



**TCCC Board Meeting Agenda**

August 19, Noon-2:00 pm

The InterTech Group

- |  |                 |
|--|-----------------|
| <b>1. Welcome &amp; Introduction– Anita</b>                                      | Noon - 12:15 pm |
| - Minutes Approval (pp. 2-4)   |                 |
| <b>2. President’s Report – John/All</b>  | 12:15-12:40     |
| - Dashboard update (p. 5)  |                 |
| - Networks Update (John/Alexa) (p.6)   |                 |
| - PSEC Update  |                 |
| - Metro Chamber Agreement (approval) (p.7)                                       |                 |
| - LCEC Update (Joe Pye)  |                 |
| <b>3. Communications-Sara</b>  | 12:40-12:45     |
| - PSA  |                 |
| - CLC and Regional Report Scheduling   |                 |
| <b>4. Goal Setting – Status (John, Alexa, Sara) (p.8-10)</b>                     | 12:45-1:00      |
| - Change in Postsecondary Indicators – for approval                              |                 |
| - Consideration of a Workforce Readiness Core Indicator (discussion)             |                 |
| <b>5. Meeting with Superintendent Postlewait/Implications –Ted/Paul/Charlisa</b> | 1:00-1:15       |
| <b>6. Setting the Strategy and Goals...the Trajectory (p.11-14 Discussion)</b>   | 1:15-1:50       |
| <b>7. Executive Session &amp; Adjourn</b>  | 1:50-2:00 pm    |

*NOTE: We had intended to discuss Robert Putnam’s book at this meeting however our Book Club president (Carol) is unable to attend.*

*The next meeting is scheduled for October 21 and will most likely be held at an alternate location.*



## **Board of Directors Annual Meeting Minutes**

Wednesday, June 17, 2015; 12:00-2:00pm

The InterTech Group (4838 Jenkins Avenue; North Charleston, SC 29405)

### **Roll call:**

*Board Members Present:* Anita Zucker, David Cole, Bryan Derreberry, Carol Fishman, David Ginn, Jessica Jackson (joined in progress), Chris Kerrigan, Paul Kohlheim, Larry Lautenschlager, Ted Legasey, Michelle Mapp, Eli Poliakoff, John Read, John Rosa, Matt Sloan, Gray Somerville, Rodney Thompson, and Fran Welch; upon election as directors (see below), Adriane Burgess, Charlisa Pugh, and Joe Pye.

*Others Present:* Alexa Stephens (staff); Amanda Lawrence (Tuw) and Mary Graham (MCC), guests.

*Board Member Absent:* Will Helmly

### **Proceedings:**

#### **I. Introduction**

The meeting was called to order at approximately 12:10 pm EDT by Anita Zucker, Chair.

A motion was made, seconded and carried to approve the minutes of the April 15, 2015 Board of Directors meeting as submitted.

#### **II. Governance Committee**

This being the annual meeting of the Board, Carol Fishman presented the report of the Governance Committee, summarizing current Board membership and recommendations for the reelection of directors with expiring terms and three additional directors. After discussion, and upon motion of the Governance Committee, the following resolution was adopted unanimously:

WHEREAS, in accordance with Section 5.2 of the Amended and Restated Bylaws, the Governance Committee has presented its recommendations for the election of Elected Directors for terms of one, two or three years, respectively, as set forth below:

One-year term expiring June 17, 2016: Charlisa Pugh

Two-year term expiring June 17, 2017: Adriane Burgess

Three-year term expiring June 17, 2018:

Anita Zucker  
Paul Kohlheim  
Carol H. Fishman  
Michelle Mapp  
Ted Legasey  
Joseph Pye

WHEREAS, each of the persons so nominated has agreed to serve for the term set forth and/or as otherwise provided in the Amended and Restated Bylaws,

NOW, THEREFORE, BE IT

RESOLVED, that each of the persons named above is hereby elected to serve as a Director of the Corporation.

Rev. Burgess and Pugh and Mr. Pye then joined the meeting. Carol announced that Gray Summerville, Jessica Jackson, and Rodney Thompson will “mentor” Rev. Burgess, Mrs. Pugh, and Mr. Pye, respectively.

Carol then presented the Governance Committee’s recommended slate of officers for one year terms ending June 17, 2016. Upon motion of the Governance Committee, the following resolution was adopted unanimously:

WHEREAS, in accordance with Section 7.3 of the Amended and Restated Bylaws, the Governance Committee has presented the following slate of Officers to serve one-year terms expiring June 17, 2016:

|                |                  |
|----------------|------------------|
| Chairman:      | Anita Zucker     |
| Vice-Chairman: | Paul Kohlheim    |
| Secretary:     | Carol H. Fishman |
| Treasurer:     | Michelle Mapp    |

WHEREAS, each of the persons so nominated has agreed to serve for the term set forth and/or as otherwise provided in the Amended and Restated Bylaws,

NOW, THEREFORE, BE IT

RESOLVED, that the slate of Officers presented by the Governance Committee is hereby approved.

Paul Kohlheim then outlined the procedure that will be used for CEO John Read’s first annual performance evaluation and alerted Board members to expect a request for their input shortly.

### **III. Annual Budget**

Treasurer Michelle Mapp then presented the Annual Budget for adoption by the Board. John noted that the budget assumes that as of the end of FY 2016, when the “host” contract with the College of Charleston expires, TCCC will be operating independently as a 501(c)(3) organization (its application for

that status having been approved this past spring by IRS). After discussion, and upon motion of the Executive Committee (which had voted to recommend adoption at its June 9, 2015 meeting), the following resolution was adopted unanimously:

WHEREAS, the Executive Committee of the Board of Directors has recommended the draft budget attached hereto for the fiscal year ending June 30, 2016,

NOW, THEREFORE, BE IT

RESOLVED, that the Budget as presented be and hereby is approved.

#### **IV. Committee Reports**

The Data Committee (Ted Legasey), Finance Committee (Michelle Mapp), Resources Committee (Anita Zucker), and Communication Committee (Jessica Jackson) reported on their current activities. Anita noted that the three-year initial funding commitments will expire during FY 2016 and emphasized the need to renew such commitments. Jessica described the developing relationship with Channel 5.

#### **V. CEO Report**

John reviewed the FY 2015 dashboard report provided at the meeting. He noted that the strategic plan had been postponed until FY 2016 and that building communication/engagement was an ongoing process. Both the School Board Agreement and IHE Agreement are now signed and operational. He then turned to the FY 2016 objectives included in the pre-meeting materials. Of particular note is the engagement/communication focus on inclusiveness and engaging with the communities being served rather than imposing solutions; staff and possibly Board members will undergo equity and cultural competence training in this regard. He also described the possible initiation of cross-cutting initiatives in such areas as health and extended learning opportunities (after-school, summer). TCCC is also engaged in some community support activities, such as providing TRIP! training and looking for ways to support nonprofits in focusing on results.

#### **VI. Network reports**

Guests Mary Graham and Amanda Lawrence reported on the work of the High School Graduation and Kindergarten Readiness networks, respectively. The Guiding Teams of both networks have held several meetings and are in the process of “diving” into the data and defining their work. Both MCC and TUW are in the process of hiring staff to support the work.

#### **VII. Adjournment**

There being no other business, the meeting was adjourned at 1:53 PM EDT.

Respectfully submitted,

Carol Fishman  
Secretary

NEXT MEETING: August 19, 2015, noon to 2:00pm EDT, location to be announced

UPCOMING MEETINGS (noon to 2:00 p.m., ET, location TBD)

- October 21, 2015
- December 16, 2015



| TCCC Objectives and Status FY 2016: July-   |              |                               |  |                         |        |
|---|--------------|-------------------------------|--|-------------------------|--------|
| Objective   |              | Due                           | Comment  |                         | Status |
| 1. Launch at least two additional Networks with one or more in K-12.  |              | 6/16                          | On track, to be determined where we being in consultation with districts   |                         |        |
| 2. Catalytic projects underway in K-Readiness and HS Graduation. Evaluate Network and Consortia (PSEC/LCEC) progress and take corrective action where needed.                                 |              | 2/16                          | Guiding teams are preparing recommendations for Network meetings in December.  |                         |        |
| 3. Accomplish more inclusive decision-making through greater communication, listening and engagement within the regional community, especially among those affected by education disparities. |              | 2/16                          | Backbone staff examining cultural competence training alternatives. Outreach to the community underway (Sara) in a listening mode. Work with CCSD and around catalytic projects will need to demonstrate our commitment to an inclusive approach |                         |        |
| 4. Initiate collective action in one or more cross-cutting issues e.g. summer, health.  |              | 6/16                          | Preliminary meeting held with the four districts to explore an Extended Learning collaboration   |                         |        |
| 5. Set consensus targets for each Core Indicator and complete a 3-5 year strategic plan (preliminary draft for discussion with CLC-11/15).  |              | 2/16                          | Process is underway but 'late', and complicated by the shift in performance measures across the continuum  |                         |        |
| 6. Revenues and expense at or better than budget.   |              | 6/16                          |  |                         |        |
| Budget  | Total Budget | YTD Plan                      | YTD Actual   | Variance                | Status |
| Expenses  | \$625,833    | \$201,000                     | \$201,000  | \$0                     |        |
| Revenues  | \$537,142    | \$36,707                      | \$36,255   | -\$451                  |        |
| <b>Green – On Track</b>   |              | <b>Amber – May be delayed</b> |  | <b>Red – In trouble</b> |        |
| Projects  |              |                               |  |                         |        |
| Projects  | Lead         | Guiding Team                  | Status   |                         |        |
| Volunteer Coordination  | Read         | 4 School Districts<br>TUW     | Proposal for funding is complete   |                         |        |
| Non-Profit Results-Oriented   | Read         | TBD                           | Collaborating with B. Laird (Wings) on an initiative to bring two tools to the region (Performance Imperative, Results-Based Accountability) for use by Non-profits  |                         |        |

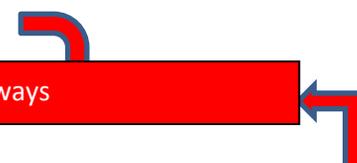
# TCCC Network & Consortia Update

|                        |                         |  |  |                    |                                       |
|------------------------|-------------------------|--|--|--------------------|---------------------------------------|
| <b>Core Indicators</b> | Kinder-garten Readiness | 3 <sup>rd</sup> Grade Reading & Math Proficiency | 8 <sup>th</sup> Grade Reading & Math Proficiency | HS Graduation Rate | Postsecondary Enrollment & Completion |
|------------------------|-------------------------|--|--|--------------------|---------------------------------------|

|                 |  |  |   |  |
|-----------------|--|--|---|--|
| <b>Networks</b> | <b>Kindergarten Readiness Network</b><br>- Catalytic projects under discussion |  | <b>High School Graduation Network</b><br>-Two project teams<br>--Drop-out Prevention<br>--Quality |  |
|-----------------|--|--|---|--|

“Math Partners”

Math Pathways



|                  |   |   |
|------------------|---|---|
| <b>Consortia</b> | <b>Low Country Education Consortium</b><br>- Common Agenda<br>-Regional Disparities | <b>Postsecondary Education Consortium</b><br>-Workforce Gaps<br>-Adult Learners<br>-Institutional disparities |
|------------------|---|---|

## **Charleston Metro Chamber of Commerce / Tri-county Cradle to Career Collaborative (TCCC) Two-Year Service Agreement**

The Charleston Metro Chamber of Commerce is a significant partner in the collective impact work of TCCC related to college and career readiness in the four school districts and Institutions of Higher Education (IHEs) in the Region. As global competition for corporate investment, high-value jobs and world-class talent intensifies, the Chamber has a vested interest in seeing the Region make progress across the education continuum..

Central to this partnership is regular and consistent information sharing and a collaborative approach to improving high school graduation rates and the ‘quality’ of the certificate, and enrollment persistence and completion of 2- and 4-year degree candidates that close workforce gaps. Integral to this work and its success is closing the persistent achievement gaps that exist in the region. To formalize this relationship, the two parties have agreed to the following financial arrangement.

### **Services Provided to TCCC by the Chamber**

- Direct support for the High School Graduation Network in the Chamber’s capacity as Convener and the Postsecondary Education Consortium (PSEC) working in close concert with TCCC.
- Serve as the backbone Staff including logistics, facilitation, data and analytics.
- TRIP! trained and capable.
- Research, data analytics and facilitation support related to TCCC initiatives as agreed upon, including data interpretation and analysis.
- Regular written communication with Network Partners and others engaged in collective impact work within the High School-to-Workforce Readiness continuum
- Participation in the preparation and review of the annual Regional Education Report published by TCCC.
- Regular review and recommended edits to TCCC’s website (including periodic comprehensive data updates)

In addition, dedicated staff will regularly attend TCCC meetings as needed. Other responsibilities and assignments will be agreed upon by the Chief Advancement Officer for the Chamber and the Chief Executive Officer of TCCC.

**Cost of Services:** \$35,000 per year for two-years, to be billed in equal payments over 24 months  
Travel requirements to be mutually agreed and expenses shared equally

Either party may terminate this agreement after 12 months, with 30 days written notice to the other party.

**Core Indicator Goal Setting  
Guiding Principles**

Teams comprised of staff and board members have been tasked with recommending goals for each of the eight Core Indicators between now and the time the Community Leadership Council convenes in the fall of 2015. These goals, which need to be approved by the TCCC Board and ratified by the Council, should be developed in accordance with the following guidelines:

- Ours is a region with extraordinary potential for economic growth. Our Core Indicator goals should be ambitious, geared to the leadership role we aspire to both within the South Carolina and nationally.
- Core Indicators are directed at both the success of all children and at closing the Achievement Gap. Where a Core Indicator does not explicitly encompass both, teams should identify a Leading Indicator(s) that goal-set and quantify progress toward closing the Achievement Gap.
- There are community organizations, school districts, Networks, Consortia and non-profits that are working toward success related to Core Indicators. Teams should consult with these organizations and seek consensus targets wherever possible.
- Core Indicator Goals should be set within a 10-year time frame (2025). Leading Indicators, where progress may be expected sooner should be calibrated to a 3-5 year time frame.

Preliminary targets and/or updates should be available for board discussion at the August 2015 meeting and ready for approval at the October meeting

**STATUS**

|  |  |
|--|--|
| <p><b>Kindergarten Readiness:</b><br/>Chris, Jess, Gray – Alexa Stephens</p>         | <p>Statewide results for the fall 2014 MCLASS:Circle Kindergarten Readiness assessment have not yet been released by the SC Department of Education (SCDOE) due to issues with the testing instrument. The SCDOE will no longer use the MCLASS:Circle and recently adopted the Developmental Reading Assessment (DRA) as a replacement. All Kindergarten students in South Carolina will be assessed for early literacy skills using the DRA during the first 45 days and last 45 days of the academic year. There are questions about which subtests will be used by local schools. Scheduled to meet with CCSD’s Child Development Director and Berkeley First Steps to learn more about the new assessments and to assist with goal setting. Will convene initial goal setting team meeting during early September and engage the Network to make a recommendation.</p> |
| <p><b>Third &amp; Eighth Reading &amp; Math:</b><br/>Paul, Ted, Eli – Sara Perry</p> | <p>The team for these indicators has met and is scheduled to meet again 8/26. The ACT is nationally normed, and goals will be reflect national standards rather than state</p>   |

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|  | standards. The change from PASS to ACT, the lack of ACT results for 2015 and the uncertainty regarding the 2016 test instrument complicates the goal setting process. Progress is pending release of 2015 ACT results and selection of the 2016 instrument.  |
| <b>High School Graduation:</b><br>Jessica, Will, Bryan – John Read                         | The Network formed for this purpose has on its agenda a recommendation for On-time graduation rates in 2025, and with some identification of the targeted rate for Low Income/Black and Hispanic students. It is uncertain whether a Core Indicator related to ‘quality’ can be identified and targeted by year-end.   |
| <b>Post Graduate Enrollment &amp; Completion:</b><br>General Rosa, David, Fran – John Read | The Goal-setting team has reviewed and agreed to recommend changes in these Core Indicators identified in the attachment. Goal-setting in the postsecondary Indicators, including the identification and targeting of reductions in disparities hinge in part on access to NSC data now underway. Improvement in IHE graduation rates will come in the form of a recommendation from PSEC. Whether and what Workforce Readiness Indicator we propose is under discussion among Metro Chamber, CRDA and TCCC. |

## TCCC CORE AND LEADING INDICATORS Proposed

| Postsecondary Enrollment   |  |   | Postsecondary Completion  |  | Workforce Readiness   |  |  |
|--|--|---|---|--|---|--|--|
| <b>Core Indicator 2025 Goal</b>  | Local HS Graduates First-time Freshmen Enrollment at any IHE                                     | First-time Freshmen Enrollment at CSU, TTC, CofC, MUSC, Citadel, Clemson, USC | 25-64 Regional Degree/Certificate Attainment 2025 Goal  |  | TBD   |  |  |
|  |  |   |   |  | Local High Schools  | 7 IHEs   | Labor Market   |
| <b>Potential Leading/Contributing/Lagging Indicators for Consideration</b> | -FRL Enrollments<br>-FAFSA Completion<br>-Black/Hispanic Enrollments<br>-Math Remediation 7 IHEs | -Pell/Lower Income Enrollments<br>-Black/Hispanic Enrollments                 | -Local HSG graduates On- time Degree/Certificate Attainment<br>-Black/Hispanic On-time Degree/Certificate Attainment<br>-Degree/Certificate attainment in workforce gap areas<br>- Adult 25+ Enrollment | -7 IHEs Degree/Certificate Attainment<br>-Black/Hispanic Degree/Certificate Attainment<br>-Adults 25+ Attainment<br>-Women/STEM degree Attainment<br>-First-time college attendee Attainment<br>-Degree/Certificate attainment in targeted degrees | -#Career Academies<br>-#Career Academy Graduates<br>--Black<br>--Hispanic<br>--STEM<br>Wo9men | #Degrees Certificate Programs Graduates targeted at Workforce gaps | -Employment --total<br>--Black<br>--Hispanic<br>--Disconnected Youth |

## **To: TCCC Board of Directors**

### **For Discussion**

What follows is an outline and framework for the Strategic Plan to come, developed by the staff and reviewed by a subset of the Strategic Planning work group. For discussion at the August Board Meeting is Section III and especially the two alternative paragraphs included under “2021 Shared Measurement”.

The intent here is that beginning with a status statement to be approved by the board in each of the five topic areas established in the STRIVE Theory of Action, we would be evaluated at the end of each year on the basis of progress made toward the end or ‘vision’ statement in the right hand column. Dashboard priorities and staff accountability would be guided by these statements.

The alternative statements under “Shared Measurement” imply very different futures. The first is suggestive of a ‘continuous improvement’ mode of working where gradual progress in moving the needle and closing disparities is made. The second expresses a more rapid rate of progress with, at some point a significant change in ‘the slope of the curve’ due to what might be described as a ‘disruptive’ intervention in regional public education; one that causes a new level of innovation and progress to occur.

### **Questions for Discussion:**

- 1) What form might innovation or ‘disruption’ take? Are there strategies that would yield a more rapid close in achievement gaps and should we develop a strategy presuming that innovation can and will happen?
- 2) Are we ‘disrupters’? What role does TCCC play in causing a radical departure in teaching and learning in, for example Title I schools? Might we catalyze that change or do we stand ready to facilitate progress if and when disruption is brought about by others?
3. We empower Networks to use data in order take action to ‘move the needle and to close gaps. We form and support consortia to follow their own agenda, but to include issues like closing disparities that we have identified. Do these alternative approaches alter the manner in which we work?
4. What are the implications for goal-setting now underway in respect to Core Indicators?

# **Tri-county Cradle to Career Collaborative**

## **Strategic Plan Framework**

**F2016-2020**

- I. Mission, Vision, Values  
Theory of Change
- II. Core Indicators and Targets
- III. Strategic Objectives
- IV. Measuring Progress

**NB: Sections I and II are intentionally not included**

| <b>III. Strategic Plan</b>   |              |              |              |              |              |   |
|--|--------------|--------------|--------------|--------------|--------------|---|
| <b>Current State</b>   | <b>F2016</b> | <b>F2017</b> | <b>F2018</b> | <b>F2019</b> | <b>F2020</b> | <b>By June, 2021</b>  |
| <p><b>Common Agenda</b><br/>(To be proposed by the Strategy Committee and approved by the TCCC Board)</p>                    |              |              |              |              |              | <p><b>Common Agenda</b><br/>Government and business leaders, school boards and district superintendents, funders and non-profit leaders, Faith- and Community-based leaders are broadly supportive of the TCCC collective impact model as an important means for improving the quality of education for all children in the region. Our Agenda reflects a broad consensus with community partners at all levels.</p>  |
| <p><b>Mutually Re-enforcing Activities</b><br/>(To be proposed by the Strategy Committee and approved by the TCCC Board)</p> |              |              |              |              |              | <p><b>Mutually Re-enforcing Activities</b><br/>TCCC is engaged across the continuum; networks and consortia are working well together and catalytic projects are moving the needle on leading and contributing indicators. Work is underway on cross-cutting issues that affect more than one Indicator. Activities we support are inclusive and culturally appropriate.</p>  |
| <p><b>Shared Measurement</b><br/>(To be proposed by the Strategy Committee and approved by the TCCC Board)</p>               |              |              |              |              |              | <p><b>Shared Measurement</b><br/>1. Core Indicators and the Regional Report are widely accepted across the Region as a means to monitor progress of all children toward education success. Measures that reflect disparities in our community's educational systems are an integral part of the metrics we analyze and report. Needles are beginning to move; disparities are beginning to decline.<br/><br/>2. Core Indicators and the Regional Report are widely accepted across the Region as a means to monitor progress, against nationally-normed standards, of all children toward education success. Measures that reflect inequities in our community's educational systems are an integral part of the metrics we analyze and report. Such inequities are steadily disappearing; and the number</p> |

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|--|--|--|--|--|--|--|
|  |  |  |  |  |  | of effective schools—those characterized by high overall student achievement with no significant gaps in that achievement across the major subgroups in the student population—is steadily increasing among elementary, middle and high schools throughout the region.   |
| <b>Constant Communication</b><br>(To be proposed by the Strategy Committee and approved by the TCCC Board) |  |  |  |  |  | <b>Constant Communication</b><br>Communication across the entire community is extensive and ‘two-way’; TCCC has built relationships at the grassroots level and a level of trust resulting in the greater engagement of broadly representative groups.   |
| <b>Backbone Organization</b><br>(To be proposed by the Strategy Committee and approved by the TCCC Board)  |  |  |  |  |  | <b>Backbone Organization</b><br>The TCCC board is broadly representative of the community we serve and exhibits excellence in its governance responsibility. The TCCC staff is lean, capable, culturally competent, a trusted source for facts and facilitation and respected across the community for its ability to get things done. |

**IV. Measuring Progress**

Priorities will be approved each year by the TCCC Board as part of the budget process and progress reported at least monthly. These priorities will be set in part on the basis of progress toward strategic objectives

The current state will be revised by the board at the end of each year in consultation with community partners to reflect whatever progress has been made

At the close of F2020, the Community Leadership Council will commission a group broadly representative of the community to evaluate the work of the TCCC against these Strategic Objectives.