



Center for Research & Evaluation
Office of Accountability

Opening of Schools

SURVEY REPORT

September 2009

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OPENING OF SCHOOLS SURVEY REPORT

September, 2009

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EXECUTIVE SUMMARY

Charlotte-Mecklenburg Schools administered an Opening of Schools survey to principals during the 3rd week of school. The purpose of this survey was to obtain feedback from principals on select Opening of Schools functions and tasks provided by various Central Administrative Offices. The survey was developed during the summer of 2008 and first administered during the 2008-2009 Opening of Schools time period. The same survey was administered for the 2009-2010 Opening of Schools.

The platform used to administer the survey was K12-Insight, a web-based survey platform that offers many surveying features including the ability to anonymously follow-up with non-responders. The survey was launched on September 8, 2009 and included 3 follow-up reminders to non-responders. A total of 175 surveys were emailed to principals. Of the 175 surveys sent, 147 were returned resulting in an 84% response rate.

Overall, the majority of items received positive responses from participating principals. In 2008-2009, the areas that had the least positive responses among principals were: Student Assignment and information to parents around student placement, timely delivery of Assessment materials, NCWise training, timely resolution of construction work, information from Alternative and Safe schools, summer school records, afternoon transportation, and textbooks. All of these, including 6 additional items, did not contribute points to the overall grade in 2008-2009. However, in 2009-2010, all items received enough positive responses to achieve mean scores above desired threshold levels, thus contributing to the overall district grade score.

A grading scale was created prior to the deployment of the survey. The scale was based upon specific number of points corresponding to different letter grades (A – F). In 2009-2010, based on the scale, six Learning Communities gave Central Office a grade of A and one Learning Community gave Central Office a B. Overall, the district level Central Office grade by principals was an A. This is an improvement from 2008-2009, when the district level Central Office grade by principals was a C.

INTRODUCTION

The Center for Research and Evaluation conducted an Opening of Schools survey during the 3rd week of the 2009-2010 school year. The purpose of this survey was to gather feedback from principals regarding how well Central Administrative Offices carried out pertinent functions necessary for a successful Opening of Schools. The survey was created during the summer of 2008, making the 2008-2009 school year the first administration. Because this was the 2nd year of administration of the survey, we were able to compare across items across time. Items were constructed based on specific deliverables for Opening of Schools that were pertinent to principals.

The survey covered a variety of areas, including facilities, transportation, grounds, construction, staffing, delivery of textbooks and assessment materials, area offices (learning communities), professional development, law enforcement, the CMS website, coordinated school health, NCWise, budgets and finance, student placement, alternative and safe schools, and alignment of the district goals with the schools and community. These areas were determined based upon set deliverables, expectations, and goals for the Opening of Schools timeframe.

METHODS

The Opening of Schools Survey was constructed by the Center for Research and Evaluation in collaboration with those in charge of overseeing tasks associated with Opening of Schools. Using the K12-Insight web-based survey tool, the survey was deployed initially on Tuesday, September 8, 2009. This survey platform allows for follow-up surveys to be sent anonymously to those who have not responded—providing an opportunity to generate an acceptable return rate. Reminders were sent out on three occasions to non-responders. The first reminder was sent out on September 10, 2009; the second reminder was sent on September 11, 2009; the last reminder was sent on September 14, 2009.

The survey consisted of three sections. The first section included a 4-point agreement scale (Strongly Agree to Strongly Disagree) for 39 statements whereby principals were asked to provide their level of agreement with each statement. Section 2 included five satisfaction items using a 3-point scale (Excellent, Satisfactory, Needs Improvement). Section 3 included seven “yes/no” items for the participant to respond about whether the listed function took place. All sections also included a “not applicable” response option. A branching mechanism was included to allow only participants who had construction at their school and/or participants from magnet schools to receive specific items. A variable for Learning Community was pre-populated into the survey platform for disaggregation of data.

The first analysis performed was the percent in each response category for each item by section. The second analysis performed was a calculation of a mean for each item in each section. In 2008-2009, a grading scale was created to determine how well Central Offices performed as a whole. The same grading scale was applied to 2009-2010 and follows an A–F scale with A representing 90% or more of the means of items being above a specific threshold (i.e. on the desirable end of the scale), B representing

80%, C representing 70%, and so on. A point was awarded to items that had mean scores above the pre-specified thresholds.

For instance, the first section, which includes 39 statements on 4 point scales (1 = lowest and 4 = highest) was based on whether items had a mean of 3.0 or higher; if so, items were awarded a point indicating that overall the participants were responding on the desirable end of the scale. The second section was based on whether items had a 2.0 or higher—the scale ranged from 1 (lowest) – 3 (highest). The third section was a “yes/no” section (Yes = 2, No = 1) and was based on whether the item mean was 1.5 or higher. The total number of points possible was 51. All the points were tallied and the following grading scale was applied:

A = 46 or more points

B = 41 – 45

C = 36 – 40

D = 31– 35

F = Below 31

RESULTS

The response rate for the surveys was acceptable and considered to be representative. Of the 175 original surveys sent, 147 were returned, resulting in a response rate of 84%. Among the 7 Learning Communities, the response rate varied, with the Achievement Zone and Alternative/EC having the highest returns (100%) and the North having the lowest returns (78%). It should be noted that in 2008-2009, the Achievement Zone had the lowest response rate at 64%. The table below shows the response rate by Learning Community and by district.

Learning Community Survey Response Rate Results			
	Sent	Returned	Return Rate
ACHZONE	11	11	100%
CENTRAL	33	28	85%
EAST	24	19	79%
NORTH	18	14	78%
NORTHEAST	30	25	83%
SOUTH	29	24	83%
WEST	28	24	86%
ALT/EC	2	2	100%
DISTRICT	175	147	84%

When the percent of principals responding “Strongly Agree” to “Strongly Disagree” was analyzed, the results indicated that the majority of principals responded on the desirable end of the scale (“Agree” – “Strongly Agree”). In section 1, there were 12 items that had 95% or higher of principals responding “Strongly Agree” or “Agree.” The item that assessed understanding about the goals and objectives of the district from the Superintendent received 100% desirable responses from participating principals. The top five items were:

1. I understand the goals and objectives of the district, as specified by the Office of the Superintendent.
2. The goals and objectives of the district are appropriate for the community.
3. Central Office transportation personnel strived to help when issues arose.
4. The furniture/equipment at my school was in acceptable working condition for Opening of Schools.
5. Useful information, relevant to Opening of Schools, was posted on the CMS websites.

In 2008-2009, six items had less than 75% positive responses. In 2009-2010, no items had less than 75%. The items receiving the least positive responses among principals were:

1. Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.
2. Afternoon transportation has had minimal issues/problems.
3. Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.
4. Professional development in general was useful to my staff.
5. Textbooks were delivered within a reasonable time period for Opening of Schools.

The table below provides item results for section 1 of the survey. Additionally, a column was included that combined the total percent of principals who responded “Strongly Agree” or “Agree.”

Section 1 – Items	Strongly Disagree		Disagree		Agree		Strongly Agree		Strongly Agree & Agree Combined	
	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent
I understand the goals and objectives of the district, as specified by the Office of the Superintendent.	0.0	0.0	0.0	35.4	64.6	100.0				
The goals and objectives of the district are appropriate for the community.	0.0	1.4	41.5	57.1	98.6					
Central Office transportation personnel strived to help when issues arose.	0.7	0.7	61.2	37.3	98.5					
The furniture/equipment at my school was in acceptable working condition for Opening of Schools.	0.0	2.1	59.6	38.4	97.9					
Useful information, relevant to Opening of Schools, was posted on the CMS websites.	0.7	1.4	49.3	48.6	97.9					
Area transportation personnel strived to help when issues arose.	0.7	2.8	54.2	42.4	96.5					
The learning environment was respected when construction related work was performed.	0.0	3.7	40.7	55.6	96.3					
I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.	1.4	2.7	43.5	52.4	95.9					
I was able to access funding in Lawson within a reasonable time period for Opening of Schools.	1.4	2.7	67.1	28.8	95.9					
Finance personnel provided necessary information relating to opening budgets.	1.4	3.4	68.5	26.7	95.2					
Appropriate summer school student records were received in a timely manner.	1.2	3.6	79.5	15.7	95.2					
NCWise personnel have been responsive to my questions.	1.4	3.6	67.6	27.3	95.0					
The majority of transportation assignments have been accurate.	1.4	4.1	61.4	33.1	94.5					
Coordinated School Health personnel (including nurses) were helpful with communicating Opening of Schools issues, policies, and procedures.	0.0	5.5	55.2	39.3	94.5					
My Area Office (Learning Community Office) was responsive to my school's needs.	1.4	4.8	35.4	58.5	93.9					
School facilities were adequately prepped for the opening timeframe.	0.7	5.5	50.3	43.4	93.8					
Coordinated School Health provided my school with necessary information related to Opening of Schools issues.	0.0	6.9	61.4	31.7	93.1					
Accountability personnel were responsive to my questions related to Opening of Schools assessments.	0.8	6.9	70.0	22.3	92.3					

Section 1 – Items	Strongly Disagree		Disagree		Agree		Strongly Agree		Strongly Agree & Agree Combined	
	Percent		Percent		Percent		Percent		Percent	
The Opening of Schools documentation (i.e. Rights and Responsibilities handbook) was received within a reasonable time period prior to opening of schools.	0.7		8.2		52.1		39.0		91.1	
The purchasing process was adequately explained.	0.7		8.3		63.4		27.6		91.0	
School Law Enforcement was responsive to the opening needs of my school.	2.0		7.1		54.1		36.7		90.8	
My property manager was responsive to the opening needs of my school.	3.4		6.2		44.1		46.2		90.3	
Morning transportation has had minimal issues/problems.	1.4		8.3		54.9		35.4		90.3	
Assessment materials were received within a reasonable time period for Opening of Schools.	1.6		8.5		68.2		21.7		89.9	
New materials were received in a timely manner.	0.0		10.3		69.7		20.0		89.7	
NCWise training was sufficient.	1.4		11.3		67.4		19.9		87.2	
I was provided a quality candidate pool for instructional vacancies.	2.3		10.6		57.6		29.5		87.1	
I was provided a quality candidate pool for non-instructional vacancies.	1.9		11.3		63.2		23.6		86.8	
Necessary construction work was resolved in a timely manner.	0.0		13.8		51.7		34.5		86.2	
Professional development around Opening of Schools was useful to my staff.	0.7		13.1		61.4		24.8		86.2	
Student Assignment personnel strived to help when issues arose.	2.2		12.2		58.3		27.3		85.6	
Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.	2.0		14.0		63.0		21.0		84.0	
Human Resources efficiently processed the required paperwork on my newly hired employees.	4.3		12.1		44.0		39.7		83.7	
Mobile classrooms were in good working order.	0.0		17.6		59.5		23.0		82.4	
Textbooks were delivered within a reasonable time period for Opening of Schools.	2.8		14.9		58.9		23.4		82.3	
Professional development in general was useful to my staff.	2.1		16.0		59.0		22.9		81.9	
Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.	2.1		16.4		57.5		24.0		81.5	
Afternoon transportation has had minimal issues/problems.	4.8		15.2		48.3		31.7		80.0	
Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.	3.4		20.7		37.9		37.9		75.9	

In section 2, the principals were asked to respond to items based on what they had heard from others. Their directions were as follows:

Based on your experiences and feedback from parents and staff during the Opening of Schools timeframe, please select a category that best describes your opinions about the level of quality encountered with the following functions:

The scale included “Needs Improvement,” “Satisfactory,” and “Excellent.” The item “helpfulness of the Area Offices” received the most “Excellent” responses from principals. The item with the highest percent responding “Needs Improvement” was “accuracy of information to parents from the Student Placement Office.” However, all items had a majority of responses at the “satisfactory” level or higher.

Section 2 – Items	Needs Improvement	Satisfactory	Excellent
	Percent	Percent	Percent
Helpfulness of Area Offices (Learning Community Office)	5.6%	41.0%	53.5%
Alignment of the district goals and objectives to the needs of the community	2.8%	58.7%	38.5%
Communication to parents about required vaccinations	4.2%	62.5%	33.3%
Helpfulness of the Parent Hotline	1.9%	72.9%	25.2%
Accuracy of information to parents from the Student Placement Office	21.5%	54.2%	24.3%

In section 3, the principals were asked to respond “yes” or “no” as to whether the listed function occurred or not. Again, the majority of responses were on the desirable end of the scale. The highest percent of “yes” responses was for the item “Were the correct assessment materials delivered?” This finding was the same in 2008-2009. This item was followed by, “if yes, was the correct number of assessment materials delivered?” The item with the least “yes” responses was “Were all obsolete materials removed as requested?” with 67% participants responding yes. This item was followed by, “Were all vital work requests completed?” In 2008-2009, the item with the lowest “yes” responses was “if yes, were enough textbooks delivered?”

Section 3 - Item	No	Yes
	Percent	Percent
Were the correct assessment materials delivered?	2.7%	97.3%
<i>If yes, was the correct number of assessment materials delivered?</i>	4.6%	95.4%
Were the correct textbooks delivered?	14.1%	85.9%
<i>If yes, were enough textbooks delivered?</i>	23.8%	76.2%
Were enough Handbooks (Rights and Responsibilities) delivered?	19.2%	80.8%
Were all obsolete materials removed as requested?	32.8%	67.2%
Were all vital work requests completed?	24.1%	75.9%

Thus far we have presented the data based on the proportion of principals who have “Strongly Agreed” or “Agreed” with each item. We then chose to calculate mean item scores, taking into account responses across the entire scale from “Strongly Disagree” to “Strongly Agree.” In doing so, the values associated with each response category are mathematically accounted for in the calculations (i.e. 4 = Strongly Agree, 3 = Agree, 2 = Disagree, 1 = Strongly Disagree), whereas in presenting the proportion of “Strongly Agree” and “Agree” responses, each category was of equal value. The top 5 items with the highest mean scores in Section 1 were:

1. I understand the goals and objectives of the district, as specified by the Office of the Superintendent.
2. The goals and objectives of the district are appropriate for the community.
3. My Area Office (Learning Community Office) was responsive to my school’s needs.
4. I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.
5. Useful information, relevant to Opening of Schools, was posted on the CMS websites.

The items with the lowest mean scores (3.0) were:

1. Professional development in general was useful to my staff.
2. Textbooks were delivered within a reasonable time period for Opening of Schools.
3. Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.
4. Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.

The table below provides mean scores for Section 1 of the survey. The district results are presented first, followed by a table that disaggregates mean scores by Learning Community. The district results are presented in order from highest mean score to the lowest mean score for 2009-2010. The Learning Community results are presented in the order the item appeared on the survey. There is also a column that indicates the change in mean score for the item from 2008-2009 to 2009-2010. Positive change indicates better responses. Negative change indicates a decrease in mean score. Improvements from 2008-2009 on items that were below the threshold are also presented.

All 13 items that were below the threshold in 2008-2009, were above the threshold in 2009-2010. “Afternoon transportation has had minimal issues/problems” had the highest improvement change score (+.4). Seven of those items had positive change of (+.3).

Section 1 – Item Means	2008-09 Mean	2009-10 Mean	Change
I understand the goals and objectives of the district, as specified by the Office of the Superintendent.	3.6	3.6	0.0
The goals and objectives of the district are appropriate for the community.	3.5	3.6	0.1
The learning environment was respected when construction related work was performed.	3.2	3.5	0.3
My Area Office (Learning Community Office) was responsive to my school's needs.	3.5	3.5	0.0
I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.	3.4	3.5	0.1
Useful information, relevant to Opening of Schools, was posted on the CMS websites.	3.4	3.5	0.1
Area transportation personnel strived to help when issues arose.	3.2	3.4	0.2
School facilities were adequately prepped for the opening timeframe.	3.2	3.4	0.2
The furniture/equipment at my school was in acceptable working condition for Opening of Schools.	3.2	3.4	0.2
Central Office transportation personnel strived to help when issues arose.	3.1	3.4	0.3
Coordinated School Health personnel (including nurses) were helpful with communicating Opening of Schools issues, policies, and procedures.	3.2	3.3	0.1
My property manager was responsive to the opening needs of my school.	3.2	3.3	0.1
The Opening of Schools documentation (i.e. Rights and Responsibilities handbook) was received within a reasonable time period prior to opening of schools.	3.3	3.3	0.0
The majority of transportation assignments have been accurate.	3.0	3.3	0.3
School Law Enforcement was responsive to the opening needs of my school.	3.2	3.3	0.1
Coordinated School Health provided my school with necessary information related to Opening of Schools issues.	3.1	3.2	0.1
Morning transportation has had minimal issues/problems.	2.9	3.2	0.3
I was able to access funding in Lawson within a reasonable time period for Opening of Schools.	3.2	3.2	0.0
NCWise personnel have been responsive to my questions.	3.1	3.2	0.1
Necessary construction work was resolved in a timely manner.	2.9	3.2	0.3
Finance personnel provided necessary information relating to opening budgets.	3.2	3.2	0.0

Section 1 – Item Means	2008-09 Mean	2009-10 Mean	Change
Human Resources efficiently processed the required paperwork on my newly hired employees.	3.0	3.2	0.2
The purchasing process was adequately explained.	3.2	3.2	0.0
I was provided a quality candidate pool for instructional vacancies.	3.0	3.1	0.1
Accountability personnel were responsive to my questions related to Opening of Schools assessments.	2.9	3.1	0.2
Student Assignment personnel strived to help when issues arose.	2.8	3.1	0.3
Professional development around Opening of Schools was useful to my staff.	2.9	3.1	0.2
Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.	3.0	3.1	0.1
Assessment materials were received within a reasonable time period for Opening of Schools.	2.8	3.1	0.3
New materials were received in a timely manner.	2.9	3.1	0.2
Appropriate summer school student records were received in a timely manner.	2.8	3.1	0.3
I was provided a quality candidate pool for non-instructional vacancies.	3.1	3.1	0.0
Afternoon transportation has had minimal issues/problems.	2.7	3.1	0.4
NCWise training was sufficient.	2.8	3.1	0.3
Mobile classrooms were in good working order.	3.0	3.1	0.1
Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.	3.0	3.0	0.0
Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.	2.8	3.0	0.2
Textbooks were delivered within a reasonable time period for Opening of Schools.	2.7	3.0	0.3
Professional development in general was useful to my staff.	2.9	3.0	0.1

Section 1 – Item Mean Improvements from Below Threshold in 2008-2009 to Above Threshold in 2009-2010	2008-09 Mean	2009-10 Mean	Change
Morning transportation has had minimal issues/problems.	2.9	3.2	0.3
Necessary construction work was resolved in a timely manner.	2.9	3.2	0.3
Accountability personnel were responsive to my questions related to Opening of Schools assessments.	2.9	3.1	0.2
Student Assignment personnel strived to help when issues arose.	2.8	3.1	0.3
Professional development around Opening of Schools was useful to my staff.	2.9	3.1	0.2
Assessment materials were received within a reasonable time period for Opening of Schools.	2.8	3.1	0.3
New materials were received in a timely manner.	2.9	3.1	0.2
Appropriate summer school student records were received in a timely manner.	2.8	3.1	0.3
Afternoon transportation has had minimal issues/problems.	2.7	3.1	0.4
NCWise training was sufficient.	2.8	3.1	0.3
Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.	2.8	3.0	0.2
Textbooks were delivered within a reasonable time period for Opening of Schools.	2.7	3.0	0.3
Professional development in general was useful to my staff.	2.9	3.0	0.1

Learning Community														
ACHZONE	CENTRAL		EAST		NORTH		NORTHEAST		SOUTH		WEST			
	M	Stn dev	M	Stn dev	M	Stn dev	M	Stn dev	M	Stn dev	M	Stn dev		
Section 1 Item Means – by Learning Community														
	3.2	0.4	3.4	0.7	3.4	0.6	3.5	0.5	3.3	0.5	3.4	0.7	3.3	0.8
School facilities were adequately prepped for the opening timeframe.														
Mobile classrooms were in good working order.	3.0	0.8	3.1	0.6	3.1	0.7	3.1	0.8	3.0	0.4	2.8	0.7	3.1	0.5
The furniture/equipment at my school was in acceptable working condition for Opening of Schools.	3.3	0.5	3.5	0.5	3.4	0.6	3.4	0.5	3.3	0.5	3.2	0.6	3.5	0.5
My property manager was responsive to the opening needs of my school.	3.5	0.7	3.5	0.6	3.4	0.5	2.9	0.7	2.8	0.9	3.6	0.5	3.4	0.8
Afternoon transportation has had minimal issues/problems.	3.1	0.5	2.6	0.9	2.9	0.8	3.5	0.5	3.0	0.9	3.3	0.7	3.3	0.8
Morning transportation has had minimal issues/problems.	3.1	0.5	3.0	0.7	3.2	0.5	3.4	0.9	3.3	0.6	3.3	0.7	3.4	0.6
The majority of transportation assignments have been accurate.	3.3	0.5	3.1	0.7	3.1	0.7	3.4	0.6	3.3	0.5	3.3	0.6	3.5	0.6
Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.	3.5	0.7	3.2	1.1	3.0	1.0	3.3	1.0	3.3	0.6	2.8	0.5	3.0	1.1
Necessary construction work was resolved in a timely manner.	3.5	0.7	3.2	1.1	3.0	1.0	3.5	0.6	3.3	0.6	3.0	0.0	3.1	0.6
The learning environment was respected when construction related work was performed.	3.5	0.7	3.8	0.5	3.3	0.6	3.3	0.5	4.0	0.0	3.5	0.6	3.5	0.8
Area transportation personnel strived to help when issues arose.	3.4	0.5	3.3	0.5	3.2	0.5	3.8	0.4	3.2	0.7	3.5	0.6	3.5	0.5
Central Office transportation personnel strived to help when issues arose.	3.3	0.5	3.2	0.5	3.1	0.4	3.8	0.5	3.3	0.7	3.5	0.5	3.4	0.5
Student Assignment personnel strived to help when issues arose.	3.0	0.6	3.1	0.7	2.9	0.8	3.4	1.0	3.1	0.6	3.3	0.6	3.0	0.6
I was provided a quality candidate pool for non-instructional vacancies.	3.0	0.0	3.0	0.8	3.0	0.7	3.4	0.5	3.2	0.5	3.2	0.7	3.0	0.7

Learning Community														
ACHZONE	CENTRAL		EAST		NORTH		NORTHEAST		SOUTH		WEST			
	M	Stn dev	M	Stn dev	M	Stn dev	M	Stn dev	M	Stn dev	M	Stn dev		
Section 1 Item Means – by Learning Community														
I was provided a quality candidate pool for instructional vacancies.	3.2	0.6	3.0	0.8	3.2	0.7	3.4	0.7	3.1	0.7	3.1	0.8	3.2	0.5
Human Resources efficiently processed the required paperwork on my newly hired employees.	3.3	0.6	2.9	0.9	3.3	0.8	3.5	0.7	3.1	0.9	3.4	0.7	3.1	0.8
Appropriate summer school student records were received in a timely manner.	3.1	0.3	2.9	0.8	3.2	0.4	3.0	0.0	3.3	0.5	2.9	0.3	3.2	0.5
Textbooks were delivered within a reasonable time period for Opening of Schools.	3.0	0.5	3.1	0.6	3.2	0.7	3.1	0.8	3.0	0.7	3.0	0.7	2.9	0.9
New materials were received in a timely manner.	3.0	0.5	3.0	0.6	3.2	0.5	3.2	0.6	3.2	0.5	3.1	0.6	3.1	0.6
School Law Enforcement was responsive to the opening needs of my school.	3.0	0.0	3.3	0.5	3.1	0.7	3.3	0.7	3.3	0.7	3.3	0.6	3.2	0.9
My Area Office (Learning Community Office) was responsive to my school's needs.	3.5	0.7	3.5	0.7	3.7	0.5	3.6	0.6	3.5	0.8	3.5	0.5	3.5	0.6
I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.	3.4	0.7	3.5	0.6	3.7	0.5	3.6	0.5	3.5	0.8	3.3	0.5	3.5	0.6
I understand the goals and objectives of the district, as specified by the Office of the Superintendent.	3.4	0.5	3.7	0.5	3.7	0.5	3.6	0.5	3.6	0.5	3.7	0.5	3.7	0.5
The goals and objectives of the district are appropriate for the community.	3.3	0.5	3.6	0.6	3.7	0.5	3.6	0.5	3.5	0.5	3.6	0.6	3.5	0.5
The Opening of Schools documentation (i.e. Rights and Responsibilities handbook) was received within a reasonable time period prior to opening of schools.	2.9	0.5	3.3	0.6	3.5	0.5	3.3	0.6	3.1	0.8	3.3	0.6	3.4	0.6
Useful information, relevant to Opening of Schools, was posted on the CMS websites.	3.2	0.4	3.5	0.5	3.6	0.5	3.6	0.5	3.3	0.7	3.4	0.6	3.5	0.5

In section 2, the principals were asked to respond to items based on what they had heard from others. Their directions were as follows:

Based on your experiences and feedback from parents and staff during the Opening of Schools timeframe, please select a category that best describes your opinions about the level of quality encountered with the following functions:

Means were calculated based on the following values: 1=Needs Improvement, 2=Satisfactory and 3=Excellent. Similar to 2008-2009, the item with the highest mean score was “helpfulness of Area Offices” and the item with the lowest mean was “accuracy of information to parents from the Student Placement office.” The items with the highest change score from 2008-2009 to 2009-2010 were “Alignment of the district goals and objectives to the needs of the community” and “Accuracy of information to parents from the Student Placement Office.”

The table below provides item results for Section 2 of the survey for the district, followed by results disaggregated by Learning Community. The district results are presented in order from highest mean score to the lowest mean score for 2009-2010. The Learning Community results are presented in the order the item appeared on the survey.

Section 2 - Items	2008-09 Mean	2009-10 Mean	Change
Helpfulness of Area Offices (Learning Community Office)	2.5	2.5	0.0
Alignment of the district goals and objectives to the needs of the community	2.1	2.4	0.3
Communication to parents about required vaccinations	2.2	2.3	0.1
Helpfulness of the Parent Hotline	2	2.2	0.2
Accuracy of information to parents from the Student Placement Office	1.7	2.0	0.3

Section 2 Items – By Learning Community		Learning Community													
		ACHZONE		CENTRAL		EAST		NORTH		NORTHEAST		SOUTH		WEST	
		M	Stn Dev	M	Stn Dev	M	Stn Dev	M	Stn Dev	M	Stn Dev	M	Stn Dev	M	Stn Dev
Communication to parents about required vaccinations		2.1	0.3	2.2	0.6	2.5	0.5	2.2	0.6	2.3	0.6	2.4	0.6	2.3	0.5
Accuracy of information to parents from the Student Placement Office		1.9	0.5	2.1	0.6	1.8	0.7	2.1	0.8	2.3	0.6	2.0	0.7	2.0	0.7
Helpfulness of Area Offices (Learning Community Office)		2.3	0.6	2.5	0.6	2.8	0.4	2.4	0.6	2.5	0.6	2.5	0.6	2.3	0.6
Helpfulness of the Parent Hotline		2.0	0.0	2.2	0.5	2.3	0.5	2.4	0.5	2.3	0.4	2.2	0.4	2.3	0.6
Alignment of the district goals and objectives to the needs of the community		2.3	0.5	2.3	0.6	2.6	0.5	2.5	0.5	2.3	0.5	2.3	0.6	2.4	0.5

In section 3, principals were asked to respond “yes” or “no” as to whether each listed function was completed. Means were calculated based on the following values: 1 = No, 2 = Yes. The items with the highest mean score included “Were the correct assessment materials delivered?” and “if yes, was the correct number of assessment materials delivered?” The item with the lowest mean was “Were all obsolete materials removed as requested?” The items with the highest change scores dealt with correct number of delivered assessment materials and textbooks (+.2).

The table below provides the results for section 3 of the survey for the district, followed by the results disaggregated by Learning Community. The district results are presented in order from highest mean score to the lowest mean score for 2009-2010. The Learning Community results are presented in the order the item appeared on the survey.

Section 3 - Items	2008-09 Mean	2009-10 Mean	Change
Were the correct assessment materials delivered?	1.9	2.0	0.1
If yes, was the correct number of assessment materials delivered?	1.8	2.0	0.2
Were the correct textbooks delivered?	1.8	1.9	0.1
If yes, were enough textbooks delivered?	1.6	1.8	0.2
Were enough Handbooks (Rights and Responsibilities) delivered?	1.8	1.8	0.0
Were all vital work requests completed?	1.7	1.8	0.1
Were all obsolete materials removed as requested?	1.7	1.7	0.0

Section 3 Items – by Learning Community	Learning Community													
	ACHZONE		CENTRAL		EAST		NORTH		NORTHEAST		SOUTH		WEST	
	M	Stn Dev	M	Stn Dev	M	Stn Dev	M	Stn Dev	M	Stn Dev	M	Stn Dev	M	Stn Dev
Were all vital work requests completed?	1.7	0.5	1.9	0.3	1.6	0.5	1.7	0.5	1.7	0.5	1.9	0.3	1.7	0.5
Were all obsolete materials removed as requested?	1.6	0.5	1.7	0.5	1.5	0.5	1.8	0.4	1.7	0.5	1.6	0.5	1.8	0.4
Were the correct assessment materials delivered?	2.0	0.0	2.0	0.0	2.0	0.0	1.9	0.4	2.0	0.2	1.9	0.3	2.0	0.0
If yes, was the correct number of assessment materials delivered?	2.0	0.0	2.0	0.2	1.9	0.3	2.0	0.0	1.9	0.3	2.0	0.0	2.0	0.2
Were the correct textbooks delivered?	1.8	0.4	1.8	0.4	2.0	0.0	1.8	0.4	1.9	0.3	1.9	0.3	1.8	0.4
If yes, were enough textbooks delivered?	1.9	0.4	1.9	0.4	1.8	0.4	1.7	0.5	1.9	0.3	1.6	0.5	1.7	0.5
Were enough Handbooks (Rights and Responsibilities) delivered?	1.9	0.3	1.9	0.3	1.9	0.2	1.8	0.4	1.6	0.5	1.8	0.4	1.8	0.4

Following the pre-specified scale that was created in 2008-2009, any item that had a mean score above the thresholds received a point. The points were translated into a grading scale. The grading scale was also disaggregated by Learning Community:

A = 46 or more points

B = 41 – 45

C = 36 – 40

D = 31– 35

F = Below 31

In 2008-2009, as a district, in section 1, there were 26 items that met or exceeded a mean of 3.0, resulting in 26 points for this section. In 2009-2010, all 39 items in Section 1 had mean scores above the threshold and therefore attributed to the overall district grade score. In 2008-2009, in section 2, all but one item mean was at the required minimum for obtaining a point (threshold = 2). In 2009-2010, all five items in section 2 contributed to the score for the district grade. In 2008-2009, the item that did not score high enough to contribute to the district grade score was “Accuracy of information to parents from the Student Placement Office.” In section 3, all item means were at 1.5 or higher in 2008-2009 and 2009-2010, resulting in 7 points for this section.

When the points across the sections were tallied (Section 1 = 39, Section 2 = 5, Section 3 = 7), the total came to 51 at the district level. Subsequently, the overall score is an “A” for the district. This is an improvement from 2008-2009 when the overall score was a 37, resulting in a “C” grade for the district.

There was very little variation among the Learning Communities with only one giving the District a “B.” The Learning Communities that had the most items above the mean thresholds were Northeast and West. The point totals and the grade breakdown by Learning Community are presented below.

Learning Community Grade by Learning Community		
	Points	Grade
ACHZONE	49	A
CENTRAL	46	A
EAST	47	A
NORTH	49	A
NORTHEAST	50	A
SOUTH	45	B
WEST	50	A

Using the branching feature in K12-Insight, magnet school principals were asked to respond to 3 additional items. The tables below present the item results—percent responding in each category followed by a means table. The majority of principals responded “Agree” or “Strongly Agree” to the items (the desirable end of the scale). The mean scores ranged from 3.0 – 3.1.

Magnet Items	Strongly Disagree	Disagree	Agree	Strongly Agree
	Percent	Percent	Percent	Percent
The Magnet Office has helped me understand my program theme.	0.0%	11.8%	64.7%	23.5%
The Magnet Office was helpful with issues that arose with program implementation.	0.0%	18.8%	56.3%	25.0%
Magnet program information through orientation or other specific meetings was useful.	0.0%	22.9%	51.4%	25.7%

Magnet Items	2008-09 Mean	2009-10 Mean	Change
The Magnet Office has helped me understand my program theme.	3.1	3.1	0.0
The Magnet Office was helpful with issues that arose with program implementation.	2.9	3.1	0.1
Magnet program information through orientation or other specific meetings was useful.	3.0	3.0	0.0

CONCLUSION

The Center for Research and Evaluation conducted an Opening of Schools survey during the 3rd week of the 2008-2009 and 2009-2010 school years. The purpose of this survey was to gather feedback from principals on how well Central Administrative Offices carried out pertinent functions necessary for a successful Opening of Schools. The survey covered a variety of areas, including facilities, transportation, grounds, construction, staffing, delivery of textbooks and assessment materials, area offices (learning communities), professional development, law enforcement, the CMS website, coordinated school health, NCWise, budgets and finance, student placement, alternative and safe schools, and alignment of the district goals with the schools and community. These areas were determined based upon set deliverables, expectations, and goals for the Opening of Schools timeframe.

The survey was created during the summer of 2008, making this the 2nd administration of this instrument. Items were constructed based on specific deliverables for Opening of Schools that were pertinent to principals. K12-Insight, a web-based survey platform, was used to administer the survey. Out of 175 total surveys delivered, 147 were returned, resulting in an 84% response rate. Among the 7 Learning Communities, the response rate varied, with the Achievement Zone having the highest returns (100%) and the North having the lowest returns (78%). Basic frequencies and descriptive statistics were performed. Also, a grading scale was applied in an attempt to provide an overall picture of the item results.

In 2008-2009, the results of the Opening of Schools survey indicated that CMS Central Administrative Offices were on the cusp of providing excellent quality service to its principals. In 2009-2010, the results at the district level were overwhelmingly positive and much improved from the previous year. The majority of principals responded on the desirable end of the scales for all the items. When the overall grading scale was applied, the district received an "A," which was an increase from 2008-2009 when the grade received was a "C."

APPENDICES

Achievement Zone

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
The learning environment was respected when construction related work was performed.		3.5	
My Area Office (Learning Community Office) was responsive to my school's needs.	3.7	3.5	-0.2
My property manager was responsive to the opening needs of my school.	3.7	3.5	-0.2
Necessary construction work was resolved in a timely manner.		3.5	
Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.		3.5	
I understand the goals and objectives of the district, as specified by the Office of the Superintendent.	3.7	3.4	-0.3
Area transportation personnel strived to help when issues arose.	3.1	3.4	0.3
I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.	3.7	3.4	-0.3
The goals and objectives of the district are appropriate for the community.	3.7	3.3	-0.4
The majority of transportation assignments have been accurate.	2.7	3.3	0.6
The furniture/equipment at my school was in acceptable working condition for Opening of Schools.	3.3	3.3	0.0
Central Office transportation personnel strived to help when issues arose.	2.7	3.3	0.6
Human Resources efficiently processed the required paperwork on my newly hired employees.	3.4	3.3	-0.1
Useful information, relevant to Opening of Schools, was posted on the CMS websites.	3.6	3.2	-0.4
School facilities were adequately prepped for the opening timeframe.	3.0	3.2	0.2
Coordinated School Health personnel (including nurses) were helpful with communicating Opening of Schools issues, policies, and procedures.	2.7	3.2	0.5
The purchasing process was adequately explained.	3.0	3.2	0.2
Coordinated School Health provided my school with necessary information related to Opening of Schools issues.	2.7	3.2	0.5
I was able to access funding in Lawson within a reasonable time period for Opening of Schools.	3.1	3.2	0.1

Achievement Zone, continued

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
I was provided a quality candidate pool for instructional vacancies.	3.4	3.2	-0.2
Assessment materials were received within a reasonable time period for Opening of Schools.	2.8	3.2	0.4
Professional development in general was useful to my staff.	2.9	3.2	0.3
Morning transportation has had minimal issues/problems.	2.9	3.1	0.2
Afternoon transportation has had minimal issues/problems.	2.6	3.1	0.5
Accountability personnel were responsive to my questions related to Opening of Schools assessments.	3.0	3.1	0.1
Professional development around Opening of Schools was useful to my staff.	2.9	3.1	0.2
Appropriate summer school student records were received in a timely manner.	2.6	3.1	0.5
Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.	2.3	3.1	0.8
NCWise personnel have been responsive to my questions.	3.4	3.1	-0.3
Finance personnel provided necessary information relating to opening budgets.	2.7	3.1	0.4
NCWise training was sufficient.	2.7	3.1	0.4
Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.	2.9	3.1	0.2
School Law Enforcement was responsive to the opening needs of my school.	3.7	3.0	-0.7
New materials were received in a timely manner.	2.9	3.0	0.1
Mobile classrooms were in good working order.	3.5	3.0	-0.5
Student Assignment personnel strived to help when issues arose.	3.0	3.0	0.0
I was provided a quality candidate pool for non-instructional vacancies.	3.3	3.0	-0.3
Textbooks were delivered within a reasonable time period for Opening of Schools.	2.9	3.0	0.1
The Opening of Schools documentation (i.e. Rights and Responsibilities handbook) was received within a reasonable time period prior to opening of schools.	3.6	2.9	-0.7

Achievement Zone, continued

Section 2 - Items	2008-09 Mean	2009-10 Mean	Change
Alignment of the district goals and objectives to the needs of the community	2.0	2.3	0.3
Helpfulness of Area Offices (Learning Community Office)	2.7	2.3	-0.4
Communication to parents about required vaccinations	2.4	2.1	-0.3
Helpfulness of the Parent Hotline	2.0	2.0	0.0
Accuracy of information to parents from the Student Placement Office	1.7	1.9	0.2

Section 3 - Items	2008-09 Mean	2009-10 Mean	Change
Were the correct assessment materials delivered?	2.0	2.0	0.0
If yes, was the correct number of assessment materials delivered?	2.0	2.0	0.0
Were the correct textbooks delivered?	1.9	1.8	-0.1
If yes, were enough textbooks delivered?	1.8	1.9	0.1
Were enough Handbooks (Rights and Responsibilities) delivered?	2.0	1.9	-0.1
Were all vital work requests completed?	1.7	1.7	0.0
Were all obsolete materials removed as requested?	1.7	1.6	-0.1

Central

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
The learning environment was respected when construction related work was performed.	3.2	3.8	0.6
I understand the goals and objectives of the district, as specified by the Office of the Superintendent.	3.4	3.7	0.3
The goals and objectives of the district are appropriate for the community.	3.3	3.6	0.3
My Area Office (Learning Community Office) was responsive to my school's needs.	3.3	3.5	0.2
My property manager was responsive to the opening needs of my school.	3.2	3.5	0.3
I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.	3.2	3.5	0.3
The furniture/equipment at my school was in acceptable working condition for Opening of Schools.	3.2	3.5	0.3
Useful information, relevant to Opening of Schools, was posted on the CMS websites.	3.3	3.5	0.2
School facilities were adequately prepped for the opening timeframe.	3.1	3.4	0.3
Area transportation personnel strived to help when issues arose.	3.3	3.3	0.0
Coordinated School Health personnel (including nurses) were helpful with communicating Opening of Schools issues, policies, and procedures.	3.2	3.3	0.1
School Law Enforcement was responsive to the opening needs of my school.	3.0	3.3	0.3
The Opening of Schools documentation (i.e. Rights and Responsibilities handbook) was received within a reasonable time period prior to opening of schools.	3.2	3.3	0.1
Necessary construction work was resolved in a timely manner.	2.9	3.2	0.3
Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.	3.1	3.2	0.1
Central Office transportation personnel strived to help when issues arose.	3.2	3.2	0.0
I was able to access funding in Lawson within a reasonable time period for Opening of Schools.	3.2	3.2	0.0
Coordinated School Health provided my school with necessary information related to Opening of Schools issues.	3.1	3.2	0.1
Finance personnel provided necessary information relating to opening budgets.	3.1	3.2	0.1

Central, continued

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
The majority of transportation assignments have been accurate.	3.0	3.1	0.1
The purchasing process was adequately explained.	3.1	3.1	0.0
Professional development in general was useful to my staff.	2.8	3.1	0.3
NCWise personnel have been responsive to my questions.	3.3	3.1	-0.2
Mobile classrooms were in good working order.	2.9	3.1	0.2
Student Assignment personnel strived to help when issues arose.	2.9	3.1	0.2
Textbooks were delivered within a reasonable time period for Opening of Schools.	2.8	3.1	0.3
I was provided a quality candidate pool for instructional vacancies.	3.1	3.0	-0.1
Assessment materials were received within a reasonable time period for Opening of Schools.	2.8	3.0	0.2
Morning transportation has had minimal issues/problems.	2.9	3.0	0.1
Accountability personnel were responsive to my questions related to Opening of Schools assessments.	2.9	3.0	0.1
Professional development around Opening of Schools was useful to my staff.	2.8	3.0	0.2
Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.	2.8	3.0	0.2
New materials were received in a timely manner.	2.9	3.0	0.1
I was provided a quality candidate pool for non-instructional vacancies.	3.0	3.0	0.0
Human Resources efficiently processed the required paperwork on my newly hired employees.	2.8	2.9	0.1
Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.	3.0	2.9	-0.1
Appropriate summer school student records were received in a timely manner.	2.9	2.9	0.0
NCWise training was sufficient.	3.0	2.9	-0.1
Afternoon transportation has had minimal issues/problems.	2.6	2.6	0.0

Central, continued

Section 2 - Items	2008-09 Mean	2009-10 Mean	Change
Helpfulness of Area Offices (Learning Community Office)	2.4	2.5	0.1
Alignment of the district goals and objectives to the needs of the community	2.1	2.3	0.2
Communication to parents about required vaccinations	2.3	2.2	-0.1
Helpfulness of the Parent Hotline	2.0	2.2	0.2
Accuracy of information to parents from the Student Placement Office	1.8	2.1	0.3

Section 3 - Items	2008-09 Mean	2009-10 Mean	Change
Were the correct assessment materials delivered?	1.9	2.0	0.1
If yes, was the correct number of assessment materials delivered?	1.8	2.0	0.2
Were the correct textbooks delivered?	1.9	1.8	-0.1
If yes, were enough textbooks delivered?	1.6	1.9	0.3
Were enough Handbooks (Rights and Responsibilities) delivered?	2.0	1.9	-0.1
Were all vital work requests completed?	1.7	1.9	0.2
Were all obsolete materials removed as requested?	1.7	1.7	0.0

East

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
I understand the goals and objectives of the district, as specified by the Office of the Superintendent.	3.6	3.7	0.1
The goals and objectives of the district are appropriate for the community.	3.5	3.7	0.2
My Area Office (Learning Community Office) was responsive to my school's needs.	3.7	3.7	0.0
I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.	3.6	3.7	0.1
Useful information, relevant to Opening of Schools, was posted on the CMS websites.	3.4	3.6	0.2
The Opening of Schools documentation (i.e. Rights and Responsibilities handbook) was received within a reasonable time period prior to opening of schools.	3.5	3.5	0.0
My property manager was responsive to the opening needs of my school.	3.0	3.4	0.4
The furniture/equipment at my school was in acceptable working condition for Opening of Schools.	3.0	3.4	0.4
School facilities were adequately prepped for the opening timeframe.	3.1	3.4	0.3
Coordinated School Health personnel (including nurses) were helpful with communicating Opening of Schools issues, policies, and procedures.	3.2	3.4	0.2
I was able to access funding in Lawson within a reasonable time period for Opening of Schools.	3.1	3.4	0.3
The learning environment was respected when construction related work was performed.	3.1	3.3	0.2
Coordinated School Health provided my school with necessary information related to Opening of Schools issues.	3.3	3.3	0.0
Finance personnel provided necessary information relating to opening budgets.	3.2	3.3	0.1
Human Resources efficiently processed the required paperwork on my newly hired employees.	3.1	3.3	0.2
Area transportation personnel strived to help when issues arose.	3.1	3.2	0.1
The purchasing process was adequately explained.	3.2	3.2	0.0
NCWise personnel have been responsive to my questions.	2.8	3.2	0.4
Textbooks were delivered within a reasonable time period for Opening of Schools.	2.8	3.2	0.4
I was provided a quality candidate pool for instructional vacancies.	3.1	3.2	0.1

East, continued

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
Assessment materials were received within a reasonable time period for Opening of Schools.	2.9	3.2	0.3
Morning transportation has had minimal issues/problems.	2.7	3.2	0.5
Accountability personnel were responsive to my questions related to Opening of Schools assessments.	3.0	3.2	0.2
New materials were received in a timely manner.	3.0	3.2	0.2
Appropriate summer school student records were received in a timely manner.	2.7	3.2	0.5
School Law Enforcement was responsive to the opening needs of my school.	3.3	3.1	-0.2
Central Office transportation personnel strived to help when issues arose.	3.1	3.1	0.0
The majority of transportation assignments have been accurate.	3.0	3.1	0.1
Mobile classrooms were in good working order.	2.7	3.1	0.4
Professional development around Opening of Schools was useful to my staff.	3.0	3.1	0.1
Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.	2.9	3.1	0.2
Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.	2.8	3.1	0.3
NCWise training was sufficient.	2.8	3.1	0.3
Necessary construction work was resolved in a timely manner.	2.8	3.0	0.2
Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.	3.0	3.0	0.0
I was provided a quality candidate pool for non-instructional vacancies.	3.0	3.0	0.0
Student Assignment personnel strived to help when issues arose.	2.7	2.9	0.2
Afternoon transportation has had minimal issues/problems.	2.7	2.9	0.2
Professional development in general was useful to my staff.	3.0	2.8	-0.2

East, continued

Section 2 - Items	2008-09 Mean	2009-10 Mean	Change
Helpfulness of Area Offices (Learning Community Office)	2.6	2.8	0.2
Alignment of the district goals and objectives to the needs of the community	2.1	2.6	0.5
Communication to parents about required vaccinations	2.1	2.5	0.4
Helpfulness of the Parent Hotline	2.1	2.3	0.2
Accuracy of information to parents from the Student Placement Office	1.5	1.8	0.3

Section 3 - Items	2008-09 Mean	2009-10 Mean	Change
Were the correct assessment materials delivered?	2.0	2.0	0.0
If yes, was the correct number of assessment materials delivered?	1.9	1.9	0.0
Were the correct textbooks delivered?	1.9	2.0	0.1
If yes, were enough textbooks delivered?	1.8	1.8	0.0
Were enough Handbooks (Rights and Responsibilities) delivered?	1.8	1.9	0.1
Were all vital work requests completed?	1.8	1.6	-0.2
Were all obsolete materials removed as requested?	1.8	1.5	-0.3

North

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
Area transportation personnel strived to help when issues arose.	3.4	3.8	0.4
Central Office transportation personnel strived to help when issues arose.	3.2	3.8	0.6
I understand the goals and objectives of the district, as specified by the Office of the Superintendent.	3.7	3.6	-0.1
The goals and objectives of the district are appropriate for the community.	3.7	3.6	-0.1
My Area Office (Learning Community Office) was responsive to my school's needs.	3.4	3.6	0.2
I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.	3.2	3.6	0.4
Useful information, relevant to Opening of Schools, was posted on the CMS websites.	3.3	3.6	0.3
Coordinated School Health personnel (including nurses) were helpful with communicating Opening of Schools issues, policies, and procedures.	3.5	3.6	0.1
School facilities were adequately prepped for the opening timeframe.	3.1	3.5	0.4
Human Resources efficiently processed the required paperwork on my newly hired employees.	3.4	3.5	0.1
The purchasing process was adequately explained.	3.4	3.5	0.1
Necessary construction work was resolved in a timely manner.	3.0	3.5	0.5
Afternoon transportation has had minimal issues/problems.	3.1	3.5	0.4
The furniture/equipment at my school was in acceptable working condition for Opening of Schools.	3.4	3.4	0.0
I was able to access funding in Lawson within a reasonable time period for Opening of Schools.	3.5	3.4	-0.1
Coordinated School Health provided my school with necessary information related to Opening of Schools issues.	3.2	3.4	0.2
NCWise personnel have been responsive to my questions.	3.2	3.4	0.2
I was provided a quality candidate pool for instructional vacancies.	3.1	3.4	0.3
Morning transportation has had minimal issues/problems.	3.2	3.4	0.2
The majority of transportation assignments have been accurate.	3.2	3.4	0.2
I was provided a quality candidate pool for non-instructional vacancies.	3.2	3.4	0.2
Student Assignment personnel strived to help when issues arose.	3.1	3.4	0.3
The Opening of Schools documentation (i.e. Rights and Responsibilities handbook) was received within a reasonable time period prior to opening of schools.	3.4	3.3	-0.1

East, continued

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
The learning environment was respected when construction related work was performed.	3.3	3.3	0.0
Finance personnel provided necessary information relating to opening budgets.	3.6	3.3	-0.3
School Law Enforcement was responsive to the opening needs of my school.	3.3	3.3	0.0
Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.	2.8	3.3	0.5
Accountability personnel were responsive to my questions related to Opening of Schools assessments.	2.9	3.2	0.3
New materials were received in a timely manner.	2.8	3.2	0.4
Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.	3.0	3.2	0.2
Textbooks were delivered within a reasonable time period for Opening of Schools.	2.4	3.1	0.7
Assessment materials were received within a reasonable time period for Opening of Schools.	2.9	3.1	0.2
Mobile classrooms were in good working order.	3.1	3.1	0.0
NCWise training was sufficient.	2.8	3.1	0.3
Professional development in general was useful to my staff.	3.2	3.1	-0.1
Appropriate summer school student records were received in a timely manner.	3.1	3.0	-0.1
Professional development around Opening of Schools was useful to my staff.	3.2	3.0	-0.2
My property manager was responsive to the opening needs of my school.	3.3	2.9	-0.4
Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.	3.3	2.8	-0.5

East, continued

Section 2 - Items	2008-09 Mean	2009-10 Mean	Change
Alignment of the district goals and objectives to the needs of the community	2.2	2.5	0.3
Helpfulness of Area Offices (Learning Community Office)	2.4	2.4	0.0
Helpfulness of the Parent Hotline	2.0	2.4	0.4
Communication to parents about required vaccinations	2.4	2.2	-0.2
Accuracy of information to parents from the Student Placement Office	2.1	2.1	0.0

Section 3 - Items	2008-09 Mean	2009-10 Mean	Change
Were the correct assessment materials delivered?	1.9	1.9	0.0
If yes, was the correct number of assessment materials delivered?	1.5	2.0	0.5
Were the correct textbooks delivered?	1.7	1.8	0.1
If yes, were enough textbooks delivered?	1.5	1.7	0.2
Were enough Handbooks (Rights and Responsibilities) delivered?	1.8	1.8	0.0
Were all vital work requests completed?	1.5	1.7	0.2
Were all obsolete materials removed as requested?	1.7	1.8	0.1

Northeast

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
The learning environment was respected when construction related work was performed.	3.1	4.0	0.9
I understand the goals and objectives of the district, as specified by the Office of the Superintendent.	3.5	3.6	0.1
The goals and objectives of the district are appropriate for the community.	3.5	3.5	0.0
My Area Office (Learning Community Office) was responsive to my school's needs.	3.5	3.5	0.0
I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.	3.4	3.5	0.1
Central Office transportation personnel strived to help when issues arose.	3.0	3.3	0.3
Useful information, relevant to Opening of Schools, was posted on the CMS websites.	3.4	3.3	-0.1
Coordinated School Health personnel (including nurses) were helpful with communicating Opening of Schools issues, policies, and procedures.	3.2	3.3	0.1
School facilities were adequately prepped for the opening timeframe.	3.2	3.3	0.1
Necessary construction work was resolved in a timely manner.	3.0	3.3	0.3
The furniture/equipment at my school was in acceptable working condition for Opening of Schools.	3.2	3.3	0.1
Coordinated School Health provided my school with necessary information related to Opening of Schools issues.	3.2	3.3	0.1
Morning transportation has had minimal issues/problems.	2.7	3.3	0.6
The majority of transportation assignments have been accurate.	2.6	3.3	0.7
School Law Enforcement was responsive to the opening needs of my school.	3.1	3.3	0.2
Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.	3.1	3.3	0.2
Appropriate summer school student records were received in a timely manner.	2.7	3.3	0.6
Area transportation personnel strived to help when issues arose.	2.8	3.2	0.4
The purchasing process was adequately explained.	3.1	3.2	0.1
I was able to access funding in Lawson within a reasonable time period for Opening of Schools.	3.2	3.2	0.0
NCWise personnel have been responsive to my questions.	3.2	3.2	0.0

Northeast, continued

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
I was provided a quality candidate pool for non-instructional vacancies.	3.0	3.2	0.2
Finance personnel provided necessary information relating to opening budgets.	3.2	3.2	0.0
New materials were received in a timely manner.	3.1	3.2	0.1
Assessment materials were received within a reasonable time period for Opening of Schools.	3.0	3.2	0.2
Professional development in general was useful to my staff.	3.2	3.2	0.0
Professional development around Opening of Schools was useful to my staff.	3.1	3.2	0.1
Human Resources efficiently processed the required paperwork on my newly hired employees.	2.8	3.1	0.3
I was provided a quality candidate pool for instructional vacancies.	2.7	3.1	0.4
Student Assignment personnel strived to help when issues arose.	2.6	3.1	0.5
The Opening of Schools documentation (i.e. Rights and Responsibilities handbook) was received within a reasonable time period prior to opening of schools.	3.4	3.1	-0.3
Accountability personnel were responsive to my questions related to Opening of Schools assessments.	3.0	3.1	0.1
Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.	2.7	3.1	0.4
NCWise training was sufficient.	2.8	3.1	0.3
Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.	3.0	3.1	0.1
Afternoon transportation has had minimal issues/problems.	2.4	3.0	0.6
Textbooks were delivered within a reasonable time period for Opening of Schools.	2.9	3.0	0.1
Mobile classrooms were in good working order.	3.0	3.0	0.0
My property manager was responsive to the opening needs of my school.	3.0	2.8	-0.2

Northeast, continued

Section 2 - Items	2008-09 Mean	2009-10 Mean	Change
Helpfulness of Area Offices (Learning Community Office)	2.5	2.5	0.0
Alignment of the district goals and objectives to the needs of the community	2.2	2.3	0.1
Helpfulness of the Parent Hotline	2.1	2.3	0.2
Communication to parents about required vaccinations	2.1	2.3	0.2
Accuracy of information to parents from the Student Placement Office	1.8	2.3	0.5

Section 3 - Items	2008-09 Mean	2009-10 Mean	Change
Were the correct assessment materials delivered?	1.8	2.0	0.2
If yes, was the correct number of assessment materials delivered?	1.9	1.9	0.0
Were the correct textbooks delivered?	1.9	1.9	0.0
If yes, were enough textbooks delivered?	1.7	1.9	0.2
Were enough Handbooks (Rights and Responsibilities) delivered?	1.7	1.6	-0.1
Were all vital work requests completed?	1.8	1.7	-0.1
Were all obsolete materials removed as requested?	1.9	1.7	-0.2

South

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
I understand the goals and objectives of the district, as specified by the Office of the Superintendent.	3.6	3.7	0.1
The goals and objectives of the district are appropriate for the community.	3.6	3.6	0.0
My property manager was responsive to the opening needs of my school.	3.4	3.6	0.2
The learning environment was respected when construction related work was performed.	3.5	3.5	0.0
My Area Office (Learning Community Office) was responsive to my school's needs.	3.6	3.5	-0.1
Central Office transportation personnel strived to help when issues arose.	3.1	3.5	0.4
Area transportation personnel strived to help when issues arose.	3.3	3.5	0.2
Useful information, relevant to Opening of Schools, was posted on the CMS websites.	3.3	3.4	0.1
School facilities were adequately prepped for the opening timeframe.	3.3	3.4	0.1
Human Resources efficiently processed the required paperwork on my newly hired employees.	2.6	3.4	0.8
I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.	3.4	3.3	-0.1
Coordinated School Health personnel (including nurses) were helpful with communicating Opening of Schools issues, policies, and procedures.	3.2	3.3	0.1
Coordinated School Health provided my school with necessary information related to Opening of Schools issues.	3.0	3.3	0.3
Morning transportation has had minimal issues/problems.	3.1	3.3	0.2
The majority of transportation assignments have been accurate.	3.3	3.3	0.0
School Law Enforcement was responsive to the opening needs of my school.	3.5	3.3	-0.2
NCWise personnel have been responsive to my questions.	3.0	3.3	0.3
Student Assignment personnel strived to help when issues arose.	2.9	3.3	0.4
The Opening of Schools documentation (i.e. Rights and Responsibilities handbook) was received within a reasonable time period prior to opening of schools.	3.1	3.3	0.2
Afternoon transportation has had minimal issues/problems.	2.8	3.3	0.5
The furniture/equipment at my school was in acceptable working condition for Opening of Schools.	3.2	3.2	0.0

South, continued

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
I was able to access funding in Lawson within a reasonable time period for Opening of Schools.	3.3	3.2	0.0
I was provided a quality candidate pool for non-instructional vacancies.	2.8	3.2	0.4
Finance personnel provided necessary information relating to opening budgets.	3.2	3.2	0.0
New materials were received in a timely manner.	2.7	3.1	0.4
Assessment materials were received within a reasonable time period for Opening of Schools.	2.6	3.1	0.5
I was provided a quality candidate pool for instructional vacancies.	2.5	3.1	0.6
Accountability personnel were responsive to my questions related to Opening of Schools assessments.	2.8	3.1	0.3
Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.	2.9	3.1	0.2
Necessary construction work was resolved in a timely manner.	3.1	3.0	-0.1
The purchasing process was adequately explained.	3.1	3.0	-0.1
Professional development around Opening of Schools was useful to my staff.	2.8	3.0	0.2
NCWise training was sufficient.	2.8	3.0	0.2
Textbooks were delivered within a reasonable time period for Opening of Schools.	2.4	3.0	0.6
Appropriate summer school student records were received in a timely manner.	2.5	2.9	0.4
Professional development in general was useful to my staff.	2.7	2.9	0.2
Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.	3.1	2.8	-0.3
Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.	2.8	2.8	0.0
Mobile classrooms were in good working order.	2.9	2.8	-0.1

South, continued

Section 2 - Items	2008-09 Mean	2009-10 Mean	Change
Helpfulness of Area Offices (Learning Community Office)	2.4	2.5	0.1
Communication to parents about required vaccinations	2.2	2.4	0.2
Alignment of the district goals and objectives to the needs of the community	2.2	2.3	0.1
Helpfulness of the Parent Hotline	2.1	2.2	0.1
Accuracy of information to parents from the Student Placement Office	1.7	2.0	0.3

Section 3 - Items	2008-09 Mean	2009-10 Mean	Change
Were the correct assessment materials delivered?	1.9	1.9	0.0
If yes, was the correct number of assessment materials delivered?	1.7	2.0	0.3
Were the correct textbooks delivered?	1.8	1.9	0.1
If yes, were enough textbooks delivered?	1.4	1.6	0.2
Were enough Handbooks (Rights and Responsibilities) delivered?	1.7	1.8	0.1
Were all vital work requests completed?	1.7	1.9	0.2
Were all obsolete materials removed as requested?	1.6	1.6	0.0

West

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
I understand the goals and objectives of the district, as specified by the Office of the Superintendent.	3.5	3.7	0.2
The goals and objectives of the district are appropriate for the community.	3.2	3.5	0.3
The learning environment was respected when construction related work was performed.	3.2	3.5	0.3
My Area Office (Learning Community Office) was responsive to my school's needs.	3.3	3.5	0.2
Area transportation personnel strived to help when issues arose.	3.7	3.5	-0.2
Useful information, relevant to Opening of Schools, was posted on the CMS websites.	3.8	3.5	-0.3
I received appropriate training and/or communication from my Area Office (Learning Community Office) around pertinent information related to Opening of Schools.	3.5	3.5	0.0
The majority of transportation assignments have been accurate.	3.1	3.5	0.4
The furniture/equipment at my school was in acceptable working condition for Opening of Schools.	3.2	3.5	0.3
My property manager was responsive to the opening needs of my school.	3.4	3.4	0.0
Central Office transportation personnel strived to help when issues arose.	3.5	3.4	-0.1
Morning transportation has had minimal issues/problems.	3.2	3.4	0.2
The Opening of Schools documentation (i.e. Rights and Responsibilities handbook) was received within a reasonable time period prior to opening of schools.	3.5	3.4	-0.1
School facilities were adequately prepped for the opening timeframe.	3.3	3.3	0.0
Coordinated School Health personnel (including nurses) were helpful with communicating Opening of Schools issues, policies, and procedures.	3.2	3.3	0.1
Afternoon transportation has had minimal issues/problems.	3.0	3.3	0.3
Accountability personnel were responsive to my questions related to Opening of Schools assessments.	2.9	3.3	0.4
The purchasing process was adequately explained.	3.4	3.3	-0.1
Coordinated School Health provided my school with necessary information related to Opening of Schools issues.	3.1	3.2	0.1
School Law Enforcement was responsive to the opening needs of my school.	3.3	3.2	-0.1

West, continued

Section 1 - Items	2008-09 Mean	2009-10 Mean	Change
I was able to access funding in Lawson within a reasonable time period for Opening of Schools.	3.3	3.2	-0.1
I was provided a quality candidate pool for instructional vacancies.	3.3	3.2	-0.1
Professional development around Opening of Schools was useful to my staff.	3.1	3.2	0.1
Appropriate summer school student records were received in a timely manner.	3.0	3.2	0.2
Alternative and Safe Schools personnel provided needed information regarding status of high risk students in a timely manner.	2.8	3.2	0.4
Human Resources efficiently processed the required paperwork on my newly hired employees.	3.5	3.1	-0.4
NCWise personnel have been responsive to my questions.	2.8	3.1	0.3
Finance personnel provided necessary information relating to opening budgets.	3.4	3.1	-0.3
New materials were received in a timely manner.	2.9	3.1	0.2
Assessment materials were received within a reasonable time period for Opening of Schools.	2.9	3.1	0.2
Necessary construction work was resolved in a timely manner.	2.8	3.1	0.3
NCWise training was sufficient.	2.7	3.1	0.4
Professional development in general was useful to my staff.	3.0	3.1	0.1
Mobile classrooms were in good working order.	3.2	3.1	-0.1
Student Assignment personnel strived to help when issues arose.	2.9	3.0	0.1
I was provided a quality candidate pool for non-instructional vacancies.	3.2	3.0	-0.2
Curriculum and Instruction provided adequate training associated with implementing new programs for the upcoming school year.	3.2	3.0	-0.2
Renovations or new buildings were completed within a reasonable time period of the scheduled delivery date.	2.9	3.0	0.1
Textbooks were delivered within a reasonable time period for Opening of Schools.	2.5	2.9	0.4

West, continued

Section 2 - Items	2008-09 Mean	2009-10 Mean	Change
Alignment of the district goals and objectives to the needs of the community	2.0	2.4	0.4
Helpfulness of Area Offices (Learning Community Office)	2.4	2.3	-0.1
Communication to parents about required vaccinations	2.3	2.3	0.0
Helpfulness of the Parent Hotline	2.0	2.3	0.3
Accuracy of information to parents from the Student Placement Office	1.5	2.0	0.5

Section 3 - Items	2008-09 Mean	2009-10 Mean	Change
Were the correct assessment materials delivered?	1.9	2.0	0.1
If yes, was the correct number of assessment materials delivered?	1.7	2.0	0.3
Were the correct textbooks delivered?	1.8	1.8	0.0
If yes, were enough textbooks delivered?	1.3	1.7	0.4
Were enough Handbooks (Rights and Responsibilities) delivered?	1.9	1.8	-0.1
Were all vital work requests completed?	1.6	1.7	0.1
Were all obsolete materials removed as requested?	1.8	1.8	0.0

An Evaluation Report Prepared by the
CENTER FOR RESEARCH & EVALUATION
OFFICE OF ACCOUNTABILITY



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In compliance with federal law, Charlotte-Mecklenburg Schools administers all education programs, employment activities and admissions without discrimination against any person on the basis of gender, race, color, religion, national origin, age or disability.