

Approved by the Charlotte-
Mecklenburg Board of Education
November 9, 2010
Regular Board Meeting



Charlotte, North Carolina

October 12, 2010

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on October 12, 2010. The meeting began at 5:34 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. Morgan, the Board voted unanimously for approval to go into Closed Session for the following purpose:

- **To consult with the Board's attorneys on matters covered by the attorney-client privilege concerning a pending workers' compensation claim.**

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 5:34 p.m. until 5:45 p.m. in CH-14 and a Community Forum in the Meeting Chamber from 6:00 p.m. until 8:07 p.m.

Chairperson Davis reconvened the Regular Board Meeting at 8:17 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 8:17 p.m. Chairperson Davis welcomed everyone to the Board's first meeting of the month.

A. Pledge of Allegiance

Chairperson Davis introduced Pamela Miramontes, an eighth grade student at J.W. Wilson Middle School, to lead those present and in the viewing audience in the Pledge of Allegiance and to speak on the October character trait of *responsibility*. Interesting facts about Pamela include she is an integral part of the school's AVID Program and regularly on the honor roll; she is a leader among her peers; and October is Hispanic Heritage Month and Pamela is extremely proud of her Mexican heritage. Accompanying Pamela at the meeting were her father, Ricardo Martinez; family friends, the Ortiz family; and Wilson Middle School staff Eric Ward, principal, and Melissa Thiel, AVID coordinator. Pamela invited everyone to stand and join her in reciting the Pledge of Allegiance. Following the pledge, Pamela said responsibility is a job or something that you have to do. Everyone has responsibilities and some are small but everyone in this room has at least one main responsibility that is classified by educational level. Students have the responsibility to learn, to be on task, and come to school every day. Teachers have the responsibility to educate students and ensure their success. Principals have the responsibility to ensure teachers and students are on task and their needs within the building are met. The School Board has the responsibility to make good choices that affect students to meet their needs and ensure students are in an environment in which they can learn. Pamela said responsibilities never go away and often get bigger as we age and our education level increases.

B. Adoption of Agenda

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

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

C. Public Hearing on Proposed New Policy JIHD, Use of Dogs to Inspect for Contraband Substances

Chairperson Davis said agenda items C., D., and E. are the second Public Hearings on three new policies and amendments to an existing policy. Chairperson Davis said there were no speakers signed up to address these items and he called the Public Hearings closed.

- D. Public Hearing on Proposed New Policy KH, Distribution and Display of Non-school Materials
- E. Public Hearing on Proposed New Policy BCA, Board Member Code of Ethics and Proposed Amendments to Policy BIBA, Development Opportunities for Board Members

II. REQUEST FROM THE PUBLIC

- A. Chairperson Davis reported that Requests from the Public would not be taken at this meeting because the first two hours of the meeting had been dedicated to the Community Forum. Requests from the public concerning the Comprehensive Review will be taken at the upcoming Community Forums.

Community Forum Schedule:

- Hopewell High School, October 7th, 6:00 p.m. until 8:00 p.m.
Hornets Nest/Winding Springs/Torrence Creek/Alexander/Davidson IB/Ranson/North Mecklenburg.
- Charlotte Mecklenburg Government Center, October 12th, 6:00 p.m. until 8:00 p.m.
PreK-8 Schools/Irwin Avenue/First Ward/University Park/Oaklawn/J.T. Williams/Northwest School of the Arts.
- Vance High School, October 14th, 6:00 p.m. until 8:00 p.m.
PreK-8 Schools/Highland Creek/Shamrock Gardens/Villa Heights/Cochrane/Garinger
- East Mecklenburg High School, October 20th, 6:00 p.m. until 8:00 p.m.
Billingsville/Cotswold/Dilworth/Lansdowne/Rama Road/Oakhurst/Albemarle Road MS/Alexander Graham/Randolph/East Mecklenburg/Marie G. Davis/Myers Park HS
- West Mecklenburg High School, October 21st, 6:00 p.m. until 8:00 p.m.
Amay James/PreK-8 Schools/Barringer/Pawtucket/Tuckaseegee/Whitewater Academy/Spaugh/Whitewater Middle School/Wilson/West Mecklenburg
- South Mecklenburg High School, October 25th, 6:00 p.m. until 8:00 p.m.
Huntingtowne Farms/Pinewood/Park Road/Sedgefield Elementary School/Community House/Quail Hollow/Sedgefield Middle School/Smith/Berry/Harding/Olympic/South Mecklenburg/E. E. Waddell

III. CONSENT ITEMS

- A. Recommend approval of Closed Session meeting minutes:
 - September 14, 2010.
 - September 16, 2010.
 - September 21, 2010.
 - September 23, 2010.
 - September 28, 2010.
- B. Recommend approval of Open Session meeting minutes:
 - July 27, 2010 Regular Board Meeting.
 - September 7, 2010 Work Session.
 - September 14, 2010 Regular Board Meeting.
 - September 28, 2010 Regular Board Meeting.
- C. Recommend approval of licensed/non-licensed hires for September 2010 and

licensed/non-licensed promotions for September 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: 1,485. (Licensed Hires: 961/ Non-Licensed Hires: 524).*
- *Total Promotions July 1, 2010 - June 30, 2011: 3. (Licensed Promotions: 57/Non-Licensed Promotions: 67).*

- D. Recommend approval of the 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 October 26 through November 13, 2010 period. GovDeals, (www.govdeals.com) an experienced and proven on-line government surplus sales service provider will facilitate the process. These auctions usually generate \$6,000 to \$15,000 in revenue.

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

Mr. Tate moved, seconded by Mr. White, that the Board adopt Consent Items A. through D., and the motion passed upon unanimous Board vote.

IV. ACTION ITEMS

- A. Recommend Approval of Proposed New Policy JIHD, Use of 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 adoption 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 new policy was posted on the CMS Website and the Board held a Public Hearing on September 28th and earlier in this meeting.

Mr. Tate moved that the Board approve proposed new Policy JIHD, Use of Dogs to Inspect for Contraband Substances, the motion was presented through the Policy Committee and did not require a second. The motion passed upon unanimous Board vote.

B. Recommend Approval of 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 adoption 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 new policy was posted on the CMS Website and the Board held a Public Hearing on September 28th and earlier in this meeting.

Mr. Tate moved that the Board approve proposed new Policy KH, Distribution and Display of Non-school Materials, the motion was presented through the Policy Committee and did not require a second. The motion passed upon unanimous Board vote.

Mr. Merchant said a provision of the policy is the development of a regulation to determine time periods and frequency of distribution. Mr. Merchant hopes that regulation will be developed in a timely manner in order that the good partnerships within CMS can be notified of that schedule as soon as possible. Dr. Gorman said the key times for our partners are the beginning of the year, second semester, as well as quarterly. Dr. Gorman said staff is working to develop this piece and hope to have it available soon.

C. Recommend Approval of 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 adoption 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 new policy was posted on the CMS Website and the Board held a Public Hearing on September 28th and earlier in this meeting.

Mr. Tate moved that the Board approve new Policy BCA, Board Member Code of Ethics, and proposed amendments to Policy BIBA, Development Opportunities for Board members, the motion was presented through the Policy Committee and did not require a second. The motion passed upon unanimous Board vote.

V. REPORT/INFORMATION ITEMS

A. First Reading on Proposed Amendments to Policy JCA, Student Assignment Plan

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 proposed amendments to Policy JCA, Student Assignment Plan. The proposed amendments reflect the Board's 2010 Comprehensive Review. It comes to the Board with the unanimous recommendation of the Policy Committee. The proposed amendments add the Guiding Principles adopted by the Board on August 10, 2010, limit the lottery to students seeking seats in Magnet Programs and out of Title I Choice Schools, and rearrange large segments of the policy into more logical sequences. Historical references to former student assignment plans have also been removed. The Policy Committee will meet again on October 21, 2010 to consider further changes to this policy. Should the committee recommend further changes, they will be reflected in an updated document that would come to the Board for a Public Hearing at the October 26, 2010 Regular Board meeting. The proposed amendments to Policy JCA will be posted on the CMS Website and the Board will hold a second Public Hearing and a Board vote at the November 9, 2010 Regular Board meeting.

B. First Reading on Proposed Amendments to Exhibit JCA-E1, Student Assignment Priorities, Non-Magnet Programs

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 proposed amendments to Exhibit JCA-E1, Student Assignment Priorities, Non-Magnet Programs. The Policy Committee recommends Exhibit JCA-E1 eliminated, consistent with amendments to Policy JCA, which limit the student assignment lottery to students seeking seats in Magnet Programs and out of Title I Choice Schools. This Exhibit will therefore no longer be necessary. The proposed amendments to Exhibit JCA-E1 will be posted on the CMS Website, the Board will hold Public Hearings at the October 26th and November 9th

Regular Board meetings, and a Board vote at the November 9th Regular Board meeting.

C. First Reading on Proposed Amendments to Exhibit JCA-E2, Student Assignment Priorities, Magnet Programs

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 proposed amendments to Exhibit JCA-E2, Student Assignment Priorities, Magnet Programs. Proposed amendments to Exhibit JCA-E2 reflect the Board's 2010 Comprehensive Review. It comes to the Board with the unanimous recommendation of the Policy Committee. The proposed amendments are intended to clarify that the lottery applies only to students seeking seats in Magnet Programs and out of Title I Choice Schools. Students seeking seats in Non-Magnet schools that are not their home schools will no longer go through the lottery, but rather will use the Transfer/Reassignment process. The sibling guarantee for Magnet students is preserved and the exception prohibiting sibling guarantees into different Magnet Programs on the same campus is clarified. The Priority applicable to students at Randolph Middle School and Piedmont Open Middle School is eliminated. The number "2" is eliminated from the code of the exhibit to reflect the recommended elimination of Exhibit JCA-E1. The Policy Committee will meet again on October 21, 2010 to consider further changes to the sibling guarantee in this exhibit. Should the committee recommend such changes, they will be reflected in an updated document that would come to the Board for Public Hearing on October 26, 2010. Proposed amendments to Exhibit JCA-E2 will be posted on the CMS Website, the Board will hold Public Hearings at the October 26th and November 9th Regular Board meetings, and a Board vote at the November 9th Regular Board meeting.

Chairperson Davis thanked Mr. Tate and the Policy Committee for the tremendous volume of work that they have accomplished. Mr. Tate also commended staff for their guidance in developing the proposed policies. Board members were invited to make comments.

- Dr. Waddell said regarding the student assignment priorities for Magnet and Non-Magnet Programs, this is embarking on new procedures and she wants to ensure that persons impacted by these changes will be properly notified. Chairperson Davis said the process will include two Public Hearings and that will provide the community an opportunity to make comments on the proposed amendments.
- Mr. Morgan said the Policy Committee is meeting again on October 21st and if that meeting results in additional amendments to the policies how will that information be publicized? Mr. Tate said should any changes be recommended, they will be posted on the CMS Website as soon as they are available and there will be a preamble to the Public Hearing scheduled for October 26th to review the revisions to ensure the public is informed of any changes.

D. Report on Succession Planning/Leadership Development

Chairperson Davis called upon Dr. Gorman to introduce the report. Dr. Gorman called upon Ann Clark, Chief Academic Officer, to present the report on Succession Planning/Leadership Development. Dr. Gorman said succession planning and leadership development has been a focus for staff because we have never seen a great school without a great principal. Staff is ensuring we have plans to develop great principals as well as great

leaders for each department. A part of this process is developing the next group of people who are eligible to be a leader. In education, the human resources system of the past in many ways has been based upon a flawed principle. The principle of self-selection, “I chose to get certain training” which is a passive model of human resources. Now, the best organizations are more active in its approach by getting involved in the selection process.

Ann Clark said staff is in the early stages of developing a Succession Plan as a part of a major tactic and deliverable for *Strategic Plan 2014*. Ms. Clark said the lead for the district is Rashidah Morgan, who is Director of Succession Planning and Talent Development and a Broad Fellow, is out of town and unable to attend this meeting. Ms. Morgan will have a leadership role and will provide the Board quarterly updates on the Succession Plan. Ms. Clark said the 2010-2011 succession management approach has been developed in order to address critical needs in the area of identifying and developing talent internally both in the Central Office and key leadership positions in the schools. The Succession Management Plan includes talent identification, leadership development, performance management, recruitment, and data management and systems support. Ms. Clark provided a brief review of the CMS Succession Plan.

- Succession Planning and management is the deliberate and systematic effort by an organization to:
 - Ensure leadership continuity in key leadership positions (executive staff, cabinet, senior management positions across all divisions and departments (executive director and director positions), Zone office positions, and principals and leadership pipeline at the schoolhouse level).
 - Retain and develop intellectual capital for the future.
 - Encourage individual advancement (ensure transparent process for employees to see how they can individually advance in the organization).
- Why Succession Planning:
 - The Need: Areas include leadership turnover; limited talent pool, and aging work force. Forty-seven percent of the current CMS executive staff are eligible for retirement within the next five years.
 - Critical Gaps: Bench depth and strength for linchpin positions, identifying and development talent, recruitment and retention processes.
 - The Opportunity: Succession planning is a centerpiece of the *Strategic Plan 2014*, Tactic 2.C.1. Develop a succession plan for all key positions in the district.
- Snapshot of the Bench: Emphasis has been placed on the process for the need to develop a strong succession planning.
 - Where we are now: Eighty key leadership positions were asked to force rank their employees in one of four quartiles. This began the process of distinguishing between a ready and available talent and those who needed further development in a position or into another position, or out of the district. Principals participated in this exercise as an introduction to understand the need to force rank their teachers and to review that force ranking with their performance evaluation for the previous year.
 - ✓ For leaders that identified one candidate in their pipeline, 69% of the candidates needed more development before they were ready for leadership.
 - ✓ For leaders that identified two candidates in their pipeline, at least 83% of

those candidates needed more development before they were ready for leadership.

- ✓ For leaders that identified three or more candidates in their pipeline, at least 94% of those candidates needed more development before they were ready for leadership.
- Building the Pipeline:
 - Where we are going: *Strategic Plan 2014* Goal: Leadership Development/Effective Teachers and Leaders.
 - ✓ Effective District Leaders:
 - Executive Leadership Development: A Leadership Program will be rolled out in January. This will involve the top quartile employees and those in the ready for next level within the organization or those very close. This program will focus on the top tier of leadership to develop a comprehensive program.
 - Leaders for Tomorrow: This is usually associated with the pipeline to principalship but the program also encourages individuals who may be interested in Central Office opportunities.
 - ✓ Effective School Leaders: Programs include Strategic Staffing Schools Training/Support (Education Resource Strategies (ERS) Coaching/Support), Principal Leadership Development (Queens School Executive Program, New Principal Induction which includes a Consultant Coach and Strategic Coach), and Principal Preparation Programs (Leaders for Tomorrow, New Leaders for New Schools).
 - ✓ Effective Teachers: Programs include Teachers Leadership Development (New Teacher Induction, Aspiring Leaders), Charlotte Teacher's Institute (CTI) partnership with Davidson College and UNC-Charlotte, National Board for Professional Teachers, and Professional Development Master Teachers (PDMT). Ms. Clark will provide the Board a list of the PDMT in schools throughout the district and she encouraged the Board to meet those teachers as they visit the schools as they are a tremendous pipeline for future school-based leaders and Central Office in particular the Curriculum and Instruction area.
- Succession Management Approach: The vision to build the tactics under this goal for the Strategic Plan.
 - How we will get there:
 - ✓ Recruitment: Talent Acquisition Integration. This is an opportunity on the front end to ensure staff is recruiting highly effective teachers to the district which allows CMS to build the momentum more quickly rather than having to coach teachers out of the profession or document poor performance. This puts an equal amount of effort on recruitment and development and the eventual promotion within the district.
 - ✓ Data Management System: Metrics/Program Evaluations, Human Resources Processes and Technology. Provides teachers, principals, and Central Office greater access to information and real time information regarding performance.
 - ✓ Talent Identification: This includes Succession Planning for building Talent Pools, Forced Ranking and Leadership Exercise, Talent Development Discussions, and Leadership Competencies.

- This year, CMS will develop talent pools in the areas of Literacy Facilitator, Academic Facilitator, and Assistant Principal. Staff will design a rigorous selection process that will place people in a pool. From that pool, principals will be able identify, interview, and recommend candidates. This will allow CMS to raise the bar and ensure greater uniformity across the schools regarding credentials and effectiveness in the role. This will ensure a proven track record with students prior to moving into highly visible leadership positions that are stepping stones to the principalship and positions in the Curriculum and Instruction Department in the future.
- ✓ Leadership Development: Executive Leadership Development Program and Individualized Leadership Growth Development Plans. The first cohort of this program will be rolled out in January.
- ✓ Performance Management: Mid Year/Year End Evaluations and Measurable Performance Goals. CMS has a focus on student growth and tying performance evaluations to proficiency. As decisions around employment are defined, staff will continue to refine performance management for not only the positions at the schoolhouse level but for all positions within the Central Office as well.

Ms. Clark said this process has been developed and refined in collaboration with community partners that included support from Bank of America, Wells Fargo-Wachovia, and Belk, as well as the Charlotte Chamber of Commerce.

- Mr. Merchant commended Dr. Gorman, Ms. Clark, and the team for pursuing this initiative because this is so critical given the CMS financial situation. Average and below average organizations are loaded with people who have made themselves so unique in their capacity that they cannot be replaced. What great leaders do is ensure they can be replaced so that their work can be sustained. Mr. Merchant said as a result of an era in which people are being required to double or triple their responsibilities has increased the importance of cross training. Mr. Merchant commended the leadership team for driving this effort because it is important that CMS have bench strength. Mr. Merchant said the true driver of this effort should be the Board and he encouraged the Board to make this initiative a priority and ensure they understand the Board's role in succession planning. Mr. Merchant said this is a circular process and he believes the component Leadership Competencies under Talent Identification should be listed as the first item considered. Mr. Merchant asked do we assess top and bottom performers to attempt to identify what makes a great principal or a poor principal? Dr. Gorman said, yes, and that is one of the processes being worked on with New Leaders for New Schools and the Leaders for Tomorrow programs. Mr. Merchant said he would like more information about that included in the upcoming quarterly updates. Mr. Merchant is pleased that this effort is moving away from self-identification to supervisors identifying top performers but he believes this should include developing a metric or multiple sets of key competencies. Ms. Clark said Dr. Gorman has identified the competencies that he is looking for in leadership and the forced ranking was used against those identified leadership competencies. Ms. Clark and Dr. Gorman provided clarification on the list of leadership competencies. Dr. Gorman said the 360 evaluation process was stopped because of the budget challenges and that is an area we may need

to reconsider because that is a part of the talent pipeline process. The Board set a great example when they developed the Superintendent Evaluation Policy to include the 360 evaluation piece. Mr. Merchant believes including those leadership competencies will be a great resource and tool because that will help identify the high performers and the high potential that are not performing to that level. This will help to identify the gaps, encourage them to improve, and add breath to the bench. Mr. Merchant is excited about the initiative.

- Chairperson Davis commended Dr. Gorman and staff for having the fortitude to put a system like this in place and the courage to force rank employees because this process will pay dividends in the classrooms for years to come.

E. Report on Year-Round Schools as requested by Kaye McGarry, At-Large Board member

Chairperson Davis said this item is a report on Year-Round Schools which includes two documents that Dr. Gorman previously submitted to the Board and posted on the CMS Website. Chairperson Davis said this report was at the request of Ms. McGarry and he called upon Ms. McGarry to introduce the report. Ms. McGarry said she requested Year-Round Schools be a formal report at a Board meeting because six Board members were willing to explore this option and it was important that this information be explained to the public as staff recommended this option as a part of the Comprehensive Review for First Ward Creative Arts and University Parks Creative Arts. The parents at those schools have asked questions and it is important their questions be answered. Ms. McGarry said the parents want answers regarding child care for the two weeks off, the value of the academic curriculum versus facility savings, options for K-8 Year-Round school, and the purpose of Year-Round schools. Ms. McGarry asked several clarifying questions and Dr. Gorman provided clarification.

1. Ms. McGarry said parents do not have child care when they are off. Dr. Gorman said school districts do not always provide child care but there are some enrichment programs that can be offered. That option would be determined on a site-by-site basis based upon need for the program.
2. Ms. McGarry asked would the academic curriculum be changed for Year-Round schools? Dr. Gorman said CMS is required by law to teach the North Carolina Standard Course of Study and that would not change for Year-Round schools. Year-Round school is not an extended calendar. Students would still attend school for 180 days but they would follow a forty-five day on and fifteen-day off format.
3. Ms. McGarry asked what is the purpose of Year-Round school? Dr. Gorman said Year-Round school has multiple purposes. Regarding the academic piece, research indicates certain individuals benefit from shorter breaks especially for those students who experience extreme learning loss due to a lack of academic opportunities during the summer. Students who are English Language learners benefit because they may not speak English in the home for an extended period of time and this would shorten those periods of time. The academic piece also includes challenges such as more frequent moves that a teacher must make in transitioning classes. Dr. Gorman said the pros and cons are laid out in the information provided to the Board and the research is somewhat mixed.

Ms. McGarry said this report is for the benefit of the public and she asked if staff had reviewed other school districts in the State or the nation that are using the Year-Round

school format? Dr. Gorman said staff has contacted Wake County and that information was provided to the Board. Wake County implemented the Year-Round format in multiple schools for several reasons including dealing with overcrowded issues. They have had mixed results that included positive results, some inconveniences, and challenges. Ms. McGarry discussed a Year-Round program in Union County and she noted that parents liked that program because it provides a shorter summer and opportunities for remediation. Dr. Gorman said it is important to note that remediation/enrichment program options would depend on space and CMS may not be able to provide a program where every student who would be off could come to school because CMS does not have that capacity. Ms. McGarry said the feedback she has gotten from parents and teachers who have experienced Year-Round school in California, Michigan, and North Carolina was positive. Dr. Gorman said he has been a Superintendent and a school-based administrator in school districts that had Year-Round schools and there were pros and cons as well as challenges to using that format. There is not universal acceptance of the format and some staff like it and some do not. Ms. McGarry encouraged staff to review successful models that may be used that would help with the achievement gap, offer remediation or enrichment during the off times, and impact CMS. Dr. Gorman said implementing an expansive enrichment or remediation program would require funding and at this point we are seeing a decline in revenues rather than an increase. The Board would need to decide if they would like to steer those dollars to that or a home school program. Ms. McGarry said she would like information on those options, how to make it successful, and how to take the positive aspects of a Year-Round school to make it work. Ms. McGarry believes the Year-Round program should be a choice for parents. Ms. McGarry said it is important that the public have this information to help them better understand the Year-Round concept and for the Board to see how this format could work in CMS.

- Mr. Merchant said staff has been clear that this is a process and the team has heard that the Board would like more detail before pursuing this option. Mr. Merchant believes it would be helpful to have a one-page information sheet on Year-Round schools that provides basic information, clarification on the school calendar, and addresses the identified issues.
- Dr. Waddell said she visited First Ward Creative Arts and University Park Creative Arts elementary schools and met with staff and parents. They had questions regarding the Year-Round format and she shared information that the Board had previously received. She encouraged staff to ensure that the staff and the parents at the schools potentially impacted by this model are provided adequate information to understand the format.
- Mr. Morgan said an advantage of the multi-track program is the ability to move more students through that school in a year's time but that would leave fewer open classrooms for other initiatives such as the enrichment and remediation programs. Mr. Morgan asked would this concept provide CMS the opportunity to expand partnerships with the various organizations in the community to help offer enrichment programs? Dr. Gorman said CMS has numerous summer type programs that strive to meet the needs of the community during the course of the year. There may be individual groups that would offer enrichment programs and CMS would review options for partnering with those groups. CMS most likely would not be able to partner with them financially by paying for programs because we do not have those available dollars. Dr. Gorman said a part of this exercise and a key driver of this process is how to stretch dollars to lower operating costs. Mr. Morgan said it is important to communicate to the public

that those enrichment programs may exist but they may not exist on the campus of the school and may be located in other areas of the community.

- Ms. McGarry said student achievement is the goal of CMS and she would prefer this not be farmed out to other agencies. She said other school districts have been successful in having teachers in the school being willing and able to provide enrichment and remediation. She said this would cost extra dollars but our purpose is student achievement and this would provide more results and be worth that effort.

Dr. Gorman said the purpose of this review is to ensure that we can continue to carry out the plans that we have in place that has brought us the results. We are in this position because we have limited resources and we want to keep on that upward trajectory and we must operationally do things differently than in the past.

VI. REPORT FROM SUPERINTENDENT

Dr. Gorman asked the Board members to check their calendars to be available for upcoming Budget Work Sessions. Staff has heard from the Board that they want to start the budget process earlier and as soon as the Board completes the Comprehensive Review the budget process will begin. Chairperson Davis asked what direction can the Board provide that would benefit staff and what are the unknowns and assumptions that the Board will have to face? Dr. Gorman said, like last year, the unknown is we do not know what the budget will be and early advice has gotten worse and gotten better. Last year, early indicators improved as a result of borrowing and CMS receiving additional funding but those options will not be available this year. The budget is challenging because CMS is funded by multiple agencies and we must be cautious because we could save in one area but that may reduce the funding from another area. Staff would prefer to keep the discussions at a high level, focused on the priorities. Mr. Merchant encouraged the Board to keep the budget discussions at a high level and to avoid focusing on line items and individual programs. Areas of interest can be addressed off-line or as parking lot items. Mr. Merchant encouraged Chairperson Davis to set ground rules to keep the Board discussion at a high level focused on management oversight as opposed to diving into operations. Chairperson Davis said he would welcome suggestions from Board members.

VII. REPORTS FROM BOARD MEMBERS

Kaye McGarry invited everyone to join her for “Kaye About Town” at Starbucks Coffee on October 27, 2010 at Cotswold Shopping Center from 7:30 a.m. until 9:00 a.m. to discuss CMS related issues. Ms. McGarry thanked the community for attending the Community Forums and she hopes staff will provide answers to their questions soon.

Dr. Waddell reported that she recently attended the Annual Conference for the Council of Urban Boards of Education (CUBE) in Baltimore, Maryland. She met with school board members from throughout the country and they are facing the same issues that CMS is facing. She visited schools in Baltimore and has information to share with the Board members that will be helpful as the Board moves forward in making decisions as an urban school district. Dr. Waddell thanked the people who have attended the Community Forums and she will be available to answer questions from the public. She has visited many of the schools that are experiencing changes and she will continue to visit the schools and provide information that is needed as the Board moves forward to making decisions.

Joe White reported that the North Carolina High School Athletic Association recently held its Region 6 Annual Conference and awarded Vicki Hamilton, Director of Athletes, the first Charles Adams Service Award which is similar to a lifetime achievement award. Mr. White commended Ms. Hamilton for doing a great job for CMS and he congratulated her on being the first recipient of the award. Mr. White thanked Tim Morgan for attending that meeting because as he transitions out of CMS it is important that members of the Board maintain the good relationships that have been established with these types of organizations. He thanked and congratulated the South Park Youth Athletic Association and Carmel Middle School, who have been in partnership since 1969, for building a new concession stand and press box at Carmel Middle School. Mr. White also thanked Dr. Waddell for attending the CUBE Conference because that is another organization in which it is important that CMS and the Board continue to maintain a good working relationship.

Richard McElrath thanked the people for attending the Community Forums and stepping up to advocate for their schools. Mr. McElrath said he has strived to provide the community with information regarding the Comprehensive Review and he expressed concern that the recommendation regarding Lincoln Heights was not adequately communicated and that has caused a great deal of frustration. He asked staff to provide the public answers to their questions as soon as possible.

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 9:30 p.m.

Eric Davis, Chairperson

Nancy Daughtridge, Clerk to the Board