

Approved by the Charlotte-
Mecklenburg Board of Education
October 12, 2010
Regular Board Meeting



Charlotte, North Carolina

September 28, 2010

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on September 28, 2010. The meeting began at 4:39 p.m. and was held in Room 267, 2nd Floor, of the Government Center.

Present: Eric C. Davis, Chairperson, (District 5);
Tom Tate, Vice-Chairperson, (District 4);
Kaye Bernard McGarry, Member At-Large;
Trent Merchant, Member At-Large;
Joe I. White, Jr., Member At-Large;
Rhonda Lennon (District 1);
Richard Allen McElrath, Sr. (District 2);
Dr. Joyce Davis Waddell (District 3); and
Timothy S. Morgan (District 6)

Absent: There were no absences.

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; George E. Battle, III, General Counsel; Hugh Hattabaugh, Chief Operating Officer; and Nancy Daughtridge, Clerk to the Board.

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

- **To consider student assignment matters that are privileged, confidential, and not a public record; and**
- **To consider a personnel matter.**

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

The Board held a Closed Session meeting from 4:39 p.m. until 5:50 p.m. in CH-14.

Chairperson Davis reconvened the Regular Board Meeting at 6:03 p.m. in Room 267, 2nd Floor, of the Government Center. CMS-TV 3 televised the meeting.

Present: Eric C. Davis, Chairperson, (District 5);
Tom Tate, Vice-Chairperson, (District 4);
Kaye Bernard McGarry, Member At-Large;
Trent Merchant, Member At-Large;

Joe I. White, Jr., Member At-Large;
Rhonda Lennon (District 1);
Richard Allen McElrath, Sr. (District 2);
Dr. Joyce Davis Waddell (District 3); and
Timothy S. Morgan (District 6)

Absent: There were no absences.

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; George E. Battle, III, General Counsel; Members of Executive and Senior Staffs; Judy Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson Davis called the meeting to order at 6:03 p.m. Chairperson Davis welcomed everyone to the Board's second meeting of the month which was held in a Work Session format. Chairperson Davis asked everyone to take a moment to reflect on the passing of a great leader in our community, Dr. Chris Folk. Dr. Folk had a long career with CMS and for many years taught Civics 101 classes. Dr. Folk stood shoulders above us all in caring for students and in setting an example for how a community can come together. Chairperson Davis thanked Mrs. Folk and their children, on behalf of the entire community, for what Dr. Folk meant to CMS and for what he did for students in this community for generations.

A. Adoption of Agenda

Chairperson Davis called for a motion to adopt the agenda as presented.

Dr. Waddell moved, seconded by Mr. Tate, that the Board adopt the agenda as presented, and the Board voted 8-0 in support of the motion. Board member McGarry was absent at the time of the vote

B. Public Hearing on Proposed New Policies and Policy Amendments

Chairperson Davis said agenda items B.1, B.2., and B.3 are public hearings on proposed new policies and policy amendments. The three policies were introduced at the last Board meeting and a second public hearing and Board vote is scheduled at the next Regular Board meeting (October 12, 2010). Chairperson Davis said there are no speakers signed up to speak to these three items and he called the Public Hearing closed. Chairperson Davis said the information regarding the policies is posted on the CMS Website and the Board will look forward to any public comment at the next Board meeting.

1. Public Hearing on proposed new Policy JIHD, Use of Dogs to Inspect for Contraband Substances
2. Public Hearing on proposed new Policy KH, Distribution and Display of Non-school Materials
3. Public Hearing on proposed new Policy BCA, Board Member Code of Ethics and proposed amendments to Policy BIBA, Development Opportunities for Board Members

Ms. McGarry arrived at the meeting at 6:08 p.m.

II. CONSENT ITEMS

A. Bond Oversight Committee:

1. Recommend approval of Bond Oversight Committee citizen appointment by District 3 Board member.

Dr. Joyce Waddell, District 3 Board member, recommended the appointment of Leonard R. Jones as the District 3 representative to the Bond Oversight Committee to serve a three-year term effective October 1, 2010 and ending September 30, 2013.

2. Recommend approval of Bond Oversight citizen appointment by District 4 Board member.

Mr. Tate pulled Item A.2. Mr. Tate will present his recommendation of appointment to the Bond Oversight Committee at a later time. The appointment will serve a three-year term effective October 1, 2010 and ending September 30, 2013.

3. Recommend approval of Bond Oversight Committee appointment by District 5 Board member.

Eric Davis, District 5 Board member, recommended the reappointment of Thomas Nelson, as the District 5 representative to the Bond Oversight Committee to serve a three-year term effective October 1, 2010 and ending September 30, 2013. Mr. Nelson was appointed on September 23, 2008 to complete a partial term ending September 30, 2010 and is eligible for reappointed.

B. Recommend approval of proposed settlement for the former South Learning Community Office.

The former South Learning Community office, 8500 Pineville-Matthews Road, is leased from Withrow Capital. Under the terms of the existing lease, which terminates June 25, 2012, the Charlotte-Mecklenburg Board of Education is obligated to pay base rent, taxes, insurance, CAM(common area maintenance), and storm water fees. The estimated obligation for these items for the remaining two years is \$215,039. By closing the office, additional savings have been realized by eliminating custodial services, maintenance, and utilities for the same period; these expenditures would have amounted to \$58,834. CMS Facilities Planning and Real Estate has negotiated a settlement of \$185,400. This is to be paid by October 1, 2010 as release from the contract as settlement for all existing and future financial obligations. The total net savings from this settlement is estimated to be \$88,473. If the settlement amount is not paid by October 1, 2010, an additional 2% penalty will be charged on the base rent due. This will reduce the savings by \$1,750. Fiscal implications: \$88,473 Settlement Net Savings is paid by October 1, 2010.

Chairperson Davis called upon Mr. Tate to make a statement regarding the Consent Agenda. Mr. Tate asked that Consent Item A.2. be pulled because he does not have a recommendation for appointment at this time.

Chairperson Davis called for a motion to approve Consent Items A.1. and A.3. as written.

Mr. White moved to approve Consent Items A.1. and A.3., seconded by Dr. Waddell and the Board voted 9-0 in support of the motion.

Chairperson Davis called for a motion to approve Consent Item B.

Mr. White moved to approve Consent Item B., seconded by Mr. Morgan, and a discussion followed.

Ms. McGarry asked clarifying questions regarding the settlement for the former South Learning Community. Mike Raible, Executive Director of Planning and Project Management, reported that this will be a net savings of approximately \$88,000 if paid by October 1, 2010 and this will be a discounted payment to terminate the lease.

The Board voted 9-0 in support of the motion.

III. ACTION ITEMS

A. Recommend approval of adoption of the 2010-2011 Proposed CMS Goals and 2010-2011 Individual Goals of the Superintendent

Chairperson Davis said this is the approval of adoption of the 2010-2011 Proposed CMS Goals and the 2010-2011 Individual Goals of the Superintendent with the associated supporting files. These items are in fulfillment of the evaluation process and contractual requirements for Dr. Gorman as outlined in Dr. Gorman's Employment Contract, in particular Section 11, entitled *Performance Evaluation*. The Proposed 2010-2011 CMS Goals are the same as the prior year. The Proposed 2010-2011 Individual Goals are those outlined in achievement of *Strategic Plan 2014* Goals. Chairperson Davis called upon Mr. Tate to present the recommendation. Mr. Tate said the Board of Education met with the Dr. Gorman in Closed Session and the Board has the following resolution and motion to present.

Whereas:

1. The Board has conducted an evaluation of Dr. Peter C. Gorman's 2009-2010 performance and that Dr. Gorman has received a positive performance rating from the Board;
2. Dr. Gorman's employment contract in Section 5, b, requires the Board to consider whether to pay him discretionary performance compensation, which is to be based on the Board's evaluation of Dr. Gorman's performance during the applicable period. The Board has not considered awarding such compensation for FY 2009-2010 based on Dr. Gorman's request that he not be awarded discretionary compensation due to the District's reduced funding and the recent reduction in force;
3. The Board anticipates that, as the District shifts to a pay-for-performance compensation structure for all CMS employees, Dr. Gorman's performance will be evaluated based on goals associated with the Pay-for-Performance standards for the Superintendent's position.
4. In 2007, 2008, and 2009, the Board extended Dr. Gorman's employment contract by one year, with the most recent amendment extending the term to June 30, 2013; and
5. The Board has reviewed the District and individual goals for Fiscal Year 2010-2011, as described in "2014 Goals: Student Achievement and Strategic Plan Goals."

The Board of Education therefore approves the following motion:

1. The Board affirms that Dr. Gorman has received a positive evaluation for his

performance in FY 2009-2010 and has the full confidence of the Board of Education;

2. The Board will not award Dr. Gorman a discretionary compensation for his performance in FY 2009-2010;
3. The Board modifies the contract for professional services and, where applicable, any amendments to the original contract of Dr. Peter C. Gorman in the following manner: to change the ending date that appears in Section 4, entitled, *Term*, to June 30, 2014; and
4. The Board approves the District and individual goals for FY 2010-2011, as described in *2014 Goals: Student Achievement and Strategic Plan Goals*.

Mr. Tate moved, seconded by Mr. White that the Board of Education approve the motion as follows: (1) the Board affirms that Dr. Gorman has received a positive evaluation for his performance in FY 2009-2010 and has the full confidence of the Board of Education; (2) the Board will not award Dr. Gorman a discretionary compensation for his performance in FY 2009-2010; (3) the Board modifies the contract for professional services and, where applicable, any amendments to the original contract of Dr. Peter C. Gorman in the following manner: to change the ending date that appears in Section 4, entitled, *Term*, to June 30, 2014; and (4) the Board approves the District and individual goals for FY 2010-2011, as described in *2014 Goals: Student Achievement and Strategic Plan Goals*., and a discussion followed.

- Ms. McGarry said she supports items 1., 2., and 4. of the proposed motion but she cannot support the extension of the contract. She does not see a need to have a four-year contract because that is the process for everyone else. In this economy it does not behoove the Board to put the taxpayers' money on the line for four year. Ms. McGarry said she agrees with the positive evaluation of Dr. Gorman and she thanked him for his service to CMS. She noted that four of the Board members have served on the Board during the full year of the evaluation term but five members had only served since December and that should be taken into consideration. The bottom line for CMS is student achievement and CMS is making progress. Ms. McGarry thanked Dr. Gorman for his service for the past year but she will not support the extension of the contract.
- Mr. Merchant said this item was just discussed in Closed Session and he will repeat his comment from that discussion in which the extension of the contract by one year is not being recommended because it is done by everyone else. This District does not take action because everybody else does. CMS and the Board of Education are leaders and other schools districts follow our example. This is part of the reason that it is entirely appropriate that the Board extend the contract for the Superintendent. Dr. Gorman has removed himself from consideration for a bonus despite an outstanding year. CMS experienced lots of growth and met the goals. The Board does not have many ways to acknowledge that CMS is on the right track. One way that the Board can acknowledge that success is to extend the employment contract for the Superintendent and send a message to the public and his team that the Board believes in the work that Dr. Gorman is doing, we thank him for his service to CMS, and we hope that it will continue.
- Ms. Lennon said CMS is not a follower but a leader and that is why we have been on *Education Week* twice this week highlighting our amazing schools. Originally she was not in favor of a contract extension but the rationale indicates it would not matter whether Dr. Gorman has three years or four years remaining on his contract. Ms.

Lennon said she believes the public and our system, the teachers and staff who doing an amazing job, need to know that we are confident in their work. Ms. Lennon said this is a vote of confidence, and not about a contract extension, and showing that she is proud to be a part of CMS.

- Dr. Waddell thanked Dr. Gorman for his work and leadership in moving CMS forward. Dr. Waddell said she also had concerns about the extension but after it was explained to her, she was in support of the recommendation. This is the Board holding Dr. Gorman to the same standards as the teachers and other staff members in CMS. The Board put a lot of thought in this recommendation and it was thoroughly discussed by the Board. Dr. Waddell thanked Dr. Gorman for his great leadership and she supports the recommendation because it shows support of our great leader. In supporting
- Mr. White said he has spent a lot of time around the country and the state representing CMS and talking with other school Board members. He said CMS is extremely fortunate to have a person of the caliber of Pete Gorman in Charlotte-Mecklenburg. There are school districts throughout the country who would love to have Dr. Gorman in their school system. He said it is with great pleasure and pride that he supports the resolution and recommendation. Mr. White said he is proud of being a part of bringing Pete Gorman to CMS and he thanked Dr. Gorman for his service to CMS.
- Mr. Morgan expressed concern that his tenure on the Board had been discounted by a fellow Board member. Mr. Morgan thanked Dr. Gorman for a fabulous first term on the Board, and he appreciates everything that Dr. Gorman and his staff have done to bring the new Board members up to speed on the budget process.
- Chairperson Davis said one of the first items the Board discussed at the January Board Retreat was stability and, in particularly, leadership stability. This is the right step to take to not only send the message that the other Board members have mentioned but to also tell Dr. Gorman and the public that stability in the Superintendent position coupled with excellent performance is exactly what is needed for our students in this system.

The Board vote 8-1 in support of the motion. Board members Davis, Tate, Merchant, White, Lennon, McElrath, Waddell, and Morgan voted in support of the motion. Board member McGarry voted against the motion.

Dr. Gorman thanked the Board for the recognition. Dr. Gorman said it is an honor to work for the Board and he looks forward to the next four years.

IV. REPORT/INFORMATION ITEMS

A. Report/Update on Managing for Performance

Chairperson Davis called upon Dr. Gorman to introduce the report. Dr. Gorman said this is an update on the Managing for Performance initiative and he called upon Robert Avossa, Chief Accountability Officer, and Michael Davis, Director of Managing for Performance, to present the report. Mr. Avossa said staff has worked hard for the past two years on a project called Managing for Performance. Staff was charged with building three portals: Teacher Portal, Principal Portal, and Superintendent Portal. The focus of the Office of Accountability is to provide tools and processes to teachers, principals, and school district leaders to ultimately help improve student achievement and bring efficiencies to the work of staff. This is particularly important with the sorts of issues and concerns that we have had regarding limited resources. This was a truly a cross departmental effort with many

staff members providing assistance. Mr. Avossa recognized staff members who have been instrumental in the development of the project: Mike Davis, Director of Managing for Performance; Lynne Tingle, Executive Director of Performance Management and Accountability; Dr. Chris Cobtiz, Executive Director of State and Federal Programs; Jay Parker, Director of Student Applications; Susan Johnson, Chief Information Officer; Ann Clark, Chief Academic Officer; Farrah Santonato, Director of Measurement, and all of their teams. This project has gotten a lot of attraction because we have worked together as a group and many teachers were involved in the development of the Teacher Portal and provided advice in moving this forward including some backlog items that we will continue to improve. Mr. Avossa said this initiative could not have been undertaken without the generous funding support of the Michael and Susan Dell Foundation and the Broad Foundation who have underwritten and supported this entire project over the past two years. Mr. Avossa also commended the CMS project partners at Harvard Graduate School of Education, Mariner, and the Parthenon Group. Individuals from these organizations have been a part of this team and they are attending this meeting in celebration of a milestone for the Teacher Portal in which it was in operation for the first time on August 25, 2010.

Mike Davis provided an overview of the Managing for Performance Project, Teacher Portal.

- Questions:
 - Why are we doing this?
 - ✓ Board's Theory of Action: The Theory of Action is Managed Performance empowerment and in order for that to be successful there are three components that must be in place.
 1. Capacity: Principals and teachers must have the capacity to do what is necessary in a classroom drive student achievement. The job of the Central Office is to support them to ensure they are able to do their work.
 2. Empower Staff: Provide staff the freedom and flexibility to actually figure out the "how" in terms of raising student achievement.
 3. Hold everyone accountable for results.
 - ✓ Empowerment of staff: The project is developing tools and information to empower staff. The Data Wise component is enhancing the teacher's ability to use data to drive what happens in the classroom. This is shifting the District's culture from focusing on compliance to focusing on performance and using data to drive decision making and student improvement.
 - ✓ Data-driven Performance Culture: The project goal was to create tools that would help everyone in the District to remain focused on the District's number one priority of increasing graduation rates.
 - ✓ Risk Factor Scorecard: Through collaboration with internal stakeholders (principals, teachers, superintendents) and external partners (Community in Schools), a Risk Factor Scorecard was developed. The scorecard includes fifteen measures that have a high correlation with dropout and point values are assigned to each of the measures. The Scorecard provides a gauge of the students within their classrooms and schools that are at high risk for dropout based upon the measures.
 - Who is using the Teacher Portal? The teacher Portal was launched on the first day of school (August 25th).

- ✓ 2,311 unique users to date.
- ✓ 40,000 hits.
- ✓ Most popular page: Student Profile Page. This page includes the Risk Factor Scorecard, Assessment History Summary, a gauge of how the student is progressing against the Exit Requirements for graduation, Student Schedule, and student detail and contact information.
- How are they using it?
 - ✓ Camtasia Video was presented that demonstrated the functionality of the Teacher Portal and highlighted how teachers are using the portal.
 - ✓ Staff is excited about the Teacher Portal and this is a major milestone for the project but there is more work to be accomplished.
- What is next?
 - ✓ Principal Portal: Development completed this week and rollout to principals at the end of October.
 - ✓ Superintendent Portal: Development is expected to be completed at the end of October and rollout to Central Office and Zone Superintendents by the end of November.
 - ✓ Data Wise Improvement Process: All of the Data Wise work continues to flourish under the leadership of Farrah Santonato and her team. Over the course of the summer they facilitated a series of workshops to help schools work through the various steps of the Data Wise process. In total, approximately, 300 principals and teachers at sixty-four schools participated in the training. This team is focused on supporting the role out and the launch of the portals as well as the new formative assessment platform and continuing to support schools as they work the Data Wise Improvement process.
- Testimonials from teachers and principals commended the Teacher Portal. They believe it is a great tool that provides a wealth of useful student information to help them address the needs of the students. The program is user-friendly and they look forward to using it in the future. They would like to be able to access the information from home and wished it included other data points.

Mr. Davis said the goal of the project is to empower people and provide tools and information so that staff can spend their time focusing on what they do best for the sake of students. Mr. Davis thanked the project team members for their hard work.

Board members were invited to make comments and ask questions.

- Mr. McElrath commended the system's ability to tie the students' records together from the different grade levels because that will allow students to be more closely followed from grade to grade. This is a fantastic program.
- Mr. Merchant commended the report for including questions to be asked, input from teachers for program enhancements, and bringing the teachers into the Board meeting. Mr. Merchant asked what are the plans and concerns for allowing access to the program from home? Mr. Avossa said staff is reviewing options for a virtual desktop that would provide access from outside and it is on the backlog of items to keep as a priority and review for associated costs. Teachers have asked for additional data points and those items are also a priority on the backlog of items. Mr. Merchant expressed concern that we are pushing our team and that is pushing everyone's time. It is great to see that this

is streamlining teacher's work but it is a concern that it is only available at school. Dr. Gorman said providing access from home is on top of the list but at this point we do not have a date. Susan Johnson, Chief Information Officer, said technology services is reviewing the security infrastructure and how to accommodate 24/7 access to all CMS staff through the firewalls. CMS will make strategic investments in which we have funding for this current year and we may be able to provide outside access by December or early spring. This is a big project that will require the allocation of resources. It is a top priority because our goal is to provide access tools to all CMS staff 24/7, 365 days per year.

- Ms. Lennon said she is a big fan of this project because it makes sense. This gives every teacher the information necessary to diagnose the problem and that will help make it easier to fix. She encouraged the Board to share this information with the Board of County Commissioners because this shows that CMS is working on initiatives that tie student results to return on investment. Dr. Gorman commended the funders, the Michael and Susan Dell Foundation and the Broad Foundation, for making this happen by donating approximately \$5.5 million. Mr. Avossa recognized representatives from the Michael and Susan Dell Foundation who were attending the meeting.
- Dr. Waddell asked how will this be funded for continued use? Mr. Avossa and Ms. Johnson provided clarification on funding, outside support, the design of the project, and what is needed to sustain it over time. Dr. Waddell believes this is a great step because it is basically a cumulative folder in an easy to review format.

Dr. Gorman asked the Board to switch Report items B. and C., and there was no Board objection.

C. Report on Teacher Effectiveness

Chairperson Davis called upon Dr. Gorman to introduce the report on Teacher Effectiveness. Dr. Gorman called upon Robert Avossa, Chief Accountability Officer; Andy Baxter, Director of Human Capital Projects; and Ann Clark, Chief Academic Officer, to present the report. Dr. Gorman said staff has been working hard on the teacher effectiveness initiative and a great deal of the work has been ensuring we have proper data that we can share with individuals regarding what we currently know about teacher effectiveness. There is a great deal of discussion throughout the country regarding this initiative. Dr. Gorman said he and Robert Avossa spent most of the day with 115 superintendents from North Carolina reviewing national research data regarding teacher effectiveness and it is generating a lot of interest and conversation. Dr. Gorman called upon Andy Baxter to provide an update on the CMS Teacher Effectiveness initiative. The district has advanced its understanding of teacher effectiveness significantly since the researchers at Harvard presented their initial findings in February. Mr. Baxter provided an update to those findings that included End-of-Course teachers; patterns of compensation; five methods to use information regarding teacher effectiveness to recruit, place, develop, retain, and compensate teachers; and a framework for the design of the Pay for Performance System.

- Every child deserves a highly effective teacher.
- What we are learning about teacher effectiveness.
 1. We are learning how much our students depend on our teachers for student achievement. Comparison of the teacher effectiveness of a teacher in the 7th

percentile compared to a teacher in the 85th percentile and their value-added regarding average instructional days. The teacher in the 7th percentile is subtracting approximately forty days of average level instruction from the school year while the teacher in the 85th percentile is adding forty days.

2. We do not pay teachers accordingly.
- The rest of the story.
 1. Measuring Teacher Effectiveness.
 2. Five Tactics to meet the goal of every student having a highly effective teacher:
 - Recruit.
 - Place.
 - Develop.
 - Retain.
 - Compensate.
 - Measuring Teacher Effectiveness: The beginning of a long journey:
 1. How to measure effective teaching? Will consider multiple measures of teacher effectiveness. Measures must have common characteristics, must be valid, reliable, and collectible, and affect student achievement.
 - Value-added (test scores).
 - Teacher Observations.
 - Other measures: Possible options for other measures are being tested in Gates Measuring Effect Teaching Study. Examples could include student work samples, student surveys, and peer review.
 - Calculating Value-added Measures of Teaching Effectiveness: This report will focus on the Value-added measure because it is the most developed of the measures that we have thus far. Over time, the measures will be developed, tested, feedback gotten, tweaked, and modified before it is implemented.
 - Estimating Teacher Effects:
 1. Step 1: Calculate a student's expected score.
 2. Step 2: Measure difference in actual score and expected score.
 3. Step 3: Determine how much of difference is due to teacher.
 - Value-added measures strengths and weaknesses:
 - Strengths: Objective snapshot of what is happening, allows our best comparisons across and within schools, and cost effective (less labor intensive than observations).
 - Weaknesses: Does not explain why it is happening, captures only one part of student achievement, and a limited number of courses have standardized tests. Currently, CMS can only assess a year's worth of growth in ten percent of the classes being offered.
 - Currently, CMS can compute a Value-added estimate for about forty percent of the teachers but this will change soon. The Accountability Office is leading a charge in which staff will develop over the next three years a method to assess student growth in every grade, every subject, and every course. Next year, CMS will add fifty-two End-of-Course exams that will function like an End-of-Grade exam. This will begin in kindergarten and go through 12th grade.
 - Dramatic differences among teachers: The difference between the top percentile and bottom percentile of CMS teachers is immense. Distribution of District's top 25% of teachers in value-added and bottom 25% of teachers in value-added on

average is forty-nine days and that average increased each year.

- Recruiting great teachers:
 - Value-added of first-year teachers: Trends in first year teacher effectiveness.
- Placing great teachers: Across schools and within in schools.
 - Two ways to ensure every child gets a highly effective teacher.
 1. Ensure that there are highly effective teachers in every school.
 2. Ensure that within schools, every student has access to highly effective teachers.
 - High Value-added Teachers Across Schools: Distribution of District's top 25% teachers across schools (elementary, middle, and high school).
 - Low Value-added Teachers Across Schools: Distribution of District's bottom 25% teachers across schools (elementary, middle, and high school).
 - Matching Teachers and Students: Across and within schools distribution of teachers to students.
 - Repeated Exposure to Low Value-added teachers.
 - Within School Solution: Sample Report to principals holds principals accountable for their students.
- Developing Great Teachers:
 - Tracking Team Effectiveness: CMS is invested in Professional Development.
 - Tracking Teacher Effectiveness.
- Retaining great teachers; Letting go of others.
 - To whom do we grant career status? Trajectory of effectiveness for teachers just granted career status.
 - Career Status Graph by Quartile.
- Compensating Great Teachers:
 - Is the ratio of productivity to compensation that we want?
 - Salaries by effectiveness.
 - Why do we pay more for experience?
 - Why do we pay more for advanced degrees?
 - Why do we pay more for Board certifications?
 - We are compensating for things that make the least difference.
- Our Value Proposition to Prospective Teachers: Human Resources' staff has a tough job.
 - No matter how good you are, you will need to wait thirty years to make \$60,000!
 - If we pay you based on your effectiveness, it will not be on purpose!
 - The only way to increase your compensation more quickly is to leave the classroom.
- The Road Map to Pay for Performance Initiative:
 - Theory of Action for Compensation Reform for Teachers:
 - Increase student achievement:
 1. Persuade potentially highly effective teaches to enter teaching.
 2. Encourage highly effective teachers to stay in the classroom.
 3. Encourage ineffective teachers to find another way to serve children that is a better match for their gifts.
 - Values That Will Guide the Design Process:
 - We will:
 1. Work together to create this system of Pay for Performance.
 2. Approach this work in a thoughtful, deliberate way.
 3. Be truthful and transparent about our discussions.

4. Communicate clearly and regularly about our work.
 5. Be creative, resisting the easy lure of false choices.
 - We believe teachers can be both highly effective at raising test scores and highly effective in nurturing their students.
 - We believe that teachers can receive compensation for their individual performance and work as teams. After, all we have that expectation for our students.
- What we know about how we will design the plan:
 1. Effective in 2013-2014, every CMS employee will have part of their compensation based upon multiple measures of their performance.
 2. We will not fund the new compensation from grants.
 3. Every employee will see results on their measures before any compensation is attached to them.
 4. We will seek to minimize year-to-year fluctuations of salary. People have to pay the mortgage.
 5. Designing the system will be hard work.
 - Pay for Performance Phase-in:
 - 2010-2011: Superintendent.
 - 2011-2012: Executive Staff.
 - 2012-2013: Executive Directors, Directors, Principals and Assistant Principals, Auxiliary Services, Building Services, Cafeteria Workers, Custodial Workers, and Transportation.
 - 2013-2014: Teachers, Specialists (School-Based), Administrative (School-Based), Other School-Based, Accountability, Curriculum and Instruction, Exceptional Children, Finance, Human Resources, Law Enforcement, Legal, Public Information, and Technology.
 - Detailed timeline for teachers:
 - 2010-2011: Teacher design teams begin work to recommend measures, weights, and outline compensation system.
 - 2011-2012: Multiple effectiveness measures finalized. Professional Development started on measures. Compensation System recommendations finalized.
 - 2012-2013: Teachers receive results on effectiveness metrics through new teacher portals.
 - 2013-2014: Teacher performance on measures of effectiveness tied to compensation in 2014-2015.
 - 2014-2015: Teachers compensated under new system based on 2013-2014 performance.
 - Who will participate in the design? Since July 12th, have met with 79 principals and teachers at 27 schools. Process will include Design Teams. Focus Groups, Town Hall Meetings, and Surveys.
 - How we will know if it is successful?
 1. Student proficiency and growth will increase.
 2. The gap between the highest and lowest performing students will narrow.
 3. The effectiveness of our 75th percentile teachers today will be equal to the 50th percentile teacher of tomorrow.
 4. Our novice teachers will enter at high levels of effectiveness.

- Conclusion: Questions on Next Steps on Research Agenda.
 1. Which teachers are more effective with some students than others? Expected completion June 2011.
 2. Do children from every neighborhood have an equal opportunity of having a highly effective teacher? Expected completion December 2010.
 3. What can we observe about prospective teachers before hiring them that will predict their effectiveness in the classroom? Expected completion June 2011.
 4. Your ideas?
- Acknowledgements: This presentation was made possible with guidance and help from:
 - Teachers and principals.
 - Office of Human Resources.
 - Office of Curriculum and Instruction.
 - Office of Accountability.
- Resources: CMS Pay for performance Website: CMS Pay for Performance pfp@cms.k12.nc.us, telephone number: 980.522.8553.

Dr. Gorman said this report was longer than most reports but this is critical for the foundation of the work we are beginning. Dr. Gorman said he is considering having Mr. Baxter provide the Board an update on Pay for Performance every other month. This is a chance to do some really neat work and a chance to make some huge errors. This is not going to be quick and easy. Everyone has some good thoughts that we want to hear and we want to ensure we review all the questions.

Board member asked clarifying questions and made comments.

- Ms. Lennon asked in addition to the hiring matrix/decision matrix for reviewing new employees, do we know which colleges are training the best teachers? Her daughter wants to be a teacher and she would like to know which colleges are producing/training the best teachers. She believes it is important that CMS recruit teachers from those best practice institutions. Ms. Lennon said recently on the news there has been much discussion from Arne Duncan, United States Secretary of Education, and school officials from across the country about what not to do regarding this initiative because those efforts have not been successful. She commended the staff of CMS because they are following a better track than some of the other schools districts who have not been successful in this initiative. Ms. Lennon said a second step to the decision matrix about hiring effective teachers is how to orient and train new teachers to the job. Dr. Gorman said he was invited to be on the news segment with Tom Brokaw today but declined because of the Board meeting. Dr. Gorman said staff has completed preliminary research on where CMS is getting the highest value-added measure of effectiveness from certain schools and this triggered additional questions, and we must dig deeper to answer those questions. Dr. Gorman said the UNC system is interested in this concept and want to be partners in this research. Ms. Lennon would like this initiative to also include training for novice teachers for that first day of school so they can be effective and productive teachers. Dr. Gorman said an earlier budget cut was the elimination of teacher coaches and they helped to facilitate training for teachers.
- Mr. McElrath said another component is determining why a teacher was effective and what made that teacher effective. Without this information, we will not know whether they will continue to be effective. Dr. Gorman provided clarification regarding the

research noting that this is a good point.

- Dr. Waddell said this program will take time and it will not be easy because it includes many different components. She is happy this has and will involve input from teachers because it will create teacher buy-in. Dr. Waddell asked how would this impact the teacher supplement which is based upon longevity? Dr. Gorman said there is no formal plan at this time for how it will impact teachers' salaries. Staff is in the process, over multiple years, of developing that component and teachers will be included in that discussion. Dr. Gorman provided additional clarification regarding research, cost modeling, and what other districts are doing.
- Chairperson Davis asked how many people are working on this project and how sustainable is our effort? Mr. Baxter said the team is growing. It began with one and has expanded to three people and half of those positions are funded by the Gates Foundation. Chairperson Davis asked what do you need to continue this initiative? Dr. Gorman said Mr. Baxter is working on that with the assistance of Robert Avossa and Ann Clark. Chairperson Davis said he would like to have that information when it is completed.
- Mr. Merchant asked clarifying questions regarding slide 10, estimating teacher affects and whether value-added should be reviewed from a team approach versus an individual teacher. Mr. Baxter and Dr. Gorman provided clarification about the framework of the initiative. Mr. Merchant said this is a good head start on the educational component and this will be impacted by the TIF-LEAP initiative. We have more work to do regarding the organizational components which include Human Resources and financial implications. The Board will play a role in the financial piece and we need to ensure our message is clear and that we understand where we are in the process. Mr. Merchant expressed concern regarding the financial piece because staff is thin and we should discuss an update on the TIF-LEAP application and a contingency plan to fund the items that we hope will be funded by grants. Mr. Merchant said this also involves a political component to not only launching this initiative but also its sustainability. He is concerned that teachers will be upset if this includes compensation with a bonus because teachers did not receive their ABC bonuses from the State that they were promised. He encouraged staff to review the law regarding funding so that those funds can be protected and not used against our current budget to supplant other funding. Dr. Gorman said regarding the TIF-LEAP application, staff was informed last week that CMS was not awarded the Teacher Incentive Fund Grant which would provide funding for the back office pieces, and CMS will have to find funding for that from other sources. Mr. Merchant said this also involves front line employees understanding this and he wants to ensure teachers are informed and asked for their ideas because this will give them the opportunity to write their own future. This initiative has the potential to really change things. Mr. Merchant discussed concerns that teachers are being told they are effective but in reality that they are not getting the job done. This is a disservice to students and teachers because the teachers are not being told what they can do to get better. Mr. Merchant believes this is an important initiative that we must get right and he encouraged staff to explore the possibilities. Dr. Gorman discussed a teacher project called the Widget Affect which indicates it is disrespectful to teachers to treat them like a widget; that they all are equally effective; and one teacher can be easily replaced with another teacher. Dr. Gorman said our teachers do a great job and this report is worth reading.

- Mr. White said this is a great report and important because it is a new paradigm. He said in reality, there are very few superstars born because most superstars are made or grown. The most important person is the principal at the school and how they grow their team and train new teachers during the first three years. He expressed concern that ineffective teachers are not being identified and weeded out sooner. He thanked staff for their work and looks forward to receiving updates as this initiative moves forward.
- Ms. McGarry said a source of irritation for her is the longevity bonus for just showing up and she encouraged the Board to push the State to let districts use that funding to be used for Pay for Performance or salaries to recruit teachers in critical courses. She believes it is easy to determine if a teacher is effective because they are confident, have a calling to teach, and are getting results. There are other teachers who are steady and effective and they should not be overlooked. Ms. McGarry discussed hiring roadblocks, training for Teach for America teachers versus other teachers, and that the CMS reduction in force was not based upon the effectiveness of the teacher. Ms. McGarry said this is exciting because this will show whether those students in that classroom achieved with the teacher making a difference. Dr. Gorman said the teacher evaluation tool used by CMS is the State adopted evaluation tool and it was recently modified. Ms. Clark provided clarification regarding the modifications to the State Teacher Evaluation noting that this year CMS is implementing for the first time the new North Carolina Teacher Evaluation Tool and the State Board, *as part of the Race to the Top*, is reviewing options to include student growth which is an expectation of the grant. Ms. Clark and Dr. Gorman provided clarification regarding the CMS evaluation process, evaluation tool, measures and assessments that may be unique to CMS, and student performance data.
- Mr. Merchant asked clarifying questions regarding assessments to demonstrate growth. Mr. Avossa provided clarification that CMS is developing summative assessments that will be taken once per year which will be used to capture growth year over year and to tie that data to individual teachers.
- Mr. Tate thanked staff for the report and the hard work. Mr. Tate said he does not get the connection of paying a teacher for performance or paying them a carrot to cause them to do better work. Mr. Tate asked are we paying teachers because they are doing better work and, if so, how does that help student to perform better? Mr. Baxter provided clarification that the goal of the District is to align everything with things that increase student achievement. CMS has a huge expenditure related to compensation and a big portion of that compensation is disconnected from student achievement. From a fiscal prudence, this is attempting to align resources with items that boost student achievement. A second component of this is how could that effort also boost the student achievement from the people who are teaching? Mr. Baxter said we do not believe this is going to cause the current teachers to try harder but it may encourage people to pursue teaching, it may help people to stay in the classroom, and it may encourage some people to leave the classroom and that may increase student achievement. Mr. Tate said this initiative is not going to be funded by grants and he asked how much money will be needed? Mr. Baxter said we do not know at the point because the system has not been designed. Staff is focused on developing the measures and will determine the money for productiveness relative to the percentage of compensation. Mr. Tate asked is this the most cost effective method to increasing student achievement and is it a better approach than smaller class sizes, better healthcare

for all students, and PreK programs? Dr. Gorman said we do not know the answer to that at this point and we are not saying this is better. We are using some money for this initiative but we are not saying we will take away funding from the other initiatives. Mr. Tate asked where will we get the money? Dr. Gorman said we do not know and this will be worked through with staff. We do not want to use grants because they are tied to a particular program or person. This will be systemic and we do not have those answers at this point. Mr. Tate expressed concern regarding the disparity of where the effective teachers are located because he does not know whether they are located at our most proficient schools or least proficient schools in terms of students on proficiency and high growth. Mr. Tate said proficiency and high growth are data points that are important to him. Mr. Tate asked clarifying questions regarding an effective teacher and whether they would be effective wherever they are with most students; whether standardized tests had been validated to show teacher effectiveness because they were not invented to show the effectiveness of teachers; will this initiative even out effective teachers throughout the District; do all students have equal access to effective teachers; and will this initiative include moving teachers to ensure all students have access to an effective teacher. Dr. Gorman and Mr. Baxter provided clarification. Mr. Tate expressed concern that that over time there will be a lot of students and schools that will not have an effective teacher and he wants to ensure equal access for all students. Mr. Tate wants to ensure this is communicated to teachers to ensure they thoroughly understand the initiative and he looks forward to the continued updates.

- Mr. Morgan thanked staff for the report. He is excited about this initiative because it is a fact-based rationale process in the Board's decision making. This is new and change can cause some apprehension but it will not be fully implemented for another four years. This project is still in the developmental stages just as the Board is currently developing a Pay for Performance contract for the Superintendent. This initiative lays out the need to build capacity among staff and the importance of the Human Resources Department. Mr. Morgan is excited about working on this initiative because it will impact 140,000 students and 18,000 employees.
- Mr. McElrath expressed concern that there is objection to moving teachers but he would recommend assigning teachers to the schools where they are needed the most. It is the Board's responsibility to ensure that Dr. Gorman, his staff, and the teachers have an environment in which they can be successful. If a teacher does not want to go to that particular school, they should write the Board the reason why they do not want to teach at that school. If it is a logical complaint, than the Board should fix the issue. Mr. McElrath expressed concern that there is a public perception regarding certain schools and the Board should also address those concerns.

B. Report/Update on 2010 Legislative Agenda

Chairperson Davis called upon George Battle, General Counsel, to present the report on the 2010 Legislative Agenda. Mr. Battle provided an update on the 2010 Legislative Agenda specifically as it pertains to certain legislation that passed during the North Carolina's General Assembly's 2010 Legislative Session which was a short session. Mr. Battle said the 2010 Legislative Agenda was not as expansive as the 2009 Legislative Agenda because of the shorter session but important legislation with wide-reaching implications for CMS was passed. Mr. Battle provided an update on the areas in which there was Legislative action including furloughs, budget flexibility, public education budget, and school reform.

Mr. Battle provided a brief overview of the current situation as we transition out of 2010 and enter 2011. Mr. Battle recognized Payton Maynard, Legislative Liaison for Charlotte-Mecklenburg Board of Education, who will answer any questions. Mr. Battle highlighted the following information.

- Furlough:
 - Obtained provision in State budget allowing local school districts to implement furloughs for state funded and non-state funded employees in times of extreme budget stress.
 - Current provision comes with a number of conditions making it difficult to implement.
 - This will be reviewed during the next Legislative session.
- Public School Budget:
 - Legislature was challenged with significant shortfalls in the public education budget. The Legislature went to great extremes to protect funding for public school personnel and the classroom. This strategy will be more difficult in the next session as we address other budget priorities that were cut.
 - Outlook for 2011:

Mr. Battle called upon Dr. Gorman to provide information regarding the outlook for 2011. Dr. Gorman said he was in Raleigh today and he provided an overview of what is expected in 2011. Dr. Gorman said he met with the Department of Public Instruction (DPI) and they have already had a reversion of 1% from this year's budget and were notified to begin work for another reversion of 5% from this year's budget. That is just DPI and not for local school districts but that is an ominous sign. The Governor's office has notified DPI to prepare the preliminary budgets for next year and to consider reductions of 5%, 10%, and 15% for the coming year. For CMS, that is a ballpark at the State level of approximately \$30 million, \$60 million, and \$90 million and this is before the funding cliff and any County budget impact. Last year, there were numerous accounting issues that were identified that resulted in fewer cuts but those accounting issues are not available to us this year. Dr. Gorman said he believes CMS will be facing the most severe budget challenges in the last five years. We are in a more ominous position in September than we were in the last two years and it is not a hopeful outlook.

Mr. Battle continued with the review of the Legislative items.

- Budget Flexibility:
 - Language included in the budget encourages maximum flexibility and discretion for local school districts to manage budget reductions as appropriate for their local schools districts. The need for flexibility was reiterated throughout the short session to legislators at key meetings and budget discussions particularly the discussions regarding class size reductions and the debate on local school budget line items.
 - CMS administrative staff had significant input into the decision making process and was invaluable in helping districts across the state to minimize the impact of the State's budget cuts.
- School Reform:
 - New law passed that sets forth a list of four models to reform continually low-performing schools.

- State Board of Education can authorize local school districts to employ one of the models set forth on the list to reform a continually low-performing school.
- The law gives schools districts new options to address low-performing schools, and strengthens the State's position for its application to *Race to the Top*.
- Dr. Gorman noted that one of the models was specifically modeled after the CMS Strategic Staffing Initiative.
- Other Legislation:
 - Lottery Funds: Legislation passed to allow the shifting of some lottery funds from capital to save classroom positions.
 - Religious Observances: Legislation passed to allow a minimum of two excused student absences for religious observances.
- Uncertainty: Watch word is "Uncertainty."
 - State and Federal Elections in November: Elections will have an impact in shaping public education at both the federal and state levels.
 - Economic Outlook: The outlook is bleak and we face another tough budget year.
 - Other Budget priorities versus Public Education: There are concerns how education will be treated financially compared to other budget priorities such as healthcare and social services.

Board members were invited to ask clarifying questions and make comments.

- Ms. McGarry asked what are the reform models? Mr. Battle said they are the Transformation Model, Restart Model, Turn-Around Model, and School Closure. Ms. McGarry asked clarifying questions regarding a charter school model and lottery funds, and Dr. Gorman provided clarification. Dr. Gorman said he would include information regarding the lottery funds in the *Board Update*.
- Chairperson Davis asked is it correct that we will not be able to use furlough as a tool for this coming year? Mr. Battle said, yes, that is correct because the conditions regarding furlough make it exceedingly difficult to use. Chairperson Davis asked clarifying questions regarding the flexibility that was granted regarding the budget. Dr. Gorman and Mr. Maynard provided clarification.
- Mr. Tate said an area of frustration is the calendars for reduction in force and budget because CMS has to implement the reduction in force process significantly prior to the allotment of funding by the County and State. Mr. Tate asked is there any hope of changing those calendars to better align the Human Resources' piece and knowledge of our potential funding for the year? Dr. Gorman said there are basically three calendars: Human Resources, budget, and a school start and end calendar. Mr. Maynard said school districts are at the mercy of the legislators and when they pass their budget, and that can occur as early as July or as late as November. Dr. Gorman discussed the challenges of meeting state statute regarding notifying employees of reduction in force and he does not believe any changes will be made to those requirements in the near future.
- Dr. Waddell thanked Mr. Battle for a good report. Dr. Waddell asked clarifying questions regarding using furlough as a budget reduction and the excused absences for religious observances. Dr. Gorman and Mr. Battle provided clarification. Dr. Waddell asked what items are we considering for the next Legislative Agenda? Mr. Battle said he is in the process of gathering that information and will provide a Legislative Plan following the Comprehensive Review.

Dr. Gorman reported that he would now be the lead on the Legislative Agenda and Mr. Battle will assist in that effort. He said Mr. Maynard will now spend the majority of time focusing on the healthcare issues in Raleigh and he will no longer be the lobbyist for CMS. Dr. Gorman commended Mr. Maynard for his service to CMS and thanked him for taking time to assist him and Mr. Battle during the transition. Mr. White thanked Mr. Maynard for his service to the Board and CMS. Mr. White said CMS is also supported by the North Carolina School Boards Association (NCSBA) who has a full time lobbyist and a Legislative Agenda that would be similar to a Board of Education Legislative Agenda. CMS can also gain support with working with the other 115 schools districts in North Carolina. Mr. White encouraged Dr. Gorman and Mr. Battle to build relationships with the NCSBA and the other school districts. Dr. Gorman said he also has gained support from working with the 115 superintendents from North Carolina at state level events. Chairperson Davis said CMS will also have an advantage with having Joe White as the president of the North Carolina School Boards Association next year. Mr. White said we will be working hard to do what we need to do for the students for the entire state.

Mr. Maynard thanked the Board for allowing him to work with CMS and this great Board over the years as this has been a rewarding experience. He also thanked the Charlotte Mecklenburg Delegation who have been very supportive of him and CMS, and he encouraged the Board to work with the delegation in the coming years. Mr. Maynard thanked Dr. Gorman for working with him in forging these relationships over the years. He said Dr. Gorman is the best superintendent in the state of North Carolina, he is listened to, respected, and his statements carry a lot of weight. CMS will be facing some challenges and Dr. Gorman's leadership and this Board's reputation will be instrumental in shaping the future. Mr. Maynard said he would continue to work with Mr. Battle over the next couple of months to initiate the next Legislative Agenda and he believes Mr. Battle is very thorough and will do an excellent job. Mr. Maynard said he leaves with a heavy heart but he will be devoting more time to healthcare which is his primary focus. Mr. Battle thanked Mr. Maynard for his time and assistance in getting him up to speed on the Legislative process.

ADJOURNMENT

Chairperson Davis called for a motion to adjourn the meeting.

Mr. Morgan moved that the Board adjourn the Regular Board meeting, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 9:32 p.m.

Eric Davis, Chairperson

Nancy Daughtride, Clerk to the Board