

Approved by the Charlotte-
Mecklenburg Board of Education
October 9, 2007
Regular Board Meeting



Charlotte, North Carolina

August 14, 2007

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on August 14, 2007. The meeting began at 5:50 p.m. and was held in Room 267 of the Government Center.

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

Absent: Kaye McGarry, Member At-Large, and
Larry Gauvreau (District 1)

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Maurice Green, Chief Operating Officer; James G. Middlebrooks, attorney from Helms Mulliss & Wicker, PLLC, representing 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 purpose:

- **To consider student matters that are privileged, confidential, and not a public record.**

The motion was made pursuant to Section 143-318.11(a) of the North Carolina General Statutes and the Family Educational Rights and Privacy Act.

Chairperson White reconvened the Regular Board Meeting at 6:06 p.m. in Room 267 of the Government Center. CMS TV Channel 3 televised the meeting.

Present: Joe White, Chairperson, Member At-Large;
Molly Griffin, Vice-Chairperson, (District 5);
Kaye McGarry, Member At-Large;
Trent Merchant, Member At-Large;
Vilma D. Leake (District 2);
George Dunlap (District 3);

Tom Tate (District 4); and
Ken Gjertsen (District 6)

Absent: Larry Gauvreau (District 1)

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; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson White welcomed everyone to the Board's Regular monthly business meeting. The meeting was being held in Room 267 rather than the Meeting Chamber because of a scheduling conflict with the Board of County Commissioners.

A. Pledge of Allegiance

Chairperson White called upon Ms. Leake to lead those present and in the viewing audience in the Pledge of Allegiance.

B. Adoption of Agenda

Ms. Griffin moved, seconded by Mr. Tate, that the Board approve the adoption of the agenda, and the Board voted 8-0 to approve the motion. Mr. Gauvreau was absent.

C. Report from the Community

- Quarterly Report from the Bond Oversight Committee

Chairperson White called upon Dr. Gorman to introduce the report. Dr. Gorman introduced Eric Davis, Chairman of the Bond Oversight Committee, to present the Bond Oversight Committee's Quarterly Report. Mr. Davis noted the Bond Oversight Committee presented a report to the Board at the April 24, 2007 Regular Board meeting in which they made several recommendations for CMS to focus on. The committee held a meeting in July and was pleased to report progress in a number of the April recommendations.

1. Bond Oversight Recommendations from April 2007 Report

- Architectural metrics showing evidence of meeting a positive start. Metrics have been established which demonstrate that the cost of the architectural and engineering services for the prototype designs are ten to thirty-six percent lower than the previous method. This is a positive development and reflects the stewardship of the program. Clear metrics have been implemented that track the impact of using a prototype design for the schedule of designing and building schools. The implementation, monitoring, and reporting of those metrics is another positive step in implementing the April recommendations.
- Recommendations will be used as a foundation for a continuous improvement program for the Capital Facilities Construction Program. The metrics will be developed into a series of reports that will be presented to the Board on a periodic basis. This has been an important first step and lays the ground work for continued reporting going forward.

2. Implement policies to aggressively leverage existing capacity of schools.
 - Year-round school.
 - Pupil assignment so that no school has less than five empty classrooms.
 - Explore every opportunity for schools to share facilities; challenge the notion that every school must have everything (kitchen, stadium, etc.).
3. Implement policies to aggressively expand capacity (deliver additional classrooms).
 - Pursue public-private partnership to augment what CMS is able to build. This could come with some risk because having a developer to build a school creates a lease obligation which will become part of the operating budget. This option may have challenges that would need to be discussed with the Board of County Commissioners. The advantages of this option are it produces an alternative funding stream and delivers classrooms faster which could result in a savings in escalation costs.
 - Develop a method of providing a consistent and repeatable funding stream to deal with the continuing growth of the school system. Based upon the needs that the Committee has observed in reviewing the capacity challenges over the past several months, the Committee recommends seeking a consistent funding of \$250 million per year through a combination of:
 - CMS built.
 - Public-private partnerships.
 - Other development methods.

Mr. Davis congratulated the Board on their progress in reaching a decision on a set of projects for the 2007 Bond Referendum. He believes this is a great demonstration of leadership. He encouraged the Board members to vigorously campaign for the passing of those Bonds because that would be another positive step.

A discussion with Board members followed.

- Ms. Griffin commended the committee for their good suggestions. She is very interested in maximizing current facilities. She asked has staff and the committee discussed any creative ideas to deal with schools with capacity? Mr. Davis said, yes. The vast majority of schools with available capacity are slated to reach maximization with the incoming growth which is a positive development because it is not adding to the capacity problems that currently exist. There are schools that have available seats and they are not slated to fill as a result of growth. Some of this capacity can be controlled through a facility standpoint but beyond that other solutions regarding how students and programs are assigned to a particular school must be determined. Staff has presented a number of alternatives or strategies that merit opportunity to tap into the available capacity such as utilizing swing space during renovations or assigning new programs to a site.
- Mr. Dunlap said he does not believe CMS considers educational opportunities when determining which schools to renovate versus new construction. He is concerned that the argument to build to accommodate growth is stronger than the passion for renovating older facilities. He believes building a new facility that can address curriculum issues related to science and technology is providing one group of students an educational advantage over students in older facilities. He encouraged the

committee and CMS to consider educational standards in determining renovations to older schools. He noted that Providence High School was now on the list of schools that did not meet standards but a few years ago it was a school that set the standard. Several schools have been on that list longer than Providence High School and they should be renovated to meet standards first. He encouraged CMS to review educational standards (the curriculum requirements for teaching students) and whether or not those opportunities exist at older facilities because the older facilities should be able to teach the same curriculum as the newer facilities. Mr. Davis said that is an area that the committee has not done much diligence. The committee will do a comparison of existing facilities to review how they match to curriculum requirements and identify any gaps.

- Ms. Leake expressed concern regarding the overcrowded schools and the schools that may not grow to capacity. She said the committee recommended utilizing joint-use stadiums and auditoriums to save money but did not recommend transporting students to alleviate the issues of overcrowding. Mr. Davis said each school must deal with its own set of circumstances and develop a strategy for that school and the schools around it. In some cases, it may make sense to transport students to a school but in other cases it may be better to add programs that will attract students. These are the types of creative solutions that staff has developed and it takes a variety of solutions to meet the different issues that face the district.
- Ms. McGarry asked what is the status and number of projects with the public-private partnership? Guy Chamberlain, Associate Superintendent for Auxiliary Services, said there are currently four projects and they are located at South Mecklenburg High School, Harding University High School, Idlewild Elementary School, and Long Creek Elementary School which is a replacement school. Staff has discussed with the County Finance Office the possibility of them being the issuer of Quality Education Public Financing which is a tax exempt instrument that was authorized in a modification to the IRS Code several years ago. This is more expensive than Certificates of Participation (COPs) but it is consistent with a tax exempt Bond. Initially, there were no local developers interested in this concept but recently several developers have surfaced and have offered a variety of options. The most promising is a partnership with a developer in the Pineville area in which a site for a future school would be provided. Mr. Raible said several developers or contractors have expressed an interest in building schools or renovating existing schools and then leasing them back to CMS. These discussions are in the preliminary stage and staff will bring them back to the Board for discussion should they prove promising. Mr. Middlebrooks, attorney representing the Board, explained the financing and legal aspects to move the public-private partnerships forward because leasing space pushes the cost into the operating budget and that is a significant concern. Financing will be a critical piece and will be subject to approval by the Board of County Commissioners. A meeting is scheduled for next week to review the financing and proposed documents. Ms. McGarry encouraged the Board to buy in on the Bond Oversight Committee recommendations such as shared stadiums. She said the committee had previously indicated they hoped they could bring the trust back to CMS construction and she believes the committee's work and recommendations will help the public understand.
- Mr. Tate asked Mr. Davis if the committee had stated that they did not have trust in the

building construction group of Charlotte-Mecklenburg Schools? Mr. Davis stated, no sir. In the April report, the committee stated as a goal they would explore concerns, questions, or issues that the Board or the community as a whole might have around the quality and the expertise of the CMS Capital Facility Program as we have conducted an oversight function for years in that role. Our stated goal was to do that work and in doing that work report our findings to the Board as a way of developing and enhancing the community's trust and the stewardship that CMS has of the Facilities Program. Mr. Davis said what the committee has seen continues to demonstrate that it is a well-run program. The committee reports challenges as well as opportunities to continue to grow and develop. On the whole, it is a well-run, professionally organized program that merits the public's trust. Mr. Tate said that is what he thought the committee had previously stated. He thanked Mr. Davis for clarifying that there is no reason for the public not to trust the CMS construction program. Mr. Tate said regarding the financing for the public-private partnerships, will our operating budget have to be cut to fund building schools? Dr. Gorman said he would strongly suggest that the Board not enter into any public-private partnership next steps until they are aware of the funding source. Statutorily, the Board of County Commissioners is responsible for funding public schools because the Board of Education is not a taxing body. It is difficult to blend operating and capital funds. It would be challenging to fund construction projects with operating funds unless there are specifically targeted funds that would have traditionally gone into a capital side that are not coming into the operating side. He encouraged the Board to be cautious as they review the financing of the public-private partnership. Mr. Davis said a lease obligation is a legal binding instrument that the County makes and it is totally different from buying property and building a building. Mr. Tate asked with a lease obligation would the Board of County Commissioners have to commit to provide funding over and above the money they already provide? Mr. Middlebrooks said, yes, but because it is current operating funds you would not want to have to pay lease hold payments from the operating funds. A third funding method would be to bracket the lease payments from current operating funds so that it is accounted for in a special fund. It would be best to include implications in this method so that everyone is focused on the fact that this money is going for building. This funding would be like capital money and it should be treated in the same manner. Dr. Gorman said the County uses a funding framework and CMS would want to ensure that this funding is segmented out or listed as a separate line item with a long-term commitment in a formalized manner. Dr. Gorman said staff will recommend a funding structure to the Board. Mr. Tate asked Mr. Davis how the committee determines capacity? Mr. Davis said the committee receives an assessment from staff and performs independent checks to confirm staff's assessment. Mr. Tate asked does the committee take into consideration the programs at the school which may require a smaller student-teacher ratio? Mr. Davis said, yes. Mr. Tate said last year the Board received a capacity utilization enrollment projection report for the 2006-2007 school year which provided information on expected capacity, student ratios, and Focus Schools. He asked if the Board could receive that report for this year. Mr. Chamberlain said that information has changed this year. That report was generated in January with the Ten-Year Capital Plan and it was based upon the student weighted formula with Focus Schools having a student-teacher ratio of 16:1. This year, the

district will have a variety of student-teacher ratios. Mr. Chamberlain said the report can be reproduced but it will look different.

- Mr. Merchant asked has the committee considered the advantages of bundling similar prototypes to allow for larger projects and cost savings? Mr. Davis said, no. Mr. Merchant asked Mr. Davis to clarify the repeatable funding source of \$250 million per year. Mr. Davis said as long as CMS is experiencing this degree of growth and overcrowding, CMS needs a reliable, steady, repeatable funding source that is predictable and allows for appropriate planning. Based upon the needs of today, the committee believes CMS needs to spend \$250 million per year to get out of the hole and try to catch up on the growth that continues to come. Mr. Merchant asked if the program was equipped and staffed appropriately to handle \$250 million per year. Mr. Davis said the program currently handles \$150 to \$180 million per year. In order to accommodate \$250 million through the conventional method, it may take an expansion of staff but it is not out of the realm of possibility to reliably deliver \$250 million. The committee has not reviewed the risk that the expansion of staff might present but that is something that can be done. Mr. Merchant asked if Bovis Lend Lease is an asset to CMS in this regard. Mr. Davis stated, yes. They bring the ability to add high quality staff should the need arise.

II. REQUESTS FROM THE PUBLIC

Kimberly Weaver represented the Berewick subdivision located in the Steele Creek area. She expressed concern that in 2005 this area was assigned to Berryhill Elementary School, Wilson Middle School, and West Mecklenburg High School which are located five to eight miles away. She encouraged the Board to reassign the area to the schools closer to home. They would like to be a part of any future student assignment discussions that will impact their area.

III. CONSENT ITEMS

A. Recommend approval of minutes.

- July 27, 2007 Closed Session
- July 24, 2007 Regular Board Meeting
- July 24, 2007 Closed Session
- July 19, 2007 Closed Session (two sets)
- July 16, 2007 Closed Session
- July 12, 2007 Closed Session
- July 11, 2007 Closed Session
- July 10, 2007 Closed Session
- July 6, 2007 Closed Session
- July 2, 2007 Closed Session
- June 26, 2007 Closed Session

B. Construction Items.

1. Recommend approval of new Hucks Road Elementary and Middle Schools Joint-Use Agreement.
2. Recommend approval of permanent sidewalk and temporary construction easement on CMBOE property regarding City of Charlotte's road improvements.

3. Recommend approval of permanent sidewalk and temporary construction easements on CMBOE property regarding City of Charlotte's Bryant Farms Road sidewalk project.
 4. Recommend approval of new Elon Park Elementary School Joint-Use Agreement.
 5. Recommend approval of additional construction services for Bailey Middle School.
- C. Recommend approval of appointment of administrative personnel.
 - D. Recommend approval of licensed/non-licensed hires and promotions for July 2007.
 - E. Recommend approval of supplementary funding request from US Environmental Protection Agency (EPA) – Region 4 for *CMS Indoor Air Quality* for train-the-trainer program for the district.
 - F. Recommend approval of citizen appointment to the Equity Committee by the District 3 Representative.

Mr. Dunlap moved to approve Consent Items A. thru F., seconded by Ms. Griffin, and a discussion followed.

Ms. Leake pulled Consent Items B.1., B.2., B.3., B.4., and C.

Mr. Dunlap announced that Carol Sawyer was his District 3 citizen appointment to the Equity Committee.

Ms. McGarry moved, seconded by Mr. Merchant, that the Board approve Consent Items A., B.5., D., E., and F., and the Board voted 8-0 to approve the motion. Mr. Gauvreau was absent.

Ms. Leake said Consent Items B.1., B.2., B.3., and B.4. are related to partnerships with the County or the City. She expressed concerns regarding the additional costs and responsibilities that CMS might incur to participate in these agreements. Mr. Chamberlain responded.

Mr. Dunlap moved, seconded by Ms. Leake, that the Board approve Consent Items B.1., B.2., B.3., and B.4, and the Board voted 8-0 to approve the motion. Mr. Gauvreau was absent.

Ms. Leake said regarding the administrative personnel appointments, she believes it is important that the public have an opportunity to see the new appointees. She encouraged the Board to reinstate the previous process in which the new appointees attended the Regular Board meeting and were televised while meeting the Board members. She also expressed concern that there are a number of assistant principals that have been in the system for years and the process of appointing principals does not utilize the expertise and longevity that these persons could bring to the system. She expressed concern regarding the interviewing process because she is aware of qualified assistant principals who have applied for principal positions and have not been selected. She is concerned that some people who sit on the interview committee have been appointed to the new positions. She wants to ensure that staff and the public are aware that the process is fair and consistent. Dr. Gorman said there are not

individuals who have been on the interview panel and been hired as a principal. He asked Ms. Leake to inform him if she is aware of a particular instance so that he could follow-up with the Chief Human Resources Officer to ensure CMS is complying with the rules. Dr. Gorman said CMS uses an interview panel for principal appointments unless it is a transfer. The panel consist of staff from the school (both instructional and non-instructional), people from the community, and staff from the area superintendent office. Following that interview, they interview with Dr. Ruth Perez, Chief Academic Officer, and himself. Dr. Gorman said we are considering doing a new candidate segment on CMS-TV Channel 3 that will provide an opportunity for the public to see them. Ms. Leake does not believe all the communities have had an opportunity to participate on the interview panel. Dr. Gorman said there have been individuals you have wanted to participate on the panel but they were not selected. Dr. Gorman asked Ms. Leake to inform him of a particular case and he would follow up to ensure the process was followed. Ms. Leake said the parents from PTA leadership teams have not been a part of the process and they should be afforded the opportunity to participate. Mr. Dunlap asked when did the process change? Dr. Gorman said this process began mid-point last year.

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

Dr. Gorman reviewed the administrative appointments as follows:

Principals:

- Vickie L. August-Patterson, principal at Thomasboro Elementary School. Ms. August-Patterson has a Master of Arts in Educational Leadership from Eastern Michigan University, High Priority Schools Principal's Academy from Michigan State University, and Bachelor of Science in Social Science from Western Michigan University. She previously served as principal at Westwood Elementary School in Flint, Michigan.
- April C. Butler, principal at First Ward Elementary School. Ms. Butler has a Master of School Administration from UNC-C, Master of Education in Special Education from UNC-C, and Bachelor of Arts in Psychology from Catawba College. She previously served as principal at Walton Academy in Pontiac, Michigan.
- Terri Edmunds-Heard, principal at Walter G. Byers Elementary School. She previously served as assistant principal at Mallard Creek Elementary School.
- Lisa M. Pratt, principal at Pawtuckett Elementary School. She previously served as assistant principal at Paw Creek Elementary School.
- Anna S. Renfro, principal at James Martin Middle School. Ms. Renfro has a Doctorate in Curriculum and Instruction from University of South Carolina; Master of Education in Mathematics from Queens College; Principal Certification from UNC-C; and a Bachelor of Music from Mars Hill College. She previously served as assistant superintendent for curriculum and instruction for Rutherford County Schools in Forest City, North Carolina.
- Valarie D. Williams, principal at Cochrane Middle School. Ms. Williams has a Doctorate in Educational Leadership from UNC-G; Master of Business Administration from East Carolina University; School Business Management Certification from East Carolina University; and Bachelor of Science in Mathematics/Secondary Education from

St. Augustine's College. She previously served as principal at Philo Middle School in Winston-Salem, North Carolina.

Assistant principals:

- Marjorie A. Brice, assistant principal at Francis Bradley Middle School. She previously served as principal intern at Quail Hollow Middle School.
- Carmen Concepcion, assistant principal at Montclair Elementary School. Ms. Concepcion has a Specialist Degree in School Administration, a Master of Science in Educational Computing and Technology, and a Bachelor of Science in Elementary Education from Barry University. She previously served as literacy coach at East Elementary in Monroe, North Carolina.
- Gerald Cunningham, assistant principal at Harding University High School. He previously served as principal intern at James Martin Middle School.
- Sandra L. Galmon, assistant principal at West Charlotte High School. She previously served as interim assistant principal at West Charlotte High School.
- Deborah Heath, assistant principal at Independence High School. She previously served as principal intern at Independence High School.
- James D. Hendricks, assistant principal at Vance High School. Mr. Hendricks has a Master of Science in School Administration from Shenandoah University and a Bachelor of Science in Special Education from Western Michigan University. He previously served as patient care representative at Advanced Bionics in Charlotte, North Carolina and prior to that as assistant principal with Fairfax County Public Schools in Fairfax, Virginia.
- Jennifer Lowery, assistant principal at South Mecklenburg High School. She previously served as a CMS site administrator for English as a Second Language Summer School.
- Kimberly C. Odom, assistant principal at Lake Wylie Elementary School. Ms. Odom has a Master of School Administration from University of South Carolina, a Master of Education in Counseling and Leadership from Winthrop University, and a Bachelor of Arts in Political Science from Winthrop University. She previously served as assistant principal at Chester Middle School in Chester, South Carolina.
- Victoria M. Perez, assistant principal at Eastway Middle School. She previously served as an instructional accountability facilitator at Independence High School.
- Orlando D. Robinson, assistant principal at Bradley Middle School. He previously served as assistant principal intern at Bradley Middle School.
- Chandra R. Shackelford, assistant principal at Phillip O. Berry Academy of Technology. She previously served as compliance coordinating teacher for the CMS Exceptional Children's Department.
- Temika Smith, assistant principal at Crown Point Elementary School. She previously served as program assistant and site coordinator for the CMS After School Enrichment Program.
- Kimberly D. Vaught, assistant principal at Devonshire Elementary School. She previously served as literacy facilitator at Morehead, Newell, and Walter G. Byers elementary schools.
- LeTrecia M. Wallace-Gloster, assistant principal at Hopewell High School. She previously served as acting administrator teacher at International Studies at Garinger High School.

- Theresa Townsend, assistant principal at Blythe Elementary School. She previously served as literacy facilitator/compliance coordinating teacher at Huntersville Elementary School.
- Mojdeh N. Henderson, assistant principal at Jay M. Robinson Middle. He previously served as principal intern and teacher at Crestdale Middle School.

IV. ACTION ITEMS

A. Recommend approval of date change for the first Board meeting in April 2008

Chairperson White called upon Dr. Gorman to present the recommendation. Dr. Gorman said for the upcoming school year and, if we follow our current format, the first April Regular Board meeting is scheduled for April 8th. This is during spring break and it may present some attendance issues for staff, Board members, and the public. Dr. Gorman recommended the Board reschedule the meeting to April 15, 2007. Dr. Gorman does not recommend canceling the meeting because this is a critical time for CMS business and the budgeting process.

Mr. Dunlap moved, seconded by Ms. Griffin, that the Board approve rescheduling the first Regular Board Meeting in April to April 15, 2008, and a discussion followed.

Chairperson White said it is important to understand that if the Board approves April 15th, the meeting will not be held in the meeting chamber because that is not our scheduled date. He noted there could be a new Board seated by that time with the election for the At-Large members and that Board would need to adopt a calendar for 2008.

The Board voted 8-0 to approve the motion. Mr. Gauvreau was absent.

V. REPORTS/INFORMATION ITEMS

A. Report/Update on the Strategic Plan Project Charter: Opening of Schools

Chairperson White called upon Dr. Gorman to introduce the report. Dr. Gorman said this is a report on the Opening of Schools and he called upon Scott McCully, Executive Director of Student Placement Services, to present the report. Mr. McCully reported on the key areas of student enrollment, school facilities, employees and staffing, and transportation. CMS is expecting 5,231 additional students over last year. Funding for staff and services for the increases are included in the 2007-2008 Budget.

Highlights of the report included the following:

- Student Enrollment:
 - 134,242 students projected for K-12.
 - 3,200 expected for Pre-K.
 - 6,500 transfers requested. 3,000 transfers approved.
 - NCLB transfer applications processed in first and second lottery.
- School Facilities:
 - 167 schools.
 - 1,192 modular units.

- 179 mobile classrooms relocated.
- 119 new mobile units purchased and delivered.
- Two new school constructions (Mallard Creek High School and Elon Park Elementary School).
- Six major renovation/addition projects.
- Employee Staffing:
 - 18,711 employees (10,259 teachers/instructional and 8,400 non-instructional/support).
 - Vacancies (2 principals, 15 assistant principals, 98 instructional, and 90 bus drivers).
- Transportation.
 - 1,243 schools buses including 33 new vehicles.
 - 1,250 bus routes.
 - Over 112,000 students assigned to bus stops.
 - 140,000 assigned miles per day.
- Scheduling.
 - All students converted to the new system (ESIS).

Board members asked questions and made comments.

- Ms. McGarry asked what is the average number of students per bus ride? She has heard that some buses travel with only three or four students. She encouraged CMS to be efficient with the utilization of buses. Mr. McCully said the routing team spends months on optimizing routes to ensure buses have as many students as possible and routes are as short as possible.
- Ms. Griffin noted that twenty-mobiles have been ordered but have not arrived. She hopes there will be as few scheduling problems as possible with that transition. Mr. McCully said the schools have been informed and they have plans in place for their arrival.
- Mr. Dunlap said traditionally parents call at this time of the year with questions on how they can change their bus route. Mr. McCully said an Alternate Scheduling Form must be completed by the parents and the process could take up to two weeks. The form is located at the schools and on the CMS website. Mr. Dunlap said the new Data Dashboard includes items related to the opening of schools such as buses arriving on time. He asked when will the results of that information be available? Dr. Gorman said he would provide this information at a later time.

Chairman Joe White welcomed the Youth Civics 101 group to the meeting. This group also has the opportunity to attend meetings with the City Council and Board of County Commissioners as well as attending court proceedings and meet with the press as part of its study of local government. The class is sponsored by the League of Women Voters in partnership with Kids Voting. Chairperson White recognized Mary Wilson, representing the League of Women Voters; Amy Farrell, representing Kids Voting; and Dr. Chris Folk, the facilitator of the class.

B. Report/Update on the Strategic Plan Project Charter: Recruitment and Retention

Chairperson White called upon Dr. Gorman to introduce the report. Dr. Gorman called upon Maurice Ambler, Chief Human Resources Officer, to present the Strategic Plan Project Charter on Employee Recruitment and Retention. Mr. Ambler said the mission of the charter is to design a coordinated and comprehensive approach to recruit and retain effective teachers and administrators. The Board of Education has stated that “every school must have a strong and effective principal and every classroom must have a strong and effective leader.” Mr. Ambler provided the Board with an update on the accomplishments for the year. Mr. Ambler recognized and commended the staff of the Human Resources Department for their hard work. An effective administrator is referencing teachers who are identified as highly qualified. The federal government has identified highly qualified as one who is fully certified and/or licensed by the state and holds at least a Bachelors Degree from a four-year institution and has demonstrated competency in each of the core academics subject areas (English, Reading, Language Arts, Math, Science, Foreign Languages, and Government, Social Studies, Economics, Art History, Geography, and Kindergarten through grade six) in which the teacher teaches. There are several alternative methods to get a highly qualified designation. Mr. Ambler said for the next several years CMS will need approximately 1,600 new teachers and school administrators each year because of the growth in Charlotte, retirements, teachers not performing, and relocations. Teacher turnover has stayed constant over the past several years, 15.1% for 2005-2006 compared to 15.8% for 2006-2007. CMS needs 166 principals, 279 assistant principals, and 9,000 classroom teachers to be fully staffed for the 2007-2008 school year. Mr. Ambler said leaders should keep what is good, fix what is wrong, and unlock great performance. This is an excellent representation of the performance of the Recruitment and Retention Charter. Mr. Ambler reviewed the enhancements, expanded initiatives, and new criteria for the recruitment and retention efforts for principals, assistant principals, and teachers.

Principals/Assistant Principals:

- Redesigned selection processes.
- Enhanced CMS Job Fair.
- Redesigned principal and assistant principal profiles.
- Expanded key partnerships such as Broad and North Carolina Principal Fellows.
- Designed a targeted marketing campaign
 - Websites.
 - Publications.
 - Targeted Locations.
 - Associations.
 - Organizations.
 - Individuals.
- Plans under development.
 - CMS leadership development program for assistant principals.
 - Redesign principal and assistant principal assessment tools.
 - Development of leadership candidate pools.
 - Broad Grant –internal talent development.
 - More stringent reference criteria.

Since June, CMS has hired fourteen principals and eight of those were from internal promotions.

Teachers:

- Enhanced marketing materials.
- Enhanced Job Fair.
- Improved college relations and recruiting.
- Increased bonuses for Challenge and Focus schools.
- Enhanced on-boarding process (new employee orientation).
- Expanded relationships and recruitment strategies.
- New on-line transfer fair.
- More stringent selection process.
- Focus on effectiveness, cost and hire.
- Establishment of goals – targets and accountability.
- Reorganization of Human Resources.
 - Student achievement – quality recruitment.
 - Support the *2010 Strategic Plan*.
 - Meet the needs of CMS growth.
 - Support employee needs.
 - Alignment – organizationally – strategic.
 - Accountability.
 - Council of Great City Schools.
- Plans under development.
 - New CD with teacher testimonials about CMS.
 - Create the CMS competitive edge.
 - Teacher retention – retain and reward (R&R).
 - Pay for performance (reward for hard work and results).

Mr. Ambler said CMS is known as one of the best districts in the country. The efforts of the plan are centered on student achievement. If the plan is implemented effectively, student achievement should increase. The plan is aligned for success and growth. The strategies of the plan are consistent within a process and manner that will make CMS proud. It includes accountability. The plan is geared to create a CMS competitive edge and to recruit the best of the best. Currently, our vacancies include two principals, fifteen assistant principals, and ninety-eight teachers including fifty vacancies in the critical needs area. Of the twelve hundred new teachers that we have already hired, 58% are new to teaching and 42% are experienced. There are three openings remaining in the Achievement Zone (.5 math, .5 science, and 1 exceptional children). Over one hundred and fifty teachers have been hired in the Achievement Zone. Seventy-eight of them are new teachers that have an undergraduate degree and fifty-six are experienced teachers (sixteen with a Master's Degree).

Board members made comments and asked questions.

- Mr. Merchant commended Mr. Ambler for his enthusiasm and take charge attitude in reorganizing the Human Resources Department.
- Ms. Leake also commended Mr. Ambler on his hard work. She recently attended a

job fair and it was the best she had ever attended. She encouraged the public to apply for the open positions.

- Ms. McGarry said she likes the idea of having a school staffed entirely by Teach for America teachers but it is important that they interact with seasoned teachers. Ms. McGarry expressed concern regarding ineffective teachers in the classroom and the difficulties of retiring them because of the tenure situation in North Carolina. Mr. Ambler said CMS has begun putting teachers on performance plans. He believes if you tell people what you expect and follow-up on that, 90% of them will follow through. CMS will hold teachers accountable to do what they are trained and paid to do which is to teach in that classroom. CMS will hold teachers accountable for performance in the classroom. The pay for performance and accountability initiatives will have new performance appraisals that will have clear objectives that relate to student achievement and they will be held accountable. Ms. McGarry encouraged CMS to move quickly on the plan. She encouraged CMS to put effective administrators from the Education Center in the class rooms that do not have teachers on the first day of school.
- Chairperson White thanked Mr. Ambler for his attitude in moving CMS forward regarding personnel.

C. Report on Budget Amendments for June 2007

Chairperson White called upon Dr. Gorman to present the report. Dr. Gorman said this item is the monthly report and they are as presented.

VI. REPORT FROM SUPERINTENDENT

Dr. Gorman did not have a report to present to the Board.

VII. REPORTS FROM BOARD MEMBERS

George Dunlap announced Dr. Gorman would be the guest speaker on his radio show on August 27, 2007 which is the first day of school. He encouraged the community to call in and ask questions.

Kaye McGarry commended the Board for conducting the recent expulsion hearings. The Board took this action seriously and it is a step in the right direction in providing a safe environment for students and teachers. She believes education is a privilege and the students who do not take it seriously should be removed.

Vilma Leake thanked Curtis Carroll, Calvin Wallace, the School Leadership Team, and the community for working with the students from West Charlotte High School regarding the Emerging Leaders Institute event. She thanked Dr. Mark Robertson and his staff for implementing the Transition Six Enrichment Program at Martin Luther King, Jr. Middle School. She encouraged the public to support the school system and the students. CMS has many wonderful students and she noted that many news articles throughout the year commend CMS students on their successes.

Trent Merchant commended CMS teachers for doing an outstanding job. He said the Board values our teachers tremendously. He encouraged the community to support and respect teachers, and to help make this a great year in making students successful.

Ken Gjertsen reported that the District 6 PTA Meeting is scheduled for September 29th at the South County Regional Library.

Joe White recently had the pleasure of hosting thirteen Teach for America teachers at his home for dinner. He commended the teachers on their enthusiasm and believes they are part of the panacea to ensure that we have a bright future with quality teachers in every classroom. He thanked them for coming to CMS. He noted the heat has been tough on athletics. He commended Vicki Hamilton, Athletic Director; coaches; principals; and staff for putting the welfare of students first in dealing with the issues of heat and practices.

ADJOURNMENT

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

The Regular School Board Meeting adjourned at 8:15 p.m.

Chairperson, Joe. I. White, Jr.

Clerk to the Board, Nancy Daughtridge