

Approved by the Charlotte-
Mecklenburg Board of Education
April 15, 2008
Regular Board Meeting



Charlotte, North Carolina

December 11, 2007

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on December 11, 2007. The meeting began at 3:30 p.m. and was held in Room CH-14 of the Government Center.

Present: Joe I. White, Jr., Chairperson, Member At-Large;
Molly Griffin, Vice-Chairperson, (District 5);
Trent Merchant, Member At-Large;
Larry Gauvreau (District 1);
George Dunlap (District 3);
Tom Tate (District 4); and
Ken Gjertsen (District 6)

Absent: Kaye McGarry, Member At-Large, and
Wilma D. Leake (District 2)

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Regina H. Bartholomew, General Counsel; and Nancy Daughtridge, Clerk to the Board.

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

- **To consult with the Board's attorneys on matters covered by attorney-client privilege including but not limited to impending real estate transactions.**

The motion was made pursuant to Section 143-318.11(a) of the North Carolina General Statutes.

Chairperson White reconvened the Regular Board Meeting at 6:00 p.m. in the Meeting Chamber 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;
Larry Gauvreau (District 1);
Wilma D. Leake (District 2);
George Dunlap (District 3);

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

Absent: There were no absences

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Regina H. Bartholomew, General Counsel; Members of Executive and Senior Staffs; Carole Love, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson White called the meeting to order at 6:00 p.m. Chairperson White welcomed everyone to the Board's Regular monthly business meeting. He said at 5:00 p.m., the Board held a Special Meeting/Installation Ceremony for the newly re-elected Board members (Joe White, Kaye McGarry, and Trent Merchant) and a reception followed that meeting.

A. Pledge of Allegiance

Chairperson White said the Board had the Presentation of Colors and the Pledge of Allegiance during the earlier Special Meeting.

B. Adoption of Agenda

Ms. Leake moved, seconded by Mr. Tate, that the Board adopt the agenda, and a discussion followed.

Chairperson White asked that the Board approve adding three real estate items to the Consent Agenda that were discussed in Closed Session.

Add Consent Item III.I. Recommend approval to accept an offer to donate approximately a sixteen acre site located in the "Vineyards" development (former Duke Power training facility).

Mr. Dunlap moved that the Board approve adding Consent Item III.I. (Recommend approval to accept an offer to donate approximately a sixteen acre site located in the "Vineyards" development (former Duke Power training facility)), seconded by Mr. Merchant, and the Board voted 9-0 to approve the motion.

Add Consent Item III.J. Recommend approval that the Board authorize to (i) accept an offer by Mecklenburg County to convey approximately 1.12 acres adjoining Oakhurst Elementary School, tax parcel number 161-043-01, in lieu of a cash payment in the amount of \$50,000 for that certain property located on Hillside Avenue, tax parcel number 151-113-73; (ii) authorize the conveyance of the Hillside property, tax parcel number 151-113-73, to Mecklenburg County; (iii) authorize final approval of an agreement to convey approximately 1.7 acres at Oakhurst Elementary School for \$270,000 plus certain road, driveway and parking improvements; and (iv) authorize the Superintendent to approve all documents reasonably necessary to close these transactions.

Mr. Tate moved that the Board approve adding Consent Item III.J. (Recommend

approval of agreements and acquisition of property involving Oakhurst Elementary School), seconded by Ms. McGarry, and the Board voted 9-0 to approve the motion.

Add Consent Item III.K. Recommend that the Board authorize the Superintendent to approve an agreement regarding Bailey Road Connection to Barnhardt Road between the Charlotte-Mecklenburg Board of Education, the Town of Cornelius, and Bluestream Partner, LLC.

Mr. Dunlap moved that the Board approve adding Consent Item III.K. (Recommend that the Board authorize the Superintendent to approve an agreement regarding Bailey Road Connection to Barnhardt Road between the Charlotte-Mecklenburg Board of Education, the Town of Cornelius, and Bluestream Partner, LLC.), seconded by Mr. Tate, and the Board voted 9-0 in support of the motion.

Mr. Dunlap moved, seconded by Ms. Leake, that the Board adopt the agenda as amended, and the Board voted 9-0 in support of the motion.

C. Election of Board Chairperson and Vice-Chairperson

Chairperson White called upon Dr. Gorman to conduct the election process for the Board Chairperson. Dr. Gorman asked for a motion to open the floor for nominations.

Ms. Leake moved, seconded by Mr. Tate, that the Board open the floor for nominations.

Ms. Leake nominated Joe White.

Mr. Gjertsen nominated Kaye McGarry.

Ms. Leake moved, seconded by Mr. Dunlap, that the nominations for Board Chairperson be closed on the said two names, and the Board voted 9-0 to close the nominations.

Dr. Gorman said the vote will be conducted in the order of the nominations.

Joe White received six votes. Mr. White, Mr. Merchant, Ms. Leake, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted in support of Mr. White.

Dr. Gorman said Mr. White received six votes and that closes the voting for Chairperson. Dr. Gorman congratulated Mr. White on his election as Chairperson and called upon him to conduct the election process for Vice-Chairperson.

Chairperson White asked for nominations for Vice-Chairperson.

Mr. Tate nominated Molly Griffin.

Mr. Gauvreau nominated Kaye McGarry.

Ms. Leake moved, seconded by Mr. Merchant, that the nominations for Vice-Chairperson be closed on the said two names, and the Board voted 9-0 to close the nominations.

Ms. Griffin received six votes. Chairperson White, Mr. Merchant, Ms. Leake, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted in favor of Ms. Griffin.

Chairperson White congratulated Ms. Griffin on her election as Vice-Chairperson.

D. Report on Comprehensive Annual Financial Report for FY ending June 30, 2007

Chairperson White called upon Dr. Gorman to present the report. Dr. Gorman called upon Sheila Shirley, Chief Financial Officer, to present the Comprehensive Annual Financial Report for the Fiscal Year ending June 30, 2007. Ms. Shirley said this report is the review of the Comprehensive Annual Financial Report for the year ending June 30, 2007 and the Compliance Report as conducted by the audit firm. Ms. Shirley thanked staff for their hard work in compiling the report and throughout the year to ensure the results of this audit are positive. Ms. Shirley introduced Vince Quinn, Senior Manager, with Dixon Hughes (external audit firm) to present the results of the audit. Mr. Quinn said he previously presented this information to the Finance Committee. He said this report confirms that Dixon Hughes completed an audit of the financial statements of CMS and those financial statements were in accordance with auditing standards generally accepted in the United States and Governmental Auditing Standards. It is the opinion of Dixon Hughes that the financial statements are fairly presented in all material respects. Mr. Quinn said the audit included compliance reports that are issued under a separate cover. Those reports are related to compliance and internal controls related to Governmental Auditing Standards as well Federal and State funds and programs received. Dixon Hughes conducted significant testing on those programs to determine the expenditures are spent in accordance with program guidelines. As a result of the testing of those programs, there were no items required to be included in those reports. Mr. Dunlap said the Audit Committee met with the auditing firm and the Finance Committee, and the Audit Committee did not have any recommendations to present. He was pleased to report that over time, the CMS financial reports have continually improved to the point that there are virtually no recommendations. He commended staff for doing an excellent job.

II. REQUESTS FROM THE PUBLIC

The following speakers made comments regarding athletic eligibility investigation at South Mecklenburg High School and their disappointment at not being allowed to play in the play off games:

- Matt Hoehn, 12th grade student at South Mecklenburg.
- Cindy Hoehn.
- Sheila Yokeley; her legal counsel advised her not to speak.
- Jey Yokeley, 12th grade student at South Mecklenburg.
- Jimmy Yokeley; his legal counsel advised him not to speak.
- Matt Jones, 12th grade student at South Mecklenburg.
- David Scott, 12th grade student at South Mecklenburg.
- Graham Sullivan, 12th grade student at South Mecklenburg.

Donna Jenkins Dawson discussed the importance of parental involvement and expressed concern that students were excluded from an event at Olympic High School. She thanked Dr. Elva Cooper, Area Superintendent for Learning Community West, for assisting in this situation.

The following speakers discussed Equity Funding and their support of the recommendations presented by the League of Women Voters regarding Equity Funding.

- Karen Bean, represented the League of Women Voters.
- Pam Grundy, represented Mecklenburg ACTS.
- Becka Tait.
- Margaret Carnes.

Kalyne Lynch is a sophomore at East Mecklenburg High School in the IB Program. She encouraged the Board to approve the two items on the Consent Agenda regarding School Law Enforcement and the School Improvement Plan because they are very relevant items and will help keep students safe.

Blanche Penn represented the Winner's Plus Agency. She said our young people are asking for help and she encouraged the Board to listen to their needs. She said students must deal with dress codes, sports, and suspensions. She encouraged everyone to help keep hope alive and encourage students.

III. CONSENT ITEMS

- A. Recommend approval of minutes.
 - November 27, 2007 Regular Board Meeting.
 - November 15, 2007 Closed Session.
 - September 11, 2007 Regular Board Meeting.
- B. Construction Items.
 - 1. Recommend approval of Site Ownership, Agency and Master Lease Interlocal Agreement between Mecklenburg County and Charlotte-Mecklenburg Board of Education.
- C. Recommend approval of appointment of administrative personnel.
- D. Recommend approval of licensed/non-licensed hires and promotions for November 2007.
- E. Recommend approval of supplementary funding request from Centers for Disease Control and Prevention (CDC) for *CMS Asthma Management Program and Youth Risk Behavior Survey (YRBS)*.
- F. Recommend approval of School Improvement Plans.
- G. Recommend approval of the adoption of a resolution authorizing the Director of Storage and Distribution to dispose of surplus school property at a public auction on January 9, 2008 at the Bond Street Warehouse.
- H. Recommend approval of an Interlocal Agreement between the City of Charlotte and the Board of Education regarding School Law Enforcement.
- I. Recommend approval to accept an offer to donate approximately a sixteen acre site located in the "Vineyards" development (former Duke Power training facility).
- J. Recommend approval of agreements and acquisition of property involving Oakhurst Elementary School.
- K. Recommend approval to authorize the Superintendent to approve an agreement regarding Bailey Road Connection to Barnhardt Road.

Ms. Griffin moved that the Board approve the adoption of Consent Items A. thru K.,

seconded by Mr. Dunlap, and a discussion followed.

Ms. Leake pulled III.F.

The Board voted 9-0 to approve Consent Items A. thru K. excluding F.

The Board discussed Consent Item F. Ms. Leake said she just received this information on Friday and the Board is now voting on this process. She expressed concern that Board members may have not had an opportunity to read each School Improvement Plan and do not know what they are voting upon. She said the Board members should have additional time to read the School Improvement Plans to ensure they will improve the school and not just repeat the process from last year. She would also like to ensure the School Improvement Plans from last year resulted in improvements to the school. She asked the Board to extend this process so that the material may be reviewed.

Ms. Leake moved, seconded by Mr. Gjertsen, that the Board approve delaying this item for two weeks so that Board members may review the material and conduct the Board vote upon this item at the next meeting, and a discussion followed. Dr. Gorman asked staff if there was a timing issue with the deadlines for the state. Jerry Winkeljohn, Director of School Improvement, said the Title I schools are due at the end of the month. Dr. Gorman said in the future staff will work to have these to the Board members in advance. The School Improvement Plans are in the Board Office so that Board members may review them. Dr. Gorman said he would be glad to provide Board members copies of the School Improvement Plans on discs for their convenience. This will include material from six thick binders. Board members asked clarifying questions and made comments.

- Mr. Dunlap said he does not intend to read them because reading all of the school plans could be a time consuming process. The Superintendent is responsible for ensuring a School Improvement Plan is in place that would lead to an improvement environment. He believes the Superintendent will carry out this responsibility.
- Mr. Gauvreau said he has read through these before and he thought they were meaningless, bureaucratic, and unnecessary. He does not believe the Board should have to approve them because it is a detailed operational responsibility. He will approve delaying the Board vote but he will not read them because they are not very valuable.
- Ms. McGarry said it would be good for the Board to review the plans. She believes it may be beneficial to review selected ones but she will not read each one. She said this is the Superintendent's responsibility and she would not micromanage this responsibility.
- Mr. Gjertsen said he would like to read the plans but he did not have an opportunity to review them in the Board Office last week. He said the Board was scheduled to have two meetings next week and this item could be added as a Consent Item for a Board vote to one of those agendas. Dr. Gorman said that could be arranged as well as making arrangements for Board members to read selected plans because it would be difficult to read each one. Mr. Gjertsen expressed concern that they were not made available to Board members in a timelier manner. Dr. Gorman said the individual schools needed time to work with their sites to develop them and that included timing issues with receiving assessments from the state. The timelines involved with this process have

always been challenging. Dr. Gorman said schools must follow a checklist to ensure they have been in compliance and the entire process involves a great deal of work that is time consuming.

- Mr. Merchant asked who else reviews the plans? Dr. Gorman said area superintendents review each one for their schools and this process is done in stages. Mr. Winkeljohn said they then go to the Department of Instruction and they review them to ensure the schools meet compliance. Mr. Merchant said he would prefer that the area superintendents spend more time working with the principals and less time on developing and reading these plans. Dr. Gorman said this is a valuable process that is compliance driven and meets the requirements governing Title I schools.
- Ms. Leake said the Board is held accountable to the community and students for student achievement and they should evaluate the plans to ensure they are successful in improving schools and providing the best education available.
- Mr. Gjertsen said he would approve this item tonight and he would like them on a disc so that he can review them at a later time.

Ms. Griffin asked Ms. Leake if she would accept a friendly amendment to her motion that this item be put on the agenda for the December 17th Board Work Session. Ms. Leake said, yes.

- Chairperson White said the main purpose of School Improvement Plans is to have that particular school to review itself internally to understand what it must do to move forward. He said he would not plan to read each one.

The Board voted 9-0 to approve delaying the vote on Consent Item F. (Recommend approval of School Improvement Plans) until the Board Work Session scheduled for December 17, 2007.

Dr. Gorman presented his personnel recommendations as follows:

- Ernest Ronald Thompson named Executive Director for Federal and State Compliance Program. Mr. Thompson has a Master of Education in Social Science and Administration and a Bachelor of Arts in Social Science from UNC-Charlotte. Mr. Thompson most recently served as principal at Clover Junior High School in Clover, South Carolina and prior to that as Regional Superintendent of Middle Schools West with Charlotte-Mecklenburg Schools.

IV. ACTION ITEMS

A. Recommend approval of proposed 2009-2010 school calendar

Chairperson White called upon Dr. Gorman to present the recommendation. Dr. Gorman said the two draft proposed 2009-2010 school calendars were presented to the Board at the November 13, 2007 Regular Board meeting. Dr. Gorman said the 2008-2009 calendar was approved by the Board last year. Staff will continue to bring the Board calendars that are two years out for planning purposes for families. The calendars were posted on the CMS Website and an internal and external opinion poll was conducted for the employees and community. The community and employees preferred Calendar A. Dr. Gorman said staff's

recommendation is for the Board to accept Calendar A.

Mr. Dunlap moved, seconded by Ms. Griffin, that the Board approve Calendar A as the 2009-2010 school calendar, and a discussion followed.

- Ms. McGarry expressed concern that the calendar recognized Easter Monday as opposed to Good Friday. Ms. Martin said the committee struggled with that as well. The recommendation was to place a teacher workday on Good Friday rather than having it fall in the following week because that would require new teachers to return from their Spring Break week early as many of them do not have an annual leave day. School principals will work with teachers regarding their religious holidays.

The Board voted 9-0 in support of the motion.

B. Recommend approval of two citizen appointments to the Citizens Capital Budget Advisory Committee

Chairperson White said the Board of Education has the opportunity to appointment two citizens to the Citizens Capital Budget Advisory Committee for a two-year term ending December 31, 2009. He said Rhonda Lennon and Allen Anderson are the current appointees and they are eligible for reappointment based upon Board Policy BDF. He said Board members will make nominations and the first two people with five votes will be elected.

Ms. McGarry nominated Rhonda Lennon and Allen Anderson.

Mr. Merchant nominated Bud Berro.

Ms. Leake nominated Liz Downing. Chairperson White said Ms. Downing withdrew her name for consideration.

Ms. Griffin moved that the nominations be closed, seconded by Mr. Gjertsen, and the Board voted 9-0 in support of the motion.

Chairperson White said they will be voted upon in the order that they were nominated. Each Board member will have two votes and the first two people to receive five votes will be elected.

- **Rhonda Lennon received three votes. (Ms. McGarry, Mr. Gauvreau, and Mr. Gjertsen).**
- **Allen Anderson received nine votes.**
- **Bud Berro received six votes. (Chairperson White, Ms. Griffin, Mr. Merchant, Ms. Leake, Mr. Dunlap, and Mr. Tate).**

Mr. Anderson was reappointed and Mr. Berro was appointed to the Citizens Capital Budget Advisory Committee for a two-year term ending December 31, 2009.

V. REPORTS/INFORMATION ITEMS

A. Report on Budget Amendments for October 2007

Chairperson White called upon Dr. Gorman to present the report. Dr. Gorman said agenda

Items A. and B. are monthly reports and they are as presented.

B. Report on Financial Statements for October 2007

Presented with A.

Mr. Gjertsen left the Regular Board Meeting at 7:28 p.m.

C. Report/Update on the Strategic Plan Project Charter: Professional Development

Chairperson White called upon Dr. Gorman to introduce the report. Dr. Gorman called upon Ann Clark, Associate Superintendent for Pre-K-12 Curriculum and Instruction, to present the report on Strategic Plan Project Charter: Professional Development. Ms. Clark said the official title of this charter is the Organizational Training and Development Services Charter and it reflects an accurate shift in the focus on organizational training and development. The goal is to develop a pipeline from the classroom to senior executive positions in the district. Ms. Clark said this is the first time that CMS has had a dedicated director to teacher professional development; a dedicated director to principal and assistant principal training; and oversight by one person who actually links the training that the teachers are receiving with those of the administrators at the school house level. Ms. Clark introduced Dr. Cathy Hammond, Executive Director of Professional Development; Dr. Barbara Temple, Director of Teacher Professional Development; and Dr. Eldrenna Durham, Director of School Administration and Support Staff Professional Development, to present the report. Dr. Hammond said the purpose of the project is to design strategic professional development for improved instruction, student learning, and leadership. The goal is to provide quality professional development for all participants in the CMS district. This summer, the Superintendent extended invitations to the Summer Leadership Conference and attendees included 166 principals, 118 executive staff members, 230 assistant principals, and 62 directors. At this point, there are 4,600 teachers and principals who have completed ten or more hours of professional development. There are also 2,275 employees who have enrolled and have earned at least one to nine hours of credit hours. Ms. Temple provided the Board with information regarding professional development opportunities and National Board Certified Teachers (NBCT). CMS planned and implemented a Summer Institute for teachers addressing the district improvement status. This summer, 750 teachers and 150 administrators attended that training. The two-day seminar was focused on Understanding Poverty. Participants found the seminars rewarding and transformational. This process will include follow-up sessions planned throughout the school year. Staff has also developed an Instructional Assistant Institute this year. During the first semester, there were 625 instructional assistants that attended the workshop. This workshop will also be available during the second semester and 325 instructional assistants have signed up to attend the seminars. Every instructional assistant has the option of attending follow up sessions on the seminars that they selected. Staff has also been developing a recruitment plan for teams of NBCTs and other accomplished teachers to go to the high needs schools. This year, CMS inducted 162 new NBCTs which was the second largest class in ten years. Currently, CMS has 1,057 NBCTs. North Carolina continues to be number one in the nation with the most NBCTs. CMS is ranked fourth in the nation with the most NBCTs. CMS is also one of four districts in North Carolina that ranks in the top twenty districts in the nation with the most NBCTs. Fifty of the new NBCTs are in Focus Schools which represents one third of the new

NBCTs. There are a total of 270 NBCTs in Focus Schools. The retention rate of NBCTs is 81% remaining in CMS schools. Dr. Temple said staff has also established a process of communication among stakeholders and the Teacher Professional Development Department. Staff has worked in collaboration with Curriculum and Instruction and the Learning Communities to create a request for services form. This form will provide an avenue by which teachers, principals, area superintendents, executive directors, and other school-based personnel can make specific requests of the Teacher Professional Development Department based upon their data and specific needs. The Teacher Professional Development Department and school-based personnel will design a professional development action plan to address the specific needs. Staff has also established a professional development directory of services to support the professional growth plans for teachers. This directory provides teachers and principals an opportunity to plan strategic professional development growth based upon the offerings. All professional development is circular as all professional opportunities have follow-up sessions. Staff has also developed a Website to notify employees of professional development opportunities and services. Dr. Temple said CMS has hired three Literacy and three Math Title I Professional Development Coordinators to support schools in meeting Adequate Yearly Progress (AYP) goals. They work with both Title I and non-Title I schools. The data determines the services, and services are prioritized by schools not meeting AYP. The professional development is created in collaboration with Title I Specialists, Curriculum and Instruction, Learning Community resource members, and Title I Professional Development Coordinators. This initiative is serving forty-six elementary schools, twenty-six middle schools, fourteen high schools, and three special alternative schools. Dr. Durham said the framework for the sessions that are offered at the Leadership Academy support the CMS Project Charter for Organizational Training and Development Services to include high academic achievement and effective educators from the Strategic Plan 2010. The Leadership Academy provided induction training for new assistant principals and principals in July and September. The coaching team includes nine coaches with a wealth of knowledge and experience. Seven coaches are retired from CMS (five former principals and two former assistant superintendents). The coaches are required to participate in specific training in order to provide consistency and ongoing training for leadership development and other issues as they relate to the Strategic Plan, school improvement, and the challenges of the principalship. Dr. Durham reviewed the coaching and training process and initiatives. Dr. Hammond reviewed future initiatives and the next steps which included a continued collaboration with Human Resources and the North Carolina Department of Public Instruction Principal Evaluation pilot.

Board members were invited to ask questions and make comments.

- Mr. Dunlap commended the program because it will help prepare principals to be managers and successful administrators. He expressed concern that the same emphasis has not been placed on training for teachers. He said teachers have stated they need mentors and coaches and that was not part of the information. Dr. Gorman said he would talk with Mr. Dunlap about the training opportunities for teachers. He noted that CMS did remove some coaches and mentors last year. Mr. Dunlap would like to ensure that teachers get the support they need because he does not want a teacher to not be successful because of lack of training. Dr. Temple said seminars are being designed based upon the needs of teachers. Teachers can take courses at the Professional

Development Center and seminars are being designed at the Learning Communities to address the needs of the teachers in that particular community. Mr. Dunlap commended the NBCT recruitment efforts. He expressed concern that the program has not been evaluated to determine if it is worth the investment and whether CMS should grow that program. He would like to know the effectiveness of NBCT teachers compared to non-NBCT teachers. Dr. Temple said an internal study was conducted two years ago and, based upon quantitative data, the NBCT teachers outperformed the non-NBCTs in the majority of End-of-Grade test. Ms. Temple said she would provide that data at a later time. Mr. Dunlap expressed concern that teachers and administrators are able to select seminars even though the system may have identified specific areas of need for that individual. He asked why are they given choices if there are specific items that they must learn? Dr. Temple said research indicates the most effective professional development is driven by teachers through self-selection. In many cases, the teachers are selecting professional seminars based on what they are recognizing their needs to be. In other cases, the executive director or academic facilitator is raising the issue of need to the teacher, and professional development is designing a seminar based upon that input. Dr. Gorman noted that there is required professional development training that must take place and this is over and beyond what is required. This provides a blend of professional development.

- Mr. Merchant asked clarifying questions on the coaching schedule and program for principals. Dr. Durham responded and explained that the program is driven by the Strategic Plan 2010, School Improvement Plans, and Leadership Development. Mr. Merchant expressed concern that many principals begin as teachers and 60% of teachers are going to be slightly introverted and slightly intuitive, and this could lead to the potential for disconnect. He has heard concerns from parents that there was a situation and the principal did not adequately communicate. He expressed concern that principals may know how to run a school but are lousy communicators. He hopes the training will also include communication skills. He said the roll of teachers is also changing and they also need more help in communicating because they must communicate with administrators and parents. He encouraged that there be a framework to find site-based experts to check in with new teachers because this would provide an additional level of support. Dr. Gorman said the system cut district mentors and coaches but there are many avenues of training and coaching for teachers.
- Ms. Leake expressed concern that this does not include classroom management because without management, teaching and learning cannot take place. She encouraged staff to communicate with all colleges to ensure they recruit minority educators. She believes teachers must be trained to be strong urban educators. She encouraged that NBCTs be placed at the most needy schools in the district because if they are stronger teachers than non-NBCTs, that will help CMS close the gap and do what we must do to educate students. She requested information on the state and district costs for NBCTs. She believes NBCTs should sign a contract that they will remain in the district for three years. She said training principals on communication skills is a major issue. She expressed concern regarding the amount of time that principals and teachers must spend on paperwork. Ms. Leake believes the paperwork requirements should be reduced because that would allow teachers more time to teach and principals more time to demonstrate teaching skills to teachers. This would be an

avenue of providing additional support and training. Ms. Leake said she would like to attend one of the seminars and work with the teachers to show support.

D. Report on Leadership for Educators' Advanced Performance (LEAP) Teacher Incentive Fund

Chairperson White called upon Dr. Gorman to introduce the report. Dr. Gorman invited Maurice Green, Chief Operating Officer; Maurice Ambler, Chief Human Resources Officer; and Teresa Shipman, Executive Director for TIF LEAP Initiative, to present the report. Mr. Green said Effective Educators is a goal of the Strategic Plan 2010 and that includes a strategy for launching additional salary and bonus initiatives for targeted schools. This report will review implementing such an initiative, the Teacher Incentive Fund, which is based upon a grant that was received by CMS from the United States Department of Education. Ms. Shipman said this initiative has the potential to lead to systemic compensation reform for teachers and administrators. The grant award for the first year is \$1.9 million and that began July 2007. The total amount over five years has the potential of reaching \$11.8 million. This is a matching fund grant with CMS contributing up to \$3 million and it is designed so that the CMS contribution will increase each year. The Leadership for Educators' Advanced Performance (LEAP) initiative will pilot a comprehensive, goal-oriented plan to create a performance-based compensation system for teachers and principals. As the program is developed, staff will review CMS programs from the past as well as the national initiatives regarding pay-for-performance. The process will be developed with involvement from a number of stakeholders because their input will be critical in creating a successful plan. Ms. Shipman said staff will continue to evaluate and make changes as needed throughout the process. One goal will be to develop capacity to support and sustain efforts after the five-year grant. The LEAP initiative will involve sixteen schools over the next five years. The first year, the grant will include four middle schools and two elementary schools (Billingsville and Shamrock Gardens elementary schools, and Wilson Middle, Spough Middle, Martin Luther King, Jr. Middle, and Sedgefield Middle schools). All schools participating are considered high-needs schools. Merit-based supplements tied to student achievement, classroom observations, and leadership will be available for teachers and principals. Recruitment bonuses for hard to staff schools and subjects will also be offered. The program will be expanded to include ten additional CMS schools in subsequent years. This initiative provides system unification around one topic and it involves collaboration among many departments working toward a common goal. LEAP is not only a Human Resources initiative but it connects with accountability, finance, professional development, and curriculum and instruction. All the chief officers of these areas are focused on the same agenda for this initiative. CMS is still in a situation in which student achievement is not what it should be and this initiative will be driven by research. One of the partners, CTAC (Community Training and Assistance Center) which is an on-line teacher survey, will provide technical assistance to assist CMS in establishing baseline data for the initiative. Ms. Shipman reviewed the process of the on-line surveys and schedule for the initiative. The objectives of LEAP will focus on student achievement and differentiated compensation for teachers and principals. CMS will implement the first pay out following the receipt of test data for the 2007-2008 school year. The initiative will also include recruitment bonuses and professional development incentives. Dr. Gorman said this is a multi-year project and staff will periodically report the progress to the Board. This is the second report on this initiative and it is a first step in making a big difference in CMS.

Board members were invited to make comments and ask questions.

- Mr. Dunlap said one of the items on the Board's Legislative Agenda is asking the state to allow flexible compensation. He asked if this is successful, how will that merge with this initiative? Ms. Shipman said last summer, legislation allowed school systems to pilot alternative pay plans for their district. CMS has submitted a letter of intent to show how we will plan a program to provide this initiative. Dr. Gorman noted that this was an item that CMS pushed on its Legislative Agenda. One of the requirements is 50% of the individuals involved in the program (teachers) must agree to participate in the program.
- Mr. Tate asked is this driven by CMS research or outside research and what will that research determine? Ms. Shipman said this is a combination of the two. This type of program was implemented in the Denver Public School System and part of the research has indicated that when teachers are involved in making the decision on how they are compensated, this leads to retention and student achievement. This is the type program we are implementing and we are working with our teachers to develop what the CMS program will include. Mr. Tate asked how will the Board of Education be a stakeholder in this initiative? Ms. Shipman said staff wants to ensure the Board is informed on the progress and results of this initiative and we may ask Board members to participate with some of the working groups that will be developed. This will also involve teachers, parents, and students. Dr. Gorman said at the conclusion of this report, we will ask the Board to provide a Board member to be a liaison to the Steering Committee. Dr. Gorman stated the Board will also be involved as stakeholders as it relates to the progress reports and budget implications. Mr. Green said Board members will be actively involved in this process because they will actually be surveyed and will have an opportunity to visit with the technical assistance team to provide input on the incentive pay. This will be a systemic opportunity for the district and this may require the Board to develop new policies. This process will be dramatically different from previous bonus and pay initiatives. The Board liaison will be very involved with the Steering Committee and the work they will accomplish to move this forward. Mr. Green said this will require involvement by the whole community including teachers, the Board, and staff because that will help support, at the appropriate time, the need for more money. This will require additional funding but it will be money directed towards teacher compensation. The Denver Public Schools received an additional \$25 million in compensation funding. Mr. Tate asked if this would include all teachers. Mr. Green said this will begin with six schools and expand to sixteen schools. The vision is that this will be expanded to all schools but that will be over time, and the Board will be involved on how this will be rolled out in the future.
- Ms. Leake commended Ms. Shipman on attending meetings with teachers to share this process. She attended one of those meetings. The teachers asked questions and were excited about the initiative.
- Ms. Griffin said this is one of the most important initiatives being implemented as a system in finding methods to make significant gains in student achievement. She is frustrated that the process will be slow because we all believe it will have a tremendous impact. She supports the methodical process because that will lead to success. She looks forward to the progress reports and the funding implications. She believes this will be a key ingredient in the success of CMS as we move forward.

- Mr. Gauvreau expressed concern regarding the slow process. The Board should be forcing policy within the district that drives change and behavior if we believe behaviors need to be changed. He is not sure about the purpose of this report. The Board has created a minimal amount of policy that states we want performance-based/merit-based concepts brought to this compliance-based school district. He is not sure this will accomplish anything at the rate that it is going and he anticipates little change will occur in the next two years. He appreciates and supports some of the concepts but he does not believe this will create dramatic change. He believes behaviors throughout CMS will change though performance-driven pay scales and CMS should be doing this more rapidly. Dr. Gorman said he disagreed with Mr. Gauvreau on forcing the change. CMS must follow Legislation which states we must partner with teachers. Research indicates that incorporating teachers input on making decision improves acceptance and retention rates. Dr. Gorman does not believe force brings about systemic change in a school district. Dr. Gorman has the confidence that this initiative will be successful and it will be process that takes time.
- Mr. Merchant said he is also frustrated by the pace of this initiative but he does not believe CMS should accelerate this program by not following Legislation. He said this is a process and this process includes discovery. Mr. Merchant encouraged staff to look for opportunities to accelerate this process.
- Ms. Leake said she prefers increasing salaries as opposed to paying bonuses. She encouraged the state to bring teachers salaries to national standard because that will help with the retention of teachers.

E. Report on status of the Public Private Partnership with Place Properties, LLC

Chairperson White called upon Dr. Gorman to introduce the report. Dr. Gorman called upon Guy Chamberlain, Associate Superintendent for Auxiliary Services, to present the status of the Public Private Partnership with Place Properties, LLC. Mr. Chamberlain provided the Board with a summary of the history and progress of the Public Private Partnership; its structure/business relationship; the tests that are required by Senate Bill 2009 which is the legislation that legalized this option for school districts; added value of the partnership; recommendations; and a time table for events going forward. The partnership structure includes four partners. Place Properties would issue Public Education Lease Bonds. CMS would convey the property to the Board of Commissioners. The schools would be built to CMS specifications. The County would lease the schools to Place Properties. Place Properties would then sublease those schools to CMS. CMS would be responsible for the operations and maintenance as well as paying off the debt service. State statute requires that this process meet three tests: the school should be built at the same quality; the school should be built at a comparable cost; and the school should be built in the same timeframe. The agreement with Place Properties meets these three test requirements. Mr. Chamberlain said staff believes this is a fiscally reasonable alternative to other sources of funding in which we have typically used COPs and Bonds. He recommended that the Board proceed to the next step. He asked the Board to not take any action at this time and allow staff to proceed to the next step. Mr. Chamberlain said the timetable going forward includes providing a brief to the Board of County Commissioners which happened today; a preliminary document review with the Local Government Commission in Raleigh (they will need to approve this partnership) on January 7, 2008; issue a Public Notice on January 12, 2008 for a Public Hearing that will be conducted on

January 22, 2008; and a Board vote on approval of a Lease Agreement on January 22, 2008. Should the Lease Agreement be approved by the Board of Education, the Board of County Commissioners would issue a Public Notice for a Public Hearing scheduled for February 5, 2008 and a Board of County Commissioner vote on approval of a Lease Agreement on February 5, 2008. With this approval, the Lease Agreement would be presented to the Local Government Commission on March 4th for approval. If this is approved by the Local Government Commission, construction could begin on May 15, 2008. Mr. Chamberlain said should the partnership not come to fruition, the Lease Agreement includes a clause that allows the contracts that are already in existence to be assigned to CMS. CMS would take them over and, pending funding for the projects, would be started as if they were the public private partnerships.

Board members were invited to ask questions and make comments.

- Mr. Dunlap asked Mr. Chamberlain to explain the process of who would benefit from the sales tax break. Mr. Chamberlain explained the process and noted that the County has collected a portion of the sales tax on the behalf of CMS and in the past that has been transferred to CMS. Mr. Dunlap wants to ensure that the portion of the sales tax refunded to CMS is over and above the yearly County appropriation approved for CMS. Mr. Dunlap expressed concern that after paying monthly payments for twenty years, the property and school would have cost \$103 million as opposed to the original cost of \$65 million.
- Mr. Gauvreau asked if this was an operating lease? Mr. Chamberlain stated it is a capital leave that will be funded by the operating budget. Mr. Gauvreau does not see the point of doing this based on the costs. Mr. Gauvreau said if the County would issue COPs there would be no reason to follow this process. The County has already established their ceiling for debt issuance for 2008 and that would push this to 2009. Mr. Chamberlain explained the added value of this process. Mr. Gauvreau saw little difference between this and the issuance of a twenty-year bond. He expressed concern that the operations and maintenance is the responsibility of CMS. He believes this risk should be shifted to the provider because that would substantially reduce their capital costs because it would be an operating lease. Mr. Chamberlain noted that the law allows the developer to choose to operate the facility but none of the four developers that applied for this initiative wanted to do it that way. Mr. Chamberlain said if we use this process for these projects, he does not want to eliminate this process as an option for the future. Developers have approached CMS with creative ideas that include land and existing buildings as well as adaptive reuse, and CMS must continue to explore those opportunities.
- Mr. Tate also wants to ensure that CMS receives a portion of the sales tax. Sheila Shirley, Chief Financial Officer, explained how this impacts the operating budget for the County and CMS. Mr. Tate asked would the lease payment be paid out of the operational budget? Mr. Chamberlain said it is considered to be operational funds but it is not considered to be an operational expense. This is a discussion that will have to take place with County finance to understand how they will account for this expense (separate line item). CMS is concerned that if it is an operational expense, it may get allocated into the cost per student which could impact the costs provided to students attending charter schools. This will have to be discussed further. Dr. Gorman said the

Board is scheduled to have a Joint Meeting with the Board of County Commissioners on January 11, 2008 and this item is on that agenda. It is important to reach agreement on this issue prior to going forward because it could impact this Board's position on pursuing public private partnerships.

- Chairperson White expressed concern that this may become a part of our operating budget and it could increase that operating budget. He noted that, historically, the Board of County Commissioners has not fully funded the operating budget. He will not support this item if it is included in the operating budget.
- Mr. Dunlap agreed with Mr. Tate and Mr. White. He encouraged that this issue be resolved at the Joint Meeting.
- Mr. Gauvreau said this is a \$110 million debt service per year and that will go into the per pupil allocation of the school district. He said this is an enormous debt to the taxpayers and it should be a separate issue. He expressed concern regarding the numbers in the proposed Leasing Agreement. He encouraged staff to review strategies that would provide the least costs to the leasee (CMS) in return for not having the capital on the books. Dr. Gorman said the public private partnership includes requirements for the lessor to follow the same procedures that would be typically mandated by public entities and this has the potential of costing more. Mr. Gauvreau is not sure this process has a beneficial value.
- Mr. Merchant said this is structured as a lease but actually functions like a commercial mortgage. He said no one has advocated that this is the way to proceed or the solution. This is an alternative to the pressure on our capital funding and he believes it should be investigated further. He believes the Joint Meeting will answer some of the concerns. He encouraged the Board and the Board of County Commissioners to work together to reach an amiable solution.

VI. REPORT FROM SUPERINTENDENT

Dr. Gorman thanked staff for their hard work in developing the School Improvement Plans. He congratulated Joe White, Kaye McGarry, and Trent Merchant on their re-election to the Board of Education and he looks forward to working with them for the next four years. He commended the student speakers who addressed the athletic eligibility and the excellent manner in which they shared their thoughts. Dr. Gorman said there is a problem with eligibility in the district and it does not impact any one school. It is a district-wide challenge. Dr. Gorman shared the results of the athletic eligibility investigation, recommendations, and next steps. CMS will continue to investigate this matter for our schools, for our students, and the community.

VII. REPORTS FROM BOARD MEMBERS

Larry Gauvreau expressed concern regarding the amount of time and media attention involved with the athletic eligibility investigation for a handful of students. He believes CMS should focus on other issues such as the 30,000 students who are low-performing. He wished everyone a Merry Christmas.

George Dunlap encouraged staff to meet with the students who addressed athletic eligibility so that their questions can be answered. He also asked staff to evaluate the Equity Funding

recommendations presented by the League of Women Voters to include does it merit further study and would the recommendations improve student achievement for that group of students.

Trent Merchant addressed athletic eligibility. He said our staff has spent a great deal of time investigating the situations at several schools and this process is continuing. He believes CMS has met the standards for the North Carolina Athletic Association. He said we must be leaders and be in compliance. He said athletics is about teaching sportsmanship, and competition depends on fair play and integrity. Part of being on a team means taking responsibility for your teammates. Adults must set an example for the students.

Molly Griffin asked the Board members to provide agenda items and input for the upcoming Board Retreat.

Kaye McGarry thanked Judge Todd Owens for installing the three At-Large Board members. She congratulated Trent Merchant and Joe White on their re-election. She said the results of the November 6th election spoke volumes and tonight the Board had the opportunity to listen to the community through the election of Board leadership. She expressed concern that the community voted for change but the Board choose to remain status quo. She will continue to work with the Superintendent and those Board members who truly want change to help CMS become a model school system. Ms. McGarry wished everyone a happy Hanukkah and a blessed Christmas.

Tom Tate also encouraged staff to talk with the students and parents at South Mecklenburg High School. He encouraged staff to carefully review the weighted-student staffing model and how it impacts student achievement because research indicates smaller class size and quality of teachers makes a difference. He believes this would help develop an Equity Template and staffing models for next year. He commended the CMS law enforcement staff for their hard work regarding the athletic eligibility investigation. Mr. Tate said if the community wanted change they would not have re-elected the same three Board members. He expressed concern regarding Ms. McGarry's comments.

Vilma Leake thanked Dr. Gorman for attending an event at Walter G. Byers Elementary School. She said out of 450 students at that school, there are 48 students who are homeless. She expressed support for the students and staff at Myers Park Traditional Elementary School regarding the recent death of a staff member. She thanked community members for contributing Christmas baskets and toys to the students at Double Oaks Pre-K Center. She also thanked Friendship Baptist Church for providing volunteers to several schools. She attended several of the Open Houses for the Learning Communities and she thanked the community and students for helping to make those events successful. She enjoyed her visits to the After School Programs at Bishop Spaugh and Sedgefield middle schools. She wished everyone a happy Christmas and a happy New Year.

Joe White thanked the voters for giving him the opportunity to continue to work with the young people of the community. He thanked the many good people for their hard work in helping with his election campaign. He looks forward to working with Board members for the next four years. He said athletic eligibility is a huge issue. CMS has the obligation of completing a comprehensive review to determine how it can be improved. He hopes this will

never happen to another group of students. He wished everyone a safe and happy holiday season.

ADJOURNMENT

By consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 9:32 p.m.

Joe I. White, Jr., Chairperson

Nancy Daughtride, Clerk to the Board