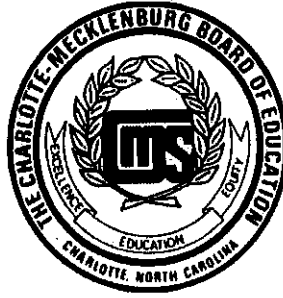


Approved by the Charlotte-
Mecklenburg Board of Education
October 12, 2010
Regular Board Meeting



Charlotte, North Carolina

September 14, 2010

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on September 14, 2010. The meeting began at 5:23 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; George E. Battle, III, General Counsel; Hugh Hattabaugh, Chief Operating Officer; and Nancy Daughtridge, Clerk to the Board.

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

- **To consult with the Board's attorneys on a matter covered by the attorney-client privilege, namely a pending student injury claim *M. Dent* GC-BE079855;**
- **To consider student assignment matter that is privileged, confidential, and not a public record; and**
- **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 5:23 p.m. until 5:38 p.m. in CH-14.

Chairperson Davis reconvened the Regular Board Meeting at 6:00 p.m. in the Meeting Chamber of the Government Center. CMS-TV 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; George E. Battle, III, 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 6:00 p.m. Chairperson Davis welcomed everyone to the Board's first meeting of the month.

A. Pledge of Allegiance

Chairperson Davis called upon Richard McElrath to lead those present and in the viewing audience in the Pledge of Allegiance and to introduce two students to discuss the September character trait of "respect." Mr. McElrath invited everyone to stand and join him in reciting the Pledge of Allegiance.

Following the pledge, Mr. McElrath introduced Michael Palma and Helthy Cabrera-Guzman who are 5th grade students at Montclair Elementary School. Michael is eleven years old and plans to work hard to be a good citizen in order to earn the 5th grade class trip to Washington, DC. He enjoys playing soccer, basketball, and football. His favorite subject is math because it is fun and likes solving word problems. Michael describes himself as nice, helpful, responsible, and respectful and he is proud to attend the Board meeting to speak to the Board members. Joining Michael at the meeting were his parents, Melser and Charlene Palma, and his teachers, Mary Beth Kelly and Sherry Antonucci Gill. Helthy Cabrera-Guzman is ten years old and her goal is to make good grades throughout the 5th grade in order to attend the 5th grade trip to Washington DC. Helthy's favorite subject is math and enjoys playing tennis and hanging out with friends. Helthy describes herself as helpful, responsible, and caring. Helthy thinks it is an honor to attend the Board meeting to speak to the Board members. Attending the meeting with Helthy were her mother, Sandra Guzman, and her teachers Nick Holmes and Amy Holloway. Helthy and Michael shared the importance of respect and how they show respect to their family, teachers, and classmates.

Chairperson Davis invited those attending the meeting with Helthy and Michael to stand and be recognized by the Board and the audience.

B. Adoption of Agenda

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

Mr. White moved, seconded by Dr. Waddell, that the Board adopt the agenda, and the motion passed upon unanimous Board vote.

II. REQUEST FROM THE PUBLIC

Chairperson Davis said the Public Request section is an opportunity to hear from the public and gain valuable feedback. Chairperson Davis outlined the speaker and audience protocol. He encouraged the audience to be mindful of showing respect to the speakers and to refrain from either showing support or displeasure. Generally, personnel, confidential or specific school level matters are not proper subjects to discuss during the public comment period. Instead, those matters are more appropriately addressed in accordance with the appeal rights supported under North Carolina General Statutes. Each speaker will be given three minutes to address the Board. Chairperson Davis asked the speakers to direct comments to him as the representative of the Board and to refrain from comments directed at staff members.

Keith Hurly expressed concern about CMS not mowing the school grounds during the summer due to budget restraints because the unkempt grounds present a negative image to the school, neighborhood, newcomers to the area, and violates the City and County codes. He suggested CMS parents donate \$10.00 per year to raise funds to keep school grounds maintained.

Sylvia Colvin expressed general concerns regarding low performing schools and what diversity means for the students at low performing schools. She discussed the importance of quality teachers at all schools, parent participation, and the Board ensuring diversity at all schools.

Blanche Penn with Winners Plus Agency discussed concerns regarding the schools and having substitute teachers in the classrooms and the importance of parent and community involvement, taking care of all children, and equality for all children.

Three CMS teachers encouraged the Board to use all the \$25.7 million federal funding this year to rehire teachers rather than holding the majority of the funds for next year. This money was slated for this year and could be used to rehire 467 teachers and that would have a positive impact on teacher morale and student achievement, lessen the burden of overcrowded classrooms, and stabilize the local economy.

- Kevin Strawn
- Larry Bosc
- Diane Smith

Three people represented the Save our Schools Initiative and encouraged the Board to ensure all schools provide an equitable and adequate education for all students.

- John Maye, presented information that the Board should consider prior to closing schools and encouraged the Board to work with the community to find common ground and adequate solutions for closing schools.
- Belinda Cauthen encouraged the Board to review past budgets for the amount of money spent on legal fees, litigations, and settlements as a result of lawsuits by employees for wrongful termination and by parents for inadequate education and not meeting federal education laws.
- Levester Flowers, founder and facilitator of the initiative, encouraged the Board to ensure all schools are afforded the same resources to provide an adequate education.

Tina White, grandparent of CMS students, discussed concerns regarding the recommendation to close schools while building new schools, laying off employees, and

sitting on federal stimulus money.

Joseph Guthrie Howard, freshman at Northwest School of the Arts, expressed concern regarding teachers who may be cut and a reduction in the programs that are offered at the school.

Mike Murdock discussed the successes of the small schools at Olympic High School and the school's national recognition for success. This school has increased its End-of-Grade and proficiency scores, and all five schools are *Schools of Distinction* with low costs per student. He commended the parents for their involvement and the successes at Olympic.

Pam Dolaher, parent of three students at Davidson IB Middle School, discussed the successes of the school, the diversity of the school, and the successful statistics of the small school setting. She encouraged the Board to not move these students because the school successfully educates students and prepares them to take their place in a global community.

Sylvia Smith-Phifer, CMS parent, expressed her concerns that the shuttle stops are not conducive to parents who work and have children in more than one Magnet program and that the transportation system is forcing children to be sent to their neighborhood school. She encouraged the Board to use consolidated stops in lieu of shuttle stops.

Mary McCray, president of the Charlotte-Mecklenburg Association of Educators (CMAE), discussed the Jobs Bill and encouraged the Board to use this money this year to get teachers and teacher assistants back into the classrooms to avoid overcrowded classrooms.

Chairperson Davis called the Requests from the Public closed at 6:50 p.m.

III. CONSENT ITEMS

A. Recommend approval of Closed Session meeting minutes:

- August 5, 2010.
- August 10, 2010.
- August 19, 2010.
- August 23, 2010.
- August 24, 2010.
- August 26, 2010.

B. Recommend approval of Open Session meeting minutes:

- July 27, 2010 Work Session.
- August 3, 2010 Work Session.
- August 10, 2010 Regular Board Meeting.
- August 10, 2010, Work Session.
- August 17, 2010, Work Session.
- August 24, 2010, Regular Board Meeting.

C. Recommend approval to rename the *Black Box Theatre* at Northwest School of the Arts to the *Charles LaBorde Theatre*.

As outlined in CMS Policy FF and Regulation FF-R, the process was completed for recommending the name change of the "Black Box Theatre" located at Northwest School of the Arts, 1415 Beatties Ford Road, Charlotte, North Carolina, to the "Charles LaBorde Theatre." Dr. Charles LaBorde was the principal at Northwest School of the Arts for the first fourteen years of its existence. The creation of this Arts Magnet High School in CMS was his idea and his passion. Dr. LaBorde is a professional director, actor, and award winning

playwright. He has used his knowledge and experience to help many young student artists in their professional endeavors.

D. Recommend approval of depositories and signature authorizations.

The Board is required to approve the signature or facsimile signature of Sheila W. Shirley, Chief Financial Officer, on the bank accounts of the Board of Education. Also, the Board is requested to approve the officers (principal and school treasurer) and depositories for all school activity funds as listed by school on file in the Chief Financial Officer's office. Board approval of facsimile signatures and bank depositories is addressed in Sections 115C-439 and 115C-444 respectively of the North Carolina School Budget and Fiscal Control Act.

E. Recommend approval of licensed/non-licensed hires for July 2010 and licensed/non-licensed promotions for July 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, 2010 - June 30, 2011: 982. (Licensed Hires: 717/ Non-Licensed Hires: 264).*
- Total Promotions July 1, 2010 - June 30, 2011: 78. (Licensed Promotions: 42/Non-Licensed Promotions: 36).*

F. Recommend approval of appointment of administrative personnel.

Appointments:

- Rachel Goldberg named principal at Coulwood Middle School. Ms. Goldberg previously served as Zone Support Coordinator at the Central Secondary Zone.*
- Stephen Esposito named principal at Highland Creek Elementary School. Mr. Esposito previously served as assistant principal at River Gate Elementary School.*
- Raymond Barnes, Jr., named principal at Northridge Middle School. Mr. Barnes has a Master of School Administration from East Carolina University and a Bachelor of Arts in Music Education from Livingstone College. Mr. Barnes previously served as principal at Weldon Middle School in Weldon City School District Weldon, North Carolina.*
- Nicolette Grant named principal at Collinswood Language Academy. Ms. Grant previously served as assistant principal at Collinswood Language Academy.*

Transfers:

- Michael Lane Price named principal at Northeast Middle School. Mr. Price previously served as principal at McKee Road Elementary School.*

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

Mr. White moved, seconded by Mr. Morgan, that the Board adopt Consent Items A. through F., and the motion passed upon unanimous Board Vote.

Dr. Gorman reviewed the personnel appointments as noted above. Dr. Gorman thanked the Board for approving Consent Item C. which was renaming the *Black Box Theatre* at Northwest School of the Arts to the *Charles LaBorde Theatre*. Dr. Gorman recognized Dr. Charles LaBorde who was attending the meeting and thanked him for his many years of service to CMS. Dr. Gorman commended Dr. LaBorde for having a long career with CMS and, among other credits, being the founding principal at Northwest School of the Arts.

IV. ACTION ITEMS

A. Recommend approval of Charlotte-Mecklenburg Board of Education 2010-2011 Operating Budget

Chairperson Davis called upon Dr. Gorman to introduce the recommendation. Dr. Gorman called upon Sheila Shirley, Chief Financial Officer, to present the recommendation of the Charlotte-Mecklenburg Board of Education 2010-2011 Operating Budget. Dr. Gorman said the budget is a process. This process began last January and the approval of this item will bring this process to a close. Next year's budget process will begin sometime in October. Dr. Gorman said we are dealing with several challenges that have carried over as well as some inflow of new dollars. This recommendation will include a recommendation for how those dollars are spent. This budget process has been a roller coaster and has included the most changes since May of any prior budget. Sheila Shirley reported that the Board approved the proposed Board of Education 2010-2011 Operating Budget on May 11, 2010. Since that time, the Board of County Commissioners (BOCC) and the State have adopted their budgets, and CMS has received estimated allotments from the State for the Federal budget. In accordance with the State Statute 115C-432, the Board of Education shall adopt a budget resolution making appropriations for the budget year in such sums as the Board may deem sufficient and proper. Ms. Shirley provided an overview of the proposed Board of Education 2010-2011 Operating Budget and the significant changes since May.

- 2010-2011 Proposed Operating Budget: \$1,150,186,045.
 - 2009-2010 Adopted Budget: 1,140,509,220
 - Variance: \$9,676,825 increase or .8%: CMS experienced \$79 million in budget cuts but had a slight increase to the overall budget.
 - Contributing factors that offset the final budget included the following:
 - ✓ \$19.3 million in benefit cost increases to health and retirement.
 - ✓ \$13.1 million for enrollment growth and new schools costs.
 - ✓ \$4.7 million in new initiatives.
 - ✓ \$13.9 million in fund balance appropriation of one time funds.
 - ✓ \$11.8 additional federal funds for ARRA and Education Jobs Fund Program.
 - ✓ \$21 million added back to the County funding when cuts were less than anticipated from the State.
- 2010-2011 Proposed Budget: \$1,150,186,045:
 - State of North Carolina: \$634,731,052 or 55.1% of total.
 - Mecklenburg County: \$302,250,000 or 26.3% of total.
 - Federal and other Grants: \$185,891,151 or 16.2% of total.
 - Other and Special Revenue: \$27,313,842 or 2.4% of total.
- Additional 2010-2011 Budget Information:
 - Capital Replacement: \$4,960,000 (County reduced by \$240,000 from prior year).
 - Child Nutrition: \$63,744,443.
 - After School Enrichment: \$14,675,001.
- What has happened since May:
 - County adopted their budget with CMS appropriation of \$302,250,000.
 - ✓ \$15.1 million less than prior year.
 - ✓ \$30.6 million less than requested.
 - State adopted their budget with overall decrease of 4.48%.
 - ✓ Some reductions did not impact CMS directly.

- ✓ Increase in American Recovery and Reinvestment Act (ARRA) Stabilization funds and lottery revenues used to offset specific cuts to education budget (a long term concern).
- ✓ Overall State reductions required were \$24.7 million.
- Federal Education Jobs Fund Program passed with an estimated \$25.7 million allocation for CMS.
- Where we are now:

	\$\$\$	\$\$\$
Initial budget reductions	\$16.6 million	
Budget Reduction Options (Scenarios 2-5)	\$62.4 million	
Total Reductions Identified and Operationalized		\$79 million
State Reduction per approved state budget	\$24.7 million	
County Reduction per BOCC approval	\$15.1 million	
County Reduction to cover Sustaining Operations, Growth, and New Initiatives	\$19.2 million	
Total Reductions Required		\$59 million
Reduction Savings – available to redirect		\$20 million

- Significant Changes Since May Proposed Budget:
 - Reductions:
 - ✓ \$62.4 million in Scenario 2-5 reductions operationalized.
 - Adjustments:
 - ✓ \$20 million in net County Adjustments:
 - (\$1.3 million) reduction in charter schools local funding estimate.
 - \$.7 million increase for state transportation shortfall.
 - \$.2 million increase for state school administration shortfall.
 - \$.2 million increase for county capital replacement shortfall.
 - \$6.9 million to reinstate 141 teacher level positions in July by changing the formula from increase class size by 2 to increase by 1.
 - \$.1 million increase for IB exam fees (Economically Disadvantaged Students).
 - \$12.2 million increase to cover non-instructional support positions previously funded with ARRA one-time funding to address 2011-2012 funding cliff.
 - \$1.0 million increase to expand the Credit Recovery Initiative Pilot to all Zones.
 - Other adjustments:
 - \$ 7.2 million increase in state categorical allotments.
 - \$13.9 million increase in fund balance appropriation.
 - \$ 6.6 million increase in Federal ARRA categorical allotments.
 - \$5.2 million increase in Federal Education Jobs Fund.
 - \$2.5 million increase in Federal categorical allotments.
 - Additional ARRA Funding: \$4.8 million in ARRA-State Fiscal Stabilization Funds (SFSF) and \$2.0 million in ARRA-School Improvement Grant 1003G.
 - Education Jobs Fund Program: \$5.2 million (Total estimated allotment is \$25.7 million and \$5.2 million will be used this year with the remainder to be utilized in 2011-2012 budget to address the ARRA funding cliff).
 - ✓ \$3.7 million to add back 75 positions allocated to Zones.

- ✓ \$1.5 million for coverage for teachers on leave and other vacancies.
- One-time ARRA Funding: \$12.2 million ARRA SFSF available due to redirect of positions to local funding and \$4.8 million additional ARRA SFSF in 2010-2011 for a total of \$17 million in ARRA SFSF for one-time funds for this year.
- Thinking Ahead: \$14.8 million remaining cliff for 2011-2012 school year.
- Framework for Budget Development: The reductions and adjustments were made within the budget framework established early in the process. While this path has been difficult, staff believes the budget is fiscally sound and appropriately conservative in the present environment conditions and it achieves the goals outlined in the framework.
- 2010-2011 proposed Board of Education Operating Budget:

	2010-2011 Proposed Budget
County Current Expense	\$302,250,000
State Current Expense	\$634,731,052
Federal Current Expense	\$185,891,151
Other Local Current Expense	\$27,313,842
Total Operating Budget	\$1,150,186,045
Capital Replacement	\$4,960,000
Child Nutrition	\$63,744,443
After School Enrichment	\$14,675,001
TOTAL	\$1,233,565,489

Mr. Merchant moved, seconded by Mr. Morgan that the Board of Education adopt the Budget Resolution for the Current Expense, Capital Replacement, After School Enrichment, and Child Nutrition budgets for FY 2010-2011, and a Board discussion followed.

- Mr. Merchant provided clarification regarding the funding cliff and what is meant by that terminology. The funding cliff refers to ongoing operations that are funded by revenues that will be eliminated at the end of this school year. Part of the Board's argument for not spending all of the \$25.7 million is that should those funds be spent this year the next year's funding cliff would increase. Conversely, by holding \$20.5 million this year will reduce the shortfall next year and CMS will be able to retain more of the current team of employees. Dr. Gorman said holding this funding provides continuity and pushes the cliff farther back. Mr. Merchant said CMS is spending \$5.2 million of that funding this year to hire seventy-five positions. Mr. Merchant asked should that amount be added back in and would that actually increase the funding cliff for next year from \$14.8 million to \$20 million? Ms. Shirley said if those positions were not put back into the formula and unless we are able to find additional funding for them, they would be added to the cliff when it is recalculated next year. Dr. Gorman said those positions are being used to address challenges in specific areas and those positions may not be ongoing. Those are positions that we have had in the past but were cut and they have not been added to the funding cliff at this time.
- Ms. McGarry offered an amendment to the motion.

Ms. McGarry made an amendment to the motion that the Board direct the

Superintendent to hire additional teachers for the remainder of the 2010-2011 school year to relieve any classroom where the number of students exceeds thirty-five students and this money will be taken from the \$25.7 million Education Jobs Funds (federal government funds which is really our tax money). The amendment to the motion did not receive a second and the amendment did not go forward. A Board discussion regarding the main motion followed.

- Ms. McGarry said the Board has an opportunity to use the money for its purpose which was funding to hire teachers and non-instructional staff. Ms. McGarry discussed concerns regarding using that money to replace ARRA funding and the research regarding late hires because principals and teachers would prefer to have late hires in order to not have forty-five students in a class. She expressed concern that this decision is a disservice to the families and students and does not follow the philosophy that the classroom and student achievement comes first. She would prefer to hire quality people for one year because they would do a wonderful job for CMS. She encouraged the Board to make the classroom a priority and to at least use forty percent of the money this year to hire more teachers to reduce the number of students in the classroom because this will benefit teachers.
- Mr. White said CMS is facing a \$47.5 million funding cliff or funding shortfall for the 2011-2012 school year. Dr. Gorman said, yes, those are federal dollars that CMS will no longer receive, those funds will be eliminated by the federal government, and they will not come back. Mr. White said at this point, CMS has made cuts in many areas and implemented initiatives to reduce funding such as shuttle stops, reduction in force, and charging fees for middle school athletics. Mr. White said he did not like many of those measures and he is not sure where additional cuts can be made for next year. Mr. White asked Dr. Gorman where can additional cuts be made to allow for a \$47.5 funding cliff next year? Dr. Gorman said it would be a combination of reductions in administrative, support, and teaching personnel. Mr. White said the additional cuts would be in personnel and by not spending all the Jobs Bill funding this year, CMS can reduce the shortfall to less than \$15 million. By not spending this money this year, CMS will save positions next year and provide the opportunity to ensure some stability for next year.
- Mr. Merchant said he appreciates the current teachers who said they understand the risks of hiring teachers late in the school year but, as a Board member, he must make his decisions from a system-wide basis rather than a classroom or school basis. He wants to retain as many teachers as possible for the coming year as well as maintain stability as much as possible. He would prefer the number of projected layoffs for next year be lower than this year. Mr. Merchant thanked the public for their comments but expressed concern that much of the public concern involves having senior level classes with forty students but next year when they go to college they will be in classrooms containing 200 students and that will be acceptable. Mr. Merchant said most of the justification for hiring more teachers involves helping teachers and teachers would not mind the disruption but he believes parents would mind the disruption of changing classes this late in the school year. Mr. Merchant said the Board must take care of their employees and build a cohesive team that is working together to serve students. Mr. Merchant said he would support the motion as presented.
- Mr. Morgan said this is his first experience of approving a budget and it has been a

difficult process that involved a learning curve. Mr. Morgan asked what are the historical trends regarding funding? Ms. Shirley said the federal funding to CMS has increased from approximately 5% in the 2000-2001 school year to approximately 8% in the 2006-2007 school year and now is approximately 16.2%. Those funds are replacing State and County reductions. The County funding to CMS was approximately 35% compared to approximately 26.3% today. Mr. Morgan said this year, CMS is paying almost \$11.4 million for textbooks but previously that was a State responsibility. Ms. Shirley said that has been a shared responsibility but the State allotment for this year dropped from \$8 million to approximately \$230,000. Mr. Morgan asked how much does it cost to purchase textbooks for the two new schools that were just opened? Ms. Shirley said she does not have the exact amount but it would be in the millions. Mr. Morgan said at this point, CMS is facing a \$15 million shortfall and he asked do we expect additional budget challenges? Dr. Gorman said, yes, that is before any potential reduction from either the State or County for the coming year. The State is expecting a budget shortfall because the State is also receiving stimulus dollars and they are going to lose those stimulus dollars next year. The State will be making decisions regarding certain essential services which could result in further cuts. CMS has a track record of substantial cuts at the County level as well. CMS is also on the heels of two consecutive years of reversions at the County level. Dr. Gorman said heading into this budget year, CMS is in a more challenged position than any other year. Mr. Morgan said he would argue that the \$14.8 million would be a best case scenario because he believes CMS is facing many more budget challenges in the future and not opening any new schools for next year will be beneficial. Mr. Morgan asked regarding the \$25.7 million federal funding, what is the timeline for spending those dollars and do they need to be spent this year? Dr. Gorman said they do not need to be spent this year but must be spent by September 2012. Mr. Morgan asked is CMS the only district in the state opting to spend most of those dollars next year? Dr. Gorman said, no, based upon a survey by the North Carolina Superintendents Association over 80% of those individuals are taking the vast majority of those dollars and carrying them forward to head off the funding cliff.

- Dr. Waddell said the Board held numerous meetings to discuss this budget and the majority of the information is not new. Dr. Waddell asked was funding from the \$20 million County adjustment used to reinstate teachers? Ms. Shirley said, yes, \$6.9 million was used to reinstate 141 teachers. Dr. Waddell said in the beginning, the Board said should additional funds be found they wanted that money used to reinstate teachers and staff followed that direction. Dr. Waddell asked Dr. Gorman if he met with teacher organizations and how did they recommend those funds be used? Dr. Gorman said he met with the Superintendent's Teacher Advisory Council and they believed it was prudent to carry those dollars forward. Dr. Waddell said this decision involved teachers and many other individuals and this was not a haphazard decision. Teachers do a good job everyday and when she was a teacher the classrooms were large. In the future, teachers may see smaller classrooms but not today. Dr. Waddell said the Board is continuing to listen to constituents and explain the reasons for these decisions. Dr. Waddell said often CMS is compared to Wake County and they are not experiencing the severe budget reductions that CMS is facing. Dr. Gorman said Wake County experienced a substantially lower local budget reduction than CMS but for next year they are predicting a budget shortfall

of approximately \$100 million. Dr. Waddell said all the school districts throughout North Carolina are experiencing the same issues as CMS and she believes we have done the best job possible. She has talked to teachers, students, and administrators and they agree that we must do more with less.

- Mr. McElrath said there are no easy answers for the budget situation. The Board discussed this budget numerous times and there is not a good solution. He expressed concern that should CMS spend these funds to hire teachers this year, those same teachers will be cut next year. By waiting, CMS will be able to make adjustments that will allow for continuity for next year. Mr. McElrath will support this motion because this will lessen the rough spots and disruptions for next year.
- Mr. Tate thanked Ms. Shirley and her team for their hard work, keeping the Board abreast of the budget implications, and developing budget options. He also thanked Dr. Gorman for working with the Board to discuss each option. Mr. Tate said he wished CMS was not in the position in which they must plan for the worse and hope for the best but we cannot count on an improved picture. Mr. Tate said he would support the recommendation for the same reasons as the other Board members. We are in a tough position and the budget includes many items that we would prefer to not be included. Without taking this prudent approach, next year will be catastrophic. Mr. Tate said he wants to work hard for stability in the budget for this year and move it into next year to lessen the burden next year. We ask a great deal of our teachers and staff and this will make the best use of their time and talent for each of our students. He will support this budget because it is a budget that will help CMS in the years to come.
- Ms. McGarry said this is a process and she commended Ms. Shirley and her team for their hard work. In May, the Board said should CMS receive new money those funds would be used to reinstate teachers. Part of this funding cliff is the ARRA funding and CMS was told last year when they received the ARRA funds that they would not be permanent dollars. Ms. McGarry said a budget sets priorities and her priorities are the classroom and not using some of this money this year is a disservice to the teachers and the students. Ms. McGarry encouraged the Board to lead by using some of those funds to bring back teachers.
- Ms. Lennon said the budget is an incredible process and she commended staff and the Board for their hard work. This Board is leading and preparing for the future in a proactive and conservative manner. She commended staff and the Board for preparing for the funding cliff for next year. Ms. Lennon said she supports this motion and supports the funding that was added back as well as the conservative approach for next year.
- Chairperson Davis said he would also support the budget. This is not the budget that we would have chosen if we had full control of the circumstances but this budget is an effective balance between our short term needs of our system and the long term health of our system. CMS is using part of the \$25.7 million to address this year's needs by hiring additional staff and using the bulk of the funds to ensure the vitality of CMS long term and to retain more of our effective teachers in the classroom today. He will support the budget because the Board followed what we said we would do. CMS estimated a worst case scenario and when additional funds were allocated to CMS they were used to replace 141 positions as promised. Those funds were put into the classroom in the form of teaching positions while at the same time putting aside some funds for next year. Chairperson Davis said the Board

is grateful for our partners at the Board of County Commissioners (BOCC) who also had an equally difficult year. While our County funding this year is equivalent to the 2001 school year, the BOCC was able to find a way to allocate additional funds to CMS. Dr. Gorman said on a per student basis, CMS is where they were in 2001 regarding County funding. Chairperson Davis thanked the BOCC for their willingness to provide additional dollars and for recognizing the positive results that our students and staff have created over the last three or four years. This is returning their investment in positive academic growth and proficiency. Chairperson Davis said he would support this budget and the Board will find a solution to deal with a more challenging year next year.

Chairperson Davis called for a vote on the motion as presented.

The Board voted 8-1 in support of the motion to approve the Board of Education FY 2010-2011 Budget Resolution for the Current Expense, Capital Replacement, After School Enrichment, and Child Nutrition budgets totaling \$1,233,565,489. Board members Davis, Tate, Merchant, White, Lennon, McElrath, Waddell, and Morgan voted in support of the motion. Board member McGarry voted against the motion.

V. REPORT/INFORMATION ITEMS

A. Report on Final FY 2009-2010 Budget Amendments

Chairperson Davis called upon Dr. Gorman to present the report on FY 2009-2010 Budget Amendments. Dr. Gorman said this is the monthly report and it is as presented.

B. First Reading on proposed new Policy KH, Distribution and Display of Non-school Materials

Chairperson Davis called upon Tom Tate, Chairperson of the Policy Committee, to present the proposed recommendation. Mr. Tate said before the Board for First Reading is new Policy KH, Distribution and Display of Non-school Materials. Proposed new Policy KH was reviewed by the Policy Committee on August 31, 2010 and comes to the Board with the unanimous recommendation of the committee. The policy establishes the process by which the Board allows materials from non-school related groups to be distributed in CMS schools within the parameters of the First Amendment to the United States Constitution. Materials from school-related groups and school-sponsored and curriculum-related materials may always be distributed in schools according to procedures established by principals. The primary change to the process currently followed by the CMS Communications Department is to limit the kinds of non-school groups that may distribute materials in our schools to:

- Local, state and federal government agencies and departments;
- Non profit entities offering educational, recreational, cultural or character development activities or programs to school-aged children;
- Commercial or tax exempt entities with partnerships with CMS; and
- Institutions of higher education.

In addition, non-profit entities may be required to provide proof of their non-profit status before their materials are approved for distribution. All materials will be required to include a disclaimer that they are neither endorsed by nor necessarily reflective of the views

of the Board, the district or any CMS school. The policy also includes standards for the approval of materials, which include the prohibition against distribution of material that is obscene, libelous, or abusive. The Communications Department will develop regulations providing a description of the submission and approval process, verification of the nature of the submitting organizations, and windows for distribution. Mr. Tate said the proposed policy will be posted on the CMS Website and public hearings are scheduled at the next two Board meetings (September 28th and October 12th). The Board vote is scheduled at the October 12, 2010 Regular Board meeting.

C. First Reading on proposed new Policy BCA, Board Member Code of Ethics, and proposed amendments to Policy BIBA, Development Opportunities for Board members

Chairperson Davis called upon Tom Tate, Chairperson of the Policy Committee, to present the recommendation. Mr. Tate said before the Board for First Reading is proposed new Policy BCA, Board Member Code of Ethics, and proposed amendments to Policy BIBA, Development Opportunities for Board members. The two policies were reviewed by the Policy Committee on August 31, 2010 and come to the Board with the unanimous recommendation of the committee. Proposed Policy BCA was developed to meet the requirements of the 2009 North Carolina law that requires boards of education to adopt either a resolution or policy containing a code of ethics by January 1, 2011. The proposed policy also includes a section that incorporates commitments discussed by the Board at its February 2010 Board Retreat. Proposed amendments to Policy BIBA add the requirements of North Carolina law regarding ethics education and other annual training for board members. Board members are required to have twelve hours of training each year and within a year of being elected or appointed to have two hours of ethics training. Mr. Tate said the proposed policies will be posted on the CMS Website and public hearings are scheduled at the next two Board meetings (September 28th and October 12th). The Board vote is scheduled at the October 12, 2010 Regular Board meeting.

D. First Reading on proposed new Policy JIHD, Use of Trained Dogs to Inspect for Contraband Substances

Chairperson Davis called upon Tom Tate, Chairperson of the Policy Committee, to present the recommendation. Mr. Tate said before the Board for First Reading is new Policy JIHD, Use of Trained Dogs to Inspect for Contraband Substances. Proposed new Policy JIHD was reviewed by the Policy Committee on August 31, 2010 and comes to the Board with the unanimous recommendation of the committee. The policy establishes the process by which trained dogs may be used on school property to conduct sniff inspections of students' lockers, desks, book bags, cars and other personal property, in an effort to detect the presence of prohibited substances and items. Should a trained dog detect a prohibited substance, school authorities may then conduct a search of the personal property in which the substance was detected. Should a prohibited substance be found, the student would be subject to consequences provided in the CMS Student Code of Conduct. The policy provides that students are never to be in areas where trained dogs are located and that the dogs are not to have contact with students. Other provisions require the dogs to be in the direct control of their handlers and for a member of the Charlotte-Mecklenburg Schools Police Department (CMSPD) to be present while trained dogs are on campus. Dogs will be owned by the Police Department and will be brought on campus as necessary. Mr. Tate said the proposed policy will be posted on the CMS Website and public hearings are

scheduled at the next two Board meetings (September 28th and October 12th). The Board vote is scheduled at the October 12, 2010 Regular Board meeting.

Chairperson Davis commended the Board members on the Policy Committee (Tom Tate, Richard McElrath, Trent Merchant, and Rhonda Lennon) and Sarah Crowder, General Counsel and Policy Administrator, for their hard work in developing the proposed policies as well as the many policies that they have produced this year.

Dr. Waddell asked will the Board members have to take an oath regarding the Code of Ethics Policy? Mr. Tate said this is not an oath that the Board will have to take. The policy was written in two parts to include what the State law requires and the second part was phrased in order for Board members to realize that this pertains to them individually. Dr. Waddell is happy this will be posted because it will inform the public of what the Board is expected to and not expected to do. Ms. McGarry thanked the Policy Committee for developing the Code of Ethics Policy because it is long overdue and no organization should be without a Code of Ethics Policy.

E. Report on Graduation Cohort

Chairperson Davis called upon Dr. Gorman to introduce the report on Graduation Cohort. Dr. Gorman called upon Ann Clark, Chief Academic Officer, to present the report. Dr. Gorman said this process included a broad group of stakeholders who worked for many months reviewing ways to improve the graduation cohort. Dr. Gorman said CMS did increase the graduation rates this year but the numbers are still low. CMS still has a great deal of work to do to improve those rates and the actions laid out in this plan will assist in increasing the graduation rates.

Ms. Clark recognized staff and members of the Graduation Cohort Task Force Committee who were attending the meeting: Hugh Hattabaugh, Chief Operating Officer; Dr. Chris Cobitz, Executive Director of State and Federal Programs; Susan Johnson, Chief Technology Officer; Charity Bell, Executive Director of the Northeast Zone; and Bill Anderson, Executive Director of Communities in Schools. Ms. Clark said the Graduation Cohort Task Force Committee included principals, school registrars, social workers, counselors, representatives from the community, and students. The committee conducted focus group sessions with students throughout the district. Ms. Clark said this year CMS did increase the graduation rate from 66% of our students graduating within four years to 69.9%. This rate includes Mallard Creek High School at 92% and West Charlotte High School at 51.2%. As we continue to focus on the student achievement gap on academic performance, we also have an opportunity to focus on our graduation rates as it relates to graduating in four years. Ms. Clark said the charge to the task force was to focus on changing three numbers: three, ten, and seventy.

- Decrease the number three: Three out of every ten students do not graduate from high school on average.
- Increase the number seven: The number of students who did graduate on average out of ten.
- Increase the number seventy: Currently, seventy percent of students graduate on time on average.

Ms. Clark said increasing the graduate rate is a priority goal of the *Strategic Plan 2014* but

not a goal that we can afford to wait three or four years to begin our tactics. Staff took a different approach for this particular goal in the strategic plan and launched a Task Force prior to the announcement of the *Strategic Plan 2014*. This began with the understanding that foundational pieces would be put in place and the Board would be provided a report that included many items that had already been completed and others in progress. In order to truly impact the Class of 2014, our incoming current 9th graders, staff needed to put actions in place on the front end rather than waiting as those students move through the pipeline towards their senior year (2014). Ms. Clark provided an overview of the Graduation Cohort report and encouraged the Board to review the report in more detail. Ms. Clark highlighted the following information:

- *Strategic Plan 2014* Objective 3.1: Increase the number of students who graduate in four years from 66% to 90% by 2014.
- Improve Graduation Cohort Rate includes five new goals:
 - Increase the percentage of students who have failed a course that successfully complete credit recovery.
 - Increase the percentage of schools with a 95% attendance rate each day.
 - Decrease the percentage of students who have more than ten absences.
 - Decrease the district average risk factor score.
 - Improve the district promotion rate.
- Policy/Regulations Revisions:
 - Study High School Math Sequence.
 - ✓ Keep the existing math sequence in CMS.
 - ✓ Implement Math Forward in Exceptional Children inclusion and repeater classrooms in high schools.
 - ✓ Approach the Response to Instruction (RtI) Steering Committee about accelerating the implementation of the RtI model for mathematics in selected schools.
 - ✓ Implement an aggressive marketing and recruitment plan to increase the applicant pool for excellent mathematics teachers.
 - ✓ Assign a person in Human Resources to be accountable for filling all math vacancies in a timely manner to minimize vacancies.
 - ✓ Administer the Accuplacer test as a screening diagnostic tool for all 7th graders.
 - ✓ Select an appropriate mathematics screening diagnostic test for use with all rising 6th graders.
 - ✓ Create an opportunities for regularly scheduled, ongoing teacher professional development during the regular workday using tools such as student early-out days.
 - Study High School Science Sequence.
 - ✓ Offer Advanced Placement Earth and Environmental Science classes in 9th grade to more students.
 - ✓ Offer Biology to students in 11th grade, except for honor students.
 - ✓ Offer Chemistry following Biology to students, except for honor students.
 - ✓ Implement an aggressive marketing and recruitment plan to increase the applicant pool of excellent science teachers.
 - ✓ Assign a person in Human Resources to be accountable for filling all science vacancies in a timely manner to minimize vacancies.
 - ✓ Create opportunities for regularly scheduled, ongoing teacher professional

development during the regular work day using tools such as student early-out days.

- Middle and High School Promotion Policies and Regulations:
 - ✓ Approved by the Board of Education on May 25, 2010.
 - ✓ Greater flexibility for high school students in 9th and 10th grades regarding credits required to be promoted.
- Measures of Effective Teacher Project (MET): CMS is one of five school districts participating in a focused research project with the Gates Foundation. The Gates Foundation is engaged in this work because they believe an effective teacher is what makes the difference in a student actually graduating from high school. CMS is in the final year of this study which will conclude June 2011. CMS will have preliminary results in November that will provide early indications of the research findings.
 - ✓ Videotaped Classroom Observations.
 - ✓ Teachers Reflections.
 - ✓ Student Feedback.
 - ✓ Supplemental Student Assessments.
 - ✓ Assessment of Teachers' Ability to Recognize and Diagnose Student Misperceptions.
- Expanded Educational Opportunities:
 - Credit Recovery Pilot for 2010-2011.
 - Blended North Carolina Virtual Class with face-to-face instruction piloted at Independence High School. The success rate was staggering and this will be a model used district wide as we go into Summer School next year.
 - Summer School Sessions for seniors: Forty students participated in this program and it was successful.
 - eLearning Academy:
 - ✓ North Carolina Virtual Public High School: 1,363 students participated in this program last year and even more students have enrolled this year.
 - ✓ University of North Carolina-Greensboro's iSchool: 249 students participated in this program.
 - ✓ North Carolina Community College System.
 - Math Forward for Exceptional Children:
 - ✓ High School Implementation.
 - Extended Day/Evening Program at the Performance Learning Center.
- Support Structures:
 - Electronic Four-Year Plan.
 - School Registrars:
 - ✓ Job Description and Scope of Work.
 - ✓ Recruitment, Training, and Retention.
 - ✓ NC Wise Academy
 - School Counselors:
 - ✓ Schedule Training.
 - ✓ NC Wise Training.
 - Parent University:
 - ✓ Why School Attendance Matters:
 - ✓ High School 911.
 - Response to Instruction (RtI): This is a federal mandate to all districts in the United

States to implement over the next three years a tier system of interventions before students are referred to the Exceptional Children's Program. CMS is implementing this program this year in K-5 Reading with thirteen pilots and full implementation next year. CMS will begin this year to develop a plan for K-5 Math.

- EasyPEP™: An electronic process for Individual Education Plans. This is being utilized for all Personal Education Plans for all students who are performing at Level I or II and at risk of not being promoted or passing End-of-Grade or End-of-Course tests. This provides an electronic system to track the interventions that should follow students as they move from school to school.
- Student Risk Measures: This provides each student factors that contribute to the potential of that student not graduating in four years.
 - ✓ Risk Factor Scorecards: Includes factors regarding 8th grade End-of-Grades scores, attendance, and absence track record.
 - ✓ This information will be live and change as information regarding the student changes.
 - ✓ This allows schools to focus on those students who are most challenged. This ensures that PEPs have been developed and a counseling support process is in place for those students. That the appropriate referrals have been made to Communities in Schools and other partners that are joining CMS in this effort.
- The High School Graduation Initiative: This is a Dropout Grant proposal that has been submitted but we have not yet received approval. This will involve McClintock Middle School and East Mecklenburg High School and both of those schools work closely together and have Communities in School's programs in place. This will allow an easy transition as the students move from 8th grade to 9th grade.
- Community collaborations:
 - ✓ Truancy Court/Truancy Safe Neighborhoods. This is implemented in a number of elementary schools and will be expanded to the middle and high schools. This has been a successful program and is in collaboration with Juvenile Court. Judges come directly to the schools and work with the students who are experiencing poor attendance records.
 - ✓ 6,800 students are absent from school on any given day (5% of students).
 - ✓ Implemented at nineteen middle and high schools.
- No Easy Walk Program: Program focused on keeping students engaged in project-based activities and field trips. Students fill their free time with activities and teachers provide a support structure to monitor their progress.
 - ✓ Martin Luther King, Jr. Middle School and Coulwood Middle School: Served fifty students during the Summer 2010.
 - ✓ Vance High School received a Dropout Prevention Grant to implement a program with 150 9th graders.
- Middle School Day Programs:
 - ✓ Located at Eastway Middle, Martin Luther King, Jr. Middle, John Taylor Williams Middle, and Spaugh Middle schools.
 - ✓ Sedgfield Middle School and Hawthorne High School will be added this year.
- Community Collaborations:
 - Communities in Schools:
 - ✓ Serve forty-one schools (fifteen elementary, twelve middle, and fourteen high schools).
 - ✓ Program served 5,203 students last year. A site coordinator has approximately

- 100 students on his/her case load.
- ✓ The CMS partnership with Communities in Schools is a program with results and will move to a Phase I and II implementation.
- ✓ Phase I and II Plans:
 - ❖ Twenty-four additional site coordinators to backfill any of the feeder programs for the ten high schools with the lowest graduation cohort rates.
 - ❖ Ten elementary, seven middle, and seven high schools.
- ✓ Community in School statistics: 90% of the students in the program were promoted last year, 97% remained enrolled in our schools, and 95% of the seniors graduated from high school.
- ✓ This is a model that warrants our future investment. Mr. Anderson is actively pursuing funding to support the additional twenty-four site coordinators. This will be a top priority over the next year to be implemented by the 2010-2011 school year.
- YMCA Achievers:
 - ✓ 7th through 12th grade students.
 - ✓ Program Components: Career Exploration, Abundant Assets, Mentorships, and Summer Internships.
- Community Campaign:
 - Spotlight CMS graduates: Continue to spotlight graduates through CMS Website and media outlets.
 - Closing Ceremonies 5th and 8th grade: Transition these students to focus on the “Class” they are in and not the grade. Encourage them to associate themselves with a group of students and a year that they will graduate.
 - Class of: Expand this concept to PreK-12 this year. CMS invites the community, our faith community, our partners, and our Board of Education as ambassadors for the district to get excited and participate in asking students not what “grade” are you in but what “class” are you in? CMS is looking to create a celebration in the community with the notion of “What class a student is in.” The power of getting this message in the community is one that will encourage the entire community to send a message of the importance of graduating from high school.

Ms. Lennon left the Regular Board meeting at 8:15 p.m.

Board members were invited to make comments and ask questions.

- Mr. Merchant said that Mr. Anderson has presented information that indicates the average income of an adult without a high school diploma is \$19,000, the average income with a diploma is \$29,000, and the average income of a four year graduate from college is \$52,000 per year. Mr. Merchant commended CMS and the community for their focus on encouraging students to get a high school diploma and a college degree because this can make a difference. He expressed concern that the difference between an individual contributing to society and providing for his/her family or being supported by the community is a high school diploma. Mr. Merchant asked what is the average cost to a community per dropout? Mr. Anderson said research indicates that it costs each community over the lifetime of one dropout about \$250,000 per student who does not graduate from high school. This includes lost tax revenues, medical costs, and public justice costs, and these numbers become staggering for a whole cohort of

students that do not graduate from high school. Mr. Merchant expressed concern that at this point, 30% of our students do not graduate from high school and that number is huge. Mr. Merchant said the CMS goal is that by 2014 90% of the students will graduate on time. We know this internally but we do not own it internally. To make this successful we must own it, make it a focus area, and develop a theme to reach that 90% goal. Board members and front line staff must determine their individual goals to help reach that goal and everyone must understand how important their piece is in achieving the goal. He encouraged the Board and staff to make this an internal priority as well as an external priority community wide. He suggested the Board take a strategic role or a marketing role to seek local foundations and organizations to partner with CMS to promote an increase in the graduation rates. Mr. Merchant said execution is key but CMS will need to gain five points per year to make the goal of 90% by 2014 and this will be tough. We must dream, strategize, and create unmitigated passion to generate community involvement because this is the future of Mecklenburg County. We must work together to find the data that will help the most students. Mr. Merchant commended Community in Schools for being effective for CMS and he encouraged everyone to support this initiative. This is a data driven, methodical approach that can strive for 90% goal. Mr. Merchant said he is energized and he encouraged everyone to join in the initiative.

- Ms. McGarry said the information is very thorough and she expressed concern regarding the 5% absentee rate because that equates to 6,800 students per day. Ms. McGarry asked clarifying questions regarding truancy, the Truancy Court Initiative, Math Sequence, and the Retention Policy. Ms. Clark provided clarification. Ms. McGarry said she has read articles regarding K-16 and she asked Ms. Clark's opinion of focusing on K-16 versus K-14 or K-12? Ms. Clark said at this point, we are going to focus on K-12 and positioning students to have good choices beyond high school. There is a strong articulation with the community college system where many of our juniors and seniors are already on those campuses earning credits towards an associate degree. Ms. Clark said it is advantageous for students to think of themselves in a K-16 component. Ms. McGarry believes this would promote a continuum from high school to college.
- Mr. McElrath said this was a great report and he is excited about the focus on the PEP because they are very important in elementary school. Mr. McElrath said Mr. Anderson's statistics regarding a decrease in earnings for dropouts is based upon whether they can find a job. And, if they drop out of school and end up in jail that will cost taxpayers approximately \$65,000 per year which is also a financial strain on the community. Mr. McElrath discussed the importance of keeping students motivated and providing them a reason to come back to school the next day. He encouraged the Board to consider implementing Career Technical Education programs in middle school because that will give students a reason to come back to school every day. Mr. McElrath stressed the importance of parental involvement and he encouraged the community to be involved.
- Dr. Waddell thanked staff for a thorough and informative report. Dr. Waddell said she has been concerned about the number of credits required to graduate and she is happy there is flexibility for students because that allows more opportunities for students to get the credits to graduate. This will also provide opportunities for students to experience the world of work which will help them determine what they would like to do after graduating from high school. It is important that students have something to do and be

introduced to a vocation in which they can be successful. This is even more important for those students who do not plan to go to college. We would love for everyone to follow the college track but that is not the reality. Dr. Waddell asked clarifying questions regarding the success of changing the required number of credits to graduate and the impact it will have on increasing the graduation rate. Ms. Clark provided clarification noting that the changes to the credit requirements were effective this school year and the results are not in but she believes it will have a positive impact on graduation rates. Dr. Waddell believes this will provide students more opportunities to graduate and be successful.

- Chairperson Davis asked what are the top three reasons that students do not graduate from high school? Ms. Clark said in her judgment that they get left behind by their class, they arrive in 9th grade and do not make it to 10th grade, they have challenges in Math particularly in Algebra because that is a gatekeeper course in high school, and students develop bad habits that are not corrected such as not studying, poor attendance, and truancy. Over time this can lead them to below grade level going into high school, they do not move with their class, or they are 18 years old in a 9th grade class and they see better options outside of school. Mr. Anderson said he agreed with the comments by Ms. Clark but it also includes students losing hope because they get stuck in the 9th grade and that leads to an increase lack of self-esteem. Mr. Anderson said the research indicates if a student can get to the 11th grade on time, 93% of those students graduate on time. Chairperson Davis asked what are you doing to directly address the reasons why students do not graduate? Mr. Anderson said the main criteria is having relationships and having an adult in the school that works with the student, encourages the student, and believes in the student as well as limiting student absences. Mr. Anderson expressed concern regarding the number of elementary students who are missing school ten, twenty, and thirty days because that leads to student failure and sets a track for those same students to miss excessive days in middle and high school. In many cases they are not missing school because they do not like school but are missing school because other things are going on in their lives. Chairperson Davis said these strategies will impact schools across our district and he asked which schools will be impacted the most by these strategies? Ms. Clark said we are specifically focused on the ten high schools that have the lowest graduation cohort rate or below 65% graduation rates. Chairperson Davis said the real focus is on the students who attend the home school and who are not in a Magnet Program. This is a focused effort on improving the educational experience largely for students who attend our home schools and this lends to the conversations that the Board has had that home schools are the foundation of our system and the importance of the performance of our students in those environments. Chairperson Davis asked clarifying questions regarding the eLearning Academy, restrictions of the program, and how widespread can this tool be accessible to our students. Ms. Clark said students are more successful if they are reading on an 8th grade level because they must read independently online. The summer blended school model was successful because students who were taking the course virtually but had the ability to come to school to ask teachers questions and this concept is a bridge for opening that door to many more students. CMS is competing with the class spaces with the other school districts in the State because they do have class size caps and that presents a challenge. This fall, over 1,200 students signed up to participate in this program and it is evident that this concept is expanding because last year they had a total of 1,200 students in the program.

- Mr. Merchant said this is focusing on the 10% who are most at risk at those ten high schools, and he expressed concern of how CMS can get from 70% to 90% by 2014. He believes it is important to target the groups of students which will provide the biggest impact because we have limited time, energy, and resources. Mr. Merchant said all students are important and he wished it could be 100% of the students but operationally CMS will not be able to reach them all. Mr. Merchant said the Board is mission driven and has an obligation to serve everyone but operationally we must focus to balance our successes.
- Mr. White said this has been a great report and discussion. He said realistically we cannot reach every student but we cannot give up on any student. The Board cannot decide who to help or not to help because some students will be saved through the process. He believes it is important to invest money on the front end of the education process so that students never reach the 9th grade in which they are not prepared. Mr. White said the statistics indicates that CMS has 135,340 students but that is not accurate because CMS also has 3,400 PreK students. CMS actually has approximately 139,000 and we must address them all because those students in PreK may be our most important group of students nine years down the road. This follows the concept of pay me now or pay me later and helping those students now will help save more students and improve graduation rates in the future.
- Mr. McElrath agreed with Mr. White and encouraged the Board to start on the front end. He expressed concern that by the time some children reach the 9th grade they are already lost. He discussed the importance of reaching those students early and keeping them motivated to come to school the next day. He believes using the PEP will help keep students on an academic track.

Chairperson Davis thanked Ms. Clark and her team for the report and Mr. Anderson for his great partnership with CMS.

F. Report on Math and Science

Chairperson Davis called upon Dr. Gorman to introduce the report. Dr. Gorman called upon Ann Clark, Chief Academic Officer, and Dr. Cindy Moss, Director of Science, Technology, Engineering, and Math (STEM) PreK-12, to present the report on Math and Science. Ms. Clark called upon Dr. Moss to present the report and noted that CMS has officially renamed the Math and Science Department to Science, Technology, Engineering, and Math (STEM) Department. The STEM Department has a close partnership with the Career and Technical Education (CTE) Department and it is important that there is a strong linkage between the two departments. Dr. Moss said the STEM Department owns the challenges surrounding math and CMS is not alone in this area because many schools districts throughout the country are having the same issues with Algebra. Statistics indicate that every twenty-six seconds a student somewhere in the country drops out of school and 80% because they cannot pass Algebra. Research indicates that if a student has a problem with high school Algebra, you must go back to kindergarten to figure out how that student was taught to count. CMS is focused on these statistics and focused on PreK-12 STEM initiatives to address these concerns and to get students involved in real math and science to solve problems. Dr. Moss provided the Board with an overview of the STEM initiatives.

- Overview:
 - STEM Mission: To provide ongoing, collaborative opportunities for teachers and

- students to use math and science concepts to solve relevant and engaging problems.
- Policies: Research-based Best Practices.
 - ✓ American Productivity and Quality Council (APQC) Benchmarking Study of Best Practices in Math and Science.
 - ✓ National Assessment of Educational Progress (NAEP).
 - ✓ National Science Foundation (NSF) Urban Systemic Initiative.
 - ✓ National Council for the Teachers of Math (NCTM) Math Pedagogy Research.
- Initiatives:
 - Elementary Math:
 - ✓ Implemented Investigations in Number, Data, and Space in elementary schools. Reviews how math is used in the real world.
 - ✓ Utilized Kathy Richardson's Assessments PreK-2.
 - ✓ Participated in Math Science Partnership with UNC-Charlotte and Kannapolis City Schools to train forty teachers during 2009-2010 and 186 more teachers for two weeks in summer 2010. These teachers will have follow-up professional development during this school year and 200 more CMS teachers will be trained in summer 2011.
 - Elementary Science: Science is about asking "why?" This initiative empowers teachers to help students to play with science and to integrate science with everything else they do.
 - ✓ Twenty-five schools with full-time science labs.
 - ✓ Camp Invention in forty schools.
 - ✓ Engineering is Elementary in all schools for this year (twelve schools for 2009-2010).
 - ✓ Science Olympiad-It's Elementary.
 - ✓ Science Fair.
 - ✓ STEM Fellows.
 - ✓ SITE (Science Institute for Teaching Excellent) for grades K-2 and 3rd- 5th.
 - ✓ Summer field work with Queens University and Parks and Recreation
 - Middle School Math: Students are coming out of elementary school working in groups and solving real world problems. Middle school math is looking at two or three solutions to solve a problem.
 - ✓ Middle Grades Math Project in all middle schools.
 - ✓ Math Alliance meetings.
 - ✓ Math Facilitator meetings.
 - Math Forward in ten Title I middle schools with all schools achieving high growth in 8th grade math: People are visiting CMS from all over the country to see what CMS is doing. Math Forward uses technology to hook the students and they believe they are playing games. It empowers the teacher to collect data to individualize instruction. In 2008, 65% of the 8th graders were on grade level and after using this innovative approach in ten Title I Schools 84% of the 8th were on grade level.
 - Middle School Science:
 - ✓ 8th grade Lab Manual.
 - ✓ SITE-Science Institute for Teaching Excellence for 6th-8th grade teachers.
 - ✓ STEM Fellows.
 - ✓ Science Olympiad.
 - ✓ Science Fair.
 - ✓ Future Cities-Davidson IB National Champs.

- ✓ Robotics Competition.
- High School Math:
 - ✓ Gates Math Formative Assessment Initiative and teacher capacity building.
 - ✓ Math Forward in forty Exceptional Childrens' Inclusion Algebra I classes.
 - ✓ Math Forward in thirty-seven Algebra I classes.
 - ✓ High School Math Alliances.
- High School Science: All students must pass Biology.
 - ✓ Monthly Alliance meetings for teachers.
 - ✓ Inquiries in Biology Action Research.
 - ✓ Science Olympiad/Science Fair.
 - ✓ SITE (Science Institute for Teaching Excellence) in Biology and summer workshops.
 - ✓ Biology teacher awards: Tamica Stubbs (E. E. Waddell High School) and Cynthia Rudolph (Hopewell High School).
- STEM Pipeline: Ensuring these teachers and students have the opportunity to grow and learn. The schools have embraced these initiatives.
 - ✓ Rama Road Elementary School: STEM Fellows, Engineering is Elementary, Camp Invention.
 - ✓ McClintock Middle School: STEM Fellows, Math Forward, Tuesday Family Nights, Camp Invention, STEM Clubs, Science Olympiad.
 - ✓ East Mecklenburg High School: Engineering Academy, Math Forward, Science Olympiad.
- Discovery Education:
 - ✓ Multimedia resource for all subject areas, but particularly suited for STEM.
 - ✓ STEM Connect.
 - ✓ Virtual labs and simulations.
 - ✓ Informational text.
 - ✓ Days of Discovery.
 - ✓ DEN-Discovery Educator Network.
- Community Partnerships:
 - ✓ 6th grade Sustainability with Daybreak Learning.
 - ✓ 7th grade Forces and Motion with Bank of America and Hendrick Motorsports.
 - ✓ 8th grade Math and Science of Recycling with Gerdau Ameristell.
 - ✓ 9th grade Geology of NC with Professional Communications.
 - ✓ 11th grade Chemistry of Coca Cola.
- Growing Leaders in STEM:
 - ✓ CMS STEM Fellows: For K-8 teachers.
 - ✓ SITE (Science Institute for Teaching Excellence) workshops.
 - ✓ MSP (Math and Science Partnerships) Math workshops.
 - ✓ Math and Science Alliance meetings.
 - ✓ PRISM (Preservice Rising Stars in Science and Math).
- Results:
 - STEM Synergy/Collaborations: STEM is not Science by itself but everybody working together. The successes have been achieved through collaborative efforts.
 - ✓ Title I.
 - ✓ Exceptional Children.
 - ✓ Career and Technical Education (CTE).
 - ✓ After-School Enrichment Program (ASEP).

- ✓ Environmental Stewardship Charter.
- ✓ CMS Parent University.
- ✓ STEM Industry Partners.

Dr. Moss highlighted the success of Camp Invention and the enthusiasm of the students. Dr. Moss said the students at Camp Invention would ask her, “Can every day be a Camp Invention day?” Dr. Moss said her ultimate goal is that in our schools every day will be a “Camp Invention Day.”

Board members were invited to ask questions and make comments.

- Mr. Merchant thanked Dr. Moss for the great report. Mr. Merchant said this year’s goal is 90% and there is a good indicator that CMS will be on track at the end of this year to meet the 2014 goal. Dr. Gorman said, yes, and there are other early indicators regarding the gap closures in Algebra I over the last three years. Mr. Merchant asked what is so difficult about Algebra I and what is CMS doing to address those challenges for students? Dr. Moss said there are several issues with Algebra including a cultural issue. In a study, America was the only country out of thirty-five countries that the majority of fifteen year old students participating in the study said they cannot do math. There is an American issue that students cannot do math and we must change the way we teach math because when students see the reason for math they are able to do math. Dr. Moss encouraged the Board to visit the middle schools to visit the students who are excited about and succeeding in math. Students are being taught they can use math to solve every day problems and that is giving them a reason to learn math. Learning to count is the entry level to Algebra and teachers are striving to change the culture surrounding math.
- Ms. McGarry commended Dr. Moss for her enthusiasm for math and the great report. Ms. McGarry also commended Tamica Stubbs, the Science teacher at E. E. Waddell High School, who won the Biology Award because she plans to use the \$20,000 award to transform her classroom into a state-of-the art Biotechnology Lab. Ms. McGarry said this must be exciting for the CMS Science Department and this teacher must be getting a lot of students excited about science. Dr. Moss said, yes, Ms. Stubbs also won awards last year and she is a phenomenal teacher. She works with teams of students on college level research projects and last year she had three students attend the International Science Fair. At Waddell, her students are lovingly referred to as the Stubb’s Institute of Biotechnology because the activities she engages her students in are not occurring even at most colleges in our country. Ms. McGarry is happy that the STEM Pipeline has been implemented at Rama Road Elementary, McClintock Middle, and East Mecklenburg High schools and is off and running.
- Dr. Waddell thanked staff for the report. Dr. Waddell asked clarifying questions regarding changing the department from Math and Science to STEM and would that be the emphasis of the curriculum. Dr. Moss said CMS still teaches the Math and Science standard course of study but in the world of industry the acronym has been STEM. The STEM industry includes science research, math, statistics, and engineering and CMS wanted to use the STEM term to get students thinking about going into the STEM Pipeline. The six areas that the Charlotte Chamber of Commerce is targeting for growth over the next ten years are STEM industry partners. Dr. Moss said we want to motivate our students to envision themselves

entering the STEM Pipeline. Dr. Waddell asked clarifying questions regarding the schools participating in the STEM Program. Dr. Moss provided clarification noting that STEM, in one form or another, is happening in every school because if you have math and science you are doing STEM, and this year Engineering is Elementary will be implemented in every elementary school.

- Mr. White said he believes a part of the challenges for students is once they reach 9th grade they are afraid of Algebra because of what they have heard throughout the years. He believes it is important to teach students math skills early and to create excitement for them about taking Algebra in 9th grade.
- Chairperson Davis said the Board is reviewing a number of schools in which we would like to capture more of the students that live in the attendance area and he asked how can STEM be considered in that strategy? Dr. Moss said STEM is a good focus to bring students back to their home school. She believes parents and students would be excited to see at their home school opportunities that would show how science and math can be used in their careers. She said we cannot just put a title on a school and we must have funds to empower the teachers so that we can transform that practice to really make it happen.

G. Report on Post-Opening of Schools for the 2010-2011 School Year

Chairperson Davis called upon Dr. Gorman to introduce the report on Post-Opening of Schools. Dr. Gorman called upon LaToya Walker, Executive Director Central Elementary Zone, to present the report. Dr. Gorman said overall, CMS had a smooth opening of schools this year. This report will review enrollment, staffing, transportation, and other notable areas pertinent to the District's first few weeks of school as well as information regarding Shuttle Stops and its impact on retaining students in Magnet Programs. Ms. Walker said her last report was on the eve of opening schools and she reported that staff was geared up and ready for the big day. Now, after completing the 12th day of school, it is an honor to provide a brief update on the first few weeks of school. Ms. Walker provided an overview of the report on Post-Opening of Schools for the 2010-2011 School Year.

- General impressions:
 - Smooth and efficient opening:
 - ✓ Excellent building and level leadership.
 - ✓ Teamwork and collaboration.
 - ✓ Preparation and planning by the Opening of School Committee.
 - Challenge Areas: Budget reductions impacted challenges and reduced funding resulted in staff doing more with fewer resources.
 - ✓ Teacher Vacancies.
 - ✓ Shuttle Stops.
 - ✓ Resource Challenges.
 - ✓ Athletic participation fees.
- Big Rocks: Enrollment, Facilities, Staffing, Transportation, and other notable areas.
 - Enrollment:
 - ✓ Projected Enrollment K-12 134,951 with 3,400 students in PreK.
 - ✓ 10th day enrollment (September 8th): 135,240 K-12. As of the 10th day 389 above projection and as of the 11th day 486 above projection.
 - ✓ Official count will be dependent upon 20th day enrollment (September 24th).

- Facilities:
 - ✓ Opened two new high schools. The high schools are the first use of CMS's new high school prototype design.
 - ✓ Supported the creation of new programs at Dilworth Elementary School and First Ward Creative Arts.
 - ✓ Completed four major renovation projects, two demolition projects, office relocations and renovations, and more than 100 school-improvement projects.
 - ✓ Manage 670 permanent structures and 21,177,855 square feet of facilities space.
 - ✓ Launched Special Maintenance Assignment Response Team (SMART). This is a cross-departmental group assembled to provide in-house critical response beyond routine custodial service and maintenance. It is available to conduct small scale, short duration projects and/or to temporarily contain larger projects until an outsource vendor may be deployed. SMART facilitated eighteen projects at eighteen schools during the opening weeks resulting in an increase responsiveness and cost savings.
- Staffing/Current Teacher Vacancies (as of September 10th):
 - ✓ 104 Classroom teacher vacancies. This number includes recommendations to hire applicants for 26 positions and 18 positions are on hold.
 - ✓ 34 vacancies in the critical needs areas of math, science, and Exceptional Children. This does not include candidates who have been recommended for hire.
 - ✓ The number of vacancies continues to decrease and the Human Resources Department is working hard to place a highly effective teacher in every CMS classroom.
- Leveling of Classes: Due to higher than anticipated enrollment at some schools and lower than anticipated numbers at other schools, CMS will be leveling classes throughout the District. Some teachers may gain teachers while others may lose teacher allotments. Ms. Walker provided an overview of the timeline for leveling classes.
- Athletic participation fee update: Ms. Walker commended Vicki Hamilton, Director of Athletics, and the Athletic Department for their hard work in facilitating this initiative. Guidelines and protocols for athletic participation fees are currently being implemented.
 - ✓ \$1.25 million middle school athletic budget.
 - ✓ Participation Fee:
 - High School level: \$100 per athlete per sport season.
 - Middle School level: \$50 per athlete per sport season.
 - \$1 surcharge added to regular season high school athletic contest tickets.
 - ✓ Payment Options:
 - Check or money order at the school.
 - Credit card or debit card online.
 - ✓ Participation fee waiver is granted to student-athletes who complete the fee waiver form and qualify for Free and Reduced Lunch.
 - ✓ Athletic directors trained in the fee payment/waiver process.
 - ✓ Financial secretaries trained in documenting and processing fee payments at the school level.

- ✓ Donations and pledges to scholarship fund currently total \$307,205.
- Transportation: Ms. Walker commended Carol Stamper, Executive Director of Transportation, and the Transportation Department for their good work. During the first few days of school there were no significant issues beyond the usual first day delays and increased traffic throughout the County.
 - ✓ 1,096 buses serve approximately 114,500 students on a daily basis.
 - ✓ Buses travel about 115,000 miles per day.
 - Morning arrivals are about 91% on-time.
 - Students are being delivered home prior 6 p.m.
 - ✓ Call Center:
 - 2,964 calls transportation calls on the first day of school.
 - Reduced to 459 calls by September 7th (10th day of school).
- Shuttle Stops: Over the past few months, the Transportation Department has worked hard to implement bus Shuttle Stops at twenty-seven CMS schools to serve students attending eleven full-Magnet Programs.
 - ✓ Very smooth opening weeks.
 - ✓ Currently about 5,500 students or about 45% of the Magnet students are using Magnet bus Shuttle Stops.

Robert Avossa, Chief Accountability Officer, provided the Board with a review of the CMS research regarding Magnet School participation and Shuttle Stops.

- Research on Magnet School participation and Shuttle Stops: On August 31, 2010, the Office of Accountability was charged with conducting a research study (telephone survey) to determine why 518 parents had decided to return to their home schools after having either gained entrance into a Magnet Program or were already attending a Magnet Program.
 - ✓ Students had been accepted or were attending the following Magnet Schools:
 - Collinswood Language Academy
 - Davidson IB Middle
 - Harding University High
 - Marie G. Davis Military & Global Leadership Academy
 - Morehead Elementary
 - Northwest School of the Arts
 - Oaklawn Language Academy
 - Phillip O. Berry Academy of Technology
 - Piedmont IB Middle
 - Randolph IB Middle
 - Smith Academy of International Languages
 - ✓ Of the 518 parents surveyed, 233 parents answered the call. Of those 233 parents contacted, 72% cited transportation was the cause to return to their home school. They were pleased with the Magnet Program that their child had attended or pleased with gaining entrance to the Magnet Program and were disappointed that transportation had been impacted.
 - ✓ The results are summarized as follows:
 - 169: Shuttle Stop or transportation issues.
 - 22: No longer interested in the academic program.
 - 2: Friends attended the home school.

- 3: Family reasons.
- 6: Timing of pick up/drop off.
- 1: School hours (early versus late, etc.).
- 24: Distance to home.
- 5: Chose not to give reason.

Board members were invited to ask questions and make comments.

- Mr. Tate asked clarifying questions regarding the number of vacancies in Focus schools. Dr. Gorman said he would provide this information at a later time. Mr. Tate asked regarding the new enrollment, are those students new to Charlotte or coming from other schools? Dr. Gorman said it is a mix and we do not have good data on that because not everyone shares that type of information.
- Mr. Morgan asked why are eighteen teacher positions on hold? Hugh Hattabaugh, Chief Operating Officer, said those positions are put on hold by the principals. Principals throughout the District review their enrollment projections and their actual numbers and if they are below the projection many will be on the safe side and hold that position in order not to have to displace a teacher based upon final enrollment.
- Dr. Waddell thanked staff for a good report and she noted that she visited several schools during the first week of school. Dr. Waddell said there are still sixty teacher vacancies and she asked what is the timetable to fill those positions so that we will not have to continue to have a substitute teacher in those classes? Dr. Gorman said as soon as possible but there are some principals who may hold back on filling a vacancy in some cases. We do not like late hires because in general they do not perform as well. Staff is moving as fast as possible to find the right person to meet the school's needs. Dr. Waddell asked how much of the \$370,000 in athletic donations and pledges have been collected. Dr. Gorman said all of those funds have been collected. Dr. Waddell expressed concern that only 45% of the Magnet students are using shuttles and she asked are Shuttle Stops working well? Dr. Gorman said he would not go that far because Shuttle Stops did not work for a number of families. It is meeting the needs of some parents and CMS was able to \$3 million by implementing those stops. Dr. Gorman said he dislikes greatly that a number of students chose to leave a Magnet Program because of the change in transportation. Shuttle Stops are operating efficiently for those who can get to the stops.
- Mr. McElrath asked did the survey identify people by race or socio-economic status? Mr. Avossa said, no, but he has a spread sheet that identified the families in the survey and this information may be obtained. Mr. McElrath said he would be interested in knowing how this data may impact diversity in the Magnet Schools. Dr. Gorman said the Board will be provided detailed information with the 20th day enrollment data and that will include demographics and year-to-year comparisons.
- Mr. White said 45% of the students are riding the bus to attend a Magnet Program and 55% are being taken to school by parents but he is concerned about the students who cannot get to a Shuttle Stop. Mr. White expressed concern regarding the number of parents who are transporting their children to school because that is having a negative impact on the environment and clean air. He would prefer that each and every child ride the bus.
- Chairperson Davis thanked Dr. Gorman and staff for a great job in working through the challenges and making the Opening of Schools such a success.

- Mr. Tate said he would like a report regarding the impact on the teachers at the Magnet schools because of the students who are no longer attending Magnet programs and whether those schools are losing teachers. He said parents are concerned that teachers will be displaced as a result of the reduction in students in the Magnet Programs because of the changes in transportation. Dr. Gorman said it would have to be partially related to that and staff will generate a gain/loss report. Mr. Tate expressed concern that this is an unintended consequence of an action that the Board voted to do because the Board did not intend that Shuttle Stops would reduce the number of students in Magnet programs. Dr. Gorman said Shuttle Stops were implemented to save \$3.5 million and that funding was put back into the classroom. We cannot use all of those allotments for Magnet schools because the Board said home schools were going to be a priority and there is a delicate balance of allocations. Mr. Tate asked would we expect to continue to use Shuttle Stops in future years or have we made that type of evaluation at this point? Dr. Gorman said at this point, we have not completed next year's budget but the other option would be to add the Shuttle Stop funding back into the budget and find other items to cut or new revenue.

VI. REPORT FROM SUPERINTENDENT

Dr. Gorman said he would see the Board members in approximately twelve hours to meet with Arne Duncan, the United States Secretary of Education; Governor Beverly Perdue; and State Board of Education Chairman, William C. Harrison, at Sterling Elementary School regarding Mr. Duncan's mission to turn around America's schools.

VII. REPORTS FROM BOARD MEMBERS

Kaye McGarry invited everyone to join her for "Kaye About Town" on September 29th at the Starbucks on south Tryon Street from 7:30 a.m. to 9:00 a.m. to discuss CMS and school related issues.

Ms. McGarry said the Board received information regarding year-round schools and she asked Chairperson Davis and Dr. Gorman to put this information on the agenda for the September 28th Regular Board meeting in order to have a formal report so that the public can be informed. Dr. Gorman said he would like further direction from the Board to put an item on the agenda and to trigger staff to take time to generate a report. Mr. Merchant said the Board is conducting ongoing Work Sessions to develop potential solutions to deal with the issues that we are facing and to improve the delivery of services. Mr. Merchant does not believe it makes sense to have one particular type of solution to leap frog that process. He would be happy to discuss this as part of the overall reform effort at a Work Session but he does not believe it would be productive to put this item on the agenda for a Regular Board meeting. Ms. McGarry believes this should be an agenda item because several Board members were interested in this information and it would be an opportunity to discuss the pros and cons of this concept. Board members Merchant and White expressed concern regarding the time necessary for staff to generate reports at the request of one Board member. Mr. White encouraged the Policy Committee to review the policy regarding the procedure for Board members placing items on the agenda. Mr. Tate said there is a policy for placing items on the agenda and perhaps it should be reviewed. Chairperson Davis said the Board received a report from staff that reviewed year-round schools and the pros and cons of that concept, and he asked Ms. McGarry what else would she like to discuss? Ms.

McGarry said that would be a start and when it is presented to the Board in public the Board members may ask questions. Chairperson Davis said his guidance to Dr. Gorman would be that no additional staff work would be required and he and Dr. Gorman would discuss how this will be handled.

Dr. Joyce Waddell said she visited several schools during the first ten days of school and good things are happening in our schools. Students were enthusiastic, learning, and on task. She visited Phillip O. Berry Academy of Technology, First Ward Creative Arts Academy, Villa Heights Academic Center, and Hidden Valley Elementary School. She said as we think about students and the value placed on learning, each student is important and we should leave no one behind because they may become our most productive citizens.

ADJOURNMENT

Chairperson Davis called for a motion to adjourn the meeting.

Mr. Morgan 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 9:54 p.m.


Eric Davis, Chairperson


Nancy Daughtridg, Clerk to the Board