

Approved by the Charlotte-
Mecklenburg Board of Education
October 11, 2011
Regular Board Meeting



Charlotte, North Carolina

September 13, 2011

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on September 13, 2011. The meeting began at 5:32 p.m. and was held in Room CH-14 of the Government Center.

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

Absent: There were no absences.

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

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

- **To consider student assignment matters that are privileged, confidential, and not a public record,**
- **To consult with the Board's negotiating agents concerning a contract for the employment of a search firm, and**
- **To consider certain personnel matters.**

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

The Board held a Closed Session meeting from 5:32 p.m. until 5:58 p.m. in CH-14.

Chairperson Davis reconvened the Regular Board Meeting at 6:08 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 Hugh Hattabaugh, Interim Superintendent; George E. Battle, III, General Counsel; Members of Executive and Senior Staffs; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson Davis called the meeting to order at 6:08 p.m. and he welcomed everyone to the Board's first meeting of the month. Chairperson Davis reported changes to the agenda.

- The agenda is titled *Proposed Agenda* and that is because it is a proposed agenda until the Board takes the first action of every meeting which is to adopt the agenda. Following that action the proposed agenda becomes the agenda of the meeting.
- Report/Information Items on the agenda includes a brief statement of how it relates to the Board's Core Beliefs and Commitments and Theory of Action to provide clarity that all CMS initiatives are interrelated.

A. Adoption of Agenda

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

Dr. Waddell moved, seconded Mr. Morgan, that the Board adopt the proposed agenda as presented, and the motion passed upon unanimous voice vote of the Board.

B. Pledge of Allegiance

Chairperson Davis called upon Kaye McGarry to introduce the student to lead those present and in the viewing audience in the Pledge of Allegiance and to speak on the September character trait of *respect*. Ms. McGarry introduced Kamaya Fuller, a second grade student at Billingsville Elementary School. Kamaya was born and raised in Charlotte and began attending Billingsville three years ago as a student in the Pre-Kindergarten Program. Kamaya loves to read and can often be found with a book in her hands. She also loves animals and wants to go to college to become a veterinarian. Kamaya's father is a chemist at Actega and her mother is a CMS bus driver. Attending the meeting with Kamaya were her mother, Tameka Jones; grandfather, Herman Jones; teacher, Sally Bingham; principal, Arlene Harris; and other family members.

Kamaya invited everyone to stand and join her in reciting the Pledge of Allegiance. Following the pledge, Kamaya said being respectful is connected to everything in life including your feelings, choices, relationships, safety, rights, and future. True respect starts on the inside and it is important to treat people the way you would like to be treated.

C. Public Hearing on Board of Education Political Redistricting

Chairperson Davis reported the Public Hearing regards the Board of Education Political Redistricting which is considered every ten years to balance representation based upon the population counted in the census. The Board will discuss and vote on this matter at the next

Board meeting scheduled for September 27, 2011. Chairperson Davis said there were no speakers signed up to speak and he called the Public Hearing closed at closed at 6:12 p.m.

II. REQUEST FROM THE PUBLIC

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

Hans Plotseneder discussed the appointment of a new superintendent and believes the Board should first define policies that a new superintendent would have to implement and the policies should reflect the will of the community.

Chairperson Davis called the Request from the Public closed at 6:16 p.m.

III. CONSENT ITEMS

- A. Recommend approval of Closed Session meeting minutes:
 - August 11, 2011.
 - August 18, 2011.
 - August 18, 2011.
 - August 23, 2011.
 - August 24, 2011.
 - August 31, 2011.
- B. Recommend approval of Open Session meeting minutes:
 - May 10, 2011 Regular Board Meeting.
 - May 24, 2011 Regular Board Meeting.
 - August 29, 2011 Work Session.
 - August 23 and 24, 2011, Work Session.
- C. Recommend approval of Revised 2012-2013 Academic Calendar for Cato Middle College High.

North Carolina law requires the Board of Education to approve school calendars. On April 26, 2011, the Board approved the 2011-2012 and 2012-2013 academic calendars for Cato Middle College High, which is located at Central Piedmont Community College's (CPCC) Cato campus. CPCC has since revised its 2012-2013 calendar due to the Democratic National Convention (DNC) Specifically, teaches will now begin July 26th and the first day for students will be August 3rd. Both dates are approximately a week earlier than the dates approved in April. All CPCC campuses will be closed September 2-7, 2012 for the Democratic National Convention. Because CMS students are taught by CPCC instructors in a CPCC facility, the Cato academic calendar needs to be aligned with the CPCC calendar, not the CMS school calendar. Fiscal Implications: none.

- D. Recommend approval of depositories and signature authorizations.

The Board is required to approve the facsimile signature of Sheila W. Shirley, Chief Financial Officer, on the bank accounts of the Board of Education. Also, the Board is requested to

approve the officers (principal and school treasurer) and depositories for all school activity funds as listed by school on file in the Chief Financial Officer's office. Board approval of facsimile signatures, approval of school officers and bank depositories is addressed in Sections 115C-439, 115C-448, and 115C-444, respectively of the North Carolina School Budget and Fiscal Control Act. Fiscal implications: None.

- E. Recommend approval of Licensed/Non-Licensed Hires and Promotions for August 2011.

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

- *Total Hires July 1, 2011 - June 30, 2012: 1,720. (Licensed Hires: 1,231/Non-Licensed Hires: 489).*
- *Total Promotions July 1, 2011 - June 30, 2012: 86. (Licensed Promotions: 41/Non-Licensed Promotions: 45).*

- F. Supplementary Funding/Grant Requests: Jimmie Johnson Foundation Grant Proposals.

1. Recommend approval of supplementary funding request for Bain Elementary School, Technology Everyday Grant Proposal.

The goal of this initiative is to install Smart boards in 24 classrooms to develop 21st century learning by exploring new ways to engage the students in academic success. Funding requested from the Jimmie Johnson Foundation - Champions Grant, \$98,826.13

2. Recommend approval of supplementary funding request for Berryhill Elementary School, Digital 1:1 Initiative Grant Proposal.

The goal of this initiative is to equip all 4th - 8th grade students with a notebook computer to be integrated into English Language Arts, Math, Science and Social Studies. This initiative will create a personalized, project-based learning environment where all students are challenged to meet high expectations that will ensure they are equipped with 21st century skills. Funding requested from the Jimmy Johnson Foundation - Champions Grant, \$71,470.58

3. Recommend approval of supplementary funding request for Blythe Elementary School, Becoming SMARTer School Grant Proposal.

The goal of this initiative is to install 25 Smartboards and one computer lab coupled with six webcams. This technology will allow teachers to maximize student engagement through the use of graphics, visuals, animations and voice threads in relation to the content being taught, to address the various learning styles of the students, and to help struggling and English language learners make connections with the written language. Funding requested from the Jimmie Johnson Foundation - Champions Grant, \$97,753.64

4. Recommend approval of supplementary funding request for River Oaks Academy, iPads: An Innovative Tool for Success Grant Proposal.

The goal of this initiative is to prepare our scholars and teachers for the future by providing an iPad to be used within the classroom as a portable educational tool. We intend to teach students and teachers how to use an iPad and acclimate them to the many educational uses that one will provide. Funding requested from the Jimmie Johnson Foundation - Champions Grant, \$50,777.85

5. Recommend approval of supplementary funding request for Barringer Academic Center, Building 21st Century Technology.

The goal of this initiative is to install Smartboards in Barringer Academic Center classrooms.

Our school is a unique elementary school that houses four diverse programs in one building. We are seeking funding to bring Smart Board technology to all of our children to prepare them for the 21st century critical thinking skills they need to be successful. Funding recommended from the Jimmy Johnson Foundation - Champions Grant, \$73,488.93

6. Recommend approval of supplementary funding request for Collinswood Language Academy Band Room.

The goal of this initiative is to provide a space for our music education programs (band, choir, general music, theater) and visual arts department. The goal of this initiative is to provide a space for our music education programs (band, choir, general music, theater) and visual arts department.

7. Recommend approval of supplementary funding request for Harding University High, Get Your Move On.

In conjunction with Michelle Obama's "Let's Move" initiative, this project will encourage students to become school/community leaders by living healthy active lifestyles. A team of student leaders will be selected to lead the school in healthy active lifestyle education program/activities. An on-site fitness center will be equipped for use by the school and community. Health educators will offer classes on health, nutrition, and exercise. The fitness center will be open to the public during non-school hours and students will be eligible for employment. Once our students see how much fun a healthy active lifestyle can be, they will understand the importance of a healthy lifestyle, feel better, and become more productive in their classes, thus increasing their academic achievement and quality of life. Funding requested from the Jimmie Johnson Foundation - Champions Grant, \$75,619.99

8. Recommend approval of supplementary funding request for Stoney Creek Elementary School, Living Through Literature.

The goal of the Living Through Literature project is to increase our students' reading achievement by greatly increasing the number and variety of guided reading texts available in our school and by enabling increased individualized reading instruction by certified special area teachers. The texts that will be purchased through this initiative are appealing, relevant and engaging, and will expand students' exposure to a global community. Funding requested from the Jimmie Johnson Foundation - Champions Grant, \$34,637.68

- G. Recommend approval of executive staff contracts and amendments.

- Recommend the approval of new contracts for the following executive staff members: LaTarja Henry, Executive Director Communications; Scott McCully, Executive Director Student Planning; and Michael Raible, Executive Director Planning and Project Management.
- Recommend the approval of amendments to contracts of the following executive staff members: Ann Clark, Chief Academic Officer; Sheila Shirley, Chief Financial Officer; Scott Muri, Chief Information Officer; Guy Chamberlain, Associate Superintendent Auxiliary Services; Dr. Mary Jane Rhyne, Assistant Superintendent Exceptional Children; Dr. Kelly Gwaltney, Assistant Superintendent East Zone; Tyler Ream, Area Superintendent Central Elementary Zone; Charity Bell, Assistant Superintendent Central Secondary Zone; and Dr. Dawn Robinson, Assistant Superintendent Northeast Zone.

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

The on-line auction time span will encompass the October 1-16, 2011 period. GovDeals, (www.govdeals.com) an experienced and proven on-line government surplus sales service provider will facilitate the process. These auctions usually generate \$6,000 to \$15,000 in revenue.

I. Recommend approval of administrative personnel appointments.

Appointments:

- *Avery Mitchell named Executive Director at Central Secondary Zone. Ms. Mitchell previously served as principal at Albemarle Road Middle School.*
- *Toni Perry named principal at Albemarle Road Middle School. Ms. Perry previously served as assistant principal at Albemarle Road Middle School.*
- *Carmen Concepcion named principal at Oaklawn Language Academy (K-8). Ms. Concepcion previously served as interim principal at Sterling Elementary School.*
- *Beth Wardy named principal at Sterling Elementary School. Ms. Wardy previously served as principal intern at Pinewood Elementary School.*

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

Mr. White moved that the Board adopt Consent Items A. through I., seconded by Mr. Tate, and a discussion followed.

Ms. McGarry pulled Consent Item G.

Chairperson Davis called for a motion to adopt Consent Items A. through H. with the exception of G.

Mr. White moved that the Board adopt Consent Items A. through H. with the exception of G., seconded by Mr. Morgan and the motion passed upon unanimous voice vote of the Board.

The Board discussed Consent Item G. Ms. McGarry said she understands the reasons to extend executive contracts for job security but we do not give our teachers the same job security; the new Superintendent would have the opportunity to either replace or shift some of these positions but the salaries would be set until 2013; she is in favor of the upper staff but not the zone superintendents, Exceptional Children, and Chief Financial Officer; and she wants to give the new Superintendent flexibility. She would support the four senior staff listed.

Chairperson Davis asked Mr. Hattabaugh to share the logic for bringing this item to the Board. Mr. Hattabaugh said this is a time of transition and the Board has the finest group of executive staff from across the country. CMS is one of the finalists for the Broad Prize and that announcement will be announced next week. This prize will bring scholarships to our students and bring attention to our District that CMS is one of the top five districts in the nation. There will be people contacting our staff and our key staff not having a contract will put the district in jeopardy. The CMS Chief Operating Officer and Chief of Accountability Officer positions are vacant and the new Superintendent would have the opportunity to fill those positions. The zone superintendent positions are relatively new and this will provide continuity for our principals and leadership for the zones. These staff members have demonstrated they were effective principals within the District and would be going forward. Mr. Hattabaugh believes it would be a serious detriment to not extend their contracts until June 30, 2013. Mr. Hattabaugh urged the Board to move forward with this

recommendation because CMS is fortunate to have the caliber of people on staff. A Board discussion followed. A Board discussion followed.

- Chairperson Davis echoed the comments of Mr. Hattabaugh. He said while we do need to provide the incoming Superintendent flexibility to shape his or her staff, this is an expression that the Board values the leadership of this team and it is important to have that continuity which is critical to the success of the education of our students and the success of our District. We value these leaders and we want them to remain with CMS.
- Ms. Lennon supports the recommendation to approve the contracts. The Board is looking for a great leader and great leaders do not come in and wipe out the staff that has been so successful. This is the approval of contract extensions for one year past when we anticipate a new Superintendent joining CMS. This will help provide stability within the zones which is critically important for new principals. Ms. Lennon noted that our teachers have stability in their jobs because they are governed by State Statute, with the exception of reductions of force due to budget reductions, and that provides more job security than most private sector organizations.

Chairperson Davis called for a motion to adopt Consent Item G.

Mr. White moved that the Board adopt Consent Item G. as originally presented, seconded by Ms. Lennon, and 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.

Chairperson Davis reported he failed to include Consent Item I. in the motion to adopt the Consent Agenda and he called for a motion to adopt Consent Item I.

Mr. Morgan moved that the Board adopt Consent Item I., seconded by Mr. White, and the motion passed upon unanimous voice vote of the Board.

Mr. Hattabaugh reviewed the appointments as noted above which are filling vacant positions three of which as a result of retirements. Mr. Hattabaugh said these individuals exemplify the Board's Theory of Action and Core Beliefs regarding effective principals and teachers in every school.

Dr. Waddell believes it would be good to have the future appointees attend the meetings in order to put a face with a name and they can be congratulated.

Ms. McGarry asked Mr. Hattabaugh to explain the reason for changing the Academic Calendar for Cato Middle College High and to close from September 2-7, 2012. Mr. Hattabaugh said this is a result of the Democratic National Convention that will be in Charlotte and Central Piedmont Community College is changing their calendar and CMS is changing the Cato calendar to coincide with those changes.

IV. ACTION ITEMS

- A. Recommend approval to grant Career Status to employees whose licensure status was not captured on the original election report in June 2011

Chairperson Davis called upon Mr. Hattabaugh to present the recommendation. Mr.

Hattabaugh said on June 8, 2011, the Board approved the recommendation to grant 797 teachers career status and inadvertently there were five teachers who were eligible for career status and met all the requirements according to Board Policy that were omitted from that list. According to North Carolina Statutes Section 115C-325(c), when a teacher has been employed by a school system for four (4) consecutive years, the Board, near the end of the fourth year, shall vote upon whether to grant the teacher career status or in the event that the teacher has already achieved career status in another North Carolina school system, the Board may vote upon said teacher's career status immediately or after the first year of employment. This recommendation is to grant career status to five additional teachers that were not captured in the original election report in June 2011. Chairperson Davis called upon Mr. Tate to present the motion.

Mr. Tate moved that the Board approve the Interim Superintendent's recommendation to grant career status to the career eligible employees whose licensure status was not captured on the original election report in June 2011, seconded by Mr. Morgan, and the motion passed upon unanimous voice vote of the Board.

B. Recommend approval of Superintendent Search Firm Selection

Chairperson Davis reported this item is the approval of the selection of the Superintendent Search Firm to assist the Board in the search for a new superintendent. Over the past month, the Board has worked on the initial steps of the Superintendent Search which included receiving expressions of interest from firms who have expertise in this area. The Board was well served by Daniel Habrat, Chief Human Resources Officer, and George Battle, the Board's General Counsel, in identifying firms and selecting firms to interview. The Board interviewed five firms and discussed their observations and perceptions of how the firms would assist the Board in developing a Superintendent profile, sourcing candidates, and ultimately making a selection of the next leader for CMS. The Board has engaged in negotiations with one of those firms and has reached a successful contract conclusion. The fee that the Board has agreed to pay is \$34,500 which is relatively a small fee when compare to other searches being conducted in our community as well as other searches for similar positions throughout the nation. Most importantly, the Board feels they have selected an experienced, highly effective firm that aligns with the performance culture being built within CMS. Chairperson Davis called upon Mr. Tate to present the motion.

Mr. Tate moved that the Board take the following action: (a) appoint PROACT Search LLC to assist the Board with the search for a new Superintendent of Schools; (b) approve the Superintendent Search Agreement negotiated with PROACT Search LLC to govern the relationship between the Board and PROACT Search LLC; and (c) authorize the Board Chair to act on behalf of the Board with respect to those sections of the Agreement which require Board action providing that the Board Chair shall provide notice to the members of the Board prior to taking any such action, seconded by Mr. White, and the motion passed upon unanimous voice vote of the Board.

Chairperson Davis said the Board looks forward to working with the professionals at PROACT and the initial step will be to meet with them to begin work on developing the Superintendent profile and the community engagement process.

V. REPORT/INFORMATION ITEMS

A. Report on Final Budget Amendments for June 2011

Correlation to Board of Education Vision, Mission and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

Chairperson Davis called upon Mr. Hattabaugh to present the report. Mr. Hattabaugh reported agenda items A. and B. are the monthly reports and are as presented.

B. Report on Budget Amendments for July 2011

Correlation to Board of Education Vision, Mission and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

Agenda Item B. was presented with A.

C. Report on Post-Opening of Schools

Correlation to Board of Education Vision, Mission and Core Beliefs: Operating effectively and efficiently with fiscal accountability.

Chairperson Davis called upon Mr. Hattabaugh to introduce the report on Post-Opening of Schools. Mr. Hattabaugh called upon Guy Chamberlain, Associate Superintendent for Auxiliary Services, and Kathryn Block, Broad Fellow, to present the Post-Opening of Schools Report. In addition, Tonya Kales, principal at Ashley Park PreK-8 School, will provide insight on the transition to the PreK-8 program and Alicisa Johnson, principal at Harding University High, to report on the transitions at Harding with the new attendance boundary.

Chairperson Davis noted that the Report/Information Items on the agenda include a new reference for how each item relates to the Board's Core Beliefs and Commitments or Theory of Action. This is a way for the Board to show that the work the Board does at every Board meeting connects to the strategy and direction to the Superintendent to lead the school system. This process will communicate the Board's strategy and direction and hold the Board accountable for its work. Chairperson Davis said this particular item ties to the Core Belief and Commitment of operating effectively and efficiently with fiscal accountability.

Ms. Block provided an overview of the Post-Opening School Report which outlined the following information.

- What's new for 2011-2012 school year to help maximize academic achievement by every student:
 - Five hundred additional teachers this year than ended last year.
 - Eight New PreK-8 Schools.
 - New K-12 Military and Global Leadership Academy at Marie G. Davis.
 - Magnet Program Expansion (Grade-Level additions at six Magnet schools).
 - Cochrane Collegiate Academy 6-12 Expansion.
 - Five New Strategic Staffing Schools.
 - New Textbooks/Materials to Support New Common Core Curriculum.
 - Seven-hour Elementary School Instructional Day.
- First Day of the 2011-2012 School Year: August 25th was a strong start despite some

challenges.

- Smooth transition at PreK-8 and expansion schools (about 7,500 students transitioning).
- Normal level of transportation challenges despite transporting more combined grades. Latest drop-off was 7:14 p.m. versus the 6:15 p.m. target. No incidents on PreK-8 buses.
- Teamwork and collaboration evident throughout the District.
- Teaching and learning evident in *every* classroom (3% of the classrooms without a permanent teacher).
- First Day highlights: 937 bus drivers, 118,972 assigned riders, and 106,000 miles traveled. The transportation group is a large group and the CMS buses travel the equivalent of a trip to the moon and back each week.
- Eight New PreK-8 schools (Ashley Park PreK-8 School, Berryhill School, Walter G. Byers School, Reid Park Academy, Thomasboro Academy, and Westerly Hills Academy): Students experienced a smooth start to the new school year, principals welcomed students, parents were happy, and students were engaged in work.
- New Waddell Language Academy: Students were excited to begin the year and the school has a color coded system to help students navigate the school. Students in grades K-8 were busy reading, writing, and speaking foreign languages. Smiles were common among students and staff members.
- Cochrane Collegiate Academy and Expanded Technology Program: The school is a 6th–9th grade configuration. With the Expanded Technology Program each of the students in 6th and 7th grade were assigned Laptops that give them access to 21st Century learning and enables teachers to better work with their students to provide real time content to enhance the curriculum and maximize learning. This technology is funded exclusively by Title I dollars.
- Five new Strategic Staffing Schools: The Strategic Staffing Initiative began in May 2008. The five new schools are Garinger High School, Walter G. Byers School (PreK-8), and Hickory Grove, Sedgfield, and Berryhill elementary schools. Teachers and students wasted no time diving into the learning process. All the CMS PreK schools that are also Title I schools are Strategically Staffed.
- Child Nutrition: Over 11,000 breakfasts and 68,000 lunches were served to fuel student learning.
- Student Enrollment: As of August 25th, 131,629 students were enrolled in CMS.
 - The CMS projection as of the 20th day is 138,181 students.
 - As of the 12th day, CMS had 137,934. This is 247 fewer students than projected and the majority of this discrepancy is in K-5 at 267 fewer students than projected.
- Big Rocks:
 - Human Resources Staffing: When fully staffed, CMS will have approximately 500 more teachers but the budgets have been reduced from last year and this resulted in fewer maintenance and administrative staff than last year. As of August 25th, CMS had 109 teacher vacancies with the majority in the Central Elementary and Central Secondary zones. CMS continues to make progress in this area and hired 42 teachers in the past two weeks and the majority of those teachers were placed in the Central Elementary and Central Secondary zones.
 - Transportation: CMS is consistently serving more students with fewer buses. CMS anticipates having approximately 4,000 more students riding the bus this year than

last year. This is being accomplished with fewer buses and fewer stops. Target goal is 96%

- Differences: Bell schedule adjustments at 108 schools. New PreK-8 and K-12 schools created transporting more combined grades. Safety is a high focus area and drivers are enforcing the seating arrangement policy.
- Challenges: CMS has had 16,414 transportation change requests since August 25th and this creates a period of transition and flux to the routing schedules of the buses as those requests are accommodated. In addition this year, there have been some congested traffic patterns as a result of weather and flooding, as well as long carpool lines.
- CMS is seeing a normal transportation pattern and improvement curve for bus arrivals. As of the 10th day of school, CMS is dropping students off at school on time 89% of the time and picking students up from school on time 90% of the time. The first day of school faced several challenges and the percent of on time drop-off at school was 66% and the percent of pick up from school was 62%. The target is 96% and CMS is tracking very quickly to meet the target.
- Mobile Moves and Openings: This year, CMS has had to utilize more mobile classrooms and will use nearly 75% of mobile classrooms to facilitate learning.
 - CMS has approximately 1,238 mobile classrooms and 930 will be used this year. The majority of these were in place prior to the opening of school but approximately sixty-one are pending placement by the end of October. Twenty-six mobiles are on schedule for relocation to seven school sites by the end of September. The schools are Barringer Academic Center, Reid Park Academy and Elon Park, Hidden Valley, J. V. Washam, Sharon, and Stoney Creek elementary schools.
- School Renovations: All renovations were completed for the opening of school with the exception of the kitchen renovation at Cochrane Collegiate Academy which is on track to be completed by the end of next week.
- Textbooks and materials: Three new programs: Social Studies Elementary, Math 6-12, and Literacy 6-12. The textbook adoption included 280,000 new textbooks and books were successfully distributed throughout the system. CMS has less than 1,400 textbooks on backorder.
- Call Volume Management:
 - CMS is on track to disband the temporary City View Call Center after September 15th.
 - Student Placement call volume remains high versus last year but is tapering off. Since the week of August 15th, the call center has received 13,113 calls.
- Other topics: Changes in CMS Program Costs.
 - IB Registration and IB Exam Fee: Both the registration and exam fee have increased \$4. This increase is not driven by CMS but is a mandate from the IB governing body out of Switzerland.
 - Reduced Breakfast: State mandate has dictated the CMS Reduced Breakfast Program which cost \$.30 will now be free to all eligible students.
 - Lunch Increase: State mandate has dictated that CMS increase the cost for lunch from \$2.00 to \$2.05.
 - Drivers Education Fee: Previously, this program has been at no charge but given the budget challenges there will be a \$45 fee for students to participate in

- the program.
 - After School Enrichment Program (ASEP): Previously, the Before and After School services provided under ASEP were charged based upon a flat fee and offered a multiple child discount (Before \$25.00; After \$56.00; and Before and After \$74.00). The new fee schedule for Before School ranges from \$20.00 to \$50.00 based upon the bell schedule; After School ranges from \$35.00 to \$65.00 based upon the bell schedule; Before and After School is a flat \$78.00; and the program does not offer a multiple student discount.
 - Code of Student Conduct Handbook has been updated with Board approved Student Discipline Policies.
 - ✓ CMS student discipline procedures were rewritten to conform to the North Carolina State Statute approved by the State Legislators in June 2011.
 - ✓ Updated Code of Student Conduct Handbook was available for school staff, students, and parents by the first day of school. The handbook was available On-line for parents and students. Measures were taken to ensure parents clearly understand the changes in the handbook as well as a Parent Sign-off Sheet.
 - Pre-K students: To date, CMS has 2,892 students enrolled and the enrollment target is 3,014. The enrollment will increase as teacher vacancies are filled. As of August 25th, CMS had 39 vacancies and that has dropped to 7 vacancies.
 - ✓ Of currently enrolled Pre-K students, 68% attend the school they will attend for Kindergarten. The majority, or 82%, of the remaining families live in an elementary district with no Pre-K classes and that is why they are attending a Pre-K outside of their home zone.
- Direct Feedback:
 - Tonya Kales, principal at Ashley Park PreK-8 School, reported great things happening at the school. Students are learning to share, safety measures are in place to ensure all students are safe, and older students are helping with younger students. The school's motto is "It is best to hold hands and stick together."
 - Alicisa Johnson, principal at Haring University High, reported the students from both E. E. Waddell High School and West Mecklenburg High School have acclimated and have transitioned very well to the campus at Harding. Steps were taken to prepare for the transition, to communicate that Harding was a new school, and to ensure all students felt welcomed and included in the new school. Harding was showcased to the parents to ensure they also felt welcomed at the school. Students have bonded and are working together. Roger Sauzo, a 10th grade student at Harding and former E. E. Waddell High School student, shared that he was upset when he first learned he was going to Harding but all his fears have not come true. Classes are not overcrowded, teachers do one-on-one to help students learn, students get along, and the school is working out well for him.
- How elementary school principals are maximizing the seven-hour instructional day: Principals are using varied approaches to maximize the instructional day but the main common theme is doing what it takes to enhance academic achievement for their students (customized approaches to the specific site).
 - Additional literacy or math remediation and enrichment.
 - Additional science and social studies time.
 - Distribution of additional minutes across all content areas throughout the day.

- Additional time for English and Second Language students with resource teacher.
- Where do we go from here? Schools are open but the work to facilitate academic success for the students is ongoing to ensure student success.
 - Human Resources Staffing is ongoing and staff will continue to recruit and interview to fill the vacancies that remain.
 - Leveling of Classes – September: This happens every year throughout the month of September and as a part of this process there may be some potential displacement of teachers.
 - Transportation: CMS is continuing to finalize bus scheduling adjustments and strives to reach the target of 96% or better on time rate by the end of September.
 - Mobiles: CMS will continue to relocate and place mobiles with a completion date by the end of October.
 - Textbooks: Working to facilitate the delivery of all backorders as quickly as possible.

Ms. Block said there is no better way to summarize the Opening of Schools Report than to share the comment by Hugh Hattabaugh, Interim Superintendent, as he responded to the quote by Oliver Wendell Holmes, "...we must sail sometimes with the wind and sometimes against it – but we must sail, and not drift, nor lie at anchor." Mr. Hattabaugh was quoted as saying, "The 2011-2012 school year is not an interim year for the students of Charlotte-Mecklenburg Schools. Our schools will not drift or lie at anchor this year. They will continue the important work of helping our students learn and grow, and we welcome our students back for the 2011-2012 academic year.

Chairperson Davis thanked staff for an excellent report and the tons of work that the report represents in the care of our students and commitment to their education. Board members were invited to ask questions and make comments.

- Dr. Waddell expressed concern that the Central Elementary and Secondary zones have more teacher vacancies than the other zones because this is the zone the Board targeted for students to have extra help and the materials they need to help close achievement gap regarding test scores. She said it is important for students to have a good beginning of school because that shapes the rest of the year. Mr. Hattabaugh said the Central Elementary Zone has the most elementary schools and that contributes to the higher vacancies. In addition, the principals are watching their enrollment to ensure it balances out after the 20th day counts in order to lessen disruption for students and the displacement of teachers based upon the 20th day counts. Since August 25th, staff has placed eleven teachers in the Central Elementary Zone and twelve teachers in the Central Secondary Zone. Staff was focused on filling those vacancies and diligent to ensure the placement of the most effective teachers in those classrooms. The challenges were great because CMS did not receive teacher allotments until July and there were staff that retired at the start of the new school year. Dr. Waddell expressed concern that this may be a result of teachers not wanting to go to those particular schools. Mr. Hattabaugh said CMS has effective leaders in those schools and the principals do a good job of selling and marketing their school to create a positive induction for the new applicants. Dr. Waddell asked if the ASEP fees were a sliding scale based upon income? Ms. Block said the variance in the fee schedule is based on the bell schedule of the school and the fee is regardless of income. Dr. Waddell asked why are mobiles

being added at the schools and are the students currently in overcrowded classrooms? Ms. Block said the principals at those schools were aware of the situation prior to the opening of school and strived to ensure the placement of students until the mobiles arrive. Mr. Hattabaugh provided clarification regarding the mobiles at the PreK-8 schools and he noted that a driving factor of many of the additional mobiles is a result of the changes to the State legislature that lowered the class size K-3 which added an additional 114 elementary teachers.

- Mr. White thanked staff for the report and he said this is a great opportunity to understand the importance of having good leadership and good principals at each school and the impact that has on the learning environment at that school. He commended Ms. Kales and Ms. Johnson for capturing an opportunity to create an outstanding learning environment as a result of the changes in CMS. He has always looked forward to the opportunities and stability that a K-8 program would offer and he is even more excited about PreK-8 because that will provide those students consistency for several years.
- Mr. McElrath expressed concern that the students in the Central zones are the last to get teachers and if CMS is ever going to have equity these types of reasons must stop. The students that need the teachers the most get them last and this must stop.
- Mr. Merchant said it is worth noting that CMS was fortunate enough to have the State come through with some unexpected funding because in February CMS was anticipating reductions of 18% in State funding. Even as late as May, CMS was still anticipating severe cuts. At the last minute, CMS received additional funding to lower class size and that resulted in the need to hire 114 teachers and that has been the driving factor for increasing the number of mobiles and the late hires, especially in the Central Elementary Zone. Mr. Merchant said the late bus arrivals are improving but it is impacted by the new bell schedule. The Board should keep track of this information because it may influence the decision to keep the same bell schedule scheme moving forward. Mr. Merchant said he is a third run and his family has had a great experience. Mr. Merchant commended Carol Stamper, Executive Director of Transportation, and the Transportation Department for its transportation efficiencies and he noted the importance of getting students to school on time. Mr. Merchant said the Board is reviewing options to improve operational efficiencies and he looks forward to that feedback.
- Mr. Morgan said over the past four years the average miles traveled by CMS buses is down approximately 25% and that is outstanding because the number of students has continued to rise. The efficiencies are a result of Carol Stamper's efforts and the decisions of the Board regarding transportation options. Mr. Morgan said it is important to note that CMS has roughly 17,205 employees and approximately 56% of those are teachers or instructional staff and 44% are non-classroom compared to a couple of years ago when it was fifty-fifty. CMS has faced budget challenges and made significant budget cuts that heavily impacted non-instructional staff. The Board said they would put employees back into the classroom and that is what we are doing. Mr. Morgan said the reduced breakfast cost was a cost shift from the State to CMS and CMS will be responsible for paying for the free breakfasts. Mr. Morgan said regarding the 20th day enrollment numbers, he would like to see if there is a geographical trend in which CMS is gaining or losing students in specific areas that could be related to the down economy or certain segments of the population.
- Ms. Lennon commended staff on a job well done for recruiting highly effective teachers

in the classroom so quickly because at the end of last year CMS was facing reductions in funding as well as reductions to the Weighted Student-Staffing formula. The additional positions had to be filled at the last minute and the majority of the schools impacted are located in the Central zones and that is the reason for the high number of vacancies. She commended Carol Stamper and staff on scheduling the buses. She noted that some of the late bus arrivals may be a result of parents either arriving late to the bus stop or taking time to take pictures and tell their students goodbye. Ms. Lennon commended staff for their efforts in making this a great school opening.

- Ms. McGarry thanked staff for a thorough report and she noted that the first week of school is a monumental task. During the first few days of school, Ms. McGarry visited Hidden Valley, Montclair, Clear Creek, Ballantyne, Bain, and Polo Ridge elementary schools and they all were transitioning very well to the new school year. She expressed concern that some elementary schools do not have a teacher assistant in the classroom and that creates challenges for students. Mr. Hattabaugh said teacher assistants are allocated by formula and some classes may split a teacher assistant. Ms. McGarry commended staff on the overall execution of the first day of school.
- Chairperson Davis asked Ms. Kale how did staff and students react to the new science labs at the school? Ms. Kale said the science labs are a wonderful addition to the school and they are likened to a top notch college lab. Staff and students were amazed at the new equipment, the design of the lab, and the new resources in which they will now have access. Chairperson Davis thanked staff for all the hard work associated with the great report.

D. Report on Succession Planning and Leadership Development

Correlation to Board of Education Theory of Action: We are committed to ensuring that an effective principal leads every school and an effective teacher instructs every class.

Chairperson Davis called upon Mr. Hattabaugh to introduce the report on Succession Planning and Leadership Development. Chairperson Davis said this report connects to the Board's Theory of Action and its commitment to ensure an effective principal leads every school and an effective teacher instructs every class. Mr. Hattabaugh called upon Ann Clark, Chief Academic Officer, and Rashidah Morgan, Director of Leadership Strategy, to present the report. Mr. Hattabaugh said his ability to present the recommendation for the four administrative appointments is based upon the CMS Succession Planning and Leadership Development process. This is an arduous process that includes interviews, writing samples, and preparation to demonstrate a candidate's leadership skills. Mr. Hattabaugh commended Ms. Clark and Ms. Morgan for their hard work to build the CMS bench strength in order for CMS to have principals and assistant principals ready when vacancies become available. Ms. Clark said she is excited to present the information regarding succession planning because this is a culmination of the variety of central office roles that she has held over the past nine years and the legacy that she would like to leave the District. Ms. Clark said over a year ago she presented to the Board a brief overview of the initial stages of the CMS Succession Planning and a framework of its direction. Ms. Clark said this initiative has blossomed and based upon the fruits of our labors she believes CMS is about one year away from having one of the strongest principal groups in this nation. Ms. Clark said CMS sailed into a hard wind this summer and the reason we are sailing with the wind at this moment is because of the work of our 165 principals. Ms.

Clark said the hard work that CMS has done in the past five years has led to CMS being one of six school districts in the nation being nominated for the Broad Prize. The two key levers of the CMS reform effort has been focused on an effective principal leading every school and an effective teacher in every classroom. This report is about leadership and that leadership is built on effective teachers in our classrooms who take on stretch leadership opportunities to help CMS build an incredibly strong pipeline. Ms. Clark called upon Ms. Morgan to present the report.

Ms. Morgan said Succession Management Planning is a holistic approach that begins with the Theory of Action. The work focuses on combining the effectiveness of essentially managed academic programming with the dynamics of a performance culture while ensuring freedom and flexibility is earned as a result of performance and improvement. District employees are responsible for effective operations and teaching that fosters learning for every student emphasizing and encouraging highly effective staffing and relevant professional development. The specific Core Beliefs that support this work includes responsibility for building and maintaining high performing organizations that ensure all students will successfully acquire the knowledge, skills, and values necessary for success. In addition, it includes principals and teachers make the critical difference in student achievement.

- Overview:
 - Succession Management Approach:
 - Performance and Potential Exercise.
 - Succession Plan.
 - Principal Pipeline Initiative:
 - Wallace Foundation Grant.
 - Aspiring Leaders.
 - Leaders for Tomorrow.
 - New Leaders for New Schools.
 - Assistant Principal and Principal Talent Pools.
 - Principal Induction Program.
- Driving Governance: Theory of Action, Core Beliefs, and *Strategic Plan 2014*.
 - Areas of Focus:
 - Effective Teaching and Leadership.
 - Performance Management.
 - Key Strategies:
 - 1.1.5: Recruit and retain top talent for school-level positions.
 - 1.1.6: Ensure school leaders have the ability and resources to meet the needs of students and teachers.
 - 2.1.2: Develop training programs for leaders and potential leaders to help improve performance
 - Tactic:
 - 1.1.5.4: Partner with New Leaders for New Schools to design a selection process for assistant principals and principals.
 - 1.1.6.3: Design a five-year principal-induction program.
 - 2.1.2.1: Develop a succession plan for all key positions within the district.
- Succession Management Approach: Utilizes a holistic or integrated approach to execute a deliberate and systematic effort focused on leadership continuity, retaining

and developing intellectual capital, and encouraging individual advancement. A successful succession management approach relies on many parts of the organization including Human Resources, Accountability, and Technology.

- Talent Identification: Succession Plan, Talent Pools, Performance and Potential Exercise, Talent Development Discussions, Leadership Competencies.
- Leadership Development: Executive Leadership Development Program, Individualized Development Plans.
- Performance Management: Mid-year/year-end evaluations, measurable performance goals.
- Data Management and Systems: Metrics/Program Evaluations, Human Resources Processes and Technology.
- Recruitment: Talent Acquisition Integration.
- Performance and Leadership Potential Exercise: This exercise was the first phase of the development of the Succession Plan and was used to assess the bench strength and depth upon leadership potential.
 - During September-October 2010, all directors and above completed a performance and leadership potential exercise. This was a force ranking exercise. More than 400 employees were included and 14% of senior managers were ranked as both the highest performers on their team and ready now for leadership; 5% of principals were ranked as both the highest performers within their zone and ready now for leadership.
 - A set of leadership competencies selected by the superintendent was used to guide the performance and leadership potential exercise.
- Succession Plan Development:
 - Results from the Performance and Leadership Potential Exercise were analyzed; employees with high performance and strong leadership potential were identified.
 - Executive staff completed an organizational assessment to identify leadership gaps and opportunities.
 - A series of talent development discussions were held with cabinet and zone superintendents to discuss employees who were identified in the Performance and Potential Leadership Exercise.
 - A succession plan was developed and used to facilitate seamless leadership transitions throughout the year.
- Wallace Foundation Grant: The Wallace Foundation Grant is launching a new initiative to help six urban school districts to develop a much larger corps of effective principals to determine whether this makes a difference in student learning in their schools.
 - CMS was recently awarded this grant along with Gwinnett County Public Schools, Hillsborough County Public Schools, Prince George's County Public Schools, New York City Department of Education, and Denver Schools. CMS is honored to receive this grant.
 - CMS Grant: Length of funding five years. CMS grant request \$2 million first year and \$7.5 million over five years. CMS match \$1.2 million first year and \$3.75 million over five years.
 - Wallace Principal Pipeline: Based on ten years of research, Wallace has identified four key components of a principal pipeline that can develop and ensure the success of a sufficient number of principals to meet district needs.
 - Rigorous Job Requirements.

- High-Quality Training.
- On-the-Job Support.
- Selective Hiring.
- Principal Pipeline Initiative - School Leadership Framework:
 - Pre-Pipeline Initiatives:
 - ✓ TEACH Charlotte.
 - ✓ Academic/Literacy Facilitator Talent Pools.
 - Training Programs:
 - ✓ Leaders for Tomorrow.
 - ✓ New Leaders for New Schools.
 - ✓ Aspiring Leaders.
 - Selective Hiring:
 - ✓ Strategic Staffing.
 - ✓ Recruitment Strategy.
 - ✓ Assistant Principal/Principal Talent Pools.
 - ✓ School Leadership Team Profile.
 - Evaluation/Support:
 - ✓ Consultant/Strategic Coaching.
 - ✓ Assistant Principal/Principal Evaluation.
 - ✓ Assistant Principal/Principal Induction Program.
- Aspiring Leaders Program: The program was created to provide high-potential, early-entry teachers the opportunity to explore leadership careers in CMS as part of an overall retention and leadership development strategy. Eight out of twelve participants or 67% from Cohort 1 (2010-2011) are still in the district. Staff continues to be excited about this program and the results that it achieves.

Ms. Clark provided an update on the Leaders for Tomorrow Program and New Leaders for New Schools.

- Leaders for Tomorrow: The program is designed, in partnership with Winthrop University, to develop schoolhouse and District staff into future schoolhouse and District leaders. The program is tailored to CMS *Strategic Plan 2014*. Cohort 1: Twenty-three participants (Class of 2010). Cohort 2: Twenty-one participants (Class of 2011). Eighty-three percent of participants in Cohort 1 and seventy-one percent of participants in Cohort 2 have moved into leadership positions.
- New Leaders for New Schools: The partnership is with a non-profit alternative principal licensure program. The goal of the program is to place principals in low performing schools. Cohort 1 (Class of 2010) included nine participants and six remain in the District (four principals, one assistant principal, and one dean of students). Cohort 2 (Class of 2011) included eleven participants and nine remain in the District (two principals, five assistant principals, one dean of students, and one teacher). Forty-four percent of the participants in Cohort 1 and eighteen percent of Cohort 2 have become principals.

Ms. Morgan provided an overview of the Assistant Principal/Principal talent pool process which is a way to ensure when CMS has vacancies in these areas they can be filled immediately. Ms. Clark commended Ms. Morgan for her excellent work in designing the program and its replication with other key positions within the District.

- Assistant Principal/Principal Talent Pools: This year the pools were launched and consist of potential candidates for assistant principal/principal positions who have gone through a rigorous screening and selection process. A cross-functional committee screens applications and conducts interviews with the candidates. The purpose of creating this process is to help find the most effective leaders for schools. The goals are to:
 - Build a reserve of competitive talent.
 - Clarify the steps to become an Assistant Principal/Principal.
 - Minimize the amount of time taken to fill assistant principal/principal positions.

Ms. Clark provided an overview of the New Principal Induction Program. Ms. Clark said normally at this time of year, the Board receives a report regarding Freedom and Flexibility with Accountability. Freedom and Flexibility is now built into the New Principal Induction process and it is no longer a separate process but a part of the journey of induction as a principal in CMS schools. CMS is now beginning the fourth year of the New Principal Induction Program.

- New Principal Induction Program: Principals who transition from the consultant coach model will be awarded a four-year contract and will receive Freedom/Flexibility with Accountability.
 - Basic Skills: Consultant Coaching Model (2 years).
 - Learning About Leadership: Educational Leadership Institute.
 - Vision and Innovation: Innovation Institute.
 - Demonstrating Leadership: Capstone Project (in the design phase).

Ms. Clark said this is an exciting opportunity for our staff. Principal contracts will not automatically be renewed at the end of the two year contract and principals with four year contracts will be critically reviewed to ensure they are the people we want leading our facilities for another four years. CMS will move forward with this new process and the principals who are successfully completing the Consultant Coaching Model will automatically gain freedom and flexibility as they move into the second phase of the induction process. Ms. Clark looks forward to reporting back to the Board in a year on the progress of the induction process. Ms. Morgan said we are happy about what we have accomplished in the last year, we have a lot of work ahead of us, and we are excited about moving forward with the work of leadership development and succession planning. This process has focused on a robust approach for our principals and the next steps will ensure the approach for executive levels and other key positions in the District are also robust. Ms. Morgan said leadership development is one of the best methods to impact an organization and the potential of an organization that recruits good people, raises them as leaders, and continual develops them is unlimited.

Board members were invited to ask questions and make comments.

- Ms. McGarry thanked staff for the report and she noted she is excited about the freedom and flexibility piece because that will give principals continuity, sustainability, and accountability to take control of their schools.
- Mr. Tate thanked staff for the report. Mr. Tate asked how many people are in the various programs? Ms. Clark reviewed the number of people in each program and noted there are approximately 100 people in the pipeline for Leaders for Tomorrow and

approximately 25 for New Leaders for New Schools. Mr. Tate asked is the prediction for retention good news? Ms. Clark said it is a bit early to tell but the majority of participants in the program thus far have remained in the District.

- Dr. Waddell thanked staff for a thorough report. She is pleased the process includes training and leadership experience prior to going into a school versus on the job training as in the past. Dr. Waddell hopes the process provides opportunities for individuals who have years of experience and want to be considered for school leadership roles. Ms. Clark provided clarification about building the pipeline of principals and assistant principals and noted there are many assistant principals who do not aspire to become a principal. Dr. Waddell asked do you have an evaluation process after one or two years for those who have completed the training to compare them with those who did not go through the training? Ms. Clark said for the first cohort of principals who have graduated from the New Leaders and Leaders for Tomorrow programs, we will review the student achievement and survey results to assess how the new leaders fared as principals and that will be a part of the next report.
- Mr. Merchant thanked staff for their hard work on this initiative. This is exciting and this type of systematic effort is unheard of in public education. Mr. Merchant said this is outstanding news for the District and he encouraged staff to ensure as the initiative scales up that CMS has adequate staffing and systems built into the work to make it sustainable. Ms. Morgan said the Wallace Foundation wants to ensure the work is sustainable and most of the work has been focused on the first year with thoughts of a five year vision. The work includes sustainable systems and approaches and staff is being thoughtful for the future needs and leveraging dollars or repurposing currently used dollars. Ms. Clark said the CMS matching dollars are from existing budgets and are not new dollars. The Wallace foundation did not seek school districts that would dream about the work. They picked six schools districts that were deep in the work because they wanted to accelerate models that they could lift up throughout the country. CMS has partnered with the five other school districts to really understand the principal pipeline process and refine it moving forward. Mr. Merchant would like to incorporate this model to prep teachers for advancement because CMS has a lot of great teachers who want to be even better. CMS led the teacher effectiveness initiative with measurement and accountability in the classroom but that is not the only criteria that will be considered. Ms. Clark said this model can be scaled to teachers but CMS has not been in a recruiting mode for last three years and the teacher camps have not been formally operationalized. Mr. Hattabaugh was instrumental in getting the CMS partners from Teach Charlotte to work with the CMS Human Resources team to design rubrics to develop a process to screen the teachers being brought back into the system and that work will inform the CMS recruitment process moving forward. Mr. Merchant encouraged the Board to press staff to provide more input on this initiative and vote for additional dollars to support such a program.
- Mr. McElrath said this is marvelous and over the past thirty years he has work with great principals including Ms. Clark. Mr. McElrath asked is there a chance with this program that CMS will be able to provide a great principal a monetary amount, salary, or pay for performance to keep them at that school so that they do not leave? Ms. Clark said this is a tough question because twenty-nine years ago she was a teacher at Devonshire Elementary and she stands here today in a very different role. Ms. Clark said she has had an extraordinary career with CMS because she was given stretch and

leadership opportunities along the way. As a system, she is not sure CMS wants to take away those opportunities for employees; however, she agrees that there are excellent people that we need in the classroom. CMS has positions that are compensated with stipends and additional financial compensation and CMS offers those opportunities but we must allow our employees to chart their own course.

- Chairperson Davis said this is why we want a pay for performance process because we want to break the pay associated with longevity and instead be able to pay our teachers the salary that allows them to have an extended career in the classroom and to reward our teachers to stay in the classroom. Chairperson Davis expressed concern that when CMS is making the decision to extend a new four-year contract for principals at the end of their second year, it is really only based upon one year of data and CMS really needs some help in getting more data available in time to make that decision. Ms. Clark said the timing of the student achievement data is not in our favor regarding the Human Resources guidelines. The principal evaluation instrument includes six standards and student achievement is only one data point. The process also includes student surveys; parent surveys; additional data points; formative assessments; and a variety of different information sources other than End of Grade and End of Course test scores. Chairperson Davis is happy the process includes multiple measures to assess the leadership performance of the principals. This is evidence that CMS is focused on leadership, talent, results, and improving achievement. This confirms why this District is headed in the right direction, we are focused on the right concepts, and we have the right leaders running the District.

VI. REPORT FROM SUPERINTENDENT

Mr. Hattabaugh reported that on the Consent Agenda there are eight schools that have made application to the Jimmie Johnson Foundation Grants Program. They are applications and CMS will receive notification of the request in December. The grants range from \$25,000 to \$100,000. In 2009, the District schools received over \$163,000 in grants. Mr. Hattabaugh commended the Jimmie Johnson Foundation for assisting CMS with technology and their generosity to the students. Mr. Hattabaugh also commended the CMS Grant Office under Karin Dancy, Director of Grant Innovation, for working diligently with the schools and PTAs and to date CMS has made grant applications for over \$870,000 to enhance our schools.

VII. REPORTS FROM BOARD MEMBERS

Kaye McGarry invited everyone to join her for “Kaye about Town” on September 28th at the Starbucks at Birkdale Village in Huntersville from 7:30 a.m. until 9:00 a.m. to discuss school related issues. Ms. McGarry reported she has heard from the community and they are excited about the Superintendent Search but that process must include clarity on the issue of pay for performance. She discussed concerns regarding the summative testing, House Bill 546, community trust, and the upcoming election of the Member At-Large Board members.

Joyce Waddell visited several schools on the first day of school and it was a great experience, staff was enthusiastic, students were orderly, and the schools were clean. She also enjoyed participating at several school events and she noted that CMS has a lot of great things happening in the schools. Dr. Waddell said CMS does have some challenges and she

will continue to visit the schools and communicate to her district. Dr. Waddell read a verse by Oliver Wendell Holmes encouraging everyone to maintain a st

Rhonda Lennon commended Michael McRae, athletic director at Harding University High, and Coach Harper on their victory against West Charlotte High School. This is the first time the Harding *Rams* defeated the West Charlotte *Lions* since 1987. This is a great start to uniting the students at Harding University High. Ms. Lennon also commended Ruth Petersen, band director extraordinaire at Bailey Middle School, for her extensive middle school band program and serving her 20th year of teaching. Ms. Lennon thanked Mr. Hattabaugh for the excellent manner in which he has steered CMS off to a great start and for handling the small bumps along the road with a soothing voice and calm demeanor.

Mr. Morgan said Carol Stamper, Executive Director of Transportation, has one of the most difficult jobs in CMS and he commended her for doing a great job and being responsive to the needs of parents. He also commended Ann Clark, Chief Academic Officer, for doing a great job and ensuring CMS has the latest technology capabilities. He said a student mentioned a new method to send transcripts to colleges and universities and Ms. Clark reviewed it and took action to have it implemented in CMS. This process will help smooth the college application process for students.

Mr. White said it is important to dispel myths and rumors to ensure the community has accurate facts about CMS. CMS has a Vision, Mission, Core Beliefs and Commitments, Theory of Action, and a Strategic Plan which is the road map that our Superintendents have followed, that our present Superintendent is following, and our new Superintendent will follow. That path has led CMS to be nominated for the Broad Prize and next week CMS will be recognized in Washington, DC as one of the five best schools districts, if not the best district, in the nation. Regarding House Bill 546, this is an opportunity for CMS to be put on a pay scale that allows our teachers to progress and be paid for doing a job well. The bill also includes CMS cannot develop a plan that cuts pay for teachers. We are striving to develop a plan to do what we do better. He encouraged people to read the bill before they determine they are against the plan because it is a good opportunity for CMS.

ADJOURNMENT

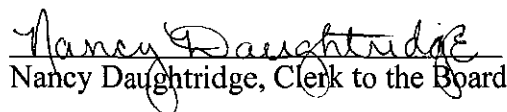
Chairperson Davis called for a motion to adjourn the meeting.

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

The Regular School Board Meeting adjourned at 8:41 p.m.



Eric C. Davis, Chairperson



Nancy Daughtridg, Clerk to the Board