



Charlotte, North Carolina
July 25, 2000

REGULAR MEETING OF THE CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on July 25, 2000 at 6:10 p.m. in the Board Room of the Education Center. The meeting was televised by CMS TV - Channel 21.

PRESENT: Arthur Griffin, Jr., Chairperson;
John W. Lassiter, Vice Chairperson;
Wilhelmenia I. Rembert, Member at Large;
James H. Puckett (District 1);
Vilma D. Leake (District 2);
George Dunlap (District 3);
Molly Griffin (District 5);
and Lindalyn Kakadelis (District 6)

ABSENT: Louise Woods (District 4)

Also present at the request of the Board were Eric J. Smith, Superintendent; James L. Pughsley, Deputy Superintendent; Frances Haithcock, Associate Superintendent for Education Services; Greg Clemmer, Associate Superintendent for Operations; other members of the Senior Staff; James L. Clark, Executive Director of Administration; Leslie Winner, General Counsel to the Board; and Carol K. Gerber, Clerk.

CALL TO ORDER

Chairperson Griffin, presiding, called the meeting to order and led the Board members in the Pledge of Allegiance.

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MINUTES APPROVED 10/24/00

PUBLIC HEARING ON PROPOSED POLICY IKE: *PROMOTION, RETENTION, AND ACCELERATION OF STUDENTS*

The following persons addressed the Board concerning the proposed Policy IKE: *Promotion, Retention, and Acceleration of Student*, on which the Board had held a First Reading on June 26, 2000:

Annelle Houk, concerned citizen, expressed her concern about four issues: that the proposed policy's fit with state laws about retention; that the policy explain the general basis on which students are retained in grade, promoted, accelerated to a higher grade; that parents be consulted; and that the policy should set the tone as well as the substance.

Speaking for the Charlotte-Mecklenburg PTA Council, **Margaret W. Carnes**, Chairman of the Council's Education Committee, offered two suggestions: that parental judgment be included in the decision-making process about what best serves the educational welfare of the student, and that the term *targeted support* be stated in more specific terms.

In response to a question from Ms. Kakadelis, the Superintendent responded that the regulations would be available to Board members before a vote on the policy.

II. ACTION ITEMS

RESOLUTION FOR THE *MICHAEL J. HOOKER FACILITIES FINANCING ACT (SENATE BILL 912)* ADOPTED

On motion by Dr. Rembert, seconded by Mr. Dunlap, all Board members present voted to adopt the following Resolution in support of *Senate Bill 912 – The Michael J. Hooker Facilities Financing Act.*

WHEREAS, the Charlotte-Mecklenburg Board of Education recognizes that education is the key to a better future for the youth and adults of North Carolina; and

WHEREAS, the Charlotte-Mecklenburg Board of Education values its collaborative efforts with the University of North Carolina System and the Community college System in providing the best educational opportunities for the citizens of this state; and

WHEREAS, there will be at least 100,000 more qualified students seeking admission to an already-crowded higher education system in this decade; and

WHEREAS, the facilities, laboratories and classrooms of our higher education partners need immediate improvements and enhancements; and

WHEREAS, the capital needed to improve the infrastructure is in excess of three billion dollars; and

WHEREAS, the voters in North Carolina have always demonstrated their strong commitment to the needs of the educational community and deserve a voice in this issue in the form of a referendum; and

THEREFORE, the Charlotte-Mecklenburg Board of Education expresses its strong support for *Senate Bill 912 – The Michael J. Hooker Facilities Financing Act* that authorizes a statewide referendum in November 2000 to allow the State of North Carolina to issue general obligation bonds for the renovation and replacement of classroom, laboratories and other capital improvements at the University of North Carolina System and the North Carolina Community College System, and we urge the voters to support this much-needed bond issue in November.

Dr. Smith commented that passage of this state bond would bring increased opportunities for local citizens and CMS graduates. The University of North Carolina at Charlotte (UNCC) would receive \$190 million, including funds for a new building for the College of Education. Central Piedmont Community College (CPCC) is slated to receive \$63 million.

CMS 2000-2001 COMPENSATION RECOMMENDATIONS APPROVED

The Superintendent called upon Barbara Jenkins, Assistant Superintendent for Human Resources; and Kathy Auger, Director of Benefits, Compensation, and Licensure to present the details of the compensation recommendations for 2000 – 2001 to the Board. Highlights include the following:

Kathy Auger: Presents 2000 – 2001 compensation recommendations for CMS schools.

For teachers:

- Implement the State Salary Schedule – average increase of 6.5%
- Continue supplement payments calculated as a percentage of state pay
- Long range goal is continue improving the teacher supplement percentages for the bachelor's certificate for 11%-15% to 12.25% - 15% by increasing the supplement percentage of 0-10 years of experience. Continue to provide supplement percentages on the master's schedule for 12.5-% to 16.50 % of State pay.

Principals and Assistant Principals: Receive increases similar to the year '99 – 00. Both can earn a 1% retroactive salary adjustment if they have achieved ABC goals, and a 1% retroactive salary adjustment for achieving local safe school objectives. In addition to the 2% the average annual increase is 8% as directed by the State. Individual principal award will be based on a merit matrix.

Licensed Central Office Staff and Non-Licensed Personnel: Receive 4.2% increase. State has set guidelines for a \$500 bonus to be paid to eligible employees in October,

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2000. Eligible personnel will receive a TBR Phase III experience adjustment if they were not in positions impacted in Phase II.

State ABC Bonus Program and Local Accountability Program: Will continue to award \$1,500 to our certified staff and \$500 to assistants in schools in exemplary growth. If school had expected growth, certified staff will receive \$750 and assistants will receive \$375.

Special Incentives for Teachers: Same as '99 – '00 and new ones added. Critical Needs Signing Bonus of \$500 awards newly hired teachers in our greatest shortage areas. A \$2,500 incentive for our Master teachers who need certain eligibility requirements to teach in Equity Plus II Schools will continue for the coming year. New for 2000 – 2001, a signing bonus of \$2,000 to be awarded to eligible newly hired teachers who are under contract by June 15, 2000. This has helped our System with early recruitment of teachers. The bonus is still available to math teachers. Also a \$1,500 Master Teacher incentive is being offered to teachers with 8-years experience who are enrolled in Master's Program and work in a Equity Plus School. Teachers must agree to complete the Master's Program within 3-years, remain in the site at least 2-years after the Degree is obtained, and the other Master Teacher criteria.

On motion by Mr. Dunlap, seconded by Dr. Rembert, all Board members present voted to approve the 2000-2001 Compensation Recommendations for annual salary increases and applicable bonuses, effective July 1, 2000.

Discussion and debate:

Dr. Leake: Concerned about signing of teachers by June 15th. What happens in an area where you do sign persons after June 15 in those critical areas?

Auger: That is to reward early candidates, after June 15th no \$2,000 signing bonus.

Dr. Leake: Concern for those who did not meet their goal for ABC or for the district in low performing schools. How to address the need for those teachers to stay with us and be equally as productive, but due to wrap-a-round problems students bring into those schools, how do we help those teachers to stay focused and to stay with us?

Auger: The \$2,500 Master incentive is one means of helping them and the second tier that we have created is a \$1,500 incentive and assistance with the Master's Degree Program in those particular schools.

Dr. Leake: Concern about National Certified Teachers. Would like to have a report on that.

Dunlap: When you look at the base salary and you provide a \$2,500 signing bonus, a \$2,000 signing bonus, does the total compensation package for the first year teacher exceed what the second year teacher is paid?

Auger: It exceeds it slightly but that is not salary that is total compensation. A signing bonus is basically assistance with moving, to get them here. So we don't call that salary.

Dunlap: That is one of the problems I have with our pay scale, for a second year teacher all they can see is, "You just hired that person and they are making more money than me." We need to do what we can to rectify it.

Dr. Rembert: Were all potential candidates notified that in order to qualify for the \$2,000 bonus, you had to sign your contract by June 15th.

Dr. Smith: That is correct

Dr. Rembert: Related question – were any teachers not hired by the 15th because of our red tape holding them signing the contract by June 15th?

Auger: Not aware of any cases like that. If that did come up, those individuals would be taken care of.

Mrs. Griffin: Question to Dr. Smith reference to Budget and being enrolled in a Master's Degree Program, tuition assistance and Equity Plus Schools – where is that going to stand?

Dr. Smith: Equity Plus Schools and tuition reimbursement would be ... at least a large portion of tuition would be reimbursed for those that pursue a Master's Degree in the content area; we are not recognizing those who get a Master's Degree in administration or whatever, but those who go on in math or whatever, that is part of the budget.

Mrs. Kakadelis: Excellent information. Master Teacher – is that a teacher who is working for their Master's Degree?

Auger: The term Master Teacher replaced what we were using before called quality teacher. Who we were paying a special incentive annually to certain individuals who met criteria to attract to our needed schools. That term was less than positive in the eyes of some individuals, so we came up with the term Master Teacher. It indicates those individuals who have several criteria that are listed for the additional incentive. The second tier now will allow for individuals who do not currently hold a Master's Degree but are enrolled in a program to also receive an annual incentive.

Mrs. Kakadelis: Do we take academic growth in consideration?

Auger: That is a specific criteria, I don't have it but I can provide it to you. There is a specific criteria that lends itself to student achievement, where they have to prove that they have been successful with students if they are to earn the annual incentive.

Mrs. Kakadelis: Principals and AP's average increase based on a merit matrix, do we have that for classroom teachers?

Auger: There is no merit pay system for classroom teachers.

Dr. Smith: Other than the ABC Bonus.

Mrs. Kakadelis: Need more individual pay for teachers based on quality of their performance, not years, to ensure teachers are doing their part (one teacher contributes and works hard and the another teacher who is just sliding by, that they are not paid the same).

Mr. Griffin: Talks about the importance of teachers being paid an adequate salary. Support that we match up the needs of our children with those people resources, whether it is a great bus driver, a great custodian, or a great math teacher.

On motion for II C: Show approval by a show of hands, it is voted unanimously.

II D: Recommend approval of Resolution Requesting County To Issue General Obligation Bonds:

Mr. Griffin: This is a proclamation Charlotte-Mecklenburg Board of Education, a resolution in support of the requesting to issue of general obligation bonds.

Whereas, the Charlotte-Mecklenburg Board of Education is of the opinion that existing school facilities in the County of Mecklenburg are not adequate for the maintenance of public schools in the County for the term described by law:

Now therefore be it resolved by the Charlotte-Mecklenburg Board of Education as follows:

Section 1: The Charlotte Mecklenburg Board of Education has ascertained and hereby determines that it is necessary to provide additional school facilities and improvements in the county of Mecklenburg, including the acquisition and construction of new school facilities, the improvement and expansion of existing school facilities and the acquisition and installation of furnishings and equipment and the acquisition of interests in real property required therefore, and that it will be necessary to expend for such purposes, from proceeds of general obligation bonds and apart from other monies which may be available therefore, not less than \$275,572,000.

Section 2: The Board of Commissioners of the County is hereby requested to provide the funds required for the improvements herein before set forth and to issue bonds of the County to raise the required funds and to submit the question of issuing bonds to accomplish such financing to the voters of Mecklenburg County.

Section 3: The Clerk of the Charlotte-Mecklenburg Board of Education is hereby directed to transmit a copy of this resolution to the Board of Commissioners of the County of Mecklenburg.

Left out Charlotte in Mecklenburg County, that is the proclamation in front of you as read. Is there a motion?

Motion – has been properly moved and seconded.

Discussion and debate.

Mr. Puckett: Expresses concerns.

Ms. Kakadelis: Wants to support but has concerns.

Mr. Lassiter: Disturbed by the debate.

Dr. Leake: Take children in concern.

Mr. Griffin: Let's move forward

Motion to item II D: In favor – 6, opposed – 2. Motion passes.

III. CONSENT ITEMS APPROVED IN ONE MOTION

On motion by Mr. Lassiter, seconded by Mr. Dunlap, the Board voted unanimously to approve in one motion the following items on the Consent Agenda:

Board decides to vote on Section III- A through III-G with the exception of Item B-1.

Motion: voted unanimously.

Motion for item B-1: All those in favor of item B-1 by a show of hands, unanimously voted.

The Consent Items conclude at this point.

IV. REPORTS AND INFORMATION ITEMS:

A) Update on 1999-2000 Test Scores.

Dr. Susan Agruso:

Test results in your packet and a copy of slides. This year compared to last year, improved 6 of the 11 EOC assessments. Algebra 1, Biology, English 1, English II, Algebra II, and Physical Science.

Two areas of decrease which will be worked on next year. Physics and US History. Getting more info for the History.

Three subject areas, ELP – which is Economics, Legal and Political Systems and also Geometry in which we saw no change in the results.

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Trend data over the last three years. Algebra improved over the last two years, Algebra II saw 8% increase – was a decrease last year but made that up this year. Biology is an increase. English I see a steady improvement in performance on the End of year course test. Also in English II, see a very large improvement – this is a writing test that the students take.

On the rest of the End of Course results – Chemistry fairly stagnate, ELP – results steady over the last three years, Geometry the same thing, Physical Science increased this year, but last year a slight drop so back on track. Physics and U S History we are looking to see improvements for next year.

Improved the gap between African American and white students this year compared to last year. Reductions are relatively small, we are pleased to see the gap reduced, but we need to make much more progress in that area. Same for students who are on Free and reduced priced lunch compared to students on paid lunch. Again saw a small improvement on the reduction of the gap but not where we want to be.

Dr. Smith: Pleased to see continued gains in performance at the High School level on these End of Course test. But still falls short as to where we need to be as a System. Reasons: High School Reform more challenging and very complex. Strong focus needs to be on the High School Programs. Will inform you later what our strategies will be.

B) Report on CMS Participation in the State Accountability Program.

Dr. Smith: Dr. Agruso and Dr. Pughsley to lead it off. Again this is an update timely with the approval of the compensation plan and as we prepare to open up this school year with the new way of doing business in Mecklenburg County.

Dr. Pughsley: Update on the ABC as well CMS Accountability Program. Reference the CMS Integrated System for Organizational Effectiveness. See pyramid on your monitor. Core business has to do with teaching, learning, and more specifically student achievement. See bottom portion of pyramid – construction has to do with core business and management functions have to do with the support and services that we provide in relation to our core business. The foundation of all that we do has to do with the vision document, that being the equity and student success document referred to as the plan. From the plan we have goals that go along with it, that the Superintendent establishes. Goals for student achievement, having to with safe and orderly schools, as well as community collaboration. From those tools, who is responsible for what, the time line that is related to that and that provides us continuing guidance. Those three levels provide for us clear direction, speaks to the values that we have, and the vision mission and goals become quite clear for all employees throughout the system itself. From the basis of that, we have the CMS budget that is put in place. From that we get into the area of accountability as it relates to principals and central office staff.

The next level is academic accountability system. That specifically will be reviewed with you this evening. Of course the curriculum and instruction is the next level of that. That relates to the method, tools, teams, and the continuing improvement effort that we have continually in place. All of these are enabling functions as it relates to student achievement. Want to update you on the Academic Accountability System. The other components that I have touched upon briefly but you have been informed in the past on them and we will inform you in the future on them. To make sense of this in terms of valued reasons and function this is the overall frame-work that we operate from. You have to systems in place when you are tempting to manage a system of this size.

Dr. Agruso: Last March you were given a proposal which you approved for us to apply to the State of NC to participate in their pilot program next school year for the ABCs. In that pilot program they are actually going to apply the ABC formula to subgroups of students in each of the schools and then provided all subgroups of students make progress the schools would be given an additional bonus, in addition to the regular program. We have been accepted to participate in that pilot and it will be incorporated into our Local Accountability Bonus Program. Pilot Programs and bonuses are given in detail for this school year and next school year.

Basically it comes down to that we would have the regular NC Program that applies to all students within your school and then we would have a local bonus program that would include all of our schools, all of the currently incorporated staff, three levels of award – exemplary, expected, and a third level for partial growth. And we would apply it and incorporate the pilot program right into that local bonus system. See chart to make it easier to understand.

C. Report on 2000-2001 Budget Priorities:

Dr. Smith: See your packet, there is a budget sheet. This sheets parallels the final adopted budget by the School Board.

Operating Budget

I Operations:

1.) Redirects: We started out the budget process through budget reengineering, and a recommendation of a reduction in our existing operation of \$7.2 million. That is approximately 1% of our overall operating budget. We have gone back and re-evaluated current expenditures and recommending that we move that up an additional 3.6 million dollars, leaving us with a total reduction in what would be last year's operating budget an approximately 11 million dollars. I would stress that these reductions, these redirects that we are recommending touch all aspects of school operation except for classroom teachers. These reduction are primarily focused on issues of central administration, support services, additional pay for employee's bonus pay, supplemental pay, all those kind of categories. What we have done

throughout this budget is to protect the availability of high quality classroom teachers throughout Mecklenburg County. So it does not include any reduction of teaching staff or teacher's salaries.

2.) Enrollment Increase: This deals with growth of Mecklenburg County. Budget call for 4.6 million dollars and we are recommending in our revision is 4.6 million dollars. No net change in that.

3.) Salary and benefits. Recommended increase in salaries, this is primarily a technical adjustment from the State, there is an adjustment in non-certified employee's raises and there is an issue of bonus for teachers, as well as teacher longevity increases that needs to be addressed. There is some increase in this, from 7.6 million dollars to 8.7 million dollars.

3 B) Increase in Health Insurance: This staying constant at \$266,000.

4) Retirement Rate Adjustment: Going into the process we were informed that there would be a rate adjustment and would cost us 2.3 million dollars more, that is not the case so we can eliminate that from our budget needs for this coming school year. Results in a reduction of need by 2.3 million dollars.

5) Redirection of Funds for Technology Support: Stays constant.

II Priorities and Initiatives:

These are the new initiatives that we recommended to the Board to deal with what we consider critically important issues.

6) Teacher Local Salary Supplement Pay Plan:

A) Teacher Local Supplement: Recommended \$5.9 million, recommending now that be reduced \$4 million, a savings of \$2 million.

B) Signing Bonus: A shift in the signing bonus of \$2,000 bonus up to June 15th and stop at that, as a result we saved \$2.1 million. Having an effect on recruitment efforts.

C) Pay Plan also known as the TBR Plan: Salary increase proposal for non-certified employees. We completed two years. What we recommended was the completion of that plan, we recommend to reduce by \$831,000 and it will come back to this Board a year from now to get this completed in the 4-year rather than a 3-year period.

7) Business Systems Technology: We shifted our strategies on how to acquire the Business Technology from a \$3 million to a \$786,000 expenditure, results in a reduction \$2.2 million. What the strategy will be considering a lease purchase process and a different kind of financing of this hardware / software. Does not slow up our initiative to bring about business technology in Mecklenburg County.

8) Achieving the CMS Vision – Targeted Schools: Equity line item – the system that we are building ourselves around, the ultimate planning process that we use to drive all important decisions and most decisions a cross the board. Recommending it be reduced from \$14.5 million to \$8.8 million, reduction of \$5.6. This is a difficult one to make. Areas of reduction in this line item is found in the areas of school counselors, additional school counselors for targeted schools, additional school social workers, drop-out prevention specialists, and other support personnel such as school family coordinators, etc., that we have on staff. It will effect our ability to serve the broader needs of children’s families that are attending targeted schools. Recommending to preserve those things that are directly related to classroom operations and we will come back to this issue next spring and bring these same recommendations back to the Board to fully implement for the year 2001. What is included are our recommendations for salary incentives to attract high quality teachers, master teachers to Equity Plus Schools -- targeted schools remains intact in this proposal. Our recommendation to reduce call size K-12 is for targeted schools stays intact in this proposal. Our recommendation to provide allocation of teaching supplies at a 1.3 factor rather than a 1.0 factor which means the targeted schools getting approximately 1/3 more allocation than elsewhere. stays intact. And the money allocated to provide for partial tuition reimbursement for teachers in targeted schools that are seeking their master’s degree in content area will stay intact. Although there are cuts in this area the effort has been to focus on those issues that relate directly to classroom this year and then come back in the following year.

9) Communications Plan: While working aggressively to do a better job in communication externally with media sources and with family and parents, etc., as well as doing a better job communicating internally to our workforce we are recommending approximately cutting that in half with a savings of \$250,000.

10) Additional Pay - Honorariums and Stipends: An issue that is very difficult although a small amount of money \$167,000 being recommended that we eliminate this. Pay for Honorariums and Stipends, includes 20% recommended increase in classroom teacher compensation (deals with special programs at the high school level which includes year book sponsors and drama coaches and head coaches, etc.). This is an issue that is badly needed if we are to stay competitive.

11) Board Compensation: This is a small item but \$21,799.

III Board of Education's Additions:

12) Bright Beginnings: Recommended for an expenditure of \$3.4 million for this coming year. The \$3.4 million would be in preparation of fully implementing a Bright Beginnings Program for 4,000 students in the fall of 2001. Recommended that we continue this momentum of full service, we expend \$1.7 million this year and in Fall 2001 we would work to increase our enrollment by 1,000 giving us a total of enrollment of approximately 3,000 students and then come back with Budget request to bring that full service the following year with another \$1.7 million.

13. Preventive Maintenance Program: This is going to be challenging, recommended that we do not move forward with \$2.4 million in building services or Preventive Maintenance Program. Needed for the older buildings and the structural issues with them. Need adequate maintenance now for future.

V. Additional State Funding:

14. Retirement Rate Reduced for FY 2000-01: Anticipated \$1.9 million.

This does bring us to a balanced budget.

REPORT FROM BOARD MEMBERS

Ms. Leake: Visited Mr. Ron Thompson at East Mecklenburg High School – very pleased with cleanliness of the facility. It is an A+ school; he runs a tight ship. Commend he and his staff for the fine job he is doing for our children this year.

Ms. Griffin: Only two Board Members have returned their NC State School Board Association Legislative Survey. I hope all will find and get them in, although have missed the dead line. See Ms. Winner if you need extra copies.

Mr. Lassiter: Teacher charged earlier this week with a very unfortunate incident at a high school. Concern about hiring practices, what we can and can not do relative to screening. We have a criminal history check, background check, but what additional things can we do. This person had a significant arrest record. Character issues needs to be raised. What things might we do as a Board?

Dr. Smith: Elaborates on enhanced screening and what will be done in the future. Doing all we can do legally to prevent this from happening again in the future.

Ms. Leake: Don't center on the fact that the person has been arrested. Innocent until proven guilty. Concentrate on the children but be equitable in the process.

Mr. Puckett: Look at the potential of secondary standard, if an employee is going to have access to the student outside of the normal school period there may have to be a higher standard.

ADJOURNMENT

On motion by Ms. Woods, seconded by Mr. Dunlap, the Board voted unanimously to adjourn the Regular Board meeting at 8:30 p.m.



Chairperson

Clerk