The last six months...

I am honored to have been selected to serve as superintendent of the Orangeburg County School District. I am grateful to each of you, our elected school board members, for your collaboration and partnership in navigating together a new day for Orangeburg’s school system amidst unprecedented changes to public education.

As you'll discover in the pages to follow, great progress has been made on the actions planned to orient myself with our community and schools.

In briefly looking back, I and my team are proud of what we've accomplished and energized for our continued work together.

Shawn D. Foster
Superintendent

CONTENTS

Updates include information and artifacts related to efforts identified in my Entry Plan organized by Goal areas, including:

GOAL ONE 3
GOAL TWO 8
GOAL THREE 11
GOAL FOUR 15
GOAL FIVE 18
GOAL NUMBER ONE

ESTABLISH A RELATIONSHIP OF TRUST AND COLLABORATION WITH THE SCHOOL BOARD, CABINET MEMBERS, ADMINISTRATIVE DEPARTMENTS AND COMMUNITY STAKEHOLDERS.

ACTION STEP: SHARE ENTRY PLAN FOR FEEDBACK, GUIDANCE & SUGGESTIONS

In an effort to ensure a shared vision as it relates to my entry into the school system and lay the foundation for a positive and trusting working relationship, I presented my initial Entry Plan to our Board and community during the July 14 meeting. I shared the same with our administration during our regularly scheduled weekly meeting.

ACTION STEP: ENGAGE IN ONE-ON-ONE MEETINGS WITH DEPARTMENT HEADS

Early meetings with Departmental leaders has helped to establish relationships with key personnel while deepening my understanding of departmental goals and our building on a shared vision. Initial meetings were followed by pre-evaluation meetings, using an Executive Leader Evaluation Instrument, with each member of my senior team.

Technology Team Pre-Eval Meetings

Thu 9/24/2020 (All day)
From an audit of our comprehensive Human Resources systems and processes to Financial Training for Bookkeepers and Professional Learning opportunities being offered through all departments, extensive effort and progress has been made in the areas of continuous improvement and support of Departmental goals.

**Summary of Data Collection Process, Sources and Documents**

Numerous documents were requested of the HR staff for review and analysis to include but not limited to: District strategic plan, policies and procedures (HR), district employee handbooks, customer service comment cards, annual reports, newspaper accounts, recruitment and retention plans, application forms for employment, and anecdotal data. In addition, the HR administrator was asked to complete a “self-audit.” This information was used as a comparison of how he saw the office operating compared to the outside auditors’ review. On-site visits were made as a means of ascertaining additional opportunities to confirm and assess HR operations in the District. Other sources of verification included state legislation manuals, legal advisories, and findings from various professional organizations, publications, and peer reviews.

Overall, the HR Review/Audit is made up of four (4) major phases:

1. Planning
2. Data Collection
3. Data Analysis
4. Findings

**ACTION STEP: WORK WITH VARIOUS DEPARTMENTS TO SUPPORT REGULAR PROFESSIONAL DEVELOPMENT & GOALS**

**ACTION STEP: ESTABLISH CLEAR UNDERSTANDINGS OF ROLES, RESPONSIBILITIES AND EXPECTATIONS**

Roles, responsibilities and expectations have been established for District leaders, as well as Principals. The roles of school and District leaders are sometimes difficult to determine without deliberate action on behalf of the school system to define those for stakeholders. A new flow chart for reporting concerns and topic-focused contact information is being developed to do just that in an effort to help the public visualize our information structure.

**Agenda**

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:05 pm - 2:30 pm</td>
<td>Professional Development Updates</td>
<td>Nix Cafeteria</td>
</tr>
<tr>
<td>2:30 pm - 3:00 pm</td>
<td>Showcasing our Schools</td>
<td>Nix Cafeteria</td>
</tr>
<tr>
<td>3:00 pm - 4:30 pm</td>
<td>Human Resources Communication, Student Services</td>
<td>Mr. R. Zimmerman, Mrs. M. Piccolino, Dr. L. Calloway</td>
</tr>
</tbody>
</table>

**DISTRICT OFFICE**

<table>
<thead>
<tr>
<th>Area</th>
<th>Contact</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academics</td>
<td>Dr. Andress Carter-Sims</td>
<td>(803) 534-8081</td>
</tr>
<tr>
<td>Elementary Instruction</td>
<td>Dr. Charlene Stokes</td>
<td>(803) 534-1108</td>
</tr>
<tr>
<td>Middle/High School Instruction</td>
<td>Dr. Veronica Scott</td>
<td>(803) 534-8081</td>
</tr>
<tr>
<td>Gifted &amp; Talented</td>
<td>Priscilla Hollington</td>
<td>(803) 534-1110</td>
</tr>
<tr>
<td>ESOL Families</td>
<td>Yvonne Mitchell</td>
<td>(803) 534-8081</td>
</tr>
<tr>
<td>Testing &amp; Accountability</td>
<td>Dr. Wanda McMichael</td>
<td>(803) 395-7066</td>
</tr>
<tr>
<td>Learning Support Services</td>
<td>Dr. Andress Carter-Sims</td>
<td>(803) 534-8081</td>
</tr>
<tr>
<td>Pre-K</td>
<td>Dr. Charlene Stokes</td>
<td>(803) 534-1108</td>
</tr>
<tr>
<td>Virtual Programs</td>
<td>Quaycienia Dantzler</td>
<td>(803) 534-1102</td>
</tr>
<tr>
<td>Title I Programs</td>
<td>Sharon Wilson</td>
<td>(803) 395-7078</td>
</tr>
<tr>
<td>School Improvement and Innovation</td>
<td>Terri Fludd</td>
<td>(803) 534-1116</td>
</tr>
<tr>
<td>PowerSchool</td>
<td>Cindy Williams, Gina Edwards</td>
<td>(803) 395-7088</td>
</tr>
</tbody>
</table>
A necessary first step to increasing cohesion among departments and capacity among leaders was to officially establish a Superintendent's Cabinet with a purpose of progress monitoring of initiatives and other items which are highly consequential and far reaching that need to be planned for. Our first bi-monthly meeting was held in early October and is already proving effective in increasing cross-organizational communication and collaboration.

**CABINET MEETING NOTES SEPTEMBER 18, 2020**

**OVERVIEW OF MEETINGS**
Dr. Washington to oversee and run Cabinet. Bimonthly meeting with the purpose of progress monitoring for initiatives and other items which are highly consequential and far reaching that we need to plan for.

**SETUP & AGENDA ITEMS**
Teams meeting. Agenda items to include deliverables (what you need to walk out of the meeting with) and next steps.

**MEETING NORMS**
Be actively engaged. Limit side bar conversations. Start and end on time. Share the floor. Respect each other. Don’t be offended.

---

**ACTION STEP: ESTABLISH DEPARTMENTS AS A COHESIVE TEAM**

**ACTION STEP: ESTABLISH A REGULAR MEETING TIME WITH DEPARTMENT HEADS**

<table>
<thead>
<tr>
<th>Task</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demography Study RFP-Foster</td>
<td>Want RFP closed by Dec., Board meeting; possibility to piggy-back on Pickens Study</td>
</tr>
<tr>
<td>A&amp;E interviews-Foster</td>
<td>Board Room on 11/12 - start at 8:30; Need David or Dejuan to help with technology all day – 8 presentations</td>
</tr>
<tr>
<td>Hybrid Teacher Survey-Foster</td>
<td>Concerns about 4 days/week; Orangeburg Online will continue to be an option for future years; adding comment box to survey; plan to send on 11/13</td>
</tr>
<tr>
<td>2021-2022 Student Projections-Foster</td>
<td>Set student teacher ratio; Finance to be involved with C&amp;B; need school configurations first; December deadline</td>
</tr>
<tr>
<td>2nd Semester Orangeburg Online request survey-Foster</td>
<td>C&amp;I to create plan to get data from students</td>
</tr>
<tr>
<td>NMSI-Foster</td>
<td>National Math and Science Initiative; Certify and endorse teachers to teach AP courses; Saturday training; $100-$150 teacher bonuses to students taking AP tests; Communications to help create a presentation; 3 HS – CW, LMHS, EHS; present to business partners</td>
</tr>
<tr>
<td>District Flag etiquette draft-Foster</td>
<td>NAACP – buying district logo’d flags for each school; Communications to draft procedures</td>
</tr>
<tr>
<td>School Board Meeting Agenda-Foster</td>
<td>Installation of new Board members; 1 guest per Board member; State Supreme Court Judge Beauty to conduct installation</td>
</tr>
<tr>
<td>Special Education Desk Audit-Foster</td>
<td>Finance and SPED audit; processes and procedures from Spartanburg to use; SDE audit – Robert Goodlet; Calloway has completed the audits in the past and has been successful</td>
</tr>
</tbody>
</table>

In addition to the aforementioned Cabinet Meetings, regular meetings are held each Monday morning with Assistant Superintendents. I value this time with Organizational and Departmental Leaders, and meeting collectively has allowed for shared tasks, deliverables and goals.

I've also carved out an hour prior to the start of each month's Principal's meeting for spending time with building-level leaders. This collective but private discussion is vital to the superintendent-principal relationship and critical to our schools and districts' success.
Internal and external meetings, far too numerous to list, have allowed me to establish presence for Orangeburg County School District, as well as myself as its new educational leader. From Division and Departmental Meetings, a meeting with Teachers of the Year and Support Staff of the Year, a surprise for Mellichamp Elementary, our very own School of Promise, in partnership with NIET, and Senior Staff Meetings with the School Food Service Workers at each and every school internally, to external meetings with Business Leaders arranged through Economic Development about the workplace impact of school closures, to a speaking engagement for apprenticeships in collaboration with OC Tech, a Student Teacher Meeting with Claflin and SC State, and our community engagement efforts such as providing Food Boxes, in collaboration with Save the Children, my calendar has been jam-packed with impactful meetings and events held in-person, when possible, and virtually.

ACTION STEP: ATTEND VARIOUS EVENTS WITH CABINET MEMBERS & DEPARTMENT HEADS

Salary Computation Worksheet

Date: September 30, 2020
Name: 
Location: Howard Middle School

Employees in our School Food Services Department received notification letters in June and a reminder in August regarding the change in the hours per workday for the 2020-2021 school year. In addition, a member of our District’s Senior Leadership Team visited School Food Service employees at your school in mid-September to further discuss this change.

It’s important note that paychecks show payment of 63 hours for operators and 72 hours for managers. This has caused some confusion when operators have worked 70 hours and managers 80 hours over the two-week pay period. However, please note that the additional seven and eight hours are banked to cover the full year of 24 pay periods (so that our employees receive checks throughout the year).

Please allow this breakdown to further clarify the change that occurred w/ School Food Service Salaries for 2020-2021. You will see that no step increase has been added as the state legislature has temporarily frozen all employee step increases until further notice due to COVID.

2019-2020 Salary Calculation
Step: 10
Hours Per Day: 1
Hourly Rate: $14.28
Daily Rate: $14.28
Days Per Year: 185
Salary: $2,654.40
Gross Pay Per Pay Period: $480.60

2020-2021 Salary Calculation
Step: 12
Hours Per Day: 1
Hourly Rate: $14.28
Daily Rate: $199.96
Days Per Year: 185
Salary: $3,532.60
Gross Pay Per Pay Period: $775.33

OCSD, partners help provide happy Thanksgiving

Gene Zaleski Nov 25, 2020 0

-Agenda-

Greeting and Purpose – Rodney Zimmerman - Teacher Effectiveness OCSD Brief Introductions
Words for Our Superintendent – Dr. Shawn Foster
Words for Our Partnering Universities
Dr. Janice Owens – South Carolina State University
Dr. Anthony Pitman – Claflin University
Mr. Ernest Holiday – Assistant Superintendent, Human Resources
District Teacher of the Year – Mrs. Desire Lewis
Reflections: Ms. Kadijah Spell – Student Teacher, SC State
Ms. Jessie Dixon – Student Teacher, CU
Recruitment and Retention – Mr. Jerome Davis, Dir. of Certified Staff
Closing & Thank You – Rodney Zimmerman
The position of a District Ombudsman needed to be established for our District. I'm grateful for your support in identifying Dr. Washington for that key role of mitigating concerns in the best interest of the District, those we employ, and those we serve.

ACTION STEP: ESTABLISH A STRUCTURE &/OR EXPECTATIONS FOR RESPONDING TO SCHOOLS, STAKEHOLDER CONCERNS, COMMENTS & FEEDBACK

Feedback has been the cornerstone of my entry into OCSD and we've established quality means for teacher, staff, and specific employee group input through surveys and informal discussions. In addition, we're communicating in a more streamlined manner through a weekly Communications Memo and established protocols for media interest and stories.

ACTION STEP: DEVELOP & UTILIZE APPROPRIATE COMMUNICATIONS PROTOCOLS & EXPECTATIONS

In an effort to align efforts and plans to tangible goals while planning for the future, we have sought the leadership of an established Strategic Planning Firm, the Cambrian Group. We look forward to engaging our internal and external stakeholders in a comprehensive strategic planning exercise to develop a path forward, and will be committed to appropriate tracking, monitoring and reporting of all aspects.

ACTION STEP: OUTLINE A PLAN & RESOURCES FOR FOLLOWING THE DISTRICT STRATEGIC PLAN
GOAL NUMBER TWO

LEARN SYSTEMS AND STRUCTURES FOR FISCAL AND ORGANIZATIONAL ACCOUNTABILITY.

ACTION STEP: MEET WITH BUSINESS SERVICES TO REVIEW CURRENT BUDGET DETAILS

PROPOSED BUDGET CALENDAR 2021-2022

- December 9, 2020: Distribution of Budget Packets to Principals and Administrators/Department Heads
- January 4, 2021: Finance training provided for Bookkeepers (review of budget submissions utilizing Vision Portal)
- January 15, 2021: Principals and Administrators/Department Heads Budgets Due to Finance with all forms completed
- January 25, 2021: Budgets distributed to Senior Cabinet
- February 8-12, 2021: School Budget Reviews with Superintendent, Senior Staff, Principals and Administrators/Department Heads
- February 22, 2021: Finance to prepare listing of FTE (One List by Location, One List by Fund)
- March 15, 2021: First Draft of Budget submitted for Review (Superintendent and Senior Staff)
- March 23, 2021: Board Budget Work Session
- April 13, 2021: First Reading of Budget by Board
- April 25, 2021: Public Notice runs in Newspaper
- May 11, 2021: Second Reading
- June 8, 2021: Final Reading and Approval
- June 22, 2021: Available if needed

In an effort to ensure a collaborative budget process, a review was held regarding current practices. In working with our Finance Department, we’ve developed and are implementing a new budget process which will be structured and allow for input from stakeholders. The new budget calendar was distributed to principals and department heads in December.

Also as part of the review, as you are aware, we identified an error in Fiscal Year 2020’s budget. There was an error in communicating the value of a mill that caused the budget to be built based on revenues that would never be realized by the school district. We continue to explore all available avenues for preventing the budget shortfall from reoccurring and have been committed to communicate the shortfall openly and effectively.

ACTION STEP: BECOME FAMILIAR WITH THE CURRENT ORGANIZATIONAL STRUCTURE

As part of my own efforts to become familiar with our organizational structure, our team has revised our Organization Chart. It is our hope that this chart will aid stakeholders in their own discovery of our organization.
The procurement process for public organizations is very specific and largely different from local business handlings within the private sector. In an effort to support the local economy and demonstrate a spirit of collaboration with local businesses, I believe it is important that we invite local vendors to do business with our District. To assist and educate vendors as it relates to the procurement/solicitation process, in partnership with the Office of Small and Minority Business Contracting and Certification, we hosted a vendor fair in October. In-person seating was limited, but the event was also live streamed.

In addition, we have procured architects and engineers through a formal interview process in preparation for facilitating future capital needs.

**ACTION STEP: UNDERSTAND & REVIEW DETAILS OF THE DISTRICT’S PURCHASING PROCEDURES**

**ACTION STEP: REVIEW CURRENT FACILITIES, MAINTENANCE, TRANSPORTATION & TECHNOLOGY PLANS**

In my desire to better understand our current operations, I’ve met with Department leaders to review plans and improve operations. Over the last six months, we’ve improved connectivity through partnerships with Google and Aiken Electric and submitted a request for a reduced rate for technological services (E-rate). We are also moving forward with necessary painting of our Athletic Buses.

<table>
<thead>
<tr>
<th>Category 2: Internal Connections and Managed Internal Broadband Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type</strong></td>
</tr>
<tr>
<td>Internal Connections</td>
</tr>
<tr>
<td>Internal Connections</td>
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<td>Internal Connections</td>
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<td>Internal Connections</td>
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<tr>
<td>Internal Connections</td>
</tr>
</tbody>
</table>

**All presentations must address the following areas:**

1. Size of the firm, including number of staff, registered architects and engineers
2. Years in business
3. Experiences working with school districts on remodel projects and new construction projects
4. Costs and Billing Rates, include fees associated with consultants
5. Names, locations and affiliations with consultants and contractors
6. Challenges you see working with OSCD and how you will address
7. How you plan to minimize school disruption for any building remodels
8. Explain your design process and timelines
9. Experiences working with OSF
10. How OSCD would benefit by working with your firm

1. McMillan Pazzan Smith 8:30am
2. Boomerang Design 9:20am
3. LESP 10:10am
4. Brownstone Design 11:00am
5. Larry Wilk 11:50am
6. Lunch 12:30pm
7. Quickenbush 1:35pm
8. Craig Gaulden Davis 2:25pm
9. Buford Golf 3:10pm

**ROLLING STUDY HALLS & HOTSPOTS**
In reviewing our school system's communications activities and structure, it was immediately apparent that few resources had been allocated in that critical area. With your support, the addition of an Assistant Superintendent position in the area of Communications, Business & Community Partnerships was approved in late summer. By examining our use of existing human and financial resources within the department, our hire for the position has already added tremendous value by aligning both existing employees' roles and the departmental budget to strategic initiatives. The result: improved communications and community outreach.

**UNIFYING BRANDING**

Under the leadership of Dr. Washington, OCSD and a representative group of community, school and district stakeholders will embark upon a comprehensive strategic planning process, mapping out goals for the next five years. He presented a proposal from strategic planning leader The Cambrian Group during our late November Senior Staff meeting and work is expected to begin early in the new year.

**ACTION STEP: CONDUCT A REVIEW OF THE COMMUNICATIONS DEPARTMENT PROCESSES, PRACTICES, STRUCTURES, & OUTREACH TO THE COMMUNITY**

**ACTION STEP: BEGIN PLANNING FOR THE UPDATE OF THE 5-YEAR STRATEGIC PLAN**

<table>
<thead>
<tr>
<th>Task</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demography Study Survey - JW</td>
<td>Posted 11/20, Closes 12/16</td>
</tr>
<tr>
<td>Facilities Study - RG</td>
<td>Architect to complete</td>
</tr>
<tr>
<td>Apprenticeship SC - ACS</td>
<td>Due December 4th</td>
</tr>
<tr>
<td>Save the Children GIK - ACS</td>
<td>Potential partnership with Piggy Wiggly</td>
</tr>
<tr>
<td>CSBA Update - JW</td>
<td></td>
</tr>
<tr>
<td>District Strategic Planning Proposal - JW</td>
<td></td>
</tr>
<tr>
<td>Sidor Signature - JW</td>
<td></td>
</tr>
</tbody>
</table>

**ACTION STEP: MEET WITH FINANCIAL ADVISORS TO REVIEW THE DISTRICT’S DEBT STRUCTURE & PORTFOLIO**

I have met with our financial advisors to better understand the debt capacity for the consolidated district. They have been instrumental in meeting with the county to determine the debt service millage.
GOAL NUMBER THREE

ESTABLISH A POSITIVE CULTURE AND CLIMATE BETWEEN THE CENTRAL OFFICE, SCHOOLS AND COMMUNITY.

ACTION STEP: MEET WITH ALL DISTRICT-LEVEL STAFF

From a back-to-school meeting in August held virtually with every employee in attendance, small planning meetings with varied departmental and school leaders, to a bar-b-que reward for Bethune-Bowman for their big win in our District-wide census challenge and an open-ended survey distributed to all staff, I have aimed to make a connection with each and every staff member, while being receptive to their thoughts, ideas, concerns, and aspirations.

ACTION STEP: ATTEND A FACULTY MEETING AT EACH SCHOOL

From November 2-December 16, I attended a Virtual Faculty Meeting at each of our district’s schools. Listening to and learning from our teachers and other staff members as they discussed their challenges and triumphs, as well as goals and dreams for our community’s children, our public schools, and those who serve them was an important exercise, which has deepened my understanding of our school system.

Superintendent Entry Survey Results

1) In your Professional opinion what are the things that we do better than most districts in South Carolina? Please cite one instructional and operational practice. Cite examples if possible.

2) In your Professional opinion what are the things that hamper our progress or cause us to struggle? Please cite one Instructional and operational practice. Cite examples if possible.

3) In your Professional opinion would we be best described as a school system or a system of schools? Cite examples if possible to justify your answer.
ACTION STEP: ESTABLISH & MAINTAIN REGULAR MEETINGS WITH DEPARTMENTS TO DISCUSS PROGRESS & NEEDS

A diverse myriad of individuals have helped me better understand our school system's history and project a new path forward. Through Concerned Citizens Conference Calls; visits with members of our legislative delegation, and Education Foundation representatives; and the partnership of religious, law enforcement, government, economic development, and civic club leaders, we are making an overt effort to garner community interest in its public schools.

Existing and new members to our Senior Leadership Team have worked extremely well together, with impressive collaboration and determination to achieve our shared goals. Utilizing Microsoft Teams and a progress monitoring system, in concert with weekly meetings, we are working as a cohesive group, with each member fully engaged in leading our departments and schools forward.

ACTION STEP: MEET WITH COMMUNITY MEMBERS, ELECTED OFFICIALS, & RELIGIOUS LEADERS

A diverse myriad of individuals have helped me better understand our school system's history and project a new path forward. Through Concerned Citizens Conference Calls; visits with members of our legislative delegation, and Education Foundation representatives; and the partnership of religious, law enforcement, government, economic development, and civic club leaders, we are making an overt effort to garner community interest in its public schools.
ACTION STEP: ATTEND SPORTS & COMMUNITY EVENTS TO ESTABLISH A PRESENCE IN THE COMMUNITY

Through attendance at sporting, community and philanthropic events, I have strived to establish an early presence as a community-driven leader.

The collaborative energy in Orangeburg is truly remarkable! Early in my entry, I became engaged with leadership in One Orangeburg and the NAACP, met with mayors, police chiefs, business leaders, hospital administrators and college presidents. Through Conference Calls, Forums, Virtual and in-person meetings, we’re forging partnerships and friendships through a collective commitment to improve schools, engage citizens, and attract business and industry to boost the economy in our area.

ACTION STEP: MEET WITH KEY COMMUNITY LEADERS, INCLUDING SERVICE ORGANIZATIONS & POST-SECONDARY PRESIDENTS

- **One Orangeburg conference call**
  - Tue 9/22/2020 2:00 PM - 3:00 PM
  - Shawn Foster

- **Walt Tobin J.R.**
  - Tue 7/14/2020 7:00 AM - 8:00 AM
  - Orangeburg Calhoun Technical College Library
  - Shawn Foster

- **NAACP Forum**
  - Wed 7/29/2020 11:00 AM - 12:00 PM
  - Zoom
  - Shawn Foster

- **Meeting with Law Enforcement**
  - Fri 7/31/2020 9:00 AM - 10:00 AM
  - Boardroom Founders act
  - Shawn Foster
ACTION STEP: DEVELOP A SYSTEM FOR SHOWCASING SCHOOL, STAFF & STUDENT SUCCESSES

ACTION STEP: SYSTEMIZE STRUCTURES FOR CELEBRATIONS OF STUDENTS, STAFF & COMMUNITY

Public celebrations, whether a press conference for a S.M.A.R.T. Virtual Health Collaborative, a flag debut, or a surprise announcement of our Teacher of the Year and Support Staff Person of the Year, have been structured in such a way that have honored contributions to our public schools and district, while maintaining COVID-19 safety precautions. The framework in place now for celebrations has made even smaller events grand by engaging media for coverage and sharing our own press releases, photographs and videos through various public platforms.

ACTION STEP: ESTABLISH AN ADVISORY GROUP TO BEGIN ONGOING DIALOGUE/FEEDBACK

The successes of our students, schools and employees are highlighted publicly during my Superintendent’s Update at School Board Meetings. In addition, during our monthly meeting with principals, two schools per month are celebrated, with the building level leader sharing his/her school, traditions, accolades, staff, students, and more with colleagues.

5. Information Item:
   A. Superintendent’s Update School Highlights

The successes of our students, schools and employees are highlighted publicly during my Superintendent’s Update at School Board Meetings. In addition, during our monthly meeting with principals, two schools per month are celebrated, with the building level leader sharing his/her school, traditions, accolades, staff, students, and more with colleagues.

Separate Superintendent Advisory Councils are being established for students, teachers, parents, business and faith-based leaders. Principals have shared with us their recommendations for these councils to ensure representation across our communities. The councils will begin second semester and I look forward to the authentic feedback and ideas that these various stakeholder groups will offer.
GOAL NUMBER FOUR

MAINTAIN SAFETY AND SECURITY FOR STUDENTS AND STAFF.

ACTION STEP: REVIEW THE CURRENT DISTRICT EMERGENCY GUIDE & MEET WITH DISTRICT SAFETY COMMITTEE

The safety and security of our students and staff members must be our greatest priority. In collaboration with District safety officers, our Senior Staff has reviewed emergency response procedures, assembled them in an organized manual for each school and classroom and, in concert with local law enforcement, have begun training for school-level leaders and our District Safety Team.

Emergency Response Team
September 3, 2020

• Welcome
• Introductions
• Purpose of the Meeting
• Billy Staley - Intruder Training

ACTION STEP: REVIEW ENTRANCE/EXIT PROCEDURES FOR STUDENTS & STAFF

Student and staff arrival at school/work, as well as their dismissal at the end of the day must be reviewed regularly to ensure safety. In addition to examining these potential times of vulnerability during operational hours, we have also reviewed the procedures for staff entering and exiting buildings after closing. Entry/exit as we continue our work through this ongoing pandemic has included staff temperature screening and a requirement for visitor appointments.

Staff Temperature Screening Procedures

1. Use the thermometer to check your temperature.
   * Aim the thermometer at your forehead 1-2 inches away
   * Press the scan button and then read the digital number
   * Thermometer will turn off automatically after 30 seconds

2. Record the temperature on your personal Employee Temperature Screening Log.

3. Use a wipe to clean the thermometer.

4. If your temperature is 100.4 or greater, please leave the facility immediately and notify your supervisor of your situation. Your supervisor will work with you to develop your next steps. You will need to take a picture of your log and send that to your supervisor.

**Staff members are required to screen as they enter a facility for the first time each day or whenever they enter a different facility on the same day.
ACTION STEP: ASSURE EVERY CLASSROOM HAS A COPY OF THE EMERGENCY GUIDE

Having developed Safety Protocols is great, but without ensuring the safety manual is in each and every classroom throughout the district, the written guidance wouldn’t be much use. Safety leaders at each school signed out booklets during our training, then ensured they were distributed to each classroom within their school campuses.

ACTION STEP: MEET WITH SRO’S & SUPERVISORS FOR RECOMMENDATIONS ON MAINTAINING AND INCREASING SAFETY

Open communication regarding our safety practices and protocols is necessary to optimize our security operations. In meeting with local law enforcement officers, our School Resource Officers and Supervisors, we are discussing and implementing best practice measures to further protect the safety of our schools and workplaces. As a result of discussions to enhance safety and communications protocols, radios were recently purchased to ensure our Bus Drivers are able to maintain consistent communication with supervisors.

Security Roundtable Agenda

October 15, 2020

• Welcome
• Introductions
• Purpose of the Meeting
• Dr. Shawn Foster, Superintendent - OCSD
• Safety and Security Concerns
• Revised Task Force Team
• Update Reports/Incidents
• Questions/Answers
• Adjourned
Ensuring that our school facilities and campuses are clean, safe and welcoming requires consistent oversight. In working alongside our Assistant Superintendent, Directors and Coordinators for Maintenance, we are surveying schools on their lawn maintenance and assessing capital project needs for priority improvements.

ACTION STEP: WORK WITH THE MAINTENANCE SUPERVISOR TO ASSURE AREAS OF CONCERN IN ALL FACILITIES ARE ADDRESSED

ACTION STEP: REVIEW PROTOCOLS FOR REPORTING SAFETY CONCERNS, BULLYING, ETC.

Bullying in schools makes for one of the most challenging experiences for young persons. In collaboration with elementary, and secondary school directors, principals, and our Student Services Division, we’ve clearly identified bullying in our new Student Code of Conduct and provided guidance to administrators in distinguishing between bullying and other behaviors. In addition, our Communications Webmasters are designing an electronic reporting feature for school webpages, which will automatically alert the administrator in charge at each location immediately to the report of any concern, prompting an investigation.

ORANGEBURG COUNTY SCHOOL DISTRICT
Code of Conduct 2020-2021

Dr. Shawn Foster
Superintendent
GOAL NUMBER FIVE

EVALUATE THE CURRENT INSTRUCTIONAL PROGRAM TO ENSURE THAT ALL STUDENTS ARE PROVIDED THE OPPORTUNITY TO MAXIMIZE THEIR ACADEMIC POTENTIAL.

ACTION STEP: MEET WITH INSTRUCTIONAL STAFF TO DISCUSS THE CURRENT INSTRUCTIONAL MODEL, CURRENT NEEDS, GOALS, & PROGRAMS, & EXPLORE HOW THE DISTRICT MONITORS DATA

Ensuring an exemplary instructional program has been among my highest priorities. In addition to regular discussions with the Assistant Superintendent over this area, Curriculum and Instruction division meetings are held on Tuesday mornings to share current instructional needs, goals, and information about programs. These data-driven discussions help us ensure all students perform at or above grade level, that students receive appropriate, targeted interventions, and that we accelerate gifted learners.

Let's Engage!

- Access Canvas teacher course
- Pick a teacher
- Navigate to his/her course, to into student view, explore the left side navigation

<table>
<thead>
<tr>
<th>Monday, November 16</th>
<th>Cope District - Scope and Sequence</th>
<th>8:00-1:30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darby, Looper, James</td>
<td>PLC/ Admin Discussion (10 teachers)</td>
<td>8:30</td>
</tr>
<tr>
<td>Dantzler</td>
<td>OW Virtual</td>
<td></td>
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<tr>
<td>Looper</td>
<td>CEMS Virtual Admin discussion about Teacher Clarity for school lead</td>
<td>9:15</td>
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<tr>
<td>Dantzler</td>
<td>SLT Face to Face Cafeteria at Nix</td>
<td>1:00-3:00</td>
</tr>
<tr>
<td>Smith</td>
<td>Edisto High School Face to Face Teacher Clarity</td>
<td>9:00-10:15</td>
</tr>
<tr>
<td>Looper and James</td>
<td>Rivelon Face to Face Teacher Clarity and Edgenuity</td>
<td>2:00-3:30</td>
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</tbody>
</table>

High Achievers

- By state regulation, the number of students in a gifted/talented classroom cannot exceed 25.
- Any student included in G/T classrooms as a “high achiever” must receive a letter explaining that the placement is dependent on the student’s continued success in the program and the continued availability of space. Parents must sign permission for the student to participate given these parameters.
ACTION STEP: REVIEW ALL BASELINE & LONGITUDINAL DATA ON STUDENT & DISTRICT ACADEMIC PERFORMANCE

While State Report Cards had limited data due to COVID-19 closures, we have dug deep into our student performance measures in collaboration with instruction and school principals. I have ensured also that appropriate support is provided to our schools identified for Targeted Support and Improvement, Comprehensive Support and Improvement, and Priority for Improvement. In addition to building internal awareness about our academic performance, we've also shared transparently our data with school stakeholders through a comprehensive press release, which was shared and reported by local media.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>SCHOOLS</th>
<th>PRINCIPALS</th>
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<tbody>
<tr>
<td>ATSI</td>
<td>BROOKDALE ELEMENTARY</td>
<td>LATONIA NELSON</td>
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<tr>
<td></td>
<td>ORANGEBURG-WILKINSON HIGH SCHOOL</td>
<td>RANIM EL-AMIN</td>
</tr>
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<td></td>
<td>ELDRED ELEMENTARY</td>
<td>DR. CASANDRA JENKINS</td>
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<td></td>
<td>HOLLY HILL ELEMENTARY</td>
<td>MR. JOHNIE SMITH</td>
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<td></td>
<td>HOLLY HILL-ROBERTS MIDDLE SCHOOL</td>
<td>ROBERT HEMBY</td>
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<td></td>
<td>VANCOUVER PROVIDENCE ELEMENTARY</td>
<td>LATONIA DURANT</td>
</tr>
<tr>
<td>PRIORITY</td>
<td>ST. JAMES-GAILARD ELEMENTARY</td>
<td>KEONIA GILARD</td>
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<td></td>
<td>BETHUNE-BOWMAN MIDDLE-HIGH SCHOOL</td>
<td>LANESSA LEWIS</td>
</tr>
<tr>
<td></td>
<td>MARSHALL ELEMENTARY</td>
<td>DYISHA TAYLOR</td>
</tr>
<tr>
<td>CSI</td>
<td>DOVER ELEMENTARY</td>
<td>SYLVIA WILLIAMS</td>
</tr>
</tbody>
</table>

School report cards mixed; Orangeburg County School District discussing ways to improve state test scores

ACTION STEP: REVIEW CURRENT CURRICULUM & COURSE OFFERINGS

Our Instructional Services Division, in collaboration with school counselors, have developed a comprehensive Course Catalog for High School coursework. This user-friendly guide will aid students and families in course selection unique to student interest and future preparedness needs.
ACTION STEP: REVIEW CURRENT INSTRUCTIONAL FTE’S IN EACH SCHOOL, & STUDENT/TEACHER RATIOS

Student teacher ratios throughout the District have been reviewed and shifts made, where necessary to ensure student class sizes and the student to teacher ratios were appropriately balanced throughout the District.

ACTION STEP: REVIEW THE ORGANIZATIONAL STRUCTURE OF THE INSTRUCTIONAL DEPARTMENT & EVALUATE THE DELIVERY OF SUPPORT TO SCHOOLS

The organizational chart for our Curriculum and Instructional Division has been aligned to maximize support to classroom teachers.

OCSD C & I Division School Visits
October and November

<table>
<thead>
<tr>
<th>Schools</th>
<th>Collaborative Teams</th>
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<tbody>
<tr>
<td>Bethune Bowman Complex</td>
<td>Veronica Scott</td>
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<tr>
<td>Locket Branchville Complex</td>
<td>Wanda McMichael</td>
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<tr>
<td>Brookdale Elementary</td>
<td>Terry Fludd</td>
</tr>
<tr>
<td>Howard Middle</td>
<td>Anna Smith</td>
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<tr>
<td>Whittaker Elementary</td>
<td>Vickel Darby</td>
</tr>
<tr>
<td>Marshall Elementary</td>
<td>Charlene Stokes</td>
</tr>
<tr>
<td>Sheridan Elementary</td>
<td>Priscilla Hollington</td>
</tr>
<tr>
<td>Dover Elementary</td>
<td>Terry Fludd</td>
</tr>
<tr>
<td>North Middle High</td>
<td>Anna Smith</td>
</tr>
<tr>
<td>Hunter Kinard Tyler Complex</td>
<td>Vickel Darby</td>
</tr>
<tr>
<td>Cope Career Center Technology Center</td>
<td>Kelvin Lemon</td>
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<tr>
<td>Edisto Primary</td>
<td>Andress Carter-Sims</td>
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<tr>
<td>Edisto Elementary</td>
<td>Yvonne Mitchell</td>
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<tr>
<td>Carver Edisto Middle</td>
<td>Charlene Stokes</td>
</tr>
<tr>
<td>Edisto High School</td>
<td>Priscilla Hollington</td>
</tr>
<tr>
<td>Holly Hill Elementary</td>
<td>Veronica Scott</td>
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<tr>
<td>Holly Hill Roberts Middle</td>
<td>Wanda McMichael</td>
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<tr>
<td></td>
<td>Amanda Looper</td>
</tr>
<tr>
<td></td>
<td>Deedra Wright</td>
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ACTION STEP: EVALUATE INSTRUCTIONAL TECHNOLOGY THROUGHOUT THE DISTRICT

In order to adequately transition from in-person instruction to Hybrid or Virtual, Orangeburg's instructional technology needed an upgrade. From student and educator devices to a standardized classroom setup for teachers, complete with an interactive smartboard, web camera, and 360 degree (Owl) camera, Orangeburg's instructional technology is second to none.