



Charlotte, North Carolina

April 13, 2010

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on April 13, 2010. The meeting began at 5:04 p.m. and was held in Room CH-14 of the Government Center.

Present: Eric C. Davis, Chairperson, (District 5);  
Tom Tate, Vice-Chairperson, (District 4);  
Kaye Bernard McGarry, Member At-Large;  
Trent Merchant, Member At-Large;  
Joe I. White, Jr., Member At-Large;  
Rhonda Lennon (District 1);  
Richard Allen McElrath, Sr. (District 2);  
Dr. Joyce Davis Waddell (District 3); and  
Timothy S. Morgan (District 6)

Absent: There were no absences.

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; André F. Mayes, Acting General Counsel/Deputy General Counsel; Hugh Hattabaugh, Chief Operating Officer; LaToya Walker, Executive Director to the Office of the Superintendent; and Nancy Daughtridge, Clerk to the Board.

**Upon motion by Dr. Waddell, seconded by Mr. Morgan, the Board voted unanimously for approval to go into Closed Session for the following purposes:**

- A. To consult with the Board's attorneys on matters to preserve the attorney-client privilege regarding:**
- 1. Potential litigation relating to settlement and cracking issues at Sterling and Providence Spring elementary schools;**
  - 2. Pending litigation in the matters of: *Petruk v. Charlotte-Mecklenburg Board of Education*; *Liuzzo v. Charlotte-Mecklenburg Board of Education*; and *Hoke County Board of Education v. State of NC et al. (Leandro)*; and**
  - 3. Matters to preserve the attorney-client privilege.**
- B. To consider a personnel matter.**

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

The Board held a Closed Session meeting from 5:04 p.m. until 6:00 p.m. in Room CH-14.

Chairperson Davis reconvened the Regular Board Meeting at 6:07 p.m. in the Meeting Chamber of the Government Center. CMS-TV Channel 3 televised the meeting.

Present: Eric C. Davis, Chairperson, (District 5);  
Tom Tate, Vice-Chairperson, (District 4);  
Kaye Bernard McGarry, Member At-Large;  
Trent Merchant, Member At-Large;  
Joe I. White, Jr., Member At-Large;  
Rhonda Lennon (District 1);  
Richard Allen McElrath, Sr. (District 2);  
Dr. Joyce Davis Waddell (District 3); and  
Timothy S. Morgan (District 6)

Absent: There were no absences.

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; André F. Mayes, Acting General Counsel/Deputy General Counsel; Members of Executive and Senior Staffs; Judy Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

## I. CALL TO ORDER

Chairperson Davis called the meeting to order at 6:07 p.m. Chairperson Davis welcomed everyone to the Board's first meeting of the month. He thanked everyone for joining the Board in their work of reform of the school system. Chairperson Davis recognized the junior class of the North Carolina Teacher Fellows from UNC-Charlotte and Ericka Lugo, Teaching Fellows Program Assistant, who were attending the meeting.

### A. Pledge of Allegiance

Chairperson Davis called upon Dr. Joyce Waddell to lead those present and in the viewing audience in the Pledge of Allegiance. Dr. Waddell invited everyone to stand and join her in reciting the Pledge of Allegiance.

### B. Adoption of Agenda

Chairperson Davis asked the Board to amend the agenda to add Consent Item III. H. (Recommend approval of appointment of administrative personnel).

Chairperson Davis called for a motion to adopt the agenda as amended.

**Mr. White moved, seconded by Mr. Morgan, that the Board adopt the agenda as amended, and the motion passed upon unanimous Board vote.**

### C. Public Hearing on proposed amendments to Exhibit BA-E1, Board of Education Vision, Mission, and Core Beliefs and Commitments

Chairperson Davis said this item is a Public Hearing on proposed amendments to Exhibit BA-E1, Board of Education Vision, Mission, and Core Beliefs and Commitments. Chairperson Davis said there are no speakers signed up to speak and he called the Public Hearing closed.

## II. REQUEST FROM THE PUBLIC

Chairperson Davis said this is an opportunity to hear from the public. He encouraged the audience to be mindful of showing respect to the speakers and to refrain from either showing support or displeasure. Each speaker will be given three minutes to address the Board. He asked speakers to direct comments to him as the representative of the Board and to refrain from comments directed at staff members.

Three speakers discussed their concerns regarding the flawed process, lack of communication, and the accuracy of the data used in the development of the North Mecklenburg and Bailey Road high school boundaries. They urged the Board to reopen the North Mecklenburg High School boundary discussions.

- Marina Riggio
- Michelle Springhetti
- Gloria Parrish
- Denis McDowell
- Suzanne Ranagan

Todd Lanham represented AT&T and is the parent of a soon to be CMS student. AT&T is committed to educating everyone about the risks of texting while driving and has launched a multi-faceted nationwide campaign to educate the general public about using wireless devices safely while driving. The message is simple, do not text while driving. The campaign will address the perils of students and adults getting into accidents as a result of texting while driving and share real situations. AT&T will hold five events throughout North Carolina. He invited everyone to join him at Butler High School on April 16<sup>th</sup> from 6:45 a.m. to 7:15 a.m. to demonstrate there is no text that is too important. He thanked the mayors of Charlotte and Matthews who designated April 16<sup>th</sup> as Texting While Driving – It Can Wait Day.

Three speakers discussed concerns regarding the reorganization of the Learning Communities and they urged the Board to rethink the proposed Central zone.

- Pamela Grundy
- Carol Sawyer
- Araminta Johnston

Six speakers discussed concerns regarding the proposed budget reductions and teacher cuts and urged the Board to save teacher positions and make cuts in other areas.

- Hans Plotseneder
- Larry Bosc, CMS teacher and parent of two students in CMS
- Glenda Blaisdell-Buck, teacher at Whitewater Middle School
- Kevin Strawn, CMS teacher
- Gari Ann Yochym, teacher at East Mecklenburg High School
- Theresa Zeigler, teacher at University Meadows Elementary School

Chairperson Davis called the Request from the Public closed at 6:45 p.m.

## III. CONSENT ITEMS

- A. Recommend approval of Closed Session meeting minutes:
  - February 25, 2010.

- March 9, 2010.
  - March 18, 2010.
  - March 23, 2010.
  - March 25, 2010.
- B. Recommend approval of Open Session meeting minutes:
- October 13, 2009 Regular Board Meeting.
  - March 9, 2010 Regular Board Meeting.
  - March 31, 2010 Special Meeting.
- C. Supplementary funding/grant requests:
1. Recommend approval of supplementary funding requests for CMS Elementary Counseling Cultural Competency Project.

*Proposed project goals are: 1) to expand the range of elementary school counseling program services to provide equity for culturally and linguistically diverse students and their families; and 2) to deliver a data-based, integrated, and comprehensive school counseling program consistent with the American School Counselor Association (ASCA) National Model for School Counseling Programs at elementary schools targeted for their high population of students with limited English proficiency. Intensive professional learning opportunities and support services for participant schools will broaden inclusive site-based, school-wide practices for comprehensive program delivery. Increased family involvement, enhanced community agency collaboration, and reduced student behavior referrals are the expected outcomes. Funding requested from U.S. Department of Education, Office of Safe and Drug-free Schools in the amount of \$1,186,689 over a three-year term.*

2. Recommend approval of supplementary funding request for Lowe's Preservation Fund/Old Billingsville Elementary School site.

*The goal of the project is to renovate and repair the old Billingsville Elementary School building, which is a Rosenwald School built in the 1920s. The restored school building will be used as educational classrooms for CMS students, as a community meeting hall, and as a Mecklenburg County historical landmark to be included in future tours through a partnership with the Levine Museum of the New South. Funding requested from Lowe's Preservation Fund for Rosenwald Schools in the amount of \$40,000*

3. Recommend approval of supplementary funding request for 21<sup>st</sup> Century Community Learning Centers Summer Program – After School Enrichment Program.

*The goal of the proposal is to fund an academic and culturally enriched five-week summer camp for low-performing students attending Sedgfield, Wilson, J.T. Williams, and Ranson middle schools. The camp will provide tutorials in reading and math by certified CMS teachers from each of the four middle schools. If funded, the summer camp will be an extension of 21st CCLC-supported programming currently underway at the four middle schools. Funding requested from North Carolina Department of Public Instruction in the amount of \$50,000.*

4. Recommend approval of supplementary funding request for CMS' No Easy Walk 21<sup>st</sup> Century Community Learning Centers Summer Program 2010.

*The project will assimilate state math and literacy standards into a summer CMS No Easy Walk (NEW) Program. With experience at three high-needs middle schools for three years, NEW has demonstrated that project-based instruction provides a rich medium for the growth of teamwork skills, self respect, pride in accomplishment, and emerging leadership among adolescents. As a result, students have re-engaged in their schoolwork and*

*demonstrated significant academic progress. The NEW 21st CCLC Summer Program 2010 focuses on developing problem solving abilities, critical thinking, and logical reasoning by exposing students to an interesting problem-based learning task using various mathematics and literacy skills. Funding requested from North Carolina Department of Public Instruction in the amount of \$49,629.*

5. Recommend approval of supplementary funding request for *USDA Fresh Fruits and Vegetables Program* at Bruns Avenue Elementary School.

*Funds will increase children's fruit and vegetable consumption and make a difference in their diets to impact their present and future health. As stipulated in the USDA, these funds must be used to purchase fruits and vegetables for students. USDA also requires preference to be given to schools where 50% or more of students are eligible for free or reduced price meals when awarding the grants. Funding requested from United States Department of Agriculture (USDA) in the amount of \$43,250.*

6. Recommend approval of supplementary funding request for *Voices of Metro*.

*Funds will be used to assist students to develop abilities and skills to the highest level of independence. Metro students will utilize the iPod Touch with the Proloquo2Go application to increase their cognitive ability to independently communicate. Funding requested from the Longleaf Fund in the amount of \$37,506.64.*

7. Recommend approval of supplementary funding request for *Windstream Classroom Connections* at Butler High School.

*The goal of this initiative is improve technology at Butler High School which is within Windstream's service area. The grant will be used to upgrade and purchase educational tools, software, and computers. Funding requested from Windstream Communications in the amount of \$25,000.*

8. Recommend approval of supplementary funding request for *Windstream Classroom Connections* at Crestdale Middle School.

*The goal of this initiative is improve technology at Crestdale Middle School which is within Windstream's service area. The grant will be used to purchase desktop and laptop computers, software, and other furnishings to update the existing technology in the school's computer laboratory. Funding requested from Windstream Communications in the amount of \$25,000.*

9. Recommend approval of supplementary funding request for *Windstream Classroom Connections* at Matthews Elementary School.

*The goal of this initiative is improve technology at Matthews Elementary School which is within Windstream's service area. The grant will be used to upgrade and purchase educational tools, software, and computers. Funding requested from Windstream Communications in the amount of \$25,000.*

- D. Recommend approval of the *Second Lease Renewal Agreement and Lease Amendment* to lease Ada Jenkins property to the Town of Davidson.

- *The original lease was entered into for the period from July 1, 1991 to June 30, 1992.*
- *The original lease has been renewed multiple times most recently for the period July 1, 2000 through December 31, 2009.*
- *The Town of Davidson and Charlotte-Mecklenburg Board of Education desire to renew the term for an additional 9.5-year term (the Original Lease, as amended).*
- *The term of the renewed Lease is nine years and six months beginning January 1, 2010 and*

*ending June 30, 2019.*

- *The Town of Davidson will pay \$1.00 per year for rent.*

E. Recommend approval of the 2010-2011 Academic Calendar for Cato Middle College High School.

*North Carolina Law requires the Board of Education to approve school calendars. This agenda item outlines the proposed academic calendar for the 2010/2011 school year at Cato Middle College High School which is located on the Cato Central Piedmont Community College (CPCC) campus. Students at Cato take college classes taught by CPCC instructors as well as high school courses taught by CMS teachers. Because students are taught by CPCC instructors in a CPCC facility, the Cato academic calendar needs to be aligned with the CPCC instructional calendar, not with the CMS School Calendar. The State Board of Education has granted educational purpose waivers from N.C.G.S §115C-84.2 that allow the Cato High School instructional year to begin before August 25, 2010. Because CPCC does not have academic quarters, we have not scheduled “protected teacher workdays” (at the end of each academic quarter) as required by state law. However, CMS has received an opinion from the then-General Counsel to the State Board of Education that exempts CMS from this requirement for Cato teachers. In all other respects, the Cato calendar complies with the requirements of state law.*

F. Recommend approval of licensed/non-licensed hires and promotion for March 2010.

*Monthly hire report includes prior month(s) hires not processed when report was presented to the Board of Education last month.*

- *Total Hires July 1, 2009 – June 30, 2010: 2,136. (Licensed Hires: 1,150/ Non-Licensed Hires: 986).*
- *Total Promotions July 1, 2009 – June 30, 2010: 256. (Licensed Promotions: 113/Non-Licensed Promotions: 143).*

G. Recommend approval of adoption of a resolution authorizing the Director of Storage and Distribution to dispose of surplus school property by way of on-line bid in auction format.

*The on-line auction time span will encompass the May 3 through May 14, 2010 period. GovDeals ([www.govdeals.com](http://www.govdeals.com)) an experienced and proven on-line government surplus sales service provider will facilitate the process.*

H. Recommend approval of appointment of administrative personnel.

*Appointments:*

- *Dr. Christopher Cobitz named Executive Director, State and Federal Programs. Dr. Cobitz previously served as Director of Assessment with CMS.*
- *Lynne Robinson Tingle named Executive Director, Performance Management. Ms. Tingle previously served as Director of Research and Evaluation with CMS.*

Chairperson Davis called for a motion to adopt the Consent Agenda.

**Mr. White moved, seconded by Mr. Merchant, that the Board adopt Consent Items A. through H,** and a discussion followed.

Ms. McGarry asked how many administrative people will be needed to implement the nine programs as outlined in Consent Item C. (1. through 9.)? She expressed concern that CMS is in the midst of budget reductions but these are additional programs. Dr. Gorman said

there are no new administrative positions needed to implement the programs but there are indirect costs that are funded through the grants which include administrative costs. Grants do not come without costs to the district because a staff member submitted the grant and there are costs associated with time, energy, and dollars. Ms. McGarry expressed concern that in some cases it may be more trouble to implement a grant than the funding is worth and she encouraged staff to ensure the grants are worth the administrative effort. Dr. Gorman said the grants do take time, energy, and effort but students will benefit from the process and the grant. Chairperson Davis said in each of these grants the students will directly benefit.

**The motion to adopt Consent Items A. through H. passed upon unanimous Board vote.**

#### IV. ACTION ITEMS

A. Recommend approval of proposed amendments to Exhibit BA-E1, Board of Education Vision, Mission, and Core Beliefs and Commitments

Chairperson Davis called upon Tom Tate, Chairperson of the Policy Committee, to present the recommendation on the proposed amendments to Exhibit BA-E1. Mr. Tate said before the Board for approval is proposed amendments to Exhibit BA-E1, Board of Education Vision, Mission, and Core Beliefs and Commitments, which is an Exhibit to the Board's Policy regarding the Theory of Action. Exhibit BA-E1 was adopted by the Board on April 14, 2008 and is before the Board for action on proposed amendments. Changes to this Exhibit were discussed by the Board at its retreats in January and February 2010 and the Policy Committee was charged with developing a revised version incorporating the viewpoints expressed by Board members. The Policy Committee recommends adoption of the amendments as shown on the redline version of Exhibit BA-E1. The proposed amendments would slightly change the three current Core Beliefs and add a new one that recognizes the importance of engagement of families and community in the education process. Following the Core Beliefs, the statements in the Board commitments section have been reordered and, in some cases, reworded. While no current commitment statement has been eliminated, the Policy Committee recommends the addition of two new statements, one referencing the Theory of Action and the Board's role in assuring that an effective superintendent leads its implementation, and another reinforcing the commitment of the Board to encourage and provide engagement opportunities for all students' families. The recommended Exhibit and revisions are as follows:

**Vision:** Charlotte-Mecklenburg Schools provides all students the best education available anywhere, preparing every child to lead a rich and productive life.

**Mission:** The mission of CMS is to maximize academic achievement by every student in every school.

**Core Beliefs and Commitments:**—We believe that: (*items are numbered for ease of reviewing. They will be bulleted in the final version.*)

- I. A ~~strong and equitable~~ public education system is central to our democracy;
- II. ~~We believe that as adults~~ We are accountable responsible for building and maintaining high performing organizations that ensure all students will successfully acquire the knowledge, skills and values necessary for success;
- III. ~~We believe~~ Our principals and teachers make the critical difference in student achievement;

and  
IV. Engaging the student's family and the community in the education process enhances learning and academic achievement.

**Based on these core beliefs, we are committed to:** *(items are numbered for ease of reviewing. They will be bulleted in the approved version and the bracketed comments will be deleted.)*

1. Providing all students with the opportunity to perform to their fullest potential and ensuring that there is no discernable difference between the achievement levels of students by race, gender or economic level.
2. Preparing all students to be successful in institutions of higher learning or the workforce without a need for remediation. [reordered]
3. Providing a clear Theory of Action and an effective Superintendent to lead its implementation. [new]
4. Giving all students access to a well-rounded, rigorous curriculum that is researched-based and data driven. [reordered]
5. Basing our educational culture for students, teachers, administrators, the Superintendent and the Board on merit results and individual achievement. [reordered and reworded]
6. Embracing our community's diversity and using it to enhance the educational environment. [reordered]
7. Operating effectively and efficiently with fiscal accountability. [reordered]
8. Securing and allocating adequate resources according to the needs of each child. [reordered]
9. Providing Educating all students in safe and orderly learning and working environments conducive to learning. [reordered and reworded]
10. Placing a Ensuring that an effective principal with strong leadership and management skills as the key instructional leader in leads every school. [reordered and reworded]
11. Ensuring that an effective teacher instructs each class. [reordered]
12. Building the capacity of our personnel through Providing resources for meaningful relevant professional development. [reordered and reworded]
13. Encouraging and providing engagement opportunities for all students' families. [new]
14. Partnering with parents and the community members into maximizing student learning. [reordered and reworded]

**Mr. Tate moved that the Board approve the proposed amendments to Exhibit BA-E1, Board of Education Vision, Mission, and Core Beliefs and Commitments, the motion was presented through the Policy Committee and a second was not required, and a discussion followed.**

Board members were invited to make comments and ask questions.

- Mr. Merchant said he is on the Policy Committee and he commended his colleagues on the Policy Committee for their work. It is important to note that the Board is dealing with tactical, operational, and budget issues and are continuing to do a lot of work behind the scenes regarding key policies. Mr. Merchant is pleased with many of the changes in this document but there are two changes that cause him concern. The first Core Belief originally read, "A strong and equitable public education system is central to our democracy." It now reads, "A public education system is central to our democracy." He does not agree with some of the concerns expressed by the public speakers regarding the way CMS reorganized the Learning Communities but he does have a concern that the Board is setting the bar low in that the existence of a public



education system is important and not that there be a qualifier associated with the public education system. He also expressed concern regarding Commitment # 5., which originally read “Basing our educational culture on merit and individual achievement” but now reads, “Basing our educational culture for students, teachers, administrators, the Superintendent, and the Board on results.” He is not sure why all those individuals are listed but appreciates that CMS is moving towards a system that sets goals, interim measures, and measures the way to hit targets or outputs as opposed to measuring initiatives with inputs. CMS is moving to measuring output instead of inputs. He does not teach his children that the ultimate goal in measuring education is results. Mr. Merchant said while the end result is important, the way that we reach that is very important and that is most often where the teaching moments reside. Mr. Merchant said he was unable to attend the meeting in which this document was finalized and he would have voiced his concerns at that time. Mr. Merchant said he feels strongly about the two items and that will prevent him from supporting this document which will break his heart because this is one of the most important Board documents. He believes much of the document is on the right path. Mr. Merchant encouraged the Board to return this document to the Policy Committee for further consideration regarding the two items he addressed.

- Ms. McGarry said there are good points in the document but she is concerned about Commitment #14, that states “Partnering with community members to maximize student learning.” She expressed concern that this bullet previously included the word “parents” and that has been taken out. She will not support this because it eliminates the responsibility of parents in the educational process. She encouraged the Board to revise this statement to include “partnering with parents and community members to maximize student learning.” Parents must be a prime focus in the educational process.
- Ms. Lennon said the Policy Committee did work hard on the revisions of the document. She believes if Mr. Merchant had been able to attend the last meeting he would have influenced the final revisions to the document because the Policy Committee pondered over the wording to describe the first Core Belief. Commitment #13 is a new statement that has been added and it does address students’ families and their importance in education. The Policy Committee morphed Commitment #14 into two separate statements. Ms. Lennon said the Policy Committee had difficulty rewording the first Core Belief and she agreed with Mr. Merchant that the document should go back to the Policy Committee for review.
- Mr. White said he shares the concerns of Mr. Merchant. He has lived through the wordsmithing process of this document from the beginning and it is difficult to reach a final document that is accepted by everyone. Mr. White asked Mr. Tate to address why the Policy Committee eliminated the wording “strong and equitable” in the first Core Belief statement because there may be enough Board members who would agree to modify the statement to re-add those words in order to unanimously approve this most important document tonight. Mr. Tate said Ms. Lennon addressed this to some degree and perhaps the first Core Belief could have read “Public education is central to our democracy” and not “A public education system...” Mr. Tate said the Policy Committee had a number of words to replace “strong and equitable” but it was difficult to choose a word upon which the members of the committee could agree. The committee believed it was best to simply state that “Public education is central...” The

committee wanted it to be strong, equitable, and the best possible but that was stated in the Vision and Mission so this should not be construed as lowering the bar. The qualifiers were removed because the committee could not agree upon the appropriate qualifiers. Mr. Tate said regarding the rewording of Commitment #5 “basing educational culture on results” and eliminating the wording “merit and student achievement,” was changed because “merit” did not identify what the Policy Committee understood merit to mean. The committee questioned whose merit and what kind of merit. The committee believed “results” are what CMS and the Board are moving towards because various policies refer to “results” in terms of our accountability. CMS is focusing on “results” and this would make it consistent with other Board and CMS documents. The Policy Committee members present believed it was important to say that our whole educational culture but particularly the groups identified (students, teachers, administrators, Superintendent, and the Board) are to be evaluated based upon results and what we are able to achieve.

- Dr. Waddell said she also was concerned about how the first Core Belief was written. She believes including a “strong and equitable” public education system sets the tone about the other statements in the document. She expressed concern that many of the items in the document are implied and not spelled out and the statements should be easily understood. These are Board’s Core Beliefs and it is important that the Board gets them right because these statements will guide the Board in their decisions, developing policy, and administering their responsibilities.

**Mr. Merchant made a substitution motion that the Board return the proposed amendments to Exhibit BA-E1 to the Policy Committee to be revisited at their next meeting scheduled for April 22<sup>nd</sup>, seconded by Ms. Lennon, and the Board voted 8-1 in support of the motion. Board members Davis, McGarry, Merchant, White, Lennon, McElrath, Waddell, and Morgan voted in support of the motion. Mr. Tate voted against the motion.**

Ms. McGarry encouraged the Policy Committee to also review Commitment #14 for consideration of including the word “parents” because the parents must be the first responsible party and parents must be included.

**B. Recommend approval of proposed 2011-2012 School Calendar**

Chairperson Davis called upon Dr. Gorman to present the proposed 2011-2012 School Calendar. Dr. Gorman said before the Board for action is the approval of the 2011-2012 School Calendar. The Board approves a calendar two years in advance in order for the school system to prepare for the school year. Approving this calendar does not stop the Board in its pursuit to review the potential of legislation that may change State school calendar requirements. Should such action happen in the future, staff would take that as direction from the Board to review the adopted calendar for modifications. Dr. Gorman provided a review of the calendar development process and his final recommendation as follows:

- Calendar Committee Overview:
  - The Calendar Committee consists of parents of current and former CMS students, teachers, principals, retired staff, and staff from several administrative departments.

- The committee must utilize State and CMS requirements which include required number of work days, required start date and end date, desire of individuals for particular times off, and which days have high attendance or lower attendance.
- The committee began meeting in January 2010 and from several options as recommended by the Full Calendar Committee developed two recommendations for the 2011-2012 school calendar. "Calendar A" and "Calendar B."
- The main difference between Calendar A and B is that Calendar A provides for a two week winter break.
- A preference poll for staff and community was conducted March 10-17, 2010.
  - 5,905 total votes (50.4% of respondents were CMS teachers, 23.1% were non-instructional staff, 21% were parents/guardians, and 5.4% were students, elected officials, volunteers, community partners and others). This was an increase of 1,300 people participating in the preference poll over last year.
  - Calendar A received support from 4,424 (74.9%) people.
  - Calendar B received support from 1,481 (25.1%) people.
  - 1,411 people provided comments which included the following:
    - More snow days added to the calendar.
    - Revise school law.
    - Make winter break as long as possible.
    - More workdays in second semester.
    - Reduce total number of workdays.
    - Fewer workdays at beginning of the year.
    - Spread workdays evenly throughout the school year.
    - Never use Memorial Day or other holidays as a school day.
    - Schedule workdays to address religious holidays.
    - Tie spring break to Easter.
    - Use hours of instruction rather than days.
    - Inappropriate use of protected teacher workdays.
    - Use Saturday for make up days.
  - Last year, 4,632 people participated in the 2010-2011 preference poll.

Dr. Gorman said staff is recommending Calendar A for the 2011-2012 School Calendar for the Board's consideration.

Chairperson Davis called for a motion to approve Calendar A for the proposed 2011-2012 School Calendar.

**Mr. White moved, seconded by Dr. Waddell, that the Board approve "Calendar A" as the 2011-2012 School Calendar, and a discussion followed.**

- Mr. Merchant asked is there a deadline in which this calendar must be approved? Dr. Gorman said there is not an immediate deadline because this is the 2011-2012 school year, however, many families attempt to make reservations and plans well in advance and early approval would assist in making those type arrangements. Historically, the Board has approved the calendar two years out. For instructional purposes there is not a deadline in the near future but without knowledge of any changes in the legislation regarding the school calendars staff believes it is best to follow the calendar adoption

routine. Dr. Gorman said the calendar will be posted on the website once it is approved. Mr. Merchant said he knows the committee worked hard and they must work around tight parameters but those parameters do not have anything to do with education. He encouraged the Board to delay the approval of the 2011-2012 School Calendar in hopes that there may be some changes in the legislation in the near future. He would prefer to delay the vote on this item and if the Board does not choose to do that, he will vote against this item.

- Ms. McGarry expressed concern that the dates on the calendar are not labeled Christmas, Hanukkah, Muslim, or Memorial Day. Dr. Gorman said they are not labeled because that would be illegal. Ms. McGarry hopes the calendar includes a Hanukkah holiday. Ms. McGarry expressed concern that the Memorial Day holiday is listed as a makeup day and she will not approve a calendar that uses Memorial Day as a snow day because that day should be recognized as a holiday. Dr. Gorman said there is a sliding scale of make up days and there is only one mandated day to not attend school which is Veterans Day.

**The Board voted 7-2 in support of the motion and the motion passed. Board members Davis, Tate, White, Lennon, McElrath, Waddell, and Morgan voted in support of the motion. Board members McGarry and Merchant voted against the motion.**

## V. REPORT/INFORMATION ITEMS

### A. Report on Budget Amendments for February 2010

Dr. Gorman said Report Items A. and B. are the monthly reports and they are as presented.

### B. Report on Financial Statements for February 2010

Report Item B. was presented with Report Item A.

### C. Report on PreK-12 Support Services Department

Chairperson Davis called upon Dr. Gorman to introduce the report on PreK-12 Support Services Department. Dr. Gorman called upon Ann Clark, Chief Academic Officer, and Barbara Pellin, Assistant Superintendent for PreK-12 Support Service, to present the report. Ms. Pellin recognized staff from the various areas for their hard work and provided a review of the following information.

- PreK-12 Support Services Overview:
  - Departments:
    - ✓ After School Enrichment.
    - ✓ Coordinated School Health.
    - ✓ Gang Prevention.
    - ✓ Intervention Team Specialists.
    - ✓ Office of Diversity.
    - ✓ School Counseling.
    - ✓ School Psychology.
    - ✓ School Social Work.
    - ✓ Substance Abuse Prevention.

- Provides leadership for integrating support services and programs to promote academic achievement.
- Focuses on the comprehensive development and implementation of quality, strategically planned and effectively coordinated approaches.
- Addresses multiple barriers to teaching and learning by utilizing varied tactics and interventions with defined outcomes.
- Programs also are provided by Parent University, family and community services, the office of diversity, coordinated school health, and after-school enrichment services. Activities and programs provide focus to improve student outcomes and remove barriers to learning for all students.
- Governance: The department's policies and regulations adhere to guidelines provided by Charlotte-Mecklenburg Schools, the North Carolina Department of Public Instruction (DPI) and Mecklenburg County Health Department. Adherence to public-health laws are a part of policy development and service considerations. The utilization of research and best practices inform service-delivery patterns for the department. Federal, state and local guidelines also provide the basis for direction and decision-making. *Strategic Plan 2014* provides the framework for the core work of PreK-12 Support Services.
- Budget: The majority of the budget focuses on salaries and benefits that are direct services to the children and families served by the department.
  - 2009-2010 total operating expenses PreK-12 Support Programs: \$352,647.
  - 2009-2010 total operating expenses PreK-12 Support Services: \$3,850,309.
    - ✓ Salaries: \$2,318,197.
    - ✓ Benefits: \$524,013.
    - ✓ Purchased Services: \$659,507.
    - ✓ Supplies and Materials: \$343,592.
    - ✓ Furniture and Equipment: \$5,000.
  - 2009-2010 Family and Community Services/Parent University: \$656,814.
- Goals (*Strategic Plan 2014* builds the framework for the goals):
  - ✓ Increase graduation cohort rates.
  - ✓ Expand community partnerships.
  - ✓ Grow the number and improve the functionality of school-based Intervention Teams.
  - ✓ Align After-School Program components with the CMS instructional day and Curriculum and Instruction strategies.
  - ✓ Promote and maintain parent and community connections.
  - ✓ Utilize multidisciplinary teams and departments to provide services to students, staff, and families.
- Major Initiatives: Initiatives demonstrate and convert to reality the goals.
  - No Easy Walk: Coordinates efforts between PreK-12 Support Services and Curriculum and Instruction. Utilizes seventeen active partnering agencies and organizations and currently serves 337 6<sup>th</sup> grade students in six schools. Includes a day program outside of the instructional component and an after school component. Students work in teams to maximize collaborative performance utilizing problem-solving skills and decision making. Programs develop character and leadership within students.

- Decrease in days missed due to out-of-school suspensions.
  - Decrease in days absent.
  - Increase in end-of-grade results in reading and math.
- Truancy Court: Coordinates efforts between CMS support staff and Mecklenburg County Juvenile and District Court judges.
- Truancy/Safe Neighborhoods Projects: Partnership between the CMS social workers, the Charlotte Attorney General's office, and the Charlotte Mecklenburg Policy Department (CMPD). Focuses on home visits by the social worker and CMPD officer to develop a truancy prevention plan with the family to impact the attendance of that child. Program is currently in ten middle schools and six high schools.
  - High Risk Model: 27% decrease in unexcused absences following intervention and a 12% decrease in juvenile crimes during daytime hours.
  - Whole-School Model (July 2009-December 2009): 61% of students improved attendance, 19% decrease in targeted crimes across North Tryon Division, and 67% decrease in larceny from automobile in an one-fourth mile radius of the participating schools.
- Safety and Respect for All: A part of the Bullying Prevention Program and Utilizes the Youth Risk Behavior Survey Data.
  - Partnership between community organizations, faith community, medical and mental health providers.
  - Interdepartmental CMS partnership with Curriculum and Instruction, Building Services/bus drivers, and Child Nutrition.
  - Comprehensive training by learning community using a train-the-trainer model.
  - Schools submit bullying prevention plan that includes strategies that do not disrupt the instructional day.
  - Multiple methods of reporting.
  - Partnership with University of North Carolina-Charlotte Institute for Social Capital to document outcomes.
  - Results: Reports of bullying declines in high schools from 20% in 2007 to 16% in 2009 and reports of bullying increased in middle schools from 26% in 2007 to 39% in 2009. Body size/shape is a predominate type of verbal bullying and the school bus is the place where bullying occurred most frequently.
  - Lessons Learned: Every student can succeed if disparities are removed; when students and families have multiple problems no single solution is the answer; Working in isolation does not produce sustained, positive outcomes; and building relationships and trust is critical.
- Initiatives underway include:
  - Charlotte Housing Authority to develop a truancy prevention policy for families that reside in Housing Authority and Section Eight housing.
  - Department of Social Services/Youth and Family Services to align delivery services patterns.
  - Medical and dental community.
  - Mental health providers.

- Next Steps:
  - Connect services to build internal and external capacity.
  - Build on the knowledge base and skills of other CMS departments.
  - Utilize data and best practices for program development and evaluation. The work related to the Dropout Prevention and Truancy has been relevant to the results. The CMS dropout rate has decreased from 6.39% in 2006-2007 school year to 4.99% in 2008-2009 school year.
  - Recognize that budget constraints force out-of-the box partnerships and focus on critical services.

Board members were invited to ask questions and make comments.

- Ms. McGarry asked clarifying questions regarding bullying and she hopes the cameras on the school buses will help reduce the bullying incidents on school buses. Ms. McGarry asked clarifying questions regarding the budget for Parent University. Ms. Pellin said the core staff is funded by the district and the other activities and support supplies are funded through grants. Dr. Gorman provided clarification noting that the budget for Parental University has been reduced and the staff of that department has increased its workload.
- Mr. Tate thanked staff for the report. He discussed the importance of providing services to our families so that students can come to school able and ready to learn. He expressed concern that the CMS loses funding every year which negatively impacts the services available. He thanked staff for their hard work to provide services to students with the resources and people available because that component is vital to their education.
- Dr. Waddell thanked staff for the wonderful report. Dr. Waddell is happy that CMS will be receiving some grant funding to assist in providing services to educate students. She commended staff for reaching out to the community to secure the various partnerships because it is important to have community involvement. She encouraged staff to also pursue partnerships with the Charlotte Shelter Plus, Salvage Army, Homeless Shelter, and community centers.
- Mr. White thanked staff for their hard work. He said bullying is one of our biggest issues that we face. It used to be a face-to-face issue but it now starts before school, continues after school, and includes cyber-bullying. It is difficult for staff to combat bullying and this issue must involve help and monitoring from the parents.
- Chairperson Davis said the Board is working to revise its Core Beliefs and Commitments and it is the work of staff that puts those items into action. Chairperson Davis thanked staff for the work they do every day for students.

D. Report on Superintendent's proposed recommendations for the 2010-2011 Board of Education Budget

Chairperson Davis called upon Dr. Gorman to introduce the report. Dr. Gorman called upon Sheila Shirley, Chief Financial Officer, to present the Superintendent's proposed 2010-2011 Board of Education Budget. The proposed recommendations should not include any surprises because staff has been diligent to be transparent throughout the budget process. This transparency included several Budget Work Sessions that were open to the public and televised, and communication to staff and the public. The process will be

continuing until CMS has received the final proposed funding from the County and State. The Board will hold a Public Hearing and Work Session on the proposed budget recommendations at the April 27<sup>th</sup> Regular Board meeting and a Board discussion and vote at the May 11<sup>th</sup> Regular Board meeting. Following the Board vote, Staff will present the proposed 2010-2011 Budget to the Board of County Commissioners on May 25<sup>th</sup>. Dr. Gorman said this has been a difficult budget year. The process is always somewhat uncertain because CMS is unaware of its funding from the County and the State until a much later date but the Board must approve a budget to present to the County prior to that time. CMS has not received its final numbers and staff is continuing to look at options. This is the second year of large cuts and there are not easy cuts left to make. We have all felt the burden of the tough economic times. A new item to the proposed budget includes teacher assistants and the Board members have been advised and principals were notified today. Ms. Shirley said this has been a long process and this step is a mile stone in the budget process. Ms. Shirley provided an overview of the budget process and recommendation.

- Framework for Budget development.
  - Align resources to support *Strategic Plan 2014*.
  - Keep strong academic focus coupled with data driven decision making.
  - Recognize and plan for the impact of the economic environment and employ sound fiscal management, and respond to signals from state and local sources that funding may be limited.
  - Acknowledge uncertainty regarding expected funding levels from all sources but be prepared for the worst.
  - Request funding from County for growth, sustaining operations, and opening new schools.
  - Pay for *Strategic Plan 2014* initiatives through budget reductions or redirections.
  - Establish flexibility in the budget to allow for various reduction levels.

• 2010-2011 Superintendent’s Budget: \$1,240,706,636

	\$\$
County Current Expense	\$332,852,706
State Current Expense	\$639,305,791
Federal/Special Revenue Current Expense	\$181,426,695
Other Local Current Expense	\$3,502,000
<b>Total Operating Budget</b>	<b>\$1,157,087,192</b>
Capital Replacement	\$5,200,000
Child Nutrition	\$63,744,443
After School Enrichment	\$14,675,001
<b>TOTAL</b>	<b>\$ 1,240,706,636</b>

• Comparison to prior year:

	\$\$
2010-2011 Proposed Operating Budget	\$1,157,087,192
2009-2010 Adopted Operating Budget	\$1,140,509,220
Increase	\$16,577,972
% change	1.45%



- Budget sources:
  - State: \$639.3 million/55%.
  - Federal: \$181.4 million/16%.
  - County: \$332.9 million/29%.
  - Other: \$3.5 million/ (<1%).
- Purposed Budget Uses:
  - Salaries: \$755.3 million / 65%.
  - Benefits: \$222.3 million / 19%.
  - Purchased Services: \$113.5 million / 10%.
  - Supplies and Materials: \$48.0 million / 4%.
  - Furniture and Equipment: 1.9 million / (< 1%).
  - Other: \$16 million / 2%.
- Operating budget by area:
  - Schools: \$937.7 million / 81%.
  - Support – Schools: 113.6 million / 10%.
  - Central Office: 105.7 million / 9%.
- Factors increasing the 2010-2011 Proposed Budget:
  - Employee benefits (8.9% increase in health insurance benefits and retirement rate from 8.75% to 10.51%).
  - Other sustaining operations (increase in graduation costs (parking and security), 3% increase in electricity and gas, 6% increase for water, increase in enrollment rate for charter schools (1,114 students).
  - CMS Enrollment growth – 1,287 new students.
  - New Schools – two high schools (includes school-based staff, maintenance costs at \$3.64 per square foot, and athletic programs).
  - Program Expansion and new initiatives.
- Program Expansion and New Initiatives: \$3.7 million /initiatives aligned with *Strategic Plan 2014*.
  - Effective Teaching: Student Assessments: \$1,259,519.
  - Managing for Performance Project: \$466,411.
  - Credit Recovery Pilot: \$295,400.
  - New Leaders for New Schools Program: \$215,078.
  - Magnet Program: \$1,235,850.
  - Strategic Staffing Program: \$225,875.
- Budget Reductions and Redirections
  - State textbooks: \$5,435,273.
  - CMS-TV staffing and operating costs: \$76,452.
  - Learning Communities/Achievement Zones Reorganization: \$3,597,731.
  - Utilities – various energy conservations measures: \$1,710,567.
  - Transportation expenses: \$742,031.
  - Technology – deinstallation of mainframe: \$438,500.
  - Lease cost savings – transportation – Walton Plaza: \$294,486.
  - Legal expenses: \$77,758.
  - Mileage rate reimbursement decrease (from .55 to .50 cents per mile: \$110,922.
  - Career and Technical Education – staffing and reduction in textbooks: \$228,905.

- Storage and Distribution – reduce deliveries for Child Nutrition and reduce postage: \$169,289.
- Bright Beginnings – staffing and furniture costs: \$76,836.
- Central Office Staffing – twenty-five positions across departments: \$1,736,071.
- Central Office non-personnel expenses: \$1,249,548.
- Reductions and Redirections in Proposed Budget: (\$16,607,472).
  - County Reductions to cover new initiatives: (\$3,698,033).
  - State Reductions – textbooks, discretionary increase (\$12,909,439).
- Reductions by Area: (\$16,607,472).
  - Central Office: (\$6,191,161) /5.4%.
  - Schools: (\$6,936,198) / .8%.
  - Support – Schools (\$3,480,113) / 3.0%.
- Superintendent’s Recommendation for 2010-2011 County Budget Request:
  - 2009-2010 Base Budget: \$317,367,391.
  - Redirections/Reductions: (\$3,698,033).
  - Sustaining Operations and Growth: \$15,485,315.
  - Program and Expansion and New Initiatives: \$3,698,033.
  - County Budget Request: \$332,852,706 / \$15,485,315 increase.
- Trends in Funding from County.
- Total 2010-2011 Proposed Operating Budget: \$1.157 billion.
- Capital Replacement 2010-2011 Proposed Budget:

Revenues	\$5,200,000
Expenditures:	
Building and Sites	\$4,950,000
Furniture and Equipment	\$ 250,000

- Child Nutrition 2010-2011 Proposed Budget: (no increase projected for breakeven).
- After School Enrichment Program: (includes price increase for basic summer camp program \$115 to \$135 per week)
- Optional Budget Reductions Scenarios: \$78.3 million.
- 2010-2011 Budget Scenario 5A (\$ in millions): (\$78.2 million).
- Changes since March 30<sup>th</sup> Presentation:
  - Reductions identified as of March 30<sup>th</sup>: \$66,747,544.
  - Textbook Reduction: \$5,435,273.
  - Change Teacher Assistant Formula (164 positions): \$4,766,660.
  - Lease cost savings – transportation, Walton Plaza: \$294,396.
  - Utilities increase: \$1,052,949.
  - Total targeted budget reductions: \$78,296,822 / 4.28%.
- Scenario 1: \$16,607,472 / 68.25 positions.
- Scenario 2 - \$15.4 million / 104 positions. Includes elimination of district’s cost for employee dental insurance (employee pays total cost), reduce signing bonuses for teachers, expand the Magnet Shuttle stops beyond five mile radius, and expand Magnet Shuttle stops for four high schools (Phillip O. Berry, Harding University, Northwest School of the Arts, and Marie G. Davis).
- Scenario 3: \$19.0 million / 235 positions. Includes modification of teachers assistant model to a 37.5 work schedule, eliminate middle school athletics, adjust bell schedule at four schools (Marie G. Davis, Davidson IB, Piedmont IB, and Smith Language

Academy), modification of employment term for some Central Office and school based staff (shifting to a 10-month position), and elimination of 121 teacher positions.

- Scenario 4: \$9.3 million / 191 positions.
- Scenario 5 and 5A: \$17.8 million: Includes increase in class size ratios.
- Key Dates:
  - April 27<sup>th</sup>: Public Hearing and Budget Work Session.
  - May 11<sup>th</sup>: Board vote to reach conclusion of the budget request to the Board of County Commissioners.

Ms. Shirley said at this time we are unaware of the timeline for the state budget approval. This has been a long and difficult process that will be continuing. Staff had to make some tough choices as we move to operating with less for next year. Staff adhered to the framework design, employed sound, fiscal management, and identified cuts that prepare for the worse and create flexibility. Ms. Shirley thanked the Board for their work in providing direction for recommendations and staff for their tireless work to reach the recommendation.

Board members were invited to make comments and ask questions.

- Mr. Merchant asked clarifying questions regarding the enterprise budgets and expressed concern that the Child Nutrition Program has retained earnings of over \$15 million. He encouraged staff to review options for utilizing those funds. Ms. Shirley explained that the retained earning can be reinvested within the Child Nutrition Program and they cannot be transferred to the operating budget. Dr. Gorman said staff must be compliant in the use of those funds and utilizes the capital piece of those funds in the most creative way possible. Mr. Merchant asked clarifying questions regarding the 164 cuts to the teacher assistant positions. Dr. Gorman provided clarification that the Department of Public Instruction is making dramatic budgets cuts to the number of teacher assistant positions at the state level. Staff delayed reductions to this item but at this point we are running out of other options. Mr. Merchant discussed the abilities and successes of teacher assistants and he noted that this item concerns him.
- Ms. Lennon expressed concern that the Board presents a budget to the Board of County Commissioners (BOCC) knowing that they are going to cut the request. The BOCC has requested CMS to cut its budget but the proposed recommendation is requesting an increase. Ms. Lennon encouraged the Board to do a better job of working with the BOCC on the budget request. Dr. Gorman said the budget process with the BOCC is dysfunctional in nature and CMS has never entered the new fiscal year with a budget. Ms. Lennon said the process is a backward way to do this and we must reach out to our BOCC colleagues. Ms. Lennon encouraged staff to review furlough options to lessen the impact on Scenario 5A and to lessen the cuts to teacher and teacher assistant positions. She discussed the importance of teacher assistant positions noting they are also vital in maintaining safety in the morning and afternoon in addition to providing instructional assistance. The schools in her area are overcrowded and they are instrumental to help manage the vastly overcrowded schools. Dr. Gorman provided an update to utilizing the furlough option noting that the state has legal concerns regarding one school district using this option versus the entire state. Dr. Gorman has spoken with the teacher associations and they have mixed reviews on using furlough. Dr. Gorman

said the governor is talking about reimbursing the furlough from last year and that is concerning on how that will be managed on top of the potential of implementing another furlough.

- Ms. McGarry expressed concern regarding the reduction in force of the 600 teacher positions. Ms. McGarry asked clarifying questions regarding teacher position vacancies and Dr. Gorman provided clarification about the process. Ms. McGarry expressed concern that last year teachers were terminated and then rehired and that negatively impacted teacher morale. She encouraged staff to not follow the same path as last year and encouraged the Board to find other options in lieu of laying-off teachers. Ms. McGarry encouraged additional budget reductions to the learning communities; locate the learning communities at a school; eliminate CMS TV-3; outsource food services, transportation, and printing; eliminate Walton Plaza and place that staff at schools; and combine facilities and underutilized schools to save teacher positions. Ms. McGarry expressed concern regarding the reduction in force process because the Superintendent has the ability to eliminate teachers who are not performing without doing a reduction in force and that should be an ongoing process. Ms. McGarry encouraged the Board to consider budget reductions that do not impact the classroom. Ms. McGarry asked clarifying questions regarding the fund balance, strategic staffing, and enrollment growth. Ms. Shirley and Dr. Gorman provided clarification. Ms. McGarry expressed concern that strategic staffing includes merit pay which is the same as a bonus and that should be eliminated in lieu of cutting teachers. Dr. Gorman said cutting teachers was not an easy option, it was not the first option, and the reductions are a result of a fiscal crisis. The decisions were made in a thoughtful and deliberate manner. Ms. McGarry said she would have preferred a 1% to 10% cut across the board because that would have been a shared pain that all could understand. Ms. McGarry said the priorities should be teachers, teacher assistants, media specialists, and resource officers because the Board's main mission is critical to the classroom.
- Chairperson Davis said at the last Work Session, the Board discussed closing facilities and the consensus was this option would take time to thoughtfully implement without impact to students and the timeframe was at least twelve months out. The Board elected to not put students through this type of disruptive change and to consider this option as a future tool for next year. Dr. Gorman said that is correct and staff has drafted an initial plan and timeline for reviewing the details of this option.
- Mr. White said the budget process is not a fun process and it has been a particularly painful process the past two years. Mr. White thanked Dr. Gorman and staff for their hard work on developing the budget recommendations. He does not believe the budget process is flawed but the funding process for education in the state of North Carolina is flawed. He said the public elects both Board of Education (BOE) and the BOCC but it is the BOCC who determines the funding for CMS. He believes the BOE should be responsible for determining the funding for the school system and the public should hold the Board responsible for the results. The BOE should request a funding amount from the BOCC that is closer to the amount really needed. The BOE should request funding for growth and opening new schools. He feels the responsibility of asking for what we need first. People say just find the money but that is not an option because the federal, county, and state are not going to give it to us. Many of the options come down to do it to somebody else but do not do it to me. We want supervision and

accountability and it takes people to do that as well as teachers in the classroom. He is not anti-teacher and it will be tough to add more students to a classroom plus take away the teacher assistant. This is not good news but staff has worked hard to find the best that we can do. The Board will continue to review the budget options over the next few weeks. Mr. White said eventually he will approve a finalized budget so that CMS can move forward in educating the students of this community.

- Mr. Tate asked Dr. Gorman to provide clarification and the rationalization to develop the new zones, specifically the Central Zones and the Title I Department. Dr. Gorman said CMS must provide support for schools and where possible provide support closer to them but that cannot be done in every case. Staff believes schools need differentiated levels of support. Some schools need more support and assistance because the children in those schools need more support and assistance. As we developed the plan for this year, staff reviewed methods of providing more assistance and support during a time of declining revenues. This year, we are actually going to do less with less. Our focus is to provide the best support that we can for the schools from the learning communities while wrapping Title I into that focus. Dr. Gorman called upon Ann Clark, Chief Academic Officer, to provide further clarification. Ms. Clark said she wanted to address a few comments made earlier in the discussion that might be helpful. CMS started with six learning communities and the Achievement Zone and CMS reduced one learning community and eliminated the Achievement Zone which is a reduction from seven to five learning communities. Staff reviewed methods to reorganize the learning communities as well as the alignment with Curriculum and Instruction. Two years ago, CMS began the reorganization of Curriculum and Instruction and combined many of the curriculum areas such as math and science, world languages, social sciences, and literacy and writing. Over a three year period, CMS has implemented a reorganization, collapsing, and alignment of Curriculum and Instruction. An area that was not addressed was the Title I Department. This reorganization aligns the Title I Department which is dedicated to support for our Title I schools and shifted the focus from one that has been more compliance driven to one that is more academic support. It is supplemental academic support. All five zones are funded by local funds for the initial positions that are common across all zones. In addition, the Title I Department has been reorganized to have an elementary and secondary literacy specialist focused on the literacy skills for the Title I schools as well as an elementary and secondary math specialist focused toward the Elementary and Secondary zones within the Central Zone. In addition, staff has taken the opportunity to review the Supplemental Educational Services Program to align that in an elementary and secondary fashion. Title I principals have historically had to attend a general principals' meeting, a level principals' meeting, a learning community meeting, and a Title I meeting. This will allow principals to continue to have a vertical articulation K-12 once per month; to meet by level Pre-K, elementary, middle, and high once per month; and the zone meeting will count as their Title I meeting. The entire team is lined up under Tyler Ream for Central Elementary and Curtis Carroll for Central Secondary. The Human Resources and the financial resources are aligned under the oversight of the two zone superintendents and that eliminates any duplication of administration and support and allows the zone superintendent to review all the available resources available to the Title I schools. This includes any focus support that goes to the Title I schools as well as Title I financial and

Human Resources funding. CMS will house the Title I team with Tyler Ream and his zone team as well as with Curtis Carroll, and all of those will be located in one area. The entire team is functioning as a team rather than a Title I office and a zone office at another location supporting those schools. In addition, CMS has a professional Learning Community focus in the district which allows principals to choose peers across any zone in the district that have a common goal upon which to focus. Principals will not be isolated in this process and they will be pleased to have one less meeting per month and to have a zone superintendent who can make all decisions around financial resources and Human Resources. Principals will also like the targeted support around literacy and math which is a part of the *No Child Left Behind* legislation and a large part of the End-of-Grade testing grades 3<sup>rd</sup> through 8<sup>th</sup> and the End-of-Course at the high school level where literacy and math are the foundational skills. CMS will have star quality people at all five zones. Staff is beginning the interview process this week and hopes to conclude by the end of next week. Staff is very excited about the zone reorganization and they all start initially with the following positions that are funded by our budget: zone superintendent, zone curriculum executive director, zone curriculum instruction coordinator, discipline administrator, executive secretary, and a senior administrative secretary. The Title I Department is being reorganized to specifically focus on the Central Elementary and Secondary zones. Mr. Tate said this sounds good and he hopes it will be good because it is a concern to have these schools grouped together but he understands the idea is the support services will be greater. Mr. Tate asked if this had been a model in any other school district. Dr. Gorman said he is not aware of this model in any other school district and the majority of districts do not expand their area of supervision to this degree and most have a much smaller span of control. Mr. Tate thanked staff for clarifying the reorganization. Mr. Tate agreed with the comments by Mr. Merchant, Mr. White, and Ms. Lennon regarding teacher assistants and teachers. In addition, he is concerned that staff continues to make changes formulaically and does not consider the different types of schools, overcrowded schools, or high poverty schools and the formula is based upon one size fits all. He believes certain criteria should make a difference and the formula may not work exactly. Mr. Tate encouraged staff to continue to review the opportunities for furlough and he hopes that method can be used for CMS. Mr. Tate said the Board should ask for what CMS needs because the Board has never asked for what we really need educationally. We have asked for what we have thought we needed given what we thought the parameters might be as opposed to what we really needed to educate every student to the level that we believe they need. The Board has already created a false sealing of what we need in the eyes of the community and Board of County Commissioners. At some point, CMS must have a budget and this will take a lot of consideration. This budget has a bleak impact students, families, teachers, teacher assistant, principals, assistant principals, and staff but we must develop a budget that is balanced. He believes North Carolina must fund schools in a different way. Mr. Tate thanked staff for their hard work and he looks forward to hearing from the community.

- Mr. Morgan asked clarifying questions regarding the factors that increased the budget, the process for funding charter schools, and the increase in student enrollment. Ms. Shirley said the state provides the funding for charter schools directly to the charter school but for the Mecklenburg County that funding comes to CMS. CMS divides that

funding by the total number of students for Mecklenburg County including charter schools and CMS disburses that payment to the charter schools based upon their student enrollment. Mr. Morgan asked clarifying questions regarding Scenario 3 and the savings for the adjusted bell schedules at Hawk Ridge Elementary School and Dilworth Elementary School. Dr. Gorman said the four schools in this recommendation were added to the budget as a result of changes to middle school sports and the savings for bell changes at Hawk Ridge and Dilworth were reflected in the transportation budget savings. Dr. Gorman said staff is continuing to review and pursue other funding options for middle school sports. Mr. Morgan said several Board members have expressed an interest in identifying funding to fund a skeleton sports program at the middle school level and he hopes that proposal will be presented to the Board soon. Dr. Gorman said information on that will be presented at the next Board Work Session. Dr. Gorman said staff is reviewing options to eliminate six sports offerings at the middle school level (boys and girls golf, softball, fall cheerleading, baseball, and soccer) and keep football, volleyball, boys and girls basketball, winter cheerleading, and boys and girls track. This option will save \$325,000. A student participation fee of \$50.00 for the remaining sports would result in approximately \$152,000. A \$100.00 fee for high school would result in approximately \$752,000. A \$1.00 increase on the cost of tickets would result in approximately \$263,000. Dr. Gorman said staff is continuing to review these options as well as corporate sponsorships. Mr. Morgan said he believes the Board should present a budget request to the BOCC that includes what we think we need as well as the different funding scenarios. He commended Dr. Gorman and staff for making the different funding scenarios available to the public. He also thanked the PTA members who have asked what they can we do and he encouraged them to continue to have dialogue with general assembly for the need of flexibility. Dr. Gorman said it is important to begin the process to notify the four schools and families regarding the bell schedule changes as well as the families impacted by the Shuttle Magnet Stops. He encouraged the Board to provide staff direction as soon as possible should these be methods that the Board would like to pursue. If the Board supports these options it would be helpful to notify the community as soon as possible.

The Board discussed their support of the proposed changes to the bell schedule and Shuttle Magnet Stops.

- Mr. Merchant said Mr. White and he fought hard for middle school sports last year but with the potential transportation savings in adjusting the bell schedules and the personnel involved in the program costs, he views middle school sports as a \$4.1 million item and not a \$1.3 million dollar item. He would support staff moving ahead with this option.
- Mr. White said he would continue to push for sports and finding funding options. The four middle schools impacted by the bell schedule are magnet schools and if students are interested in participating in middle school sports they do not have to attend one of those schools. Students will have a choice and CMS will still be saving money. He encouraged staff to continue to review funding alternatives.
- Dr. Waddell said she would like to hear more about the funding options that will be presented at the Work Session and she encouraged the Board to not close the door on middle school sports at this time.

- Ms. Lennon said this is a great proposal and she commended staff for looking outside of the box for funds. She said many corporations have matching funds and they will match funds contributed to the booster clubs by parents. This will help sponsor those students who cannot afford to participate in sports. She said if a student opts to attend one of those four magnet schools it would be the same as a student attending Northwest School of the Arts which does not have athletic activities. Families will have to decide whether their priorities are in academics or participating in extracurricular activities. Ms. Lennon she would support middle school sports if they are self-sustaining.
- Ms. McGarry said she supports what is critical to the Board's mission which is teachers in the classroom. She believes middle school sports are valuable but that can be suspended for one to three years.
- Mr. Morgan agreed with Board members White and Lennon. Students attending those four magnet schools must make a choice. If sports are important they may remain at their home school and if the magnet school is what is important they may remain at the magnet school. At some point when the economy changes, the Board can review changes. He would support the elimination of sports for those students.
- Mr. Tate asked if the students at those four schools could play sports when they signed up for the Magnet Program? Ms. Hamilton said Davidson IB, 7<sup>th</sup> and 8<sup>th</sup> grade, does not have an athletic program and students can play sports at their home school. This year, there were twelve students at Davidson IB who played sports at their home school. Students at Piedmont Middle School in 7<sup>th</sup> and 8<sup>th</sup> grade play sports at Piedmont and there are 204 students participating in sports. At this point, staff does not have the data for Military and Global Leadership at Marie G. Davis and we estimate that about five students participate in sports at their home school. Students at Smith Language Academy in 7<sup>th</sup> and 8<sup>th</sup> grade can play sports at Smith and there are about 197 students participating in sports. Mr. Tate said he is not comfortable making changes for these students midway through middle school because this will create changes in bell schedules, transportation, and sports. Mr. Tate would like middle schools sports to be continued. He expressed concern that currently students have the option of choosing Magnet Schools and sports but now they will have to choose between Magnet Schools or sports. Ms. Hamilton said staff believes athletics can continue to be offered at Piedmont and Smith but that would entail moving some of the times and practice times for sports but we would have to be creative with the football schedule. Students at the other two schools play sports at their home schools. The count of students participating in sports changes every year. Mr. Tate said he would support notifying families and schools about the proposed bell changes.
- Chairperson Davis said he would support sharing as much information as possible with the schools and families, and letting them know that the final decision has not been made but this is the direction that we appear to be going. This would provide a better service to the community rather than let them wait for the information. Dr. Gorman asked if this also applied to magnet stops for high and middle school students. Chairperson Davis said, yes, in his opinion. Several other Board members agreed with Mr. Davis.



The Board continued the discussion regarding the proposed 2010-2011 Budget recommendation.

- Mr. McElrath said he agreed with Mr. Tate regarding concerns about placing all the Title I schools in the same zone. He said based upon the comments from the public they are also concerned about this plan. Mr. McElrath encouraged staff to develop an alternative plan because this will not be accepted by the public. He expressed concern that Mecklenburg finds reasons to segregate based upon race, economics, and housing patterns and now CMS is using learning centers.
- Dr. Waddell encouraged staff to review the new initiatives because that is resulting in cutting back in other areas. She noted the new initiatives include Magnet Program expansions and New Leaders for New Schools and the Board had already been committed to those initiatives. Dr. Gorman reviewed the new initiatives and noted that many of them were continuing programs that were already in place. Dr. Waddell expressed concern regarding the backward budgeting process for education in North Carolina and difficulties of developing a proposed budget without the final funding from the State and County. Dr. Waddell encouraged staff to be very mindful about the cuts to teachers and she hopes teachers will be the very last area to be cut. She discussed the importance of teachers because they touch the students on a daily basis and make a difference in student learning. She also expressed concern regarding the cuts to the teacher assistant positions because they are a key person in the classroom and the education of children. The CMS goals include raising the test scores and closing the gap, and these two positions are important for achieving those goals. Dr. Waddell also expressed concern about putting all the poverty schools in one area. She encouraged staff to present CMS as an integrated school system that is working through equity and the best for every student. She hopes the public knows that the Board's intention is the best for every student in every school in CMS. She hopes staff will review the plan so that it will give a positive look to this community.

## **VI. REPORT FROM SUPERINTENDENT**

Dr. Gorman did not have a report to present.

## **VII. REPORTS FROM BOARD MEMBERS**

Dr. Waddell enjoyed visiting several schools (Highland Renaissance Academy, Joseph W. Grier Academy, Bruns Avenue Elementary) and the 110<sup>th</sup> Anniversary celebration of First Ward Elementary School. She commended staff members for their willingness to work long hours and enthusiasm, and she asked everyone to praise teachers for their good work.

Kaye McGarry invited everyone to join her for "Kaye About Town" on April 28<sup>th</sup> at the Starbucks on East Seventh Street from 7:30 a.m. to 9:00 a.m. to discuss CMS related issues. She reported that she attended a four day National School Boards Association Convention in Chicago and it was a great opportunity to learn and benefit from discussions with school board members from other school districts regarding charter schools, how to educate black men, Title I schools, and other important topics. She visited a scientific program that was fascinating and enjoyed the professional development training.

Rhonda Lennon invited everyone to attend “Rhonda on the Road” on April 29<sup>th</sup> at the Dilworth Coffeehouse at Highland Creek from 8:30 a.m. to 10:30 a.m. and on May 5<sup>th</sup> at the Coffeehouse at Mountain Island from 8:00 a.m. to 10:30 a.m. to discuss school related issues. She thanked everyone for attending her last meeting at Birkdale and the Town Meeting in Cornelius. She looks forward to meeting with the people in her community.

Joe White reported that he also attended the National School Boards Association Conference in Chicago to represent CMS and all 115 Local Education Agencies in North Carolina as one of the two voting delegates for North Carolina. He has left information from the conference in the Board office for the Board members to review. This was a great opportunity to meet with individuals from across the country and discuss school related issues because they are dealing with the same issues as CMS.

Richard McElrath said he and Curtis Carroll, Area Superintendent for the Achievement Zone, would be participating on a panel on April 22<sup>nd</sup> at the University of North Carolina to discuss educational issues.

**ADJOURNMENT**

Chairperson Davis called for a motion to adjourn the meeting.

**Mr. Merchant moved that the Board adjourn the Regular Board meeting, and by consensus, the Board agreed to adjourn the meeting.**

The Regular School Board Meeting adjourned at 9:35 p.m.

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Eric Davis, Chairperson

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Nancy Daughtridge, Clerk to the Board