

Approved by the Charlotte-
Mecklenburg Board of Education
April 8, 2014
Regular Board Meeting



Charlotte, North Carolina

February 11, 2014

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on February 11, 2014. The meeting began at 10:00 a.m. and was held in Room 278, 2nd Floor, of the Government Center.

Present: Mary T. McCray, Chairperson, Member At-Large;
Timothy S. Morgan, Vice Chairperson, Member At-Large;
Thelma Byers-Bailey, District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4;
Eric C. Davis, District 5; and
Paul Bailey, District 6

Absent: Ericka Ellis-Stewart, Member At-Large, and
Rhonda Lennon, District 1

Also present at the request of the Board were Dr. Heath Morrison, Superintendent; George E. Battle, III, General Counsel; and Nancy Daughtridge, Clerk to the Board.

Upon motion by Thelma Byers-Bailey, seconded by Dr. Joyce Waddell, the Board voted unanimously of those present to go into Closed Session for the following purpose:

- 1. To discuss student information that is privileged, confidential and not a public record as set forth in Title 20, Section 1232g of the United States Code and Section 115C-402 of the North Carolina General Statutes;**
- 2. To instruct our agents regarding the negotiation of a proposed acquisition of real property;**
- 3. To discuss and take action regarding school safety plans;**
- 4. To discuss certain personnel matters; and**
- 5. To consult with our attorneys on matters covered by the attorney-client privilege.**

The motion was made pursuant to Sections 143-318.11(a)(1), (a)(3), (a)(5), (a)(6), and (a)(8) of the North Carolina General Statutes.

The Board held a Closed Session meeting from 10:00 a.m. until 11:25 a.m. in Room 278.

Chairperson McCray reconvened the Regular Board Meeting at 11:36 a.m. in Room 267, 2nd Floor, of the Government Center. CMS TV televised the meeting.

Present: Mary T. McCray, Chairperson, Member At-Large;
Timothy S. Morgan, Vice Chairperson, Member At-Large;
Ericka Ellis-Stewart, Member At-Large;
Rhonda Lennon, District 1;
Thelma Byers-Bailey, District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4;
Eric C. Davis, District 5; and
Paul Bailey, District 6

Absent: There were no absences.

Also present at the request of the Board were Dr. Heath Morrison, Superintendent; George E. Battle, III, General Counsel; Members of Executive Staff; Judith Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson McCray welcomed everyone to the February 11, 2014 Regular Board meeting which was held in Room 267. Chairperson McCray reported that due to the severe weather expected in the region, the Regular Board and Closed Session meetings were rescheduled to earlier in the day to prepare for the pending inclement weather and CMS dismissing school two hours early.

A. Adoption of Agenda

Chairperson McCray called for a motion to adopt the proposed agenda.

Dr. Joyce Waddell moved that the Board adopt the proposed agenda as presented, seconded by Paul Bailey, and the motion passed upon unanimous voice vote of the Board.

B. Pledge of Allegiance

Chairperson McCray invited everyone to stand to join her in reciting the Pledge of Allegiance.

II. REQUESTS FROM THE PUBLIC

Chairperson McCray reported the Public Requests section is an opportunity to hear from the public and he provided an overview of the protocol for public speakers. Each speaker will have three minutes to address the Board on any topic of their choosing but personal and individual matters should not be addressed in this forum. CMS employees and their families should not be addressed in the comments and the use of profanity or inappropriate language should not be used. The Board reserves the right to cut off any speaker who violates these rules. Three speakers were signed up to speak before the Board.

Mitchell Smith-Bey, parent of students at Lebanon Elementary School, said he requested his 7-year old daughter be accelerated and based upon her assessment results (average in math

and above average in reading, writing, and comprehension) the principal judged that his child should not be promoted. Mr. Smith-Bey does not believe this decision is in the best interest of his child and asked that the decision of the principal be reviewed.

Genesia Newsome, founder of New Wave Foundation, introduced a new program called Upward Youth Academy which is geared for at-risk youth and students on the verge of dropping out of high school. The program is partnered with CPCC so students can get their GED and similar to a boot camp focused on structure.

Chairperson McCray thanked the public speakers for their comments and called the Requests From The Public closed at 11:44 a.m. Chairperson McCray reported that because the meeting was rescheduled to earlier in the day, the Board will also hold Requests From The Public at the next meeting scheduled for February 25, 2014.

III. CONSENT ITEMS

A. Approval of Minutes:

1. Recommend approval of Closed Session meeting minutes.
 - January 14, 2014.
 - January 16, 2014.
 - January 23, 2014.
 - January 23, 2014
2. Recommend approval of Open Session Minutes.
 - November 12, 2013 Regular Board Meeting.
 - December 11, 2013 Regular Board Meeting.

B. Recommend approval of 2014-2015 Project L.I.F.T. Continuous Learning Calendar Drafts.

Approval of proposed calendar drafts for the Project L.I.F.T. continuous learning calendar schools.

1. *Bruns and Byers - 180 instructional days*
2. *Druid Hills and Thomasboro - 199 instructional days*

C. Supplementary Funding/Grant Requests:

1. Recommend approval for supplementary funding request for After School Enrichment Program (ASEP): Out of School Time Services Grant Proposal

The project goals are: 1) to increase reading proficiency and math skills for ASEP participants; 2) to expose students to a menu of new experiences that promote healthy living; 3) to provide parents with intensive services that support and sustain the family as a unit; and 4) provide ASEP participants with an after school environment that is safe, structured, and well supervised. Fiscal Implications: Funding requested from the City of Charlotte Neighborhood and Business Services, \$350,000.

2. Recommend approval of supplementary funding request for Gates Foundation/Next Gen Learning Challenge – Planning Grant.

The funder's purpose is to support applicants early in the pipeline of developing new or redesigned, scalable, whole-school models that combine the best aspects of place-based and Online learning with more personalized, mastery-based approaches to result in substantially improved outcomes for students on the secondary level. If funded, grant funds will support the planning process for virtual high schools to be implemented beginning Fall 2015. Fiscal Implications: Funding requested from the Gates Foundation, \$100,000.

3. Recommend approval of supplementary funding request for CMS Digital Learning Initiative.

The 2013 North Carolina Digital Learning initiative provides an excellent opportunity for CMS to expand beyond infrastructure to keep knowledge of digital resources and acquire digital content. A grant award would expand the capacity to obtain and implement digital content to stretch students' reading skills during and beyond the school day in all CMS elementary schools. Fiscal Implications: Funding requested from North Carolina State Board of Education, \$1,011,290.

- D. Recommend approval of Licensed/Non-Licensed Hires, Promotions, and selected position Separations for January 2014.

Monthly hire report includes prior month(s) hires not processed when report was presented to the Board of Education last month.

- *Total Hires July 1, 2013 - June 30, 2014: 2,640. (Licensed Hires: 1,544/Non-Licensed Hires: 1,096).*
- *Total Promotions July 1, 2013 - June 30, 2014: 273. (Licensed Promotions: 138/Non-licensed Promotions: 135).*
- *Total Selected Position Separations: July 1, 2013 – June 30, 2014: 8.*

- E. Construction/Real Estate:

1. Recommend approval of construction phase of work for new E07-05 Hickory Grove Elementary Relief School.

The construction phase was publicly bid for the New E07-05 Hickory Grove Elementary Relief School's construction and final pricing was received on January 10, 2014. Staff recommends approval of the construction phase to D. H. Griffin Construction, LLC and Metcon, Inc., a Joint Venture in the amount of \$16,881,940. The contract will include site work, parking, building construction, HVAC, plumbing, electrical, cabling for voice, video, data and all other systems required to construct the new thirty-nine-classroom elementary and sixteen classroom Pre-Kindergarten facility. The facility is scheduled for occupancy August 2015. The MWSBE percentage for this award is 60.16%. Fiscal implications: 2007 Bonds, \$16,881,940.

2. Recommend approval of Security Camera Installations.

Security Camera System installations were publicly bid on December 17, 18, and 19, 2013. Staff recommends the approval of contracts to the lowest responsive bidders, Simplex Grinnell in the amount of \$2,485,922 and Cochrane Incorporated in the amount of \$1,091,681. Simplex Grinnell will provide security cameras for forty-four elementary schools and Cochrane Incorporated will provide security cameras for twelve middle schools and two elementary schools. Each contract will include security cameras, associated cabling, electrical power requirements, and associated general construction requirements. The camera systems will be operational August 2014. The MWSBE percentages for this project are 14.78% for Simplex Grinnell and 100% for Cochrane Incorporated. Fiscal Implications: 2007 Bonds, \$3,577,603.

3. Recommend approval of contracts for all relocation, maintenance repair, and set up of mobile classrooms, mobile restrooms, buildings, sites, and modular classroom buildings at various schools sites.

Contractors for all relocation, maintenance repair, and set up of mobile classrooms, mobile restrooms, buildings, sites, and modular classroom buildings at various school sites are: ABC House Movers LLC; Cassidy Mobile Home Moving; Allen Riggs Construction; Carolina Contractors; L&R Construction; Central Environmental Systems; W.R. Kisiah; Bowers Group LLC; 586 Electric, Fire and Life Safety America Inc.; Edwards Electronics; Hartsell Brothers Fence; Priority Underground Locating Service; and Carolina Outdoor Maintenance. This work

should be completed by August 2014. MWSBE Participation: 0%. Fiscal Implications: Local funds, \$3,909,509.80

4. Recommend approval to amend the current lease with Mecklenburg County at Amay James Recreation Center from Year-to-Year Renewals to 95-Month Term.

The Amay James Recreation Center is approximately 6,600 square feet of heated office and office-related space and 13,131 square feet of gymnasium space located at 2425 Lester Street, Charlotte, North Carolina 28202. Facility will be used as offices for support agencies involved with Reid Park and as additional recreation space. Fiscal Implications: 95-month lease with automatic 1-year renewals at a rate of \$1/year. CMS is responsible for maintenance and operation of facility.

Chairperson McCray called for a motion to adopt the Consent Agenda as written.

Tom Tate moved that the Board adopt Consent Items A. through E., seconded by Tim Morgan.

Thelma Byers-Bailey pulled Consent Item E.1.

Chairperson McCray called for the Board vote to adopt Consent Items A. through D., excluding E., and the motion passed upon unanimous voice vote of the Board. A Board discussion followed.

The Board discussed Consent Item E.1.: Ms. Byers-Bailey was pleased to report that for the Hickory Grove Elementary School Relief construction project, CMS was able secure 60.1% in MWSBE (Minority, Women, Small Business Enterprise) participation. This is a phenomenal percentage and shows that CMS is doing an excellent job in the MWSBE initiative. Dr. Waddell said she is pleased CMS promotes business with MWSBE companies and exceeds its aspirational goals for MWSBE contracts.

Chairperson McCray called for a motion to adopt Consent Item E.

Ericka Ellis-Stewart moved that the Board adopt Consent Item E. (1, 2, 3, and 4), seconded by Rhonda Lennon, and the motion passed upon unanimous voice vote of the Board.

IV. ACTION ITEMS

A. Recommend approval of *Read to Achieve* Flexibility

Correlation to Board of Education Vision, Mission, and Core Beliefs: Preparing all students to be successful in institutions of higher learning or the workforce without the need for remediation.

Chairperson McCray reported the Board will be asked to consider approval of the plan proposed by the Superintendent in response to the flexibility given by the State to local school districts to accomplish the goals of the *Read to Achieve* legislation. Chairperson McCray called upon Dr. Morrison to present the recommendation of approval of *Read to Achieve* Flexibility. Dr. Morrison reported this action item regards the North Carolina *Read to Achieve* legislation which has the goal to get every third grade student in North Carolina schools reading at grade level by the end of third grade. The legislation is complex and includes numerous ways for a student to show they have met the requirements under *Read to*

Achieve.

On February 6, 2014, the North Carolina State Board of Education approved increased flexibility of local options for third-grade reading proficiency. Charlotte-Mecklenburg Schools and other districts sought permission to use alternative assessments to show third grade students are meeting the requirements of the State's *Read To Achieve* legislation. The State Board of Education gave conditional approval of local education agencies' requests, requiring that local school boards also approve those requests. As a result, Board members are asked to approve the use of three tests of reading comprehension that gives third grade students additional opportunities to demonstrate third grade reading proficiency. Dr. Morrison called upon Frank Barnes, Chief Accountability Officer, to highlight the CMS request to the State Board of Education, the proposed CMS alternative assessments, and answer Board members questions.

Frank Barnes provided an overview of the requirements of the *Read to Achieve* legislation and the Superintendent's recommendation for alternative assessments.

- *Read to Achieve* law: By the conclusion of third grade, all third grade students must be proficient readers. Students must demonstrate reading proficiency based upon their performance on the End of Grade Reading (EOG) Reading test. The legislation also stipulates that if a student is not able to exhibit proficiency on the EOG, they may exhibit proficiency using alternative assessments of which there are several.
- *Read to Achieve* Alternative Assessments: In addition to passing the EOG test, there are other options, alternative ways, for students to demonstrate proficiency and meet the *Read to Achieve* requirements.
 - Beginning of Grade (BOG) Reading test;
 - North Carolina Department of Public Instruction (NCDPI) developed portfolio;
 - State developed *Read to Achieve* alternative assessment; and
 - State Board approved Local Education Agency alternative assessment.
- CMS Proposed Three Alternative Assessments to the State Board of Education for Consideration. The three assessments are benchmark assessments use for instructional proposes. They each are already administered in CMS and would therefore require no additional testing. The criteria for the proposed assessments include validity (testing what they report to be testing), reliability (from test to test will receive comparable results), and alignment (aligns to North Carolina reading standards).
 - Northwest Evaluation Association's (NWEA) Measure of Academic Progress (MAP) Assessment.
 - Discovery Education's Discovery Ed Assessments (DEA).
 - Amplify's/North Carolina's Reading 3D Text Reading Comprehension (TRC) Assessment.

Mr. Barnes reported the State Board approved the three proposed alternative assessments to be used in CMS and the State Board requests the Board of Education also approve the recommendation. The Board is asked to approve the following alternative assessments as presented.

1. Northwest Evaluation Association's (NWEA) Measure of Academic Progress (MAP) assessment.
2. Discovery Education's Discovery Ed Assessments (DEA).

3. Amplify's/North Carolina's Reading 3D Text Reading Comprehension (TRC) assessment.

Chairperson McCray thanked staff for the recommendation and invited Board members to ask questions and make comments. A Board discussion followed. Board members Lennon, Waddell, Ellis-Stewart, Morgan, Davis, Byers-Bailey, Davis and McCray asked clarifying questions regarding the legislation; timing of the assessments; CMS communication plan; measures used by other LEAs; cost savings of the alternative assessments; and cut scores/scale scores for the assessments. Dr. Morrison and Mr. Barnes provided clarification regarding the *Read to Achieve* requirements; timing of the assessments; beginning assessments determine who entered third grade reading at grade level; the process for alternative assessments; and the CMS communication plan. Dr. Morrison hopes as alternative assessments are approved the number of students needing assessments will be reduced and, in the end, that may save some of the CMS costs and time needed to administer the assessments. A big concern is the time factor needed by teachers to administer the assessments. CMS is still seeking approval to conduct the Summer Reading Program for three weeks instead of six weeks. Board members' comments included the following:

- Ms. Lennon supports the recommendation and addressed concerns regarding the time needed by teachers to administer the numerous assessments and for many teachers the thought of administering thirty-six tests is overwhelming.
- Dr. Waddell supports simplifying the number of tests being administered.
- Mr. Morgan wants a communication plan in place to ensure parents are informed in a timely manner so they will know their options. Dr. Morrison said the information is posted on the CMS Website, schools are being proactive in messaging to parents, and the State requirements were publicized in January. This is an implementation year, and we are learning as we go and dispersing information as quickly as possible. Mr. Morgan stressed the importance that parents know in advance if their child needs to attend the Summer Reading Program in order to plan for summer vacations. Mr. Barnes said additional information will be sent to parents following the Board's approval of this item.
- Mr. Davis said the assessments are more rigorous with a higher cut score than the previous State Standards and he hopes this will show evidence CMS is making progress in raising the bar. Mr. Davis addressed concern that if CMS sets the cut score for the assessments, how will it show consistency with other school districts across the State? Mr. Barnes said MAP and DEA assessments could vary from school district to school district but Amplify's TRC Assessment has been recommended across the State and it would show consistency. Mr. Davis said this is a positive step but it could create a high level of anxiety for teachers, students, and parents and he hopes CMS will strive to ensure it is implemented in a positive manner. Dr. Morrison said CMS must abide by the law and we will ensure teacher training and professional development as well as a comprehensive communications plan. CMS will support schools to ensure they are administering the requirements of the assessments and receiving timely information.
- Chairperson McCray wants to ensure the Discovery Ed Assessment is reliable because those tests will be used over and over again. Mr. Barnes said each assessment is an individual assessment and each test is different. Chairperson McCray addressed concern that the 3rd/4th grade combination classes could create a staffing dilemma because there will be students entering and exiting the class at any given time. Dr. Morrison said the intent of the legislation was good but there are complications with the legislation and

challenges in teaching a combination class. Dr. Morrison said CMS will follow the law and addressed concerns regarding the flexibility given to charter schools and not local education agencies. CMS is seeking the same flexibility that was granted to charter schools. Chairperson McCray addressed concern that the legislators' foresaw a teacher testing one student at a time while other students in the classroom work on something else. Chairperson McCray said this is not the reality and it is also negatively impacted by the State's reduction in teacher assistants.

- Ms. Ellis-Stewart said it is important to remind the public this is the result of decisions made by State legislators and those decisions create logistical challenges, increased costs to the District, negatively impacts staffing classrooms, and fosters low morale among teachers. This was also done at the same time the State initiated the Twenty-Five Percent Contract Rule which negatively impacts teachers wanting to remain in the teaching profession. Dr. Morrison said he does honor the spirit of the legislation and CMS will follow the law. We all want every third grade student reading at grade level but the actual mechanics of implementing the law are challenging.

Chairperson McCray thanked staff for the information and called for a motion for approval of *Read to Achieve* Flexibility.

Tim Morgan moved that the Board approve the Superintendent's plan to use alternative assessments to implement the goals of the *Read to Achieve* Legislation, seconded by Rhonda Lennon, and the motion passed upon unanimous voice vote of the Board.

Rhonda Lennon left the Regular Board meeting at 12:37 p.m.

V. REPORT/INFORMATION ITEMS

A. Report on Budget Amendments for December 2013

Correlation to Board of Education Vision, Mission, and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

Fiscal Implications:

Fiscal Year 2013-14 Federal Operating Revenue increased by \$957,445

Fiscal Year 2013-14 Other Local Operating Revenue increased by \$438,078

Fiscal Year 2013-14 Federal Operating Expenditures increased by \$957,445

Fiscal Year 2013-14 Other Local Operating Expenditures increased by \$438,078

Chairperson McCray called upon Dr. Morrison to present the report on Budget Amendments for December 2013. Dr. Morrison reported this is the monthly report and as presented.

B. Report on Financial Statements for December 31, 2013

Correlation to Board of Education Vision, Mission, and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

Chairperson McCray called upon Dr. Morrison to present the report on Financial Statements for December 31, 2013. Dr. Morrison reported this is the monthly report and as presented.

B. Report on Financial Statements for December 31, 2013

Correlation to Board of Education Vision, Mission, and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

Chairperson McCray called upon Dr. Morrison to present the report on Financial Statements for December 31, 2013. Dr. Morrison reported this is the monthly report and as presented.

C. Management Oversight Report on Human Resources

Correlation to Board of Education Vision, Mission, and Core Beliefs: We are responsible for building and maintaining high performing organizations that ensure all students will successfully acquire the knowledge, skills and values necessary for success.

Chairperson McCray called upon Dr. Morrison to introduce the Management Oversight Report on Human Resources. Dr. Morrison said the report is a part of the Board's management oversight responsibilities. Goal 2 of the new strategic plan speaks to the CMS efforts to have the best workforce in the country in educating children. Research indicates having an effective teacher in the classroom, a great principal in every school, and a quality support staff helps to achieve academic goals. CMS, as well as all organizations, cannot be better than its workforce. How CMS attracts, retains, recruits, and develops staff becomes a critical piece of its success. Dr. Morrison called upon Dr. Teresa Cockerham, Chief Human Resources Officer, to present the Management Oversight Report on Human Resources.

Dr. Teresa Cockerham provided an overview of the Human Resources Department including the historical and future human capital transformations of Human Resources into a value added function and initiatives to enhance the employee experience and organizational effectiveness.

The Management Oversight Report on Human Resources is presented to the Board every two years. Major events that impacted the Human Resources (HR) Department over the past two years included a transition of leadership and an outside audit that led to a major reorganization and restructuring of the department. The oversight report highlights the future direction of the HR Department. Dr. Cockerham recognized HR staff attending the meeting and she commended them for being a phenomenal group who demonstrate leadership and dedication every day. Dr. Cockerham thanked them for their excellent service to CMS and our students.

Over the years, the HR Department has consistently worked to provide success for students through a highly engaged and productive workforce. HR continues to focus on attracting, retaining, developing, and supporting a world-class team of professionals. This is in all areas throughout CMS as every employee plays a role in the education of children. The team shares a common goal of providing great education for all students. Human Resources management, as a function, exists in each department of the District. The staff in the HR Department provides programs, services, and consultation which help enable the CMS leaders and employees to succeed.

- Driving Governance: CMS adheres to federal and State governances as well as Board of Education policies and regulations.
- HR Accomplishments: The divisions in the HR Department include Planning and Workforce Management, Sourcing and Onboarding, Human Resources Administration,

Talent Management, Employee Support Services, and Employee Relations. The HR Department has experienced accomplishments in all divisions. Accomplishments include:

- Reorganization to provide “one-stop shopping” for all employees.
- Successful completion of two benefit open enrollment periods in one calendar year.
- Implementation of new North Carolina Educator Evaluation System (NCEES).
- Online resignation process replacing an outdated paper system.
- Implementation of employee rostering system which provides consistency and accuracy across departments.
- Created new Recruitment Department utilizing the most up-to-date sources.
- Continue to grow and improve successful principal pipeline initiatives.
- HR Challenges (factors which make it difficult to recruit and retain the best and brightest in CMS):
 - Teacher pay:
 - North Carolina well below national average and ranked in the bottom four.
 - Teacher salaries have stayed stagnant since 2008-09 except for a 1.2% increase in 2012-13.
 - North Carolina increased the cost of benefits and employees must pay more of the costs.
 - Increase in cost of living.
 - New Legislation:
 - Twenty-Five Percent Rule - Legislation effective July 1, 2013.
 - Elimination of master pay - Legislation effective July 1, 2013.
 - Reduction in teacher assistants in classroom – Legislation effective July 1, 2013.
 - More testing required.
 - Updated Management System Costs:
 - Affordable Care Act.
 - PowerSchool.
 - North Carolina Educator Evaluation System (NCEES).
 - Applicant tracking system.
 - Systems compatibility with one another.
- Budget: Over the years, the budget remains steady. The salary schedule had an increase in the 2013-2014 school year and that was result of the salary increase.

Expenditure	FY 2010-2011 Actual Budget	FY 2011-2012 Actual Budget	FY 2012-2013 Adopted Budget	FY 2013-2014 Adopted Budget
Salaries	\$4,436,180	4,474,145	\$4,702,244	\$4,904,961
Benefits	1,191,979	1,220,107	1,439,328	1,567,805
Purchased Services	2,965,198	2,537,254	2,478,222	1,773,882
Supplies and Materials	123,952	200,791	265,925	325,999
Furniture, Equipment and Computer Hardware	-	26,270	-	-
Other	-	-	-	-
Total	\$8,717,309	\$8,458,567	\$8,885,719	\$8,572,647

- Results: CMS tracks key performance indicators that provide data for teacher turnover, vacancies at opening of school, Teach For America, Teach Charlotte, teachers with advanced degrees, average years teaching experience (10.4), National Board Certified teachers (1,284 which is one of the largest in the country), number of instructional new hires/rehires, number of administrative hires/promotions, and applicants processed (16,120 for the 2012-2013 school year).
- Next Steps –the HR Department is always working to improve:
 - Define and implement functional improvements as a result of the department reorganization:
 - Develop and document efficient and customer-focused processes with clearly defined handoffs between HR divisions (Sourcing and Onboarding, Employee Support Services, Planning and Workforce Management, Human Resources Administration, Talent Management, and Employee Relations).
 - Focus on doing the right work well.
 - Design a strategic employee engagement redesign:
 - Develop and implement valid, reliable, and comprehensive evaluation systems to ensure the CMS workforce functions at a high level within the tenets of a professional growth system.
 - Take steps toward building the premier workforce in the country by strategically aligning the workforce to ensure positive outcomes for every CMS student.
 - Partner with District leadership in strategic planning efforts related to all CMS workforce issues (staffing formulas, compensation reform, American Productivity and Quality Center (APQC), and strategic plan development).

Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments.

Board member questions regarded the following:

1. What is the reason vacancies at the beginning of the year jumped in the past two years? In 2011-2012 the State added ADM teachers after the reduction in force process. In 2012-2013, professional development and technology facilitators were added back into the budget.
2. Does the Online resignation process eliminate a face-to-face resignation and what is the main reason teachers are leaving? Previously, employees received a packet and CMS would only get parts of it returned. The Online process allows CMS to monitor resignations more effectively and supervisors are notified upon receipt of the resignation. Based on the State data, the number one reason for teacher turnover is resign career change followed by resign move to a non-teaching position in the Local Education Agency followed by resign family relocation. Staff will pull the reasons for teacher resignations in CMS and provide that information at a later time.
3. Does the new CMS recruitment department still participate in recruitment efforts on college campuses and offer contracts on the spot? CMS recruitment staff do visit colleges and attend career fairs and offers guaranteed contracts in hard to fill areas such as Montessori. Recruitment efforts also include alternative methods such as Facebook and Twitter as well as highlighting positive points and attractions for moving to Charlotte.
4. In 2012, Dr. Morrison commissioned three audits with The Council of the Great City

Schools, how would you rank the Human Resources Audit against the current Human Resources Department? Dr. Cockerham reported we have moved towards the goal but we are not 100% there at this time as we can always improve. The HR Department implemented processes and structures to support the focus areas, such as recruitment, to ensure we are doing what we need to be doing. We have made tremendous progress and gained the trust of the staff that we serve and that is a big step towards achieving the goal. We will continue to tweak to do things differently because HR will lose some talent management positions at the end of this year for *Race to the Top*. It is important to stay focused because manpower has many varied areas of responsibility and we are still working to improve.

5. The Professional Development Department has a limited staff to accommodate the professional development needs of 9,000 teachers and 18,000 employees overall, what can the Board anticipate for funding needs to ensure our employees have the skill-base needed to effectively do their jobs? Dr. Morrison reported the structure of the CMS budget includes professional development positions embedded in the schools but we must determine if we have sufficient professional development expertise at the District level to fully utilize the professional development facilitators at the schools.
 6. Has Common Core negatively impacted teacher turnover and where is the most turnover (elementary, middle, or high school)? Dr. Cockerham said that has not been tracked at the school level but it is an area of frustration for teachers. Dr. Morrison said Common Core has been adopted by thirty-two states and it is a point of frustration for teachers coupled with the increase in assessments for *Read to Achieve*. CMS staff will continue to work with the State and Department of Public Instruction to seek solutions to ensure sufficient time for instruction. Dr. Cockerham said staff has tracked turnover based on school level and we will provide that information at a later time.
- Board member comments included the following:
 - Dr. Waddell expressed concern that the average teacher experience is only ten years.
 - Ms. Ellis-Stewart asked staff to provide the Board some guidance in conducting personnel hearings in order to better understand the questions that should be directed to Employee Relations versus Human Resources in terms of process. Ms. Ellis-Stewart addressed concerns about the rate of attrition and urged staff to be intentional to get the number reduced. Dr. Cockerham said staff is reviewing the attrition rate to better understand how it fits together. With the new one-stop-shop concept, staff will seek to understand the related issues and work through the issues. Staff is being intentional and will continue to focus on this area. Ms. Ellis-Stewart urged staff to think about ways that will encourage an employee to change their mind about leaving the District. Dr. Cockerham said this will be improved at the school level with developing a relationship with the principal and working with the teacher. Dr. Morrison reported he is aware of quality teachers leaving the District because they can make at least \$7,000 more per year and be compensated for their advanced degrees in another state. Dr. Morrison said it is frustrating that CMS is losing quality teachers to other states because they can make more money. Ms. Ellis-Stewart is happy the application process includes a tracking system because she used to get many calls from people who did not know where they were in the application process.

- Mr. Tate said, as the Chair of the Policy Committee, there are twenty CMS policies or regulations regarding Human Resources and he urged staff to advise the Policy Committee should any policies need to be updated. Dr. Cockerham said staff is reviewing the policies, in particular for anything related to the Twenty-Five Percent Rule, and we will advise the Policy Committee of any recommended revisions.
- Mr. Davis said one of the most important departments in CMS is Human Resources and he asked staff to provide the Board with ideas around increased funding for HR. Mr. Davis also asked staff to recommend any policies that the Board can change that will give the HR Department more ability to attract, retain, and develop quality staff. Mr. Davis said the Next Steps include implement a valid, reliable, and comprehensive evaluation system and take steps toward building a premier workforce. Mr. Davis said the best thing his boss did for him was to give him brutal, honest feedback and when that did not happen he found he had to carry a heavier load because his teammate did not get the feedback to develop his skills. Mr. Davis urged staff to take steps to ensure those bullets are action items in CMS. Dr. Cockerham said in the last year, CMS implemented a process to ensure every employee in the District has an evaluation every year and that process is Online so it can be monitored. The feedback supervisors give their employees is critical for growth and documentation for both advancement and termination. In the future, the process will be developed to provide two paths for the evaluation. For the weak evaluation, the process will document the areas of weakness as well as support efforts to improve the employee's performance. Mr. Davis believes the evaluation process should have a broader, more holistic observation of a teacher's performance to include feedback from peers, students, and parents. This may help teachers improve or become even better because it will provide a more complete view of his/her performance. Dr. Cockerham provided clarification regarding the components of the CMS evaluation process and the State evaluation system.

Chairperson McCray thanked staff for the report and the discussion concluded at 1:16 p.m.

D. Report on Results of Twenty-Five Percent Rule Survey Sent to Teachers and Licensed Support Staff

Correlation to Board of Education Vision, Mission and Core Beliefs: Public Education is central to our democracy.

Chairperson McCray called upon Dr. Morrison to introduce the Report on Results of Twenty-Five Percent Rule Survey Sent to Teachers and Licensed Support Staff. Dr. Morrison said at the December Board meeting, staff provided the Board with information regarding the new North Carolina state legislation in which CMS must establish provisions to implement the Twenty-Five Percent Rule. The legislation will move North Carolina away from the concept of tenure and career contracts. Only twenty-five percent of the teachers will be offered contracts and some will be offered a one-year contract while others a four-year contract. The legislation includes provisions for who will qualify for the four-year contract with a slight adjustment of compensation. The superintendents of the school districts are charged with the task of developing a series of distinguishing criteria that will lift up who will qualify for the potential twenty-five percent contracts or four-year contracts with a slight adjustment.

In an effort to ensure transparency and communication, CMS reached out to the teachers who would be directly impacted to share their thoughts about the best way to implement the new law as currently written. CMS is currently advocating with the legislators to make some modifications to the legislation during the upcoming short session of the General Assembly.

Dr. Morrison called upon Dr. Teresa Cockerham, Chief Human Resources Officer, and Jonathan Sink, Associate General Counsel, to highlight the Twenty-Five Percent Rule and the CMS Survey results. Dr. Cockerham reported at this time no decisions have been made about the criteria to be used as CMS staff is still investigating and discussing the options.

- The Twenty-Five Percent Statute: **SECTION 9.6(g)**: Beginning September 1, 2013, to June 30, 2014, all superintendents shall review the performance and evaluations of all teachers who have been employed by the local board for at least three consecutive years. Based on these reviews, the superintendent shall identify and recommend to the local board twenty-five percent of those teachers employed by the local board for at least three consecutive years to be awarded four-year contracts beginning with the 2014-2015 school year. The superintendent shall not recommend to the local board any teacher for a four-year contract unless that teacher has shown effectiveness as demonstrated by proficiency on the teacher evaluation instrument. The local board of education shall review the superintendent's recommendation and may approve that recommendation or may select other teachers as part of the twenty-five percent to offer four-year contracts, but the local board shall not offer any teacher a four-year contract unless that teacher has shown effectiveness as demonstrated by proficiency on the teacher evaluation instrument. **Contract offers shall be made and accepted no later than June 30, 2014.** A teacher shall cease to be employed pursuant to G.S. 115C-325 and voluntarily relinquishes career status or any claim of career status by acceptance of a four-year contract as provided in this section.
- Legislation Guidelines:
 - The law stipulates that recommended teachers and licensed support staff must have worked in the same district for three consecutive years and must have received a rating of proficient or better on their evaluations. September 1, 2013, is the cutoff for the three consecutive years.
 - A teacher who accepts a four-year contract voluntarily waives his or her career status. Career status for teachers will end after the summer of 2018.
 - As an incentive, the state is offering an additional \$500 per year to all teachers and licensed support staff who are offered and sign the four-year contract this school year.
- Survey Purpose and Method (Teacher and Licensed Support Staff (LSS)):
 - Purpose:
 - Inform impacted teachers and LSS about the law.
 - Determine if any additional criteria emerge for consideration.
 - Provide information for the District to help advocate for teachers and LSS.
 - Method:
 - Used K-12 Insight survey tool and asked three questions.
 - Sent to impacted population (5,789 teachers/LSS with three plus consecutive years of CMS experience with proficient or above evaluations in 2011-12 and 2012-13). Total classroom teachers and licensed support staff as of September 1, 2013 was 10,025.
 - Set survey completion window: November 22nd through December 3rd.

- Received 1,818 responses or 31% response rate.
- Questions and Top Responses:
 1. How important is each criterion for identifying teachers eligible for four-year contracts? Percentage of respondents ranking important or very important.
 - Evaluations (76%), Teachers attendance (62%), Critical Need Subjects (49%), National Board Certification (30%).
 2. Please share any additional criteria that CMS should consider for four-year contract eligibility? Number of Responses.
 - Years of Service (141), Extra Assignments (140), Leadership (108), Student Growth or Achievement (98), and Advanced Degrees (84).
 3. Please provide specific suggestions for lawmakers that we can share as we continue to seek clarification on this new law? Number of responses.
 - Make adjustments to the law (197), Teacher dissatisfaction (188), Improve evaluation process (119), negative impact on students (94), Teachers may leave NC or profession (87), Hold lawmakers accountable (52).
- Themes from CMS Teacher and Licensed Support Staff Survey:
 - Suggestions for criteria:
 - Summative evaluations, attendance, and hard-to-fill (critical needs positions).
 - National Board Certification and advanced degrees.
 - Extra assignments and leadership.
 - Years of experience and student growth/achievement.
 - Suggestions for lawmakers:
 - Improve teacher evaluation process.
 - Make adjustments to the law (after including teacher input and visiting schools).
 - Consider the negative impact on students/schools (teacher attrition).
 - Overall:
 - High level of dissatisfaction with law expressed by many respondents.
 - Teachers/LSS understand that the state, not CMS, is responsible for the law.
 - Teachers/LSS are confused by some of the details of the law.
 - The law is negatively impacting morale and the culture of many schools.
 - Teachers/LSS may leave NC or the profession altogether.
 - Sample Responses:
 - “This law will cause teachers to become unwilling to share and collaborate. We will be competing for a limited number of contracts. This does not support the idea of Professional Learning Communities (PLC).”
 - “All I know is that I am a highly effective teacher that has been a loyal employee of the state for 15 years. If I am not selected I will be leaving NC and looking for a job in another state.”
 - “Offering teachers \$500 to give up career status-which only amounts to the right to due process-is an insult and the legislature intended it as such.”
- Next Steps: We want to ensure when the recommendation is brought before the Board it is the best recommendation, fair, and meets the needs of the CMS staff. Staff is striving to gather information from other districts and keep the lines of communication open with our teachers and staff. Staff will bring contracts before the Board by the end of May.

Exchange information with other North Carolina school districts	January/February
Share teacher survey results with Board of Education, executive staff, Principal Leadership Advisory Team (PLAT),	January

Superintendent's Teacher Advisory Council (STAC), and teachers/LSS	
Board of Education votes on recommended criteria	March 11
Communicate criteria to principals and teachers	March 12
North Carolina Legislative short session begins	May 14
Board of Education approves list of teachers/LSS for contracts	May 27
Contracts available to teachers/LSS to sign	May 30
Deadline for teachers/LSS to sign contracts	May 30

Chairperson McCray thanked staff for the report and opened the floor to Board member questions and comments. Board members Ellis-Stewart, Waddell, Tate, McCray, and Davis asked questions and provided comments.

Board member questions included the following.

1. What is the end goal of the legislation? Dr. Morrison said the intent of the legislation was to assist school districts to ensure an effective teacher in every class and to avoid the complacency that may come with tenure. It gives school districts the ability to maintain their best teachers, compensate them a little higher, and to ensure teachers with ineffective performance do not attain career status.
2. Dr. Morrison do you believe the legislation will achieve the intent of the legislators or do you have a better idea? Dr. Morrison appreciates the intent of the legislation but he does not believe the legislation, as crafted, will reach the goal. There are many challenges with limiting the contracts to only 25% because there are more than 25% of the CMS teachers who should qualify for eligibility. The proposed plan could demotivate teachers and negatively impact morale. CMS wants its teachers working together collaboratively but only one out of four teachers may be offered a four-year contract. Dr. Morrison said there are many challenges with the law as written and he believes legislators should establish criteria and then let the Local Education Agencies augment the criteria. The Twenty-Five Percent Rule is upsetting many teachers across North Carolina.
3. Research indicates students are more likely to be successful if they have an effective teacher for at least three years. How does offering teachers a one-year contract impact our ability to retain excellent teachers in the classroom for at least three years? Dr. Morrison said this is concerning because it puts a teacher on a year-to-year contract and that could lessen our ability to retain effective teachers long term. In addition, it could create job stability issues for teachers when applying for loans because their position is only guaranteed for one year at a time. Other issues include teacher resentment for those who get a four-year contract and teachers may seek a school or a district in which they believe they may be more successful at getting a four year contract. Staff is reaching out to lawmakers to make some thoughtful changes to the law.
4. What are the anticipated changes to the legislation? There is momentum to change it from twenty-five percent to forty percent.

Board member comments included the following:

- Ms. Ellis-Stewart addressed concerns about the liability of the contracts should the State not provide funding beyond the three years? Dr. Morrison said they will be a four year

contract but there is only State funding for the initial two years. Should a future legislation choose not to fund the contracts after two years, CMS staff believes we would be obligated to the teacher to pay the supplement for the duration. If that should happen, this would become an unfunded State mandate where we will need to seek local dollars to supplement the costs. George Battle, General Counsel, said he agreed that CMS would be obligated to pay the duration of the contract and another complicated factor would be for those teachers who give up tenure in exchange of that contract.

- Dr. Waddell thanked staff for the report. Dr. Waddell hopes other opportunities to gather teacher feedback will be conducted because the survey was sent to over 5,700 teachers and only 1,800 responded. She also addressed concern that the legislation is causing teachers to be confused and it is important to ensure teachers and the public are informed.
- Mr. Tate expressed concern about the amount of time and money it has cost CMS to assess the legislation and learn what we now know. Dr. Morrison said there may not be additional dollars but the teams in the CMS Legal and Human Resources departments have spent many hours in an effort to become knowledgeable about the legislation, reach out to other school districts, and administer the survey. Mr. Tate expressed concern that the \$500 dollar incentive bonus would only be given to teacher for the current year and will not be added to the teacher's salary as part of future earnings. Ending the tenure status may alienate teachers and all these issues will give teachers incentives to seek teaching opportunities in other states. Mr. Tate believes CMS should honor all contracts entered into with teachers. It is concerning what this may cost the District should the State not carry through with their funding. Mr. Tate said he is an advocate for increasing teacher pay.

Paul Bailey left the Regular Board meeting at 1:48 p.m.

- Chairperson McCray said if CMS is looking at funding an unfunded State mandate for 25% of the teachers, we must also review options for funding the other 75% of teachers who are effective.
- Mr. Davis said this is the second consecutive meeting that the Board is discussing the implementation of a State law of which the Board has serious reservations. The Board is required by our oath to implement the laws that are passed. But, we are not required to remain silent about a law that we believe negatively impacts our students' education. This law moves us positively in reducing the emphasis on longevity but it fails to offer an appropriate alternative. A better approach would have been combining the elimination of tenure with higher pay, better benefits, a sustainable system, and constructive and helpful performance feedback. This would have helped to create a new and better relationship with our teachers. Successful organizations and governmental agencies do not rely on long term relationships with only twenty-five percent of their employees. Committing to one teacher out of four does not encourage teachers to remain with CMS and does not contribute to a constantly improving school district. To be a leader, CMS should focus on building long term relationships with the vast majority of its employees based on performance, mutual commitment, and belief in each other. The Governor recently acknowledged the early years of the North Carolina teacher compensation structure are woefully inadequate and that is a first step. Mr. Davis addressed concern about the ability for school districts to keep talented effective teachers in our schools with this piecemeal approach because our quality teachers are being attracted to other industries and states with more competitive salaries and benefits. Mr. Davis hopes the policy

makers in Raleigh will take a more comprehensive view of the teaching profession to include total compensation, benefits, resources needed, and working environment to create an employment agreement that is more conducive to the future of educating more students.

Move to adjourn the meeting

Tim Morgan moved that the Board postpone the remainder of the items on the agenda to a future meeting as determined by the Chair and Superintendent in their collective capacity to set the Board's meeting agendas, seconded by Thelma Byers-Bailey, and the motion passed upon 7-0 voice vote of the Board. Rhonda Lennon and Paul Bailey were absent.

E. Report/Work Session on 2014-2015 Board of Education Operating Budget

Correlation to Board of Education Vision, Mission, and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

The Board voted to postpone the Work Session on 2014-2015 Board of Education Operating Budget to an upcoming meeting.

VI. REPORT FROM SUPERINTENDENT

The Board approved cancelling this item.

VII. REPORTS FROM BOARD MEMBERS

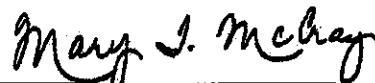
The Board approved cancelling this item.

ADJOURNMENT

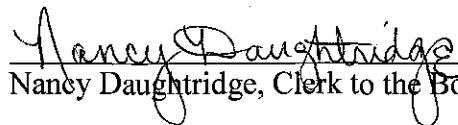
Chairperson McCray called for a motion to adjourn the meeting.

Tim Morgan moved that the Board adjourn the meeting, seconded by Dr. Joyce Waddell, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 1:59 p.m.



Mary T. McCray, Chairperson



Nancy Daughtride, Clerk to the Board