



Charlotte, North Carolina

June 28, 2011

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on June 28, 2011. The meeting began at 4:36 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;
Rhonda Lennon, District 1;
Richard Allen McElrath, Sr., District 2;
Dr. Joyce Davis Waddell, District 3; and
Timothy S. Morgan, District 6

Absent: Joe I. White, Jr., Member At-Large

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 Deja Kemp, CMS Teacher/Aspiring Leader interning with Mr. Battle; and Nancy Daughtridg, Clerk to the Board.

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

- **To consult with the Board's attorneys on matters covered by the attorney-client privilege;**
- **To consider student assignment matters that are privileged, confidential, and not a public record; and**
- **To consider certain personnel matters.**

The motion was made pursuant to Section 143-318.11(a)(1), (3), and (5) of the North Carolina General Statutes.

The Board held a Closed Session meeting from 4:36 p.m. until 5:35 p.m. in CH-14.

Chairperson Davis reconvened the Regular Board Meeting at 6:04 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 6:04 p.m. and he welcomed everyone to the Board's second meeting of the month which was held in the Meeting Chamber.

A. Adoption of Agenda

Chairperson Davis reported that as a result of the Closed Session meeting he would call upon Tom Tate to review amendments to the proposed agenda.

Mr. Tate moved that the Board adopt the agenda as amended with the following changes: Move Agenda Item IV. (Reports/Information Items) in front of Agenda Item III. (Action Items) making Reports/Information Items Agenda Item III. and Action Items Agenda Item IV., and add Subsection Action Item IV. C. (Recommend approval of Separation Agreement and Release of Dr. Peter Gorman, Superintendent, and approval of Employment Agreement for Interim Superintendent), seconded by Dr. Waddell, and the motion to adopt the agenda as amended passed upon unanimous voice vote of the Board.

II. CONSENT ITEMS

A. Construction Items:

1. Recommend approval of construction contract at Northeast Middle School.

The scope of this project is a chiller replacement at Northeast Middle School. Staff recommends the approval of this contract to the lowest responsive bidder, Chiller Services. The contractor agrees to provide the labor, services, equipment, and materials needed to remove and place existing chillers and install two 170 ton split chiller systems with two Trane Model #RTAC 170 air-cooled chillers at Northeast Middle School. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. The MWSBE participation for Chiller Services is 2%. Fiscal Implications: Local funds in the amount of \$211,168.

2. Recommend approval of construction contract at Quail Hollow Middle School.

The scope of this project is a chiller replacement at Quail Hollow Middle School. Staff recommends the approval of this contract to the lowest responsive bidder, Carolina Air Solutions. The contractor agrees to provide the labor, services, equipment, and materials needed to remove and replace existing chiller and install one new Trane 200 Air Cooled Screw Chiller Model #RTAC200 at Quail Hollow Middle School. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. The MWSBE participation for Carolina Air Solutions for Quail Hollow Middle School is 4%. Fiscal

Implications: Local funds in the amount of \$104,296.44.

3. Recommend approval of construction contract at Davidson Elementary School.

The scope of this project is a chiller replacement at Davidson Elementary School. Staff recommends the approval of this contract to the lowest responsive bidder, Carolina Air Solutions. The contractor agrees to provide the labor, services, equipment, and materials needed to remove and replace existing chiller and install one new Trane 200 Air Cooled Screw Chiller Model #RTAC200 at Davidson Elementary School. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. The MWSBE participation for Carolina Air Solutions for Davidson Elementary School is 4%. Fiscal Implications: Local funds in the amount of \$103,039.14.

4. Recommend approval of change order for roof replacement project at Kennedy Middle School.

Staff recommends approval of change order to Interstate Roofing Company in the amount of \$116,000. The change order will provide acceptance of alternate #1 which was bid on March 22, 2011. Alternate #1 includes roof replacement of areas B2 and B4. The project is scheduled for complete in August 2011. The MWSBE participation for Interstate Roofing Company is 0%. Fiscal Implications: Local funds in the amount of \$116,900.

B. Recommend approval of requests for release of students to other school districts.

Application for release of fifty-three Category III students to other school districts for the 2011-2012 school year.

C. Recommend approval of administrative personnel appointments.

Appointments:

- *Dr. Kelly Gwaltney named East Zone Superintendent. Dr. Gwaltney previously served as principal at Mallard Creek High School.*
- *Rachael Neill named principal at Quail Hollow Middle School. Ms. Neill previously served as New Leaders for New Schools, resident principal at James Martin Middle School.*
- *Tracey Hayes named principal at Lake Wylie Elementary School. Ms. Hayes previously served as interim principal at Nations Ford Elementary School.*
- *Jordy Sparks named principal at Bruns Avenue Elementary School. Mr. Sparks previously served as New Leaders for New Schools, resident principal at Bruns Avenue Elementary School.*
- *Alison Harris named principal at Ranson Middle School. Ms. Harris previously served as New Leaders for New Schools, assistant principal of instruction at Vance High School.*

D. Recommend approval of administrative contract renewals.

The recommendation includes approval of administrative contract renewals for forty-five principals and thirty-six assistant principals.

E. Recommend approval of Elementary and Secondary Education Act (ESEA) Title I, Part A, Grant Application.

The intent of services provided in the Charlotte-Mecklenburg Schools through Title I, Part A, of the "No Child Left Behind Act" of 2001, is to help students meet challenging state content and performance standards by providing intensive, integrated, supplementary services, in reading and mathematics. The services provided through Title I are designed to help students overcome educational and economic disadvantages, leading to success in the regular classroom. Title I in a Schoolwide Program is intended to provide the school with a lever for school reform. Title I will support the following initiatives in the 2011-2012 school year:

- *Schoolwide Program Support in forty-two elementary, nine middle, and nine high schools, and two alternative schools.*
- *Bright Beginnings Pre-Kindergarten.*

Title I support is provided to those schools with poverty levels that are 75% or higher. Services include math and literacy support through staffing, instructional materials, technology, professional development and parental involvement. The CMS Bright Beginnings Pre-Kindergarten Program will serve 1,800 four-year-olds with an identified educational need. The service is delivered through a comprehensive program that includes a child-centered curriculum with a strong focus on language development and emergent literacy. Fiscal Implications: Title I, Part A is a categorical federal entitlement grant program that will provide supplementary federal funds to serve schools that have high concentrations of students receiving free and reduced price lunch. CMS is eligible to receive \$37,273,235.00 in ESEA Title I funds for the 2011-2012 school year.

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

Ms. McGarry pulled Consent Items C., and D.

Dr. Waddell pulled Consent Item E.

Chairperson Davis called for a motion to adopt Consent Items II. A. and B. as written.

Mr. Morgan moved that the Board adopt Consent Items A. and B., seconded by Mr. Tate, and the motion passed upon unanimous voice vote of the Board.

The Board discussed Consent Item C. Ms. McGarry asked Dr. Gorman to review the administrative personnel appointments. Dr. Gorman provided a review of the personnel recommendations which take effect July 1, 2011.

- Dr. Kelly Gwaltney named East Zone Superintendent to fill the vacancy with the retirement of Joel Ritchie.
- Alison Harris named principal at Ranson Middle School. The current principal, Nancy Brightwell, is being transferred as principal at Mallard Creek High School.
- Rachael Neill named principal at Quail Hollow Middle School. The current principal, Tara Sullivan, is being transferred as principal at Elizabeth Lane Elementary School.
- Tracey Hayes named principal at Lake Wylie Elementary School.
- Jordy Sparks named principal at Bruns Avenue Elementary School.

The Board discussed Consent Item D. Ms. McGarry asked Dr. Gorman to explain this item. Dr. Gorman said this follows State statute and is the approval of administrative contract renewals. Administrators are on one of two types of contracts. The first contract is a two year contract and this is the approval of certain individuals whose two year contract has come to expiration and they now qualify for the next level of contract which is a four year contract. This includes principals and assistant principals to be renewed for four year contracts. This also includes principals and assistant principals whose four year contract has ended and approves them to continue with a new four year contract.

The Board discussed Consent Item E. Dr. Waddell said the ESEA Title I, Part A, Grant will provide services at nine high schools and she asked are the high schools the same as last year? Dr Gorman called upon Ann Clark, Chief Academic Officer, to respond. Ms. Clark

said this adds three high schools to the Title I status (West Mecklenburg, West Charlotte, and Harding University high schools) and the current list for 2010-2011 school year also includes the five small high schools at Garinger High School. Ms. McGarry said the Title I funds is \$37 million and that is based upon the free and reduced lunch data. Ms. McGarry wants to ensure the public is aware that this Board has again chosen to not deal with the fraud within the free and reduced lunch program and this is the type of monies that are being distributed based upon a number that is not honest.

Chairperson Davis called for the Board vote to adopt Consent Items C. D. and E., and the Board voted unanimously to adopt Consent Items C., D., and E.

III. REPORT/INFORMATION ITEMS

Chairperson Davis reported with the adoption of the agenda as amended, the Board approved changing Report/Information Items from Agenda Item IV. to Agenda Item III.

A. Report on Budget Amendments for May 2011 and June 2011

Chairperson Davis called upon Dr. Gorman to introduce the report on Budget Amendments for May 2011 and June 2011. Dr. Gorman said budget amendments are the monthly reports and are as presented.

B. Report on Center for Research and Evaluation

Chairperson Davis called upon Dr. Gorman to introduce the Report on Center for Research and Evaluation. Dr. Gorman reported this is an annual report to the Board and he called upon Dr. Lynne Tingle, Executive Director of Performance Management and Accountability, and Dr. Christian Friend, Director of Center for Research and Evaluation, to present the report. Dr. Tingle reported the Center for Research and Evaluation is one of three departments under Performance Management. The other two departments are Accountability Data Tools and Managing for Performance. The three departments uniquely provide data services that span the continuum from classroom teachers and school level staff to the Superintendent's Cabinet. The services of the staff in this department and the results they provide are used in classroom level decisions around instruction and District level decisions around programs. Dr. Friend provided the Board with an overview of the Center for Research and Evaluation, staff, process and procedures, and past and future projects.

- Overview:
 - The Board of Education adopted a Research and Evaluation Policy IL in May 2009. The Center for Research and Evaluation (CRE) launched in the summer of 2007 and is largely responsible for carrying out the stipulations of Policy IL.
 - CRE provides results that support the continuation, termination, or modification of programs, initiatives, or policies to ensure every child receives a quality education. The ultimate goal is to positively impact student outcomes by helping stakeholders make informed decisions and impact the achievement of all CMS students through the appropriate use of research and evaluation.
- Governance, Board of Education Policy IL, Research and Evaluation:
 - The Board of Education believes that all programs, initiatives, and products ("programs") in place within the District should contribute to the Board's Mission:

To maximize academic achievement by every student in every school. Therefore, the Superintendent shall ensure that the administration develops and maintains the ability to conduct expert and reliable research and evaluation of selected programs, including programs already in place in the district as well as those proposed for purchase.

- Budget/CRE Staff:
 - Three full-time employee positions (one full-time director, one full-time senior analyst, and two part-time senior analysts).
 - All staff members have or are pursuing PhDs.
- The Logic Model Goal: The work is directed towards accomplishing the intermediate goal of impacting decision making at multiple levels.
 - The Role of CRE: To provide accurate and timely evaluation and research results to District decision makers. When decisions are based on accurate useful information we can better ensure they will have a positive impact on student outcomes.
 - The Process: The process is accomplished utilizing Partnerships, Surveys, Program Evaluation, Literature Reviews, and Data Requests.
 - Intermediate Goals:
 - Data Driven policy decisions.
 - Implement effective programs.
 - Budgetary decisions.
 - Targeted professional development.
 - Long Term Goals:
 - Increased student achievement.
- Objectives:
 - Conduct program evaluations to determine the level of implementation and what works in CMS schools.
 - Meet all deadlines on assigned program evaluations (provided priorities in projects stay the same).
 - Implement and analyze all annual CMS survey data (parent, teacher, principal, and student).
 - Process outside research applications within thirty days of submission.
 - Build collaborative efforts with universities and/or vendors to assist with aspects of assigned program evaluations.
- Measures: Methods implemented to assist in the tracking progress and measure success towards accomplishing the goals and objectives.
 - Project management process implemented in 2008-2009.
 - Quality control processes implemented in 2009-2010.
 - Continued refinement of processes to ensure goals are met and to continual improve the work.
- Major Initiatives: Initiatives are aligned with objectives.
 - Evaluations as Mandated by the Superintendent's Cabinet.
 - Outside research requests.
 - Literature reviews and data requests.
 - Annual surveys.
 - Collaborations with outside partners.
- 2010-2011 Evaluation Reports: In many cases, projects are multi-year projects and they are categorized as Completed or In Progress. For the multi-year projects, CRE provides

interim reports and a final report at the end.

- Completed Projects:
 - Strategic Staffing: Second Interim Report.
 - Small Schools Interim: Qualitative Report.
 - National Board Certification Report.
- In Progress Projects:
 - K-3 Intensive Reading Report.
 - Small Schools Final Report.
 - Teach for America Report.
- Outside Research Process: Non-CMS basic research.
 - Approximately 100 requests are submitted each year.
 - The process includes application, application fee, form a review committee, University Institutional Review Board approval, and Memorandum of Understanding (MOU).
- Literature Review and Data Request Examples:
 - Literature Reviews: Shares the current state of research on a given topic.
 - Best Practices in Elementary School Scheduling.
 - Differentiated Staffing in High Poverty Schools.
 - Impact of Bright Beginnings Programs.
 - Data Requests: Shares existing data with other departments or researchers. CMS has years of data that exists in its data warehouses and staff is often asked to provide certain data for evaluation projects and information in general.
 - A Child's Place.
 - Communities in Schools.
 - Comprehensive Review Data.
 - New Leaders for New Schools.
 - The New Teachers Project.
 - Schools and Internal Offices.
- Annual Surveys Conducted: Teacher, Student, Family, and Principal. The purpose of these surveys is to gather feedback on the District and school level performance.
- Partnerships: CMS works to form collaborative partnerships. CMS has partnered with a variety of stakeholders and in some cases CMS offers advice or opinions. In addition, each of the evaluation projects includes an outside research partner and that person or agency serves to check the quality and objectivity of the CMS research.
 - Institute for Social Capital: Board, Data and Research Oversight Committee, and Data Review Committee.
 - University Partners: Harvard, Queens, UNC-Charlotte, and University of South Carolina.
 - Non-Profit Organizations: Teach for America, The New Teachers Project, New Leaders for New Schools, A Child's Place, Citizen Schools, and Communities in Schools.
- Results used in programmatic decisions: The results of the research have helped the District to make good decisions in using resources more efficiently and improve student achievement. The data helped the District make the following high level decisions.
 - Expanded Day at Billingsville Elementary School eliminated.
 - Read 180 eliminated.
 - Midwood High continued.

- Teach for America modified.
- Next Steps:
 - Continue implementation of project management and quality control processes.
 - Train staff in the use of Microsoft Project.
 - Pursue ISO 9000 Certification (International certification of quality management systems).
 - Strengthen data analysis and reporting skills and stay abreast in the latest trends in the field.

Board members were invited to ask questions and make comments.

- Mr. Merchant thanked staff for the presentation. Mr. Merchant said three years ago the Board discussed the Superintendent Evaluation and used the information from CRE to assess the measurement and success of programs. He thanked Dr. Gorman and his staff for listening to the Board and following up to evaluate programs to provide better data. This data has been of paramount importance in the recent budget cycles and the budget reductions/redirection decisions.
- Mr. Morgan asked staff to explain the benefit of having an ISO 9000 Certification? Dr. Friend said it provides a quality check on our own management processes and assists in ensuring we are operating efficiently. In order to receive that certification, we must show efficiency in our operation. That process will help us improve our efficiency, ensure the best use of the resources in the Department, and we are accomplishing the goals of the Department.
- Mr. Tate thanked staff for the report and it is good to see the results of the policies the Board has adopted. This department was implemented as a result of Board policy and it is working. Mr. Tate said the reports are involved and he asked Dr. Friend to review the limited staff in the department. Dr. Friend said there are approximately three staff members and he reviewed their credentials and responsibilities. Mr. Tate asked are the surveys conducted at the same time of the year and when will the results for the 2010-2011 school year be available? Dr. Friend said the surveys are conducted in the spring, the results are being finalized, and he would provide the Board that information soon.
- Dr. Waddell thanked staff for the report. Dr. Waddell asked when will the reports for the In Progress projects be available? Dr. Friend said the Teach for America Report was just presented to executive staff, feedback was gathered, and it should be completed soon. The K-3 Intensive Reading Report and Small Schools Final Report are at the print shop and the information will be released soon. Dr. Waddell expressed concern that this department has many requests for reports but only a limited staff. Dr. Gorman said this is a limited staff to do all the research and evaluation. Staff is struggling with a huge backlog of reports that we would like to have completed but that is one of the areas that has fallen victim to the budget cuts. Dr. Waddell looks forward to receiving the Small Schools Report because it will provide factual information to share with the community.
- Chairperson Davis said the staff is overwhelmed with reports and he asked how are the requests prioritized? Dr. Friend said our priorities are received from the Superintendent's Cabinet but in general we process the requests as they are received. Some of the projects are multi-year projects and they will be worked on continually and other projects or data requests are processed at the same time. Chairperson Davis

said the Board relies heavily on the recommendations of staff in our own decision making process. Chairperson Davis asked considering you are an in-house staff and you recommend some programs be stopped, how do you maintain your independence and objectivity from leadership in order to challenge and question the continuation of the program? Dr. Friend said this process includes the use of an outside partner to ensure what we are doing is accurate and objective. The partners are used as another eye to ensure the analysis and findings are accurate. In general, we do not make recommendations about what to do with the program and we only offer the results of our study. The results of the study may suggest that a program is more or less effective and the decision making happens outside of the Center for Research and Evaluation. Dr. Gorman said the use of the outside researchers help to provide an authentic level of directly reporting the results. Chairperson Davis thanked staff for a good report and he commended Dr. Friend for doing a terrific job of representing CMS in the community.

C. Report on the After School Enrichment Program

Chairperson Davis called upon Dr. Gorman to introduce the Report on After School Enrichment Program. Dr. Gorman called upon Ann Clark, Chief Academic Officer, and Colette Jeffries, Director of After School Enrichment Program, to present the report. Ms. Clark provided introductory comments and Ms. Jeffries provided a brief review of the report.

- Overview:
 - After School Enrichment Program (ASEP): The program began in 1985 with eight sites serving approximately 250 students. Today, CMS provides ASEP services to over 6,000 students at 109 sites.
 - Before School Programs: CMS serves over 2,000 students at fifty-two sites. This includes four Pre-K, nine middle school, and one high school programs.
 - All elementary schools have ASEP programs unless they are serviced by faith or community-based organizations.
 - All ASEP sites are held to same high standards of quality programming and hold a Star-rated license from the North Carolina Division of Child Development.
- Driving Governance: The Star-rated license system is governed by the North Carolina Division of Child Development and represents enhanced voluntary programs standards that reflect high quality child care which are higher than the mandatory minimum licensing standards. The enhanced program standards address child to staff ratios, space requirements, staff qualifications, parent involvement, operational and personnel policies, learning environments, and developmental appropriate curricula.
 - Constant visual supervision.
 - High education standards for staff.
 - Voluntary enhanced staff to student ratios.
 - Respectful interactions.
 - Current CPR and First Aid.
 - Daily snack meeting United States Department of Agriculture guidelines.
 - Four or Five-star rated license from the North Carolina Division of Child Development.
 - Daily large muscle activity.

- Regular compliance visits from State consultants.
- FY 2010-2011 Proposed Budget was \$14.675 million:
 - ASEP is an Enterprise Fund with the largest source of funding coming from parent fees. ASEP funding sources include the following:
 - Parent Fees.
 - Child Care Resources which is a subsidy program for low income families through Mecklenburg County.
 - City of Charlotte
 - Two Grants from the 21st Century Community Learning Center in the amount of \$700,000.
 - McKinney Vento subsidy funding.

2010-2011 Operating Revenues:	
Participant Fees	\$14,643,001
Interest Income	\$32,000
Total:	\$14,675,001
Operating Expenses:	
Food costs	\$799,203
Salaries	\$9,728,714
Benefits	\$1,880,280
Materials and Supplies	\$421,371
Contracted Services	\$195,272
Other *	\$1,650,161
Total	\$14,675,001

*Other includes maintenance, telephone, postage, indirect cost, travel, field trips, and mileage.

- 2010-2011 Fees:
 - Registration: \$25 (due first day of class with first week's fee).
 - Before School Care (Weekly):
 - \$25 Before School only.
 - \$18 Before and After School.
 - After School Enrichment Program (Weekly):
 - First child: \$56.
 - Second child: \$54.
 - Third Child: \$46.
 - Winter/Spring Break and Workday: \$20 for one child and \$16 for each additional child.
- 2011-2012 Fees: CMS will change its current fee structure to an hourly rate.
- ASEP Goals and Objectives:
 - Provide a balance of academic, recreational, and arts/enrichment activities.
 - Place a priority on quality and diverse staff.
 - Respect and respond to cultural and economic differences.
 - Be accessible to all.
 - Evaluate program effectiveness and progress.
 - Create safe and orderly environments.
 - Seek and incorporate effective practices.
 - Build collaboration and partnerships between families, community, and school system staff.

- Provide high-quality programming.
- Provide curriculum correlation with North Carolina Standard Course of Study Objectives. Currently, CMS is updating this curriculum to align with the Common Core State Standards.
- Implement Positive Behavior Intervention and Support (PBIS).
- Foster consistent participant attendance.
- ASEP Measures:
 - Surveys: Parents, principals, and students. Results are used to identify needed changes and additional professional development. This year, ASEP implemented a new on-line Parent Exit Survey.
 - Evaluation Tools:
 - All sites (except Pre-K) rated for quality by Division of Child Development using School-Age Care Environment Rating Scale (SECRS).
 - Pre-K sites rated for quality by Division of Child Development using Early Childhood Environment Rating Scale (ECERS).
 - *Strategic Plan 2014* Goals: The regular education program will be aligned with ASEP. Certified teachers were employed to instruct students in regular education lessons during out of school time. In addition, ASEP employed teachers in literacy, math, and science to update the curriculum.
 - All resource vendor applications are reviewed by the Curriculum and Instruction specialist prior to submission to the executive staff to ensure they are aligned to the regular education program.
- Major Initiatives:
 - Greater Enrichment Program (GEP): This is a community organization that provides additional after school programming within the CMS schools.
 - Expand programming to new sites.
 - Winter and Spring Break Programming: Optional to the parent and provides full day services.
 - Summer Camp Programming: Offered at seven locations throughout the District to rising 1st through 7th graders.
 - CMS offers two types of Summer Camps: Specialty and Traditional.
 - ASEP offered a free Summer Camp with intensive academic tutoring for seventy-five students who scored a Level I or Level II on State exams and attended a low-performing or high priority Title I school. Two grants provided the tuition for the students to attend the summer camp, participants were selected from Sedgefield, Bishop Spaugh, Ranson, and Wilson middle schools.
 - Teacher Workday programming.
 - Community contracts.
 - Site Coordinator Advisory Team (SCAT): In 2007, CMS developed the SCAT Program which provides a voice for staff to ask questions, share concerns, and give suggestions.
- ASEP Results:
 - Largest licensed school-age provider in North Carolina.
 - 87% of the sites are Five-star License Programs.
 - Serves more than 616 subsidized students through Child Care Resources.
 - Model for other After School programs in the State.
 - Early Educator Certification of staff.

- Free professional development for faith and community-based organizations.
- State recognized handbook and manual.
- Most affordable, comprehensive program in Charlotte.
- Successfully opened two PreK Before and After School Programs in 2010-2011 at Chantilly Montessori and Highland Mill Montessori.
- Next Steps:
 - *Strategic Plan 2014*.
 - Comprehensive Marketing Plan: This will target replication of the CMS ASEP and make CMS visible in the community.
 - Promotional DVD.
 - Connect-Ed messages to parents to inform about upcoming events/fall registration.
 - Reviewing sites with minimal attendance and consideration for consolidating sites where transportation can be provided.
 - ASEP recognizes parents are critical to the program and plan to recruit parents as members of an Advisory Board. Will encourage parents to take ownership for their child's academic success.

Board members were invited to ask questions and make comments.

- Ms. McGarry said ASEP includes PBIS and she asked does PBIS or uniforms contribute more to modifying the behavior of children? Ms. Jeffries said the PBIS Program includes working with staff and the students to modify the behavior of the student as well as staff's behavior with the student. Ms. Jeffries believes the PBIS is more helpful because we are actually training the students how to behave and training the staff. Ms. McGarry said often parents ask for uniforms at their particular school and she believes uniforms help to make a huge difference in the behavior of children.
- Dr. Waddell said she has visited the centers and they have greatly improved over the years. Dr. Waddell said next year the fees will change to an hourly rate and she asked will that require more bookkeeping and will it be more efficient in bringing in more revenue? Ms. Clark said it will not change the recordkeeping process. The change is in response to adjusting to the new school hours for next year and accommodating for more time in the morning or less time in the afternoon. This was a more strategic way to develop a fair method to work with the families and to approach the fee schedule. Dr. Waddell said some parents have expressed concern about the change in bell schedule and being impacted by the hourly rate and she asked were those concerns taken into consideration? Ms. Clark said CMS moved to the hourly rate to address those concerns. A number of schools are starting later and requested the before school programming. The principals have been proactive in advocating for programming to accommodate the change in hours that may potentially cause an inconvenience to our families. Dr. Waddell hopes the teachers and teacher assistants who are in transition with their jobs will be able to get work or additional hours as a result of the changes. Ms. Clark said outside applicants as well as employees who have lost positions in the District and who are eligible for reemployment will be considered as applicants. Dr. Waddell said some churches provide after school tutoring programs in the schools and she asked is that a part of CMS? Ms. Clark said a goal of the *Strategic Plan 2014* is a stronger alignment between the regular day program and the co-curricular activities

for the students in ASEP and every program must be approved by the appropriate Curriculum and Instruction specialist to ensure it is age appropriate and aligned with the North Carolina Standard Course of Study. That applies to all programs offered by CMS and any additional programs offered by the community would be a separate enterprise from the ASEP that is under the oversight of CMS.

- Chairperson Davis asked does the Research and Evaluation Department have any work underway to relate the efforts of ASEP to academic achievement or attempt to identify the impact of the program? Ms. Clark said in order for grants to be reissued for the 21st Century Learning Centers, CMS must show evidence around student attendance and student achievement. The future funding or the continued funding of the after school programming is at risk if the students in the program do not show progress. The CMS 21st Century Learning Center sites have consistently been renewed for an additional four-year cycle. This is taken into consideration as outside entities evaluate our sites and is part of the Five-star licensing process.
- Mr. Morgan said his family used both the before and after school programs and they were pleased with the quality of the program. Mr. Morgan asked Ms. Jeffries to explain the enterprise fund and how that is separate from the general fund. Ms. Jeffries said we generate our own money in an enterprise fund we do not receive any additional funds from the District. The enterprise fund is comprised of grant, subsidy funding, and parent fees. Mr. Morgan said it is important that the public understand the funding and he clarified that the majority of this operation is provided by a fee-based business and County tax dollars from the general fund do not go into this program. Mr. Morgan said the summer programs are limited at seven schools and he asked does CMS have partnerships with other service providers to ensure we have summer programs available on CMS properties? Ms. Clark said CMS has a number of community-based and on-site programs. All the Title I schools have the opportunity to build into their budget additional summer programming for their students and most take advantage of that as a way to extend the school year. In addition, there are a number of Freedom Schools at different sites and most of those are community-based sites. The CMS schools in close proximity of those locations work in close collaboration with those sites. The YMCA and YWCA also offer programming. Mr. Morgan is thrilled that CMS has those partnerships because they help students maintain what they have learned throughout the school year.

IV. ACTION ITEMS

Chairperson Davis reported with the adoption of the agenda as amended, the Board approved changing Action Items from Agenda Item III. to Agenda Item IV.

- A. Recommend approval of the following recommendations: Recommendation for the Non-Renewal of Contracts for Certain Certified Probationary Employees and to Deny Career Status to Those Employees Being Voted on Who Are Eligible for Career Status and Recommendation to Renew Contracts, Including to Grant Career Status to Those Career Eligible Employees on the List in the Board Record of Certified Probationary Employees Recommended for Contract Renewal

Chairperson Davis reported this is a series of recommendations regarding personnel and he called upon Mr. Tate to present the motions. The recommendations are in accordance to

Board Policy GCO and are a follow up to the personnel matters the Board took action on at the June 8, 2011 Special Meeting. The information is outlined in the Board Record.

Mr. Tate moved that the Board approve the Superintendent's recommendation, for the reasons set forth in the Board Record, to non-renew the contracts of those employees shown on the lists in the Board Record: (1) Performance; (2) Licensure deficiencies unrelated to performance; and (3) Licensure deficiencies due to performance, and to deny career status to those employees on the lists who are eligible for career status, seconded by Mr. Morgan, and the motion passed upon an unanimous voice vote of the Board.

Mr. Tate moved that the Board approve the Superintendent's recommendation to renew contracts and to grant career status to any career eligible employees on the list in the Board Record of Certified Probationary Employees Recommended for Contract Renewal, seconded by Dr. Waddell, and the motion passed upon unanimous voice vote of the Board.

- B. Request the Board to delegate to the administration authority to request a waiver from the State Board of Education to use up to five instructional days in the 2011-2012 school year as teacher workdays

Chairperson Davis called upon Dr. Gorman to present the recommendation. Dr. Gorman said we all would agree that more learning time for our students is a good thing and moving from 180 student attendance days to 185 student days is an important step forward. The school calendars are developed more than a year in advance and that process includes participation from staff, student, and parents. The Board approves school calendars and this coming year's calendar which goes into effect July 1, 2011 was adopted by the Board on April 13, 2010. The school calendar is a difficult process because of the limitations enforced by the State which include an August 25th start date, June 10th end date, and the use of certain types of days. The one size fits all format does not provide CMS the flexibility to meet the needs we have in Mecklenburg County. Over the past several years, CMS has not been able to follow the calendar as adopted because of snow days and the use of makeup days. This is an opportunity to add five days to the calendar but we must fit those days within the State guidelines. Dr. Gorman called upon George Battle, General Counsel, to review the new State laws that impact the calendar process. Mr. Battle said this is an amendment to an existing law. Currently, the law states that school districts must hold 180 instructional days as well as 1,000 hours of instruction. The budget bill approved by the State Legislature in June 2011, adds five days to the school year for a total of 185 instructional days and changes the instructional hours to 1,025 hours. The new law, effective July 1, 2011, does not change the start and end dates. In addition, it eliminates five protected teacher workdays and adds them as instructional days, thereby reducing the number of teacher workdays to ten. The bill also allows local boards of education to apply for a waiver from the State Board of Education in accordance with procedures adopted by the State Board of Education. Dr. Gorman said staff believes that adding instructional days to the school calendar is a positive step. The waiver process allows school districts to use those additional five days for professional development for teachers related to the new Common Core Standards that have been adopted for the state of North Carolina. This will only be available one-time for the 2011-2012 school year. For the 2012-2013 school year

CMS will have to meet the 185 instructional days within the start and end date requirements. Staff believes increased professional development for our teachers is important and our teachers have asked for more professional development. We want more instructional time for our students, we want more professional development for our teachers, and we also want our families and staff to have input in the school calendar. We must make a decision regarding the calendar but ultimately we would like to be able set our own calendar for CMS that fits the needs of our students, families, and staff for 185 days of instruction without bureaucratic set boundaries which limit opportunities for students and CMS.

Dr. Gorman said staff plans to reconvene the Calendar Committee to review the new guidelines but today we are recommending the Board approve a waiver request from the North Carolina Department of Public Instruction to use the additional five days for next year as professional development days for the Common Core Standards. Staff would also ask that the Calendar Committee be reconvened to review the 2012-2013 School Calendar, which the Board just adopted, to see how the additional five days should be used. They may be able to offer a better calendar using the 185 instructional days. The waiver request must be submitted to the Superintendent of Public Instruction by July 5, 2011 in order to be considered during the July 6-7, 2011 State Board of Education meeting. The waiver is for the 2011-2012 school year only. This is asking for authority to ask for a waiver and it is not a guarantee that it will be approved.

Chairperson Davis called for a motion.

Mr. White moved, seconded by Dr. Waddell, that the Board delegate to the administration authority to request a waiver from the State Board of Education to use up to five of the 185 instructional days in the 2011-2012 school year as teacher workdays and to reconvene the Calendar Committee to review the 2012-2013 School Calendar, and a Board discussion followed.

Board members White, Tate, McElrath, Merchant, Morgan, Waddell, Lennon, and Davis discussed why they would support the motion and Board member McGarry discussed why she would not support the motion.

- Mr. White will support the waiver but he has mixed emotions on this item. He has always supported a longer school year and the addition of the five days. It is important to understand the Board adopted this calendar last year, many families have already made plans, and it is difficult to make changes now. It is also important to understand this is a one-time exception and this exemption cannot be used for the following school years.
- Ms. McGarry said there is a philosophical point. We believe the extra instruction would benefit our students and it is important to abide by the new law. This waiver indicates we do not want to abide by the new law. Overall, Ms. McGarry has always chosen the side of the students and what is best for the students is extra instruction. She supports professional development and the workdays teachers have should be ample for teachers to get the quality professional development they need but they must be used wisely. CMS has a lot of vacation days and they can be used for this year in order to abide by the new law. Ms. McGarry said CMS needs more instructional days and the Board should work with the State to show their willingness to abide by that

one-year rule until it is mandatory. Ms. McGarry will not support the waiver.

- Mr. Tate will support the waiver because given our school calendar it will be difficult to find five extra days between August 25th and June 10th and to remove five teacher workdays. Mr. Tate said there is some confusion whether this is 185 days and 1,025 hours or 1,025 hours? Mr. Battle said this is 185 instructional days and 1,025 hours. This is not an either/or proposition. There are three schools districts in the State (Wilkes County, Montgomery County, and Stanley County) that were allowed to participate in a pilot program to use either 185 instructional days *or* 1,025 hours. This was a last minute addition to the budget bill and it arose because these counties sought approval from their local legislation to participate in the pilot program. CMS must have 185 instructional days and 1,025 hours and that also applies to 112 school districts in the State. Dr. Gorman if this was “or” we would be over the hour requirement and it is the number of days that creates a challenge for our calendar. For the 2012-2013 school year, CMS will be in compliance. Mr. Tate said in the waiver the use of the five days will be for instruction of teachers related to the Common Core. Dr. Gorman said, yes, that is the only allowable waiver and it must be training for the Common Core. The waiver is specifically outlined and it cannot be training for anything else or time to work in the classroom. In addition, school districts must also have Common Core training outlined in their *Race to the Top* application to be eligible and CMS included that training in its application for *Race to the Top*. The Common Core includes new more rigorous standards which will be implemented in two years for the State of North Carolina and the assessments will follow. This is a dramatic change and staff will meet with the Board in the near future to review the changes in the Common Core. The teachers have asked for training in this area and this training will be beneficial to CMS, the teachers, and the students.
- Mr. McElrath will support the waiver because parents have planned schedules for next year and it will be difficult to make changes. In addition, the industrial countries around the world have a longer instructional year for their children and we are behind. If we are going to compete with those countries, we must spend more time in school. The waiver is only for one year and we must follow the plan the following year. Mr. McElrath hopes this is the beginning to help us compete with the other countries.
- Mr. Merchant will support the waiver because this is a first step to a solution to a complex problem. This district has a clear commitment to more instructional time. To create operational efficiencies, the Board has already added to the school day for next year. Providing teachers more professional development is important and to change the calendar at the last second is unfair to our families and our teachers. Mr. Merchant said this is another example of the importance of the Board being active in pushing for school calendar flexibility in the start and end dates for the school year. To have that flexibility would allow school districts to design their calendar to have more instructional time and meet needs of their teachers, students, and families.
- Mr. Morgan will support the waiver and he agreed with Mr. Merchant. Mr. Morgan expressed concern that CMS must follow the State requirements to start school on August 25th and the difficulty should that date fall on a Friday. Having the flexibility to start school the week of August 25th would be beneficial. He believes the General Assembly allowed the waiver because they think additional instructional days are important but as this was a last minute decision they understood it could cause some school districts scheduling difficulties for the first year and they are making it clear

that this is an expectation for next year. Mr. Morgan asked are there many other school districts requesting a waiver? Dr. Gorman said, yes, but he is not at liberty to share the names at this time. Dr. Gorman said this is a logical recommendation because the only days eligible to become a school day are the teacher workdays depicted on the adopted 2011-2012 calendar with a triangle. The change does not provide more dollars to add five days to the contract year for teachers and the days would be taken from their existing workdays. This would include October 28th which is scheduled for parent-teacher conferences which is a very important meeting. Mr. Morgan said he is concerned about taking away professional development days for teachers because this Board has said effective teachers are the most important criteria for a child to learn and it would be difficult to replace those dates to ensure we continue to offer professional development for our teachers.

- Dr. Waddell said we now have the ability to look at the decisions being made in Raleigh and because of the late notice the prospect of adding additional costs for running buses and hourly staff was not considered. The teachers and administrators will not receive extra pay for the additional days and the State Board is reviewing options to increase the school calendar year to two hundred days. Dr. Waddell said the Board approved extending the school day in elementary school by forty-five minutes and that was a change to revamp bus schedules to save money and boost academics. Dr. Waddell will support the motion.
- Ms. Lennon will support the waiver for the same reasons as mentioned by most Board members. She is disappointed the State legislators approved this at such a late date and did not take any action on giving school districts calendar flexibility. She believes this change will provide the Board an opportunity to discuss calendar flexibility with the legislators, the waiver is essential, and this is the right step to take.
- Chairperson Davis asked if we grant the authority to request a waiver how can the administration connect that required training to what our teachers need and expressed they want in order to elevate their skills? Dr. Gorman said this training must focus on the Common Core and it can include using the Common Core for other areas such as instructional differentiation. Chairperson Davis said he will support the request because this is an opportunity for CMS to meet the needs of our teachers and comply with the requirements of the waiver.

Chairperson Davis called for the Board vote on the motion.

The motion passed upon an 8-1 Board vote.

Ayes: Board members Davis, Merchant, White, Lennon, McElrath, Waddell, Tate, and Morgan.

Nays: Board member McGarry

- C. Recommend the approval of the 2011-2012 leadership transition contracts (Recommend approval of Separation Agreement and Release of Dr. Peter Gorman, Superintendent, and approval of Employment Agreement for the Interim Superintendent

Chairperson Davis reported this item is the approval of 2011-2012 leadership transition contracts. Chairperson Davis said this is the first meeting since Dr. Gorman announced his resignation and likely the last meeting that Dr. Gorman will serve as our Superintendent. Chairperson Davis said it would be appropriate to allow Board members an opportunity to express our appreciation for the five years of dedicated service that Dr. Gorman has

provided to our students and District.

Board members thanked Dr. Gorman for his service to CMS, commended him for his leadership in directing CMS forward through reform and achieving many successes, and wished him much success in his future endeavors.

- Mr. White said Dr. Gorman was hired because the Board felt he was the person to move CMS to the next level and that is exactly what Dr. Gorman has accomplished. CMS educates more students today and we educate them better today than in the past. Mr. White thanked Dr. Gorman for his direction in leading CMS in that difficult task. Mr. White also thanked Dr. Gorman's wife and his daughter for their sacrifices in allowing Dr. Gorman to perform a 24/7 job. Mr. White congratulated Dr. Gorman on his new job and he noted to get that job you must be good. Mr. White is not happy that Dr. Gorman is leaving but he is extremely happy to have Dr. Gorman as a friend for life.
- Ms. McGarry said when Dr. Gorman was hired in 2005 she believed what CMS needed at that time was his leadership. She said thank you for your service these past five years and no one can doubt that you put 24/7 into that job.
- Mr. Tate said he hoped Dr. Gorman would have stayed with CMS for ten years to see the reforms he helped the Board bring to life completed and the advancement of the academic achievement of our students. Thank you for the five years of service and ensure we made significant progress in our managed instruction plan. Your guidance and leadership helped us move forward with the plan to strengthen CMS and make it better. We have not arrived but your path in the strategic helped our students gain knowledge and will guide us in the future. You gave us everything you had and your leadership has been terrific. You have been a part of our lives, a neighbor, a friend, and member of the community. Mr. Tate is grateful to have known Dr. Gorman, he looks forward to a continued association, and he hopes the next stage in Dr. Gorman's life brings him the type of challenges and joys he is seeking.
- Dr. Waddell thanked Dr. Gorman for his time and service to CMS. They have been the best of times and the worst of times. When the initiatives went well and accomplishments resulted Dr. Gorman took responsibility but when things did not go well he also took responsibility. CMS has made a lot of gains under Dr. Gorman's leadership and this community is better academically as a result of the hand print he has left. Graduation rates have increased, the achievement gap has closed, CMS has received national recognition and won national awards, and Dr. Gorman has received national recognition. Dr. Gorman worked to lead CMS, he worked well, we are better as the result of his leadership, and the strategic plan goals will lead us to things that we only dreamed about.
- Ms. Lennon thanked Dr. Gorman for his leadership. It has been a pleasure to know and work with him on many different levels. She is happy for his great opportunity but sad he is leaving. She would have liked to finish as a Board member under his leadership.
- Mr. Morgan has always been impressed with Dr. Gorman's ability and he commended him for running the school system like a business. He thanked Dr. Gorman for mentoring him as a Board member and for always being proactive, accessible, and answering his questions. Mr. Morgan reviewed a list of items that CMS has experienced in the past eighteen months (new student assignment plan, pay for play sports, reduction in force, privatization committee, school closings, budget cuts,

transportation cuts, and no bonuses or raises) and these were all difficult decisions in a tight budget time. The bottom line is the results. Under Dr. Gorman's leadership CMS has closed the gap and that was not accomplished by lowering the top. The top has continued to rise and the bottom was also raised. In addition, Adequate Yearly Progress goals increased from 55% to 95% meeting or exceeding. Mr. Morgan said Dr. Gorman brought the accomplishments in these two statistics to CMS and he hopes the Board will be able to continue that progress. Mr. Morgan thanked Dr. Gorman for developing the tier system for the budget because it helped make the budget process clear to the public, outlined the CMS priorities to the entities that fund CMS, and showed the impact on CMS based upon certain levels of funding. Mr. Morgan thanked Dr. Gorman for his service to the Board and CMS, he values Dr. Gorman's friendship, and he hopes to see him and his family in the community.

- Mr. McElrath said he was impressed with Dr. Gorman's concept regarding to have effective education the City must build better communities and the importance of mixed income housing to build better neighborhoods. Mr. McElrath believes to have better schools and a means to succeed it is important to have better housing patterns. Mr. McElrath hopes Dr. Gorman will be very successful because that will help this effort. Mr. McElrath thanked Dr. Gorman and wished him the best.
- Mr. Merchant said Dr. Gorman has been with CMS for five years and he began in a very difficult environment with a divided community and Board of eight members. He commended Dr. Gorman for doing a great job, being a great communicator, and bringing an openness and accessibility to CMS. During Dr. Gorman's time with CMS he has served with sixteen different Board members, twitter launched the month he started with CMS, Facebook expanded, we have experienced a ton of change nationally and locally, Dow Jones rocketed and collapsed and rose again, one of the two primary drivers of the local economy was acquired, the community lost a billion dollars of purchasing power, and CMS cut or redirected over \$200 million in its budget in the last four years. Dr. Gorman was the leader and made the tough decisions but nevertheless academic achievement has risen and the gap lessened. One of the greatest measures CMS accomplished under Dr. Gorman's leadership is the number of schools that qualified as high growth academically increased from 54% in 2006 to 95% last year. This is a huge accomplishment and people do not understand the difficulty of this task. CMS is the only large urban district to come out of District Improvement status for *No Child Left Behind*. Mr. Merchant thanked Dr. Gorman for the huge CMS accomplishments, the personal relationship he has with him, and his honesty and the willingness to give feedback and take it. Mr. Merchant wished Dr. Gorman the best, much success in his future endeavors, and he looks forward to continuing the friendship.
- Chairperson Davis said five years ago, CMS was in a different place. Dr. Gorman has done a great job of reminding us that CMS is really good at teaching students, we are getting better every day, and he has kept our focus directly on students. Dr. Gorman has had the courage to make difficult decisions, to face challenging criticism, and be unflinching in the focus on students. Chairperson Davis said he believes there is some connection in the fact that Dr. Gorman is a dad and a dad of one of our students. Chairperson Davis thanked Dr. Gorman for his service to CMS and he said, "We are a better place because you have been our Superintendent for the past five years. I wish you the best!"

Chairperson Davis called for a motion to approve the 2011-2012 leadership transition contracts.

Mr. White moved that the Board approve the 2011-2012 leadership transition contracts (Separation Agreement and Release of Dr. Peter Gorman, Superintendent, and approval of Employment Agreement for the Interim Superintendent), seconded by Dr. Waddell, and a discussion followed.

Ms. McGarry made an amendment to the motion that the Board change the employment end date from August 1 to July 15. The amendment to the motion did not receive a second and failed.

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

The Board voted 8-1 to approve the 2011-2012 leadership transition contracts.

Ayes: Board members Davis, Merchant, White, Lennon, McElrath, Waddell, Tate, and Morgan.

Nays: Board member McGarry.

Chairperson Davis reported with this action, the Board is pleased to announce the appointment of Hugh Hattabaugh to serve as the Interim Superintendent for Charlotte-Mecklenburg Schools to commence on July 1, 2011 through July 1, 2012. The Board is delighted to have Mr. Hattabaugh leading the District. Chairperson Davis thanked Dr. Gorman for his service to CMS and he noted that CMS will abide by all terms in Dr. Gorman's contract as specified.

ADJOURNMENT

Chairperson Davis called for a motion to adjourn the meeting.

Dr. Waddell 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 7:40 p.m.

Eric C. Davis, Chairperson

Nancy Daughtridge, Clerk to the Board