

WIL LOU GRAY OPPORTUNITY SCHOOL

BOARD OF TRUSTEES

MINUTES OF THE OCTOBER 15, 1983 MEETING

The Board of Trustees convened for a special planning and orientation meeting on Saturday, October 15th at 1:00 p.m. in Forum 3 of the Hilton Hotel in Myrtle Beach, S.C. The meeting was held during the annual South Carolina School Boards Association Conference. Trustees in attendance were: Dr. Marvin Efron, presiding; Mrs. Hannah C. Meadors; Mr. Vince Rhodes; Mr. Karl Segelken; Dr. Louise Scott; Mrs. Elizabeth Thrailkill; Ms. Patricia Bowers; Ms. Mary Alice Mack; and Mrs. Jack Wilson. Those Trustees of the Board not attending were: Mr. Walter Dahlgren; Dr. James F. Miles; and Mr. Clarence S. Rowland. Staff members present were: Mr. Sam Drew, Superintendent, and Mr. Pat Smith, Director of Administration. Dr. Efron called the meeting to order and called upon Mrs. Jack Wilson to give the invocation.

Dr. Efron welcomed the Board of Trustees. He then welcomed and introduced to the Trustees, Mrs. Kitty Allen, a school Board member from Florence, S.C. and Mr. Jim Carraway, a school Board member from Johnsonville, S.C. Mrs. Allen and Mr. Carraway then conducted a training and orientation session for the Board. After the session Dr. Efron thanked Mrs. Allen and Mr. Carraway for their efforts. After Mrs. Allen and Mr. Carraway left the meeting there followed an open discussion among members of the Board and between the Board and Mr. Drew concerning the various points covered during the training and orientation session.

Mr. Drew expressed appreciation to the Board for the support over the first three months of his tenure and expressed the hope that he and the Trustees could continue to communicate in a frank and open way. He expressed the desire that he needed more feedback from the Board about the type and amount of information the Board wanted between Board meetings. All agreed that regular communication was difficult with Trustees scattered around the state. Mr. Drew indicated that he appreciated and welcomed any information Board members had about the agency's day to day operation. He asked that the Board continue to focus on broader policy issues thus allowing him to administer the day to day operation of the agency. Consensus of the Board was that this would be done.

Dr. Efron said that he would like weekly visits or phone calls with Mr. Drew. He also stated that a monthly update to the Board would be appreciated. The update should contain a.) happenings/activities held at the school, b.) calendar of upcoming events, and c.) financial statement. Mr. Drew agreed to do this.

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It was also the consensus of the Board that issues to be discussed at the regular Board meeting be sent out to Board members at least 5 days ahead of the meeting. Mrs. Meadors expressed the feeling that if this is done then each Board member should be responsible for reviewing the information and coming to the meeting prepared to discuss and act on it. All agreed that they would be responsible for reviewing the information sent prior to each meeting.

The training/orientation portion of the meeting having been completed, Dr. Efron formerly announced the appointment of three new committees to replace the previous committees of the Board.

The new committees are as follows:

I. Personnel

- A. Considers and makes recommendations to the Board on agency policies pertaining to:
 - 1. Employee evaluation procedures
 - 2. Employee selection procedures
 - 3. Reclassification of employees
 - 4. Employee discipline and grievance procedure
 - 5. Agency organization and function plans
- B. Assists the Board in establishing yearly performance requirements for the Superintendent and evaluating the Superintendent's performance.

Members

Mrs. Elizabeth Thrailkill
Mrs. Hannah Meadors
Mr. Clarence S. Rowland
Ms. Mary Alice Mack
Dr. Milton Kimpson

II. Program

- A. Considers and makes recommendations to the Board on agency policies pertaining to:
 - 1. Academic programs, including vocational education.
 - 2. Afternoon/evening programs and activities.
- B. Considers and makes recommendations to the Board on new directions/initiatives proposed for the agency.

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Members

Ms. Patricia Bowers
Mrs. Jack Wilson
Dr. James Miles
Dr. Robert Fulmer

III. Administrative

A. Considers and makes recommendations to the Board on agency policies pertaining to:

1. Budget and budget process
2. Agency facilities
3. Public relations
4. Endowment fund

Members

Dr. Louise Scott
Mr. Karl Segelken
Mr. Vince Rhodes
Mr. Walter Dahlgren

Dr. Efron then asked each committee to meet, appoint a chairman and set its meeting dates.

The committee met for approximately 20 minutes. The following actions were taken in committee.

Personnel Committee:

Mrs. Hannah Meadors was elected chairperson. The committee agreed to hold its meetings at 5:00 p.m. on the day of the regular Board meeting or by teleconference.

Program:

Ms. Pat Bowers was elected chairperson. The committee agreed to hold meetings at 10:00 a.m. on the second Saturday during the month between regular Board meetings.

Administrative:

Mr. Vince Rhodes was elected chairperson. The committee agreed to hold meetings at 5:00 p.m. on the day of the regular Board meeting.

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After the committee meetings, Dr. Efron called on Mr. Drew to make a presentation on long range planning.

Mr. Drew talked about the need to establish a planning process/framework for the agency.

He presented the following outline of a planning process for the Board's consideration.

I. Arena

Question:

What is the general area of operation for which you are seeking goals?

II. Vision Analysis

Question:

Given the stated arena of concern, what is the recognizable condition you would hope to have in place in the next 3 to 5 years?

III. Contradiction Analysis

Question:

If the stated vision is to be realized, what are the issues, deterrents, blocks, irritants, etc. which must be dealt with?

IV. Proposed Strategy

Question:

What are the new directions in which we must move in order to resolve the contradictions?

V. Tactical Plan

Question:

What are the substantial actions that must be taken in order to actuate the new strategy?

VI. Implementation Calendar

Question:

Who, What, Where, When and How will the key tactics be implemented?

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After a brief discussion the Board adopted this planning process.

Mr. Drew proposed four goal areas for the Board to consider in developing a long range plan for the agency. The goal areas (arenas) were:

- A. Service Delivery
- B. Public Relations/Institutional Development
- C. Plant Operations
- D. General Operations

He then made a lengthy presentation, suggesting conditions which could be existent under each goal area at the Opportunity School within the next three to five years. He emphasized that the conditions suggested were obtained through staff utilization of the vision analysis process contained in the planning framework he outlined for the Board and represented only initial brainstorming of ideas. The conditions presented are only a few of a wide range of options open to the Board as it makes long range plans for the agency. He said that no single item or group of items presented should be construed, at this stage of planning, to be what the staff feels it should be. He stressed that the planning process outlined should be conducted over the period of a year, and that the Board would have to commit considerable time to the process over this year.

The following is an outline of the material presented by Mr. Drew for the Board's consideration and discussion.

Vision Analysis

A. Arena= Service Delivery

1. Clearly defined school missions(s) and profile(s) of students to be served by the school.
2. Wil Lou Gray Opportunity School programs closely aligned with identified statewide needs.
3. Wil Lou Gray Opportunity School more closely tied to mainstream of public education in South Carolina.
4. Diverse program serving several clearly defined populations-each with special needs.
5. All Wil Lou Gray School programs operating at full student enrollment.

6. An educational program that has more balance than present, (i.e.) emphasizing social, recreational, emotional adjustments as well as academics.
7. An educational program that is totally individualized to meet the special needs of each client served (e.g.) high school diplomas, GED, vocational training and tutoring.
8. Wil Lou Gray Opportunity School as a practicum site for:
 - A.) Pre-service teacher training
 - B.) In-service teacher training
 - C.) Counselors/school psychologists
 - D.) Social workers
9. Expanded vocational program that provides training for job skills in select areas with high employment potential.
10. Series of training booklets, bulletins, etc. that provide training matter for teachers/ administrators working with students with a problem.
11. Utilization of Wil Lou Gray Opportunity School staff housing for other programs to be identified.
12. Wil Lou Gray Opportunity School serves as a broker of information on and services for the drop-out in South Carolina.

Vision Analysis

- B. Arena= Public Relations/Institutional Development
 1. Alumni organization re-cultivated-yearly functions scheduled and well attended.
 2. Closer relationship cultivated with news media, immediate community, and statewide resulting in broad based support for Wil Lou Gray Opportunity School.
 3. Quarterly newsletter printed and distributed to alumni, school districts, other agencies, elected officials, business and industry.
 4. Greater awareness by the South Carolina educational community of purpose/goals of the Wil Lou Gray Opportunity School.

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5. Increase in the amount/volume of corporate gifts of the Wil Lou Gray Opportunity School.
6. Increase the amount of donations by alumni and friends of the Wil Lou Gray Opportunity School.
7. Private non-profit foundation providing additional monetary support for special projects.
8. More competitive investments of endowment corpus to secure additional scholarship funds.
9. Twenty-five per cent increase in state funding to reduce institutional burden.
10. Increase the amount of federal dollars to fund additional programs which will meet the mission of the Wil Lou Gray Opportunity School.
11. Develop special projects in conjunction with a vocational program which provides funding for program operations.

Vision Analysis

C. Arena= Plant Operations

1. Twenty-year renovation completed
 - Roofing
 - Mechanical overhaul-heating AC systems
 - Aluminum siding
 - Removal of hazardous material
2. Provisions made for housing additional students
 - New construction
 - Utilization of present facilities
 - Renovation of barracks
3. Campus electrical conveyances returned to SCE&G or retained by the agency and updated.
4. Use of existing facilities to create faculty/alumni house
5. Indoor swimming pool constructed
6. Agency vehicle fleet updated
 - Car
 - Truck
 - Tractor

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7. All grounds equipment replaced.
8. Campus residency requirement removed and staff housing used for other purposes/programs.

Vision Analysis

D. Arena= General Operations


1. Development of yearly legislative agenda built around long range plan for agency development.
2. Development of internal budget process resulting in yearly budget requests matched to agency needs.
3. Re-codification/update of Board policies.
4. Review and modification of language for Board elections.
5. Agency operation free of internal audit exceptions.

Following the presentation the Board discussed porcedures for continuing this planning process. Dr. Efron recommended Mr. Drew condense his presentation in writing and send it to all of the Board members in the next mailout. He recommended also that each committee review the information vis-a-vis those goal areas that fall within its purview.

It was agreed that additional discussion about long range planning should occur at the next Board meeting.

Dr. Efron reminded the Trustees of the regularly scheduled Board meeting on November 9. The meeting was scheduled for 6:00 p.m. in the cafeteria.

There being no further business the meeting was adjourned.



Ms. Pat Bowers, Secretary