

Approved by the Charlotte-
Mecklenburg Board of Education
April 9, 2013
Regular Board Meeting



Charlotte, North Carolina

February 26, 2013

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on February 26, 2013. The meeting began at 5:05 p.m. and was held in Room 267 of the Government Center.

Present: Mary T. McCray, Chairperson, Member At-Large;
Timothy S. Morgan, Vice Chairperson, Member At-Large;
Ericka Ellis-Stewart, Member At-Large;
Richard Allen McElrath, Sr., District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4; and
Eric C. Davis, District 5

Absent: Rhonda Lennon, District 1, and
Reverend Amelia Stinson-Wesley, District 6

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

Upon motion by Dr. Waddell, seconded by Ms. Ellis-Stewart, the Board voted unanimously of those present for approval to go into Closed Session for the following purpose:

- 1. To discuss student information that is privileged, confidential and not a public record as set forth in Title 20, Section 1232g of the United States Code and Section 115C-402 of the North Carolina General Statutes;**
- 2. To consult with the Board's attorneys on matters covered by the attorney-client privilege.**

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

The Board held a Closed Session meeting from 5:05 p.m. until 5:55 p.m. in Room 267 of the Government Center.

Chairperson McCray reconvened the Regular Board Meeting at 6:05 p.m. in Room 267 of the Government Center. CMS-TV televised the meeting.

Present: Mary T. McCray, Chairperson, Member At-Large;
Timothy S. Morgan, Vice Chairperson, Member At-Large;
Ericka Ellis-Stewart, Member At-Large;

Richard Allen McElrath, Sr., District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4; and
Eric C. Davis, District 5

Absent: Rhonda Lennon, District 1, and
Reverend Amelia Stinson-Wesley, District 6

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

I. CALL TO ORDER

Chairperson McCray welcomed everyone to the February 26th Regular Board meeting which was held in a Work Session format. Chairperson McCray reported Board members Rhonda Lennon and Reverend Stinson-Wesley would not be attending the meeting due to health issues.

A. Adoption of Agenda

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

Dr. Waddell moved that the Board adopt the proposed agenda as presented, seconded by Ms. Ellis-Stewart, and the motion passed upon 7-0 voice vote of the Board. Board members Lennon and Stinson-Wesley were absent.

II. CONSENT ITEMS

A. Construction Items:

1. Recommend approval of construction phase for stadium renovation and cafeteria window/door replacement at Myers Park High School.

The stadium construction phase was publicly bid for the Myers Park High School's construction project and final pricing was received on February 14, 2013. Staff recommends the approval of the stadium and cafeteria window/door replacement phase of Myers Park High School's project to KBR Building Group in the amount of \$2,126,033. The project scope includes new visitor bleachers, visitor concession, visitor restrooms, and visitor light poles and associated site work and demolition. The work also includes the replacement of exterior windows and doors in the cafeteria building. The project is scheduled for completion August 2013. MWSBE participation for this construction contract is 43%. Fiscal Implications: Capital Replacement - \$1,900,000 and 2007 Bonds - \$226,033.

2. Recommend approval of construction phase of work at Ranson Middle School.

The construction phase was publicly bid for the Ranson Middle School's construction project and final pricing was received on February 13, 2013. Staff recommends the approval of the construction phase of Ranson Middle School's project to Edifice, Inc. in the amount of \$14,937,109. The project scope includes the construction of a new thirty classroom building addition, major renovations to the existing facility, modifications to the parking lots and associated site work and required demolition. The project is scheduled for completion August 2015. MWSBE participation for this construction contract is 34%. Fiscal Implications: 2007 Bonds, \$14,937,109.

3. Recommend approval of construction contract for chiller replacement at Lake Wylie Elementary School.

This chiller replacement is for two of the two existing chillers at Lake Wylie Elementary School. Staff recommends the approval of this project to the lowest competent bidder, Thermal Conditioning. The contractor agrees to provide the labor, services, equipment, and materials needed to remove and replace the existing Trane chillers with two Trane model CGAM120 air cooled chillers. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. MWSBE Participation is 0%. Thermal Conditioning is veteran owned. Fiscal Implications: Local Funds - \$130,756.23.

- B. Recommend approval for naming of new Torrence Creek Elementary Relief School. The Board approved the new name as Grand Oak Elementary.

As outlined in CMS Policy FF and Regulation FF-R, the process has been completed for recommending the name of a new relief school for Torrence Creek Elementary Relief School located at 15444 Stumptown Road, Huntersville, NC 28078. The School Naming Advisory Committee was established according to CMS Policy FF-R, Naming School. The committee consisted of future parents, staff, and principal. Following are top three choices and recommendation:

1. **Grand Oak Elementary:** *This was the top choice of the group and the focus was on the beautiful, distinctive tree that is found on the new school site. Many felt that this would be a great community builder and a place where wonderful memories and inspiration could happen. The link to learning, collaboration, science, wisdom, strength and character all came up in conversation. It is also a name around which constituents could rally in an exciting way! There were several suggested names that tied in to the tree but this was the consensus and first choice.*
2. **Franklin Lytle Elementary:** *This was the second choice of the group. The key piece was the link to education and learning. Mr. Lytle was a Huntersville resident, born a slave, and lived his life being a prominent and influential farmer in the community. He was a strong proponent of education and educating the African-American community though he was unschooled. In the early 1900's there was a Torrence-Lytle High School that was the only high school for African-Americans in the northern part of Mecklenburg County.*
3. **Stumptown Elementary:** *Many thought this name would just be familiar due to its location on Stumptown Road and the fact that this was the name during most of the pre-construction process prior to recently being called publicly "Torrence Creek Relief".*

- C. Recommend approval of administrative personnel appointment.

Appointments:

- *Vanessa McBayne named Executive Directory Strategic Planning and Project Management. Ms. McBayne previously served as Director of Academic Services and Broad Fellow in Auxiliary Services.*
- *Dr. Rachel Williams named principal at J.V. Washam Elementary School. Dr. Williams previously served as assistant principal at Nathaniel Alexander Elementary School.*

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

Dr. Waddell moved that the Board adopt Consent Agenda Items A. through C. as presented, seconded by Mr. Tate, and the motion passed upon 7-0 voice vote of the Board. Board members Lennon and Stinson-Wesley were absent.

Dr. Morrison recognized people in the audience for naming of the new school as Grand Oak Elementary and Dr. Williams as the new principal at J. V. Washam Elementary.

III. ACTION ITEMS

A. Report and recommend approval of Charlotte-Mecklenburg Schools Security Plan for funding consideration by the Mecklenburg Board of County Commissioners

Correlation to Board of Education Vision, Mission and Core Beliefs: Providing safe and orderly learning and working environments

Chairperson McCray called upon Dr. Morrison to introduce the report and recommendation for approval of Charlotte-Mecklenburg Schools Security Plan for funding consideration by the Mecklenburg Board of County Commissioners. Dr. Morrison called upon Millard House, Chief Operating Officer, to present the report and recommendation. Dr. Morrison reviewed background information for the Board's consideration. Whenever CMS asks for consideration of funding for facilities we must acknowledge the funding source. This request is a tribute to the Board of Education and CMS administration's effective leadership and fiscal responsibility. We are requesting the ability to utilize CMS savings from 2007 Bond monies. Through effective leadership and efficiencies, there is a savings left over from some of the 2007 Bond projects which has created a window to consider this request being brought forward to the Board. This is also an effort of collaboration with the Board of County Commissioners and CMS. Dr. Morrison reported that Harry Jones, County Manager, and he have talked about the sacred obligation of securing the safety of our students and staff. In light of the tragic happenings throughout the country, we must strive to ensure the CMS facilities are equipped to enhance the safety of our students and staff. As a follow up to that conversation, Millard House led a review on behalf of CMS to potentially think of facility upgrades to enhance our security and protect students and staff. The report reflects a proposed plan of school security measures designed to enhance safety for students and staff in Charlotte-Mecklenburg Schools. The report is also a request seeking Board of Education approval which is sought in order for the district-wide projects to be considered by the Mecklenburg Board of County Commissioners for funding. The requested funds would come from savings Charlotte-Mecklenburg Schools realized from the approved and completed 2007 School-Bond projects.

Mr. House provided the Board with an overview of the current CMS security system, the desired system, strategy to achieve improvements, County capital support, and proposed projects.

- Current Security System:
 - Camera systems at high school and administrative sites. No camera systems at elementary and middle schools.
 - School resource officers at middle and high schools.
 - American padlocks for all CMS gates and fences.
 - Fencing around sports fields and potentially hazardous facilities.
 - ID badges required at some sites. Would like district-wide consistency.
 - Electronic visitor check-in systems at some sites.
- Desired System:
 - Systems that actively communicate with each other.

- Centrally located systems.
- Easily identifiable staff and students.
- Easily accessible information.
- Systems that can be managed.
- Electronic entry.
- Strategy to Enhance Security System:
 - Cross-functional departmental communication, implementation, and cultural change. Numerous CMS departments will be involved in this work as we move forward. This initiative will include internal and external partners.
 - The initiative will move in a methodical direction over a span of time to ensure the right people are involved and conversations are happening.
 - Implementing the necessary security changes within CMS culture.
 - Capital support from Mecklenburg County: 2007 Bond savings (\$40 million).
- Proposed Security Cost Estimates:

Project	Amount
Electronic entry at every campus (Airphone, Card/FOB Readers).	\$1.2 million
Security fencing around mobiles.	\$10 million
Security fencing around buildings.	\$3 million
Cameras at all elementary and middle schools (This may also help to lessen theft at the schools).	\$16 million
Infrastructure/Bandwidth Upgrades.	\$821,000
Raptor v-soft or Ident-A-Kid (annual renewal up to \$80,000).	\$240,000
Upgrade internal police radio system (Bi-Directional Antennas).	\$2.5 million
Total	\$33.7 million

- Project Specifics:
 - Electronic entry installed at all 159 school sites.
 - Security fencing strategically placed at perimeter of all schools and selected potentially vulnerable locations within school grounds; scope of fencing based upon a determination of needs at a sampling of existing elementary, middle, and high schools.
 - Surveillance camera/DVR system installed at all elementary and middle schools.
 - District-wide bandwidth upgrades installed to support camera additions.
 - Raptor v-soft/Ident-A-Kid scanner systems installed at all elementary schools.
 - Bidirectional antennas installed at all CMS schools to provide countywide assess.
 - Staff evaluated a representative sample of elementary, middle, and high schools and determined that, on average, about 2,700 feet of 8-foot, black vinyl coated chain link fencing per campus would be needed to provide perimeter security and protection of potentially vulnerable locations on campuses.
 - The average cost of this type of fencing is about \$20 per foot, for a total of \$8.5 million.
 - Design and contract administration would cost about \$2 million. An allowance of \$1.5 million is provided for gates, electronic latches and card readers. A contingency for unforeseen circumstances is \$1 million.
 - Total cost of this portion of the project is approximately \$13 million.

- Collaboration:
 - A cross-functional team led by Auxiliary Services. Various departments in CMS are working on this initiative to ensure the project will be executed in a methodical manner.
 - Communication with local fire and law enforcement officials on implementation.
 - School-based assessments. School sites will be individually assessed to ensure security and cameras are strategically placed.
 - Prioritization of projects.
- Impact/Culture Change:
 - ID consistency. This must be pushed at every campus and inconsistencies must be addressed.
 - Visitor policies (regulation input).
 - Unintended consequences/reduced flexibilities will be defined. For example, staff may have reduced access to facilities during non-school hours.
- Projected Timeline:
 - February 26th: Charlotte-Mecklenburg Board of Education presentation/Board vote.
 - March 19th: Mecklenburg Board of County Commissioners (vote).
 - July: County releases FY2014 funds (pending BOCC vote).
 - Board of Education will be asked to begin approving contracts.
 - August: Security projects/installations start.

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

- Mr. Tate thanked staff for the report. Mr. Tate said the Board of Education appointed a Bond Oversight Committee who has the responsibility of making recommendations about the expenditure of bond funds to ensure they are used for their intended purpose. Mr. Tate asked did staff discuss this recommendation with the Bond Oversight Committee? Mr. House said the recommendation suggests using savings from 2007 Bond projects and should this item be approved by the Board we will share it with the Bond Oversight Committee. Mr. Tate expressed concern that the Bond Oversight Committee was not contacted because he would prefer to hear from them to ensure they believe this is a good use for those funds prior to the Board vote. He wants to ensure the Board is remaining faithful with the public that voted for those bond projects. Mr. Tate asked how were the Bond savings generated? Guy Chamberlain, Associate Superintendent for Auxiliary Services, said he spoke with the chairman of the Bond Oversight Committee about the funds and he was assured the funds from the Board of County Commissioners would not impact projects going forward. Mr. Chamberlain said the Bond Oversight Committee is scheduled to meet February 28th and he will bring this matter up at that time but he is satisfied the funds are in place to complete all security projects because there are approximately \$40 million in savings. In addition, the County has used PayGo funding for some of the CMS projects and within the authorization of \$517 million there is over \$100 million that has not been used. Mr. Chamberlain will share the exact costs with the Bond Oversight Committee. Mr. Tate asked will there be any costs to students and/or families for identification badges, etc.? Mr. House said there should not be a cost to students. The access entry will be for employees and CMS gives employees their first identification badge. Mr. Tate addressed concerns about the

cameras and bandwidth and he hopes they cannot be hacked. Mr. House said CMS currently has cameras in the high schools and those cameras can be accessed from Walton Plaza. Any system is vulnerable, is only as good as what you put in, and we will strive to have secured systems to avoid disproportionate issues moving forward.

- Dr. Waddell thanked staff for the detailed information and she is glad this is moving forward. She believes the staff at many CMS schools is striving to be more alert about security and people in the building. Dr. Waddell said the installations are scheduled to begin in August and she asked when will training for employees begin? Mr. House said if approved by the Board of Education and Board of County Commissioners CMS will move forward to present training, expectations, and guidelines that go along with the policy changes to staff before the installations begin. Dr. Waddell said the sustainability cost for this initiative is \$80,000 per year and she asked will other funds have to be budgeted for this project? Mr. House said there could be yearly infrastructure costs amounting to approximately \$1 million per year as well as supplies for breakdowns or repairs to support the camera systems and other structures and those costs will be reflected in the budget. Dr. Waddell said CMS is recognized as a progressive leader by other school districts both locally and nationally and she asked is staff reviewing the proposed security bills being considered by legislators. Mr. House said the CMS Legal Department is keeping us updated on the State legislative issues and they will be considered as we modify the plan.
- Ms. Ellis-Stewart asked staff to review the communication process for students and families. Mr. House said communication will involve people awareness to ensure teachers, parents, and employees are aware of the changes and the expectations. A communication strategy will be developed that will be consistent school-by-school. Dr. Morrison said this will be a system initiative and an internal and external communication plan will be developed. The plan will be a joint venture between the sponsoring department and the Communications Department. The plan will include the why and how and we will ensure teachers, support staff, families, and the community are well informed of any changes approved by the Board of Education and Board of County Commissioners. Ms. Ellis-Stewart suggested staff consider the life cycle of the products being put in the schools and when they will need to be refreshed in order to plan for the outlay of future capital. She hopes an electronic entry and 8-foot fence which gives the appearance of a fortress can be balanced with our desire to message engagement and openness to parents and the community? Mr. House provided clarification on creating an environment conducive for learning and security. Ms. Ellis-Stewart suggested an audit process be developed to ensure people and schools are compliant. Mr. House said CMS currently has an audit process in place which includes site visits to ensure practices and expectations are being met. Ms. Ellis-Stewart asked will the electronic welcoming system have the ability to ping an individual involved in a custodial parent dispute or a person banned from campus? Mr. House said the system will not work in conjunction with district bans but it will notify the school if a person had a felony charge that would compromise the safety of a child. Other issues will be addressed on an as need basis and level of sensitivity.
- Mr. Davis asked if the Board approves this request will it risk the successful completion of any remaining 2007 Bond projects? Mr. Chamberlain said, no, the security improvements will be completed independently of the construction projects. Mr. Davis asked will the previous commitments the Board made to the public about the 2007 Bonds

be honored? Mr. Chamberlain said, yes. Mr. Davis said if approved, CMS will not receive the funds from the County until July and the projects will not begin until August and he asked could the projects be completed before the start of school? Mr. House said, no, we will need more time but we have moved forward to begin installing card systems at the elementary level which should be completed before the end of this school year. Mr. Davis expressed concern that the County could not release the dollars until after July because it would be better for our students, parents, and staff to have the work and training completed before the start of school in August. Mr. Davis hopes staff will encourage the County to release the funds in a more timely manner. Mr. Davis asked will the security installations be a tailored approach at each school opposed to a one size fits all? Mr. House said, yes, each school will have a site based assessment involving the staff at each school. Mr. Davis said this is capital funding but it is important to note that CMS will have less operational funds this year because last year the City backed out of a funding partnership with CMS for CMS Security Resource Officers. Previously, the City provided funding for CMS Security Resource Officers and that was significantly reduced last year. Dr. Morrison said this year the CMS budget absorbed an additional \$2 million for Security Resource Officers and next year it will be an additional \$700,000 to keep the same Security Resource Officer allotments in our schools. Mr. Davis hopes the City will review this reduction in funding for CMS and recognize that safe schools are a part of safe neighborhoods. CMS not only wants safe schools but we also want safe children. The CMS partnership with the City is vital and much more important than providing funding for entertainment purposes to private enterprises. Mr. Davis hopes the City will enter into a partnership with CMS on keeping children safe on school grounds.

- Mr. Morgan said regarding the City's reduction in funding for CMS Security Resource Officers, CMS has similar agreements with the six surrounding towns in Mecklenburg County and they have not opted to reduce the CMS funding for campus security. They continue to recognize the value of the partnership as part of their community police, operations, and continuity with the schools in their communities. They have vowed to remain in that valued partnership with CMS. Mr. Morgan hopes the upgrade to the internal radio system will allow CMS police to communicate with other law enforcement agencies. Mr. Morgan encouraged staff to talk with the various planning departments of the six towns to ensure their regulations and codes are incorporated in the security project.

Chairperson McCray called for a motion to approve the recommendation. **Upon motion by Dr. Waddell that the Board approve the Charlotte-Mecklenburg Schools Security Plan for funding consideration by the Mecklenburg Board of County Commissioners as presented, seconded by Mr. Morgan,** and a Board discussion followed. Mr. Morgan read a statement on behalf of Board member Rhonda Lennon stating she supports the new security measures that staff will be implementing because the safety and security of students and staff is of the utmost importance. She thanked the funding partners at the Board of County Commissioners for applying a portion of the unused 2007 Bond monies to this project. Mr. Morgan said he echoes Ms. Lennon's comments and he will also support the motion.

Chairperson McCray called for the Board vote on the motion. **The Board voted 7-0 and the motion passed. Board members Lennon and Stinson-Wesley were absent.**

IV. REPORT/INFORMATION ITEMS

A.. Progress Report on Charlotte-Mecklenburg Schools Teacher Compensation Task Force

Correlation to Board of Education Vision, Mission, and Core Beliefs: Ensuring that an effective teacher instructs each class.

Chairperson McCray called upon Dr. Morrison to introduce the report on Charlotte-Mecklenburg Schools Teacher Compensation Task Force. Dr. Morrison provided introductory comments. This report will be presented by four amazing teachers from the Teacher Compensation Task Force Committee. In the spring, the North Carolina Legislative Session introduced House Bill 950 which allowed school districts to create a pay for performance system. Dr. Morrison said he reviewed the legislation and discussed it with superintendents from across the State. Dr. Morrison said in October he began to meet with teacher and principal associations as well as teacher and principal leaders throughout CMS to discuss if CMS should move forward to consider a bill around changes to teacher compensation. Dr. Morrison said he valued those conversations and there was a desire to ensure the voice of Charlotte-Mecklenburg was considered. We felt it was important the second largest school district in North Carolina have a voice into any thought or legislation that may occur from House Bill 950. We decided to move forward and a Teacher Compensation Task Force was created. They were given a difficult task which included a deadline of March 1st. For CMS to move forward with a plan it needed to be submitted to the North Carolina Department of Public Instruction by March 1st. We did not want to rush this important work and wanted it to be completed methodically, logically focused, learning from other school districts and areas, and understanding where this work had been successfully or unsuccessfully implemented. Any plan developed also needed to be thoughtfully considered by executive staff. Most importantly, we wanted the voice of our teachers to be heard. The focus of this report will be a progress report on the exceptional work of the Teacher Compensation Task Force. The work has been completed by people who are doing it for the right reasons. The work will lay a great foundation as the work continues. The CMS Teacher Compensation Task Force members have been invited to join with one of the Twenty-Two Task Force Committees and the committees will review the work for teacher compensation as well as compensation for all employees. Dr. Morrison reported today he sent a communication to all CMS employees about the information as well as frequently asked questions and the video that will be presented tonight. Dr. Morrison said he will send the guiding principles and foundation information developed by the Teacher Compensation Task Force to the North Carolina Department of Public Instruction before the March 1st deadline. This will ensure the voice of Charlotte-Mecklenburg Schools is heard.

Dr. Morrison called upon Millard House, Chief Operating Officer, to introduce the teachers on the Teacher Compensation Task Force. Mr. House said it has been a pleasure to work with the Teacher Compensation Task Force and they have been working hard since October to come together from a CMS and national perspective. The process included understanding House Bill 950 and the aspects of successful models from other districts in order to build a CMS model. Mr. House introduced the committee members to present the report: Jaronica Howard, Project Manager; Samantha Hines, Teacher in Resident; Erlene Lyde, teacher at Harding University High School; Allison Moore, teacher at Dilworth Elementary School; Steven Oreskovic, teacher at Randolph IB Middle School; and Michael Pillsbury, teacher at Randolph IB Middle School. Members of the CMS Teacher Compensation Task Force presented a progress report on the key objectives, the four framework components of the

CMS Teacher Compensation Task Force work, and next steps. The report reflected the ideas of teachers in response to House Bill 950, *Pay for Excellence*. School districts in North Carolina were given the opportunity to offer suggestions and proposals for restructuring teacher compensation. The framework components allow teachers and employees to be a part of statewide discussions. Jaronica Howard provided introductory comments and presented a video that outlined the journey of the Task Force Committee and the progress made to date. Erlene Lyde provided an overview of her experience on the Compensation Task Force. She was skeptical at first but teachers engaged in a passionate discussion that led to the design phase. As they worked they became a great working team. She has been a teacher for thirty-one years and believes we must do something different in order to save the profession of teaching. Allison Moore provided an overview of the first of the four components of the framework (do with teachers and not to teachers), talked about the journey of understanding the work of the design teams, and reviewed the timeline. There is more work to be done and the committee members will continue to be thoughtful. Michael Pillsbury provided an overview of House Bill 950 and collaborated with Steven Oreskovic to review the second, third, and fourth components of the framework, the design work, and the common components of the ideas. Mr. Oreskovic reviewed the next steps and Ms. Lyde reviewed important questions asked by participants in the group. The following outlines the committee's work.

- Four Framework Components:

1. Develop the design work of teacher compensation models 'with teachers and not to teachers.'

- The journey and path forward. March 1, 2013 State deadline for House Bill 950 submission from Local Education Agencies.

- House Bill 950, *Pay for Excellence*: SECTION 7A.10. (a) Each local board of education may develop a plan of performance pay for all licensed personnel employed by the local board. Under the performance pay plan, licensed employees should be eligible to receive bonuses or adjustments to base salary for meeting certain performance criteria. Criteria for award of bonuses or adjustments to base salary should include, but are not limited to, the following factors:

1. Annual growth in student achievement of students assigned to a teacher's classroom, when applicable.
2. Annual growth in student achievement of students assigned to a specific school.
3. Assignment of additional academic responsibilities.
4. Assignment to a hard-to-staff school.
5. Assignment to a hard-to-staff subject area.

Local boards of education that have developed a plan shall submit plans to the State Board of Education no later than March 1, 2013. The State Board of Education shall report on these plans and the achievement-based compensation models developed as part of the federal *Race to the Top* grant and shall submit the report and all plans to the Fiscal Research Division, the Joint Legislative Commission on Governmental Operations, and the respective Subcommittees on Education Appropriations of the Senate and House of Representatives no later than April 15, 2013.

- The Journey:

- ✓ Learning: The object of the learning phase was to engage CMS stakeholders

and provide them with a basic working knowledge of the fundamental aspects and examples of alternative compensation systems. To meet this objective, task force leaders in partnership with Battelle for Kids conducted seven learning sessions via in-person meetings and webinars. Over twelve different models from districts throughout the country were reviewed and discussed.

- ✓ Design: Participants in the design phase were divided into small work groups. Four primary designs were created and they were similar in construct.
 - ❖ **Develop a compensation strategy** – to succinctly state the group’s purpose, intentions and goals, etc.
 - ❖ **Design a compensation framework** – to define participants and eligibility requirements for the framework.
 - ❖ **Determine compensation measures** – to outline the ways in which performance could drive compensation.
 - ❖ **Deliver the compensation model** – to document the model and present it to CMS employees and leaders.
- ✓ Feedback: Two focus-group sessions were held in January to present the design ideas to the public and to obtain feedback from additional community members and CMS employees. A survey to CMS teachers was launched in early January. More than 3,000 CMS school personnel responded to the survey and those responses informed modifications that were made to the framework.
- 2. Compensate teachers for all the work they perform such as learning, mentoring, and leading. Compensate versus reward.
 - Teacher Design Team Work: Design phase participants were divided into small work groups and four primary designs were created that were similar in construct.
 - Common Factors of Design Team Work:
 - ❖ Each design was based upon career path or career ladder theory.
 - ❖ Some levels within a path would provide opportunity for teachers to mentor colleagues (regardless of their years of experience in the classroom).
 - ❖ Teachers would be able to choose their career path and better achieve personal career goals as they move forward in the path of their choice.
 - ❖ Teachers would have pathways to not only increase their compensation, but also to demonstrate effectiveness (outside of moving into a school leadership position) in their role.
 - ❖ Teachers would have more mobility without being pulled out of the classroom.
 - ❖ Appropriate and meaningful professional development opportunities, including more comprehensive evaluations, would be available at each level for all teachers.
- 3. Growth, capacity, and opportunity through teacher quality and leadership should inform compensation and should be built at each school.
 - Multiple Pathways Model.
- 4. Teachers should have choices within any compensation structure implemented by House Bill 950.
- Next Steps – Engaging Teachers:
 - Week of February 25: Final draft proposal to CMS from Battelle for Kids (BFK).
 - Week of February 25: Task Force review and editing of BFK final draft proposal.
 - Week of March 4: Executive Staff review of revised plan proposal.

- Task Force review of feedback and survey design.
- CMS teacher presentation and review of revised plan proposal.
- Task Force review of stakeholder feedback.
- Present final proposed plan to Board of Education.
- Final teacher plan submitted to State.
- Phase 2 Strategic Compensation Plan work begins.
- Comparative Models – Informing the Work: District compensation models from around the country were reviewed and discussed by the team. These included Pittsburgh, Pennsylvania; Maricopa County Educational Service Center REIL Career Ladders, Arizona; Baltimore, Maryland; TAP (Teacher Advancement Program); Putnam County, Tennessee; Denver ProComp, Colorado; Harrison District 2, Colorado; DC Public Schools IMPACT and LIFT; Fort Worth, Texas; Lawrenceburg Community School Corporation, Ohio; and Douglas County, Colorado. WebEx presentations were also made available from districts in Tennessee, Arizona, Kansas, North Carolina, and Alaska.
- Important Questions:
 1. Will pay be cut? Current pay levels at the time of implementation will not decrease. There will be an opt in component and new hires will automatically be entered.
 2. How will the plan be sustained? Bonuses have come and gone (ABC, Strategic Staffing, and Signing Bonuses). Without alternative compensation becoming a budgetary item or priority, how can it be sustained? We must be transparent about sustainability before teachers' fears can be allayed.
 3. Will the final plan submitted reflect the work and input of the Teacher Compensation Task Force? How to ensure the teacher voice is heard and integral part of the final plan?

Dr. Morrison said a challenge is how to develop this work to create a compensation plan that is truly better and ensure the voice of our teachers is heard. We want to draft a plan that captures the important work of the Teacher Compensation Task Force. Another challenge is how to pay for this initiative because currently our teachers are compensated approximately \$10,000 below the national average. This will not be easy work but it will be important work. We want to continue this work and ensure we capture the input from our teachers and employees.

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

- Ms. Ellis-Stewart said the Board has discussed the importance of being inclusive of multiple measures and the information references growth and she asked is there an opportunity to consider proficiency? Mr. Pillsbury said student achievement is important and it is addressed in Standard VI of the State Evaluation. Proficiency and growth are related and proficiency provides a measure for growth. Ms. Ellis-Stewart said she would like to understand if we are relying more on growth statistics or a balance of growth and proficiency. Dr. Morrison discussed the importance of balancing proficiency and growth. Ms. Ellis-Stewart said she has heard concerns about the validity and calculation of Education Value-Added Assessment System (EVAAS) Model and she hopes staff will advocate at the State level to seek clarity around EVAAS data. Dr. Morrison said we are sharing our concerns about the formula with the State and national school boards as well

as the Department of Public Instruction. Ms. Ellis-Stewart said the salaries of CMS teachers on average are \$10,000 less than the national average and she hopes the goal will be to get teachers to the national average and then apply the compensation model. Dr. Morrison said the Board's Legislative Agenda addressed teacher salary concerns with the State legislators and we are advocating for teacher salaries, drawing teachers to CMS, and keeping talented teachers in the District. Ms. Ellis-Stewart thanked the committee members for taking the time to learn about the various compensation plans and putting forth a plan while remaining in the classroom. She is thrilled to hear about the journey because this models what is needed in the classroom.

- Mr. Morgan commended the teachers for their work and he understands there is more work to do. Mr. Morgan said he has talked with State officials and understands that CMS will be one of the few, if not the only, school system to present a plan to the State for how to pay teachers in accordance to House Bill 950. This will put a focus on CMS and the work of this committee. He believes salaries are important for teachers and the lack of salary is a reason top performing teachers leave the teaching profession or seek higher positions within the school system. He is glad the teacher recommendations seek methods ways to keep those higher performing teachers in the class room by giving them more responsibility to earn more money. Mr. Morgan looks forward to seeing the plan to present this to the teachers to get additional feedback before it is brought back before the Board of Education. Mr. Oreskovic provided clarification and Dr. Morrison said this will include teacher surveys to ensure the voice of our teachers are heard.
- Dr. Waddell thanked the committee for the incredible work. This is something that teachers designed. It is about teachers for teachers and with teachers, and teachers feel good about this initiative. Dr. Waddell expressed concern that the plan provides a pathway that includes options for teachers to stay in the classroom as well as promoting out of the classroom. Mr. Oreskovic said the plan includes horizontal and vertical movement and teachers have the ability to remain in the classroom or become a district leader. Dr. Waddell commended the teacher groups for picking out the best aspects of the models from the other school districts.
- Mr. Davis said CMS previously attempted to develop a compensation plan for teachers which led to missteps and inadequacies of the process. He deeply regrets the frustration, anger, and mistrust those missteps created. Mr. Davis said he does not regret the compensation initiative was started because this is an important issue for our teachers. Mr. Davis commended Dr. Morrison for giving teacher compensation another attempt and creating a positive environment with involving teachers in the approach. He commended the Teacher Task Force for their hard work because it gives us all hope we will get it right this time. Mr. Davis asked what information will be sent to the State for the March 1st deadline? Dr. Morrison said we will send the history of the work that has been completed the Teacher Compensation Task Force, the four themes, and the next steps. What is most important is to ensure we get the voice of the teacher involved in the process and that we get the plan right. Mr. Davis asked when do you anticipate the Board will be able to review the proposed plan? Dr. Morrison said it will be shared with the Task Force but the number one filter is to ensure it reflects the voice of the teacher. Following that, it will be shared with the Board and become a public document and we will seek input from our CMS employees. Mr. Davis said the Board would like to hear more about what the task force learned from the twelve other school districts. The proposed pathway reflects on the work experience of most people moving within careers

like military, engineering, medicine, law, accounting, and banking. This is a practical meaningful path for individual teachers to flourish in the profession but also those who are not in the profession a way to lift the teaching profession to where it should be as the highest calling in our society. Mr. Davis said within the Twenty Two Task Forces appointed by Dr. Morrison there is a Compensation Task Force and he asked how does this work fit into that work effort? Dr. Morrison said House Bill 950 only speaks to teacher compensation but if we are going to be serious about a compensation cultural shift in our school system we must look at all the individuals who work for CMS. The broader Compensation Task Force will focus on a plan to address compensation for all employees. It will feed off from the hard work of the Teacher Task Force and the members of that task force have been invited to serve on the Compensation Task Force. The broader compensation task force will review a strategic compensation reform for all employees, administrators, support staff, and teachers. Mr. Davis said he believes it was a wise to start the initiative with our teachers because we needed to reconnect with our teachers. Mr. Davis thanked the committee for their hard work and he said the Board looks forward to rallying around your hard work and lead in communicating to the State and community in support of this plan.

- Mr. Tate thanked the committee for their hard work. He is also concerned about the pathways model because he wants to keep effective teachers in the classroom and he is not sure teachers will be fully in the classroom if they are performing district work. He hopes it will be communicated that the process is not intended to get teachers out of the classroom. The teachers discussed the opportunities of taking on additional responsibilities while remaining in the classroom and affecting other teachers to become more effective by working with them. Mr. Tate hopes the Board will be kept in the loop and he would like updates on a regular basis so the Board can be a part of the process.
- Mr. McElrath asked if a teacher loves their job can they stay in their job and not do anything else but their job and get pay raises? Mr. Oreskovic said, yes, as long as they meet the particular parameters of the evaluation and show student growth. The process will help teachers become more effective teachers because they are exposed to more people and have the opportunity to learn more.
- Chairperson McCray thanked the committee for doing an exceptional job and bringing this closer to home. The Board and teachers working in CMS are proud of the work you are doing.

Chairperson McCray called for a slight recess at 8:36 p.m. in order to transition the meeting room for the Budget Work Session. Chairperson McCray reconvened the Regular Board meeting at 8:47 p.m. and all Board members were present excluding Board members Lennon and Stinson-Wesley who were absent.

C. Report/Work Session on 2013-2014 Charlotte-Mecklenburg Schools Board of Education Operating Budget

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

Chairperson McCray welcomed everyone back to the meeting and called upon Dr. Morrison to introduce the Work Session on 2013-2014 Charlotte-Mecklenburg Schools Board of Education Operating Budget.

Dr. Morrison said he would like to report some good news and he recognized Ann Clark, Deputy Superintendent, for being the recipient of a national award and a local leadership award. Ann Clark was named Charlotte Woman of the Year and received the American Association of School Administrators' 2013 Women in School Leadership Award. Dr. Morrison commended Ms. Clark for her leadership and service to CMS. Dr. Morrison said this Report/Work Session is an introduction to the 2013-2014 Board of Education Budget. Staff has worked diligently on developing a proposed 2013-2014 Budget and submitted a survey on the CMS Website to gather feedback from the employees and community. Dr. Morrison called upon Kathryn Block, Chief Communications Officer, to provide the Board with an overview of the survey results. Kathryn Block presented the results of the CMS Budget Survey which was an intentional process to ensure the community and employees were engaged.

- CMS Budget Survey Results: Charlotte-Mecklenburg Schools invited parents, staff, students, and community members to participate in a survey as part of a critical conversation about how best to determine budget priorities for the 2013-2014 school year and beyond. The Budget Survey was designed to gather community input on significant programs and initiatives outlined in the superintendent's 100-day report, *The Way Forward: Listening, learning and the case for change*. The survey was conducted January 23 – February 8, 2013 and over 11,000 people participated.
- Survey topics included budget funding sources and budget types, school security and student safety, budget priorities, teacher salaries, and class size.
- Eight Budget Awareness Insights:
 1. Awareness of funding sources for the annual CMS budget and factors that affect the CMS budget is high.
 - Are you aware all the money for CMS' total annual budget comes from local, state, and federal sources?
 - Are you aware that many factors affect the budget such as the state of the economy, student enrollment, and new initiatives?
 2. Awareness of other budget information such as types of budgets, lottery funding, and per pupil expenditures was somewhat lower.
 - Adult participants were vaguely aware that CMS has two separate budgets with distinct purposes. Students were relatively unaware.
 - Operating Budget: Pays for the day-to-day expenses of running the district, including salaries and benefits, textbooks and transportation. The majority (83%) of the operating budget is tied directly to salaries and benefits.
 - Capital Budget: Pays for the design and construction of new schools, along with major renovation and replacement of existing schools to meet education standards.
 - Participants were least aware of North Carolina Lottery funding support for teachers and capital and of details on CMS' per pupil expenditure.
 3. Participants ranked "camera monitoring and buzz in systems at entryways to maintain a single point of access at every elementary school the top security priority.
 4. Participants ranked 'card keys for elementary school employees so front doors can remain locked' the 2nd highest security priority.
 5. Parents, staff, and community members consistently rank ordered the remaining security opportunities...but students ranked this less.

6. Participants rated technology to enhance learning, more school safety measures, and professional learning opportunities for all employees as the top three priorities.
 7. Ninety percent of participants agreed that teacher salaries should increase to be more competitive with neighboring states and the national average.
 8. Perceptions on class size are polarized, with about as many participants agreeing they should be reduced or stay the same.
- In Summary: Thank you Charlotte-Mecklenburg community for your input. The feedback will be thoughtfully considered as we progress our planning discussions.
 - This report and the full report from K12 Insight will be posted on the CMS Budget Information site. Access from CMS website at www.cms.k12.nc.us
 - Upcoming Budget/Task Force Town hall meetings:
 - Feb. 27th at E.E. Waddell Language Academy, 6:00 to 8:30 p.m.
 - March 4th at North Mecklenburg High School, 6:00 to 8:30 p.m.
 - March 11th at Butler High School, 6:00 to 8:30 p.m.

Dr. Morrison said the CMS Budget Survey provided some of the outreach that we need to do and provided our employees and the community insight to our designated dollars and budget situation. It also provided an understanding to some of the important decisions that the Board will ultimately have to make. At this point, we do not know anything more about our State or local budgets and we will create a proposed budget with uncertainty about our budget constraints. We do know the Vision, Mission, Core Beliefs, and the Eight Goals as outlined in *The Way Forward*. A few months ago, staff began to review the Eight Goals to grasp an understanding of where we are well positioned with good work as a District, where are the challenges with the goals in terms of implementation and execution on strategy, and what are other items that must be considered as we move this work forward.

Dr. Morrison said for this Work Session, we will have executive staff review the Eight Goals and share the areas we are well positioned to move forward, where the challenges exist that may have budget implications in this year's budget as well as future budgets, and what are other areas in which we need to be proactive instead of reactive. Executive staff provided an overview of the eight goals, efforts already underway toward achieving the goal, challenges that must be addressed with three to five years to achieve the goal, and next steps.

- Ann Clark, Deputy Superintendent, reviewed Goal 1: Accelerate academic achievement for every child and close achievement gaps so every child graduates college or career ready.
 - Efforts under way to achieving Goal 1:
 - Solid groundwork with Common Core and North Carolina Essential Standards training for principals and teachers.
 - Implementation of Response to Instruction in elementary and middle schools.
 - Implementation of a transition to balanced literacy in all elementary schools.
 - Focused turnaround efforts underway in the Project LIFT Zone.
 - Challenges that must be addressed within 3 to 5-year horizon to achieve Goal 1:
 - Reach and sustain 95% or higher district high school graduation cohort rate.
 - Partner with Mecklenburg County agencies and nonprofit organizations to develop a comprehensive plan to support medical and mental health issues for our students.
 - Develop a comprehensive model of 21st Century teaching and learning for the

- District.
 - Develop a personalized education pathway for each student.
 - Expand extended learning opportunities for students during the regular school year and summer.
 - Increase the number of students engaging in rigorous coursework through Advanced Placement, International Baccalaureate, and Project Lead the Way.
 - Continue to monitor federal legislation on funding such as grants, sequestration.
 - Next Steps:
 - Deepen professional development on Common Core, balanced literacy, and Response to Instruction for district and school based educators.
 - Develop a District plan to prepare for Read to Achieve Legislation.
 - Strengthen the science and social studies curriculum at the middle school level.
 - Collaborate with task force efforts designed to support improved teaching and learning toward a goal of all students graduating career and college ready.
- Dr. Kelly Gwaltney, Chief Human Resources Officer, reviewed Goal 2: Ensure an effective teacher in every class is led by an effective principal in every school served by quality support staff.
 - Efforts already under way toward achieving Goal 2:
 - Truenorthlogic selected as the vendor for the state's READY Home Base [formerly known as Instructional Improvement System (ISS)] technology platform for Educator Evaluation and Professional Development modules.
 - CMS working closely with the State and vendor to provide the voice of local districts.
 - North Carolina Department of Public Instruction (NCDPI) will mandate use of the Educator Evaluation module for all certified staff (initially teachers, principals and assistant principals).
 - Talent Effectiveness Process (TEP) teacher working teams are continuing to develop a comprehensive teacher evaluation model.
 - Challenges that must be addressed within 3 to 5-year horizon to achieve Goal 2:
 - CMS will develop and implement a comprehensive talent management system for all employee groups.
 - Managing a cultural shift from an environment of "annual evaluations" to one that promotes ongoing performance-related feedback and coaching for all employees.
 - Communicating clear expectations for every employee to help all employees understand their connection to and impact on student success.
 - Ensuring intentional conversations with every employee regarding their career aspirations and providing access to opportunities for professional growth and skill/competency development.
 - Next Steps:
 - Implementation of Educator Evaluation module for all certified staff (as available from NCDPI).
 - Refinement of evaluation instruments used for non-certified (exempt and non-exempt) staff.
 - Purchase and implement additional modules to accompany the state mandated modules.

- LaTazja Henry, Assistant Superintendent for Community Partnerships and Family Engagement, reviewed Goal 3: Cultivate innovative partnerships with parents, caregivers, and the community to provide a sustainable system of support for every child.
 - Efforts already under way toward achieving Goal 3:
 - Currently assessing community resources and school needs to ensure strategic partnership alignment.
 - Identifying opportunities to partner with local agencies to meet the medical and mental health issues currently facing children and families in the District.
 - Planning a meeting of faith leaders to encourage partnering with schools.
 - Currently evaluating how to manage staffing in a way that increases opportunities for potential partners and volunteers to access and engage with schools and the District.
 - Exploring additional ways of expanding the reach of Parent University by creating additional opportunities for community agencies to engage more parents in new and different ways.
 - Challenges that must be addressed within 3 to 5-year horizon to achieve Goal 3:
 - Maintenance of the technology solution to manage family engagement and partnership outreach.
 - Staffing infrastructure to manage volunteers, families, school, and district-level partnerships.
 - Increased demand of social service needs of students and families in the community.
 - Next Steps:
 - Create and align family engagement and partnership development training for school and District level staff.
 - Launch a website tool that captures each school's needs in catalog format and allows potential partners to see and gift those needs directly to the school (School needs could include a range of requests ranging from school supplies to providing assistance to families in need at the school) .
 - Begin the process of mapping partners with schools.
- Earnest Winston, Chief of Staff, reviewed Goal 4: Nurture a culture of high engagement, customer service, and cultural competency.
 - Efforts already under way toward achieving Goal 4:
 - Addressing specific areas identified in the Employee-Engagement Survey as needing improvement, such as clearer, more timely communication of District actions and initiatives, and embedded processes for employee feedback.
 - Planning for implementation of a district-wide cultural competency effort.
 - Promoting a comprehensive anti-bullying campaign to reduce bullying and harassment.
 - Challenges that must be addressed within 3 to 5-year horizon to achieve Goal 4:
 - Exploring an infrastructure that supports customer service excellence.
 - Keeping all employees engaged as we work to implement a cultural competency framework district-wide.
 - Continuing to build capacity of all staff to communicate in a more timely manner with employees.

- Next Steps:
 - Pursuing meaningful employee recognition programs.
 - Setting the stage for development of a district-wide plan for cultural competency.
 - Increasing the survey participation of non-office-based staff.
 - Continue to focus on employee morale and engagement.
- Frank Barnes, Chief Accountability Officer, reviewed Goal 5: Maximize performance utilizing data-informed and evidence-based decision-making.
 - Efforts already under way toward achieving Goal 5:
 - Working collaboratively to develop a framework for school performance and accountability.
 - Launched an office of Data Quality, including the hire of a new Executive Director of Data Quality, to improve data integrity across the District.
 - Reviewing our existing assessments and school performance measures to ensure they add value to teaching and learning.
 - Challenges that must be addressed within 3 to 5-year horizon to achieve Goal 5:
 - Impact of statewide implementation of a new student information system on the provision of access to data.
 - Implementation of an evolving Online national and statewide assessment system aligned to the Common Core and North Carolina Essential Standards.
 - Increasing capacity in schools to analyze and act on data to improve student performance.
 - Next Steps:
 - Develop a coherent and aligned process and system for progress monitoring and continuous improvement.
 - Establish district-wide processes, protocols, and business rules for accurate data reporting every time.
 - Restore an emphasis on research and evaluation.
- Millard House, Chief Operating Officer, reviewed Goal 6: Strengthen and expand educational choices for students to drive learning, creativity, innovation, and entrepreneurship.
 - Efforts already under way toward achieving Goal 6:
 - Continued growth and startup of the most effective and popular programs/schools that meet the readiness needs of CMS students.
 - Explore current alternative programs with the purpose of serving additional students who need a different structure.
 - Development of future school designs that speak to our current waiting list and zone needs.
 - Challenges that must be addressed within 3 to 5-year horizon to achieve Goal 6:
 - Continued student population growth throughout Mecklenburg County.
 - Assessing the impact of charter schools.
 - Facility and real estate space within the Mecklenburg County are becoming increasingly more difficult to locate.
 - The growth within Mecklenburg County will require CMS to consider boundary adjustments in the future.
 - Next Steps:
 - To align community and student needs to programs as we build a capital needs

- assessment.
 - Continue to gather feedback on the specificity around a possible bond referendum.
 - Continue to develop a more robust menu of secondary school choices, including new Magnet and Academy programs.
- Dr. Valerie Truesdale, Chief Information Officer, reviewed Goal 7: Increase technology access and integration to support inspired learning and teaching.
 - Efforts already under way toward achieving Goal 7:
 - Solid progress is being made in implementing Power School conversion.
 - Systematic progress toward providing infrastructure to support digital teaching and learning.
 - Plans are underway to enhance professional development in technology integration to meet Common Core State Standards.
 - A pilot of Bring Your Own Technology (BYOT) began in twenty-one schools. As of February, over fifty schools are allowing BYOT for students/or and staff.
 - Challenges that must be addressed within 3 to 5-year horizon to achieve Goal 7:
 - Ensure infrastructure for technology (bandwidth and access) is sufficient to support digital teaching and learning.
 - Include mobile classrooms in technology infrastructure upfit.
 - Need to upgrade to Windows 8 platform.
 - Train all staff to use Power School and blended learning with agility and confidence.
 - Ensure CMS has the capacity to administer Online testing required in 2014.
 - Supporting Reading 3D without being fully funded by the State for devices.
 - As we grow BYOT, there are implications for core network and infrastructure in terms of scalability, sustainability, and equity.
 - Providing personalized learning via student portfolios.
 - Develop signature programs to transform schools into technology-infused, highly engaging learning spaces.
 - Next Steps:
 - Implement State mandate for K-3 reading 3D assessment.
 - Continue to realign resources to support technology infrastructure.
 - Provide intense professional development summer and imbed modeling/co-teaching opportunities in schools during school year.
 - Ensure technology infrastructure is included in decisions regarding new construction and renovation.
 - Build awareness and support for signature technology-infused programs.
- Kathryn Block, Chief Communications Officer, reviewed Goal 8: Communicate proactively and transparently to strengthen public trust and establish CMS as a premier K-12 district.
 - Efforts already under way toward achieving Goal 8:
 - Departmental redesign under way with expanded media relations team and three new specialists positions –communications strategy, social media, and web.
 - Solid progress in proactive communication and authentic engagement –i.e. Friday Focus, Town Hall meetings, input surveys, Coffee with the Superintendent, and expanded external communication partnerships.

- CMS TV relaunched with new CMS InSight and CMS Magazine programming, and website redesign effort in progress.
- Planning for professional development to build marketing capacity of school-based personnel.
- Challenges that must be addressed within 3 to 5-year horizon to achieve Goal 8:
 - Explore infrastructure to manage public information requests with excellence.
 - Effectively focus on and sustain public and employee trust.
- Next Steps:
 - Promote the CMS brand promise and proactively and competitively market our portfolio of choices.
 - Pursue strategic partnerships to efficiently support communication efforts.
 - Broaden CMS media tools to broaden communication efforts.
 - Leverage CMS TV to create work-based learning opportunities for students.
 - Communications/Human Resources partnership –strengthen CMS’ recruiting efforts and ability to attract top talent.

Sheila Shirley, Chief Financial Officer, reported for this portion of the Work Session Board members will separate into two discussion groups and work with members of Executive Staff to discuss the Eight Goals. This will be an opportunity for Board members to share ideas and best thinking on the 2013-2014 Board of Education Budget.

Board members broke into discussion groups at 9:55 p.m. and worked in groups for approximately forty minutes. Board members Morgan, McElrath, and Tate worked together. Board members McCray, Waddell, and Davis worked together. Key points from the Board member discussion groups highlighted the following comments.

Goals 1, 2, 5, and 7:

- Support for home schools or those few that make a choice - strengthening home schools.
- Individualized Plan for every child – what does that mean? Digital choices, PEPs, Cato, back up to lower grades earlier.
- Extended learning? Not Bell Schedule, Twilight, SAT, LIFT, Calendar Flexibility, Co-curricular extensions.
- Multi-year programmatic planning, Year 1 costs, Year 2 costs, Year 3 costs.
- Closing achievement gap and raising the bar - iterative plan.
- Impact study on sequestration – next year and projection out.
- If County has to refund taxes, are we predicting adjusting the BOE budget request?
- New diplomas from State – impact on the CMS work? Career pathways – Industrial diplomas – price tag? Certification fees?
- Career pathways – high school sites?
 - Career Technical Education hubs as a suggestion from staff. Extending students’ access to different programs within zones.
- Middle school pathways to keep students engaged.
- Multi year plan/budget aligned to strategic plan. Would require CMS to stick with the plan.
- Programs driving capital.
- Personalized Education Programs.

- Principal Pipeline?
- Privatization of Information Technology:
 - Data request fee.
 - WIFI.
 - Business systems, i.e., background checks, 1-9.
 - WAN contract
 - City/County Government partnering
- Goal 5: Take noise (stress/anxiety) out of assessments.

Goals 3, 4, 6, and 8:

- Replicate Olympic partnership with one partner dedicated to one school.
- Schools too co-dependent on faith partners?
- How to evaluate what we are getting from the CMS partnerships?
- Provide volunteer coordinators for schools and provide training.
- Parent University:
 - Funding.
 - Future Plans.
- Website tool for school needs.
- Cultural Competency – distinguish between our desire to have an internal conversation versus community conversation.
- Customer Service – acknowledge we are not as good as we want to be; varies by school/department.
- Employee Engagement:
 - Face reality.
 - Every management team should develop what they plan to do to address.
- Customer Service:
 - Make non-office-based staff feel important and part of the overall mission.
- Provide every child (in school building and mobiles) with access to technology.
- Where has CMS purchased land for future schools?
- Are alternative sites a part of the program expansion?
- Need to change the CMS delivery model. Prepare for what model could look like in 5-10 years.
- Provide entrepreneurship opportunities.
- What resources exist to help schools market and brand their school/programs?

Meeting Wrap Up/Common Themes:

- Faith partnerships are needed.
- What vendors are being considered to provide technology infrastructure?
- Technology impacts all goals.
- Professional development another common thread – requires an investment.

The Board member discussion groups concluded at 10:45 p.m. Board members were invited to highlight key points of interest from the small group meetings. Staff will compile the notes and send the information out to the Board.

Dr. Morrison reported Board members have been provided a timeline for the budget process and schedule of meetings but it may be adapted. Board members will continue to work in small groups and the Board Office has set up small group meetings for Board members to discuss capital and operating budgets. Capital and operating budgets are integrated and run

through the Eight Goals. In addition, the Board is scheduled to have a Joint Meeting with the Board of County Commissioners on March 13, 2013.

ADJOURNMENT

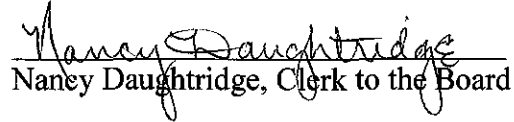
Chairperson McCray called for a motion to adjourn the meeting.

Upon motion by Dr. Waddell that the Board adjourn the Regular Board meeting, seconded by Mr. Tate, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 11:08 p.m.



Mary T. McCray, Chairperson



Nancy Daughtridge, Clerk to the Board