ARTICLE 8

COMMUNITY SCHOOL COMMITTEES

NOTE: The AASB comprehensive index/table of contents provides a standard index system designed to accommodate future policies/regulations and at the same time provides a table of contents for this manual. This manual contains only those Board policies (BP), administrative regulations (AR) and exhibits (E) specified in the right-hand column.

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Community School Committees (CSC)

CONCEPTS AND ROLES

Note: AS 14.08.115 requires regional school boards to establish an CSC in each community with more than 50 permanent residents. Pursuant to 14.12.035, borough school districts may establish CSC. The following sample policy is based on material from the Alaska Gateway School Districts may be revised or deleted to reflect district philosophy and needs.

The CSC functions under the direction of the School Board. School Board policy and actions shall prevail and be followed. The CSC's function is advisory except in those areas that have been specified by School Board.

(cf. 8200 - Powers and Duties) (cf. 9310 - Policy Manual)

The CSC shall seek to learn the will of the people of the community and to represent their interests in actions taken by the CSC.

The CSC shall develop an effective working relationship with the school personnel, particularly the principal or designee. The administration and the CSC are expected to work together cooperatively for the betterment of the local school. This relationship should ideally be modeled on the relationship between the School Board and Superintendent, i.e., the principal shall be the executive officer of the CSC and administrative head of all parts of the school.

Role of the Board

The School Board shall:

- 1. Establish CSC where required by law and as deemed to be in the best interests of the district.
- 2. Determine the membership and method of selection of CSC.
- 3. Determine the powers and duties of CSC.

Role of the Superintendent or Designee

The Superintendent or designee shall:

- 1. Supervise the conduct of elections of CSC members.
- 2. Oversee the operation of CSC and report to the board regarding the relationship between CSC and the schools.
- 3. Solicit and receive recommendations from the CSC.

Legal Reference:

<u>ALASKA STATUTES</u> 14.08.115 CSCs in REAA 14.12.035 CSCs in borough school districts <u>ALASKA ADMINISTRATIVE CODE</u> 4 AAC 05.010 - 4 AAC 05.090 Local education

BOARD MEMBERSHIP

Each school attendance area shall be served by an elected CSC. All other areas would be served by state or district correspondence. Any change in a school attendance boundary, such as caused by a change in bus route due to decrease or increase in student enrollment, may affect the local CSC boundary.

(cf. 5116 – School attendance Boundaries)

Each CSC shall consist of a minimum of three members. The CSC may increase the number of members serving on the Board to a maximum of five members. Members shall serve a term of three years.

CSC Members may not be employed by the district without approval by the School Board.

The School Board encourages CSC to appoint a nonvoting student member to the CSC.

Legal Reference: <u>ALASKA STATUTES</u> 14.12.35 CSC in REAA 14.12.35 CSC in borough school districts

ELECTIONS

Note: Pursuant to AS 14.08.115 and AS 14.12.035, the school board prescribes the manner of selecting advisory boards. The following may be revised or deleted as desired.

Second class cities within the district shall be responsible for conducting all phases of CSC elections for their respective attendance areas. The city council of each second class city shall certify and forward the election results to the school board.

The Superintendent or designee shall make the necessary procedures, forms and staff assignments for the conduct of elections for those portions of the district not organized into second class cities.

Qualifications for Candidates and Voters

An individual must qualify with respect to the following elements before he/she may vote in an CSC election:

- 1. The voter or candidate must be a United States citizen.
- 2. The voter or candidate must be at least 18 years of age on the date of the election.
- 3. The voter or candidate must be a resident of the municipality or school attendance area for at least 30 days before the date of the election or be a qualified voter in the immediate family of a student who attends the local school.
- 4. Has not been convicted of a crime involving moral turpitude within the past ten (10) years, and has never been convicted of a crime requiring registration on the sexual offender list, or a crime against children.

School board members may hold concurrent membership on both the school board and a local CSC.

Legal Reference: <u>ALASKA STATUTES</u> 14.08.115 CSCs in REAA 14.12.035 CSCs in borough school districts

Required: 02-15-13

ELECTIONS

Election Procedures

- 1. Notice of election shall be posted six weeks prior to the election and will note the vacancies for each CSC in the District.
- 2. A petition for each candidate signed by three qualified voters will be required to be on file on the school's office of the Unit Administrator three weeks prior to the election. Petitions shall be available when election notices are posted. If the petition is received after the deadline, the candidate's name will not be considered. However, an individual may seek election on a write-in basis.

Ballots

- 1. Sample Ballots: Sample ballots will be made available three working days after the close of the date for receipt of nominating petitions. They shall be printed on colored paper and clearly marked, SAMPLE BALLOT.
- 2. Official Ballots: Official or regular ballots shall be prepared on white paper and be available to each precinct, except second class cities in the District, prior to election day.
- 3. Absentee Ballots: Absentee ballots will be available three days after the closing date for the receipt of petitions. These may be requested from the District Office or from the individual schools, or from the city clerk of any second class city in the district.
- 4. Question Ballots: If a ballot is questioned by the precinct committee, i.e. one or more members of the committee have reason to believe the voter is not qualified; the ballot shall be sealed in a plain inner envelope, then sealed in an outer envelope, upon which pertinent data concerning the voter shall be affixed.

Appointment of Election Committees

The Superintendent or designee shall be responsible for appointing election committees and shall designate the election committee chairperson. The election committee shall be selected at least three weeks prior to the election whenever possible. In no instance shall this committee be less than three members nor shall it be composed of candidates in the election or their spouses, or parents, or children.

Each CSC Election Committee shall have a chairperson. This person is responsible to see that all materials are on hand prior to the election and that proper election procedures are followed throughout the election. He/she is in charge of the voter registration list. In addition the Election Committee chairperson shall:

- 1. Be sure sufficient numbers of ballots are on hand.
- 2. Be sure they have ballot boxes and keys are on hand.

ELECTIONS (continued)

- 3. Be sure the polling place is available and set up on that date.
- 4. Gather all supplies-- pencils, tally sheets, registration sheet, envelopes forms, etc.
- 5. Make certain election judges will be in attendance.
- 6. Review all relevant materials.
- 7. Determine ballot box is empty prior to casting of first ballot.
- 8. Instruct fellow judges regarding the signing of the voter registration list, etc.
- 9. Keep all polls open from 8:00 a.m. to 8:00 p.m.
- 10. Be in charge of counting ballots with other judges.
- 11. See that all judges sign a statement of the ballot count (signifying they agree with the tally).
- 12. See that the ballot box is locked and placed in the custody of the principal or principal teacher.

Election Committee Compensation

Election officials other than the chairperson shall be paid at the district rate for temporary hire. The chairperson shall receive this rate plus \$1.00 per hour.

Polling Time and Places

Time and Place - all CSC elections will be held the first Tuesday in October. The polls will be open from 8:00 a.m. to 8:00 p.m. and will coincide with or be in close proximity to the polling place for general elections.

Ballot Boxes - each community will be provided a ballot box with a lockable lid and key for the election.

Booth - a private voting booth will be available at each polling place.

ELECTIONS (continued)

Procedure for Voting

Each voter upon presenting himself/herself at the polls shall have their name checked against the voter registration list. If their name appears on the list, they shall be given an official ballot and may proceed to vote. If their name does not appear on the list, but the committee has knowledge that they are qualified voters, they shall be given an official ballot and may proceed to vote. If one or more members of the committee have doubts concerning a voter's qualifications, the person shall be given an official ballot and may vote but the ballot shall be placed in a question ballot envelope. The necessary information shall then be affixed to the envelope, and the envelope inserted in the ballot box. The validity of question ballots shall be determined at the time election results are certified.

Counting of Ballots

All unused official ballots shall be destroyed immediately when the polls close. After the polls close, no person may at any time handle the ballots at the same time he or she is holding a pen, pencil, or other writing instrument. After tallying the ballots, the ballots including question ballots and other election materials shall be put in the labeled envelopes provided and returned to the ballot box which shall then be relocked. The unofficial results may be posted. The keys shall be mailed by the election chairman to the superintendent and the ballot box turned over to the principal who delivers same to the Central Office as soon as possible. The committee may then post the unofficial results.

Certification of the Election

The Community School Committee at its next meeting shall open each ballot box, rule on any question ballots, count absentee ballots, and certify the election for each community.

Write-in Candidates

A write-in candidate may be elected provided that the individual is a qualified CSC voter.

If a write-in candidate receives the largest number of votes, the individual shall be immediately contacted by the Site Administrator concerning acceptance of the position. If the individual declines, the second highest vote getter shall be contacted.

Tie Vote

In the event a tie occurs with the two highest vote getters receiving an equal number of votes, a recount of the ballots, according to the procedure below, shall be made.

In the event a recount confirms the tie, a coin toss will decide the winner.

Revised: 08-26-11

YUKON-KOYUKUK SCHOOL DISTRICT Adopted: 08-27-10

NOMINATING PETITION for COMMUNITY SCHOOL COMMITTEE CANDIDATE

I,	, residing a	at	
with a mailing address	s of		
request that my name	be considered for election	to the CSC of the village of	f
	, Seat	·	
Date	Sig	gnature of Candidate	
We, the undersigned.	being all residents of the v	village of	
-	-	ame of the above candidate	
	(Villag		11
Signature	Printed Name	Residence Address	
			<u> </u>
			- <u> </u>
Revised: 08-26-11			

VACANCIES

A vacancy on the CSC may occur for any of the following reasons:

- 1. If an Advisory Board member submits a written resignation which is subsequently accepted by the CSC.
- 2. If an Advisory Board member moves out of the attendance area he/she represents.
- 3. If an Advisory Board member is removed from office by action of the CSC or the School Board.

Should a CSC member be absent from three consecutive regular meetings without prior excuse by the chairperson the CSC may remove the member from office and declare his/her position vacant. If a member misses two consecutive regular meetings, the CSC chairperson will notify the member by certified return receipt mail of this policy.

The CSC may recommend that the School Board remove a member from office because of misconduct in fulfilling his/her responsibilities.

If a vacancy occurs on the CSC, the remaining members will, within 30 days of the vacancy, appoint a successor to serve until the next regular election. If unable to agree on a successor, the CSC shall submit recommendations to the School Board for appointment.

Legal Reference: <u>ALASKA STATUTES</u> 14.08.115 CSCs in REAA 14.12.035 CSCs in borough school districts

OFFICERS

Each CSC shall annually elect a chairperson, vice-chairperson and secretary. Members may serve consecutive terms as a Board officer.

The duties of the chairperson are to preside at CSC meetings, appoint all committees of the CSC, and represent the CSC at Public meetings, special meetings, and other occasions as directed by the School Board. The Chairperson will also see that all information from the School Board is distributed to other CSC members. The chairperson shall be an ex-officio member of all CSC committees.

The duties of vice-chairperson are to preside at CSC meetings in the absence of the chairperson and to perform all other duties as shall be assigned by the CSC.

The duties of the secretary are to insure that an accurate record of the proceedings of the CSC is kept and that a copy of this record is presented to each CSC member, the Principal or designee, and the Superintendent who will make these records available to the School Board.

Legal Reference:

<u>ALASKA STATUTES</u> 14.12.35 CSCs in REAA 14.12.35 CSCs in borough school districts

POWERS AND DUTIES

The powers and duties of the Advisory School Board are delegated by the School Board and may be discharged only at a legal meeting conducted according to School Board policy and administrative regulations.

Advisory School Boards shall advise the School Board and administration on all matters concerning the schools and shall perform other duties as prescribed by the School Board.

The Advisory School Board shall seek to represent the interests of the community and communicate those interests to the School Board and administration.

Within the guidelines established by the School Board, the Advisory School Board shall:

- 1. Develop a school philosophy aligned with that of the School District.
- 2. Develop goals and objectives aligned with District Plans and State and Federal mandates.
- 3. Participate in the development of local practices consistent with District Policy regarding the use of facilities
- 4. Develop the calendar of the school within the parameters set by the School Board and review the daily schedule as prepared by the principal. The Advisory School Board shall be informed of the activity program of the school.
- 5. Advise the principal as to the allocation of site/community generated funds earmarked for the local student activity program. In addition, administration shall review the budget process with the Advisory School Board at least once annually.
- 6. When categorically funded programs, such as Indian Education, Johnson O'Malley, and Title 1, take place in the school, approve the program to be implemented. The respective parent committee has responsibility for the preparation of the program but every effort should be made to coordinate all programs which take place in the school. The Advisory School Board may also act as the Parent Action Committee (PAC) for the purpose of advising the district on the goals and objectives for Indian Education, Johnson O'Malley (JOM), Title 1-A, and Title 1-C Migrant Education.
- 7. Review at least once per semester student achievement/behavioral/attendance data and make recommendations to administration on how to increase student achievement. Review and adopt a report prepared by the principal to be submitted prior to the end of the school year to the Advisory School Board and to the community served by the Advisory School Board. This report shall include the following:
 - a. progress and achievement through the year,
 - b. recommendations for achieving regional goals and objectives, student achievement, status and projections of staffing levels,
 - c. status of the physical plant including suggestions for summer maintenance, and extracurricular activities carried on throughout the year.

POWERS AND DUTIES

- 8. Assist in the selection of the school principal by selecting a representative from the Advisory School Board to participate in interviewing candidates, or reviewing application, as part of the district interviewing team that make recommendations to the Superintendent or designee who will make the final decision.
- 9. Be responsible to the community by establishing a line of communication between the school and parents, assuming responsibility for the educational program of the school within the limitations established by the School Board and attending all training sessions offered for Advisory School Board development.
- 10. The Advisory School Board shall visit an elementary, middle, and high school classroom at least once per year.
- 11. Review periodically, but at least once every three years, the school's safety and disciplinary plan for the purpose of recommending and adopting changes to the plan.
- 12. Review the school's bilingual/bicultural program for the purpose of making recommendations to the School Board.
- 13. Act as the local Native language curriculum advisory board for each school in the district in which a majority of students are Alaska Natives.
- 14. Review facility use requests by the public and make recommendations to the principal regarding such use in accordance with district policy and procedures.
- 15. Advise the principal on long-range building plans and review the status of the physical condition of the school facility.

Duties not performed by the Advisory School Board in a timely manner and in accordance with the policies and regulations of the district are to be carried out by the next responsible board or school official.

Legal Reference

<u>ALASKA STATUTES</u> 14.08.115 Advisory school boards in REAA 14.12.035 Advisory school boards in borough school districts 14.30.420 – Native language education

Revised: 06-03-16, 09-09-16, 11-14-16

YUKON KOYUKUK SCHOOL DISTRICT Adopted: 08-27-10

TENURE RECOMMENDATION

Where a certificated employee (hereinafter "Teacher") would be eligible or entitled to tenure pursuant to AS 14.20.050 if employed by the School District in the year subsequent to the evaluation, these additional procedures shall be followed in the evaluation of the Teacher.

The Superintendent or designee shall notify all Community School Committees (CSCs) by December 15 of the Teachers who would eligible or entitled to tenure as noted above. With regard to each Teacher, the CSC shall be requested to fill out and return the form provided by the District, indicating whether the CSC recommends the Teacher for tenure, does not recommend the Teacher for tenure, or makes no recommendation as to the tenure decision. If the CSC makes no recommendation as to whether tenure should be granted because the CSC has had none or insufficient contact with the certificated employee, this reason should be noted on the form. The CSC recommendation serves as advisory only. The School District reserves the final tenure decision.

In responding to the Board with regard to the granting of tenure, the CSC's response should be based upon such factors as the Teacher's teaching or administrative skills, interpersonal relationship with students, parents, and the CSC as well as any other additional factors, which the CSC considers relevant to the effective performance of the Teacher.

The CSC's response must be provided to the Superintendent designee by March 1. The Superintendent shall provide all CSC responses to the Board for consideration along with the administration's recommendation on retention.

Legal Reference: <u>ALASKA STATUTES</u> 14.20.150 Acquisition of tenure rights

Added: 08-26-11; Revised: 09-28-15, 11-14-16

TENURE RECOMMENDATION

YUKON-KOYUKUK SCHOOL DISTRICT

COMMUNITY SCHOOL COMMITTEE TENURE RECOMMENDATION

Teacher Name:	
School Name:	
School Year:	

The Community School Committee recommendation serves as advisory only. The School District reserves the final tenure decision.

Date of the CSC Meeting at which action was taken on this recommendation:

The Community School Committee:

recommends tenure be granted

does not recommend tenure be granted

makes no recommendation regarding tenure

Please list reasons for decision below. Additional pages may be attached as needed.

Submitted this	day of	
Submitted time	uuy 01,	

Signed by CSC Chairperson

Added: 08-26-11, Revised: 09-28-15, 11-14-16

MEETINGS (continued)

Communications

- 1. All written communication addressed to the CSC shall be brought to the CSC's attention.
- 2. Written communications will be read at CSC meetings.
- 3. Lengthy documents, correspondence of a repetitive nature and reports may be summarized by the Secretary.
- 4. Oral communications, whether a new subject, a report, or in support of a written communication or agenda item shall be limited usually to 5 minutes.
- 5. The chairperson shall have the power to maintain order at all meetings of the CSC or hearing held before it. Persons guilty of being rude, insolent, or contemptuous during any meeting of the CSC may be ordered to leave.
- 6. Following consideration of oral and written communication, the CSC shall direct the Principal or designee as to whether or not the subject shall be replied to, acted upon at the time, or scheduled for a future agenda.
- 7. As far as practical, the Principal or designee shall provide logistical and clerical support to the CSC.

Suggested Order of Business

- 1. Call to order
- 2. Roll call
- 3. Approval of minutes
- 4. People to be heard
- 5. Correspondence
- 6. Reports from committees
- 4. People to be heard
- 5. Correspondence
- 6. Reports from committees

ORIENTATION

The Superintendent or designee will work with new CSC members in conjunction with personnel and/or materials from the State Department of Education and Association of Alaska School Boards for the purpose of orientation. The training will be done either electronically or at a central place with all CSC members attending together as soon as practicable after the CSC election.

(cf. 8330 – Member Responsibilities)

MEETINGS

All meetings of the CSC shall comply with the open meeting laws. The CSC shall provide public notice of its meetings and allow for public participation at its meetings.

The CSC may not hold executive sessions.

(cf. 1340 - Access to District Records) (cf. 9320 - Meetings)

Legal Reference: <u>ALASKA STATUTES</u> 29.20.020 Meetings public 44.62.310 Agency meetings public 44.62.312 State policy regarding meetings

MEETINGS

Regular Meetings

Regular meetings will be held monthly at a regular date, time and place to be determined by the CSC.

- 1. The CSC shall make the time and place of regular meeting a matter of public information and issue a public notice, to include agenda, at least five (5) days in advance.
- 2. The CSC meetings shall normally be held in the school. No meetings shall be held in businesses or private homes.
- 3. Five days notice shall be given for cancellation of the regular meeting during non-school months.

Special Meetings

- 1. All meetings called for a special purpose shall be considered as special meetings and are open to the public. Public notice shall be given 24 hours in advance.
- 2. Notice of a special meeting shall include a statement of the purpose of the meeting.
- 3. No business may be transacted other than that stated in the notice of the meeting.
- 4. All CSC members must be contacted in person at least 24 hours in advance of the meeting.
- 5. Special meetings may be called by the chairperson upon request of two CSC members or the Principal.

Work Sessions

Work sessions or in-service training sessions may be held with 24 hour public notice given but no business may be transacted. Work sessions will be held in a public building.

Agendas

- 1. Agendas will be prepared by the principal, at the direction of the CSC chairperson. An agenda shall be made available to each CSC member prior to each meeting.
- 2. Anyone wishing to address the CSC may request placement of an item on the agenda by contacting the CSC chairperson 24 hours in advance.
- 3. The chairperson shall give ample notice to a person who wishes to address the CSC of the time and place of the meeting.

MEETINGS (continued)

- 7. On-site procedures
- 8. Administrative reports
- 9. Items for CSC Consideration
 - A. Old Business
 - B. New Business
- 10. Items for next meeting's agenda
- 11. Adjournment Time and Place of next meeting.

Minutes

- 1. A record of CSC discussions is to be made in writing in sufficient detail to provide accurate information for later reference.
- 2. The official minutes shall be primarily concerned with definite recommendations.
- 3. Minutes shall indicate speaker, organization and topic. Reactions from CSC members, staff or public will not be reported except as they indicate solutions to problems addressed.
- 4. All unofficial minutes of the CSC shall be available to CSC members, staff, and the public no later than ten days following the meeting.
- 5. Copies will be made available by request in the Principal or designee's office.
- 6. Copies shall be sent to the Superintendent or designee who will present them to the School Board per monthly correspondence.

Quorum

A majority of the number of filled positions on the Board constitutes a quorum.

Affirmative votes by a majority of the Board's membership are required to approve any action under consideration, regardless of the number of members present.

MEETINGS (continued)

Motions

- 1. The vote on all recommendations shall be by voice.
- 2. When the number of ayes and nays is not clear, a member or the Chairperson may call for a roll call vote in order to determine the prevailing side.
- 3. In a roll call vote the name of Chairperson shall be called last.
- 4. No member shall be entitled to vote on any matter in which he or she has any direct or indirect financial interest.

Committees

- 1. Committees may be appointed as needed by the CSC chairperson. Membership may be comprised of CSC members, community members, parents, teachers and students as deemed appropriate by the CSC chairperson.
- 2. Committees shall function as advisory only and concern themselves only with the special assignment from the CSC.
- 3. CSC members serving on such committees shall not speak for the CSC unless authorized to do so.
- 4. Committees shall report to the CSC Committee and shall terminate after their final presentation.
- 5. The committee chairperson will be appointed by the CSC chairperson.

Revised: 08-26-11

MEMBER RESPONSIBILITIES

The School Board encourages CSC members to participate in inservice training as made available by the district. In addition, CSC members must become familiar with state laws and regulations related to schools and district policies and regulations. The Superintendent or designee shall assist members to understand their responsibilities within the framework of the laws, board policies and regulations. Members of CSCs have no authority within the school system to manage or control students or staff, except as may be specifically authorized by the School Board or administration.

(cf. 1250 - Visits to the Schools)

The CSC may recommend to the Superintendent or designee that its members represent the district at community or school functions or at activities associated with school business.

(cf. 1220 - Citizen Advisory Committees)

Legal Reference: <u>ALASKA STATUTES</u> 14.08.115 CSCs in REAA 14.12.035 CSCs in borough school districts

CODE OF ETHICS

The School Board expects all members of CSCs to maintain the highest ethical standards, which includes complying with state and federal laws and the board policies and administrative regulations of the district.

Each CSC shall adopt a code of ethics to govern its members in relation to their responsibilities and actions.

(cf. 9270 - Conflict of Interest)

CODE OF ETHICS FOR THE COMMUNITY SCHOOL COMMITTEES

As a member of my local CSC, representing all the citizens of my village, I recognize:

- 1. That my fellow citizens have entrusted me with the educational development of the children and youth of this community;
- 2. That the public expects my first and greatest concern to be in the best interest of each and every one of these young people without distinction as to whom they are or what their background may be;
- 3. That the future welfare of the community, of this state, and of the nation depends in the largest measure upon the quality of education we provide in the public schools to fit the needs of every learner;
- 4. That my fellow CSC members and I must take the initiative in helping all the people in this community to have all the facts, all the time, about their schools;
- 5. That I must never neglect my personal obligation to the community and my obligation to the state, nor surrender these responsibilities to any other person, group, or organization.

In view of the foregoing consideration, it shall be my constant endeavor:

- 1. To devote time, thought, and study to the duties and responsibilities of a CSC Committee member so that I may render effective and creditable service;
- 2. To work with my fellow CSC members in a spirit of harmony and cooperation in spite of differences of opinion that arise during vigorous debate of points at issue;
- 3. To base my personal decision upon all available facts in each situation; to vote my honest conviction in every case, unswayed by partisan bias of any kind; thereafter, abide by and uphold the final majority decision of the CSC Committee and the School Board;
- 4. To remember at all time that as an individual I have no authority outside the meeting of the CSC, and to conduct my relationships with the school staff, local citizenry, media representatives and all other agencies or individuals on the basis of this fact.
- 5. To resist every temptation and outside pressure to use my position as an CSC member to benefit either myself or any other individual or agency apart from the total interest of the school;

CODE OF ETHICS FOR THE COMMUNITY SCHOOL COMMITTEES (continued)

- 6. To recognize that it is as important for the CSC to understand and evaluate the educational program of the schools as it is to plan for the business of school operation;
- 7. To bear in mind under all circumstances that the primary function of the CSC is to recommend procedures by which the school is to be administered, but that the administration of the educational program and the conduct of school business shall be left to the employed principal or designee of the school and staff. The local principal or designee and his/her staff function under the direction of the Superintendent or designee as he/she implements the policies established by the School Board;
- 8. To welcome and encourage active cooperation by citizens, organizations and the media of communication in the district with respect to making recommendations on current school operations and proposed future developments;
- 9. Finally, to strive step by step toward ideal conditions for the most effective CSC service to my community, in a spirit of teamwork and devotion to public education as the greatest instrument for the preservation and perpetuation of our representative democracy.