

GREENVILLE COUNTY SCHOOLS
Public Hearing and
Second Reading of the FY 20 General Fund Budget
Tuesday, May 21, 2019

6:00 PM – 6:30 PM

- Call to Order – Public Hearing
 - *Charles J. Saylor, Board Chair*

6:30 PM

- Call to Order – Second Reading of the FY 20 General Fund Budget
 - *Charles J. Saylor, Board Chair*

- Recommended FY 20 General Fund Budget
 - *Dr. W. Burke Royster, Superintendent*

**Greenville County Schools
2019-2020 General Fund Proposed Budget
Second Reading**

Projected Revenue Summary

		<u>Reference Page</u>
Projected Revenue for FY 20		
Local Revenue *	\$ 237,355,000	2
State Revenue	407,605,000	2
Transfers In	<u>23,510,000</u>	2
Total Projected Revenue for FY 20	<u><u>\$ 668,470,000</u></u>	

Proposed Expenditures Summary

		<u>Reference Page</u>
Budgeted Expenditures for FY 19	\$ 620,240,000	5
Proposed Expenditures for FY 20		
State Mandated Expenditures	24,731,000	5
Local Required Expenditures	<u>23,499,000</u>	5
Subtotal	<u>48,230,000</u>	
Total Proposed Expenditures for FY 20	<u><u>\$ 668,470,000</u></u>	

* Includes a recommended 6.0 mill increase which generates \$8,118,000

**Greenville County Schools
2019-2020 Projected General Fund Revenue Budget
Second Reading**

		State BSC \$2,480 GCS BSC \$1,801 FY 19 Revenue Budget	First/Second Reading State BSC \$2,487 GCS BSC \$1,806 FY 20 Revenue Budget
Projected Local Revenue			
1	Property Taxes - Greenville, Laurens, Spartanburg	\$ 183,607,000	\$ 195,914,000
2	Fee in Lieu of Taxes	23,402,000	23,402,000
3	Tax Increment Financing (TIF)	3,861,000	5,082,000
4	Act 388 Millage: 5.1 mills	6,703,000	
4a	Act 388 Millage: 6.0 mills		8,118,000
5	Miscellaneous Local Revenue	2,585,000	4,839,000
Total Projected Local Revenue		220,158,000	237,355,000
Projected State Revenue			
6	Education Finance Act (EFA) - BSC	177,422,000	
7	State Aid to Classrooms (EFA formula)		184,271,000
8	State Aid to Classrooms (Employer Fringe)	94,800,000	100,572,000
9	State Aid to Classrooms (Teacher Salary)		14,001,000
10	Property Tax Relief (Tier I)	23,410,000	23,410,000
11	Homestead Exemption (Tier II)	5,900,000	5,900,000
12	Homestead Exemption Fund - Reimbursement (Tier III)	65,693,000	68,390,000
13	School Bus Drivers Salaries/Worker's Compensation	4,674,000	5,023,000
14	Merchants Inventory Tax	2,044,000	2,044,000
15	Manufacturers Depreciation	3,067,000	3,273,000
16	Motor Carriers Tax	608,000	631,000
17	Other State Revenue	84,000	90,000
Total Projected State Revenue		377,702,000	407,605,000
Projected Transfers In			
18	Transfer from EIA - Teacher Salary Supplement	19,086,000	20,216,000
19	Transfer from Food Service - Indirect Cost	2,044,000	2,044,000
20	Transfer from Special Revenue - Indirect Cost	1,250,000	1,250,000
Total Projected Transfers In		22,380,000	23,510,000
Total Projected Revenue Budget		\$ 620,240,000	\$ 668,470,000

**Greenville County Schools
2019-2020 Projected General Fund Revenue Budget
Second Reading**

Changes to Projected Local Revenue

Act 388 Millage *pg 2 line 4a*

\$ 8,118,000

The SC Revenue and Fiscal Affairs Office (SC RFA) calculates the millage increase required to address escalations in operational costs resulting from inflation and county population growth. Per an April 18, 2019 letter from the SC RFA, the Consumer Price Index (CPI) has increased 2.44% and county population has grown 1.50% for a total millage cap of 3.95% for Greenville County Schools for FY 20. Based on this calculation, to provide local funding to meet student growth and inflation, millage should be increased by 3.95% (5.7 mills). This does not include any millage held in arrears from previous years.

State law provides school boards the authority to levy millage not used in the three preceding years. Greenville County Schools' existing carryover millage totals 10.1 mills. There are 1.1 mills from FY 17 that have not been used and will lapse if not levied for FY 20. The Administration is proposing an operational millage increase of 6.0 mills for FY 20 in order to meet the needs associated with growth and inflation. This increase will use 1.1 mills from FY 17, 3.9 mills from FY 18, and 1.0 mill from FY 19.

For the past several years the Administration has projected the impact of a millage increase on local businesses and vehicles. The businesses are a Restaurant, Machine Shop, Pharmacy, and Flower Shop. The projected impact of a 6.0 mill increase is:

	<u>Annual</u>	<u>Monthly</u>
Restaurant	\$ 97.80	\$ 8.15
Machine Shop	163.56	13.63
Pharmacy	249.36	20.78
Flower Shop	233.76	19.48

Per the U.S. Department of Transportation Statistics, the average age of a vehicle in the USA is 11.6 years (2008 models), and the most popular vehicles are the Honda Accord, Toyota Camry, and Ford F-150. The projected impact of a 6.0 mill increase on a 2008 Honda Accord, Toyota Camry and Ford F-150 are:

	<u>Annual</u>	<u>Monthly</u>
2008 Honda Accord	\$ 1.32	\$ 0.11
2008 Toyota Camry	1.20	0.10
2008 Ford F-150	2.52	0.21

**Greenville County Schools
2019-2020 Projected General Fund Revenue Budget
Second Reading**

(Changes to Projected Local Revenue – continued)

For a new vehicle, the impact would be:

	<u>Annual</u>	<u>Monthly</u>
2019 Honda Accord	\$ 9.00	\$ 0.75
2019 Toyota Camry	7.68	0.64
2019 Ford F-150	11.64	0.97

It is important to note that personal-use vehicles (affecting the largest number of taxpayers in the county) depreciate at an annual rate of at least 5%. A 6.0-mill tax increase represents a 4.1% increase to the millage rate, which is less than the annual rate of depreciation. Therefore, owners will see a decline in property tax bills on existing vehicles (individuals not having purchased a new or newer vehicle since the last tax cycle) despite the millage increase.

FY 19 - Current Millage		FY 20 - No Millage Change		FY 20 - 6.0 Mill Increase	
GCS Millage	144.8		144.8		150.8
	2018 Ford F-150		2018 Ford F-150		2018 Ford F-150
Value	\$ 30,198.00	5% depreciation	\$ 28,688.10	5% depreciation	\$ 28,688.10
Property tax	\$ 262.36		\$ 249.28		\$ 259.60
		Annual Difference	\$ (13.08)	Annual Difference	\$ (2.76)
		Monthly Difference	\$ (1.09)	Monthly Difference	\$ (0.23)

**Greenville County Schools
2019-2020 Proposed General Fund Expenditure Budget
Second Reading**

		First/Second Reading	
		FY 20	
		Proposed Expenditure Budget	Reference Page
Budgeted Expenditures for FY 19		\$ 620,240,000	
State Mandated Expenditures for FY 20			
<u>Goal 2: Premier Workforce</u>			
1	Teacher Salary Step/Increases	17,072,000	6
2	Teacher Salary Increases for Special Education Personnel Funded in Special Revenue	126,000	6
3	Teacher Certificate Upgrades	1,100,000	6
4	State Health Employer Contribution Increase of 7.4% (Effective January 1, 2019)	1,719,000	6
5	State Retirement Employer Contribution Rate Increase of 1.0% (Effective July 1, 2019)	4,714,000	7
Total State Mandated Expenditures for FY 20		24,731,000	
Priorities/Considerations to Meet Local Requirements of Education Plan for FY 20			
<u>Goal 1: Student Success</u>			
6	Increases Associated with Student Growth	2,273,000	7
7	Reduce First Grade Ratio from 19:1 to 18:1 (12.0 FTE)	904,000	7
8	Reduce Elementary (Grade 2-5) Teacher Formula from 3 Over to 2 Over (33.0 FTE)	2,485,000	7
9	Rudolph G. Gordon School (7th grade)	1,045,000	8
10	Fountain Inn High School Principal (11 months)	143,000	8
11	Increase Days and Compensation for Entry Level Teachers in Years 0 and 1	209,000	8
12	Special Education Classes at Home-Based Schools (6.0 FTE)	452,000	8
13	CTE Student Certification Exam Fees	100,000	9
14	School Counselors (Middle and High Schools) 250:1 ratio (14.5 FTE)	1,195,000	9
15	Instructional Software	35,000	9
16	Career Center Instructional Materials	100,000	10
<u>Goal 2: Premier Workforce</u>			
17	Increase in Local Supplement of Teacher Salary Schedule for True 4% Increase	3,928,000	10
18	Increase in Local Supplement to Add Step to Teacher Salary Schedule	297,000	10
19	Salary Increase for Support Personnel (Minimum 4%)	7,029,000	10
20	Thirty-Minute Teacher Planning Time (73.5 FTE)	2,758,000	11
21	Induction Teacher Training	20,000	11
22	Teacher Survey Instrument	150,000	11
23	HR Teacher Recruitment	23,000	11
24	School Psychologists (2.0 FTE)	163,000	12
25	District and School Leadership Development	114,000	12-13
<u>Goal 3: Caring Culture and Environment</u>			
26	Certified Fire and Burglary Technician (1.0 FTE)	76,000	13
Total Priorities/Considerations to Meet Local Requirements of Education Plan for FY 20		23,499,000	
Total Proposed Budgeted Expenditures for FY 20		\$ 668,470,000	

**Greenville County Schools
2019-2020 Proposed General Fund Expenditures
Second Reading**

**State Mandates and Priorities/Considerations
to Meet Local Requirements of the Strategic Education Plan**

State Mandates are: 1) Legal requirements resulting from legislative acts that impose an enforceable duty, a new program, or demand an increased level of service in an existing program, 2) Mandates from the State Department of Education, or 3) State-required increases to existing locally approved programs.

Priorities/Considerations to Meet Local Requirements of the Strategic Education Plan refer to the services and supports that facilitate the attainment and sustainability of our plan goals.

State Mandates

Goal 2: Premier Workforce

Teacher Salary Step/Increases *pg 5 line 1* **\$ 17,072,000**

The Appropriations Bill as passed by the House includes a complete revised State Minimum Teacher Salary Schedule. The new schedule raises the State minimum teacher salary from \$32,000 to \$35,000 and increases individual cells on the schedule a minimum of 4%. GCS teacher pay includes an additional local component that allows us to remain competitive with other school districts across the state when recruiting teachers. This \$17 million cost does not include any increase to that local supplement. That amount is reflected in the local priorities section of this document.

Teacher Salary Increases for Special Education Personnel Funded in Special Revenue *pg 5 line 2* **\$ 126,000**

Special education special revenue funding can no longer support salary increases for staff who are funded out of these funds. Due to the lack of funding availability, the dollar amount of salary increases for special education personnel currently paid from special revenue funds must be moved into the General Fund.

Teacher Certificate Upgrades *pg 5 line 3* **\$ 1,100,000**

This budget reflects pay increases for teachers upgrading current certificates to reflect higher education levels. Teachers are both required and encouraged to pursue additional training. When that training results in the attainment of an additional degree or a certificate upgrade, a commensurate pay increase is mandated.

State Health Employer Contribution Increase *pg 5 line 4* **\$ 1,719,000**

On January 1, 2019, a 7.4% increase in the State health insurance premiums went into effect. This increase funds the additional cost for FY 20 (July through December).

**Greenville County Schools
2019-2020 Proposed General Fund Expenditures
Second Reading**

(State Mandates – continued)

State Retirement Employer Contribution Rate Increase *pg 5 line 5* **\$ 4,714,000**

The total amount of the State retirement employer contribution increase is 1.0%, moving from 20.61% to 21.61%, effective July 1, 2019. This figure is based on the current House budget plus an estimated increase to the insurance surcharge.

**Priorities/Considerations to Meet Local Requirements of the
Strategic Education Plan**

Goal 1: Student Success

Increases Associated with Student Growth *pg 5 line 6* **\$ 2,273,000**

This item will fund additional teachers, school support staff, and other budgetary needs associated with the 625 additional students projected by Planning and Demographics for FY 20. This amount includes increases for special education teachers to accommodate growth and for career center teachers to meet student program requests.

Reduce First Grade Ratio from 19:1 to 18:1 *pg 5 line 7* **\$ 904,000**

Blueprint 2023, the GCS Strategic Education Plan, includes a performance goal of reducing the first grade student-teacher ratio from 19:1 to 15:1 over five years. The plan calls for taking the first step in this reduction with the FY 20 budget. Based on current first-grade projections, **12.0 additional first grade teacher FTEs** will be necessary to move the ratio from 19:1 to 18:1.

Reduce Elementary (Grade 2-5) Teacher Formula from 3 Over to 2 Over *pg 5 line 8* **\$ 2,485,000**

Current allocation practices allow class sizes in elementary to have as many as three students over the funding formula. The GCS Strategic Plan calls for changing this practice from three to two. An additional **33.0 teacher FTEs** would be needed to reduce the “not to exceed by more than” from 3 to 2 students.

Grade	Allocation Formula	Plus 3	Plus 2	Change in Number of Teachers	Cost
2	21.5:1	24.5:1	23.5:1	15	\$ 1,130,000
3	21.5:1	24.5:1	23.5:1	7	\$ 527,000
4	25.5:1	28.5:1	27.5:1	8	\$ 602,000
5	25.5:1	28.5:1	27.5:1	3	\$ 226,000
				33	\$ 2,485,000

Greenville County Schools
2019-2020 Proposed General Fund Expenditures
Second Reading

(Local Requirements – continued)

Rudolph G. Gordon School *pg 5 line 9* **\$ 1,045,000**

Rudolph Gordon will open its doors to seventh-grade students in August 2019 as it continues its expansion to a K-8 school. This budget allocates additional funds for athletic fields, supplies, and middle school staff, including **8.0 middle school teachers, 2.0 special education teachers, 1.0 school counselor, 1.0 secretary/bookkeeper, 1.0 ISS aide and 1.0 assistant principal.**

Fountain Inn High School Principal (11 Months) *pg 5 line 10* **\$ 143,000**

This adds the balance of the salary and benefit cost for the principal at Fountain Inn High School to the base budget. One month of the total salary for this principal was included in the FY 19 budget.

Increase Days and Compensation for Entry Level Teachers in Years 0 and 1 **\$209,000**
pg 5 line 11

The first two years of teaching can be an overwhelming experience for teachers as they learn to manage their classrooms, implement best practice strategies, and build necessary culture for students. In order to build a strong foundation for teaching, GCS implemented three paid professional learning days for first-year teachers in the 2017-18 school year. These days allowed teachers to receive critical instruction on Balanced Literacy, behavior management, building culture, etc. and provided an opportunity for first-year teachers to supplement their salaries. One additional day will allow first-year teachers to have four days of intensive, hands-on preparation before entering their first year of teaching, thus increasing the likelihood of a successful first year. In addition to adding a fourth day for induction teachers, this item includes two paid professional learning days for second-year teachers. These additional days will provide opportunities to refine and deepen teachers' knowledge of best practices in preparation for a successful evaluation year. With this investment, GCS will be among the first districts in the State to provide every teacher with the opportunity to earn a minimum annual salary of \$40,000. It will also provide teachers with additional tools needed for success in their careers and aligns with the Blueprint 2023 goal of reducing turnover among teachers in the first five years. It also supports Goal Four, Strategy 2, of the plan under the Premier Workforce goal area.

Special Education Classes at Home-Based Schools *pg 5 line 12* **\$ 452,000**

We are in the third year of an initiative to add multi-categorical special education service options across the District. This continues GCS' commitment to increasing the number of students who are able to have their Individualized Education Programs (IEPs) fully implemented at or as close as possible to their home-based schools. By providing specially designed instruction and supports in classrooms, we can better serve students in need of similar supports. Adding **6.0 FTE** will allow 90 additional students to remain at their current schools for 2019-20 in bands of K-2 and 3-5 rather than in K-5 groupings.

Greenville County Schools
2019-2020 Proposed General Fund Expenditures
Second Reading

(Local Requirements – continued)

CTE Student Certification Exam Fees *pg 5 line 13* **\$ 100,000**

This allocation would help fully fund one industry-specific exam for every student in a CTE course, which would help all students to achieve the Graduation-Plus strategic goal and become Career-Ready as defined by the State accountability standards for ESSA. We will measure the success of this initiative annually by tracking the number of students who are eligible to take assessments and the number who receive an industry-recognized credential.

School Counselors (Middle & High Schools) 250:1 ratio *pg 5 line 14* **\$ 1,195,000**

School counselors provide essential supports to students and link them to numerous community-based services. Our goal is to increase opportunities for school counselors to build stronger relationships. Teachers and students have determined this is a critical component in ensuring the academic and emotional success of our students and the safety of our schools. In FY 19, the District ratio was reduced from 300:1 to 275:1. Decreasing the current student-counselor ratio at middle and high schools from 275:1 to 250:1 would bring us to the student-counselor ratio recommended by the American School Counselor Association (ASCA). An additional **14.5 FTEs** will be required to achieve this ratio. This is the second year of a two-year implementation.

Instructional Software *pg 5 line 15* **\$ 35,000**
Library Book Inventory System (\$10,000)

Within the Follett Destiny system, GCS moved from a self-hosted to a cloud-hosted solution with Follett. This increase will cover the licensing that now is part of the cloud-hosted solution. Cloud hosting has also allowed GCS students and staff to utilize SSO (Single Sign-On) through Google, eliminating the need for multiple passwords. A renewal of the Follett Destiny system will assist us in monitoring our print and e-book circulation and ensuring that students have access to high-quality literacy materials.

Personalized Learning Software (\$25,000)

GCS has utilized online education programs such as APEX and OdysseyWare since 2008. VirtualSC Franchise has been part of GCS since 2017. OdysseyWare and VirtualSC Franchise use varied instructional methodology in their platforms to engage students and provide multiple opportunities for content mastery. The Academics Department has identified additional opportunities to use these programs to benefit students, particularly those in the MSAP and HSAP programs, and this increase will provide funding to purchase these courses.

Greenville County Schools
2019-2020 Proposed General Fund Expenditures
Second Reading

(Local Requirements – continued)

Career Center Instructional Materials *pg 5 line 16* **\$100,000**

The cost of supplies for programs in CTE courses at the Career Centers far exceed the supply cost for general education courses and CTE Courses at the high schools. Most supplies are consumable and typically include more expensive items. Career Center courses often require students to have some sort of personal protective equipment while working in the CTE labs. This allocation will provide a base allocation of \$25,000 for each of the four Career Centers. Additional funds are allocated by formula based on specific programs and enrollment at each center.

Goal 2: Premier Workforce

Increase in Local Supplement of Teacher Salary Schedule for True 4% Increase

pg 5 line 17 **\$ 3,928,000**

This is the local cost to provide a step and a true 4% increase for employees on Greenville County's teacher salary schedule. This increase will help Greenville County Schools retain teachers and compete with surrounding school districts by ensuring that our teacher salaries remain in the top 25 for school districts in the state. This local increase, combined with the increase to the state teacher salary schedule, will result in GCS teachers on steps 3-30, receiving 4% plus the increase associated with movement to their next step. Entry level teachers currently on steps 0-2 will receive between a 10.2% and 11.4% increase with their step movement.

Increase in Local Supplement to Add Step to Teacher Salary Schedule

pg 5 line 18 **\$ 297,000**

Without adding a step to the schedule, 7% of our teachers, those at the top of the salary schedule, would only receive a 4% salary increase. The minimum increase at any other step is 5%. Adding step 32 will ensure that our most experienced teachers will receive a 5% increase in salary with step movement. With this increase on average, our teachers will receive a 6.5% salary increase.

Salary Increase for Support Personnel (Minimum 4%) *pg 5 line 19* **\$ 7,029,000**

This item reflects the cost to ensure that all employees not on the teacher salary schedule receive a step equal to a minimum 4%, if step eligible, or a 4% cost of living adjustment. This includes aides, principals, nurses, and all district-level personnel. Included in the amount above is the additional amount that the General Fund will incur due to food service personnel receiving the same salary increase. We are required by the State to fund a percentage of food service fringe benefits. This increase reaffirms the importance of all employees throughout all levels of the organization to our primary goal of student success.

Greenville County Schools
2019-2020 Proposed General Fund Expenditures
Second Reading

(Local Requirements – continued)

Thirty-Minute Teacher Planning Time *pg 5 line 20* **\$2,758,000**

Classified instructional support employees will be allocated to schools in order to provide every teacher a 30-minute planning period every day. These instructional support personnel will provide related arts classes centered around one or more of the following areas that directly support classroom instruction: STEAM Labs, Innovation Labs, MakerSpace Labs, or other courses as approved by the appropriate Assistant Superintendent and Associate Superintendent for Academics.

Induction Teacher Training *pg 5 line 21* **\$ 20,000**

This two-day professional development kicks off Greenville County Schools support for Induction teachers. The event provides real-world teaching practices, core knowledge, instructional practices, and a unified support system for all Induction teachers prior to the beginning of school in August. The effectiveness of implementation can be seen immediately from event surveys, throughout the year in teacher performance, and in surveys completed at the conclusion of the Induction year. This funding provides a keynote speaker, materials to be used during the induction year, and lunches for both days. In previous years, Public Education Partners paid for these expenses.

Teacher Survey Instrument *pg 5 line 22* **\$ 150,000**

This funding is needed to purchase an external survey tool to replace the current in-house teacher survey. A pilot program using this survey instrument in two schools resulted in an average return rate 20% higher than that obtained through our in-house surveys. The survey provides improved data and can generate comparisons within and among our district schools and with schools outside our district. This instrument is also designed to be administered twice a year and to generate action plans for principals to help improve teacher satisfaction. The purchase of this instrument aligns with our Blueprint 2023 call to identify and purchase quality survey instruments for all employee groups.

HR Teacher Recruitment *pg 5 line 23* **\$ 23,000**

With the shortage of teachers coming out of colleges and universities, coupled with the competition from other districts, GCS requires additional funds for travel to seek an audience with prospective teachers not only at college recruitment fairs, but also with groups of student teachers on campuses. Additional funding for professional organization memberships is vital, as they provide us with a wealth of information including national supply and demand data, the ability to post our job fairs on their websites, and links to recruitment resources. This request includes funding for SPARK Hire, which is a program that enables prospective candidates to complete a video interview. This would allow us to pre-screen more candidates in a shorter span of time and make those video interviews available to principals and supervisors as a tool for their screening process. Recurring funds are also needed to continue our Shining Stars event, though we will continue to seek support from our business partners. This expenditure is in keeping with the goals and recommended action items of Blueprint 2023's Premier Workforce section.

Greenville County Schools
2019-2020 Proposed General Fund Expenditures
Second Reading

(Local Requirements – continued)

School Psychologists *pg 5 line 24* **\$ 163,000**

School psychologists provide comprehensive psychoeducational evaluations, consultations, and interventions to help identify disabilities and determine needed accommodations so that students can take advantage of educational offerings and successfully achieve their academic, social, and emotional potential. School psychologists provide these services to students who are referred to them for evaluation for special education services. An addition of **2.0 FTEs** will reduce the District's student:psychologist ratio, decreasing the time needed to complete student evaluations and allowing more time to provide direct intervention services to students.

District and School Leadership Development *pg 5 line 25* **\$ 114,000**

These leadership development opportunities are pursuant to the goals established in Blueprint 2023. Under the Premier Workforce goal area, performance goal four requires the establishment "of a professional growth and leadership development continuum that by 2023 annually serves 90% of certified employees." Performance goal five within the Premier Workforce section identifies as critical to success the establishment of "a progression of professional growth and leadership development tailored to 10 non-instructional employee groups by 2023."

Instructional Leadership Development (\$45,000)

GCS is training seasoned principals to mentor and coach early-career principals and developing a coaching approach to principal supervision. This work impacts all school leaders and accelerates core skills, instructional leadership capacity, and school improvement. This amount includes four days of training for principal mentors and seven days of principal supervisor training and virtual support.

A just-released RAND study of districts with developmental principal pipelines has shown that schools with new principals who were supported through pipeline efforts including preparation, mentoring, and supervisor coaching outperformed comparison schools by 6.22 points in reading and 2.87 points in math.

District Supervisor Leadership Development (\$36,000)

This item would provide training for mid-level management personnel, prepare them for advancement, and ensure a strong pool of applicants for needed positions. These funds will allow supervisory-level employees to participate in the Leadership and Management Certificate Program at Greenville Tech and other identified professional development opportunities.

School Leadership Professional Development (\$12,000 - move from Title II)

GCS wants to continue the level of support currently provided through Title II funds for the Aspiring Principal Institute, the SC Principal Induction Program, and District membership in the Upstate Consortium. This request provides for a) the purchase of texts and consultant fee for work with a national education leader for the Aspiring Principal Institute; b) registration and travel costs for first-year principals to complete the required Principal Induction Program; and c) membership fees for the Upstate Consortium.

