

Approved by the Charlotte-  
Mecklenburg Board of Education  
May 9, 2006  
Regular Board Meeting



Charlotte, North Carolina

February 28, 2006

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on February 28, 2006. The meeting began at 5:39 p.m. and was held in Room CH-14 of the Government Center.

Present: Joe I. White, Jr., Chairperson;  
Kaye McGarry, Member At-Large;  
Larry Gauvreau (District 1);  
Vilma D. Leake (District 2);  
George Dunlap (District 3);  
Tom Tate (District 4);  
Molly Griffin (District 5); and  
Ken Gjertsen (District 6)

Absent: Kit Cramer, Vice Chairperson

Also present at the request of the Board were Dr. Frances Haithcock, Superintendent; Maurice Green, General Counsel to the Board; and Nancy Daughtridge, Clerk to the Board.

**Upon motion by Mr. Tate, seconded by Ms. Griffin, the Board voted unanimously of those present for approval to go into Closed Session for the following purposes:**

- **To consult with counsel regarding attorney-client privileged matters including the case of *Johnson v. Charlotte-Mecklenburg Board of Education* pursuant to Section 143-318.11(a)(3) of the North Carolina General Statutes.**
- **To prevent the disclosure of information that is privileged, confidential, and not a public record. This motion is made pursuant to Sections 143-318.11(a)(1) and 115C-402 of the North Carolina General Statutes and the Family Educational Rights and Privacy Act.**

Chairperson White reconvened the Regular Board Meeting at 6:08 p.m. in the Meeting Chamber of the Government Center. CMS TV Channel 3 televised the meeting.

Present: Joe White, Chairperson;  
Kaye McGarry, Member At-Large;  
Larry Gauvreau (District 1);  
Vilma D. Leake (District 2);  
George Dunlap (District 3);  
Tom Tate (District 4);

Molly Griffin (District 5); and  
Ken Gjertsen (District 6)

Absent: Kit Cramer, Vice Chairperson

Also present at the request of the Board were Dr. Frances Haithcock, Superintendent; members of the Executive and Senior Staffs; Maurice Green, General Counsel to the Board; and Nancy Daughtridge, Clerk to the Board.

## I. CALL TO ORDER

Chairperson White called the meeting to order at 6:08 p.m. He said this was the second meeting of the month. The Board previously approved that this meeting would be in a Work Session format focused on student achievement items rather than business and action items. The meeting was scheduled to be in Room 267 but because of a conflict in scheduling it was held in the Meeting Chamber.

### A. Adoption of Agenda

**Ms. McGarry moved, seconded Mr. Tate, that the Board approve the adoption of the agenda, and a discussion followed.**

**Mr. Gauvreau moved to delete Action Item III. A. from the agenda, seconded by Ms. Griffin, and the Board voted 7-1 to approve the motion. Chairperson White, Ms. McGarry, Mr. Gauvreau, Ms. Leake, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted in favor of the motion. Mr. Gjertsen voted against the motion. Ms. Cramer was absent.** Mr. Gauvreau requested this item be added to the agenda for the March 14, 2006 Regular Board meeting.

**Ms. Griffin moved to adopt the agenda as amended, seconded by Mr. Tate, and the Board voted 8-0 to approve the motion. Ms. Cramer was absent.**

### B. Report on School Building Solutions Committee

Chairperson White called upon Dr. Haithcock to present the report. Dr. Haithcock said the Board of County Commissioners made a decision to form the School Building Solutions Committee. Dr. Haithcock introduced former North Carolina Governor James Martin; Harry Jones, County Manager with Mecklenburg County; and John McGillicuddy, General Manager with Mecklenburg County, to provide a report on the Design Team's work. Mr. Jones said the Board of County Commissioners asked him on November 15, 2005 to recommend a framework to build community consensus in supporting a school capital package. Following that direction, Mr. Jones met with Dr. Haithcock and members of her staff to discuss how they could partner in developing this framework and carrying it out if it were approved. Mr. Jones said Dr. Haithcock agreed to participate in developing a framework. On December 20, 2005, Mr. Jones provided the recommended framework to the Board of County Commissioners and they approved it. In doing so, they authorized the creation of a thirty-five member Stakeholders Committee to be chaired by former Governor Jim Martin. That action also directed Mr. Jones to develop a recommended process for the Stakeholders Committee to build a school capital package that would be supported by this community. As a result of this direction, Mr. Jones assembled a team to design that process and to make recommendations. He asked Mr. McGillicuddy to lead the Design Team which included two members of the

CMS staff – Nora Carr, Chief Communications Officer, and Sheila Shirley, Chief Finance Officer. The County contracted with the Lee Institute to assist in the planning process. Concurrent with the Design Team's work, the Board of County Commissioners also requested numerous elected officials within Mecklenburg County and Governor Martin to make appointments to the committee. Each member of the Board of County Commissioners and the Board of Education and each of the seven mayors of Mecklenburg County and Governor Martin made appointments to the committee. On February 21, 2006, the Design Team's recommended process was presented to the Board of County Commissioners and it was unanimously approved by them. Mr. Jones said they are here to present a similar presentation to the Board. Mr. Jones invited Mr. McGillicuddy to provide an overview of the process and Governor Jim Martin to make remarks regarding the key success factors for the process. Mr. McGillicuddy highlighted the process used to develop the recommendations for the School Building Solutions Committee. Members of the School Board and County Commissioners were interviewed as part of the design process to understand the issues of each member. This process was developed because there is a wide divergence of perception and misperceptions among County Commissioners and School Board members about the real nature of school facilities. Because of this, the School Building Solutions Committee process needs to build a shared understanding of several key aspects within the committee and through outreach to the broader community including the Board of County Commissioners and the Board of Education. The intent of the process is to build a shared understanding to what the real problems are relative to public school construction and finding a shared understanding of those solutions. The key areas identified as divergence, perceptions, misperceptions, and concerns are as follows:

- Student population growth
- Equity of facilities as it relates to the equity of education
- Current state of facilities
- Current use of existing facilities
- Costs in alternative financing options for construction
- Desire for more efficient and expeditious construction and renovations
- Recommendations from the Citizens' Task Force on facilities
- General dissatisfaction that exists about certain aspects of CMS

This frames the set of issues and it is a challenging task for this committee. The process is designed to be open and the public may attend the meetings. The School Buildings Solution Committee's function is to develop recommendations for the Board of County Commissioners and the Board of Education. The capital package that goes forward would need the approval of both Boards. The charge of the committee is to build a school capital package that will be supported by the community. Mr. McGillicuddy said the implication there is both Boards would need to support it for it to be supported by the public. The committee is scheduled to present recommendations on July 1, 2006 which would allow time for a November Bond referendum. Once the recommendations are mutually agreed upon by both Boards, the committee will continue its work in the community to build a shared understanding for the solutions that have been recommended. The committee will use an outside vendor to manage the project and the estimated budget for the project is \$177,500. The Board of County Commissioners approved appropriating \$75,000 to participate in funding this endeavor and the County Manager will review other sources including the private sector to raise the additional funds needed. Governor Martin said he is participating in this endeavor to help find the best way to get back on track for building and renovating school facilities and how to pay for them. This will not be an easy endeavor but the committee is committed to finding

solutions. Governor Martin said this polarization is not unique to the Charlotte community as it is wide-spread across the state and the country. The purpose of the committee is to not take sides on the issues but to build bridges between the sides to develop solutions that will represent the views of all of Mecklenburg County. Governor Martin believes it is important to act constructively and develop a shared consensus to move forward together. Governor Martin encouraged Board members to give credence to the combined wisdom of the committee to develop a plan to get schools built and renovated in 2007 and to pull together for the good of the students and the community. Chairperson White invited Board members to ask questions on what has been presented and encouraged them to not take a political posture or push one's personal agenda. Ms. McGarry requested a copy of the survey that was referred to by Mr. Jones. Mr. Jones said he would e-mail it to all Board members. Ms. McGarry said the Citizens' Task Force recommends putting the construction portion of CMS into a City-County agency. She asked has there been any movement on that recommendation and will that be part of the decision? Mr. Jones said there has been some initial discussion for ideas on how to go forward in evaluating the concept to decide if it is a feasible undertaking for this community. Governor Martin said it would be reasonable for the committee to have that under consideration but they will be very careful going forward to not be in the position of telling the committee what it must do but rather to offer them a range of options to consider. Governor Martin said it is important to keep the committee focused on facilities and how to pay for them. Ms. Griffin thanked the committee for their work. She said this is a huge task and very important work. Ms. Griffin looks forward to the report. Mr. Dunlap thanked the committee for their work. Mr. Dunlap asked what consultant firm has the committee contracted? Mr. McGillicuddy said a firm has not been selected at this time. A request for proposal has been placed on the Intranet and sent to companies that the committee knew was in this type of business. The proposals are due back at the end of this week and the firm will be selected from those. Mr. Dunlap wants to be assured that the business and recommendations of the Citizens' Task Force and the Building Solutions Committee are kept separate and apart. He is concerned that having the same people and firms involved with both groups could pose an issue of conflict of interest. Mr. Dunlap said taking into consideration the task of the Building Solutions Committee, what advice could Governor Martin give the School Board in proceeding with proposals for Certificates of Participation (COPs)? Governor Martin said it would be up to the committee to recommend COPs because that is one means of financing. Another way is General Obligation Bonds which would require a referendum and usually have the advantage of a longer span of time. Governor Martin said should the committee find there is not a readiness to consider another referendum, he would not recommend taking the risk of losing twice in a row because the consequences are too severe. Mr. Gauvreau expressed concerns about establishing large committees. He believes there are too many committees in Mecklenburg County and that is not helpful. He participated on committees in the past and many of the recommendations of those committees were wrong. Mr. Gauvreau encouraged the committee to keep their guard up, to consider leasing options, and to look for the truth regarding the facts. Mr. Gjertsen said he wants to build schools where they are needed and keep the existing schools at standard. He is ready to support this tonight. He would like to instill a sense of urgency because he believes the cost of delay is about \$100,000 per day. In July, this will amount to over \$20 million and this funding could build a middle school. He expressed concerns that interest rates and construction costs were increasing. He is disappointed that this is focused on the short-term and not the long-term. He believes the committee should be courageous because in the long-term, the needs of CMS are over \$2 billion and the committee should not be scared of that number. Governor Martin said the committee will deal with

whatever that number may be in a way that is helpful to CMS. Governor Martin said the committee will be focused first on the short-term and, if this is accomplished effectively, the committee will consider long-term ideas. Mr. Tate thanked the committee for the important work they are undertaking on behalf of the Board and the community. Mr. Tate said should the committee develop a consensus on a plan he encouraged the Board to support that work because the Board helped to establish the committee. Ms. Leake thanked the committee for contributing their time and interest to the process. She believes the committee will bring consensus and do what is necessary to move this process forward. She thanked Governor Martin for approving a 15% pay raise for teachers in 1989 and believes he will be an asset to the committee. Ms. Leake agreed with Mr. Dunlap that the Citizens' Task Force and the School Solutions Committee should remain separate. Chairperson White thanked the committee for their work and he looks forward to their report.

Chairperson White recognized two scout troops in the audience who were attending the meeting. The scout troops were Troop 3 from Myers Park United Methodist Church who was attending the meeting to earn a Communications Merit Badge and Troop 16 from First Presbyterian Church who was attending the meeting to earn a Citizenship Merit Badge.

## II. CONSENT ITEMS

- A. Recommend approval of minutes
  - February 16, 2006 Closed Session
  - November 9, 2005 Regular Board Meeting

**Ms. Griffin moved that the Board approve Consent Item A, seconded by Mr. Dunlap, and the Board voted 8-0 to approve the motion. Ms. Cramer was absent.**

## III. ACTION ITEMS

- A. Recommend approval of acceleration of new school construction via request for Certificates of Participation to be issued by the Board of County Commissioners

The Board approved that this item be deleted from the agenda.

- B. Recommend approval that the Citizens' Task Force on CMS Management Findings and Recommendations be adopted to serve as a framework for CMS school reform

Chairperson White called upon Ms. McGarry to present the recommendation.

**Upon motion by Ms. McGarry that the Board approve the Citizens' Task Force on CMS management findings and recommendations be adopted to serve as a framework for CMS school reform, seconded by Mr. Gauvreau,** a discussion followed. Ms. McGarry said the findings on CMS by the Citizens' Task Force have been discussed in the community since December 14, 2005. She said the timing is right for school reform and it will give the new superintendent a framework that the citizens are embracing. The need is for the School Board to step to the plate and make a decision. At the February 14, 2006 Regular Board meeting, the Board voted on the Board's Vision, Mission, Core Beliefs, and the Theory of Action but that was just a theory. Ms. McGarry believes the Task Force findings and recommendations are an action plan and that plan should be taken a step further. She said CMS is presently not meeting the needs of all

children. She said there is no guarantee that school reform or the Task Force recommendations will be the answers that are needed but the Task Force had the leadership to develop a plan and involved the community in their findings. The recommendations are logical and realistic but there are some details that must be worked out. The recommendations are a reform plan and that is action. Ms. McGarry believes it is time to implement that action. To adopt this motion will be a step forward for the Board's joint meeting with the Citizens' Task Force. She encouraged the Board to move up to the plate and act. Ms. McGarry believes the Task Force findings will lead the Board to true reform for Mecklenburg County. Mr. Tate said the Board adopted a framework for school reform at the February 14, 2005 Regular Board meeting with the adoption of the Board's Theory of Action for change and student achievement. He said this was the beginning of the continuation of what the Board had already begun towards reform. He does not believe the Board should adopt another plan that could be viewed as a competing framework. He said the Board previously approved to direct the Superintendent and staff to study the recommendations of the Task Force. The Board should receive information on that study and staff recommendations next month. The Board also directed the Superintendent to include expert and citizen input as needed in that process. The Board has a joint meeting scheduled with the Task Force on March 8<sup>th</sup>. Mr. Tate does not see a reason at this point to confuse matters by adopting a different framework from the one the Board developed and adopted that defines how the Board wants to proceed. Ms. Griffin supports aspects of the Task Force recommendations and looks forward to the opportunity to work with them. She will not support Ms. McGarry's motion for many of the reasons as discussed by Mr. Tate. The Board has directed the Superintendent to return with an analysis on the recommendations and the Board will meet with the Task Force next week to discuss those recommendations. Ms. Griffin said the Board has already accomplished most of what Ms. McGarry is requesting. The Board received the Task Force report and directed it to be studied. Ms. Griffin said staff will study the recommendations very carefully to get as much benefit and advantage as possible from those very good recommendations. Mr. Gauvreau expressed concern about the words "adopted" and "framework" which are used in the motion. He believes the Board has already received the report two times but he is supportive of accepting the Task Force recommendations. He hopes the Board will adopt some of the elements of the recommendations in the Board's reform package which has yet to be delivered. Mr. Gauvreau does not believe the Board should adopt the whole framework because as a package all the recommendations are not appropriate for the Board. Ms. McGarry said the motion is on the management recommendations only and is not on the governance recommendations. Mr. Gauvreau wants to adopt the motion but the language of the motion is too strong. Chairperson White said the Board has already received the Task Force report two times. The Board received it a Work Session and again at the last Regular Board meeting. Mr. Gjertsen will support this motion because it will provide the Board an opportunity to indicate they want to move forward with some of the recommendations. Several Board members said the recommendations should be discussed at a later time and that has not happened. Mr. Gjertsen said the motion will help to accomplish that as opposed to sending this to staff. Chairperson White noted that a Joint Meeting with the Task Force has been scheduled on March 8, 2006 to discuss the recommendations. Ms. Leake asked Ms. McGarry to clarify her motion and the word "adopt." Ms. McGarry said the Board has received the report which includes both the governance and the management. She said "adopt" to her means to embrace the twenty-one findings on the management recommendations. The Task Force's findings are an action plan whereas the Board's Theory and Core Beliefs are just theory. That action plan is what the public is screaming about in attempting to

get the Board to act upon versus having a status quo mentality. She asked the Board to embrace the recommendations of the Task Force. Ms. McGarry said the Board could then discuss how to go forward to lead this school system to be the top K-12 education system in the nation. Ms. Leake said she has heard encouraging words about CMS from across the nation and people are coming to Charlotte-Mecklenburg to get advice on what CMS is doing to implement in their own districts. She is concerned that this may lead CMS away from the successes they have experienced. Ms. Leake is also concerned that the recommendations do not address student achievement, putting excellent teachers before students who need them the most, and closing the achievement gap. Mr. Tate is confused about Ms. McGarry's motion because there are only fourteen management recommendations and she just talked about adopting twenty-one recommendations. Ms. McGarry said Mr. Tate is correct and she stands corrected. The motion is for the management findings and the twenty-one would include both the governance and management recommendations. Mr. Tate said a theory of action for change that talks about student achievement is a framework for action. The Board adopted a Theory of Action and does not need another framework. The Board is planning to discuss the ideas as a Board and with the Task Force as the Board proceeds. Mr. Tate said the Board does not need to adopt another framework but should consider some of the recommendations of the Task Force. Mr. Gauvreau asked that the wording of the motion be changed. He suggested the word "framework" be changed to "guide." Ms. McGarry said she would accept the change.

**Upon substitute motion by Mr. Gauvreau that the Board approve the Citizens' Task Force on CMS management findings and recommendations be adopted to serve as a "guide" for CMS school reform, seconded by Ms. McGarry,** a discussion followed. Ms. Griffin prefers the word guide but will not support the motion because it is not timely. The Board has a meeting scheduled with the Task Force next week and the Board has not heard the findings from the Superintendent's review on the recommendations as directed by the Board. Ms. Griffin said she may support the motion after these have occurred but she will not support it at this early date. Ms. McGarry said she felt it was important to put this motion before the Board again because she was concerned about the tone of the Board's meeting on February 14, 2006 regarding the Citizens' Task Force. She had hoped this would bring to light the urgency of reform rather than having additional community meetings. She said some groups have already spent several months conducting community meetings and provided solid data that the Board could use as a guide. Mr. Gjertsen said the community helped put together the recommendations in the Task Force report and the community, by and large, supports it. He said it is time the Board said they support it also.

**The Board voted 3-5 on the substitute motion and the substitute motion failed. Ms. McGarry, Mr. Gauvreau, and Mr. Gjertsen voted in favor of the substitute motion. Chairperson White, Mr. Dunlap, Ms. Leake, Mr. Tate, and Ms. Griffin voted against the substitute motion. Ms. Cramer was absent.**

#### **IV. REPORTS / INFORMATION ITEMS**

##### **A. Report on Professional Development Initiative – "Building Quality One Block at a Time"**

Chairperson White called upon Dr. Haithcock to introduce the report. Dr. Haithcock said the number one goal of the system is to enhance and increase student achievement. Research has indicated the most important variable in a child's growth is dependent upon the quality of the teacher in the classroom. Having quality teachers can be accomplished

two ways. One method is attracting quality teachers in the hiring process. The second method of increasing the capacity of principals, teachers, and staff members in helping children gain more as they go through the school system is through professional development. Dr. Haithcock said professional development is one of the most important reform movements at this time. Dr. Haithcock introduced Tracey Harrill, Executive Director Professional Development, and Calvin Wallace, Director of the Leadership Academy, to present the report. Ms. Harrill provided information about the significant changes and enhancements to professional development and redefining professional development at the school-based level. Ms. Harrill and Mr. Wallace provided information on the specialized training for principals and assistant principals. Mr. Wallace said it is critical to provide professional development to principals as well as assistant principals. CMS has promoted almost 90% of their internal assistant principals to principals. It is also important to begin to develop leadership and management skills at the teacher level because they also have the desire to become assistant principals and principals. Mr. Wallace discussed the professional development initiatives presently available at the Leadership Academy. He said good schools require effective principals and the Leadership Academy is focused on training principals to be effective. Ms. Harrill said CMS is focused on building the pool of principals because there are a number of principals retiring soon and it is important to have strong people to take their place. She said it is important to have the continued support of the Board in the professional development and training of principals. It is also important to be deliberate about the planning and budget for leadership development. Ms. Harrill reviewed professional development for teachers and explained how training has been redefined at the school-based level. She said they would like the Board's continued support of the professional development initiatives; continued support of the lead teacher and content coach models in the budget process; and confirmation that attracting, retaining, and developing master teachers is our number one priority in order to increase student achievement. A discussion with Board members followed. Mr. Dunlap said as the Board prepares for reform measures, principals will be required to demonstrate additional skills including budgeting and negotiating. Principals being successful at mastering those skills will be a measurement for the Board's reform to increase student achievement. Mr. Dunlap said principals will have to demonstrate commitment in order to close the achievement gap. Ms. Griffin said the Board is undertaking important work on reform and principals are the key. CMS has a great group of principals who work very hard. She supports the professional development initiatives to enhance the performance of principals and teachers because it is very important to have effective principals and teachers. Mr. Gauvreau likes the new name of Organization Training and Development Services better than professional development. He asked how much does CMS spend on this initiative? Ms. Harrill said this is financed by state allotted funds and local funds. This year, CMS received \$600,000 from the state and about \$25,000 from local funds. Seventy-five percent of the state funds go directly to the schools and each school determines how those funds will be used. Ms. Harrill said her office uses the local funds to train principals. Dr. Haithcock said an exact amount for training is hard to determine because a lot of training is done through other departments such as Curriculum and Instruction, through accountability with data analysis, Human Resources, and facilities for custodians and maintenance staff. Dr. Haithcock said the dollar amount available for training in CMS is far below that of other businesses. Dr. Haithcock said we must stay center focused because we are getting the best teachers and principals that we have in the system and that is important to improving student achievement and closing the achievement at a high level. Mr. Gauvreau believes Organization Training and Development Services are very important to move this in a different direction and there



will be benefits for having this redefined. Mr. Gauvreau is concerned that training is categorized under several different departments. Ms. McGarry asked how many schools are ready to begin autonomy? She expressed concern that CMS has limited time to attract and retain effective principals. She asked how is the Human Resources Department being strengthened to recruit leaders with management/leadership skills? She asked to be provided a breakdown of how the schools are spending the \$600,000 from the state and who is providing the training. Ms. Leake expressed concern about management and site-based decision making in the reorganization process. She wants to ensure the process includes the importance of classroom management training for all school-based staff. Ms. Leake asked how does this process utilize National Board Certified Teachers? Ms. Leake said the position of an assistant principal should include training to become a principal. She expressed concern about maintaining assistant principals in the system for several years that are not capable of being promoted in the process. She would like CMS to review how these individuals can be mobilized to the next level because they do have the skills. Ms. Harrill said this initiative focuses on classroom management and training of individuals to improve their performance and develop skills to advance in the system.

B. Report on the Board of Education's 2006 N. C. Legislative Agenda

Chairperson White called upon Dr. Haithcock to introduce the report. Dr. Haithcock said the Legislative Assembly session this year would be a short session and recommended that the Board's priorities be short and focused. She called upon Maurice Green, General Counsel, to review the Board of Education's 2006 N. C. Legislative Agenda as recommended by the Superintendent. Mr. Green said this would be a short session that would begin on May 9<sup>th</sup>. He does not believe the Legislators will take on many new issues during the short session. This report is an opportunity for the Board to discuss and make changes to the proposed Legislative Agenda. The Board is scheduled to vote on this item at the March 14, 2006 Regular Board Meeting. Mr. Green said over the past years, the Board has done a lot of work regarding the Legislative Agenda that has moved the state to allow this district to do some new and different things. The Board's Legislative Agenda has brought forth such things as revamping the purchasing process for the entire state, established confidentiality of volunteer records, and allowed mentors to be full-time employees. Mr. Green said it is important for the Board to adopt a Legislative Agenda because it helps drive this district as well as districts across the state. Mr. Green introduced Peyton Maynard, CMS lobbyist, who works on behalf of the Board in representing and pushing forward the Board's Legislative Agenda in Raleigh. Mr. Green; Kathy Auger, Assistant Superintendent for Human Resources; Muffet Garber, Associate Superintendent for Education Services; and Guy Chamberlain, Associate Superintendent for Auxiliary Services, reviewed the proposed priorities and position statements. Mr. Green said in addition to the ones presented, Dr. Haithcock would like to add an additional item regarding the school year calendar. Legislation was approved a couple of years ago that required school not start before August 25<sup>th</sup>, must end by June 10<sup>th</sup>, and within that time period there must be 180-days of instruction with a minimum of 1,000 hours of instruction. The Legislation also removed five days that had been used for professional development for teachers. Principals have raised a concern to Dr. Haithcock about the loss of the professional development days. They believe the professional development days are critical to providing every student an opportunity to receive a sound basic education. Mr. Green said Dr. Haithcock would also like to recommend as a position statement to the Board's Legislative Agenda the reinstatement of the five days for teacher professional development. Mr. Green reviewed answers to

questions that Board members had previously submitted. A discussion with Board members followed. Ms. Leake encouraged the approval of the priorities related to increasing teacher's salaries because the base salary of CMS teachers is below that of other districts. She believes the state should do a better job to entice young people into the teaching profession. Ms. Leake supports granting taxing authority to local school districts and providing funding for more school nurses. She said it is important to value children and the priorities speak to that. She is appalled that the lottery process is not specifically for education. Mr. Tate said this is a wonderful and ambitious Legislative Agenda which the Board should support. This has been helpful in providing Mr. Tate a framework for the direction of the Board. Mr. Tate supports the proposed Legislative Agenda. Mr. Gertsen expressed concern about the beginning teacher salary minimum. Mr. Gjertsen said where CMS spends its money shows its priorities and there is nothing that should be valued higher than teachers. Ms. McGarry supports raising the cap on charter schools. She believes the Board is doing a disservice to the community by continuing to maintain the cap because charter schools are public schools, too. She supports increasing the number of charter schools because it would help with overcrowding and providing diverse options for families. Ms. McGarry believes being against raising the cap is especially harmful to lower income families. Ms. Griffin asked that additional research be given to the idea of placing retirees' benefits in deferred accounts to support their return to work without a six-month absence as that concept has a lot of potential. She said regarding alternative funding sources, she suggested that CMS consider the findings of the Building Solutions Committee because they could provide good support for the Board's Legislative Agenda. Ms. Griffin asked could the existing nurses be utilized in more schools and what nursing degree does CMS require? She asked can the dollars for this program be stretched further? Ms. Garber said CMS uses the nurses recommended by the County Health Department and they are utilized to the maximum. Ms. Griffin is supportive of increasing the number of nurses. She expressed concern about CMS hiring and paying more for nurses with advanced degrees to do work that requires a lesser degree. Dr. Haithcock said staff is reviewing a differentiated method that allows for flexibility to do that as well as meet the legal aspects of it because of the funding from the state. Mr. Dunlap supports the priorities. He believes it is better to focus on five critical issues as opposed to twenty in the past. He is concerned that the priorities do not go far enough to allow for flexibility in funding and bonus dollars appropriated from the state. He said this will be critical to increasing compensation and providing bonuses for teachers. Mr. Dunlap asked that CMS explore the idea of collaborating with the County to provide nurses at all schools so that people throughout the community would have closer access and availability to nurses. He said this concept has worked well in other districts throughout the country and it is paid for with County tax dollars. He asked staff to explore this idea and provide a recommendation to the Board. Mr. Gauvreau said this is very similar to what the Board has done in the past and there is nothing in this that is going to change. He expressed concern that ten of the statements ask for more money but does not include a total amount needed. He said this is again asking for more money but does not include an amount. He believes the Board has lost control over the ability to request organizational freedom. He believes the school district is left impotent because they do not have local control. He said instead of asking for this the Board just asks for more money. He is opposed to these and believes the Board could do much better. He believes to maintain the charter school cap at one hundred indicates the Board has no reform minded change. He is disappointed with the priorities except for the one requesting performance-based salary opportunities. He believes it shows organizational freedom but is opposed that it will be implemented on a pilot basis only. He will not support this item as written on

March 14<sup>th</sup>. He does not know how to change this substantially or put a motion to it because what has been done is so deep. Chairperson White said 90% of the children across this country depend upon public education and the decisions of Boards. He said unfortunately public education is no longer a priority in this country and is under assault in the Federal budget. He said the state legislators have a tough job and finding money is going to be very difficult for them. He encouraged the Board to focus on the items they can do successfully. He believes the Board should continue to focus on adequately paying the teachers because they are the answers; stop losing money by restoring the sales tax refund and ensuring the lottery proceeds supplement and not supplant; and pushing for flexibility which will allow the district to spend its money more wisely. Ms. Leake said our most valuable possessions are our children and we want to do the least for those who need it the most. She is bothered by this as it relates to salaries for teachers and by not placing the best people with the children who need it the most. She said the National Board Certified Teachers are paid more than regular teachers and should be placed with the neediest children if they have the best training. Ms. Leake expressed concern about the comments stating people are leaving the district because that is not true. She said people are in the district, our schools are growing, and people respect CMS. Mr. Tate said Board members have stated that the priorities and position statements do not go far enough to obtain more control, flexibility, and money for teachers. Mr. Tate said he would support those additions should Board members present those ideas. Mr. Gjertsen said he would also like the dollar impact of each recommendation, preferably before the Board vote. Mr. Green said staff could provide a dollar amount for some of the recommendations. Mr. Gjertsen said he would like the dollar amounts for the items regarding teachers and nurses. Mr. Gjertsen expressed concern that some of the supporting information for charter schools is very dated. He said regarding resources, the Board has discussed a funding formula where the money should follow the student and he does not know why the Board would not allow that to happen for a charter school. He suggested the Board raise the cap on charter schools. Ms. McGarry suggested the Board reduce the priorities to three because of the short session. She believes pushing forth a reduced number would increase the chances of approval. She said teacher compensation would be her top priority. She would not consider many of the others as a top priority. She said there are several levels of nurses. She encouraged staff to ensure they are not hiring nurses who are over-qualified for the job at a higher salary. Dr. Haithcock said there are different nurse levels and CMS is reviewing a lead nurse model that will have those positions that are not as highly funded. Ms. McGarry would like to be provided a list of the different nurse levels and salaries that could fulfill that requirement. Ms. McGarry said regarding school construction, she would like to be provided clarity to existing law regarding public-private funding. She believes this could be accomplished locally and should not be included on the Legislative Agenda. Mr. Green said there is lack of clarity around current law. He said he has researched this and it can be accomplished by navigating through several different statutes under current legislation. Other lawyers in the state may say that would not work. Lawyers are working on proposed legislation that would make it unnecessary for lawyers to have to try to navigate through current existing statutes and to make it very clear on how it can be done. This would also need approval including an approval by the Local Government Commission and to date they have not approved this being done locally. Mr. Green believes it is important to have legislation make this clear so that the district could go forward with that type of public-private partnerships. Ms. Griffin said she has supported taxing authority in the past but she would not support that item this year for several reasons. She asked Mr. Maynard if he had any insight to what the financial forecast was at the state level as the Board is thinking about finding more funds? Mr. Maynard said he

takes his role very seriously. It is an honor and a privilege to serve this Board and the citizens in Mecklenburg County. He said the Board has been very effective but there is another dimension which is the Legislative Delegation. He said the forecast is moderately good because revenues are coming in ahead of budget. He believes there will be a little bit of excess. He said there is an enormous need and things will be very competitive for that modest amount of money. Ms. Leake said Mr. Green is a brilliant young man and thanked him for all his hard work for the district. Ms. McGarry asked regarding the longevity pay that is hidden within the state budget could that be taken out and used as merit pay? Ms. McGarry believes the public loses faith because CMS is such a huge bureaucracy and the trust is not there. She said the only way the Board can regain trust is to take out those things that are not working and replace them with items that can work better for the system. She believes the Board must show they can be accountable for every dollar of the taxpayer's money and should use some of the existing monies for these items.

C. Report/discussion on Clarity for the Superintendent Search

Chairperson White called upon Mr. Gjertsen to present the report. Mr. Gjertsen said prior to the next Board meeting the Board will meet with Ray and Associates to begin reviewing candidates who have applied for Superintendent. He believes it is important to have clarity around issues for asking questions to the candidates and fielding questions from them. He is concerned that a candidate may ask a question to the Board and get nine different answers. He has developed a list of questions he believes the Board members must know in order to address the interview process. This is not an exhaustive list and Board members may add additional items. He said after the Board reviews these issues he would like the Board or Ray and Associates to determine interview questions and perhaps have the Public Information Office draft a consensus statement on the items. Mr. Gjertsen's issues included the following:

1) Decentralization

- Does the Board support the concept of dividing the school system into geographic areas managed by strong Area Superintendents?
- Does the Board support the concept of pushing authority to schools, principals, and teachers?
- Does the Board support the concept of deconsolidating the school system into several Local Education Authorities?

2) Superintendent

- Does the Board support the concept of expanding the authority of the Superintendent by delegating statutory management functions of the Board to the Superintendent?
- Does the Board support the concept of empowering the Superintendent to serve as the CEO of the school system?
- Does the Board support the concept of hiring the new Superintendent using a performance contract?
- Does the Board support the concept that the next Superintendent should be a visionary leader, an experienced manager of decentralized operations, a skilled communicator, and a leader strong enough to delegate significant responsibilities?

3) Board

- Does the Board support the concept of operating as a policy Board, providing direction while allowing the Superintendent to manage the school system?
- Does the Board support the concept of strict accountability for results, including the development of accountability and management oversight processes?

Mr. Gjertsen said these are the items he would like clarity on in the process. Mr. Gjertsen said Mr. Dunlap has told him that if these are answered in public the Board is sharing what they are seeking in a candidate and the candidates can formulate their answers to meet the criteria. He said the Board may not get a true evaluation of the candidate. Mr. Gjertsen said he does not know when, how, or what the process should be for discussing these things whether in Closed Session, privately, or now. A discussion with Board members followed. Mr. Dunlap said all questions to a Superintendent candidate are fair game. It is what each person wants to know about that individual unless it violates the law regarding sex, gender, race, etc. Mr. Dunlap said he does not believe the Board will agree to a list of questions and expect them to not ask anything outside the realm of those questions. He said Board members have different interests and each member will ask the questions regarding their interests. Mr. Dunlap said he is concerned that if the questions are made public the candidates will formulate a scripted answer. Ms. McGarry said what this is asking is would it be more productive to know where the Board stands on these issues. Ms. McGarry believes the Board should be able to tell if a candidate is just answering what the Board wants to hear. Ms. McGarry believes the Board's purpose would be to go into more depth than that. Ms. McGarry believes the Board should revisit placing three or four people from the community who have conducted national searches in order to draw from their expertise on reviewing applications and helping with recruiting. Ms. McGarry may put this on the agenda for the next Board meeting. Mr. Dunlap said there is not a Board member here that cannot tell you what position any other Board member is going to take on any issue that is addressed. Mr. Tate said the meeting with Ray and Associates is scheduled for March 13<sup>th</sup>. He asked is that meeting a Closed Session and will there be an opportunity to have a discussion on questions? Chairperson White replied the meeting is a Closed Session and the Board agreed to wait to receive information from Ray and Associates. Chairperson White said the Board can discuss whatever five Board members agree to discuss at that meeting. He said the purpose of the meeting is to start the screening process and Mr. Gjertsen's questions are valid questions for screening. Mr. Tate would prefer to discuss this item at the Closed Session scheduled for March 13, 2006. Chairperson White said if the Board would review the Board's Theory of Action, which seven of the nine Board members approved, the first two questions under decentralization are answered. He said the Board has already voted that they believe in decentralization. He said the Board has not taken a vote on decentralization but each Board member knows where each Board members stands. He said regarding the Superintendent questions, basically we are already doing the first three. He said the Superintendent presently acts as a CEO. He said regarding Board questions, basically we are already doing those as well. Chairperson White said he would be glad to discuss whatever the Board wishes to discuss. Mr. Tate suggested the Board move forward on the agenda. Ms. McGarry said she is getting nervous about the whole search process. She said the most important thing a Board does is hire and fire a Superintendent. Ms. McGarry believes the Board should have more interaction and discussion on this item because it will set the tone for years to come. Ms. McGarry said the Board could be taking a risk to wait to discuss this item on March 13<sup>th</sup>. She said if Ray and Associations do not bring applications that are deep enough, the Board should consider extending the search process. Ms. McGarry urged the Board to think through this process and allow

enough time to do the job very thoroughly. Chairperson White expressed concern that this item has been about politics. He asked Mr. Gjertsen how he would like to proceed with this item? Mr. Gjertsen said he sees two competing visions for how the Board will move CMS forward. He said the Board adopted the Core Beliefs and Theory of Action and there is the Task Force report. He said he knows they are not the only ideas that have been presented. He wanted to establish some vision and clarity of the direction of the Board. He believes the Board has discussed this item and this will not be the end of any discussion around those issues.

### ***ADJOURNMENT***

**Upon motion by Ms. Griffin, seconded by Mr. Tate, by consensus, the Board agreed to adjourn the meeting.**

The Regular School Board Meeting adjourned at 9:52 p.m.

---

Chairperson, Joe. I. White, Jr.

---

Clerk to the Board, Nancy Daughtridge