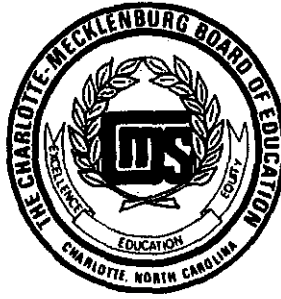


Approved by the Charlotte-  
Mecklenburg Board of Education  
November 9, 2011  
Regular Board Meeting



Charlotte, North Carolina

August 23, 2011

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on August 23, 2011. The meeting began at 5:30 p.m. and was held in Room 267, 2<sup>nd</sup> Floor, of the Government Center.

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

**Absent:** Rhonda Lennon, District 1

Also present at the request of the Board were Hugh Hattabaugh, Interim Superintendent; George E. Battle, III, General Counsel; Dan Habrat, Chief Human Resources Officer; and Nancy Daughtridge, Clerk to the Board.

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

- **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) and (6) of the North Carolina General Statutes.**

The Board held a Closed Session meeting from 5:30 p.m. until 5:50 p.m. in Room 267.

Chairperson Davis reconvened the Regular Board Meeting at 6:00 p.m. in Room 267, 2<sup>nd</sup> Floor, 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 Hugh Hattabaugh, Interim Superintendent; George E. Battle, III, General Counsel; Members of Executive and Senior Staffs; Judy Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

## I. CALL TO ORDER

Chairperson Davis called the meeting to order at 6:00 p.m. and he welcomed everyone to the Board's second meeting of the month which was held in a Work Session format. Chairperson Davis called attention to the published agenda which now includes the Board's Theory of Action. He reported the Board's Theory of Action is on the CMS Website and encouraged everyone to review the document because it is the strategy and direction in which CMS is following. In addition, the Board's Vision, Mission, Core Beliefs and Commitments are also on the CMS Website.

### A. Adoption of Agenda

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

**Dr. Waddell moved that the Board adopt the proposed agenda as presented, seconded by Mr. Morgan, and the motion passed upon an 8-0 voice vote of the Board. Rhonda Lennon was absent at the time of the vote.**

## II. CONSENT ITEMS

A. Recommend approval for supplementary funding request for Jimmie Johnson Foundation Grant proposal for Matthews Elementary School.

*The goal of this initiative is to install Smartboards in eight first grade classrooms to develop 21<sup>st</sup> Century learning by differentiating instruction to meet the needs of varied learning styles and multiple intelligences. By using the Smartboards the students are empowered to conduct research and develop reading, writing, and math skills. Fiscal Implications: Funding requested from Jimmie Johnson Foundation in the amount of \$32,661.75.*

B. Real Estate Items:

1. Recommend approval to grant permanent sidewalk easement and temporary construction easement to City of Charlotte on Charlotte-Mecklenburg Board of Education property located at Ballantyne Elementary School.

*As part of Neighborhood Improvement Project, The City of Charlotte is requesting a 480 square foot permanent easement and temporary construction easement to remove, replace, and maintain sidewalk on Ballantyne Elementary School property (Parcel ID Number 223-091-03). Fiscal implications: The City of Charlotte will pay \$1.00 for the easement area.*

2. Recommend approval to grant storm drainage conservation easement and dedicated right of way to City of Charlotte on Charlotte-Mecklenburg Board of Education property located at

Allenbrook Elementary School.

*The City of Charlotte requires a storm drainage/conservation easement and dedicated right of way on CMBE property at Allenbrook Elementary School (Parcel ID Number 057-061-10). Easement and right of way are needed in connection with the City's Allenbrook-Westridge Storm Water Capital Improvement Project. The Allenbrook portion of the project involves restoration improvements to the streams that run from Allenbrook Drive to Paw Creek floodway. Fiscal Implications: None.*

3. Recommend approval to grant permanent right of entry for storm drainage improvements to City of Charlotte on Charlotte-Mecklenburg Board of Education property located at Hawthorne High School.

*The City of Charlotte requires permanent right of entry at Hawthorne High (Parcel ID Number 081-163-35) for the purpose of laying, constructing, reconstructing, operating, and maintaining storm drainage facilities. Additionally, right of entry will be used to enter the premises to inspect, monitor, maintain, repair, and improve the storm drainage facilities; to obtain samples of storm water from time to time for testing purposes; to remove from the storm drainage facilities area, now or at any time in the future, trees, structures, or other obstructions that may endanger the proper maintenance and operation of said storm drainage facilities, except for the following pre-existing items: Athletic Track. Fiscal Implications: None.*

4. Recommend approval to grant permanent storm drainage easement to the City of Charlotte on Charlotte-Mecklenburg Board of Education property known as Double Oaks PreK Center.

*The City of Charlotte, in reference to City's storm drainage/water project, requires an 18,023 square foot easement on CMBE property known as Double Oaks PreK Center (Parcel ID Number 075-105-29) for the purpose of laying, constructing, reconstructing, operating and maintaining storm drainage facilities. Fiscal Implications: None.*

- C. Recommend approval of student release request to other school districts.

*Application for release of twenty-three students to other school districts.*

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

*The online auction time span will encompass the September 1-16, 2011 period. GovDeals, ([www.govdeals.com](http://www.govdeals.com)) an experienced and proven online 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 that the Board adopt Consent Items A. through D., seconded by Mr. Morgan, and the motion passed upon an 8-0 voice vote of the Board. Rhonda Lennon was absent at the time of the vote.**

### III. ACTION ITEMS

- A. Recommend approval of employment of executive staff member's relative in accordance with Policy GBEA

Chairperson Davis called upon Mr. Hattabaugh to present the recommendation. Mr. Hattabaugh reported this is the Superintendent's recommendation for approval of employment of a Board member's relative in accordance with Board Policy GBEA, *Conflict of Interest*. Before any

relative (as defined in Regulation Conflicts of Interest Regulation GBEA-R) of any Board of Education or senior staff member shall be employed or engaged as an employee, independent contractor or otherwise by the Board of Education in any capacity, such proposed employment or engagement must be: (1) disclosed to the Superintendent and the Assistant Superintendent for Human Resources (unless the Superintendent or Assistant Superintendent is the individual subject to conflict of interest), and (2) approved by the Board of Education in a duly called open session meeting. The burden of disclosure of such a conflict of interest shall be on the applicable Board or Senior Staff member.

Mr. Hattabaugh said this is the recommendation to rehire a former Social Studies teacher and coach who was employed at West Mecklenburg High School from 2001 until 2008 and who relocated to South Carolina to teach. He now has a desire to return to North Carolina and CMS. The recommendation is for Rocky White who is the son of Board member Joe White. Rocky White did a great job during his employment with CMS and the principal at Butler High School has recommended him as a Social Studies teacher at Butler High School for the upcoming school year. This recommendation follows Board policy and relatives of staff members and Board members have been approved in the past.

Chairperson Davis called for a motion to approve the employment of Joe I. White, III.

**Dr. Waddell moved that the Board approve the employment of executive staff member's relative, Joe I. White III, in accordance with Board Policy GBEA, seconded by Mr. Morgan,** and a discussion followed. Ms. McGarry said he left North Carolina in good standing and she asked did he also leave South Carolina in good standing? Mr. Hattabaugh, yes, that is correct.

Chairperson Davis called for the Board vote to approve the motion. **The motion passed upon an 8-0 voice vote of the Board. Rhonda Lennion was absent at the time of the vote.**

B. Recommend approval to non-renew contract and denial of Career Status to non-career employees eligible for Career Status

Chairperson Davis called upon Mr. Hattabaugh to present the recommendation. Mr. Hattabaugh said this is recommendation to non-renew contracts and deny Career Status to two non-career employees eligible for Career Status and it is the same process we went through at the last Board meeting. On June 8, 2011, the Board granted Career Status to 797 fourth year employees on teacher salary schedules who were Proficient in all Standards on their Summative Evaluations. In addition, there were nineteen teachers that did not meet the requirement of being Proficient in all Standards and when they were recommended for denial of Career Status they had the right to appeal to the Board for a Board hearing. Two individuals requested an appeal to the Board but they have since withdrawn their appeal. This recommendation is approval to non-renew their contracts and denial of Career Status as outlined in the Board Record.

Chairperson Davis called for a motion to approve the Superintendent's recommendation.

**Mr. Morgan 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 in the Board Record due to performance and to deny Career Status to said employees who**

are eligible for Career Status, seconded by Mr. Tate, and a discussion followed.

Dr. Waddell asked did these individuals resign. Mr. Hattabaugh said, no, had they resigned it would not be necessary to get Board approval on this item. In this particular situation they did not resign and they decided to not proceed with their appeal to the Board. Dr. Waddell asked would these individuals be reconsidered for employment with CMS in the future? Mr. Hattabaugh said, no, not with CMS because State law states if you are a fourth year teacher you must be deemed Career Status or they cannot be rehired.

**The motion passed upon an 8-0 voice vote of the Board. Rhonda Lennon was absent at the time of the vote.**

#### **IV. REPORT/INFORMATION ITEMS**

##### **A. Report on Minority, Women, and Small Business Enterprise (MWSBE) Program**

Chairperson Davis called upon Mr. Hattabaugh to introduce the report on Minority, Women, and Small Business Enterprise (MWSBE) Program. Mr. Hattabaugh called upon Guy Chamberlain, Associate Superintendent for Auxiliary Services, and Chiquitha Lloyd, Minority, Women, and Small Business Enterprise Administrator, to present the report. Mr. Hattabaugh said in the past couple of years CMS has not had active large construction projects and this decreased the dollar amount of this report but the percentages indicate CMS is in alignment with the MWSBE goals. Ms. Lloyd provided an overview of the Minority, Women, and Small Business Enterprise (MWSBE) Program.

- Overview:
  - In 2004, CMS in conjunction with the City of Charlotte and Mecklenburg County entered into a Disparity Study with MGT of America. The primary reason for completing the study was CMS had a MWSBE Policy but had not gone through the scrutiny of a disparity study to determine the level of disparity. The study resulted in a new Board policy and attendant regulations on how CMS would operate the new MWSBE Program. Part of that policy requires that, at the end of each fiscal year, the Superintendent provide a report to the Board summarizing the results of participation and how the participation stands against the goals. The MGT of American Disparity Study presented their findings and substantial disparities existed in Construction; Architecture, Engineering, and Surveying; Contracted Services other than construction; and Goods. The study presented twenty-three specific recommendations regarding Small Business Enterprise Program, New Aspirational Goals, Procurement Cards, and Vendor Sourcing.
  - Since 1993, the MWSBE Office has proactively worked to increase the participation of minority, women, and small business through inclusive procurement activities. Results are achieved through fairness, integrity, and strict adherence to the law to maximize MWSBE participation. The program's success is ultimately measured using five program objectives: Outreach, Certification, Utilization, Monitoring and reporting, and Training and Technical Assistance.
- Governance: CMS Policy DJA, several North Carolina General Statutes, Senate Bill 914, and North Carolina Administrative Code.
- Budget: 2010-2011 Expenditures Comparison to previous years:
  - In accordance to the budget reductions made throughout CMS, staffing was reduced to one person (Ms. Lloyd).

Expenditures	2010-2011 Expenditures	2009-2010 Expenditures	2008-2009 Expenditures
Salaries	\$95,833	\$150,363	\$193,169
Benefits	\$18,833	\$ 33,994	\$ 43,748
Purchased Services	\$4,732	\$ 8,632	\$ 6,711
Total Expenditures	\$119,450	\$192,989	\$243,628

- Challenges:
  - Perceived preferred bidders list (some vendors believe CMS has a set bidder list versus those who apply on a regular basis).
  - Budget reductions (reductions in overall spending have been dramatic).
  - Reduction in bond-funded constructions projects (Construction spending this year was \$3 million compared to over \$200 million in the past).
  - Reduction in force.
- 2010-2011 Aspirational Goals compared to Actual: The goals have been the same for the past five years.

Category	MBE		WBE		SBE		MWSBE	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Construction	10%	4.07%	6%	21.02%	5%	0%	21%	25.26%
Architecture and Engineering	4%	12.83%	7%	7.25%	5%	1.35%	16%	27.64%
Contracted Services (other than construction)	5%	4.46%	4%	8.41%	5%	7.22%	14%	22.89%
Goods	3%	2.49%	3%	2.02%	5%	3.82%	11%	10.52%

- Total eligible expenditures FY 2010-2011:

Category	Analyzed	MWSBE Firms
Total eligible expenditures	\$176 million	\$27 million (15% compared to 26% previously)
Construction	\$3 million	\$760,000
Architecture and Engineering	\$1.2 million	\$333,000
Contracted Services	\$63 million	\$14 million
Goods	\$109 million	\$11 million

- Overall MWSBE Utilization Comparison: Overall CMS met three of the four goals.

Category	MWSBE Goal	2010-2011 MWSBE Actual	2009-2010 MWSBE Actual	2008-2009 MWSBE Actual	2007-2008 MWSBE Actual
Construction	21%	25.26%	41.19%	31.29%	28.40%
Architecture and Engineering	16%	27.64%	13.3%	25.38%	18.21%
Contracted Services (other than construction)	14%	22.89%	25.38%	27.10%	24.71%
Goods	11%	10.52%	14.71%	14.16%	11.82%

- The construction spending was primarily due to the K-8 construction projects.
- Goods were down compared to last year but CMS was close to meeting the goal.
- Overall MWSBE Spending:
  - From 2005-2006 to 2008-2009 CMS was on a steady increase for over four years but spending has dropped in the past two years. In 2005-2006 the spending was \$47 million and in 2008-2009 it was \$98 million. Spending dropped to \$65 million in 2009-2010 and dropped to \$27 million in 2010-2011.
- Results:
  - Achieved 15% of eligible expenditures with MWSBE firms.
  - Exceeded the overall aspirational goals in three of the four categories ranging from 4% to 11%.
  - Exceeded the MBE goal in architecture and engineering and increased construction by 1.5% over fiscal year 2009-2010.
  - Exceeded WBE goals in construction, architecture and engineering, and contracted services.
  - Exceeded SBE goals in contracted services.
  - Participated in How to Do Business with Charlotte-Mecklenburg Schools Seminar and fifteen other conferences, workshops, seminars, training sessions, and presentations promoting MWSBE Program.
  - Supplier diversity efforts recognized by the Carolinas Minority Supplier Development Council MBEIC Supplier Diversity Impact Award.
- Major Initiatives:
  - Charlotte Minority Economic Development Initiative. CMS is one of fourteen corporations who are working with nineteen firms to help them build their capacity.
  - Building Services Operational and Cost Improvement Lean Six Sigma Project.
  - Supplier Quality Assessments.
- Next Steps:
  - Meet with key stakeholders regarding use of MWSBEs.
  - Identify opportunities for MWSBEs in strategic sourcing and supply chain management.
  - Continue to expand debriefing process for unsuccessful suppliers/contractors to improve competitiveness.
  - Continue to expand Second Tier Sourcing Program.
  - Track MWSBE cost-savings/cost-reduction contribution.

Board members asked questions and Ms. Lloyd provided clarification.

- Chairperson Davis said the minority construction percentage has typically been low and he asked how can that be addressed as we begin to build again? Ms. Lloyd said a major factor in construction is there are not many prime general contractors, we mainly deal with subcontractors in that category, and that results in lower percentages. CMS focuses on the number of MBEs that we use, how many were successful, how many were repeaters, and was CMS effective in its outreach. Ms. Lloyd explained the CMS efforts to enhance the use of MWSBE vendors which will help to increase the participation rates. Chairperson Davis said this is also a major initiative of the Charlotte Chamber and he asked what is our partnership with the Charlotte Chamber? Ms. Lloyd said this is an effort to work with companies that are in position to grow with the ability to handle large contracts. The programs were reviewed to identify areas of deficiencies and best practices were

incorporated. This process involves training, review of finances, organization structure, and succession planning in order to take on growth to market their services.

- Mr. Morgan asked do we benchmark ourselves against other local governments, school districts, and the private sector? Ms. Lloyd said CMS is mainly used to benchmark against other corporations. For example, Wake County no longer has a coordinator and in the past they benchmarked against CMS. Guilford County has a coordinator and last year they asked her to explain our process to them.
- Ms. McGarry asked what are we doing to effectively educate companies to be able to apply for CMS contracts? Ms. McGarry said she believes CMS has duplication of services and she hopes CMS is not overlapping with other services within Mecklenburg County. Ms. Lloyd said CMS does not provide training and she suggests referrals to the services that are available in the community. Ms. Lloyd does provide training on How to Do Business with CMS because doing business with CMS is a little different. Ms. McGarry said CMS has done well in the MWSBE Program but the CMS goals are different from the other government bodies.
- Dr. Waddell expressed concern regarding the myth that CMS has a preferred bidder list. Ms. Lloyd provided clarification regarding the MWSBE vendor lists and what she does to dispel the myth for how CMS does business. Dr. Waddell asked what falls under the women category? Ms. Lloyd said white female only and black females fall under minority. Dr. Waddell asked questions regarding the goals and tracking the information. Ms. Lloyd provided clarification noting that some of the businesses CMS used three years ago are no longer in business.
- Mr. McElrath asked do all subgroups have the opportunity to quote on all the projects all the time? Ms. Lloyd said the CMS requirements start at \$5,000 and those projects require three quotes or three bids and at least one of the three must be a MWSBE vendor.

Chairperson Davis said this is an important community service for being a responsible community citizen and he thanked staff for the report.

Trent Merchant left the Regular Board meeting at 6:30 p.m. and Rhonda Lennon arrived at the meeting at 6:32 p.m.

#### B. Report on Charlotte-Mecklenburg Board of Education Political Redistricting

Chairperson Davis called upon Michael Raible, Executive Director for Planning and Project Management, who is assisting the Board in the Political Redistricting process to present the report on Charlotte-Mecklenburg Board of Education Political Redistricting. Mr. Raible provided an overview of the proposed schedule, the Board guidance, and the proposed recommendations.

- Proposed Schedule:
  - August 23, 2011: Recommendations reviewed and Board discussion.
  - September 13, 2011: Public Hearing on proposed options.
  - September 27, 2011: Board decision.
- Board Guidance for Political Redistricting:
  - Board Composition, Number, and Type of districts.
    - No change, continue with a nine-member composition of three at-large and six districts.



- Length and Concurrence of Terms:
  - No change, continue with four year-terms, elected in alternating years (At-Large and District elections rotating every two years).
- Co-Terminus Districts (Board of Education and Board of County Commissioners):
  - The Board of Education (BOE) desires to have Co-Terminus Districts with the Board of County Commissioners (BOCC). The BOE will focus on the needs of the school district and pursue a path that is parallel to the BOCC. The BOE Chairperson and Vice-Chairperson will meet with the Chair and Vice-Chairperson of the BOCC to compare approaches but likely the two boards will proceed in a parallel path.
  - Mr. Raible reported the Legislature has adopted the Board of County Commissioner districts so there is not an opportunity for those to change. An option for the Board's consideration is to adopt the BOCC's adopted districts and should the Board choose that option they would be co-terminus districts.
- Incumbent Competition:
  - The Board will not include incumbent competition as a consideration and will draw boundaries that do not create competition between incumbents.
- Precincts:
  - The Board will keep precincts as whole entities and they will not be split.
- Minority-Majority Districts:
  - The Board will maintain at least two minority-majority districts.
- Municipal Boundaries:
  - The Board will attempt to keep municipalities in the north together in one district. The Board will attempt to keep Mathews and Mint Hill in one district and that district may also include Pineville but it is not required. The three options follow this recommendation.
- Partisan Considerations:
  - The Board will not consider partisan as a consideration for redistricting.
- Method for the Board to obtain technical assistances in developing proposed maps boundaries:
  - The Board determined, given the CMS financial situation and the expertise of the CMS staff, Mike Raible and his staff will assist the Board in developing proposed maps for the Board's consideration. The Board will also review the results the BOCC developed in their process and seek to reconcile the two proposed boundaries.
  - This is a Board process and decision and the Board is asking staff to assist the Board in this process.
- Proposed Board Timeline:
  - The Board determined they would like to adopt boundaries in September and the schedule is on track to meet that schedule.
- Proposed Options: Staff has developed recommendation for the Board's consideration. The information includes the schools that will be in the proposed Option B and E.
  - Option B moves twenty precincts.
  - Option E moves twenty-seven precincts.
  - BOCC Districts move thirty-three precincts.
- Existing Board of Education Districts Comparison to New Board of County Commissioner Districts as they have been adopted. Changes to the BOCC include the following.
  - District 5 goes slightly south not into Pineville but adjacent to Pineville.
  - District 6 is drawn as a single precinct district that goes to the western boundary of the

County.

- District 4 has grown into District 3 both on the eastern border and the central portion of the County.
- District 1 has been significantly reduced to approximately 151,000 population.
- District 2 is relatively unchanged except some of the bottom has been taken off and it gains some areas of District 3 and 4.
- Existing Board of Education Districts Comparison to Board of Education Option B:
  - District 5 grows toward South Blvd.
  - District 6 loses precincts that are north of Hwy 51.
  - District 2 gains some precincts from District 1.
  - District 3 gains some precincts from District 1 on the eastern side of the County border.
  - District 4 grows by gaining some District 3 precincts on the eastern border of the County.
- Existing Board of Education Districts comparison to Board of Education Option E: Option E moves fewer precincts because it leaves some of the existing districts intact and are the same as the districts drawn ten years.
  - The portion of District 3 that protrudes into District 2 remains as does the portion of District 4 and that is essentially the only difference between Option B and Option E.
  - District 2 expands into portions of the new District 1.
  - District 3 moves into District 1.
  - District 4 grows into District 3.
  - District 5 grows toward South Blvd.

Chairperson Davis reported the Board will hold a Public Hearing for community input at the September 13, 2011 Regular Board meeting and the Board will have discussion and a Board vote at the September 27, 2011 Regular Board meeting. Board members were invited to ask questions and make comments.

- Ms. Lennon said the existing districts had number disparities and she asked are the proposed districts relatively similar in numbers? Mr. Raible said the proposed districts are similar in numbers. In Option B, District 1 is 154,000 total population, District 2 154,000, District 3 151,000, District 4 151,000, District 5 154,000, and District 6 153,000. In Option E, District 1 is 150,000 total population, District 2 155,000, District 3 150,000, District 4 151,000, District 5 157,000, and District 6 153,000. There was disparity in the existing districts and that is one of the reasons we must redraw, District 1 has 199,000 total population, District 2 146,000, District 3 167,000, District 4 121,000, District 5 124,000, and District 5 160,000. Ms. Lennon believes this information will be helpful to the public.
- Dr. Waddell thanked staff for meeting with the Board members to review the proposed districts. She noted the Board's direction was at least two minority-majority districts and there could have been more. Mr. Raible said the tool we used identified single race and in reviewing that measure there are only two minority-majority districts. District 4 under Option B and E increases in its minority-majority population.
- Ms. McGarry asked how many years have the BOE and BOCC had the same districts? Mr. Raible said they have had the same districts for the past ten years. Prior to that in the intervening ten year span the BOE representation changed and the BOE did not have three At-Large and six District seats. The BOCC and BOE have had co-terminus districts for the past thirteen years. Ms. McGarry expressed concern that the BOE and BOCC not having the same districts could confuse the voters and she noted the City Council has different districts.

Ms. McGarry encouraged the Board to come to consensus to make this less confusing for voters because there is not much difference between Option B and the BOCC districts.

- Mr. White asked who drew the BOCC districts? Mr. Raible said the BOCC appointed a nine member Advisory Committee and they drew four options to be presented to the BOCC but prior to presenting those recommendations to the BOCC, the Legislature adopted the BOCC districts. Mr. White said the BOCC did not adopt any districts and they were told what to do by the State. Mr. Raible said, yes, that is correct.

Chairperson Davis reported the information is available on the CMS Website and he encouraged the community to review those documents. The Board will hold a Public Hearing on September 13<sup>th</sup> and a Board vote on September 27<sup>th</sup>.

### C. Report on Pre-Opening of Schools

Chairperson Davis called upon Mr. Hattabaugh to introduce the report on Pre-Opening of Schools. Mr. Hattabaugh called upon Kathryn Block, Broad Fellow, who has worked with thirty-six different departments in the process of opening of schools. This has been one of the most arduous school openings as a result of the transition to PreK-8 schools; the establishment of two new attendance boundary schools; programs that changed grade levels; and at the last minute the State legislature decided to lower class sizes in elementary from 1:18 to 1:17 and that created the need for an additional 114 elementary teachers and classrooms. Plans are in place and staff is working diligently to ensure students have proper instruction on the first day of school. Ms. Block provided an overview of the Pre-Opening of Schools.

- Overview of the School Opening effort: This is an annual effort to effectively prepare our schools and staff for a successful school year. Successful means support of the CMS mission of maximizing academic achievement for every student in every school.
- What is new in 2011-2012 to help maximize academic achievement by every student:
  - 500 More Teachers (when fully staffed).
  - Eight New PreK-8 Schools. This will allow for a great level of stability for our students and staff familiarity while eliminating the challenges for the transition from preschool to elementary to middle school.
  - New textbook and materials to support new Common Core Curriculum.
    - Elementary Social Studies.
    - Middle and High School Math.
    - Middle and High School Language Arts.
  - Seven-hour instructional day for **all** elementary schools.
  - Magnet Program Expansion.
    - Two new programs at Blythe and Mallard Creek Elementary schools plus grade level additions at six magnet schools.
  - More Instructional Technology.
- 2011-2012 Highlights:
  - CMS is poised and ready for a successful opening of schools.
  - Since March, a highly committed team of forty people across thirty-six CMS departments has been working hard to lead this year's effort.
  - Complex Undertaking:
    - Continuous Improvement Plan: major construction, renovation, and move support.
    - Favorable State and local funding: Restore teachers staffing to 2009-2010 levels.

- New Common Core Curriculum: Three new textbooks and materials adoptions.
- Move to Seven-hour school day at all elementary schools: 108 bell schedule changes.
- 1998 Department of Public Instruction Legislation: Full integration into Statewide student information system.
- Seven “Big Rocks” were identified and effectively managed.
  - Human Resource staffing and Mobile Relocations will continue through opening of schools.
- We are ready and excited about the 2011-2012 school year!
- 2011-2012 Student Enrollment: CMS is projecting continued growth for K-12 with a projected increase of 2,543 students.
  - 2011-2012 Projected Enrollment is 138,181.
  - 2011-2012 Projected Enrollment compared to 2010-2011 20<sup>th</sup> Day Enrollment by grade level:

Grade Level	2010-2011 20 <sup>th</sup> Day Enrollment	2011-2012 Projected Enrollment	Difference
K-5	66,737	67,927	+1,190
6-8	29,740	30,480	+740
9-12	36,999	37,608	+609
Self-contained Exceptional Children	2,162	2,166	+4
<b>Total</b>	<b>135,638</b>	<b>138,181</b>	<b>+2,543</b>

- 2010-2011 Enrollment: 135,638.
- 2009-2010 Enrollment: 133,664.
- 2008-2009 Enrollment: 134,060.
- 2007-2008 Enrollment: 132,281.
- Seven “Big Rocks:”
  - Human Resources Staffing: Fully staffed, CMS will have more teachers this year but fewer Central Office and support staff.
    - Target: 9,715 teachers/instructional staff (+489).
    - 7,490 non-instructional/support staff (+1.9%).
      - ✓ 840 maintenance/custodial staff (-5.5%).
    - Administrative:
      - ✓ 361 principals and assistant principals (-13.8%).
      - ✓ 97 senior managers and above (-4.9%).
    - Teacher vacancies at opening of schools will represent about 1% of teaching positions.
      - ✓ Classroom teacher vacancies: 109.
        - Central Elementary Zone: 28.
        - Central Secondary Zone: 26.
        - Northeast Zone: 14.
        - Southwest Zone: 19.
        - East Zone: 19.
        - Alternative/Special Education: 3.
      - ✓ Critical need vacancies: 36.
        - Exception Children: 4.

- English Second Language: 4.
- Foreign Languages: 7.
- Math: 10.
- Science: 11.
- ✓ Instructional support vacancies: 14.
- ✓ Administrative: 8 (2 principal and 6 assistant principal positions).
- Human Resources' staff is diligently continuing to interview to ensure we are filling these positions as swiftly as possible in the coming weeks. Some new hires have been hired but they will not be in place on the first day of school and there will be approximately 300 classrooms without a permanent teacher in place on the first day of school.
- School Renovations: The Continuous Improvement Plan is the foundation of the school renovation work. School renovations also included construction, renovations, and maintenance work to support opening of schools.
  - Eight PreK Conversions: Ashley Park PreK-8, Berryhill, Bruns Academy, Walter G. Byers, Druid Hills Academy, Reid Park Academy, Thomasboro Academy, and Westerly Hills Academy. All school conversions are complete and included the addition of new Science and Computer labs, new cabinetry, and plumbing and bathroom modifications to accommodate the Pre-K students.
  - Eight Program Expansions:
    - ✓ K-12 Expansion: Military and Global Leadership at Marie G. Davis K-12.
    - ✓ Cochrane Collegiate Academy 6-12 expansion (plus one grade level/year through SY2014-2015).
    - ✓ Expand one grade level: Chantilly Montessori (PreK-5), Collinswood Language Academy (K-8), Highland Mill Montessori (PreK-6), Morehead STEM Academy, Oaklawn Language Academy (K-8), and Sedgefield Middle.
  - Four Program Relocations:
    - ✓ Smith Language Academy K-8 Magnet moved to E. E. Waddell High School.
    - ✓ Villa Heights Elementary School Learning Immersion/Talent Development Magnet moved to Irwin Academic Center.
    - ✓ Winding Springs Elementary School Center for Leadership Magnet moved to Marie G. Davis.
    - ✓ Harding University High School Math/Science moved to Phillip O. Berry.
  - Two New Home Schools:
    - ✓ Winding Springs Elementary.
    - ✓ Harding University High School.
- Mobile Moves and Openings: This year, only 75% of the CMS mobile inventory of 1,238 will be active or 930 mobiles.
  - Number of mobiles recommissioned: 110 completed.
  - Number of mobiles relocated for opening of schools: 57 completed.
  - Number of additional mobiles relocated through October: 64. Building Services is working aggressively to expedite the relocation of the mobiles.
  - Number of school sites receiving mobiles September through October: 23.
- Textbook and Materials: Three new program adoptions to support Common Core Curriculum. 300,000 textbooks and materials distributed.
- Move Management: The Move Team has moved the equivalent of 230 tractor trailer loads of furniture, equipment and materials to ensure CMS is ready for the school year.

- Transportation: CMS is consistently serving more students more efficiently. Bus ridership has increased and we believe that is the safest and most environmentally friendly way to transport students. Despite the increase, CMS transportation continues to find methods to drive great levels of efficiency in operations. This includes bell schedule adjustments at over 100 schools, and more PreK-8 and K-12 schools.

	2008-2009	2009-2010	2010-2011	2011-2012	Change versus last year / 3 year change
Number of students assigned (000)	112	111	115	119	+4 / +7
Number Total Bus Stops (000)	37	26	24	23	-1 / - 14
Number Total Routes/Buses	1,255	1,155	1,096	937	-159 / -318
Average Daily Miles (000)	140	122	115	106	-9 / -34

- The CMS Transportation Department has yielded approximately \$16 million in cost savings by driving these operational efficiencies. This is an example of driving a greater level of investment in the schoolhouse.
- Bus safety for CMS' youngest riders is paramount. CMS has been transporting combined grades in past years at several schools.
  - ✓ Selection: Specially selected, experienced drivers for PreK-8 routes.
  - ✓ Seating: Bus seating charts and enforced seating arrangements.
  - ✓ Release: Pre-K students released only when authorized adult present.
  - ✓ Training: Behavioral expectations by age group and training on bullying to best manage the buses.
- NCWise: CMS is now fully integrated into the Statewide Student Application Software System and this was a herculean effort for the Information Technology Department.
  - 1998 Department of Instruction Legislation mandate to all North Carolina school districts. CMS and Wake County are the largest and final districts for integration.
    - ✓ Over a 147 system codes were changed, 300 downstream data feeds were rewritten, a data warehouse was implemented, and hundreds of lines of code were created.
    - ✓ Potential Benefits: Streamline process for In-State transfer of student information and \$145,000 licensing cost savings to CMS.
- Two Additional Big Bonus Updates:
  - Restoration of Middle School Sports:
    - ✓ A Self-Supporting Program:
      - \$50 Middle School and \$100 High School participation fee plus \$1 surcharge on high school regular season ticket sales.
      - Generous Donors: A big thanks to Hendrick Automotive Group, who stepped up with a \$250,000 donation, and other donor contributions helped save middle school sports.
    - ✓ All 14 Middle School Sports will be offered.
    - ✓ Student Athletes at K-8 schools can try out for teams at paired schools. Students on the teams will be provided transportation for practices and games but parents or legal guardian will be required to pick up students at the paired school.

- **Back to School Questions:** The permanent Call Center that was staffed with twenty-six employees has been eliminated. In anticipation of high call volume, a temporary City View Call Center for Transportation and Student Placement calls has been operational since July and it is staffed with existing staff from those departments. This Call Center will run through the middle of September and then will be deactivated. The Call Center number is 980.343.6715. Other school related questions beyond transportation and student placement should be directed to the specific school site, appropriate zone office, or department.

Board members were invited to ask questions and make comments.

Chairperson Davis thanked staff for a well presented report noting that this indicates there was no summer vacation for staff. This process includes a huge amount of work with fewer staff members. Chairperson Davis commended staff for doing a tremendous job in a short amount of time and he noted this makes us all excited about the start of school.

- Ms. Lennon said things are going well, she just attended a school Open House, and she has heard great feedback from many of the schools. Ms. Lennon discussed the reduction of mobile classrooms from over 1,200 to 930 in the past few years and although she does not like students in mobile classrooms she is happy some mobile units were unmothballed to accommodate the increase in teachers. Guy Chamberlain provided clarification noting that 110 mobiles were put back into service this year as a result of the additional State funding. Ms. Lennon said she is thrilled about the middle school sports and she thanked Mr. Hendrick, the other donors, and the community for stepping up to save middle school sports.
- Dr. Waddell expressed concern that the Central Zone has more teacher vacancies than the other zones. Mr. Hattabaugh provided clarification regarding the recruitment efforts; the Central Zone has more schools; school allotments were added at the last minute; and some principals were not aggressively seeking teachers until they finalized their 20<sup>th</sup> day enrollment numbers; and Human Resources is continuing to work hard to fill these vacancies with effective teachers. Dr. Waddell said this sends a red flag to the community because these schools have the majority of economically disadvantaged students and one of our goals is to decrease the achievement gap so we must be diligent in filling these positions to ensure we have the same for all students. Dr. Waddell asked questions regarding the new Magnet Programs and Mr. Hattabaugh provided clarification about the programs at Irwin Academic Center and Blythe Elementary which were existing programs. Dr. Waddell said some of the names in the report do not accurately reflect the correct name of the schools and she wants to ensure the correct name is used because the names are dear to the community.
- Mr. McElrath said this is a timely and helpful report because some parents are upset that some classrooms do not have a teacher. This report reflects getting effective teachers in every classroom is a focus point for CMS.
- Ms. McGarry thanked staff for the work they have done for opening schools because this is a huge task. Ms. McGarry said when CMS closed the PreK schools this put more PreK students in the other schools. Parents do not understand why these students have taken the spots that should be for the neighborhood students as exemplified by Montclair Elementary. PreK students cannot be put in mobiles and this has pushed students who have been in a regular classroom into mobile classrooms. Ms. McGarry expressed concern that this could be an ongoing issue. Mr. Hattabaugh said staff reviewed all locations for capacity, existing mobiles, student projections, and PreK student projections to maximize locations that were

under capacity. We understand PreK students are Charlotte-Mecklenburg students, it is important we provide them a quality PreK Program, and we believe having early interventions with these students will help make them successful as they enter kindergarten. The CMS staff and principals are working hard to make this transition. This step saved CMS \$1.7 million annually in operational dollars and allowed CMS to add more teachers and resources in K-12 instruction. Ms. McGarry expressed concern this could become a bigger problem because it is bulging that school and a solution could be to redraw boundaries. Mr. Hattabaugh said he would not foresee redrawing the boundaries but to strategically review enrollments annually to address the needs of the schools. Ms. McGarry asked questions regarding enrollment, the Call Center, the City View lease, and the location of the 9,000 non-instructional CMS Staff. Mr. Hattabaugh provided clarification noting that the City View lease is nominal and will expire at the end of this year. Staff is focused on opening schools and at the end of the 20<sup>th</sup> day staff will review all lease locations with a move management goal of eliminating leases throughout the District. Mr. Hattabaugh said he would provide Ms. McGarry the location of staff at a later time. Ms. McGarry asked what is the status of the leases for the closed facilities? Chairperson Davis said this is not a part of the report for Opening School and it will be on an upcoming agenda.

- Mr. Morgan said there has been concern about the extended day and he asked what does that mean for teachers? Mr. Hattabaugh said the 7.5 hour teacher day aligns with middle and high schools. The instructional contact time for students increased and has a focus on Science, Math, and Reading which will enhance student education. The teacher day does not end at the end of the school day because they are home planning for the next day and grading papers. This initiative enabled CMS to park buses and saving \$4 million dollars but we also increased the teacher assistant hours to forty hours at a cost of \$1.8 million. Overall, this was a net savings of \$2.2 million. Mr. Morgan asked what happens to the old textbooks? Guy Chamberlain, Associate Superintendent of Auxiliary Services, said they are sold back to the publisher and removed out of CMS. Mr. Morgan asked what is driving the 2,500 increase in student enrollment and is this contributed to new people in the community, families coming back to CMS, or the change in the economy and families leaving private schools? Scott McCully, Executive Director Student Placement, said some of this can be attributed to economy warming, students coming back from private or charter schools, and growth from new businesses in Charlotte. Mr. Morgan said we are utilizing approximately 75% of our mobiles and we do not anticipate adding any more classrooms this year but should the enrollment growth continue we may need to increase the use of mobiles in the future until we are able to build additional classroom space. Mr. Chamberlain said, yes, that is correct.
- Mr. White said opening the school system is a gigantic task and includes a lot of hard work throughout the summer. This report dispels the myth that CMS closes down after graduations and does not open back up until the start of school. Mr. White commended staff for their hard work to prepare CMS for the first day of school.

#### D. Report on Strategic Plan 2014

Chairperson Davis called upon Mr. Hattabaugh to present the report on *Strategic Plan 2014*. Chairperson Davis said about five years ago, the Board's predecessors on the Board which included Mr. White, Mr. Tate, and Ms. McGarry made an incredible courageous decision when they chartered a new direction for the school system. CMS went from Managed Instruction to Managed Performance Empowerment. In essence, that Board decided that merely providing an



opportunity for an education was not good enough but we actually have to deliver an education and we want results. This is the most basic expectation that a parent has of their child. This was an innovative move on the part of the Board because they recognized there are a lot of factors that the school system cannot control about our students' education such as what parents do or do not do; what neighborhoods are like; and what happens to a child outside of the seven hours of the school day. This was a good decision to raise our standards to be one focused on performance and actually delivering an education. Chairperson Davis said, as a parent, he would like to thank the Board members on the Board at that time for making that decision and our staff for taking that decision and turning it into daily operational efficiency and effectiveness in the school system. The Strategic Plan is the next step toward delivering the Board's Vision which is an excellent education for every child in this District regardless of the circumstances of their birth.

Mr. Hattabaugh thanked Chairperson Davis for his comments because it sets the tone on the importance of the Theory of Action. The Theory of Action has been the framework that has driven the District forward for the past five years. *Strategic Plan 2014* is the staff's road map for how we get to our destination. It is a living document and tactics will change as we move forward or as changes occur with the Department of Public Instruction, *No Child Left Behind* legislation, and Common Core Curriculum. The tactics may need to be revised in order to get to the destination. The Strategic Plan is an important document and Mike Raible, Executive Director of Planning and Project Management, has addressed each tactic to loop it back to the Board's direction in order to show how the tactics are being used. This is not just about effective teachers and principals as this is about effective personnel throughout the District. This work has been ongoing and key performance indicators are being established within the various departments and divisions to ensure high performance in every department and that goals and objectives are met to continually enhance student achievement. Mr. Hattabaugh called upon Mike Raible to present the report. Mr. Raible introduced Megan Loftus, Executive Coordinator for Planning and Project Management, who is instrumental in the Strategic Plan. Mr. Raible provided the Board with an overview of the *Strategic Plan 2014*.

- Context: The *Strategic Plan 2014* operationalizes the Board's Vision, Mission, Core Beliefs and Commitments, and Theory of Action. It is staff's procedural response to the Board's policy direction.
- Board Direction Theory of Action for improved student achievement utilizes Managed Performance Empowerment.
- *Strategic Plan 2014* Structure: The Strategic Plan is continuously monitored through the measureables to ensure the tactics are working.
  - Two major goals.
  - Six focus areas.
  - Nine measurable objectives.
  - Nineteen key strategies.
  - Eighty-four tactics: The tactics are designed to provide flexibility and if a tactic is not working it can be changed. The tactic can either be redirected or eliminated to add another tactic that works better.
- Organization: Nine Charters (Divisions of Work):
  - Teacher Effectiveness and Student Growth.
  - Recruiting Effective Teachers and Principals.

- Professional Development for Teachers, Principals, and District Leaders.
- Performance Management.
- Graduation Rate.
- Technology.
- Environmental Stewardship.
- Increasing Family Involvement.
- Improving Partnership Effectiveness.
- Management Oversight:
  - Weekly review of tactic progress with executive staff.
  - Monthly strategic discussions with key leadership.
  - Published monthly and quarterly progress reports to the Board and the public in order to ensure transparency.
- Measurements:
  - 100% of students will achieve more than a year's worth of growth.
  - Teachers and leaders will narrow the achievement gap.
  - 90% of all employees will meet or exceed expectations.
  - 90% of all students will graduate in four years.
  - Technology will be capable of accommodating 98% of all academic and business requirements.
  - Reduce utility use and pollutants by 20% and solid waste by 5%.
  - Parent University will serve 30,000 customers.
  - 85% of families surveyed will agree that family involvement is valued in their child's school.
  - 75% of District partners surveyed will be satisfied with partnership effectiveness.
  - The plan as developed under Managed Performance Empowerment is different than the plan that would have been developed under Managed Instruction.
- Tactic Coherence: Frequent staff reviews of tactics to verify vertical alignment and provide course correction to the Board's direction, if necessary. Internal reviews include the following:
  - Timeliness and Milestones: To ensure on target for accomplishing goals.
  - Dependencies: Progress toward each tactic and correlation of tactics.
  - Business Requirements.
  - Evidence of success: If the tactic is not working there is no need to be doing it.
- Tactic Selection: The tactics within the plan are selected by staff as the most practical ways to achieve the strategies and goals in response to the Board's directions and thereby accomplish the objectives.
- Tactic Selection and Tactic Progress Examples: Mr. Raible provided examples of the Board's direction/goals as outlined in the Board's Theory of Action and Core Beliefs and Commitments and the key strategies/tactics developed to address the focus areas to achieve the objective. Mr. Raible highlighted the process for the following goals:
  - Develop and maintain a comprehensive system of student assessment and intervention/support (Theory of Action).
  - Giving all students access to a well-rounded, rigorous curriculum that is research-based and data driven (Core Beliefs and Commitments).
  - Providing all students with the opportunity to perform to their fullest potential and ensuring that there is no discernable difference between the achievement levels of students by race, gender, or economic level (Core Beliefs and Commitments).

- Basing our educational culture on merit and individual achievement (Core Beliefs and Commitments).
- Foster a performance culture and unleash innovation in teaching, learning, and school operations (Theory of Action).
- Encouraging and providing engagement opportunities for all students' families (Core Beliefs and Commitments).
- Partnering with community members to maximize student learning (Core Beliefs and Commitments).
  - Mr. Hattabaugh provided an example of partnership effectiveness involving TIAA-CREF and UNC-Charlotte. This partnership began small and now this joint effort has provided mentors; donated 500 computers at four schools (Vance High, James Martin Middle, Nathaniel Alexander Elementary, and Morehead STEM Academy); professional development for novice teachers; mentoring and tutoring students; and the participation of volunteers at school events. Mr. Hattabaugh said this joint partnership is an exemplar of this initiative and he thanked CMS staff, UNC-Charlotte, and TIAA-CREF for coming together for the benefit of schools, teachers, and students. Another example of this initiative is Project LIFT and their work with West Charlotte High School.

Board members were invited to ask questions and make comments.

- Chairperson Davis said this is a great report because it makes clear the actions the District is taking is directly connected to the Board's direction. It makes clear we are shifting the culture from one primarily focused on compliance and opportunities to one focused on performance and results or achievement which is the core of the Board's mission. The report enhances effectiveness scorecards or the performance expectations are not just focused on teachers but all departments and staff in CMS. This report shows performance expectations are for everyone in CMS and a way for each of us to do better.
- Ms. McGarry said the Board adopted the Theory of Action but not the Strategic Plan. This report makes it technically clear the Strategic Plan is an operational document for the Superintendent to implement and allows flexibility for change should a tactic not be working. Ms. McGarry suggested the Board consider accepting the major goals, focus areas, measurable objectives, and key strategies to give the Board ownership of the document. This would not include the tactics to allow future change.
- Ms. Lennon said she has been a parent of a CMS student since 1996 and she has experienced the changes in the school system. In the past, some parents were concerned about sending their child to a certain school, some schools operated on their own system, and this was not effective as evident by their test scores. CMS reined that in and said all schools would teach in one way and that was not effective because children learn differently. When the Board adopted the Theory of Action, they married creativity with oversight but some of the community does not understand this concept. The Theory of Action allows teachers and effective leaders in the schools to have the opportunity to be creative with the curriculum they deliver but it must be managed effectively and show results. Ms. Lennon thanked the Board and staff for moving in this direction and for uniting the topics of Theory of Action to the tactical strategies because this will help the public understand this concept better. Ms. Lennon discussed the importance of measurements and she encouraged staff to get involved in the process to share input on how teachers can best be measured as this will allow us to do this with teachers. The report also shows performance measures are being implemented for

every employee in CMS and not just for teachers in the classroom. Ms. Lennon is pleased the Board is working to fine-tune the Theory of Action and putting it into action.

- Mr. Tate expressed concern the measurements are for 2014 but CMS is not close to achieving the goals that must be met in three years. Currently CMS does not know how many students are getting a year's worth of growth in a year's time but we have a goal for 2014 that 100% of students will achieve a year's growth in a year's time. Mr. Tate believes some measurements should be more aggressive. The goal is teachers and leaders will narrow the achievement gap but why not eliminate the gap and why only 90% of our employees will meet or exceed expectations instead of 100%. Mr. Raible and Mr. Hattabaugh provided clarification on the measurements and goals. Mr. Tate encouraged that more focus be placed on closing the achievement gap. Mr. Tate asked questions regarding dependencies, business requirements, and tactic selection and Mr. Raible provided clarification. Mr. Hattabaugh said staff will align the balance of the eighty-four tactics to the Board's Theory of Action and Core Beliefs and Commitments, and that document will be forthcoming. Mr. Tate said this will be a great opportunity for the Board to identify how each item on the agenda for the Board meetings relate to the Strategic Plan.
- Dr. Waddell thanked staff for the report and showing the alignment of the Strategic Plan with the Board's Core Beliefs and Commitments and Theory of Action. Dr. Waddell said the Board has been receiving quarterly reports on the Strategic Plan and she likes the new format. Dr. Waddell commended staff for the good work and she looks forward to the future updates.
- Mr. Morgan said this needs to be highlighted on everything the Board does and every parent needs to be familiar with this process. The Board's mission statement includes maximize academic achievement for every student. He is thrilled the tactics can change because that indicates flexibility is built into the system and we are not treating everyone the same. This is truly a performance-based concept and not a one size fits all model. Mr. Morgan said we have talked about performance measures at every level and the Board will have an opportunity to put that in action with the hiring of a new Superintendent. Mr. Morgan encouraged the Board to ensure the Superintendent has a performance-based contract because that is the expectation for all employees by 2014.
- Mr. McElrath expressed concern about assigning first year teachers to struggling students because that will not help close the achievement gap. Mr. Hattabaugh discussed the proven strategy of placing Teach for America and high performing teachers at the challenged schools and their success with effective instruction to positively impact student academic achievement. CMS strives to put our most effective teachers in our most challenging classes.
- Mr. White said we often try to make the Theory of Action and Strategic Plan discussion difficult. In reality, this is a group of building blocks that must stack on top of each other and be aligned from top to bottom. Part of the building blocks answer the question what and part answer the question how. It identifies who is responsible for what. The School Board is responsible for the what. The Board's Vision, Mission, and Core Beliefs define that we truly believe each and every child can learn given the right opportunity. The Theory of Action defines the Board's direction to accomplish the what. The Board hires a Superintendent and the Superintendent hires a staff to develop the how which is the Strategic Plan. This aligns the Strategic Plan to the Theory of Action and the bottom line is student achievement. The how creates controversy and is tough but this all must be aligned. The ability to tweak tactics is not changing the alignment but changing the how we reach that basic belief.
- Chairperson Davis said this discussion relates to a recent report to the Board regarding the

intentional assignment of teachers to our students. A few years ago, a child in the bottom quartile had little chance of getting a teacher in the top quartile. As a result of the direction that our Chief Academic Officer has given our zone superintendents and principals, a child in the bottom quartile has just as good and in some cases a better chance of being assigned a teacher in the top quartile of our staff. That is a great example of the intentional commitment the Board has to performance and our desire to close the achievement gap at a faster pace. Chairperson Davis said with the help of our excellent staff, the Board is taking steps to address the biggest challenges facing CMS.

E. Report on Audit Committee by Kaye McGarry, At-Large Board Member

Chairperson Davis called upon Kaye McGarry, Chairperson of the Audit Committee, to present the report on the Audit Committee. Ms. McGarry reported the Audit committee met on July 25, 2011 and she has provided Board members with a copy of those minutes. She reported the primary responsibility of the Audit Committee is to oversee the Independent Audit of the Board of Education's Financial Statements from the selection of the independent auditor to the resolution of audit findings. Ms. McGarry thanked the Board members on the Audit Committee, Joe White, Tim Morgan, and Joyce Waddell, for serving on the committee. She also thanked Aprille Bell, CPA with Dixon Hughes, who is leading the CMS audit. Ms. Bell provided the Audit Committee with an overview of the audit that is now in progress for the year ending June 30, 2011. From March until August, the auditors perform a variety of auditing procedures in the field. Ms. Bell explained how they determine which major state and federal programs to audit as they are audited on a rotating basis every three years with the exception of stimulus funds which are audited every year. For the audit year 2010-2011, Title I and Title VI will be audited and the auditors will provide a summary when all financial statements are complete (financial and compliance). Ms. Bell will present her findings to the Audit Committee prior to the November 9<sup>th</sup> Board of Education meeting and tentatively the findings will be presented to the Board at the November 9<sup>th</sup> Regular Board meeting.

**ADJOURNMENT**

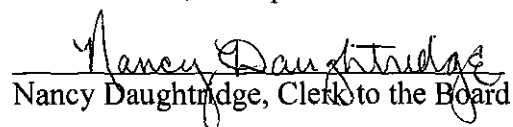
Chairperson Davis called for a motion to adjourn the meeting.

**Mr. White 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 8:35 p.m.



Eric C. Davis, Chairperson



Nancy Daughtredge, Clerk to the Board