

**WIL LOU GRAY OPPORTUNITY SCHOOL  
MINUTES OF JULY 8, 1987  
BOARD OF TRUSTEES**

The Board of Trustees convened for a scheduled meeting on July 8, 1987, in the Research and Training Center at 6:00 p.m. Trustees in attendance were: Mrs. Hannah Meadors, Mr. Vince Rhodes, Mrs. Elizabeth Thrailkill, Mr. Walter Dahlgren, Mrs. Mickey Lindler, Ms. Patricia Watt, Ms. Linda Spivey, Mr. DeVon Belcher, Dr. Marvin Efron, and Ms. Wilhelmina McBride. Staff members present were: Mr. Sam F. Drew, Jr., Superintendent, Mr. John Robinson, Principal, Dr. Jonnie Spaulding, Mrs. Carolann Murdaugh; Ms. Deborah Haney, Dean of Students; Mrs. Emma Alley, Nurse Practitioner; Mr. George Smith, Development Officer; Ms. Gloria Lloyd, Personnel Specialist; Ms. Millercin Weeks, Case Manager; Mr. Stanley Mickens, Youth Counselor; Mr. Ken Blakely, Youth Counselor; and Mrs. Brenda Stork, Secretary.

Mrs. Meadors called the meeting to order and stated for the record that notice of the meeting was provided to the public in conformance with the requirements of the S. C. Freedom of Information Act, Section 30-4-80(d) of the S. C. Code of Laws, 1976 as amended. Notice of this meeting was published in the State Newspaper and The Columbia Record in Columbia, The Journal in Lexington, and The Lexington Dispatch in Lexington.

Mrs. Meadors asked if there were any guests to be introduced. Mrs. Haney introduced Mr. Kenneth Blakely, D. Dorm Counselor and Mr. Stanley Mickens, E Dorm Counselor, who were chosen to work on the Opportunity School's Planning Committee. Mrs. Meadors welcomed them to the meeting.

A motion was made by Dr. Efron that the agenda be adopted with the following revision: The Superintendent's Report be moved below the Ad Hoc Committee Reports. The motion was seconded by Ms. Watt. The motion was passed.

The next order of business was approval of the Minutes of the May 13, 1987, Board meeting. Mrs. Meadors recommended that the following revisions be made: On page 8, the Human Resources Division was urging the Board to host the workshop on Performance Evaluation and the contact person was Mr. Steve Osborne. He was informed that the Board had participated in workshops for the past two years. Also, Personnel Committee Board members are to conduct an evaluation rather than to attend this workshop. Mrs. Lindler stated that the Minutes failed to include her name as being in attendance. Mr. Rhodes made a motion that the Minutes be accepted with these revisions. The motion was seconded by Mr. Belcher. The motion was passed.

Dr. Efron made a motion that the Board move into Executive Session to discuss confidential matters of personnel. The motion was seconded by Mr. Rhodes. The motion was passed.

The Board reconvened after the Executive Session. No action was taken as a result of the session.

At this time Mrs. Thraikill presented the Personnel Report. A copy of the Personnel Actions was previously submitted to the Board and becomes a permanent part of these Minutes. Mrs. Thraikill moved that the Board accept the Personnel Actions. The motion was seconded by Dr. Efron. The motion was passed.

Mrs. Meadors called for the Program Committee Report. In Mrs. Wilson's absence, Dr. Efron made the following announcement. He stated that several years ago DeMaris Ayers wrote a biography of Dr. Wil Lou Gray and the book is now being published by Attic Press in Greenwood, S. C. and should be available in August. Ms. Ayers talked with Dr. Efron and she is reserving 10% of the proceeds of the book to go to our Foundation. He felt we should support her and assist her in publicizing the book. Mr. George Smith stated that he had also talked with Ms. Ayers and told her we would host an autograph party for her when the book is published. Dr. Efron made a motion that the Board go on record to congratulate her on the publication of her book and also state in the letter that we pledge our assistance to her in publicizing the book. The motion was seconded by Mr. Rhodes. The motion was passed. Mrs. Meadors asked Mr. Smith if he would continue to work with Ms. Ayers.

At this time Mrs. Meadors called for the Budget Committee Report. Mr. Rhodes asked Mr. King to give a brief review of the comparison between the 1986-87 budget and also the projections for 1987-88. Mr. Rhodes also stated a Budget Committee meeting was held earlier this date. Detailed figures were reviewed to show what had been accomplished. Mr. Rhodes said he was very pleased and impressed with what the school has accomplished this past year, especially with the budget cuts. Documents entitled Agency Budget Summary for Period Ending 6/30/87 (Actual Closeout Not Complete For June) Fiscal Year 1986-87 and a copy of the Comparison of Final FY 1986-87 General Appropriation Budget To Initial FY 1987-88 Budget After Veto had previously been mailed to the Board and Mr. King reviewed same. Copies of these reports are attached and become a permanent part of these Minutes. Mr. King stated the Expenditure Report was completed as of June 26, however, it is not a final expenditure for the fiscal year because the State does not close out until after July (the 13th month).

Mr. Drew stated that our 1988-89 Budget Request focuses on three different areas: a) programs, b) personnel and c) part III capital expenditures. Our program request contains increases due to inflationary factors and additional needs. All new needs have been drawn directly from the agency planning documents. Our budget for Personnel contains a request for a secretary necessitated by the move of a secretary who was reassigned from Educational Support Services to the Research and Training Center

with Dr. Spaulding. The Psychological/Social Services Department will need a secretary to do the 94-142 work previously done by the secretary who was reassigned.

The final area of the budget request for 1988-89 is one time capital expenditures - part III money. An example of this would be dorm furniture. Present furniture is 20 years old and needs replacement. Our normal equipment budget allows enough money for us to do needed repairs to that furniture but not to replace it. We would have to try to replenish several rooms at a time over a five - seven year period of time without Part III money. Meanwhile, we will continue to repair the furniture until we receive additional appropriations - approximately \$150,000.

Mr. Drew explained that the Governor's objectives for the 1988-89 budget requests are agency programs that have to do with encouraging economic development and educational excellence and that are proven to show efficiency and effectiveness within the agency. He said that our program fits with the Governor's priorities and that we have taken several steps to conserve money and to be more efficient and effective with the money we have.

Mr. Drew further explained that there are several areas in Fiscal Affairs that we have targeted for improvement. One is the continued work with the budget planning. He said he felt that we have made good progress with this. Mr. King said this fiscal year will be the first fiscal year that we had the entire general ledger system on micro computer. We also have a program for the accounts receivable system this year.

Mr. Rhodes asked the Board to note that Mr. King had indicated that he could not give us the final figures for 1986-87 until the end of July. The Budget Committee suggested the Board allow the Administration to finalize their budget which will be completed by July 31 and make a report to this Board at our September meeting. Mr. Rhodes then made a motion that the Board permit the Administration to submit to the Board a final 1986-87 budget at our September Board meeting. The motion was seconded by Mr. Belcher. The motion was passed. Mrs. Meadors suggested that in future years the Board consider having a day long planning session in lieu of a July Board meeting. Mr. Drew said he felt this would be a worthwhile effort for the Board.

Mrs. Meadors called for an update report from the Ad Hoc Committee on Policy Revisions. Dr. Efron explained that the following policies were provided to the Board to be inserted in the policy manual: DFB, DFK, DH (Cf. EGE), DJ, DJE, DN (Cf. DFL), EBBD (Also AFC), EBBD-R, GBBA, GBBA-R, GBRA, GBRA-R, GBRA-E, and IHF. The following policies were presented to the Board by Dr. Efron for a first reading:

Policy EBH, Campus Housing Policy; Policy KG, Use of School Facilities; Policy KG-R, Use Of Facilities 1987-88 Rules, Regulations, Costs; and Policy GBI, Evaluation of Professional Personnel. The following policies were also provided to the Board and Dr. Efron recommended that they be amended as follows: Policy GAAA, Equal Opportunity Employment, Recommended to add the word "alienage" after the words "national origin" in the 2nd sentence in line 5; Policy GBD, Personnel Hiring, Recommended to delete present AEB as a policy and add to AFC as a regulation; add new wording to Policy BBBE; amend BHA to include wording in new law. Dr. Efron also explained that the School Boards Association recommended that Policy GAK-R, Personnel Records, be added to our Policy Manual. The Association also recommended a plan for orientation and training of new Board members. Additionally, Dr. Efron explained, a study of the policy manual has been completed by the S. C. School Boards Association. Presently we are reviewing that study and drafting other policies suggested in the study.

Dr. Efron made a motion that policies EBH, KG, KG-R, and GBI and amendments to existing policies listed above be accepted on a first reading. The motion was seconded by Mr. Rhodes. The motion was passed.

A motion was made by Mrs. Lindler that until these proposed policies become final, Mr. Drew have the authority to allow use of the facilities at his discretion. The motion was seconded by Mr. Rhodes. The motion was passed.

Mrs. Meadors called for a report from the Ad Hoc Legislative Appreciation Dinner Committee. Dr. Efron stated that Mrs. Wilson had asked him to report on the Board's recommendations she solicited about the Legislative Appreciation Dinner. He explained that every response was positive. There were some recommendations for improvements. One recommendation was to change the seating. Instead of having a head table and the larger tables to have smaller tables so that everyone would have more contact. It was also recommended that the program be shortened or to have no program. Another recommendation Dr. Efron explained was to eliminate the entertainment, speeches, and introductions. It was also recommended that we have a picnic. Mr. Drew commented that we could possibly have a bar-b-que. Mrs. Meadors also commented that she liked the idea of having student involvement in some way. Dr. Efron recommended that we get a tentative date for the next legislative dinner before the next Board meeting - possibly in March or April.

At this time Mrs. Meadors called on Mr. Dahlgren for a Foundation Report. Mr. Dahlgren asked Mr. George Smith to present an update on the Foundation. Mr. Smith said we do not have any new members on the Foundation Board. Mr. Dahlgren asked if it would be appropriate at this point to announce statewide

through the media with pictures of the individuals in their hometown newspaper who have joined the Board. Mr. Smith said yes. He has not received their photographs yet but would prepare news releases soon.

Mr. Drew commented that at the last Board meeting we had pictures taken of all of the Agency Board

members as well as the Foundation Board members. He asked the Board members who were not present at the last meeting to contact Mr. George Smith and schedule a time for their picture to be taken.

Mrs. Meadors then called on Mr. Drew for the Superintendent's Report. Mr. Drew explained that the discussion of budget planning was taken care of through the budget committee report. Mr. Drew said that the staff had been working on agency planning for 1987-88. The Board was provided with copies of the goals and objectives that each department set for the year. Mr. Drew explained that each quarter there are meetings of the planning staff and reports are made on the progress towards meeting these goals and objectives. At that time also the staff attempts to identify any barriers that are encountered toward meeting the goals and objectives. By the end of the year we have a record that contains the initial planning document and modifications that are made to it through the year. He further explained that he would like to involve the Board in the initial part of this process. Then when the reports are made to the Board during the year the Board would have a much better idea of how well we are doing. Mr. Drew asked each department head to summarize the direction in which their department is going for the next year and to outline accomplishments from last year. At this time Mr. Drew called on Mr. Pat Smith for his report.

Mr. Smith discussed the Annual Permanent Improvement Plan. He explained that for the fiscal year 1987-88 we have two existing projects. They are the Campus Power Distribution Improvement Project and Mechanical System Replacement. These are ongoing and should be completed during the coming year. He further explained that the new project that we have proposed for FY 1987-88 is Mr. Drew's plan for the student center renovation - to renovate the old boiler room into a student center. The projected cost is \$100,000. On the Overall Permanent Improvement Plan, our five year projection, in FY 1988-89 we proposed three projects: 1. Fencing the entire campus at a cost of \$40,000. 2. Transitional Dormitory at an anticipated cost of \$50,000. 3. Campus Parking at a cost of \$65,000. He explained that the present parking lot could be extended toward the cafeteria or in the area behind the Training Center.

For FY 1989-90 Mr. Smith explained that we propose two projects: 1. A natatorium at a cost of \$725,000. 2. Replacement of the fire alarm system in the five dormitories. From the new projects proposed, the natatorium is proposed through a request for Bond money. We are anticipating receiving the remainder in

Part III of our budget appropriations. Mr. Drew explained that the other main areas are included in the Board folder.

Mr. Drew then called on Mr. George Smith for his report. Mr. Smith explained that NCNB will be the host bank for our foundation. Mr. Melton Brown, a Foundation member, is on the State NCNB Board, as well as Dr. Nance. He said he was in the process of compiling a comprehensive mailing list on the computer which would include contributors and alumni. We will then solicit money through a mailout. We will also help to better emphasize the agency through the groups we work with through schools such as school psychologists, guidance counselors, etc. A mailing list of them will be compiled on the computer as well. Agency newsletters and information will also be disseminated to the public statewide. Mr. Smith also explained we would be publishing a brochure on past graduates and we will encourage alumni participation in helping with this brochure.

Mr. Dahlgren commented that he felt we needed to develop a public relations plan. Mr. Drew said we were going to make a bigger effort this year to get some major news stories. He said the Research and Training Center will offer us one avenue for this. In the near future we will be appointing a Steering Committee and there will be occasion to let everyone know this Center exists. Mr. Dahlgren suggested we consider the possibility of adding another position - someone who has some Journalism experience. Or, he said there may be someone in Columbia that would volunteer.

At this time Ms. Lloyd presented the Personnel Report. She explained that we would continue to update the Positions Directory as well as a handbook for all of the employees. Policies and procedures are given to all new employees but they do not have handbooks. These should be completed at the beginning of the next school term, August 1988. She further explained there is a need for extended orientation for new employees and we hope to begin orientation at the beginning of this school term by introducing the department heads, the Superintendent, a video tape presentation, including the organizational chart, an oral review and tour of the facilities. Mr. Drew commented that this year we have worked on increasing employee morale and we see the need for an effort at additional team building.

Ms. Weeks reported on Case Management at this time. She explained that the purpose of Case Management was to monitor and coordinate services to students enrolled. The Case Management department also monitors and conducts OPP Team Programs. Last year several problems were encountered which were barriers to Case Management. One was the inability for the computer to generate current data regarding students and programs. Also, some inconsistency among OPP Teams

regarding their roles and responsibilities as OPP Teams. During the last Planning Committee meeting the following recommendations were made to help overcome these barriers. They are as follows: To totally revise the computer data base, to develop new OPP Team procedures and distribute new OPP Team Procedures Manual to faculty and staff for the upcoming academic year and to offer in-service for staff and faculty focusing upon more skilled use of the computer data base. Additionally, Ms. Weeks explained the Admissions Department has been incorporated into Case Management, therefore, the admissions procedures must be put into place in the data base. Case Management services then will begin when the applicant enters as opposed as to when the student enrolls at the Opportunity School. Ms. Weeks said she felt this was the primary direction of Case Management this year. Ms. Weeks also provided the Board with a copy of the Year-To-Date Enrollment Statistics. There was some discussion among the Board about the data base.

In reference to the Year-To-Date Enrollment Statistics distributed by Ms. Weeks, Mr. Drew pointed out to the Board that the Average Length Of Stay has increased and this was one of our goals last year. We are keeping students for a longer period of time.

In relation to Support Programs, programs that support our direct programming, Mr. Drew explained that Dr. Spaulding has been working very hard in defining the Research and Training Center. Dr. Spaulding explained that identifying an Advisory Committee was also a goal. She reviewed the remainder of the goals and objectives for the Research and Training Center which were provided to the Board. She also reviewed and provided the Board with a summary sheet of the plans for 1987-88 for the Research and Training Center. Mr. Drew commented that we are soliciting the Boards input on the Center and we have also contacted other people at various institutions of higher education and they have provided us with some suggestions and recommendations. We attempted to incorporate those ideas in this document also.

At this time Mr. Robinson reviewed and provided the Board with a copy of the Schedule of Activities for the 1987-88 school year. Students would report on Sunday, August 23 and will attend school until June 3, 1988. He explained that problems in the educational setting last year dealt mainly with staff development. The institution has gone from dealing with an adult population to an adolescent population and we haven't fully addressed with our staff how to deal with a disfunctional child. We are going to concentrate staff development this year on the academic, vocational, student affairs and medical areas. Also, Mr. Robinson further explained, we are constantly updating and improving our curriculum. In order to meet that goal we need additional computers. We have modified the vocational program to include automotive services

which also deals with body repair. We will also be incorporating a foreign language to address college preparatory courses. The GED/Social Studies Lab will incorporate the M Micro program. We are teaching basic skills in the vocational setting. Also, there will be team teaching in the GED Reading and Language Arts Lab for next year to continue to improve our curriculum. He also explained that we are moving away from TABE Testing. We will have the Metropolitan Achievement Test instead.

Mr. Robinson said we will also continue to promote a safe environment at the Opportunity School and he provided the Board with a copy of the Level System which will replace the Point System which has been instituted here for the last two years. The Level System was developed through a cooperative effort of Psychological Services, Dorm Counselors, and Academic Staff. The system is based on positive reinforcement rather than negative reinforcement.

He further explained that we are also proposing that we need a part-time evening nurse for the hours of 4:00 p.m. to 9:00 p.m. Monday - Friday. He felt this was a necessity because the Dorm Counselors could not dispense medication at night. The nurse is on 24 hour call to deal with injuries that occur when she is off duty at 4:00 p.m. Also, we are proposing that a beeper be purchased for the Nurse Practitioner, Mrs. Alley, so she can be on call when emergencies arise. Mr. Robinson said we have also developed plans for epidemics. Infirmary space is also a problem when epidemics occur and we have a plan for that. We are also constantly educating our students about sexually transmitted diseases. Also, he said we continually reinforce to staff the idea that the information about students is highly confidential. He explained that we are proposing a wellness program for the staff, also, the continuation in training of the Nurse Practitioner.

In relation to the Student Affairs Department, he explained that we hope to have bolt locks installed this summer on all dorm room doors, the installation of an outdoor basketball goal, three sets of washers and dryers for the dorms, seventy sets of mattresses and box springs, and replace the furniture in Dorm E. This concluded Mr. Robinson's report.

Mr. Belcher asked what the Board could do to make what Mr. Robinson outlined a reality. Mr. Robinson said we needed the Board's continuing support in the funding of a part-time nurse, their support for funding to refurbish the dorm. The Board needs to make it clear to the General Assembly that we need the money to do this. As we get into the level system and are isolating the students from the general population into that system, we would like for the Board to understand that we are trying to modify the students behavior not simply using that type of system as a punishment. We are asking the Board's support in making it clear to the community that when students come here, they come because they are disfunctional in the private or public school setting. Our job is not only academic but therapeutic.

At this time Mr. Drew called on Mrs. Murdaugh of Psychological/Social Services. Mrs. Murdaugh explained that Chapter I funds are contingent on complying with 94-142. \$54,000 was brought in for Personnel for teachers on Chapter I money last year. We would lose our Chapter money if we did not comply with 94-142. We have had an audit and came through it well. She said secretarial help is needed with the files and placement meetings required by 94-142. She further explained that we are changing the group format this year because research does not show that groups the staff have held really work with our type of students. We will use more individual counseling. One of the major problems we are focusing on here is drug and alcohol abuse. We are working more closely with SCADA and are trying to establish a program to obtain a drug counselor from SCADA to come to our campus to do assessments for us. The other focus of Psychological/Social Services is on program assessment research. We have been running some programs here and don't know yet how well they are working. For example the Save the Children Program and some of our Internship Programs. We would like to track the interns' work and do a rating scale on before and after treatment. She further explained that the final major area of emphasis for her department is staff development. Some of the things proposed this year include offering more training in skills for the counselors and teachers in working with the adolescent population. We will be having some concurrent workshops during the first week of in-service. We are also having some staff trained in one of the drug and alcohol intervention programs. We also have done the ROPE's course which is a part of staff development activities for dorm counselors and psychological/social services. We are hoping to take several groups of students through this course.

Mr. Drew said this concluded the Superintendent's Report. At this time Mrs. Meadors thanked the staff for their work.

Regarding old business, Mr. Dahlgren asked for the Board's further consideration for establishing the Wil Lou Gray Award to be presented annually. Mr. Dahlgren made a motion that this be added to the planning agenda for this year. The motion was seconded by Mr. Rhodes. The motion was passed.

Mr. Drew reported on the Joint Steering Committee meeting of the Opportunity School, School for the Deaf and Blind and John De La Howe School held on June 4. During this meeting there were several areas of discussion. He provided the Board with a copy of a brief report from this meeting. Areas of discussion were: 1) cooperative participation in EIA funding; 2) areas of joint training for personnel; 3) resource/facilities sharing; 4) teachers pay vs. other professional pay; 5) student sharing/networking; 6) exchange of surplus property.

He further explained that the Joint Steering Committee passed a motion that the Boards of the three agencies empower the administrators of these agencies to enter into negotiations with other agencies as they see fit and to make initial negotiations and to report recommendations back to the larger group. No objection to this was made by the Board.

It was also agreed, at the joint board meeting, to list cooperative activities that we can agree on and use this list to show the General Assembly that there are cooperative efforts between the three schools.

It was also established that when specific activities of the three schools have been decided on, a carefully worded press release would be prepared so the public and the General Assembly would know the kinds of activities we are working on.

The next meeting was established around December 1. A definite meeting has not been set. Another meeting of the Steering Committee will be held prior to that. Mrs. Meadors commented that Ms. McBride and Dr. Efron were members of this Steering Committee and she attended also as Chairman of the Board. She felt there were good possibilities for action by the three schools. Mr. Belcher asked if these recommendations required any Board actions. Mr. Drew said no, the Steering Committee was already established formally by the three Boards.

In reference to actions taken by the Board at the last meeting, Mr. Drew explained he was charged to provide the Board with an updated Organizational Chart. A copy of this chart was provided to the Board.

Next on the agenda was the renewal of the Lease with the Federation of Older Americans. Mr. Drew said he would like to continue this for another year, however, by 1988-89 we may have to use that space for a crisis dorm since we are short of space. A motion was made to renew the lease and was seconded by Mr. Belcher. Mr. Pat Smith said the address needed to be changed. The motion was passed.

The last item was the renewal of the Memorandum of Understanding between the Foster Grandparent Program and the Opportunity School. Mr. Drew said it had been very beneficial to our students and we would like to continue this. He explained that this was on a cost sharing basis for us - we provide meals and transportation - no cash. Mr. Rhodes made a motion to renew the Memorandum of Understanding. The motion was seconded by Mr. Belcher. The motion was passed.

Mrs. Lindler asked about the clearing of some property on the Opportunity School campus by the National Guard. Mr. Drew explained that we received a letter stating that they could not do it this year. New laws and regulations were cited which made it more difficult for them to do this. They did not rule out the possibility of doing it at another time. Since then we have taken another look at this situation and have decided we can do it on our own for very little cost.

Mrs. Meadors indicated that Clemson has undertaken a new project in connection with the dropout prevention center. She explained that she has met with Dr. John Hamby and she told him that some of our staff would like to attend. She said she has a taped version of his speech for anyone who would be interested in hearing it.

There being no further business, Mrs. Meadors called for a motion to adjourn. A motion to adjourn was made and seconded. The meeting was adjourned at 10:05 p.m.

Respectfully submitted,

*Linda Spivey*  
Linda Spivey

LS/bgs