Guilford County Board of Education
Policy Committee Meeting
Thursday, August 9, 2017, 2:30 p.m.
Board Room, GCS Central Administrative Offices

Committee Members:	Darlene Garrett, Chairperson	Nora Carr, Staff Liaison
	Wes Cashwell	
	Byron Gladden	
	Linda Welborn	

AGENDA	
Welcome and Introductions	*Discussion Leader: Darlene Garrett*
Review of Minutes for (07/20/17)	*Discussion Leader: Darlene Garrett*
Constituent Services Policy	*Discussion Leader: Nora Carr*
NCSBA Policy Services Update	*Discussion Leader: Nora Carr*
Next Steps	*Discussion Leader: Darlene Garrett*
Other Business	*Discussion Leader: Darlene Garrett*
Next Meeting: *September 13, 2:30 p.m.*	
Adjournment	

Present: Darlene Garrett, Byron Gladden, Linda Welborn
Staff: Sharon Contreras, Nora Carr, Kim Hipp, Jill Wilson
Absent: Wes Cashwell

Approval of Minutes
Minutes from the June 14, 2017 meeting were approved, with the following revision: note that Byron Gladden was in attendance.

Public Records Requests – *N. Carr*
Nora Carr shared that, due to the increasing number of public records/information requests during the past several years, GCS is studying current public records requests processes and is reviewing how other districts handle their public records requests.
• NC legal statutes were reviewed.

• Number of information requests GCS received from 2009-10 to 2016-17.

• Draft copies of the GCS Public Records Policy and Administrative Regulation, which were based on samples provided by the North Carolina School Boards Association, were shared and reviewed. Nora clarified that the draft public records policy and administrative regulation does not impact a parent/guardian's right/ability to access their child's academic information, e.g., cumulative file. The policy and regulation apply to public records only.

   Committee members decided to place the draft public records policy and administrative regulation for first reading on the July 27 Board meeting agenda.

Constituent Services Policy/Communication Policy – *N. Carr and D. Garrett*
Sharon Contreras shared that a constituent services policy outlines how district staff and Board members communicate with each other. Nora Carr reviewed sample constituent services policies from various districts across the US and advised that the sample information was being provided to Committee members to see if there is an interest in creating/adopting a constituent service policy for the district.

Darlene Garrett asked staff for the current number of Let's Talk requests.

Linda Welborn asked staff for a copy of Charlotte-Mecklenburg Schools constituent services information Nora Carr referenced.

Committee members asked staff to bring a draft constituent service policy to the August 9 Policy Committee meeting. Committee members will continue reviewing the sample constitute services information provided for discussion at the August meeting.

Next meeting
The next Policy Committee meeting is scheduled for August 9, 2017.

Submitted by:
Nora K. Carr, Ed.D.
Chief of Staff, Guilford County Schools

CHARLOTTE-MECKLENBURG SCHOOLS

POLICY	CMS/NEPN Code:
Constituent Services	BHE

As elected officials and trustees acting on behalf of the public, Charlotte-Mecklenburg Board of Education members have an obligation to be accessible to the public and assist citizens with suggestions, questions, or complaints regarding Charlotte-Mecklenburg Schools. Board members must provide service to constituents but in doing so should not involve themselves in administrative matters or management. It is the intent of the Board that constituent service be provided through well-defined protocols that facilitate the administration's ability to resolve problems effectively and identify opportunities for systems improvement.

Standards for Constituent Service

Each Board member will strive to provide appropriate service to constituents. Board members commit that they will:
- ensure that the CMS administration takes responsibility for helping citizens receive the services that the State of North Carolina and Board intend Charlotte-Mecklenburg Schools to provide the public,
- follow processes designed to facilitate the administration's ability to resolve problems effectively, and
- identify opportunities for systems improvement.

Each Board member will avoid involvement in management activities or giving direction to staff, even if the problem is serious and/or the Board member's involvement is minimal. In making this commitment, Board members recognize:

- that their involvement in management and administrative matters creates confusion among district employees, leads to dysfunctional management systems; undermines the authority of the Superintendent and the administration, and weakens the Board by making it impossible to hold the Superintendent responsible for district operations; and

- their obligation not to confer special advantage on employees, parents, students, vendors, or any other person or entity outside regular management decision making processes established by policy or management directive to guarantee fairness and equity. Such behavior by a Board member is a betrayal of the Board, the district, and the public, and subjects the Board member to reprimand or censure.

CHARLOTTE-MECKLENBURG SCHOOLS

POLICY	CMS/NEPN Code:
Constituent Services	BHE

System for Constituent Service

Recognizing the need to provide service to constituents, the need of Board members to be answerable to constituents, and the need to improve district systems, the Charlotte-Mecklenburg Board of Education and Superintendent will work together to put into place a system for constituent service.

The major features of the system will be:

- a protocol for handling constituent requests for information or assistance;
- a primary contact person in the Superintendent's office (the Superintendent's designee) to whom the Board Services staff members will refer constituent service requests they receive;
- a form for documenting requests;
- an information management system for storing, tracking, categorizing, and analyzing requests;
- an expectation that constituents will be updated on the progress of their request within a 72-hour time period (or three business days);
- a feedback process so that Board members know the resolution of requests;
- oversight of the system by the Superintendent's designee, who handles priority requests and keeps the Superintendent informed of matters that require his/her attention;
- periodic reports to the Superintendent and Board on constituent requests, their resolution, and patterns in requests; and
- periodic reports on systems improvements made, in whole or part, as a result of constituent service requests.

Details of the system are set forth in Exhibit BHE-E, which accompanies this policy.

In addition to the System for Constituent Services outlined above (which establishes the protocol for Board members to respond to constituent concerns), the Board directs the Superintendent to establish protocols for constituent services that will be used throughout the school system for employees to respond to constituent concerns.

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Revised:
Legal Reference:
Previous CMS Policy #: None
Cross Reference: BEDI, BHD

Board of Education Executive Summary
Constituent Services
May 25, 2010

I. History of Constituent Services

The Board of Education, as elected officials, has an obligation to be accessible and responsive to the public concerning their suggestions, questions or concerns regarding Charlotte-Mecklenburg Schools. Constituent Services is a means of assisting both the board and the public with responses and resolutions.

During an April 2005 board work session, deliverables were defined to improve the district's constituent services process. Collaboration between board members and Center for Reform of Schools Systems (component of Broad Institute) consultant, determined the following key deliverables: 1.) Draft a work plan; 2.) Create a written definition of constituent services; 3.) Write constituent services protocols, including flowchart; 4.) Design electronic documentation and tracking system; 5.) Develop feedback method to board; and 6.) Establish process for reporting constituent services trends and patterns.

Other important dates during the planning phase were June 2005 Interim Report outlining progress of deliverables, July 2005 Final Report outlining completion of deliverables with date of scheduled board vote, and July 2005 Final Review of accomplishments.

Action Item IV.F., *Recommend approval of Proposed Policy BHE, Constituent Services, and proposed Exhibit BHE-E, was* approved at the September 13, 2005 regular board meeting. The board vote was unanimous.

II. Overview of Constituent Services

The manager of board services serves as the interface between board members and staff in the collecting and tracking of constituent services activity. The manager must follow an established procedure to facilitate the process by immediately acknowledging each constituent referral from a board member, maintaining electronic individual board members files with referrals they have forwarded for resolution, and making every effort to close referrals as soon as possible. If referrals are not closed within three business days, then completion status update should be provided to the constituent. Epicor Clientele is the software solution used to track, manage, and provide report data on constituent services activity. It is important to note that not all constituent services issues are documented. Many matters are handled by administrative managers or school-based personnel. Also, board members handle issues directly if they have the needed information. Matters that require additional information or assistance are resolved by the following steps.

- Contact from constituent to board member
- Contact from board member to manager of board services
- Referral entered in Clientele database
- Referral routed to appropriate executive staff member to investigate, resolve, contact constituent with resolution, and provide information to Board Services Office
- Referral closed in Clientele database

- Contact from manager of board services to board member with resolution
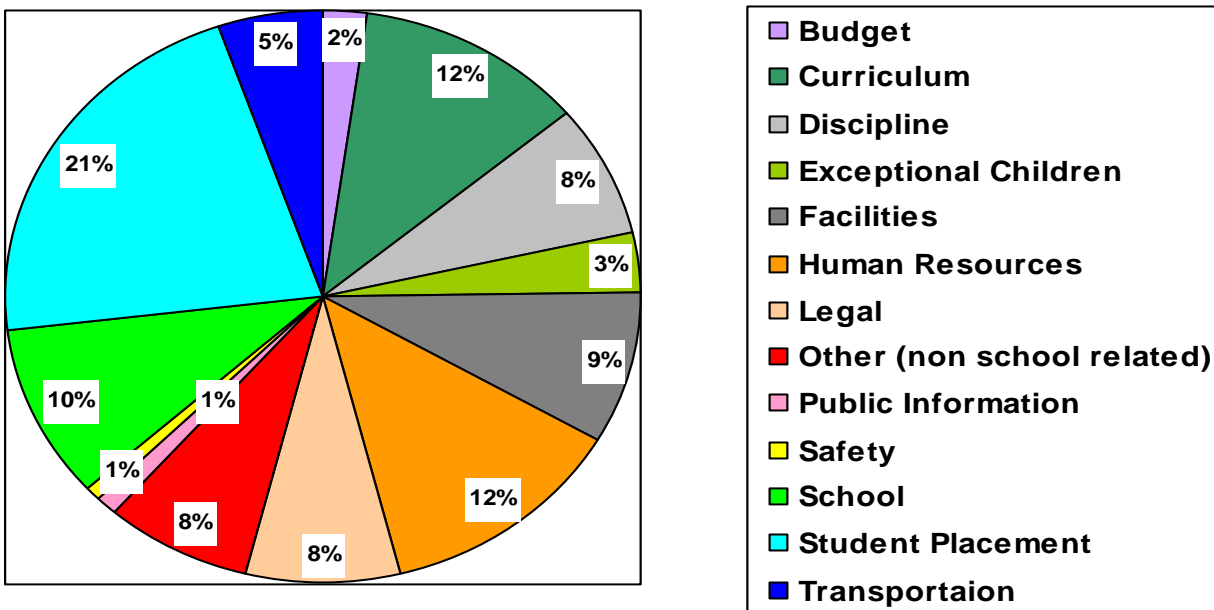- Maintain paper file of all referrals (usually email chain)

The manager of board services is required to provide periodic constituent services activity reports to the board and the superintendent. Reports are provided quarterly, as well as cumulative end-of-year report, based on fiscal year calendar. Referrals are typically requests for information or assistance. Referrals are documented by categories to pinpoint specific areas of concern. Reports can be an important management tool as they identify the public's high concern areas regarding the school system. Resolution would not only be on an individual basis but to the community as a whole. By carefully analyzing report data potential future problems areas can be addressed and solved.

Following are examples of pertinent information contained in reports.

A. Two sections from January 1, 2010 – March 31, 2010 Third Quarter Report

PER CATEGORY

At a glance, it is easily determined during the third quarter report timeframe Student Placement was a high concern area while Public Information and Safety were the lowest concern areas. Categories remain the same throughout the year but percentages can fluctuate depending on the report date. Budget may show a higher percentage of concerns during spring and Transportaion may show a higher percentage of concerns during start of the new school year.

Pie chart with legend:
- Budget — 2%
- Curriculum — 12%
- Discipline — 8%
- Exceptional Children — 3%
- Facilities — 9%
- Human Resources — 12%
- Legal — 8%
- Other (non school related) — 8%
- Public Information — 1%
- Safety — 1%
- School — 10%
- Student Placement — 21%
- Transportaion — 5%

Each quarterly report includes the *Three-Month Trend* section which shows each month's total number of referrals and the highest area of concern.

THREE-MONTH TREND

January 2010:	**Number of Constituent Services referrals**	**- 32**
	Highest area of concern: Student Placement issues	
February 2010:	**Number of Constituent Services referrals**	**- 29**
	Highest area of concern: Curriculum issues	
March 2010:	**Number of Constituent Services referrals**	**- 32**
	Highest areas of concern: HR, Curriculum &	
	Student Placement issues (3-way tie)	

Total Referrals   93

B. One section from July 1, 2008 – June 30, 2009 End-of-Year Report

The line graph depicts trend patterns over the past three years. Additional categories (Budget, Legal, Public Information, Safety, Curriculum, and Discipline) were added at the request of the board. The graph will be updated to include revisions for the 2009-2010 end-of-year report.

THREE-YEAR CATEGORICAL COMPARISON
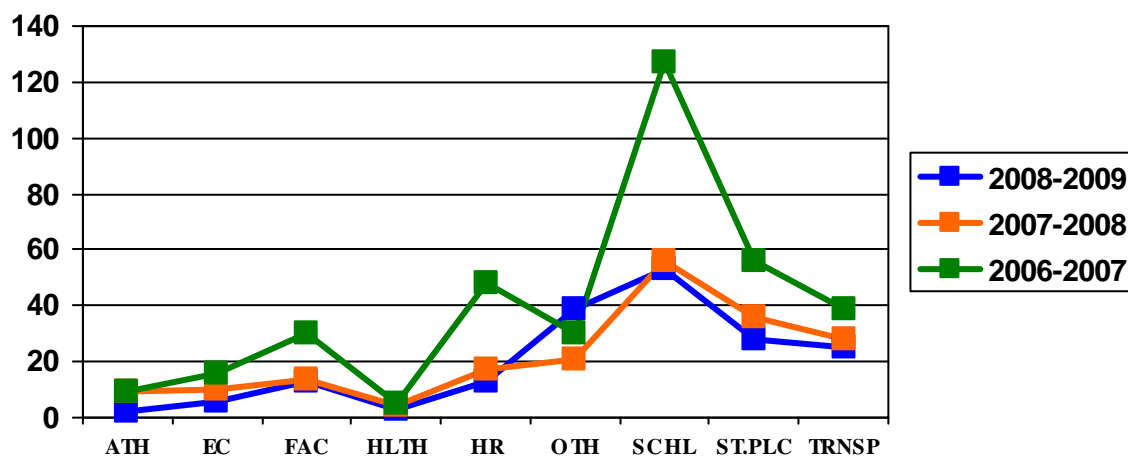
III. Driving Governance:

Policy BHE states guidelines for constituent services. They are: 1.) Board members will strive to provide appropriate service to constituents by ensuring staff takes responsibility for assisting citizens, follow processes designed to resolve problems, and identify opportunities for systems improvements; and 2.) Board members will avoid involvement in management activities or giving direction to staff; however if necessary, the involvement will be minimal. *Exhibit BHE-E* outlines all procedures of the constituent services system and includes a flowchart of the entire process. Policies can be found on the Charlotte-Mecklenburg Schools website (www.cms.k12.nc.us) in the Board of Education information.

IV. Budget:

Board Services Office has no direct costs related to constituent services operations. Clientele software is also used by Human Resources and Technology Services for tracking and resolving customer requests. The Board Services Office has only one user and is not charged any part of the $23,000 annual Clientele fee which is paid by Technology Services.

V. Goals, Objectives and Measures:

The goals established during the April 2005 work session were far reaching. They have merely transitioned from the planning/implementation phase to the operational phase of constituent services.

Goals:
- Adopt a highly effective constituent services system with clearly defined procedures/processes (including flow chart) which show how constituent services requests and complaints will be addressed
- Define protocols that will be adhered to by all board members and communicated to the staff and public
- Track and analyze referral data; suggestions will be periodically reported to the board to improve system performance

Objectives:
- Consistency   - Referrals always handled per procedures outlined in Policy BHE & Exhibit BHE-E
- Timeliness   - Entering new referrals and follow-up on open referrals in database made daily
- Accuracy   - Referral categories determined correctly and entered in database accurately
- Responsibility - Resolutions provided to board members in a timely manner

Customer Service Measures:
- Opportunity to give suggestions on how to better serve board members, staff and community through constituent services is always extended in reports. No suggestions have been received.
- Complaints are rarely, if ever, received in the Board Services Office on the constituent services process or the handling of referrals.

VI. Results:

Management Oversight is a way of monitoring Charlotte-Mecklenburg Schools' management systems and it is essential to good school district governance. This simply means that the boards' management oversight of district operations is "above the line" and the superintendent's management of the district is "below the line."   Constituent Services is a management oversight area and is highly efficient and effective in modeling the principles of management oversight.   Board members do not become problem solvers. They send constituent referrals for resolutions, staff provides resolution to the constituent, and the "line" stays intact.

VII. Lessons Learned/Next Steps:

Constituents may not always receive the resolution in which they had hoped; yet, it can be deemed that they are satisfied with the constituent services process. This is due to the fact that very few constituent service referrals are reopened by constituents asking for further information or assistance. This is quite a statement. Since the board's unanimous vote on September 13, 2005 there have been approximately 1,250 referrals collected and tracked.

Constituent Services is accomplishing what was envisioned during the April 2005 board work session and the Board Services Office is committed to the guidelines set forth in Policy BHE and Exhibit BHE-E.

CONSTITUENT SERVICES
MANAGEMENT OVERSIGHT
REPORT

Report to Board of Education
May 25, 2010

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Constituent Services

Means of assisting both Board of Education and the public with resolving concerns regarding Charlotte-Mecklenburg Schools

Why Needed

> Citizens, who have a human basic right to education, will have school-related questions, suggestions, or complaints that will need to be addressed

> Board of Education, as elected officials, has obligation to be accessible and responsive to the public

PURPOSE

April 2005 Board Work Session

Need for improved constituent services process discussed with key deliverables being identified

Subsequent Key Dates:

June 2005 - Interim Report outlining progress

July 2005   - Final Report outlining progress

July 2005   - Final Review of accomplishments

September 13, 2005 Regular Board Meeting

Driving Governance of Constituent Services process, Policy BHE, Constituent Services, and Exhibit BHE-E, adopted with unanimous board vote

HISTORY

Process

>Contact from constituent to board member
>Contact from board member to manager of board services
>Referral entered in Clientele* software (for collecting/tracking data)

>Referral routed to executive staff member to investigate, resolve,
 contact constituent and manager of board services with resolution

>Referral closed in Clientele software
>Contact from manager of board services to board member
>Paper file maintained on all referrals (usually email chain)

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*The Board Services Office has no direct costs related to Clientele software.
 Reasons are the software is used by other CMS departments and the Board
 Services Office has only one user.

OVERVIEW

Quarterly & End-of-Year Reports

(based on fiscal year)

Provides:

     * Information/data stored in Clientele software

     * Trends/patterns of constituents' referrals

     * Public's high concern areas

     * Effective management tool
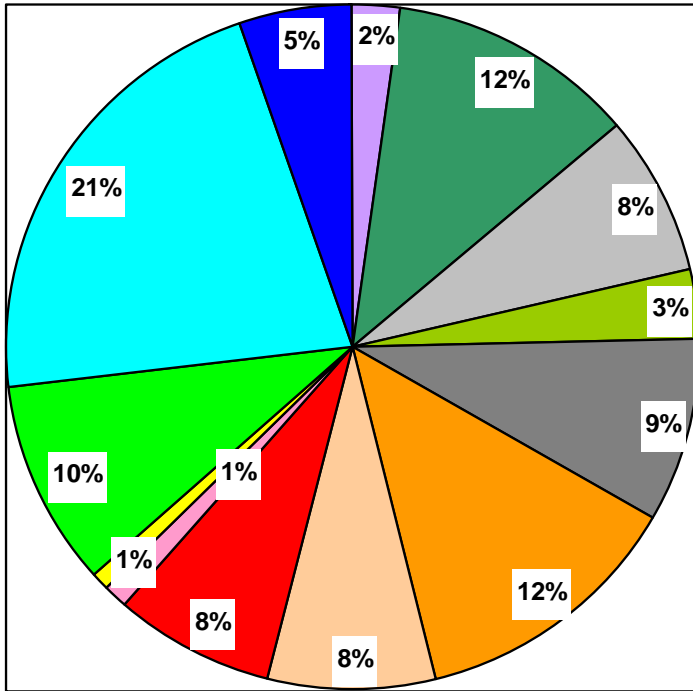
Report sections examples follow

REPORTS

Per Category
(from January 1, 2010-March 31, 2010 Third Quarter Report)

Legend:
- ☐ Budget
- ☐ Curriculum
- ☐ Discipline
- ☐ Exceptional Children
- ☐ Facilities
- ☐ Human Resources
- ☐ Legal
- ☐ Other (non school related)
- ☐ Public Information
- ☐ Safety
- ☐ School
- ☐ Student Placement
- ☐ Transportaion

REPORTS (cont'd)

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Three-Month Trend

(from January 1, 2010-March 31, 2010 Third Quarter Report)

January 2010:
 Number of Constituent Services referrals   -   32
  Highest area of concern: Student Placement issues

February 2010:
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 Highest area of concern: Curriculum issues

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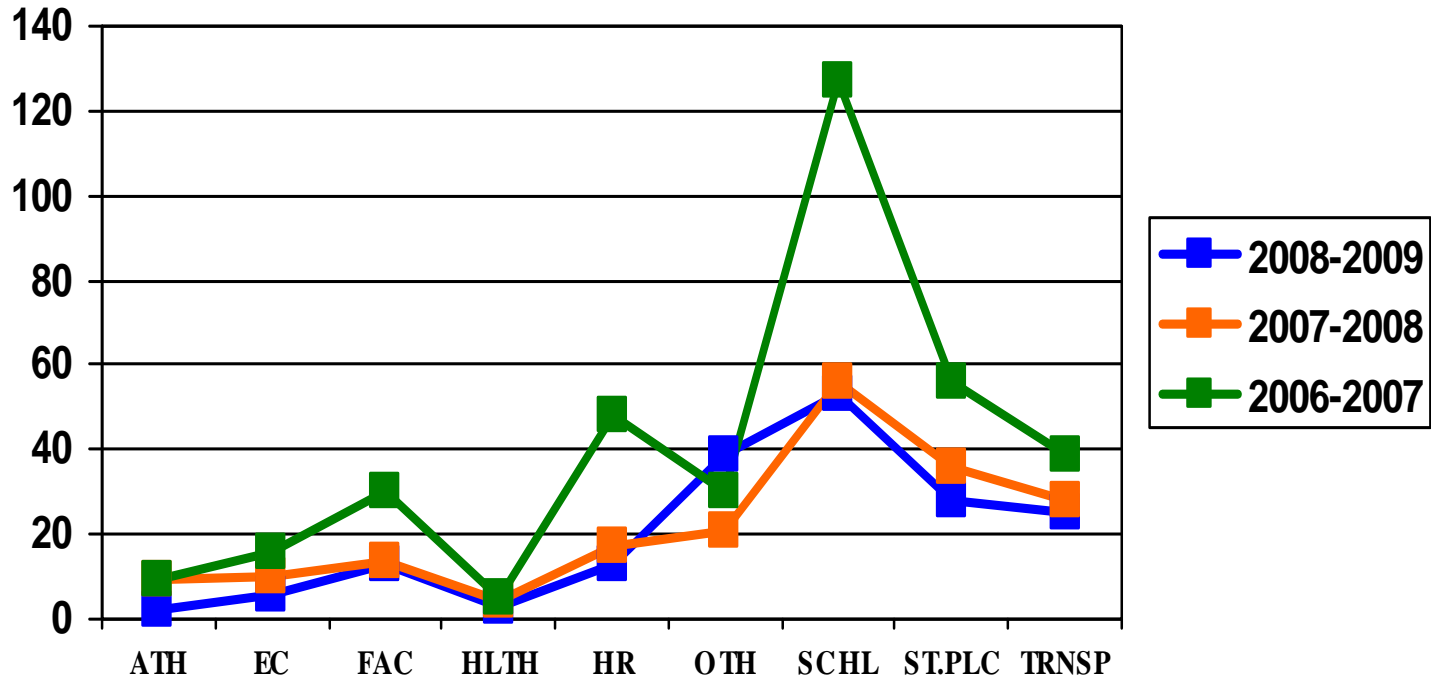   Student Placement issues (3-way tie)

Total Referrals   93

REPORTS (cont'd)

Three-Year Categorical Comparison
(from July 1, 2008 – June 30, 2009 End-of-Year Report)

REPORTS (Cont'd)

Goals

> System with defined processes/procedures for handling requests and complaints

> Protocols adhered by the board and communicated to the staff and public

> Referral data tracked and analyzed; reports provided to the board; suggestions provided to the board to improve system performance

Objectives

> Consistency — Referrals handled per Policy BHE & Exhibit BHE-E

> Timeliness — Referrals entered and closed daily, as needed

> Accuracy — Categories determined correctly and entered accurately

> Responsibility — Resolution information provided to constituent & board member

Customer Service Measures

> Suggestions never given for operational improvement (offer extended on each report)

> Complaints rarely, if ever, received in Board Services Office

GOALS, OBJECTIVES & MEASURES

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Models Management Oversight Principles
* Board's oversight of district operations stays "above the line"
* Superintendent's management of school district stays "below the line"
  Result: Board members do not become problem solvers

Performs Efficiently & Effectively
*1,250 referrals collected/tracked since September 2005
  Result: Data easily retrieved from electronic environment

Meets Expectations
* Improved constituent services processes/procedures sufficient for everyday use
  Result: Vision of 2005 board work session accomplished

RESULTS

Comments