

Approved by the Charlotte-
Mecklenburg Board of Education
July 10, 2007
Regular Board Meeting



Charlotte, North Carolina

March 27, 2007

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on March 27, 2007. The meeting began at 6:03 p.m. and was held in the Meeting Chamber of the Government Center.

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

Absent: Joe I. White, Jr., Chairperson

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Members of Executive and Senior Staffs; James G. Middlebrooks, Attorney from Helms Mulliss & Wicker, PLLC, representing the Board; Carole Hamrick, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Joe White was attending the Mexico-Latino Initiative and Molly Griffin served as Chairperson. CMS TV Channel 3 televised the meeting. Ms. Griffin called the meeting to order at 6:03 p.m. Ms. Griffin welcomed everyone to the Board's second meeting of the month and noted that the meeting would be a combined Public Hearing on the Superintendent's proposed 2007-2008 Budget and a Work Session.

A. Adoption of Agenda

Ms. McGarry moved that the Board approve the adoption of the agenda, seconded by Ms. Leake, and the Board voted 7-0 to approve the motion. Mr. Dunlap was absent at the time of vote and Mr. White was absent.

II. PUBLIC HEARING ON PROPOSED 2007-2008 BUDGET

Pam Grundy represented Mecklenburg Acts. Ms. Grundy discussed the importance of smaller

class sizes and having adequate teachers, social workers, and family advocates in the high poverty schools. She encouraged the Board to support smaller class sizes and adequate staffing in the high poverty schools. Children in poverty should have a fair shot at educational success.

Carol Sawyer discussed class sizes and expressed concern about the costs for the call center and decentralization. Ms. Sawyer is opposed to cutting school based resources (teachers, assistant principals, secretaries) in favor of central services.

Tina Wright concurred with Pam Grundy and Carol Sawyer. Ms. Wright encouraged the Board to honor a 1:16 teacher-student ratio.

Lucille Howard and Louise Woods represented the League of Women Voters. They encouraged the Board to support adequately and equitably funding the needs of students; smaller class sizes in poverty schools; funding schools as opposed to funding decentralization; and adequately staffing the schools.

Michelle Adams supports the proposed budget. Ms. Adams encouraged the Board to educate students no matter what the costs and discussed the importance of the PEAK Program in making students successful.

Joanne Whitley is the math department chairperson at Garinger High School. Ms. Whitley discussed the importance of the strategies and rigor of the PEAK Program.

Lisa Fisher, president of the NCATA-CMS Executive Council, represented the Charlotte-Mecklenburg Teacher Assistants Association. Ms. Fisher presented budget considerations to be included the budget.

Patricia Fronvaglia discussed the importance of smaller class sizes and encouraged the Board to not cut teacher positions and to revise the bus routes and schedules.

Gail Johnson is the president of the Charlotte-Mecklenburg Association of Educational Office Professionals (CMAEOP). The organization supports the proposed budget and the Strategic Plan 2010. Ms. Johnson discussed the importance of every child being well-educated and they believe focusing on the classroom and school are the best ways to make that happen.

Martin Davis discussed his opposition to the proposed budget and public education. He expressed concern that only 20% of the students are receiving a good education and 80% are failing. He discussed the merits of the KIPP Program and encouraged the Board to implement the program in CMS.

Ms. Griffin called the Public Hearing closed.

III CONSENT ITEMS

A. Recommend approval of appointment of administrative personnel.

Ms. McGarry moved, seconded by Mr. Dunlap, that the Board approve Consent Item A. (Recommend approval of appointment of administrative personnel), and the Board voted

8-0 to approve the motion. Mr. White was absent.

Dr. Gorman presented the following administrative appointments:

Appointments:

- Theresa F. Hopkins named principal of Butler High School. Ms. Hopkins previously served as acting principal and assistant principal at the school.
- Gina Smith O'Hare named principal of Steele Creek Elementary School. Ms. O'Hare previously served as assistant principal at Crown Point Elementary School.
- Samantha Evans named Director of Charlotte-Mecklenburg Public Schools Foundation and Strategic Partnerships. Ms. Evans previously served as the Acting Executive Director of Charlotte-Mecklenburg Public Schools Foundation and Strategic Partnerships and the Assistant Director of Communications.
- Lynn Roberson named Executive Director of the Charlotte-Mecklenburg Public Schools Foundation and Strategic Partnerships. Ms. Roberson has a Bachelor of Arts in Journalism, UNC-Chapel Hill. She previously served as Director of Public Policy Research and Analysis with AT&T (formerly BellSouth).
- Vincent Cesena named Director of School Law Enforcement. Mr. Cesena previously served as Acting Director of School Law Enforcement and the Deputy Director of School Law Enforcement.
- Joseph Leroy Wolfe named Director of Assessment. Mr. Wolf previously served as Senior Assessment Analyst and Assessment Program Analyst.

IV. REPORTS/INFORMATION ITEMS

A. Report on the Data Dashboard

Chairperson White called upon Dr. Gorman to introduce the report on Management Oversight of the Data Dashboard. Dr. Gorman said in October the Board adopted Reform Governance Policy AEC, Data Dashboard. The policy included specific timelines when actions needed to be taken and systems put in place. This report will provide an update on the progress of the Data Dashboard accountability system. Dr. Gorman introduced Jonathan Raymond, Chief Accountability Officer, to present the report. Mr. Raymond said the Data Dashboard system will provide measurable objectives and deliverables to comply with Board Policy AEC; build a comprehensive accountability system that includes robust performance indicators to build that system; and help maintain excellence in all the programs geared towards improving student achievement. It is important to ensure the performance indicators are aligned with the direction of the Board and provides an "at-a-glance" status of whether the improvement efforts in the strategic initiatives are on track. The Data Dashboard provides a concise and comprehensive summary of district performance; presents data clearly in an easily understood manner; communicates the Board of Education's priorities; and provides data and updates data periodically so that staff can use the data to manage. The Data Dashboard performance indicators show alignment and flow from the Board's Vision; Mission; Core Beliefs and Commitments; and Theory of Action. These elements were also instrumental in the development of the goals, objectives, and strategies of the Strategic Plan 2010. To create alignment, staff utilized the Board's Core Beliefs and Commitments and created a direct link to the goals, objectives, and strategies of the Strategic Plan 2010. Both public and private organizations use key performance perspectives that are used as causal relationship factors

which are instrumental in achieving one's objectives. The key performance indicators for CMS are focused on student achievement and academic progress; aligned with the public's perspective; ensure internal processes are operating efficiently and performing as they are supposed to be doing; ensure the Human Resources Department, Technology Department, and organizational systems are driving towards student achievement; and ensure a sound financial organization. Mr. Raymond reviewed key performance indicators (many of which were developed by the Board at an October Work Session), measures, and goals. The information that will be regularly updated on the Dashboard includes End-of-Grade and End-of-Course test scores, disparities among subgroups on test scores, and the district's graduation rate. The six Strategic 2010 goals are high academic achievement; effective educators; adequate resources; safe schools; accountability; world-class service; and strong parent connections. The public will have access to the finalized data dashboard and scorecard summary sheets. The summary sheets will provide a great method for making CMS more accessible and transparent to the public. Mr. Raymond presented sample summary sheets that presented the data in an "at-a-glance" format for the Board's consideration.

Ms. Griffin recognized the group from Boy Scout Troop 775 from Sun Valley Apartment Complex who were attending the Board meeting to earn a merit badge.

A discussion with Board members followed.

- Ms. McGarry said this is exciting, the outline is good, and she looks forward to the forthcoming data. She believes there needs to be better oversight and additional financial performance indicators to show that CMS is a good steward. Ms. McGarry requested that staff suggest additional financial indicators to show transparency to the community and that the Board revisits this item. Mr. Raymond said staff will suggest additional financial indicators for the Board's consideration.
- Ms. Leake wanted to ensure that the performance indicators could be broken out to show the level of performance in various subjects (mid-year and end-of-year) by the High School Challenge schools. Mr. Raymond said this information could be included on the Data Dashboard under high academic achievement indicators and that information could be broken out in a variety of methods to include by district, Achievement Zone, Challenge High Schools, Learning Community, etc. Dr. Gorman said this information can also be displayed in the accountability system which requires school-by-school report cards. An update on the Accountability System will be presented to the Board at the April 10, 2007 Regular Board meeting. Dr. Gorman said the direction was for staff to do a pilot on the school accountability for the end-of-the-year and it will not be fully populated and in place this year. It will go fully into effect next year. Ms. Leake said she would like to be able to track a comparison of growth to show improvement in given areas.
- Mr. Merchant said a key focus for him is safe and orderly schools. Perception is very important and he wants students, staff, and parents to feel safe in our schools and properties. He expressed concern that the line indicators included three surveys and they do not represent real time. He suggested that student suspensions and violent offenses be included in safe and orderly schools. Dr. Gorman said this information is tracked in other areas. The indicators are left to the discretion of the Board and items can be added or deleted. Mr. Tate said the Board agreed to streamline the Data Dashboard items and went from thirty items to twelve items. He would prefer to keep the indicators in an at-a-glance

and concise format. Dr. Gorman explained that scorecards make up the data dashboard. CMS will continue to put in place more expansive and broader scorecards on how we manage within the district and many of the requested items can be tracked in as much detail as the Board would desire through the use of the scorecards. Mr. Dunlap said the proposed Data Dashboard indicators are what the majority of the Board agreed to and requested. He would also prefer to keep it streamlined. The Board would have to again discuss and agree upon the additional requests from individual Board members. Mr. Dunlap looks forward to seeing the proposed items populated.

- Mr. Tate said this is great. He encouraged that the system be pre-tested to be user-friendly for the public. Mr. Raymond said tests are being conducted. If the Board agrees, staff will begin to populate the system following this meeting and the system should be operational by the end of the school year.
- Mr. Gauvreau said he does not get this and expressed concern that this includes seventy-seven objectives. He believes the process is bureaucratic and nothing new. He encouraged the Board to rethink some of the indicators, especially buses on time.
- Mr. Merchant said regarding school safety and showing true accountability, he would like to have reportable offenses and real time information tracked on a regular basis, as opposed to an annual basis, as this would show information that is important to the public. Mr. Dunlap noted that suspensions and other items that the Board wanted information on would continue to be tracked on the Balanced Scorecard.
- Ms. McGarry wants to ensure that financial accountability will not be ignored because it will not be supported by the majority of the Board. She encouraged that the Board, Dr. Gorman, and staff discuss this item again. Dr. Gorman said he would provide the Board the list of financial indicators that the Board discussed in October. Mr. Merchant asked if staff felt that there were indicators left out that should have been included? Dr. Gorman said as the system is implemented, staff will be adding additional measures to the Balanced Scorecard and the other scorecards because we want all departments to use a format that will be used to direct and guide.
- Ms. Griffin said the Board's training over the past two years has taught us that you get what you measure. She believes it is important to have more measures because it helps to keep CMS on track. She supports the idea of Dr. Gorman and staff adding additional items as they deem necessary. She also encouraged that tests be conducted to ensure easy access of the system by the public.

Ms. Griffin asked the Board if the indicators on the sample Data Dashboard summary sheets were the items they wanted tracked? Dr. Gorman noted that the indicators were agreed upon by the Board at the October Work Session. He said he would request, as the next step, that staff be allowed to populate the data, staff tweak the individual scorecards and other items, and then staff return to the Board with a final draft. Ms. Griffin asked if the Board members were satisfied with the proposed sample Data Dashboard? A discussion with Board members followed.

- Mr. Gauvreau said we should not be tracking the number of buses on time because CMS should be eliminating the number of buses in the district. He does not believe the dashboard is academically oriented and does not believe gender disparity should be tracked.
- Mr. Dunlap explained the purpose of the Data Dashboard and that the indicators were the

items the majority of the Board agreed upon. He said some of the indicators were selected as a result of concerns expressed by the public and buses operating on time were one of those concerns. There are a number of other items that the Board is interested in tracking and those items will be tracked on the scorecards and other documents. The proposed Data Dashboard is what the Board voted upon.

Ms. Griffin asked the Board if they were in agreement to allow staff to populate the proposed Data Dashboard. There was no opposition from the Board members. Ms. Griffin commended staff for the design and format of the proposed Data Dashboard.

Ms. McGarry said until she receives the additional financial and other information requested by Board members from Dr. Gorman and staff, she does not believe this should be the final format because it does not provide what the public needs to know. She would prefer to wait on the additional information from Dr. Gorman and staff. Ms. Griffin asked Dr. Gorman when the requested information would be available for the Board? Dr. Gorman said he would provide that information at a later time following a discussion with staff. Ms. Leake asked for clarification on the information that has been requested by the Board, not by individual members, to be added to the Data Dashboard. Dr. Gorman said as he has interpreted the feedback from the majority of the Board, staff will not be suggesting additional items for the Data Dashboard but will suggest additional items for consideration for the other scorecards and backup items. Ms. Griffin said this will be a moving target and if, in the future, there are other items that would be deemed valuable they can be added. Ms. Griffin believes Dr. Gorman has correctly assessed the Board's feedback. Ms. McGarry expressed concern that her comments on the financial indicators would be ignored because it did not receive support by the majority of the Board. Dr. Gorman said staff will be suggesting additional items, based on Board feedback, that will be considered for the scorecards and the other backup items. The information presented on the proposed Data Dashboard summaries is what the Board voted upon in October. Ms. McGarry expressed concern that an indicator for passing a financial audit does not provide a financial overview and transparency to the public. Dr. Gorman said he understands her viewpoint and additional items will be included in the backup documents.

ADJOURNMENT

Mr. Dunlap moved, seconded by Mr. Tate, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 7:50 p.m.

Chairperson, Joe. I. White, Jr.

Clerk to the Board, Nancy Daughtridge