



Charlotte, North Carolina

May 26, 2009

**REGULAR MEETING
of the
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on May 26, 2009. The meeting began at 5:20 p.m. and was held in Room 414 of the Education Center.

Present: Molly Griffin, Chairperson, District 5;
Kaye McGarry, Vice-Chairperson, Member At-Large;
Joe I. White, Jr., Member At-Large;
Larry Gauvreau (District 1);
Kimberly Mitchell-Walker (District 2);
Tom Tate (District 4); and
Ken Gjertsen (District 6)

Absent: Trent Merchant, Member At-Large, and
James Ross (District 3)

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; André F. Mayes, Acting General Counsel/Deputy General Counsel; Hugh Hattabaugh, Chief Operating Officer; Tyler Ream, Chief of Staff; and Nancy Daughtridge, Clerk to the Board.

Upon motion by Mr. White, seconded by Mr. Tate, the Board voted unanimously of those present for approval to go into Closed Session for the following purposes:

- **To consult with the Board's attorneys on matters covered by the attorney-client privilege, including but not limited to the following:**
 - **A pending litigation matter regarding *Charlotte-Mecklenburg Board of Education v. Earl Chronister (08-CVS-77785)* and *Charlotte-Mecklenburg Board of Education v. Margaret Chronister (08-CVS-7786)*;**
 - **The SafeLight/SafeSpeed Camera Civil Penalties;**
 - **A pending workers' compensation claim: Ana Gonzalez, WC-BE2008078444;**
 - **A pending student injury claim: Megan Dent, GC-BE079855; and**
- **To consult with the Board's attorneys on matters covered by the attorney-client privilege including but not limited to legal advice relating to the Board's legal responsibilities North Carolina General Statute § 115C-325(j3).**

The motion was made pursuant to Section 143-318.11(a) of the North Carolina General Statutes.

The Board held a Closed Session meeting from 5:20 p.m. to 6:05 p.m.

Chairperson Griffin reconvened the Regular Board Meeting at 6:49 p.m. in Room 267 of the Government Center. CMS-TV Channel 3 televised the meeting.

Present: Molly Griffin, Chairperson, District 5;
Kaye McGarry, Vice-Chairperson, Member At-Large;
Joe I. White, Jr., Member At-Large;
Trent Merchant, Member At-Large;
Larry Gauvreau (District 1);
Kimberly Mitchell-Walker (District 2);
James Ross (District 3);
Tom Tate (District 4); and
Ken Gjertsen (District 6)

Absent: There were no absences.

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; André F. Mayes, Acting General Counsel/Deputy General Counsel; Members of Executive and Senior Staffs; Judy Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson Griffin called the meeting to order at 6:49 p.m. Chairperson Griffin welcomed everyone to the Board's second meeting of the month that would be held in a Work Session format. The meeting which is normally scheduled to begin at 6:00 p.m. was scheduled to begin at 6:45 p.m. because the Memorial Day holiday created a room scheduling conflict.

A. Adoption of Agenda

Ms. McGarry moved, seconded by Mr. White, that the Board adopt the agenda as presented, and the Board voted 9-0 in support of the motion.

II. CONSENT ITEMS

A. Construction Item.

1. Recommend approval of easements and/or right-of-ways for Berewick Elementary School (formerly knows as New ES#1-Dixie River Road).

B. Recommend approval of Extension of Interlocal Agreement between the City of Charlotte and the Board of Education regarding CMS Law Enforcement Department (CMSLED).

C. Recommend approval of appointment of administrative personnel.

There were no personnel appointment recommendations.

Ms. McGarry moved, seconded by Mr. Ross, that the Board adopt Consent Items A. through C., and the Board voted 9-0 in support of the motion.

III. REPORT/INFORMATION ITEMS

A. Report on Strategic Plan Charter: Business Systems Technology

Chairperson Griffin called upon Dr. Gorman to introduce the report. Dr. Gorman said staff

has been in the process of updating the CMS business systems technology for a number of years. Staff has been deliberate and methodical in developing the process and has taken steps to ensure accuracy in the transition. Dr. Gorman called upon Kaye Hall, Director of Business Systems, and Susan Johnson, Chief Information Officer, to present the report. Ms. Hall provided the Board with an overview of the Business Systems Technology Project Charter, a review of the recent implementation of the Lawson Human Resources and Payroll modules, and a summary of the accomplishments and challenges of the new system. Ms. Hall said she has served as the project manager for the Lawson Human Resources and Payroll implementation. CMS has been working on a new integrated business system since 1999. The purpose of the project was to complete the Lawson Enterprise Resource Planning (ERP) implementation that began in 2001. This project pertained specifically to the Human Resources (HR) and Payroll modules. The implementation was designed to support the CMS business operations using new and emerging technologies to achieve increased performance, efficiencies, and effectiveness. The history behind this project includes in 1999 CMS requested a Request for Purchase (RFP) for an enterprise solution to replace the systems in the CMS business operations and that was to include Finance, Procurement, Human Resources, and Payroll. Lawson software was selected in 2000. In July 2001, the Lawson Finance/Procurement System was successfully launched which decentralized the requisition process. Previously, requisitions were handwritten, distributed for approval and signatures, submitted to budget for approval, and submitted to purchasing for a hand-typed purchase order. This process on average took fifty-four days. The Lawson implementation realized efficiencies immediately and within the first month electronic requisitions passed through approvals and purchasing on the average of 2.5 days. The implementation included training over 800 staff and warehousing and distribution in the areas of Child Nutrition, textbooks, art instructional, and janitorial supplies. At the same time, CMS was working toward implementing the HR and Payroll modules but in March 2002 the remainder of the project was put on hold because of budget cuts. In the fall of 2004, CMS negotiated a fixed fee contract with Lawson to restart the Lawson HR and Payroll System. The Lawson HR/Payroll project was launched January 2005. Staff laid the groundwork to upgrade to the latest release of the software and that laid the foundation for moving forward with the HR/Payroll implementation. This project consisted of four phases: Planning, Design, Construction, and Activation. From lessons learned from the implementation of the Finance/Procurement module, it was determined that the best way to do business was to review the business processes, reengineer, and reengineer according to the functionality of the software. CMS subcontracted with the Hackett Group to provide research and direction on best practices of world class organizations. In reworking the business processes, CMS needed to include the ability to respond to federal, state, and local requirements. The North Carolina Department of Public Instruction (NCDPI) must benchmark all state Local Education Agency (LEAs) in their finance and payroll systems and respond to state mandates, polices, and regulations. In August 2008, NCDPI visited system and tested the CMS process for paying staff to ensure that CMS could report to NCDPI correctly. In October 2008, NCDPI acknowledged that CMS was successful in reporting to NCDPI. The goal of the implementation was to have one integrated system for ease of reporting and access of information, to reengineer the business processes, and to move toward world class best practices. Staff determined that efficiencies could be achieved if a custom time entry solution was developed on the front end of the Lawson system. This streamlined the process for secretaries to report time and attendance to payroll. One best practice implemented was to consolidate payrolls. All bi-weekly payrolls have been consolidated into one schedule and all monthly payrolls into one schedule. This was a significant improvement

in the method of processing payroll. The goal of the project also included to support the HR/Payroll transformation initiative. This is where the organization would be reorganized for the best performance possible and to support the staff in the field. In January 2008, a successful initiative involved the design and implementation of an enhanced web application system called MyApp. This project has taken four years to complete because of major gaps between CMS business requirements and software functionality. The district launched the new payroll system on March 30, 2009. Ms. Hall said the initiatives moving forward include to continue the business process refinement, continue transition support groups weekly meetings, expand the Help Desk to include support for payroll, ongoing training, and to continue the communication plan rollout. Ms. Hall highlighted the following information regarding the Lawson implementation process:

- Project Budget (2005 – 2009):
 - Lawson HR/Payroll implementation project (fixed fee) \$2,422,722
 - HR Payroll Transformation initiative (consulting services) 375,000
 - Custom Time Entry solution 130,983
 - Custom development (requirements considered out of scope) 97,230
 - Consulting Services - support for HR/Payroll Transformation and business process reengineering initiative 840,446
 - Total Project Cost: \$3,866,381

Ms. Hall said staff has had the opportunity to be involved with the integrator and learned the system. For the last eight months, staff has been successfully operating the system on their own. Staff understands the system and will be able to support the system going forward.

- Project Results:
 - Project success (transition of a 20-year old system was relatively quiet).
 - Staff trained and prepared for change.
 - Communication Plan led by the Communications Department was “an effective tool.”
 - Payrolls on time with minimal discrepancies.
 - NCDPI state reporting – accepted.
 - Orbit Retirement reporting – accepted.
 - System performance – stable, load moderate.
 - Help Desk – staffed appropriately for implementation and calls are diminishing.
 - Reporting – over 300 reports developed to support operations in HR/Payroll.
- Project Challenges:
 - Responding to state mandates within the timeframe dictated.
 - Executive Order No. 11 - .5% reduction in pay request.
 - Furlough.
 - Balancing the workload of new initiatives with what is required to support day-to-day operations.
- Next Steps:
 - Continue business process improvement and refinement.
 - Lawson environment upgrade required before calendar year-end in order to report to the federal government salaries, wages, and taxes (Upgrade 9).
 - Plan for next phase of implementation: Employee Self Service, Phase I. Employees will realize the benefit of this process by having the ability to view pay advices, benefits enrollment, make life event changes, and changes of address/phone number online.

- Support HR's implementation of a new Substitute Operating System (SOS) prior to opening of school 2009-2010.
- Assist the decommissioning of the mainframe and retooling staff with new skills using emerging technology solutions for existing applications.

Ms. Hall commended staff for their hard work and countless hours in the successful implementation of the Human Resources/Payroll modules.

Board members were invited to ask questions and make comments.

- Mr. Gauvreau said payroll is one of the most commoditized pieces of application software. He asked, because CMS is not big enough, why would CMS not pass payroll off to a provider that specializes in that service such as ADP? Ms. Hall said that would not afford CMS the opportunity of having an integrated system that connects into the other accounting packages of CMS. CMS needed a comprehensive type of system because its business requirements are unique and unlike other big organizations such as Coca Cola, Cato, or Bank of America. CMS has ground rules for paying teachers and certified staff as well as reporting requirements that are regulated by the state of North Carolina. The staff members from Lawson have stated that of all the school systems that they have worked with CMS is the most unique in its requirements. Ms. Hall said staff determined that the integrated system best met the needs of CMS.
- Mr. Merchant said he is happy the Lawson ERP is finally in place because the Board has asked, during HR or Budget reports, why certain procedures were not in place and were frequently told that the particular procedure or report would be available after the implementation of Lawson. He believes this is a good step forward because anything is better than what was previously in place. He expressed concern that it took fifty-one months to get the payroll piece up and running; that it took the integrator too long to develop a process to accommodate the requirements of CMS; and he questioned whether the software is up to the challenges of making it work. Ms. Hall explained the time involved for the RFP process; the difficulty of drilling down into the depth of the actual requirement of the system; and the time involved for the integrator to understand and accommodate the reporting requirements of CMS. In a high level RFP, many organizations/vendors have a difficult time in determining the full scope of the project until they become involved in the actual work; see the operations of the business; determine how to move that process forward; and determine how to make that fit the software. Much of the first year involved understanding the largeness of the project, developing a relationship with Lawson, and determining if the software would work. Staff believed that if this vendor could not do this project no one could because they owned and developed the software. Mr. Merchant asked is the software up to the challenge without the huge labor that goes into making it work and having to adapt it such as the custom time? Ms. Hall said staff wanted a system that would provide ease of rollout, training, and use. Secretaries are being asked to use this electronic product and we wanted it to be an easy transition because there is a lot of transition throughout the district. Dr. Gorman discussed the advantages of using the software as off the shelf, changing the business to fit the software where it makes sense, using the integrator off the project; and the additional services that Lawson provided to CMS at no charge. CMS negotiated a flat fee and that was a positive initiative on the part of CMS. Mr. Merchant appreciates the focus on cost. He said his test on everything is value and he understands

this is better than what was in place previously because what we had was Byzantine. He said one of the successes is meeting payroll on time but that is a test of competency not success. He knows there is a lot to this system but what he wants to know is after ten years of waiting on Lawson do we have a system that we can build on and will it still be efficiently working for CMS in five or ten years? Ms. Hall said this system will take us forward and includes additional capabilities that can be uncovered and utilized as we move forward. In the future, we have a lot of value to gain from this system. The system has created ease of reporting that includes online query tools in which HR and payroll can generate a variety of reports for their departments. Dr. Gorman said this system will need to be upgraded periodically so that the system will not stay stagnant and we are ultimately looking for the link between our cost data and human resources data. That will be a big piece for CMS and one of the pieces that Educational Resource Strategies (ERS) encouraged CMS to pursue. ERS encouraged the ability to tie the payroll piece to the HR piece linking that to the student system to determine who did what for what cost to bring what value and what impact on student achievement. This system will provide that ability. Mr. Merchant said this system reminds him of a “one piece at a time” plan that may take forever but not fit in the end. He said there is a value to our time and he hopes once this gets started that the system will not have to be taken apart to perform upgrades because that is not a good system. He also hopes he will not have to hear again “Lawson does not do that yet.” Mr. Merchant said if there is not some facility of use it is worthless.

B. Management Oversight Report on Human Resources

Chairperson Griffin called upon Dr. Gorman to introduce the report. Dr. Gorman called upon Maurice Ambler, Chief Human Resources Officer, to present the Management Oversight Report on Human Resources. Dr. Gorman said Management Oversight reports are presented to the Board and the items are on a rotating schedule. Some are yearly, every other year, or on a cycle for every three years. Dr. Gorman said this report would be the first full Management Oversight presentation based upon the new format as discussed with the Board at the Sustainability Broad Retreat in March. The report will provide a higher level of information and be approximately fifteen minutes. The Board materials included an Executive Summary which was the methodology requested by the Board.

Mr. Ambler said he is pleased to present the Human Resources Management Oversight Report. Every good school system must have quality and effective educators and administrators to perform required tasks and all that is focused around student achievement. Mr. Ambler recognized the new leadership team that is in place in the Human Resources Department. He commended his executive directors and directors to stand and he noted that a lot of the results that will be presented in the report are a result of the hard work of these individuals. He provides the environment for them to do the work and they get it accomplished. Mr. Ambler highlighted the following areas of the Human Resources Department:

- History: In October 2006, Dr. Gorman asked the Council of Great City Schools to examine the district’s Human Resources (HR) Department. They developed a work team, reviewed the HR Department, and made sixteen recommendations in the three areas of Organization and Resource Management, Leadership and Decision Making, and Management and Operations.
- Policies: All aspects of the HR Department are dictated by laws. CMS must comply with federal laws, state laws, and Board policies.

- Challenges: CMS has clearly faced challenges for the first time ever.
 - Reduction in Force.
 - Benefits Open Enrollment: This year, CMS will have zero-based open enrollment for all state-offered benefits programs.
 - Teacher contracts: These may be delayed until July because of the budget situation.
 - Recruiting and staffing: This year, CMS did not hold a Job Fair or conduct college recruiting because of budget restraints. The ability to recruit and staff is strictly through the CMS Web-based system MyApp.
 - Employee morale: Employee morale is affected at every level of the organization due to uncertainty of employment.
- Goals:
 - Staffing: To ensure quality and effective staffing in the schools. This is a goal that will continually be embraced and per ERS CMS must seek to transition from a highly qualified teacher to an effective teacher.
 - Organizational effectiveness: Build capacity within the organization and staff as well as within teachers, leaders and administrators.
 - Compensation: Move toward a pay for performance basis. This began with the new compensation system for exempt and hourly employees and CMS will move towards this concept for teachers.
 - Succession planning: Build the bench for teachers and administrators within the organization.
 - Employment compliance: Must tighten down on how to select people and the quality of people selected. Must ensure we are selecting the best people for the job. Next steps include the options for Assessment Centers and working with ERS to review other avenues.
 - Performance management: Must review performance evaluation system to ensure we are driving results. Next steps include the ability to link the teacher with the student. HR is working closely with the Assessment Department and tying its system to NCWise to retrieve data.
 - Strategic staffing: CMS must continue to work on strategic staffing and expand the ability of putting high quality leaders and teachers in the low performing schools which will help turn those schools around.
- Initiatives:
 - Comprehensive Background checks: The program is working well and the process has created a better feeling regarding safety for our schools and security of our students and staff.
 - Compensation: The new market-based compensation plan is equitable, continues to produce results, and allows employees to move in their performance and experience to market.
 - Strategic Staffing: The Strategic Staffing Initiative is centered at fourteen schools and that may double next year but CMS will be ready for the challenges ahead.
 - Reduction in Force: This is a component that will always be present. CMS is facing the challenges of this today but the impact will still be present in the next couple of years.
 - Performance Management: A new hourly performance appraisal was implemented to monitor performance. This is directly tied to the Pay for Performance Initiative.
 - Payroll/Pay Practices: The implementation of the Lawson system was a tremendous benefit to the system. The HR Department was able to consolidate about five different

payrolls into one hourly payroll system which is now being completed for all the CMS employees. The next phase is to go totally paperless. Employees will either be on a direct deposit or on a check card.

- Budget implications: The HR Department is budgeted at a level below the budgets for the 2007-2008 and 2008-2009 school years.
 - The HR Department has been impacted by the reduction in force (83.2 people have been eliminated and this does not include reductions in the Call Center).
 - An HR Department is typically staffed based upon the number of employees in an organization. The Society of Human Resource Management (SHRM) recommends a staff-employee ratio of 1:300. School systems typically include total HR staff (professionals, specialists, and secretaries) and base that against the number of employees for a recommended ratio of 1:256. In comparison, Wake County has a staff-employee ratio of 1:256; Palm Beach County 1:300; Montgomery County Maryland 1:210; and Guilford County 1:250. CMS has a staff-employee ratio of 1:267. This clearly indicates that the CMS HR Department is more effective in customer service and able to service more individuals on our staff. Charlotte-Mecklenburg County with 4,900 employees has fifty-four people in their HR Department which is a ratio of 1:95. For CMS to staff at the level of the County, the CMS HR Department would require 250 people.
 - The CMS HR Department has ten people directly managing people (four executive directors and six directors). The management to supervisor ration is 1:8. The HR Department is staffed appropriately.
- Technology: The HR Department needs more technology. The Licensure Department operates on a paper basis and that is time consuming for staff.
- Results:
 - Reductions in vacancies at opening of school (Reduced from 114 vacancies in the 2005-2006 school year to 18 vacancies for the 2008-2009 school year). Currently have only two openings in the entire district.
 - Current Teacher Workforce (teachers teaching the right courses): Per NCWise, 93.3% of CMS teachers are teaching in areas that they are certified.
 - Certified Teachers: 9,246 teachers in the system and 8% of those are first year teachers, 8.2% are second year teachers, and 7.6% are third year teachers.
 - Experienced Teachers: 76% of the CMS teachers.
 - Teacher turnover (DPI): 14.88% for the 2007-2008 school year (down from the previous year of 15.23%). The results for the 2008-2009 school year are not available at this time. CMS is higher than Wake County at 11.67% and lower than Guilford County at 15.75%. There are a number of factors associated with this percentage and staff is working to reduce teacher turnover.
 - Teach for America (TFA): 212 TFA teachers for the 2008-2009 school year (up from 125 in the previous year). CMS has launched a TFA initiative/commitment and number teachers have increased.
 - Visiting International Faculty (VIF): CMS decreased from 151 in 2007-2008 school year to 138 in the 2008-2009 school year as a result of CMS implementing a “grow your own English as a Second Language (ESL) Cohort” two years ago. The goal was to have ESL teachers within the CMS system who could teach our students. Two years ago, CMS could not hire enough ESL teachers. CMS will open school next year fully staffed with ESL teachers. CMS developed a curriculum and teachers attended school on Saturdays to participate in this program. These teachers passed praxis with

- some of the highest scores in the state and many scored 100%.
 - Increased the number of teachers with advanced degrees, average years of experience, teachers hired with prior teaching experience, and National Board Certified Teachers.
 - Raised the bar for hiring principals and assistant principals.
 - MyApp: Since December 2008, CMS has had 33,703 applicants.
- Principal Survey: 95.5% principal satisfaction with HR in relation to providing customer service; 94% principal satisfaction with HR in relation to responsiveness to request; 85.5% and principal satisfaction with HR in relation to providing answers to questions.
- Next Steps:
 - Continue with the Reduction In Force.
 - Must work hard to restore employee job stability confidence.
 - Create Performance Management Succession-Planning System.
 - Enhance customer service:
 - Decentralized two years ago by putting HR managers in the Learning Communities.
 - Established Call Center in July/August 2008 and to date 94,697 calls received by HR Direct Connect.
 - Implement Performance-Appraisal System.
 - Improve Applicant-Selection Process – work with ERS. Take MyApp to the next phase to include filtering system.
 - Partner with New Leaders for New Schools.
 - Continue to address the needs of schools, principals, teachers, and employees.
 - Support initiatives in *Strategic Plan 2014*.
 - Continue to improve HR processes and systems. (Take the right action at the right time and ensure cost effectiveness).
 - Enhance HR processes with technology and transition to a paperless environment.

Board members were invited to ask questions and make comments.

- Mr. Ross said many people watch the Board meetings and he would like staff to keep in mind that reports are also being presented to the community. He expressed concern that there are not enough differences in the report between the next steps, goals, and initiatives and that the report could have been more succinct and understandable. Dr. Gorman thanked Mr. Ross for the feedback and staff will review this recommendation.
- Ms. McGarry asked clarifying questions regarding reduction in force and the two vacancies in the district at this time. Dr. Gorman discussed the process and timeframe for the reduction in force. He said for the 2009-2010 school year there will not be as many teacher vacancies as in the past but there will be the potential of vacancies due to vacancies in specialized areas and teachers who may resign during the summer. Staff will review the list of teachers who have been involved in a layoff and have call back rights (eligible to be rehired). The individuals who have been involved in a reduction in force and terminated for performance reasons are not eligible for rehire. There may be incidences in which there is no one in the pool of potential applicants who match the credentials to the job and that will create a vacancy. This will most likely occur in Exceptional Children and Special Education programs as well as Career and Technical Education course in which a person would have a unique skill set. Normally this would have included ESL but CMS was successful with the Grow Our Own Initiative. Ms. McGarry asked clarifying questions regarding the decreased number of teachers for a

school and whether this would result in an increased class size? Dr. Gorman said schools are provided a preliminary allotment based upon a student-teacher ratio. A classroom may not always match the ratio of assigning teachers to a school but that is how the formula is applied to a school. Staff will follow the formula and allotments but with applying Tiers 1 through 4 there will be less people and class size may increase in those areas presented to the Board within the budget. There will be fewer teachers next year and we will have to fit some classes to accommodate students. Ms. McGarry asked how many principals responded to the principal satisfaction survey? Dr. Gorman said there was 81% response rate out of 174 principals. Ms. McGarry asked is the Call Center located across from Phillip O. Berry Academy of Technology and do we own or lease that facility? Mr. Ambler said, yes, and that facility is leased from Central Piedmont Community College. Ms. McGarry asked does that facility only have eighteen employees? Dr. Gorman said that facility includes staff from multiple groups such as Payroll, HR, and the Magnet Department. Ms. McGarry expressed concern regarding the number of executive directors and directors and the salary schedule for those employees. The budget book indicated a salary range from \$84,000 to \$104,000. Mr. Ambler said that salary range is not narrowed to the HR Department. The salary grades are across the entire district and are the same salary grades that would apply to other departments such as Finance, Information Technology, and Building Services. Ms. McGarry asked will the compensation plan to move employees to market rate be put on hold because of the economy and budget reductions? Dr. Gorman said the budget already included dollars for this initiative and it has not been cut at this time. Ms. McGarry believes other areas should be reviewed in lieu of cutting teachers regardless of how small the area. Mr. Ambler said the money budgeted for the compensation plan was previously approved in the budget and it is an incremental step increase for hourly employees such as bus drivers, custodians, etc. Dr. Gorman said until we know what the final budget will be everything is on the table.

- Mr. Merchant asked why is licensure a paper system? Mr. Ambler said no one today has developed a technology system to support licensure and staff has checked with several school systems. Chicago developed their own system and staff is consulting with them to develop our own system. Dr. Gorman said one of the main issues is there is not reciprocity between school districts and a vendor cannot find value in creating a system. Mr. Merchant expressed concern that the state has reporting requirements for licensure, dictates that schools systems provide information in a certain method, has done nothing via technology for offering a method of reporting, and is operating on a paper system. Mr. Merchant asked clarifying questions regarding the succession plan. He expressed concern that the average age of principals is 49 and the average age of assistant principals is 45 because he knows many people retire in their early 50s with 30 years of service. Dr. Gorman said he has taken the lead on this project and started initially with the leadership roles in two methods. He began with the Leaders for Tomorrow by growing more assistant principals in which staff selects or taps certain individuals for that program. Self-selection is valuable for some individuals but, unfortunately, staff has found that a number of individuals who self-select themselves to go into the program do not have the potential for success. Staff select has a success rate. CMS is working with Leaders for Tomorrow with Winthrop University and Queens College. Other CMS components of this initiative include Leaders for New Schools and the new evaluation system that is going into place for all the exempt and senior management includes a section regarding leadership development of your employees and bringing the next person online. Staff is

reviewing other options with corporations in Charlotte regarding methods for succession planning. Dr. Barbara Temple recently reviewed succession planning for teachers that included steps to a Master Teacher and Literacy Facilitator. Mr. Merchant asked additional questions regarding models for schools using a dean or department head. Dr. Gorman said that is part of a teacher model that is in place and it is being used for a number of schools but it is not institutionalized. A number of schools has placed someone in the role of dean before promoting them to assistant principal and that is a part of an initiative that has not been finalized. Dr. Gorman said he would pose a question to the Board of what is a reasonable expectation of bench strength or how many people should be ready to go into the game at one point in time? Mr. Merchant said he would suggest that a number would be to always have at least “an internal option” for promotion whether that is from inside or outside. Mr. Merchant asked clarifying questions regarding an applicant selection system and whether CMS is using an Assessment Center or online assessments at this time. Dr. Gorman said we are not using an Assessment Center at this time but staff is reviewing methods for online assessments and ERS to understand what other successful school districts are using.

- Mr. Tate asked what is the timeline for an applicant applying for a position and CMS communication to that person for hiring or being told they are not qualified? Mr. Ambler said this could take a while but the MyApp system was built long-term to immediately self-reply or provide a thank you for your application through an e-mail address. We are still in Phase I of that process and, today, the system is acting as a reciprocator to the applicant. Phase II will be critical for the HR Department and it will allow communication back to the applicant but this capability is taking longer than we would like. Mr. Tate asked does the system evaluate those who are already in the system. Mr. Ambler said, no, when a job is posted an individual would have to apply for each position. Phase II will be the filtering system that will review people in the system for a certain set of skills or qualifications. Mr. Tate asked can teacher turnover be broken down by school or Learning Community to better understand the areas most impacted by teacher turnover? Mr. Ambler said through Lawson we are able to pull that data but through the old system that would have been very time consuming. Dr. Gorman said if the Board would like staff can provide a report on teacher turnover by school. Mr. Tate and Chairperson Griffin said they would like that report. Mr. Tate asked are there any additional Board policies needed by the HR Department? Mr. Ambler said there are areas in the Code of Conduct or standards of conduct by employees that could be improved by Board policy. There have been incidences in which an employee behaved in an embarrassing manner but it was not identifiable in the current policies. Mr. Ambler believes there are some policies and regulations that could be enhanced and improved. Dr. Gorman said for example, we have a policy regarding staff and where they teach that we have not been in compliance with during his tenure. He has previously brought this question before the Board and it was discussed but no action was taken. He encouraged the Board to review those policies to either change or implement the policy.
- Mr. Gauvreau said with organizations the HR Department is easy to pick on and that is the norm. He expressed concern that 50,000 CMS students cannot read and making changes in the HR Department will not help change that statistic. He expressed concern that the CMS website publicized the process for the reduction in force by stating that CMS will notify 340 teachers that they will lose their job. He believes this is bad form, created hysteria, and created employee morale issues. He does not believe other large corporations would have acted in this manner. This type of action sets the wrong stage,

the wrong tone, distracts people, and is beyond transparency. He encouraged the Superintendent to not continue putting this type of inside knowledge on the website.

- Ms. McGarry encouraged that the new leaders for the New Leaders for New Schools initiative that was to be announced in May include retired professional educators as well as retired CEO and military. Dr. Gorman said the employment criteria for that initiative included that the applicant at some point in their career had to have had some teaching experience.
- Mr. White thanked staff for the report and he understands the difficulty of the HR Department. He expressed concern that he has consistently heard over the years that people have told him that they never got an answer from the HR Department. He said regardless, the HR Department must provide applicants an answer if nothing else but just a thank you for applying. For people to never get an answer is inexcusable. He has also heard repeatedly that people have called the HR Department four different times, spoke to four different people, and got four different answers to the same question. HR staff should refer the person to a staff member who knows the answer. All employees who answer a CMS call should sound like they care even if they have had a bad day. Mr. White believes these three issues should be taken care of and he should not be getting phone calls about these matters. Mr. White is interested in reviewing employee turnover because that is a management tool for the Superintendent. If it is extremely skewed in a particular department or area could be a reflection on the leadership of that area. CMS should have some turnover because there are some people who come into this profession who are not a good fit or qualified for the position. Mr. White does not believe the CMS turnover is too high. Dr. Gorman said the school with the greatest academic growth for students since 2006-2007 school year is West Charlotte High School and that is the school with the most turnover. Dr. Modest, previous principal, implemented many good initiatives which included turnover to turn that school around.
- Mr. Ross said he received calls from employees who said they got rified in front of students and he hopes that did not happen. Dr. Gorman said he is not sure this happened because principals were coached on what to say, how to do it, and where to do it. Dr. Gorman will be glad to review this further if Mr. Ross would provide him some additional details.

ADJOURNMENT

Mr. Tate moved, seconded by Mr. Ross, that the Board adjourn the Regular Board meeting, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 8:22 p.m.

Molly B. Griffin, Chairperson

Nancy Daughtridge, Clerk to the Board