



Charlotte, North Carolina  
October 24, 2000

**REGULAR MEETING OF THE  
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION**

The Charlotte-Mecklenburg Board of Education held a Regular Meeting on October 24, 2000, at 6:10 p.m. in the Board Room of the Education Center. The meeting was televised by CMS TV Channel 21. Following the Regular Meeting, the Board held a Closed Session in Room 408 of the Education Center.

**PRESENT:** Arthur Griffin, Jr., Chairperson;  
John Lassiter, Vice Chairperson;  
Wilhelmenia Rembert, Member at Large;  
Jim Puckett (District 1); Vilma Leak (District 2);  
George Dunlap (District 3); Louise Woods (District 4);  
Molly Griffin (District 5)

**ABSENT:** Lindalyn Kakadelis (District 6)

Also present at the request of the Board were Eric J. Smith, Superintendent; James L. Pughsley, Deputy Superintendent; Greg Clemmer, Associate Superintendent for Operations; Frances Haithcock, Associate Superintendent for Education Services; other members of Senior Staff; Kevin Bringewatt, serving as Counsel to the Board; James L. Clark, Executive Director for Administration; and Carole Hamrick, Manager for Board Services, serving as Clerk.

**Call To Order**

Chairperson Griffin called the meeting to order at 6:10 p.m. and led in the Pledge of Allegiance.

Recognition of Idlewild Teacher and Students

Mr. Griffin called upon Ms. Woods for the recognition of Gloria Jones, a 4<sup>th</sup> grade teacher at Idlewild Elementary School, and her students for their participation in the Crop Walk. Those students present at the Board Meeting were David Jackson, Debbie

Hernandez, David Gonzalez, Shaquante' Curry, Ashley Verdone, Tony Obregon, Solomen Williams, Brittany Mitchell, Michael Sosebee, Reagan Houston, Grace Shembo and Precious Cuthbertson. Gloria Jones has been teaching her fourth grade students about world hunger for years. She has created a curriculum on the subject that is used by many schools. But hers is no clinical classroom regimen: Ms. Jones' students at Idlewild Elementary School actually do something about the problem by participating in the Charlotte Crop Walk. Ms. Jones shared with her students the story of Sam Ryburn, a man in his 80s who had for years been the Crop Walk's leading pledge raiser. When Mr. Ryburn was too ill to walk, the students offered to walk in his place. Accepting pledges in Mr. Ryburn's name, the students raised \$4,000 for that particular year's Crop Walk – and were thrilled when Mr. Ryburn's doctor and nurse pushed their hero the entire six-mile route in his wheelchair. Ms. Jones stated that “the kids love the world hunger curriculum. It is something real. It is a way that they can help other people while they're learning about the world that they live in.” Ms. Woods stated that Lansdowne, Winding Springs, and Bain elementary schools also participated in this year's Crop Walk with Idlewild. Ms. Woods shared the international calendar where the children from Idlewild and Ms. Jones are pictured, and commented that the sales from the calendar generate money for world hunger. After a presentation from the children, they were honored by Board members.

Recognition of semi-finalists for the 2001 National Merit, National Achievement, National Hispanic and Commended Scholars Awards

Mr. Griffin recognized the students of Charlotte-Mecklenburg Schools who were semi-finalists in the above categories. The National Merit Scholarship Program recognizes students who have outstanding high school academic records, SAT scores and student participation in community activities as well as leadership roles. Students must submit a written essay and a letter of recommendation from their principal. Nearly 1.2 million students in over 20,000 US high schools applied for the program this fall. Over 16,000 were chosen as semifinalists. The program will award 7,900 scholarships, worth \$31 million, this spring to students who are named finalists. Mr. Griffin commented that 20% of the nationally recognized students are in our schools. The National Achievement Scholarship Program honors Black American high school students. Over 100,000 African American students entered the program and 1,500 were chosen as semifinalists. This spring, 700 students will be named finalists and will receive scholarships totaling \$2.5 million. Students are judged on their high school academic records, SAT scores, contributions to the school and community, demonstrated leadership ability as well as educational plans and goals. The student's principal must also submit a letter of recommendation. The National Hispanic Scholarship Program selects 3,000 students as semifinalists from an application pool of 160,000. Selection is based on the scores of the PSAT or the National Merit Scholarship Qualifying Test. In addition, consideration is given to the contributions of the student both in their school and their community. CMS has one Hispanic student who was named for this prestigious award. The National Merit Commended Scholars Program recognizes those students for their high performance on the PSATs. Their scores indicate a high performance potential for these students. The

National Merit Board and the College Board provide a listing of the Commended Scholars to the admissions department of various colleges and universities.

Dr. Anne Udall, Assistant Superintendent for Curriculum & Instruction, recognized the following students as they were honored by Board members:

Butler High School

Laura Bost, National Merit Commended Scholar

East Mecklenburg High School

Scott Lemmon, National Merit Semifinalist  
Kenneth Olsen, National Merit Semifinalist  
Sherrod Camp, National Achievement Semifinalist  
Jana Kelly, National Achievement Semifinalist  
Christopher Lee, National Achievement Semifinalist  
Curtis Todd, National Achievement Semifinalist  
Laura Bradshaw, National Merit Commended Scholar  
Charles Clapp, National Merit Commended Scholar  
Sarah Davis, National Merit Commended Scholar  
Ashley Gainer, National Merit Commended Scholar  
Stephanie Lareau, National Merit Commended Scholar  
Bradley Loman, National Merit Commended Scholar

Garinger High School

Lassity Mitchell, National Achievement Semifinalist

Harding University High School

Natalie Hess, National Merit Semifinalist  
Rika Dixon, National Achievement Semifinalist/National Merit Commended Scholar  
Joshua Nelson, National Achievement Semifinalist  
Jason Ruiz, National Achievement Semifinalist  
Ramsey Dulin, National Merit Commended Scholar  
Natalie Hess, National Merit Commended Scholar  
Samuel Lee, National Merit Commended Scholar  
Joshua Nelson, National Merit Commended Scholar  
Elizabeth Roberts, National Merit Commended Scholar

Independence High School

Amy Barroll, National Merit Semifinalist  
Eden Kung, National Merit Semifinalist  
Tiana Scott, National Merit Semifinalist  
Donald Beamer, National Achievement Semifinalist  
Neodria Brown, National Achievement Semifinalist  
Joshua Neal, National Achievement Semifinalist  
Tiana Scott, National Achievement Semifinalist  
William Askey, National Merit Commended Scholar  
Michael Bailey, National Merit Commended Scholar

Savannah Bashaw, National Merit Commended Scholar  
Elizabeth Crotty, National Merit Commended Scholar  
Currie Dail, National Merit Commended Scholar  
Justin Helms, National Merit Commended Scholar  
Jessica Lloyd, National Merit Commended Scholar  
Kimberly Sutton, National Merit Commended Scholar  
Chong Xiano, National Merit Commended Scholar  
Stephen Medina, National Hispanic Semifinalist

Myers Park High School

Melissa Anderson, National Merit Semifinalist  
Allison Brim, National Merit Semifinalist  
Margaret Campbell, National Merit Semifinalist  
Robert Chandler, National Merit Semifinalist  
Graham Culbertson, National Merit Semifinalist  
Zane Curtis-Olsen, National Merit Semifinalist  
David Gray, National Merit Semifinalist  
Katherine Graybeal, National Merit Semifinalist  
Russell Grimmett, National Merit Semifinalist  
Elise Ikoku, National Merit Semifinalist  
Suzanne Ions, National Merit Semifinalist  
Sara Kneidel, National Merit Semifinalist  
Jennifer Mickle, National Merit Semifinalist  
Lauren Mills, National Merit Semifinalist  
Grace Murray, National Merit Semifinalist  
Sarah Parker, National Merit Semifinalist  
Matthew Schulze, National Merit Semifinalist  
Laura Settlemyer, National Merit Semifinalist  
Rebecca Shoaf, National Merit Semifinalist  
John Sim, National Merit Semifinalist  
Alexander Siroky, National Merit Semifinalist  
Sean Teter, National Merit Semifinalist  
William Thomas, National Merit Semifinalist  
Nirav Vora, National Merit Semifinalist  
Keith Whitener, National Merit Semifinalist  
Thomas Whittington, National Merit Semifinalist  
Jonathan Williams, National Merit Semifinalist  
Zane Curtis-Olsen, National Achievement Semifinalist  
Sharon Doku, National Achievement Semifinalist/National Merit Commended Scholar  
Tracey Evans, National Achievement Semifinalist  
Elise Ikoku, National Achievement Semifinalist  
Kenneth Ratley, National Achievement Semifinalist  
David Black, National Merit Commended Scholar  
Lindsay Faulkner, National Merit Commended Scholar  
Elizabeth Glen, National Merit Commended Scholar  
Jeffrey Grubbs, National Merit Commended Scholar

Virginia Helms, National Merit Commended Scholar  
Amy Henderson, National Merit Commended Scholar  
Miles Horn, National Merit Commended Scholar  
Benjamin Huckaby, National Merit Commended Scholar  
Margaret Joyce, National Merit Commended Scholar  
Penelope Lazarou, National Merit Commended Scholar  
Brandon Lee, National Merit Commended Scholar  
Charles Lindberg, National Merit Commended Scholar  
William Lohsen, National Merit Commended Scholar  
Annabelle Pereira, National Merit Commended Scholar  
Logan Schmidt, National Merit Commended Scholar  
Daniel Steele, National Merit Commended Scholar  
John Swisshelm, National Merit Commended Scholar  
Gayath Vijayagopalalan, National Merit Commended Scholar  
Alice Williamson, National Merit Commended Scholar

North Mecklenburg High School

Matthew Clark, National Merit Semifinalist  
Eric Anderson, National Merit Commended Scholar  
Robert Beck, National Merit Commended Scholar  
Alexander Brown, National Merit Commended Scholar  
Audrey Butler, National Merit Commended Scholar  
Matthew Mitchell, National Merit Commended Scholar  
Lindsay Peace, National Merit Commended Scholar  
Adam Peindl, National Merit Commended Scholar  
Brooke Reeve, National Merit Commended Scholar  
Laura Roberts, National Merit Commended Scholar  
Scott Sink, National Merit Commended Scholar

Northwest School of the Arts

Kaleia Dula, National Achievement Semifinalist  
Melissa Towne, National Merit Commended Scholar  
Courtney Wright, National Merit Commended Scholar

Providence High School

Arthur Baum, National Merit Semifinalist  
Ryan Hunter, National Merit Semifinalist  
Ian Lasch, National Merit Semifinalist  
Caroline Smiley, National Merit Semifinalist  
Sarah Wallace, National Merit Semifinalist  
Timothy Coffield, National Merit Commended Scholar  
Jared Everett, National Merit Commended Scholar  
Stephanie Fritsch, National Merit Commended Scholar  
Emily Hough, National Merit Commended Scholar  
Lisa Hyman, National Merit Commended Scholar  
David Irwin, National Merit Commended Scholar

William Miller, National Merit Commended Scholar  
James Pollack, National Merit Commended Scholar  
Jeffrey Shaffer, National Merit Commended Scholar  
Justine Sittema, National Merit Commended Scholar  
Lauren Summers, National Merit Commended Scholar

South Mecklenburg High School

Lindsey Allen, National Merit Commended Scholar  
Sameer Tanakia, National Merit Commended Scholar  
John Wichard, National Merit Commended Scholar  
William White, National Merit Commended Scholar

Vance High School

Matthew Calabria, National Merit Semifinalist  
Amanda Fritz, National Merit Semifinalist  
Ashley Lusk, National Merit Semifinalist  
Stefanie Ward, National Merit Semifinalist  
Ashely Castevens, National Merit Commended Scholar  
Robert Stack, National Merit Commended Scholar

West Charlotte High School

Cedric Faucette, National Achievement Semifinalist

West Mecklenburg High School

Alexis Taylor, National Achievement Semifinalist

Each school principal received a plaque and each student was awarded a certificate as well as a picture of their particular award group.

Presentation from the Touchdown Club

Dr. Smith called upon Vicki Hamilton, Athletic Director, for the presentation from the Touchdown Club. The following gentlemen were in attendance at the Board meeting representing the Touchdown Club:

- Pat Crowley – President, Charlotte Touchdown Club and Vice President of Investments with PaineWebber
- Mickey Mitchell – Vice President, Charlotte Touchdown Club and Owner of Consolidated Planning/Corporate Benefit Services
- Dave Myers – Charlotte Touchdown Club Board of Directors and Executive Vice President of Jim Myers & Sons
- Mike Fox – Charlotte Touchdown Club Board of Directors, Owner and CEO of The Fox Companies, and former Carolina Panthers' Defensive Player
- John Rocco – Executive Director of the Charlotte Touchdown Club

Mr. Fox presented a check in the amount of \$9,500 to Mr. Griffin for football scholarship donations to each of the thirteen high schools in CMS. This is the seventh year that the CMS Athletic Department and the Charlotte Touchdown Club have worked in partnership to promote and honor citizenship, sportsmanship and scholarship in high school football. Mr. Griffin accepted the check on behalf of the Board of Education and stated that the Board looked forward to a continued positive relationship with the Charlotte Touchdown Club.

### **Action Items**

#### Administrative Appointments

Dr. Smith indicated there were no administrative appointments for this meeting.

#### Proclamation for North Carolina Indian Heritage Month

Mr. Griffin called upon Ms. Molly Griffin for the reading of the following proclamation:

Whereas, November has been proclaimed Indian Heritage Month in the State of North Carolina by Governor James B. Hunt; and

Whereas, American Indian Women, Inc. of Metropolitan Charlotte, salutes this observance with a spectacular line-up of American Indian performing artists at the 1<sup>st</sup> Annual National American Cultural Arts Festival on November 5, 2000 at the Charlotte Museum of History; and

Whereas, seven tribes – Coharie, Easter Band of Cherokee Indians, Haliwa-Saponi, Indians of Person County, Lumbee, Meherrin and Waccamaw-Siouan – are indigenous to North Carolina and our student population reflects American Indian youth from these tribes; and

Whereas, their presence has richly enhanced our appreciation and understanding of their diverse cultures; and

Whereas, we support the opportunity for American Indian youth to recognize their own potential; to develop a positive attitude towards achievement and excellence; and to enhance their individual self-image; and

Whereas, North Carolinians wish to honor American Indian people by setting aside one month to proclaim and reverence their heritage;

Now, therefore, be it proclaimed, that the Charlotte-Mecklenburg Board of Education hereby declares the month of November 2000 as North Carolina Indian Heritage Month in the Charlotte-Mecklenburg Schools and joins other community groups in recognizing the many contributions of the Native peoples of this state and this nation.

Ms. Rosa Winfree and Mrs. Porter represented the American Women, Inc. of Metropolitan Charlotte. This group has adopted Allenbrook Elementary School in a partnership to share Indian culture. Their efforts at Allenbrook include adoption of the stream behind the school to teach the students about environmental conservation. This group is working to meet the needs of the Native Americans in Mecklenburg County.

Lease Agreement and Operating Agreement with Public Library of Charlotte and Mecklenburg County at the Vocational Technical High School

Dr. Frances Haithcock, Associate Superintendent for Education Services, introduced Bob Cannon of the Public Library (PL), and Rick Rosenthal of Charlotte-Mecklenburg County (CMC) who have been working with CMS on the above lease and operating agreements. CMS and PLCMC have agreed to create a joint library at the new Vocational Technical High School. PLCMC is contributing \$1,840,000 towards the cost of constructing and equipping the library. They will lease the library building from CMS and CMS reserves the right to use the library in connection with the operation of the school. The lease term is for 20 years and addresses issues related to the library building in terms of repairs, insurance, etc. The Operating Agreement is intended to address operational issues and is anticipated to be amended by staff from time to time in light of the experience of operating the joint library. CMS commits to construct the Technical Vocational High School and to contribute \$120,000 for furniture and fixtures in the library.

Mr. Puckett asked if the physical implications for furniture and fixtures were the \$120,000 amount as stated. Mr. Bringewatt replied it was. Dr. Leake thanked the Public Library and Charlotte-Mecklenburg County for this venture. She also stated that the community is anxiously awaiting the opening of the Technical Vocational High School. Dr. Smith responded it is scheduled to open in 2002. Ms. Woods stated that this is what the community has been asking for – cooperation among the government bodies. She suggested that we plan for more joint use in the future to make better use of our partnering abilities. Mr. Lassiter expressed his appreciation for the project and asked Mr. Cannon what his vision of the operation is. Mr. Cannon replied there would be parking for the public as well as for the school; there would be security provided for the library after school hours; there would be two computer labs for students' use during the day and for the general public after school hours. Mr. Cannon stated that, as problems arise, they would be addressed by both CMS and PLCMC. Mr. Lassiter stated this is an initial twenty year agreement with a yearly renewal after that time. CMS owns the facility and PLCMC is the tenant. Mr. Griffin reminded Mr. Clemmer to add this to the on-going joint use listing. He stated this is a great opportunity for CMS students.

**Consent Agenda**

**Mr. Lassiter moved and Mr. Puckett seconded that the minutes for the October 10, 2000 Regular Meeting and the October 10, 2000 Closed Session be pulled from the Consent Agenda.** Mr. Puckett stated that the minutes for the Closed Session on October 10, 2000 dealing with Student Assignment should be Open Session minutes instead of

Closed Session minutes. Mr. Griffin stated that the minutes would be addressed and brought back to the Board for approval. Mr. Lassiter stated that Ms. Kakadelis (who is not present for this meeting on October 24, 2000) wanted the minutes to include changes on detail issues. Mr. Lassiter stated there are specific items that Ms. Kakadelis wants to have included in the minutes. Mr. Griffin suggested that the Board should wait until Ms. Kakadelis returns to make those changes. Ms. Griffin stated that she would not want the entire Closed Session minutes to become a part of the Open Session minutes because of the nature of some of the discussion. Ms. Woods stated that this issue should have been brought up in Closed Session on October 10, 2000 if there was a concern with its propriety. Mr. Griffin stated the minutes would be addressed. **The Consent Agenda was approved by a vote of 7-1 with Mr. Puckett voting against approval.**

The following items on the Consent Agenda were approved:

#### Minutes

- July 25, 2000 Regular Meeting
- March 21, 2000 Regular Meeting
- December 7, 1999 Special Meeting/Public Hearing
- November 22, 1999 Special Meeting/Public Hearing
- November 9, 1999 Regular Meeting
- September 10, 1999 Special Meeting/Press Conference
- September 10, 1999 Closed Session
- August 26, 1999 Closed Session
- August 18, 1999 Closed Session
- July 27, 1999 Regular Meeting
- July 13, 1999 Regular Meeting

#### Construction Items

Approval of mechanical contract for South Charlotte Middle School. This contract will provide additional cooling and ventilation to the band room. The total use of funds is \$34,000 and the source of funds is Capital Replacement.

Ratification of sitework contract for New North High School. This contract will provide construction services for sitework. The total use of funds is \$32,380,178 and the source of funds is 1997 Bond monies.

Ratification of sitework contract for New South High School. This contract will provide construction services for sitework. The total use of funds is \$32,380,178 and the source of funds is 1997 Bond monies.

Approval of construction contract for Villa Heights Elementary School. This contract will provide for the demolition and replacement of an existing retaining wall. The use of funds is \$17,600 and the source of funds is Capital Replacement.

Approval of additional design services for New South Elementary School. This contract will provide a revised elementary school design configuration for a new site on Providence Road from the original site on Endhaven Lane. The use of funds is \$10,307,000 and the source of funds is 1997 Bond monies.

#### Student Reassignment Requests

The Board approved 24 reassignment requests in Category I and denied approval of 7 reassignment requests in Category II. There were no requests for student reassignments in Category III.

#### Budget Amendments

The Board approved the budget amendments for July, August and September 2000.

#### Capital Project Ordinance Amendments

The Board approved the Capital Project Ordinance Amendments for September 2000.

#### Surplus School Property at a Private Sale

The Board approved the adoption of a resolution authorizing the Director of Supply Services to dispose of surplus school property at a private sale on November 4, 2000.

#### Surplus School Property at a Public Auction

The Board approved the adoption of a resolution authorizing the Director of Supply Services to dispose of surplus school property at a public auction on November 8, 2000.

#### Monthly Personnel Report

The Board approved the monthly Personnel Report for September 2000.

#### Monthly Financial Statements

The Board approved the monthly Financial Statements for September 30, 2000.

#### **Reports/Information Items**

Dr. Smith called upon Dr. Haithcock for a status report on addressing equity issues in four areas: Technology, Textbooks, Instructional Materials & Supplies, and Media Services. Dr. Haithcock presented the processes that include standards, baseline data, GAP analysis and allocations in each of the aforementioned areas.

Textbook Standards are on a 5-year state adoption cycle. The standards for all levels and all courses are revised annually (this year in November). EC students who do not use the

Standard Course of Study (SCOS) have a separate state adopted listing of textbooks. The standard baseline of textbooks at schools includes surveying all schools twice a year. A preliminary inventory is done in October/November and a final inventory analysis will be completed in April 2001. This baseline is updated annually. The process for allocation of textbooks includes the following: There is a state mandated adoption cycle as stated above. The allocation per student is \$46.70 for both state and local funds. All schools receive additional textbooks as requested. The Equity schools receive additional money for materials, supplies, and textbooks at a base of 1.3 vs. 1.0.

Media Centers use SACS Standards. The balanced collection for each media center is 10 collections per student. New schools begin with 4 collections per student and build up over the ensuing years. All library media centers have curriculum-oriented collections that support the SCOS and reflect the diverse information needs of all students with accompanying policies, staff expertise and realistic budgeting practices as per the Equity and Student Success Plan. The standards for updating media centers have been better defined. Specific titles consider core curriculum needs. Dr. Haithcock suggested that the policy on media centers needed to be updated and that Sara Crowder is working on this. The baseline for media centers is currently being updated, will be completed by March 2001, and will include all new standards. Prior to 1998-99, specific guidelines were given to media centers for their allocations. Since that time, focused effort has been made to update the collections. The allocation for students in 1998-99 was \$7.08 per student. Certain schools with specific media problems were taken care of with funding from the budget approved by the Board of Education. Schools with the greatest need receive additional allocations. In 2000-01, all schools received \$4.10 per student and a weighted formula for Equity Plus II schools: K-8 schools received \$5.33 per pupil and 9-12 schools received \$4.92 per pupil.

All classrooms will be equipped with standard instructional materials and supplies. Schools will be surveyed in February 2001 to learn exactly what materials and supplies are in the classrooms. The baseline for core subject materials and supplies must be updated yearly. The baseline for EC classrooms is incomplete but school profiles are being created at this time. Gaps for all classrooms will be analyzed in the November to February timeframe. Budget requests will be based on projections from the Gap analysis. All purchases and inventories will be using the new business systems technology beginning in July 2001. Equity schools will receive additional money for materials, supplies and textbooks.

Dr. Haithcock recognized Rick Rozzelle, CIO consultant, for an update on Technology Standards. These standards include the following: 5 to 1 ratio of students to current computer (8 to 1 is the interim); Data cable (6 drops) and electrical wiring in each classroom; Closed Circuit TV system for each classroom; 1 instructional lab (2 for middle and high schools) with 35 drops; 20 drops in the media center (25 in middle school and 35 in high school); Automated library system in each school; Administrative computers would include 6 for each elementary school, 16 for each middle school, and 20 for each high school. The standards for EC technology include an Assistive Technology Team to provide assessment and evaluation. This team then provides the recommended

equipment or works with individual schools to acquire the recommended equipment. The baseline was established in March 2000 and is targeted for March 2001. The allocation process will include an annual inventory of all schools. The development of standards and processes for the technological needs of schools is currently being standardized.

Mr. Griffin thanked the Superintendent and staff for this comprehensive report. He expressed concerns regarding books that were aged but still on the shelves of our media centers. He suggested re-engineering the budget to target the baselines. Dr. Smith indicated that the Board would have the budgeting needs in time for the budget process. Ms. Woods expressed concerns about the older books that some schools have pulled – she questioned if there was a way to get these books to schools that are in dire need of books. She commented that Shamrock Gardens is certainly in better shape today than it once was. Ms. Woods stated there is still a great need for books at West Charlotte, Merry Oaks and Independence. Dr. Haithcock pointed out that funding may not have caught up with individual schools but it will certainly get to the appropriate schools once the cycle is completed. Dr. Smith stated that more data than was given to Board members at this meeting is available. Where there is deficiency in some categories, he stated, the goal is that all schools will be balanced in their needs. Significant progress has been made the last two years by establishment of the baseline standards. A strategic plan will be developed to ensure that we achieve and maintain the level of services for all schools in an equitable pattern, Dr. Smith said. Ms. Woods asked what equity funding meant. Dr. Smith replied that it involves a number of factors but the expectation is that every classroom will have what they need for instructional supplies and materials. The 3.1 factor does not take the place of strategic plans for an equity school. Ms. Woods suggested that a formula should be put into place to help schools with a high turnover rate whether the schools are performing well or not. Dr. Smith replied that all purchases need to be made against a baseline standard. Mr. Puckett suggested looking at pilot programs around the country that are “outside the box.” He said we should be innovative when it comes to looking at textbook funding and further suggested that we should have a thumbnail sketch of what the funding does for each school. Dr. Smith and Dr. Haithcock indicated that an update would be provided for the Board soon.

Dr. Smith called upon Dr. Pughsley for an update on the strategic plan for implementing the “Achieving the CMS Vision” and ensuring equity for this plan using the Balanced Scorecard process. The Balanced Scorecard works with other CMS processes to create a cohesive whole. Dr. Pughsley used a triangle in his presentation to demonstrate how management functions build upon one another. Rick Rozzelle then presented information on the alignment that the Balanced Scorecard provides. Scorecards are used to answer the following questions: What is the most important work to manage in order to support the organizations’ goals and objectives? What are the key performance measure to show achievement of objectives? What are the target levels of performance? What are the current levels of baseline performance? A Balanced Scorecard drives an organization and develops a comprehensive framework that becomes an enabling tool to drive effective performance, Mr. Rozzelle stated. Components of the Balance Scorecard include objective, measure, target and baseline, and allows CMS to deliver and measure. The Balanced Scorecard also addresses equity across a spectrum of issues that include

materials and supplies, media resources, textbooks, technology, EC, curriculum, co-curriculum programs, faculty equity and facilities. It also adopts the definition of equity from the Student Assignment Oversight Committee. The Balanced Scorecard uses objectives and strategies from the equity and student success plan, and will show the district's ability to deliver equity to schools. Dr. Smith commented on the importance of the Balanced Scorecard from the standpoint of addressing equity across the system. He also discussed the budget implications of balancing the scorecard and the timing for the Balanced Scorecard as it provides input to the budget process. Dr. Smith stated that a Balanced Scorecard shows a well-organized organization and gives CMS the mechanism for achieving the CMS Vision. It allows the organization the ability to report on challenges we face, see the financial restraints of the organization, and look at the restraints of Human Resources. The very tip of the pyramid alluded to by Dr. Pughsley are our teachers, Dr. Smith stated. For any plan to be effective, Dr. Smith stated that you have to have execution of that plan and follow-up. It does require the commitment on the part of the Superintendent and the Board of Education to not deviate from the plan. Dr. Smith thanked staff for their direction. Mr. Griffin commented that the Balanced Scorecard shows a clear vision that all students must have access to a high quality education. He wants staff to develop a template that says this is policy for access for all children. A Balanced Scorecard, Mr. Griffin said, would clearly point out the needs at every school level. Mr. Griffin also stated that the district needs to move quickly to address the equity issues from a policy perspective by the Board. The Board of Education will give guidance for budgeting alignment in the focused vision. Mr. Griffin expressed concern relative to the final piece of the Choice Plan. He asked what does access to high quality education mean and wondered if the goals and objectives are clear enough for our community. Mr. Puckett stated the Balanced Scorecard determines how we set priorities, and how we maintain and guarantee baseline standards. He said the Balanced Scorecard should be used as a tool. He said we need to revisit the vision as we speak to various tasks to be completed, and asked how the vision would relate to facilities. He suggested that we should tie the goals to where we are headed and tie them into the budget, and use the Balanced Scorecard to determine what the district will do and move it forward. Mr. Puckett also said that he thinks we have met the vision. Dr. Smith stated the document process is predicated on the CMS Vision, and it is the "part and parcel" of the Student Assignment Plan. Dr. Smith also stated that this is a new day in Charlotte-Mecklenburg where standards are to be equitable in the district. It is a very clear decision that schools will serve children and families, but the district must have the budgeting dollars to make this happen, and broad support from the community to make it a reality. Ms. Woods stated that she does not feel we have met the goals of the vision. When schools don't have the necessary resources, the students are "dying a slow death." It is a new day but things must be done differently, she stated. She asked about the 5-year plan to reach equity and stated that the current plan does not make that clear. She stated that, essentially, it does not allow access for some children to attend some schools. All schools are not equitable, Ms. Woods said. She asked how we could attract all students to schools when they are not equitable. She asked what would we do to provide help to schools where equity does not exist. Mr. Griffin stated that the Board would have to work in concert, all nine members, to create a template for high quality education. It is imperative that CMBE go to the community with this message and ask for their support.

The community must be united for equity for all children. Dr. Smith pointed out the high quality of instruction going on at Albemarle Road Elementary School which was once a struggling, low performing elementary school. It can be done, he stated.

### **Report from Board Members**

Dr. Rembert reported on a meeting that she and Mr. Lassiter attended with the North Mecklenburg Education Community of the Lake Norman Chamber of Commerce. This group had a concern about the capping issue. Dr. Rembert stated their main concerns were understanding this policy as it relates to schools in the northern end of the county. The growth in this area may preclude sending their children to other schools because of the growth. Dr. Rembert stated she supports capping that will better utilize schools across the county. There is also the question from this group about families who move into this rapidly developing portion of the county and the effect this will have on their schools. She suggested the memo from the Superintendent on capping should be more widely distributed to the community to explain the capping issue. She also stated that the system should continue with a strong building program in the center city as well as continue building in the county and continue providing the necessary renovations to our school buildings.

Ms. Woods reminded the Board of the Personnel Committee meeting on Tuesday at 3:30 p.m. Regarding the policy issues raised by Board members pertaining to ethics and the closed session meetings, Ms. Woods stated that the ethics policy is being reviewed as well as the naming of schools policy. She asked that any Board member who had input or suggestions to please contact her prior to the Tuesday meeting.

Mr. Dunlap stated he felt there was a sense of unfairness to have a policy for naming facilities based only on one being deceased. He also thanked the Superintendent for the staff support he received at his recent district meeting.

Dr. Leake thanked Dr. Smith and Mr. Clemmer for honoring the custodians at the recent luncheon held for them. She also thanked Mike Turner, principal at Garinger High School, for hosting the event. She also stated that she had met with a group of retired teachers who are ready and willing to assist right away in our schools helping children to learn. Dr. Leake stated that the young man who played Taps on the USS Cole was a graduate of Olympic High School. Dr. Leake attended a program with the FBI of Charlotte and stated they are ready to partner with our school district. She also commented on the ribbon cutting ceremony she had attended this week and she had also visited the Headstart Program.

Mr. Puckett reminded everyone of the Mallard Creek Barbecue this week. He asked about the public hearing policy. He also congratulated Dr. Rembert and Dr. Pughley for their recognition from the Black Political Caucus.

Ms. Griffin reminded everyone about the Hands On Charlotte project sponsoring a coat drive. She encouraged the Board to donate coats for those children who don't have one.

Mr. Lassiter echoed Dr. Rembert's comments about the visit to the meeting with the Lake Norman Chamber of Commerce. He felt the meeting helped to eliminate some concerns these parents might have had regarding the capping issue. He felt it is an important issue that the Board might want to address in a special meeting. Parents wonder, he stated, what happens when they make a choice. The same information should be disseminated to all parents to eliminate confusion.

Dr. Leake thanked staff for their assistance at her District II meeting on Saturday at West Charlotte High School. She stated this would be an annual event. She specifically recognized Nora Carr, Carlenia Ivory, the Links organization, Mrs. Henderson and the Northwest School of the Arts choral group.

Mr. Puckett requested a listing of the capacity at each school prior to December 1.

Mr. Griffin stated that the Policy Committee is looking at moving the public access portion of the Board meeting to 6:00 p.m. for a specific window of time. They are also considering the 3-minute and 5-minute timeframes.

#### **Report from the Superintendent**

Nora Carr, Rahman Khan, Barb Pellin and Jerri Haigler shared a presentation on the Showcase of Schools scheduled for December 2<sup>nd</sup> at the Merchandise Mart from 10:00 a.m. until 6:00 p.m. This will be the best place, Ms. Carr stated, for schools to do their marketing for the Choice Plan. Free parking and shuttle service will be provided from the Education Center. Parking at the Merchandise Mart will be \$5 but entrance to the Showcase of Schools is free.

#### **Adjournment**

**On motion by Mr. Puckett and seconded by Dr. Leake, the Board voted unanimously by those present to adjourn to Closed Session pursuant to North Carolina General Statutes § 143-318.11(a)(6) to discuss matters related to personnel. The Regular Meeting was adjourned at 9:05 p.m.**

  
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Chairperson

  
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Clerk