was the consensus of the board that the exact transcription from the tape be mailed to the board members. Mrs. Wilson stated that she would so move. Seconded by Mrs. Thraikill. The motion passed.

Dr. Efron stated that the first item on the agenda was the School Advisory Council Report. The Chairperson, Lisa Peeples, was absent because of death in her family. Dr. Efron asked Mr. Fede if Mrs. Peeples had prepared a report. Mr. Fede said no, but that Dr. Efron might like to take a look at the Evaluation of the Annual School Report and read through it. If there are any questions Mr. Fede said he would try to answer them.

Dr. Efron stated that Mrs. Peeples was a very conscientious chairperson. She had been assigned several other things to work on which we will have to put off until the next meeting. One of the things was coordinating the efforts to take a look at the philosophy of the school. She has been working on this with Dr. Holler and Dr. Tolbert. I am certain that will come about later.

Dr. Efron further stated that there had been another person scheduled for the board tonight, but that he had been given an opportunity to work in Africa. This person is Dr. Tom Surratt of the University of South Carolina. He was to have made a report on the staff and faculty housing. Mr. Surratt will, however, make this report at our January meeting.

Dr. Efron stated that now we will have the Superintendent's report. Mr. Fede asked if there were any questions about the Advisory Council's Report. Mr. Fede stated that he had written a letter to Mrs. Peeples complimenting her and had sent Mrs. Peeples a copy of the State's evaluation before she left. Mr. Fede stated that the fine evaluation was a result of people working together. He said that Mrs. Bailey, Mrs. Peeples, Dr. Spaulding, the teachers, and administrative staff had worked on this report. Mr. Fede pointed out that the State Department of Education report showed that the school was in full compliance with all aspects of the evaluation. If the board would approve the report Mr. Fede would go ahead and include this as part of the minutes.

Dr. Efron asked if there was any action by the board. Mrs. Boyce made the motion to acknowledge the report. Mrs. Wilson seconded the motion. The motion passed.

Mr. Fede then reported on the progress to have the school policy manual updated. It dates back to 1976 and has not been updated except with some additional enclosures dealing with trustees minutes, school calendar, and school

schedule. Mr. Fede went to see Mr. George Leventis, who is the attorney for the School Board Association, and he has given him sample letters which are sent out to the school districts. The school has paid since the policy manual was initially prepared from \$300 to \$400 per year. The revision of the policy manual will probably cost more this year than we have paid before. The cost will be tempered by the fact that they have not advised us of their service. Mr. Leventis is not able to provide even an approximate cost. Mr. Fede suggested that we provide copies of the minutes to Mr. Leventis and have the School Board Association provide us with an estimate. Mr. Fede indicated that Dr. Efron had suggested that perhaps we could do it ourselves. Mr. Fede said this would be fine once we have the major revision done by the School Board. Then we could start doing it ourselves on an annual basis with their help. The manual is about six years in arrears. Also, there are precedent setting cases that the school board has access to that Mr. Fede does not have. It may take \$500; it may take \$1,000; it may take more or less. Mr. Fede would like to wait until January and submit the estimate to the board and go from there.

Dr. Efron said that it was the consensus of the board that Mr. Fede be given the go ahead of the board to continue negotiations with the School Board.

The next item you have is the address that Governor Riley made to the State Director's conference the third week in October. Governor Riley's address was quite pessimistic but does share some light on the present state of the economy.

The next item is a letter written to Mr. Glenn Turner. Mr. Fede said that before the letter was mailed it was discussed by him with Dr. Miles and Mr. Rowland. Mr. Fede indicated that Mr. Turner has received the letter. When we hear further from Mr. Turner, Mr. Fede will let the board know.

Then Mr. Fede told the board that other items would be items that would be presented by the Personnel Committee. At this point, Dr. Efron then asked if there were any questions of the superintendent. Hearing none, Dr. Efron went on to the Standing Committee Reports.

Student Services:

Dr. Efron asked in the absence of Mr. McClary who would like to give the report for him? Mrs. Boyce suggested they give the report jointly. Mrs. Boyce stated that her one sentence would be that they discuss the hours of the security guard and the dean of students especially since this person is one in the same person. Therefore, he has two different job descriptions. There is something systematic that we are dealing with here.

Ms. Jacques stated that we need a security guard. An additional one needs to be hired. Dr. Efron asked if there was a motion she would like to make at this time or wait. There were no questions or discussion.

Education Committee:

Mrs. Wilson stated they did not get through because the time ran out. What they did cover was: There are 219 students enrolled, 68 were suspended with a W6 (drinking, drugs, bad language, etc.) Twenty-nine withdrawals for personal reasons, two for unknown reasons, six for sickness, two for other reasons, two passed the GED, four

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staffed out by Vocational Rehabilitation, four could not adjust, two who had dropped out for attendance reasons re-entered, three who had dropped out for personal reasons re-entered, one of those for unknown reasons has re-entered, one that was sick is back, one Vocational Rehabilitation staffed out who is a pay own way is back. Dr. Spaulding has not broken down the reasons for the sixty-eight suspensions. As of today, we have two hundred and nineteen enrolled. There are fourteen active work scholarships, we are picking up three more work scholarships. We have had seven to pass the GED. There are six more who will take the GED one week from tomorrow. Since school began we have one hundred forty one legally identified Title I students. The Disciplinary Committee is made up of the Principal, Dean of Students, Coordinator of Vocational Rehabilitation Department, two teachers and two evening staff members, and two students. Mr. Whitaker, who has been on a provisional certificate, is now fully certified. Seven teachers are authorized to take special education classes and five of those are presently in special education classes leading toward certification. One teacher is on permit but is not taking courses at present, as this year will qualify her for the exemption of the course that will complete her certification. One is on maternity leave at the present. As of November tenth we had one hundred forty six immunizations complete. Seventy students were exempted from immunization for medical reasons, two for religious reasons and eight are in the process of having to start over completely because of no medical records. There are presently seven migrant students enrolled.

Dr. Efron asked if the migrant workers were here on a contract with an agency. He stated that any contract with another agency should come through the board. That is board policy. If you remember this time last year we had quite a discussion about another program which flared up into quite a controversy. The program was the youthful offender program through CETA. The board has to ratify a contract before it is legal. Dr. Efron stated "That reminds me, I don't think we have ever ratified the last year with Vocational Rehabilitation." He further stated that for any agreement to be legal from agency to agency, it had to be ratified by the board. I think it might be wise to investigate that and, if it is a contract, at the next board meeting we can ratify it to make it legal. Mr. Fede asked Mr. King if we have two, one with Vocational Rehabilitation and one with the seasonal farm workers.

Ms. Jacques asked, "Should not the board be informed before any agreement is made between two agencies?" Dr. Efron replied that "that was part of the board action that we were talking about, since it has already happened we don't have much of a choice now. I was saying that in the future that we should be informed."

Mr. Fede stated that in reality the contract is the same as we have with an individual who pays his own way or the same agreement we have with Vocational Rehabilitation.

Someone stated that it seemed to them that there was a controversy about the migrant workers last year. Mr. Fede stated he didn't know if there was a controversy, but there was a heated discussion in the auditorium about the youthful offenders program.

Dr. Efron said that in years past it was board policy for the board to always be informed of the Vocational Rehabilitation Contract, and we had a committee to study it before it became final. Dr. Efron asked if there were a motion, then stated we do not need a motion. It is strictly board policy that this be handled in this manner.

Mrs. Wilson said she would so move that the board be brought in on any other agency contracts before the contract is signed. It was seconded by Ms. Mary Mack. The motion passed.

Ms. Mary Alice Mack stated that she would like to make a suggestion that we sit down and look at the contracts of on-going agencies that we work with and have been working with for a number of years. Dr. Efron stated that at the orientation tomorrow we will probably make some other agenda type things like taking a look at the contracts and the budget. Dr. Efron then asked if there were anything else from the education committee.

Mr. Fede asked the board to accept merely as information the initial work that has been done on the Defined Minimum Program. He further stated that he and Dr. Spaulding have not as yet involved Mrs. Bailey or the teachers. "We have researched all that we could and have discussed it with the State Department of Education and they have accepted the work that we have done so far. Next week we will have to go back and define those areas that deal with language arts, social studies, teacher loads, etc. I wanted the board to have this information because we will go before the review committee at the State Department just before Thanksgiving on the 24. There is no need for the board to approve anything which may not be approved by the review committee. We will come back to you after Mr. George Smith and Dr. Fulmer at the State Department of Education have looked at this and tell us that we are on our way." Mr. Fede told the board that, in the space of time while they were meeting in the various committee meetings and after supper, he had gone through the Defined Minimum Program and found several typo errors and these will be corrected. So I give it to you merely as information and when the time is appropriate for the board to take action we will ask Dr. Efron to call the board into session. We will need to approve the Defined Minimum Program before the State Department of Education takes action upon it. Dr. Efron asked Mr. Fede "When is this?" Mr. Fede stated that at the present time, the time was something that he and Dr. Fulmer will have to work at together. The review committee is meeting the week before Thanksgiving, then we will have to come on back and work with Mrs. Bailey, and the teachers and anyone else that is appropriate after the review committee looks at it. When we have something that says Yey or Nay we will have a go at it. Dr. Efron asked if Mr. Fede thought we would need a special meeting called. Mr. Fede stated that it may be. Mrs. Wilson said that it sounded like it would be the January Board Meeting, Mr. Fede replied "it may be." At the present time there are some things in there that will cost some monies but at present we have already been spending the monies. So if you see in there an increase in the amount of instructional money for the school I can't say it's for the library.

At this point, Mr. Fede asked Mr. King, "Is the library money, John, separate from Educational?" Mr. King replied that it was set up as one. Mr. Fede further stated that the increases that you see are in the present South Carolina Defined Minimum Program. I do not believe that at the present time, unless we need more teachers that we will have anything in here that will cost any additional money. Dr. Efron then asked if there were any questions before we moved on to the next item.

Fiscal, Facilities and Supportive Services, and Personnel:

Dr. Scott stated that they only got to the personnel part. "The last board meeting, as you remember, you had been mailed a copy of the disciplinary actions that had been revised and we asked that all persons, teachers, classified personnel, anyone employed, be given an opportunity to look at the policies and give input into the disciplinary action. The recommendations have been returned to Mr. Fede. He has not had time to go over the recommendations and compile them. Therefore, we do not have any other report for you tonight. In your packet or folder for tonight, you have two resignations which I think you are aware of, and we have been asked to accept the resignations. They are Larry Hoce, Dean of Students, and Mr. Charles Chapman, who was the cook. The cook has already been replaced."

Dr. Efron said that we would need to act on that. Dr. Scott recommended that we accept these resignations. It was seconded by Mrs. Wilson. The motion passed.

Dr. Scott said that James Gadsden was recommended to replace Charles Chapman as cook and that Mr. Fede called her saying that the applicant seemed to be best and they needed him desperately. The board needs to take action although he is already on the job. Dr. Efron asked if there was a motion on this. Dr. Scott made the motion. The motion was seconded by Mrs. Wilson. Motion passed.

Dr. Efron said that he thought that when someone like a cook, etc. was replaced, the administration certainly has the right to hire someone on a temporary basis with the understanding that the board will have to make it permanent. Dr. Efron then asked, "Do we have that in our policy manual, or do we need a policy on that?" This was determined to be standard procedure.

Dr. Efron said that we have spent practically an hour discussing the following and it might be difficult to follow the recommendations. "The pictures have names so it would be best to leave names off now." Dr. Scott stated that they did come up with some options. "I believe you have copies." Dr. Scott stated that there were four options given to the board to discuss. "The recommendation that we would like for you to consider is number four of the option." Dr. Spaulding is Director of Student Development. "We suggest that the Dean of Students' position be deleted and that coming directly under (the Director of Student Development) there would be two positions, the Dean of Men and the Dean of Women. Then under these people come the dorm counselors or youth counselors. They would report to the Dean of Women and the Dean of Men. By eliminating this position we can add two more youth counselors. There is a need for more youth counselors to have more people

work with the night program. By eliminating the Dean of Students position this would free up some money that we could do that with. Also, we have not filled the position of part-time chaplain. We are recommending that we fill this position with one of our youth counselors who is an ordained minister, as of this last Sunday, and is very highly recommended and has a very good manner with the students and this type of thing." Dr. Scott continued, "we are recommending that we upgrade his position and that he become a Youth Counselor/Chaplain which would be a combination type thing. Our feeling is that it is more important to have someone who would be living the life with the students than someone who would come in and preach an hour or two a week. Have someone there constantly as an example. The two positions overlap - - that of counselor and chaplain. Therefore, how can you do one without basically doing the other. The recreation/specialist is a person who is part of this organization. He is a Youth Counselor/Recreationist Specialist. Actually, what this is doing is eliminating the Dean of Students and adding the new positions. Eliminating the part-time chaplain and incorporating it in with the Youth Counselor who we happen to have now and is qualified. We will also be giving him some more money within the budget. Now there is money to do this in that framework... Upgrading the Dean of Men and Dean of Women and having them report to Dr. Spaulding, and seeing if they could ultimately work together in assuming this responsibility. If they feel that there should be one person actively in charge at the time then a decision would have to be made, then they could alternate this responsibility."

At this point Dr. Efron asked if there would be any change or discussion concerning this matter.

Mr. Segelken asked, "Financially, would we be able to do it?" Dr. Efron replied "Yes, in fact it would be cheaper to do it this way." Mr. Segelken replied, "that seems like real brain work there and I was wondering about the money angle." He said he felt negative about it. Dr. Efron said that we had been assured about the money.

Mrs. Boyce stated that we have two deans. Mrs. Scott said, "Actually, they are directors of cottage life now." Dr. Efron said, "They are assuming more duties." Mrs. Wilson said, "They are assuming some of the responsibilities that Larry had. They will assume some more responsibilities and possibly upgrade their positions."

Dr. Efron said that we could try this and if it does not work we could take a look at it at a later time.

Dr. Scott said that certainly if we work toward this organization now we would have until July 1 to see how it worked. It would certainly free up the money for the agency now, money that we need for additional people to work with students.

Dr. Scott stated that the people who would go into the positions of Dean of Men and Dean of Women are well qualified. One of them has a masters degree and the other two have a recreational specialist degree.

Ms. Jacques stated that in reading this organizational structure that a person could come and work from 10 to 12. "I was just thinking about the time the dorm counselor comes in till 3 or 4 in the morning. It seems to be a crucial time, a good time to prevent crisis from arising. This is a time someone needs to be out on the grounds. Dr. Spaulding told the board that sometimes when people are suspended they will not go directly home. They will stay out in the woods at night and sneak back on the campus and cause problems. If there was someone who could be on duty, I know that before (in previous times) there was someone on duty a good while back."

Mr. Fede stated that Dr. Scott still had not finished her recommendations. Ms. Jacques said "Oh, I'm sorry." Mr. Fede said, "The remainder of her recommendations will address the position of the safety officer."

Dr. Scott stated that she didn't see why we were adding counselors, that someone in there could be assigned as safety officer. Dr. Efron stated that we do have a safety officer. Ms. Jacques asked, "How many security officers do we have now? Do we have more than one?" Dr. Efron replied that we don't have any now. Ms. Jacques replied, "Some of his hours may overlap with the student service. He would still be free from this constant everyday routine of providing student services, but he will continue to work with the evening staff. His hours will be later in the day."

Dr. Scott stated that they had not discussed it but, "the present safety officer is now acting as the Dean of Students and, since that position has been eliminated, I assume he will go back to that position." Mrs. Boyce said, "It has not been eliminated it is just hanging there." Mr. Fede stated, "There is a person in the public safety officer's position." Mrs. Boyce said "Oh there is." Dr. Efron informed the board that he (the present security officer) is taking the acting Dean of Students slot.

Dr. Efron asked if there was a motion concerning this organization. Dr. Scott moved that we fix this organization. Dr. Efron asked when could it take effect. Mr. Fede stated, "As soon as it is possible to do all the necessary job descriptions, that is what would make it legal." Mr. Fede suggested, "After the Thanksgiving Holidays . . . That would give us 2 or 3 weeks."

Dr. Efron stated, "We have not had an Executive Committee Meeting, therefore there is no report."

Mr. Karl Segelken stated that he had met with Mr. George Smith and he had filled him in on what he was doing on three things. "One of these was recruiting. Mr. Smith's record in 78-79 showed the number recruited was 32. In 1979-80 it doubled. In 80-81 there were 104 students recruited. It shows that it has been quite effective to have a student recruiter, to have contact with the people, and give the school the publicity. Mr. George Smith travels about 20,000 miles a year. In 79-80 he made about 1600 contacts. Mr. Smith also had a map of the number of students we get from the different counties. There are two counties that had no representation. They are Saluda and Edgefield. Lexington and Richland are the two biggest supporters.

And that of course is because of being so near-by. We have excellent support from the tri-city area of Charleston, Berkeley, and Dorchester. The counselors down there know about the school and are very supportive of the school. Some of our metropolitan areas feel like they can handle their own problems with their students. We maintain a good reputation state wide."

Mr. Smith said that his Sunday school teacher was the Executive Director of the State Housing Authority. "He approached me one day about my talking to Governor McNair and getting his support as far as using his influence to contact the foundations to support the Opportunity School to raise endowment funds. This is the reason I prepared the map to take over to him to show him the representation that we have state wide. I have, also, talked with Mr. Walter Dahlgren, vice-president in charge of development at Anderson College. In fact, he came in with Dr. Spaulding, Mr. Fede, and I. I spent more than two hours in Anderson one night talking to him about how the school can go about making contacts with corporations, giving me ideas and this type of thing, and there are other ways that the school can benefit. He got Bigelow Mills to donate 750 yards of carpet for the college. He said that if we can make contacts within home counties of the school we may get them to donate \$100 or \$200 a year. Perhaps even as much as \$5,000.00." Mr. Smith stated that he had much to learn from Mr. Dahlgren and that he was an excellent coach. He offered to come to the public relations committee and the board and explain to them the same as he had to Dr. Spaulding and Mr. Fede. Mr. Dahlgren is in charge of the endowment program at Anderson College. It is his responsibility to raise about \$125,000 for Anderson College.

Mr. Fede pointed out that the percentage of income was about 7% to 8% from the \$250,000 in the Endowment Fund. Mr. Smith was saying that 6% from the \$20,000 will average out to one scholarship. At the present time we have enough money to pay for 15 or 16 full time scholarships." Mr. Smith stated, "As the board knows, one of Dr. Gray's ambitions is to get enough money to pay for 100 scholarships for students who are in need." Mr. Fede said, "The school does not invest any of it's monies. Whatever monies are received for scholarship or endowments are sent to the state treasurer and the state invests our monies. Whatever the return is, dictates what we have for work scholarships." Mr. Smith then stated that the state had the full authority to invest the money. We do not have the authority to invest the money.

Mr. Segelken asked where we came up with the 6% or 8% figure. "Other people are getting 14%." Mr. Fede said that some of the stocks we have are not high profit stocks, one not earning anything, and he doesn't believe we have any real estate stock.

Mrs. Wilson asked if Mr. Smith were familiar with the adopted school program for business and industries. She quoted it as a real push for business and industries to get involved with education. Mr. Smith said that he was not aware of it. Mrs. Wilson told Mr. Smith that sometime when he was in Anderson he might go by and talk with Mrs. Gore. She might give him some leads.

Mrs. Wilson said that she was delighted to see George and know that he was back doing the student recruiting. We needed this desperately.

Unfinished Business:

Dr. Miles has told Dr. Efron that the naming of the buildings would have to wait because of his being in the hospital. The philosophy of the school is still hanging. Dr. Efron asked if there were any other unfinished business. The Disciplinary Code is unfinished. Mr. Fede said that he had asked Dr. Scott to hold off on that until we finished with the Defined Minimum Program and Vocational Plan. Ms. Mack asked about the responses from Mrs. Peeples' recommendations from the School Advisory Council. Mr. Fede said these were from last year. This year there is quite a bit of difference. We should respond to this year's cafeteria and this year's disciplinary code. The third recommendation had to do with an outside problem. It was suggested that we go to an outside agency, Governor's Office, State Dept. of Education, or contact Dr. Charlie Williams and see if there was someone he would suggest. Dr. Scott suggested that the South Carolina Association of School Administrators. Dr. Efron asked the board if they wanted to take action, delay it, or drop it. It was left up to the board. Dr. Efron stated that he would assign this duty to the Executive Committee to make recommendations at the next board meeting.

New Business:

There was none.

Dr. Efron said that several people needed to leave early the next day and asked if they would like to start early the next day, perhaps at 8:30 and skip breakfast. Perhaps toast and coffee could be brought in. Mr. Pat Smith said he would furnish honey buns and coffee from the cafeteria. Several people had to leave for previous commitments already made. It was decided to begin the meeting at 8:30 a.m. the next morning.

Dr. Efron said that at this time the board would go into Executive Session. He had the complete guidelines from the convention in Myrtle Beach. Everything will be according to these guidelines.

Mr. Fede asked for the re-imbusement requests and that tomorrow they let him have their hotel receipts. Dr. Efron recommended that the board stretch their legs while waiting for the Executive Session to start.

The Board recessed at 9:30 p.m.

The board reconvened in the Archives Room at 8:40 a.m., November 14, 1981. Mr. James McClary, Mr. Clarence S. Rowland, and Dr. James F. Miles were not at the Saturday meeting. Miss Mary Alice Mack did not return for the Saturday meeting. Mrs. Thelma Bailey, Mrs. Judy Dick, and Mrs. Earline Clark did not return for the Saturday meeting. Mrs. Denise Hoce did return. All the other board members that were in attendance at the Friday board meeting also came to the Saturday meeting.

Dr. Efron asked if there was a recommendation for the next Executive Session board meeting. Wednesday, November 18 at 7:00 p.m. was suggested. Dr. Scott stated that she would not be able to make that date. It was decided that any date picked would not be suitable for everyone. Therefore, November 18, 1981 at 7:00 p.m. was decided as the date to continue the Executive Session. The regular board meeting will be January 13, 1981.

Mr. Fede asked if the board wanted him to notify Mr. McClary. Dr. Efron said that hopefully he would be back. Dr. Efron said that he would go ahead and give Mr. McClary a call.

Dr. Efron said he would like to discuss some comparisons of the government of the Wil Lou Gray Opportunity School and other governments. "In Washington they base their government on checks and balances. There is the Executive Branch, Legislative Branch, and the Judicial Branch. The President of the U.S. may authorize but, in order to make it a law, it must be ratified by Congress. Before a person can be nominated to a seat in the Supreme Court he must be nominated by the President, then confirmed by the Senate. The government is based on different functions for different bodies. It happens on the state level just as well. Our school works with checks and balances. Mr. Fede is the Executive Branch, the Board of Trustees acts as the Legislative Branch. It is our function to make policies, to ratify and to approve. It is up to the administration to do the administering of the school. They should complement each other. The Wil Lou Gray Opportunity School is composed of a Board of Trustees. There are 14 members on the Board. Two of these are ex-officio members. The Governor is one of these and the State Superintendent of Education is the other. The Governor, when in attendance, serves as Chairman of the Board of Trustees. The Governor has never been able to attend the meetings. The State Superintendent of Education has not attended since he became Superintendent but did attend when he was the representative of the former State Superintendent of Education who was Ceril Busbee. Dr. Busbee did attend when he was State Superintendent of Education. The Governor's representative has attended. He is Dr. Milton Kimpson. Dr. Kimpson cannot vote in the regular sessions or the Executive Sessions. This has been affirmed by the State Attorney General's Office at the Board's request." Mrs. Wilson stated, "At one time both Governor Russell and Governor McNair attended the meetings. They did not get to stay long, but did, however, attend." Dr. Efron said that he was hopeful that Governor Riley would be able to attend one of our board meetings. Asked if they received notification? "Yes," Dr. Efron responded, "They were notified." He did believe they were very interested but they were so busy. Mrs. Riley did come last year as the representative of the Governor. "The two ex-officio members do have votes. Two others are appointed by the Alumni Association. They are Mr. Karl Segelken and Dr. James F. Miles. The remaining

ten members of the Board are elected by the Legislature. The terms for the Board members are for four years. Mrs. Meadors, Ms. Jacques, and Mrs. Thrailkill are new members. The next terms to expire will be in 1983. The list tells you when your term expires."

Dr. Efron is concerned with one of our sister institutions. "The State Agency of Midlands Tech has had some documents fall into the hands of some state senators. Any citizen has the right to look into records. All of our Board meetings are open to the public. Even if they were not open, I would choose for them to be open," Dr. Efron stated. Dr. Efron continued, "By the way, the picture in the paper was that of the Chairman of the Board and not that of the President. There is a possibility that there will be some indictments. The Attorney General of South Carolina is now investigating the case. There are some very shaky people over at Midlands now, some administration, and some board members. Money has been spent. It will have to be returned. You are told exactly what you get for expenses. Twelve dollars per day for meals in the state, twenty dollars per day for meals out of the state if you are in a town of 250,000 or more. We, as appointed state officials, hold a trust to make sure things go as they should. If they do not, we are held responsible." Dr. Efron further stated "Every other year in the fall we elect officers and set up committees. The committees listed in the policy manual are not the same. Right now we are working with the Executive Committee. The general supervision of the finances of the Opportunity School can be taken away from us by the state."

The Board of Trustees has as its Chairperson, Dr. Marvin Efron; Vice-Chairperson, Mrs. Wilson; Mrs. Wilson serves in Dr. Efron's place when he is absent. On the Executive Committee the Secretary is Mr. James McClary; the Treasurer is Dr. Scott. One of Dr. Scott's functions is to act as liaison to the budget. The last person on this committee is the past chairman. That person is Mr. Clarence S. Rowland. The election of the officers of the Board is every other year by secret ballot. The Chairperson of the Education Committee is Mrs. Jack Wilson; the Chairperson of the Public Relations Committee is Mr. Clarence S. Rowland; the Student Services Committee is Mr. James McClary; Dr. Louise Scott is Chairperson of the Fiscal, Facilities and Supportive Services, and Personnel.

Dr. Efron stated that the Board had given priority to our effort to improve student services. It was felt that it was very necessary.

Mr. Fede discussed the school organization and staff functions of the school. As he passed out copies of the school organization Mr. Fede stated that this is the present organization under which we are operating. There may be some staff changes in student development. We should shoot for December 1 or after the Thanksgiving Holidays to implement these changes. I feel that we should wait until state personnel has approved the new job descriptions before we begin to put people into the new positions.

Mrs. Meadors asked what the policy was on advertising positions. Mr. Fede indicated that we usually advertise for two days (Sunday and Monday). Someone asked how long it would take to fill a position. Mr. Fede answered.

that it usually takes about two weeks to receive applications and about another two weeks before we are ready for recommendation(s).

Mr. Fede stated that Mrs. Bailey has a substitute teacher list from which she selects substitute teachers. Dr. Efron stated that he felt all part-time people should be brought to the attention of the Board. Dr. Efron stated even temporary employees should be brought to the board.

Ms. Jacques said that the Board had decided last night that we need two additional counselors. Ms. Jacques made a recommendation that we provide security from the time the students go into the dorms until the early morning hours. Mr. Fede stated that he agreed with her that there should be some type of security. He did not want note made of specific hours of the security people for then other people would know the hours that security worked. Mr. Fede said that if the Board established the policy, the superintendent would see that the policy was carried to provide for security. Mrs. Boyce inquired how the security was being carried out now? Mr. Fede responded that to the best of his knowledge Frank was coming in now around 1:30 p.m. or 1:00 p.m., or whenever, he could get here. After the students go back into their dorms he completes the circuit to make sure everything is locked up. Ms. Jacques stated that her main concern was students coming back in after hours, students who have been suspended, or students who are on drugs and the house mothers are not always available to take care of these things that happen.

Mr. Fede stated that the house mothers were available. Ms. Jacques replied, "Yes, but they could not always handle everything that happened when they were in the dorm." Ms. Jacques said they have had security during those hours she mentioned before. Mr. Fede said they had a Mr. Davis who worked part-time. Mr. Pat Smith stated that Mr. Davis was a full-time employee. His hours were from 7 to 3. He retired and we retained him as temp-part-time to work four hours a night. Mrs. Thrailkill asked, "What does Frank Kistler do?" Mr. Fede said that, to the best of his knowledge, "In the short space of time that I have been here he has always been recognized as a member of the dean of students' staff. When Larry was not here Frank more or less coordinated what was going on during the week. Frank's hours were from Sunday through Thursday. Ms. Jacques was the week-end counselor back some time ago, but I believe Frank still came in on Sunday." Mr. Fede asked Ms. Jacques, "When you first came did Frank work Monday through Friday?" He continued, "Then after she left it changed from Sunday through Thursday." Dr. Spaulding said that this was at Larry's request. "On Saturday we have the other staff who live on campus who work in lieu of paying their fair market value," said Mr. Fede. Mrs. Thrailkill stated, "Then Mr. Kistler is not actually here at night." Mr. Fede responded "Oh Yes, he lives here on the campus." Mrs. Wilson asked if he was on duty from say 7 or 8 at night until when? Mr. Fede said, "He is on duty from 2:00 in the afternoon until 10:00 at night." Mr. Fede stated that Frank has been doing this in addition to acting as the acting dean of students. Mrs. Wilson asked, "In case of an emergency in a dorm, who would they call?" Mr. Fede said they would call either him or Frank. Mr. Segelken asked "What is Mr. Kistler's true position? Is he Public Safety Officer?" Mr. Segelken asked why Frank had filled in for the dean of students. Mr. Fede said, "The main reason was because we had 3 new employees. We discussed this with them and James said it would be better

for him to work with Frank than to take charge. Mr. Knox did not feel that he was able to deal with the students in the one month that he had been here. At the time Dr. Spaulding talked with them, we were not even thinking there would not be a new dean of students. We discussed the matter and they decided that it would not be fair for any one of them to be named the acting dean of students because that would give them an edge on the job. Dr. Spaulding said they all agreed that Mr. Kistler would be the best person at this time for the job because he had been brought in under Mr. Hoce and Mr. Kistler had more experience. It should not cause a morale problem. They did not feel he was threatening their chances of being the next dean of students. They did not feel that for this short period of time he would be a threat to the program or could not handle the job. We went in this direction for two weeks. At the end of two weeks we called them back and we asked "could one of you serve?" Mrs. Thrailkill said that she would like to clarify something real quick. She was not questioning Mr. Kistler being acting dean but her concern was the security of the students from 10 or 12 till morning. Mrs. Thrailkill stated, "When you see a strange car coming on campus or kids sneaking out of the dorms, the dorm parents are super, but they can't stay up all night to watch to see if anything will happen." Dr. Efron said, "couldn't we say that it was the consensus of the Board that we had a concern for late night security?" Mrs. Wilson wondered how the acting dean of students would adjust to going back to the position of security man. Mr. Fede stated that if he could adjust to acting as dean of students he would have no problem going back to doing otherwise. Mrs. Thrailkill asked how much different was the security man's job now than it was before? Mr. Fede replied that Frank before reported to Mr. Hoce and now he reported to Dr. Spaulding. Mrs. Thrailkill said she meant the job description. Dr. Spaulding said that they did not write a job description for the acting dean of students since he was only going to be in that position a short time. Mr. Fede said that the acting dean was basically responsible for the administrative procedures of the student service staff, where before Mr. Hoce was responsible. Dr. Spaulding stated, "As you know, Frank worked very closely with Larry. Frank has tried to carry out policies, as nearly as possible, as Mr. Hoce had trained him to do." Mr. Fede said he most likely was going to recommend that the dean of admissions or student recruiter and the public safety officer report to him (Mr. Fede) so he could assign the security officer hours as he (Mr. Fede) saw fit. Mr. Segelken said that he had understood they had three applicants who were qualified to take the position of the Dean of Students. Dr. Spaulding has specified these three people were already on board, although they were new people. Mr. Segelken then asked, "Why were they not chosen, if you had three to choose from?" Mr. Fede said they had not advertised for the Dean of Students. "Mr. James Knox came on in the place of Mrs. Jean Perna; there were two directors of cottage life hired. They were Doc Holiday and Debra Hainey. Mr. King had looked at our organizational chart to see if there were some way we could eliminate our dean of students position and add two new counselors instead of replacing the dean of students." Mr. Segelken asked, "How long has this been going on?" Ms. Lloyd stated that Mr. Hoce resigned on October 16. Mrs. Thrailkill asked if Frank took over on that day. Mr. Fede asked Dr. Spaulding if Frank took over then since Larry did take a couple of days off. Dr. Spaulding stated that Frank and Larry did work closely together. Dr. Spaulding stated that at that time they did not know if they would eliminate the position or not. Ms. Jacques asked why had the organizational chart been accepted and a man who was not certified put in the position of acting dean of students

when we had the people here already who could have been moved up. Mr. Fede said that his concern was that we had already gone through 2 or 3 weeks of change and he wanted to wait until the students came back from the holidays before we subjected them to even more change. Mr. Fede said that, in the meantime, the board could go ahead and look at the job descriptions, define the job descriptions, and get state personnel to go ahead and complete the paper work. Mr. Fede said there was no hesitancy on his part. His immediate reaction was to place the senior person in charge. I did not want to place anyone in charge who did not have full knowledge of the school. You have to understand that Larry did a good job for five years. You can't just put an outsider in that position that Larry had." Mr. Fede further stated that his immediate reaction was to place someone in who was the senior person- that is typical military. Mr. Fede was advised that he should not do that. I should not put someone in charge who had limited knowledge about the school at this point. Dr. Spaulding said she took full responsibility for the action. Mr. Fede said, no, it was his responsibility for that action. Mr. Fede stated that "If it does not meet the approval of the board, I consider my wrist slapped."

Mr. Fede stated that both Doc Holiday and Debra Hainey are in the position of Cottage Life/Recreation Specialist. He further stated that he knew that James Knox worked closely with Frank.

Mrs. Meadors asked Dr. Spaulding if she worked closely with Larry or consulted him in who he thought might be a good person to replace him. Dr. Spaulding replied "No Mam, I did not ask him who he thought should be the acting dean. I did, and this is off the record, ask Larry of the three qualified persons who would he choose. Larry told me Mr. Knox and I said good, that is my inclination also. My decision to ask Mr. Kistler to be acting dean came from the circumstances surrounding this situation. First, that Mr. Kistler had been working with Mr. Hoce from the time he had been here. Ms. Jacques asked, "How long has Mr. Kistler been here?" Mr. Smith replied "Since May of 1980." Ms. Lloyd stated that the others had been here since August 26 and 27. Mrs. Meadors asked if both Mr. Holiday and Mr. Knox were qualified for the job. Ms. Lloyd replied that Mr. Knox had his masters and Mr. Holiday his bachelors. Mrs. Meadors asked if Mr. Holiday were the one being considered for the job. Dr. Efron replied, "No. that was in a different study." Dr. Spaulding said, "They met after a week or two to decide if they wanted to go in a different direction. They did not." Mrs. Meadors said she wanted to be very clear on this, that they had asked Frank to be acting dean. Dr. Spaulding said they discussed it and they agreed. Mr. Fede stated that their recommendation remained the same. Mrs. Meadors said again, "They recommended that he be acting dean of students?" Dr. Spaulding replied, "They agreed that he remain as acting dean since they all three were interested in the position." Mrs. Meadors said that she thought we should recognize there is a difference between recommending and agreeing. Mrs. Wilson stated it seemed pretty strange to her to put a person with a high school education in that position, even temporarily. Dr. Spaulding said she apologized for doing that, but it seemed to be the logical thing to do at the time. Mr. Fede said that it was no one's fault but his, he would take the full responsibility. Mr. Fede then stated that "Blame on any decisions in staff line and authority is mine and no one else. If the Board thinks I need to be chastized for trying to put together an organization, while the Board and the staff are going through

the process of deciding which way we are going, I will accept whatever it happens to be. If I am wrong then we will make corrections."

Mrs. Wilson said that we would stop here.

Mr. Segelken said that the administration did whatever was necessary. He was glad he did not have someone watching over his shoulder in the decisions that they had to make on a temporary basis. So we should leave it at this and check back after December 1.

At this point Mrs. Meadors expressed the thought that she had thought this was the organization that we had approved for now, and this was what we were going to be operating under.

Dr. Scott asked how would the recreation/specialist fall? Mr. Fede said that they had discussed the possibility of alternating the responsibilities between the dean of women and the dean of men on an annual basis. We put the recreation/specialist under the dean of men since we indicated at the time that since the logical person to fill the dean's position is going to be a coordinator. Dr. Scott said that we did not vote that the dean of men would be the coordinator for a year. Mr. Fede said that at the present time we have the recreation/specialist reporting to the dean of men. He said that he could report to the dean of women, just as well.

Mrs. Hoge asked that when the position of dean of students becomes available, even though we have qualified people already on the staff, would the position be offered to other people such as the night staff and teachers? Mrs. Hoge stated "I know of a couple who are interested. Would they be given any preference over outside applicants? You know, depending on the education and years of experience."

Mr. Fede said he had never considered advertising for the position of dean of men, dean of women, and recreation/specialist because we have, in fact, persons on staff who would qualify. "What we would advertise for would be for two new youth counselors."

Dr. Efron stated, "It would be just a position change."

Ms. Lloyd stated that this was not a new position. "The positions are already here."

Mr. Segelken asked, "If a position is new, it has to be advertised?" Ms. Lloyd answered, "Correct, we have to get permission before from State Personnel."

Mr. Segelken stated, "We have approved the schedule, but not the people." Dr. Efron stated that what Mr. Fede will do is put them in on a temporary basis I would presume as he did the cook and the acting dean of students. Then, at the next board meeting, the Board will approve them.

Dr. Scott stated that in her district they had just hired a new administrative assistant and someone was shifted into another position, but the position was advertised.

Mr. Fede told the Board that we do not have any positions that are vacant with the exception of the new dorm counselors.

Dr. Efron stated that he had Larry's recommendations and that he would be glad to pass them around for anyone who wished to take a look at them.

Mr. Fede said "Can we find Dr. Miles greeting card anywhere?" Dr. Efron said, "We have it right here."

Mr. Fede continued with his report. He stated, "I think you see that the superintendent is the one who gets questions and tries to provide answers. I think perhaps, rather than going on any further in that respect, I would like for each of our staff members to present their duties and responsibilities, and whenever I can fill in, I will be glad to do so."

Mr. Fede called on Mr. Pat Smith to explain his job responsibilities and to touch on Mr. Despensa. Mr. Smith is Director of Facilities and Supportive Services. This means that Mr. Smith is in charge of everything from facilities to supportive services, such as maintenance, cafeteria service, grounds service, and of course we take care of any support that we can take care of such as teacher's heat going out and preventive maintenance. The cafeteria provides three meals per day, seven days per week, banquets, and seminars. We had early childhood development group this week. The grounds service is responsible for the grounds and taking care of the grounds. All of the buildings and facilities fall under my responsibility. As Mr. Fede mentioned, we have a Mr. Despensa who is on the advisory council for the auto mechanics shop. He has gotten some people in the business community to donate some blocks, etc., to add on a little shop to the auto mechanics shop. Mr. Despensa's friends will donate the material and all we will have to do is donate the time and labor to put it up. This will be done upon the approval of the state engineer's office and so forth. They have asked that we submit a rough sketch or floor plan to see if we are using all the various fire codes, etc.

Mrs. Wilson asked if it was Mrs. Grant in food service. Mr. Smith said that Mrs. Grant, Mr. Hughes, and Mr. Miller all report to him. Mr. Smith also stated that Mr. Hughes had had surgery at the Baptist Hospital and had returned back home Friday. He is expected to be out about four or five weeks. There are about twenty employees under Mr. Smith.

Mrs. Thrailkill said that this may not be the time to say it, but she was very impressed with the grounds. Mr. Smith said he could not take credit for this. Mrs. Thrailkill said, "Well, they must work for a good person. You do a good job if you work for a good person." Mrs. Thrailkill asked if it would be too much of an imposition for board members to get a copy of the calendar of people who come onto the campus like the one on the front desk in the Administration Building. Mrs. Thrailkill asked if Pat were responsible for the groups that came to the campus over the week-end. Mr. Smith said that we had not had but one group that had been here over the week-end and that had been several years back. Mr. Fede stated that we had a group from the Commission for the

Blind a couple of weeks back. Mr. Kistler had taken care of them. Mrs. Thraillkill asked Mr. Smith if he knew anything about this. Mr. Smith said he was not aware of it. She said "Should not this have come through your office?" Mr. Fede said it went through the dean of students' office since it involved placement of the guests in dormitories.

Mrs. Thraillkill asked if we were covered with insurance should anything happen to those children. Mr. Smith responded that our insurance coverage has been increased from one half million to one million.

Mr. Segelken asked if the school were covered by insurance in case the people coming onto the campus in groups were hurt. Mr. Fede responded that the school was covered for Tort. It was further stated that from the student's standpoint that they could sue us, but we were protected from a lawsuit. Mr. Fede stated that Vocational Rehabilitation takes care of their clients for medical purposes and parents take care of the clients that are paying their own way.

Dr. Efron suggested that it would be a good idea for someone from General Services, who specializes in insurance, to come to the school to discuss the insurance needs of the school.

Mrs. Thraillkill stated she thought Mr. Smith should be notified of what groups were coming onto the campus since he was in charge of this. Mrs. Thraillkill also stated she would like to get a calendar like the one at the front desk in the Administration Building so she would be able to know of the groups coming onto the campus.

Mrs. Thraillkill asked to whom a request to use the school for a specific time and a specific place went. She was informed that some calls went to Mr. Lloyd, some to Dr. Spaulding, and some to Mr. Smith. Mr. Fede said we have a calendar and it is checked before we make a commitment for use of the facilities. This way there will not be a conflict with more than one group in a place at the same time. Mrs. Wilson suggested that anytime a group was coming onto the campus that Mr. Smith be notified.

Mr. John King, Director of Fiscal Affairs, stated that his department was one of the smallest departments in the school. They basically account for what comes in and pay the bills. Under Mr. King are Mrs. Hughes, Mrs. Lancaster, and Mrs. Naylor. Mrs. Hughes has been here seventeen years, Mrs. Lancaster ten, and this is Mrs. Naylor's first year. These people are full-time people. Mr. King says that his secretarial help is Mrs. Naylor, Mrs. Lancaster, Mrs. Armstrong, and Mrs. Robbins. Sometimes he does some of his own typing. Dr. Efron asked Mr. King if he has any part-time help? Mr. King responded no he has not.

Dr. Spaulding stated that Dr. Efron was the official representative for the Childrens Co-Ordinating Cabinet. The Board Chairman of all boards of trustees of all state agencies serve in that capacity and they vote. Mr. Fede is a non-voting member. Dr. Spaulding is a staff person and she is also non-voting. Dr. Spaulding said that at this time the main function of the committee

is to refer people to a council or committee that can attempt to solve their problems. In so many cases we seem to not be able to meet the needs of many children. If there is a case that appears to be unsolvable in a particular agency it will go to this committee and a determination will be made as to whether to refer the case to one agency or more agencies to meet the needs. Staff Committee members have been meeting often and we have devised procedures which we wish to present to the larger group for their consideration. At a meeting on November 23, the entire committee will either accept or reject the problem made to them.

Dr. Efron said that some children fall through the cracks. The committee wants to get procedures to ensure that all children have rights.

Dr. Spaulding said that we sometimes have instances where our students are suspended or holidays occur when they have no place to go.

Dr. Spaulding said that, as Director of the Student Services, she was responsible for the education program. This includes a number of things and she is presently involved in revising the Defined Minimum Program that we have been operating under. She is involved in the operation of the Title I Program, Title IV, and 94-142. She stated that she was responsible for the afternoon and evening programs also. In view of the fact that the student recruiter is involved in other responsibilities besides recruitment, she would like for the student recruiter to work with Mr. Fede, under his supervision. Also, the other position she would like to come under Mr. Fede is security officer.

Ms. Jacques asked what the position of security officer involved. Mr. Fede told her that it was in the packet. Ms. Jacques said she thought it should follow the chain of command and it should be reported to whoever is over student services. Dr. Spaulding told Ms. Jacques that since the position is campus wide it would appear to come under administration. Ms. Jacques asked if the Dean of Women or Men were not campus wide also.

Mr. Fede stated that they had presented as straight forwardly and honestly as they could present the discussion that they had concerning the four people who had been sharing the responsibilities of the Student Services activity. Mr. Fede stated that if there is any animosity toward this action that he had not been made aware of it. Ms. Jacques stated that she was only trying to understand why security was being put under administration. She was not directing anything towards anybody. Mr. Fede stated that whatever the board decides would be fine with him concerning the position of Public Safety Officer. Ms. Jacques stated that Mr. Fede had made himself very clear and that was all she had to say. Dr. Scott said that the only part the board had voted on is the part that deals with student development and the position that comes under this. It might be well if we could do something on this.

Mr. Fede told the board they had received two copies of the Organization and Function Chart, one which the board has approved, and the other which the board could use as recommendation/work-copy. Dr. Scott stated that, "actually the position of security office is hanging. We did not approve that position under those."

Dr. Scott wanted to know to whom did the security officer report. Mr. Fede stated he could report to the Director of Student Services, the Dean of Women or Dean of Men, or both of them. Dr. Scott said her point was that he had been left out. Dr. Spaulding said that if we were not shifting him around he would be in the same position as the recreation specialist, as seen on the chart being shown.

Mr. Fede stated that a person should not report to two people. He should report to one person. He should report to his supervisor on a one to one basis.

Dr. Scott stated that at the meeting last night the position of security guard and recreation specialist were not approved.

Mr. Fede said that, again, he had no feelings about it one way or the other. It is a temporary thing until we come back from vacation. Dr. Efron asked who the security officer would report to. Dr. Scott suggested that the security officer continue to report to the Dean of Men until the next board meeting.

Ms. Jacques stated that for additional clarification the recommendation was that he be moved under someone different than the other people in student services. His job description does fall under student services, therefore, why should he be treated differently than the others?

Dr. Spaulding stated that by having him report to the superintendent, the superintendent could arrange a schedule for him that was flexible so that it covers the many needs you suggested, late at night and early in the morning. She further stated that Mr. Fede was still over the whole organization in spite of the fact that it looks like she was "covering a lot of the waterfront" here.

Ms. Jacques stated that it should be put in writing, who he reports to. "We have already had one incident. It does make a difference who reports to whom. Unity is so important."

Ms. Lloyd stated that she was involved with and coordinates classification, employee relations, recruitment and records maintenance functions within the personnel program of the agency, submits the payroll projects, salary, administers personnel benefits, records, leave records, policy changes, rules and regulations, reports such things as affirmative action, OSHA, etc. She coordinates United Way and other campaigns, serves as office manager, and is a member of the State Employee's Grievance Committee.

Mr. Fede stated that we were having the President of the South Carolina School for the Deaf and Blind, the Superintendent of John de la Howe, Chairmen of their Boards, and some of their staff at 9:45 on November 17. "Hopefully we can get together and decide how best to secure additional revenues, determine where the students would be best enrolled, have an orientation of the Opportunity School and our Vocational Rehabilitation neighbors, the Comprehensive Center and also the area offices of Vocational Rehabilitation. Mr. Fede further stated that on November 17, the dorm counselors will be honored by a luncheon. This is being given by the student council. All of the board members are invited to attend."

Dr. Efron suggested that Mr. Fede tell them about Ms. Alvena Smarr who conducted the legislative audit of our school activities last year. She will discuss with us and some of the other school members the directions the schools are taking on particular types of students. Ms. Smarr plans to be at the Opportunity School on November 17, and she plans to discuss with the three schools present her findings in the legislative audit that she conducted this past year. Ms. Alvena Smarr's position is research assistant to Senator Chapman. Senator Chapman is Chairman of the Senate Education Committee. Mr. Fede suggested that perhaps we set aside the overview of the Vocational Program Advisory Committee until another time.

Dr. Spaulding said that it seemed to her that we were continually being put on the mat in dealing with things that we are not prepared to deal with because we don't know anything about them. "I know the board is privileged to a lot of information that I am not. I guess everybody is privileged to a lot of information that I am not. But, I do feel that we should at least be let in on things that are happening. When things are brought to the board that could be solved, I would appreciate it if you would bring it to us before it comes before the board or before it is talked about in Executive Session. I really wish it could be brought to us on a straight forward basis and we could be allowed to look into it. I know that if there is something I do not know about, I don't like to be held responsible for it and I shouldn't be put in that position.

Dr. Efron told Dr. Spaulding that he would assure her, Mr. Fede, and all staff members that we have not accepted anything except on an investigative manner on which the board has assigned committees to investigate. Dr. Efron further stated that when confidential information is given to us we cannot share this. But any other item I have instructed every one of our board members to ask "Have you taken this to the administration. Has it gone all the way to the top." I think that anybody here who has had any concern knows this is the only way we will do it. I think that we have operated over and above board. Before we come on campus Mr. Fede has been informed that we are coming to visit, that we are coming to talk about the audit, etc. He has prepared people ahead of time.

Dr. Spaulding stated that "I was not making accusations but there have been so many innuendos about Mr. Kistler. They have been disturbing to me because I have no evidence of anything that would make me feel that it was wrong of me to have asked him to temporarily serve as acting dean. I am not trying to put anybody on the spot about this. I am just trying to let you know where I am coming from. I can't do anything about helping things unless I know about them. I try to be very careful about this with the people I work with. When the teachers come to me about things, I will say have you talked with Mrs. Bailey about this? When students also come into my office, I will say did you talk with the teacher about this or did you talk with Mrs. Bailey? Or if it is something in the dorm, I will say have you talked with your dorm counselor. I think this is very important.

Dr. Efron stated "I agree and again everything that was told to you about Mr. Kistler the question was asked did you report this to your superior etc. I am sorry it slipped out accidentally. We have been meeting for a long hard time and sometimes it is hard to differentiate when it was in Executive Session and when it was not. Dr. Efron then told Dr. Spaulding that there was nothing intended. I can tell you that I think each one of the board members is very sincere and extremely interested in the school. I will assure you that in any case if any allegation was made the emphasis was really have you gone and reported it. They would answer yes. Then we would listen to them. There was very little beyond that. Everything that we have done is open and above board. All the board members have been urged to secrecy on the other.

Mrs. Wilson said that when we have been told something in complete confidence we are going to keep it that way. She then said "I will not personally be put in the position to destroy any confidentiality. There is no other way to respond to it than that." Dr. Spaulding replied "I hope you don't feel that I was asking you to betray any confidence."

Dr. Efron asked Mrs. Boyce if she had anything to say. Mrs. Boyce said that people were in support of what they were doing and that was good.

Mrs. Thrailkill said "We haven't investigated anyone or talked to anyone that we haven't gone through Mr. Fede."

Dr. Spaulding stated that she was again asking that we might be allowed the privilege of knowing that something is wrong so that we might do something about it.

Mrs. Thrailkill stated that they have had two sub-committees and "we will have a report on that, but right now it is secret and confidential."

Dr. Efron asked Ms. Jacques if she had anything to add to what Mrs. Thrailkill had said. Ms. Jacques said that she knew we had talked a lot about the security guard, but it came from a need to understand what was going on and that sort of thing. "We asked a lot of questions about the security guard but there was not anything derogatory meant."

Mrs. Wilson stated "all of these things have come about at a time when are asking questions about who, what, and when."

Dr. Efron said that the board would communicate with the administration when it could, but at the same time the administration should communicate with the board when it could.

Mrs. Thrailkill stated that the allegations they received were mostly through the mail. "On paper things look a certain way such as the dean of students has been replaced by the security guard. What we are looking at is the educational training and background a person is supposed to have to replace a person who had these qualifications. That is my reason for asking."

Ms. Lloyd stated that the security guard was re-classified to public safety officer before Mr. Kistler came.

Mr. Fede told the board that they must have as much faith in him as he has in Dr. Efron.

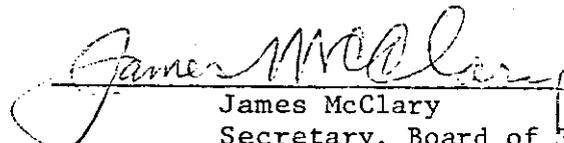
Mrs. Thrailkill asked "What, were you responding to me?" Mr. Fede stated that she had indicated that we placed a person in with limited education, etc.

Mr. Fede stated, "Mr. Kistler may not have a bachelor's degree, but he had dealt with students and he has been to the criminal justice academy."

Ms. Jacques said "Then that information is available to us?" Mr. Fede said that when a file is requested as with Mr. Whiteaker, it is supplied, and a file, if requested on Mr. Kistler, would be provided also.

Mrs. Boyce stated that they wanted to let Larry Hoce know what kind of job he did when he was here and how much they appreciated the job he did. This was the consensus of the board. Mrs. Boyce was asked to write the letter to Mr. Hoce. Dr. Efron said that next Wednesday they would have the secretary sign it. Mrs. Wilson said the type of job Larry did you could get burn-out real easy and that people should be rotated so that they were not under stressful situations all the time.

Dr. Efron declared the meeting adjourned as there were not enough people to make a quorum. The meeting was adjourned at 10:45 a.m.


James McClary
Secretary, Board of Trustees