

Approved by the Charlotte-
Mecklenburg Board of Education
December 13, 2011
Regular Board Meeting

Charlotte, North Carolina

October 11, 2011

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on October 11, 2011. The meeting began at 5:05 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 Ms. Lennon, the Board voted unanimously for approval to go into Closed Session for the following purposes:

- **To consider and discuss certain personnel matters including the dismissal of certain personnel and, separately, the evaluation process for the General Counsel, and**
- **To follow up with the Board's agents concerning instructions and directions given by the Board to such agents concerning the positions to be taken on behalf of the Board in negotiating material terms of a contract or contracts to employ an organization or organizations to assist the Board in facilitating, compiling and interpreting community input pursuant to the Board's ongoing search for a superintendent.**

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 5:05 p.m. until 5:52 p.m. in CH-14.

Chairperson Davis reconvened the Regular Board Meeting at 6:04 p.m. in the Meeting Chamber of the Government Center. CMS-TV 3 televised the meeting.

Present: Eric C. Davis, Chairperson, District 5;

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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; Judith Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson Davis called the meeting to order at 6:04 p.m. and he welcomed everyone to the Board's first meeting of the month. Chairperson Davis said the Board's Vision, Mission, Core Beliefs and Commitments, and Theory of Action is a part of this agenda and all the work completed by the Board. The Action and Report items on the agenda indicate how that work connects to the Board's Theory of Action and Core Beliefs and Commitments. This is the Board's way of ensuring the work of each meeting is tied to the strategic vision established for the Board of Education and the Superintendent is delivering it through the school system to our students.

A. Adoption of Agenda

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

Dr. Waddell moved, seconded Mr. White, 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 Richard McElrath to introduce the student to lead those present and in the viewing audience in the Pledge of Allegiance and to speak on the October character trait of *responsibility*. Mr. McElrath introduced Destiny Planter, a West Charlotte High School student. Destiny is active in her school and community. Destiny is the Battalion Commander in the Junior Reserve Officer Training Corps (JROTC) Program; Vice-President of National Honor Society; captain of the volleyball and softball teams; and a member of the International Baccalaureate Program, National Honor Society, and BETA club. She ranks fourth in her class of 342 students. Destiny gives time to her community as a volunteer for the March of Dimes and Loaves and Fishes, and serves as a mentor at Walter G. Byers Elementary School. Destiny plans to attend the University of North Carolina at Chapel Hill, where she will study mental health nursing. After college, she will enlist in the military to serve her country and broaden her horizons. Accompanying Destiny were her mother and step-father, Cathy Hill and Vincent Jones; her grandmother, Phyllis Davis; and JROTC teacher, Colonel Kenneth Love. Destiny invited everyone to stand and join her in reciting the Pledge of Allegiance. Following the pledge, Destiny said *responsibility* is expressed in the choices we make and those choices are ultimately our

responsibility. Responsibility can be demonstrated by personal actions and willingness of accountability. Destiny takes pride in taking personal responsibility for her life and strives for prosperity. Instead of using her environment as an excuse she accepts personal responsibility to make a change in her family's financial situation by accepting personal responsibility for her education. Destiny encouraged everyone to take personal responsibility for their actions to dictate the quality and quantity of their success.

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.

Todd Lanham invited everyone to participate in the AT&T "Txting & Driving ... It Can Wait" campaign to encourage no texting while driving. The campaign will kickoff at the West Charlotte High School football stadium on Friday, October 21st at 7:00 p.m.

Ericka Ellis-Stewart, a CMS parent and concerned citizen, expressed concern regarding the 74% CMS graduation rate and she urged CMS to reverse the trend by focusing on developing strong math skills early as that will help build a strong foundation for students.

Four people discussed concerns regarding the revised late bell schedule and asked the Board to move the schedule back to what it was last year.

- Michael Herndon said the late schedule does not allow students to participate in afterschool activities that are instrumental to their growth, does not include additional recess time to recharge, with daylight savings time children get home after dark, and parents must pick up students early for appointments or other activities and that creates disruptions in the class.
- Charlie Marquardt, parent at Collinswood Language Academy, said this school is one of the best in CMS and the students have done a great job but the late schedule has made a difference. It is difficult for children to pay attention and retain information after 3:45 p.m.; children do not get home until after 5:00 p.m.; there is limited time to go outside because they must do their homework, eat dinner, and bathe; and the schedule will negatively impact the gains the school has made.
- Kym Furney, parent and SLT Chair at Carmel Middle School, said she can understand the savings for the change but parents living the schedule have concerns. It negatively impacts academics and afterschool activities; parents are picking children up early to attend the important activities to get into college; and students are doing homework at 10 p.m., eating dinner in the car, and still getting up early to be dropped off at daycare because parents work. Children should get nine hours of sleep and this is not happening. This is also negatively impacting teachers.
- Susan Harden, mother of students at Cotswold Elementary and Randolph IB Middle schools, said the late schedule is disruptive to working parents; parents are arriving to

work late; children do not get home until after 5:00 p.m.; and there is no time for afterschool activities. Seventy percent of the parents at Cotswold hate the late schedule and she urged the Board to be a responsive government and listen to the voice of the parent because this schedule is not in the best interest of education for our kids.

Two people discussed positive aspects of the late bell schedule and thanked the Board for implementing the revised bell schedule.

- Meredith Sutton, mother of students at Cotswold Elementary School, supports the late schedule because children can sleep later and get plenty of rest, the schedule works well for their family, and they love their school.
- Tanja Franke, mother of two CMS students, loves the new late schedule because the 4:15 p.m. release time eliminates having to pay for afterschool care and the extra time at school is focused on reading. She completed the survey at her school and indicated she supports the new schedule and believes other parents are benefiting from new schedule.

Chairperson Davis thanked the speakers for their comments and he called the Request from the Public closed at 6:36 p.m.

III. CONSENT ITEMS

A. Recommend approval of Closed Session meeting minutes:

- *August 30, 2011.*
- *September 13, 2011.*
- *September 15, 2011.*
- *September 15, 2011.*
- *September 15, 2011.*
- *September 27, 2011.*

B. Recommend approval of Open Session meeting minutes:

- *July 26, 2011 Regular Board Meeting.*
- *September 13, 2011 Board Work Session.*
- *September 13, 2011 Regular Board Meeting.*

C. Recommend approval of Licensed/Non-Licensed Hires and Promotions for September 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: 2,273. (Licensed Hires: 1,441/Non-Licensed Hires: 832).*
- *Total Promotions July 1, 2011 - June 30, 2012: 114. (Licensed Promotions: 48/Non-Licensed Promotions: 66).*

D. Recommend approval of career employee termination.

Recommendation to terminate two teachers with career status due to performance issues.

E. Recommend approval of citizen appointment to the Bond Oversight Committee by Joe White, At-Large Board member.

Mr. White recommended the appointment of Tiffany White to the Bond Oversight Committee to serve a three-year term beginning October 11, 2011 and ending September 30, 2014. This is Ms. White's first term to the committee.

Chairperson Davis called for a motion to approve the Consent Agenda as written.

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

Ms. McGarry asked who is Mr. White's appointment to the Bond Oversight Committee? Mr. White said as he has always done with any of his appointments, he first checked with the Chairperson and the Board's attorney and there is nothing illegal about this individual serving in this position. Mr. White said this is his appointment and the policy states that each Board member may make an appointment of their choice to this board. Mr. White said this individual is a CMS employee; a teacher at Ashley Park Elementary School; the mother of two of his grandchildren; and his daughter-in-law. Mr. White is delighted to appoint Tiffany White to the Bond Oversight Committee.

Dr. Waddell pulled Consent Item C.

Chairperson Davis called for a motion to adopt Consent Items A., B., D., and E. **Mr. Morgan moved that the Board adopt Consent Items A., B., D., and E., seconded by Ms. McGarry, and the motion passed upon unanimous voice vote of the Board.**

Dr. Waddell asked do the new hires and promotions include administrative and classroom staff in the Central Zone because at the last meeting we discussed the difficulties of filling the vacancies in the Central Zone? Mr. Hattabaugh said this includes assistant principals, substitute teachers, and non-licensed and licensed teachers in the Central Zone and throughout the District.

Chairperson Davis called for a motion to adopt Consent Item C. **Mr. Merchant moved that the Board adopt Consent Item C., seconded by Mr. Morgan, and the motion passed upon unanimous voice vote of the Board.**

IV. ACTION ITEMS

A. Recommend Approval of Superintendent Search Process – Community Engagement Communication Plan

Correlation to Board of Education Vision, Mission & Core Beliefs: Providing a clear Theory of Action and an effective Superintendent to lead its implementation.

Chairperson Davis reported this is the recommendation to approve a contract associated with the Community/Staff Engagement for the Superintendent Search process. This is communication support for that community engagement. Chairperson Davis provided an overview of the scope of work the Board has discussed and agreed upon in terms of the Community Engagement work. The Board believes it is important to listen to the community and include the input from students, parents, CMS staff, and the members of this community in informing us about the perspective we should consider in selecting the next Superintendent. The scope of work includes the following:

- Project management reporting services by our search firm, PROACT Search.
- A survey by University of North Carolina-Charlotte's Urban Institute as authorized by the Board at the September 27, 2011 Regular Board meeting.
- A limited of phone interviews and small focus group discussions facilitated by PROACT.

- Six district meetings facilitated by PROACT.

In addition, the Board has leveraged the CMS staff to the maximum extent possible through the assistance of our Interim Superintendent. We have also been able to include the expertise of the institutions of higher learning in our community including Dr. Alfred Pinkard from Johnson C. Smith University, Susan Olsen-Briggs from Central Piedmont Community College, and Cheryl Pulliam from Queens University to assist us in developing the survey as well as the content and format of the district meetings. The last piece includes a contract for communication services to augment the CMS staff. Those services would be provided by Carolina Public Relations/Marketing Inc. with a not to exceed amount of \$10,000 and a scope of work reviewed by the Board.

Chairperson Davis called for a motion to approve the contract for Carolina Public Relations. **Mr. White moved that the Board approve a contract with Carolina Public Relations/Marketing Incorporated "Carolina PR" with a not to exceed amount of \$10,000, seconded by Dr. Waddell,** and a Board discussion followed.

- Ms. McGarry said \$10,000 in a \$1.2 million operating budget is not a big piece but she is always concerned about taxpayers' money being duplicated and she believes these are duplicated services that are not needed. Ms. McGarry said it would be better to use the search firm that we have contracted for \$57,000 because they have agreed to do six district meetings. Ms. McGarry believes the community leader meetings can be combined with the six district meetings; CMS should be doing this on our own; the community input will not have much impact on those who already know what they want; the community elected the Board of Education to set policy and hire a superintendent, that is the Board's job, and the Board should do what they were elected to do; the Board hired a search firm that will facilitate six community meetings; and it would be better to conduct the other meetings when the candidates come to Charlotte.
- Chairperson Davis thanked Ms. McGarry for her input and he addressed her points. Chairperson Davis said it is important for the Board to demonstrate we do value the input from our community. We initially sought the assistance from our staff but due to the reduction in our staff over the last three years, we do not have the capacity we had the last time the Board hired a superintendent. In addition, our search firm has indicated this type of local support is critical to the success of the selection process. Chairperson Davis said he personally believes it is important the Board gets input from the community on the front end of the process before the Board develops its profile and vets candidates and this approach ensures that happens. This is a limited amount of money but it is an important investment to ensure the community has an opportunity to express their desires for the traits and aspirations of our next superintendent to the Board.
- Ms. Lennon thanked the Board Chairperson and Vice-Chairperson for their efforts when the Board charged them with the job of setting the community engagement piece. They developed a great plan in a short amount of time with the taxpayers and the community in mind. She has always heard we need more community input and this plan will garner that input. Ms. Lennon said she had a budget in mind and this plan is under that budget. She is pleased this recommendation is for a local public relations firm that knows our community to help get the message out as well as using four of our higher education groups that also know our community. Ms. Lennon said this is a great opportunity to find out what this community really wants in a superintendent; it gives us the best value

for our dollar; PROACT Search is facilitating the meetings at no additional costs; this is a frugally minded community engagement piece; and she is excited about the process and looks forward to hearing from our constituents.

- Mr. Morgan thanked Chairperson Davis and Mr. Tate for their efforts and engaging the local higher education community. Mr. Morgan said the Board has \$18,400 for the UNC-Charlotte Urban Institute for the survey and \$10,000 to Carolina PR and he asked do we anticipate any other costs associated with this process? Chairperson Davis said the main piece left in the community engagement work is the development of the district meetings and there may be some limited additional facilitation costs but that should not exceed \$10,000. Mr. Morgan said this is substantially below the budget the Board set for itself, the people in District 6 and the community are excited about the community meetings, and they look forward to providing input into the hiring process.
- Ms. McGarry said the six meetings will cover the district and they would be well served by having the public give their input because that is important. Ms. McGarry said Carolina PR is the same firm that was hired by MeckEd to do the public relations campaign to raise taxes with the Board of County Commissioners which created adverse reactions in the community. Ms. McGarry expressed concern that spending taxpayers' money on a public relations media campaign is distracting the Board from the main issue of hiring a superintendent.

Chairperson Davis called for the Board vote on the motion. **The Board voted 8-1 in support of the motion to approve the contract with Carolina Public Relations/Marketing Incorporated.**

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

Nays: Board member McGarry.

Terms of the contract include:

- Term: October 11, 2011 – June 30, 2012 or completion of the services (whichever is earlier)
- Fees: \$10,000 payable in two installments.
 - Within 30 days of signing the agreement
 - Within 30 days following completion of services
- Termination:
 - Without cause: Upon 10 days written notice.
 - For cause: Material breach; Inability of either party to complete its responsibilities, or misconduct.
- Services: Carolina PR will:
 - Develop a communications plan for the community engagement phase of the Board's search for a new superintendent.
 - Provide counsel to the Board, its staff, contractors and representatives concerning key messaging.
 - Consult on and provide content for engaging with various communication channels, including without limitation, traditional and social media.
 - Devise a public relations strategy tied to milestones in the community engagement phase of the Board's search for a new superintendent.
 - Provide periodic updates on progress of initiatives.

V. REPORT/INFORMATION ITEMS

A. Report on Budget Amendments for August 2011

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

Chairperson Davis called upon Mr. Hattabaugh to present the report. Mr. Hattabaugh reported agenda item A. is the monthly report and is as presented.

B. Report on Superintendent Search Process - Community Engagement Survey Process

Correlation to Board of Education Vision, Mission & Core Beliefs: Providing a clear Theory of Action and an effective Superintendent to lead its implementation.

Chairperson Davis said this is a report on the Superintendent Search Process – Community Engagement Process. Chairperson Davis introduced Linda Shipley, from the University of North Carolina-Charlotte Urban Institute to present the survey work they will perform regarding the Superintendent Search. The Board of Education approved a contract for University of North Carolina-Charlotte Urban Institute at the September 27, 2011 Regular Board meeting to conduct On-line Surveys. The On-line Surveys will collect critical opinion on the desired qualities, competencies for the new Superintendent to be considered by the Board in the selection process. Surveys will include input from CMS employees, parents, students, and the community at large.

Ms. Shipley thanked the Board for allowing the Urban Institute to help in the search by getting feedback from the public on characteristics they would like to see in a future superintendent. Over the past couple of weeks the Urban Institute has developed a survey for adults and a similar survey that has been modified for high school students. The survey asks questions about the most pressing issues before the school system and a series of questions related to characteristics and abilities the community would like a new superintendent to possess. The survey will be available the morning of October 24th On-line and will be open for responses through November 6th. It will be available via a website that will be created specifically for this purpose. The survey will take less than ten-minutes to complete and be available in English and Spanish. The survey was developed by reviewing surveys from across the country that were used by other school systems in their search for a superintendent and the information was pulled from thirteen other sites. In addition, we had a lengthy bank of issues or characteristics that other systems wanted to consider. The list was narrowed down internally and the information was presented to Eric Davis, Tom Tate, and Gary Solomon of PROACT Research. They provided a rapid response and based upon their feedback the survey was modified. The survey was then shared with researchers from other institutions of higher learning in the community (Susan Olsen-Briggs at Central Piedmont Community College, Dr. Elfred Pinkard at Johnson C. Smith University, and Cheryl Pulliam at Queens University) and CMS staff (Dr. Lynne Tingle and Christian Friend in the Research Department). Everyone was helpful with the survey and the questions regarding surveying the population. Ms. Shipley said we incorporated suggestions from all parties and believe we have a good set of questions to post to the public. We have begun to design the website and with the Board's approval we will program and test the survey instruments over the next week. We will work with the Board, PROACT Search, and the public relations firm to help with targeting specific

audiences within the community such as CMS staff, teachers, students, and parents. We hope to inform as many people throughout the community as possible in order to get as large a response as possible to the surveys. We will have a preliminary analysis and PowerPoint available for the Board by mid-November, a final report by mid-December, and should the Board wish our staff will be available to attend any of the meetings to present findings from the survey.

Chairperson Davis thanked Ms. Shipley for the report and he noted it has been a delight to work with her and the entire team. Board members were invited to ask questions and make comments.

- Dr. Waddell thanked Ms. Shipley for the information. Dr. Waddell said this is a draft and she asked who will be the field test responders? Ms. Shipley we will test this internally and hope to be able work with CMS to consider a pilot at one of the schools to get feedback from teachers and students. She will be working with Mr. Davis on this tomorrow and they would welcome any suggestions. Dr. Waddell said she is impressed with what has been presented and she hopes they will let the responders know up front that the survey will take ten minutes to complete. Dr. Waddell said some readers have difficulty reading or are hard of hearing and she hopes that will be taken into consideration. Ms. Shipley said we will follow up to ensure it runs approximately ten minutes and this survey is structured to be completed in a single sitting. This is strictly an On-line survey and not a telephone survey, and we do not have accommodation for reading to individuals. Dr. Waddell is happy the survey will be available to the public during any time of the day.
- Chairperson Davis said the Board elected to not conduct a telephone survey because of budget reasons. We had that option but made a cost conscious choice to not conduct a phone survey.
- Ms. Lennon discussed the importance of listening to the students and she asked how will students be involved? Ms. Shipley said it will be a part of the public relations effort to ensure high school students know it is open to them and there will be a shorter survey with a special link for high school students. Ms. Lennon is excited high school students can participate and she believes they will provide a unique perspective. Ms. Shipley said when all the data is analyzed, we will include correlations with every population group and it will be broken out by the various groups.
- Mr. McElrath asked what is the reading level of the surveys? Ms. Shipley said the reading level is not by grade but we discussed how to make it as simple as possible. We believe most people in the population will be familiar with the words in the questions and the wording is suitable for the general population.
- Mr. Morgan said the public is interested in whether this process will include current or past CMS employees. Mr. Morgan said one of the questions asks how important are the following superintendent experiences and one of the replies is "Experience working in a community and district similar to CMS." Mr. Morgan believes the replies should include "Experience working in CMS." Ms. Shipley said we do not have that response but we can add it if the Board chooses. Mr. Morgan would like this to be considered because he has been asked by principals, teachers, and parents in the community if this will include people currently on staff or who previously worked with CMS.

Chairperson Davis thanked Ms. Shipley and her team for the work they have done and he

said we look forward to a successful and informative survey.

C. First Reading on proposed new Policy IMG, *Service Animals in Schools*

Correlation to Board of Education Vision, Mission & Core Beliefs: Providing all students with the opportunity to perform to their fullest potential.

Chairperson Davis called upon Tom Tate, Chairperson of the Policy Committee, to present new Board Policy IMG, *Service Animals in Schools*. Mr. Tate called upon Mr. Merchant to present the First Reading on proposed new Policy IMG. Mr. Merchant said before the Board for First Reading is Policy IMG, *Service Animals in Schools*. The proposed policy was unanimously approved by the Policy Committee on September 27, 2011. The new policy is required by federal regulations for the Americans with Disability Act (ADA) which became effective March 15, 2011. The policy will allow individuals with a disability to use service animals on CMS property if the policy requirements are met. The specific criteria that must be met are detailed in the policy. This is driven by the need for CMS to align with federal and State laws and the Board takes this work seriously.

Mr. Tate reported the Board will hold a Public Hearing on Policy IMG at the October 25th and November 9th Regular Board meetings and a Board vote at the November 9th Regular Board meeting.

D. Report on Graduation Cohort

Correlation to Board of Education Vision, Mission & Core Beliefs: Building and maintaining high performing organizations that ensure all students will successfully acquire the knowledge, skills and values necessary for success.
Correlation to Board of Education Theory of Action: Develop and maintain a comprehensive system of student assessment and intervention/support.

Chairperson Davis called upon Mr. Hattabaugh to introduce the report on Graduation Cohort. Mr. Hattabaugh called upon Ann Clark, Chief Academic Officer, and Dr. Kelly Gwaltney, Zone Superintendent for East Zone, to present the report. Ms. Clark said Dr. Gwaltney is here as principal at Mallard Creek High School and she will help put a face around the great work happening in our District to improve the Graduation Cohort Rate. Dr. Gwaltney will share what she did to lift Mallard Creek High School up and set an example of how other schools can achieve. Ms. Clark said it is ironic that she is presenting this report on the day that North Carolina celebrated huge success with the Graduation Cohort Rate and honored a number of schools in North Carolina for their achievements in the graduation rates. Today, Dr. Gwaltney, LaTarzja Henry, Executive Director of Communications, and Joey Burch, principal at Cato Middle College, attended an event in Raleigh in which schools were recognized for being a 100% High Schools. Ms. Clark said her goal for next year is to be back before the Board with a list of more CMS high schools with the 100% Graduation Cohort Rate and we hope to join the Top Ten Districts in North Carolina for the Graduation Cohort Rate. Ms. Clark said it is important to understand this is not a stretch goal. The strategic plan includes difficult to attain goals in order to stretch and push ourselves and our students, teachers, principals, and Central Office teams supporting schools. The 90% Graduation Cohort Rate cannot be a stretch goal. It has to be a target that we hit and exceed, and that is the goal. Last week, Ms. Clark met with all the high school principals, zone superintendents, and support staff from the Central Office to set a challenge for the current school year to have our Graduation Rate hit 80% and for CMS to have no high school below 60%. That is not a goal we can truly be proud of but it is

progress. Just as CMS was acknowledged in the Broad Prize for progress on our achievement gap, we are about progress on our Graduation Cohort Rate. We are project toward the reality of hitting the mark of 90% plus students graduating in four years with their entering 9th grade cohort. Ms. Clark said she wants to make it clear that this is a goal that we must hit. Ms. Clark said she would provide an overview of the Graduation Cohort and would call upon Dr. Gwaltney to share her success at Mallard Creek High School and the work they are doing together to ensure that work is occurring in all the CMS high schools. Ms. Clark provided an overview of the Graduation Cohort Initiative, the focus for this year, and the next steps.

- Overview: Fifty years ago, a high school diploma was adequate preparation for many jobs and careers. Today, that is no longer the case. Advances in technology have reduced the world to a global village, one in which Americans must compete with workers in other countries. To remain competitive, workers need not only a high school diploma but post-secondary training and a high school diploma is the essential foundation for that training. For many students, post-secondary study results in a two-year or a four-year college degree. For others, it is on-the-job training, technical study, military service or some other form of post-secondary education that brings certification. In all cases, graduation from high school is the necessary qualification. The District must continue to increase the rate of cohort graduation for its students to reach its goal of 90% by 2014. We must continue to push students to graduate.
- Driving Governance:
 - Board Policy IKF, *Graduation Requirements*:
 - Students who graduate from Charlotte-Mecklenburg high schools should be prepared to be productive members of society and to pursue educational or employment opportunities.
 - A student must successfully complete all North Carolina and Charlotte-Mecklenburg Schools graduation requirements to graduate from high school and receive a diploma.
 - Core Beliefs and Commitments:
 - We are committed to 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.
 - We are committed to providing safe and orderly learning and working environments.
 - We are committed to partnering with community members to maximize student learning.
 - We are committed to securing and allocating adequate resources according to the needs of each child.
 - Theory of Action.
- Goals, Objectives, and Measures: Our success is measured by:
 - Successfully completion of all related tactics in the *Strategic Plan 2014*:
 - Objective 3.1: Increase the number of students who graduate in four years from 66% to 90% by 2014. Last year, the score was 69.9%. This year, the score was 73.4% or the equivalent of an additional 336 students.
 - Our goal is to continue to push the work on the 9th grade retention and expectations of our students.

- Achievement level of the District Average Risk Factor Score.
- The District's overall Graduation Cohort Rate.
- Budget: *Strategic Plan 2014* tactic owners supporting the Graduation Cohort goal represent different departments in the Central Office.
- Major Initiatives: For many students, high school graduation is a seamless process that begins in kindergarten. For others, it is a path with obstacles. CMS continues to help students navigate around those obstacles and clear the diploma hurdle. Areas of focus include the following:
 - Credit-Recovery Programs: Credit-Recovery Programs are provided in all secondary and alternative schools. In summer 2011, 1,281 students passed credit recovery classes (1,081 passed classes in face-to-face summer school and 200 passed North Carolina Virtual Public Schools (NCVPS) classes).
 - YMCA Achievers: This program launched in March 2011 and served 115 9th grade students from West Charlotte, West Mecklenburg, and Vance high schools and the students participated in the Y Achievers workforce readiness and development curriculum.
 - Over seventy volunteers have served as mentors, job shadowing hosts, facilitators for monthly weekend workshops and leaders of weekly workshops.
 - A six-week Summer Engagement Program serving thirty-three Teen Achievers was implemented this summer. Teen Achievers visited college campuses, learned more about leadership development and teambuilding, and participated in community service.
 - Truancy Court/Truancy Safe Neighborhoods: The Truancy Court Program is a collaborative partnership between CMS social workers and district court judges. Social workers utilize school data to identify students who have excessive unexcused absences. These students and their parents are asked to participate in the Truancy Court Program which provides a comprehensive and proactive approach to addressing the root causes of the truancy issues. Students and parents are also provided with social work services to address family problems that contribute to truancy. CMS also partners with Charlotte-Mecklenburg Police Department (CMPD)/Gang of One on the Truancy Safe Neighborhood Program. CMS Social workers and CMPD officers partner to address the needs of truant students and their families by conducting home visits, assessing student and family needs and linking students and families with appropriate school and community resources. CMPD officers make periodic sweeps through neighborhoods that are assigned to particular school communities looking for truant students. The goal of Truancy Safe Neighborhood is to eliminate truant behavior, provide students and families with resources to assist them in functioning more effectively and decrease criminal and gang activity in school feeder neighborhoods.
 - Truancy Court includes eight elementary schools, five middle schools, and one PreK-8 school.
 - Truancy Safe Neighborhoods includes six middle schools, four PreK-8 schools, and seven high schools.
 - CMS expanded both programs which results in improved attendance rates.
 - Communities In Schools: This program focuses on elementary, middle, and high school feeder patterns so that students going to the most challenged high schools receive the help they need. This partnership has expanded and eighteen additional

site coordinators have been added. Site coordinators are based at the schools to work directly with the students, their families, school staff, community partners, and volunteers. The results from last year indicate 93% and higher in terms of success for students in being promoted to the next grade, passing their classes, and average daily attendance. These three metrics directly correlate to the Graduation Cohort Rate.

- The program is in eleven elementary schools, fifteen middle schools, and twelve high schools.
- Project LIFT is located in six elementary schools, seven middle schools, and five high schools.
- No Easy Walk Program: The No Easy Walk Program was developed to provide students with skills to resist gang influences and involvement. The program includes team-building and leadership activities, community-service projects and after-school and summer opportunities. The program has been successfully expanded to three more schools for a total of six schools (Martin Luther King, Jr. Middle, Midwood High, Eastway Middle, Coulwood Middle, Vance High, and Turning Point Academy) and 210 students. To emphasize a positive school climate and its effect on academics, No Easy Walk conducted professional development for middle and high school teachers focusing on enhancing relationships within the classroom.
- Parent University developed and delivered courses to empower parents to successfully navigate the high school years. *A Parent's Guide to Understanding How to Navigate through High School* helps parents and students with the transition from middle to high school by sharing what resources are available to keep the students in school and ultimately graduate. Workshop topics include High School Graduation Requirements, Successful Study Skills, Resources Such as Tutoring Programs, Mentors, and Support, Effective Advocating Skills, and Parent/Student Involvement.
- Results:
 - *Strategic Plan 2014* tactic owners have successfully started and/or completed the tactics related to the Graduation Cohort Rate.
 - The four-year CMS Graduation Cohort Rate in 2008-2010 was 69.9% and increased nearly four percentage points to 73.6% in 2010-2011.
 - The rate for African-American males increased by 4.5 percentage points while the District only came up 3.7 percentage points since the previous year.
 - Individual Student Score: The 2011-2012 variables used to calculate individual student scores include percent days attended, number of behavior incidents, 8th grade End of Grade performance, transfers between schools (mobility), alternative education placement, percent of non-satisfactory grades, over age for grade, learning disability, behavior/emotional disability, LEP status, and in 9th grade.
 - The percentage of 9th grade students retained in 2009-2010 and 2010-2011 school years on average was 18.4%.
 - ✓ The percentages ranged from Turning Point Academy at 63.1%, E. E. Waddell at 43.6%, West Mecklenburg at 23.9%, Myers Park at 15.7%, Harding University at 5.7%, and Providence at 2.9%.
 - Risk Factor Scorecard: Tags the top 10% of students at each grade level for instructional interventions.

Ms. Clark commended Dr. Gwaltney and her team for the successes at Mallard Creek High School. As a result of the success at Mallard Creek, we will work with the high school principals, zone superintendents, and guidance counselors to replicate the intentionality of that work. Ms. Clark said she issued Dr. Gwaltney the challenge to be at 95% and Dr. Gwaltney implemented a student by student process in which she tracked every student's grade by class and credit. Ms. Clark believes this type of principal oversight is needed in each and every CMS high school in order for CMS to hit the target of 90%.

Dr. Gwaltney said the most important diploma she has on her wall is her high school graduation diploma from Olympic High School. As a graduate of CMS, it is important to her that CMS has a quality education and we are giving the community back the students they need to add to their workforce. Dr. Gwaltney said when she was given the opportunity at Mallard Creek to focus on a 95% Graduation Rate it was important to focus on every child. Dr. Gwaltney discussed the implementation of the initiative and its successes. This was a collaborative effort involving all staff. Guidance counselors were charged with the task of reviewing every student's schedule that entered 9th grade four-years prior to that year, 2007-2008, to ensure they were taking the right classes and students with deficiencies were given schedule adjustments. The counselors had a book for each student that included the student transcript, current schedule, and a four-year checklist for graduation. Staff focused on what every child needed and discussed each student to ensure they were progressing and on line to graduate. The collaborative staff included support staff, teachers, and administrators and everyone was focused on the graduation goal. This process also included meeting with individual students. Dr. Gwaltney said last summer she met with a young lady who was ready to drop out of school because she had failed Algebra four times. Her data indicated she was capable of passing Algebra and with guided intervention she would be able to succeed. Dr. Gwaltney and the student developed personalized goals for the student and they signed them like a contract. Dr. Gwaltney also kept track of a student who had difficulty with Chemistry. This type of personalized service was used to ensure every student that had a need was met with and addressed. This was basically a case management model for every child. Mallard Creek High School did not have Communities In Schools and the benefits of some of the other programs and staff had to create those opportunities for the students. A part of this initiative included high academic expectations. When Mallard Creek opened, it opened with a requirement in every course that 70% of the grade had to come from major assessments. The grades in every class are based on student performance and achievement towards the Standard Course of Study. Dr. Gwaltney said we believed that when you partnered together with a directed goal that involved collaboration among teachers, administrators, and support staff; included personalization for every student in which they knew we wanted to meet their needs; and coupled with high expectations for everybody will achieve the results Mallard Creek High School attained last year.

- Mallard Creek Graduation Rate with Subgroups:

	2008-2009 Graduation Rate	2009-2010 Graduation Rate	2010-2011 Graduation Rate*
Mallard Creek High School	90.9%	92.0%	93.1%
Male	88.4%	90.4%	92.2%
Female	93.0%	93.9%	94.0%
American Indian	**	**	**

Asian	92.0%	>95	86.4%
Black	87.8%	91.1%	92.7%
Hispanic	>95	93.5%	86.1%
White	94.8%	92.1%	>95
Economically Disadvantaged	86.4%	91.0%	90.6%
Limited English Proficiency	85.0%	94.1%	83.3%
Students with Disabilities	81.0%	66.7%	62.5%
*Standard four year Graduation Rate			
**Student population in the subgroup is too small to report a value			

Ms. Clark said Dr. Gwaltney's story includes personalization and attention to detail and that is what it will take for CMS to get to the 90% goal. Dr. Gwaltney shared her story with the high school principals last week and the lead teams have designed a plan that will touch every single transcript in the way that Dr. Gwaltney described and build capacity to implement this system at each of the CMS high schools. Staff will work with the schools this year and build the capacity for them to sustain it as they move into second semester. Ms. Clark said with this initiative, she will be able to tell Mr. Hattabaugh that staff has literally reviewed every high school transcript in the District; the plan is accurate; the student has a four-year plan; and if the student is off the plan there is a credit recovery plan for them this year that extends to graduation to ensure they are provided the opportunity to be successful. Ms. Clark said this initiative will take this type of attention and we are excited about the work and opportunities ahead for the school year. Ms. Clark reviewed the lessons learned and next steps.

- Lessons Learned/Next Steps:
 - Training will continue for high school guidance counselors on procedures for transcript review and four-year student plans.
 - New high school registrar position will be posted in the second semester of the 2011-2012 school year.
 - Exceptional Children and English as a Second Language departments will complete a transcript and schedule review of each high school student eligible for services through these two departments.
 - Training for high school principals on use of graduation cohort data found on the principal portal will be implemented in October, 2011.
 - Credit-Recovery options for high school students will be expanded to include additional options at the Performance Learning Center and Hawthorne High School.
 - Expansion of eLearning Academy.

Board members were invited to ask questions and make comments.

- Mr. Merchant thanked staff for the presentation and was impressed that schools that participate in Community in Schools have a 93% Graduation Rate. Ms. Clark said that is correct and that information will be in the upcoming *Board Update* because those results were just released. In addition there will be exciting news regarding the JROTC Program and the graduation rates as it relates to the Career and Technical Education Program in which those statistics are beating the State average. Mr. Merchant was impressed with Dr. Gwaltney's per student attention efforts at Mallard Creek and he

believes to get system-wide traction we must look at the big buckets because there are schools with high retention of 9th graders and low graduation rates. Mr. Merchant asked do CMS and Communities In Schools have the capacity to expand their partnership? Ms. Clark said the site coordinators case load is limited to one hundred students and a high school with 2,100 students they are serving three hundred of those students. We would like to expand the Communities In Schools partnership so that we have a site coordinator for each grade level for any high school that is below 75% Graduation Cohort as an initial first intervention to provide intensive support. Mr. Merchant said this partnership has shown great success and he would encourage the expansion of this program because private philanthropy tends to pick proven winners. Communities In Schools pays for itself because the difference between the number of students who graduated last year is approximately 90% or 1,300 students. Statistics show that the average annual income of a high school dropout versus a student graduating is an additional \$7,000 to \$10,000 per year. This is the difference between being a net receiver (dependent on charity or local government services) to being a contributor to our community. These individuals will be able to put more money back into the community, support the tax base, and will help 1,368 more students graduate. Mr. Merchant said this is exciting and we need to get the community, State, and Board of County Commissioners to help expand funding for Communities In Schools because this is guaranteed return on investment. It will be great to say our schools are great and 90% of our students graduate on time.

- Mr. Tate thanked staff for the report. Mr. Tate noted that CMS is facing a need for non-academic support for our students and the extra services such as Truancy Court, Truancy Safe Neighborhoods, Communities In Schools site coordinators, and Project LIFT are working and focused on ensuring students are ready to learn. Mr. Tate commended Dr. Gwaltney for creating opportunities for student support because Mallard Creek did not have Communities in Schools' programs. Dr. Gwaltney said she gave a challenge to the people she had, which included four guidance counselors and two assistant principals, to serve 2,000 students. Our goal was to share the focus of the goal with our entire staff, reach out to our staff and talk about the importance of the goal, and focus our work to ensure we took the time needed to individually meet with every student. Mr. Tate commended the other principals in the District who are also focusing on this effort because it is important. Mr. Tate said the risk factors provide great feedback to the principals and he asked is that data automatically captured? Ms. Clark said the data is readily available and is completely automated in the performance management system. Mr. Tate asked how do Parent Assist and other capabilities help parents ensure their children are taking and passing the courses they need to take to graduate? Ms. Clark said Parent Assist allows parents to monitor attendance, being on time for class, and grades. Parents should receive a copy of the four-year plan for the student but the student really owns that plan. Ms. Clark said as a part of credit recovery for this year, she will monitor the plans and the zone superintendents. In order for a school to attain their funds this year, they have to do what Dr. Gwaltney did. The principals must send Ann Clark and their zone superintendent a list of every student in the course or courses they will enroll in for credit recovery. CMS is tightening the process and we will track the students in those classes to ensure it is a credit the student needs for credit-recovery to get back on track. This is doable and there must be intentionality starting with the principal and staff providing personalization to establish

goals on a student-by-student basis. Mr. Tate said CMS has faced financial challenges and made serious budget reductions over the past few years but we focused on teachers in the classroom. Mr. Tate asked financially based on our budget can we expand what we need to expand to provide the needed services using existing staff? Ms. Clark said Dr. Gwaltney proved that it can be done with existing staff and without the additional services. All high school principals believe an additional guidance counselor or two would be helpful to reduce the student case load and enhance the quality pathway beyond high school but that advisement will be limited with a 500 or more student case load. Many of the site coordinators are also playing the role of a social worker and in reality a site coordinator is not an expensive investment (approximately \$60,000 plus program support) against the return. This position is a great partner and they have concerns whether they are truly serving our most at-risk students and balancing the continuity of support versus taking on more students.

- Mr. McElrath said the number of students who graduate from high school and graduate from college four years later is only 18%. Mr. McElrath discussed the importance of also knowing the percentage of students that go to work following high school graduation. Ms. Clark said last year the students who were in the Career and Technical Education pathway had a graduation rate of 87% and would be trade ready or college continuation ready upon graduation. Tracking students who graduate from high school and enter the work force would be challenging and rely on self-reporting and our capacity to do that is limited. Mr. McElrath believes CMS should encourage students to report back to CMS that they are working. He expressed concern that if students are not going to college or work they are going to jail and to really help children we must know how many are going to work to understand we really served those students.
- Ms. McGarry thanked staff for the report. Ms. McGarry asked is 2010-2011 the first year that students could graduate from high school with fewer credits. Ms. Clark said, no, that has not started yet. Ms. McGarry addressed concerns regarding the students who are assigned to an alternative setting for discipline issues and then returned to the regular classroom. This involves intervention services and she believes those students may do better in the smaller setting and may fall through the cracks in the larger setting. Ms. Clark said in some cases the parent has asked the principal at the alternative setting to allow their child to remain at the school for the reasons Ms. McGarry identified. This process involves a transition conference with staff from the home school and alternative school to discuss the student transition. Ms. McGarry believes it is important to capture these students because they would be prime students for dropout. Ms. McGarry would like to see an increase in the number of students who are using Virtual Learning. Ms. Clark said the number of students in credit-recovery and new course work taking Virtual Learning courses are increasing and we have over a thousand students each semester. Ms. McGarry requested the costs associated with the goals of the Strategic Plan. She also believes it is important to know where students go after high school and to know whether CMS is providing them what they need for a career, military, or college.
- Mr. White said as he travels throughout the nation, all school districts are looking for the magic bullet to carry them to utopia but when he finds these islands of excellence there is not a common formula or program that got them to excellence. Mr. White said what he has found was an individual or a group of individuals who dedicated themselves to make it and make a difference and that is the common thread he has

found in the islands of excellence across the country. Mr. White thanked Dr. Gwaltney for being our silver bullet that has gotten us where we want to be in every one of our schools. Mr. White said it would be good to have a pay for performance plan that allowed CMS to pay people like Dr. Gwaltney for her performance rather than having to promote her to reward her for her work.

- Ms. Lennon congratulated Dr. Gwaltney on her promotion to zone superintendent but she is saddened that she has left Mallard Creek High School which is in her district. Ms. Lennon said Mr. Merchant said Community In Schools impacted 1,368 students but to her that means we need 1,368 adults in the community to step up to help those students. Parents need to be involved first before we involve Community In Schools and students must have a positive role model. Ms. Lennon encouraged the adults in the community to step up and get involved in the life of their child. Ms. Lennon commended the staff at Mallard Creek High School because they became the role model, mentor, and the go to person for the students at the school and that is what drove the 93% Graduation Rate. Mallard Creek is the most social-economically, racially and culturally diverse school and the school works together, the leadership works together, and is a model for all CMS schools. Ms. Lennon is excited about spreading this success throughout CMS.
- Dr. Waddell thanked staff for the report. Dr. Waddell reviewed data for the subgroups and she noted all subgroups made progress except Economically Disadvantaged Students (EDS) who continue to have a wide achievement gap and she hopes staff is doing something to address that concern. Ms. Clark said many of those students are being served by the sixty-six Community In Schools site coordinators and that program is specifically focused on the students who are behind their appropriate grade level. Dr. Waddell expressed concern that eleven schools had a drop in graduation rates and she asked what steps are being taken for those schools? Ms. Clark said several of schools were the small schools at Garinger and those schools have been consolidated back into a comprehensive campus. The school now has one principal, is a strategically staffed school, and we maintained the academy focus so the students can continue in their area of concentration. Dr. Waddell said she has visited Garinger, she is impressed with the changes at the school, and they are making a lot of progress. Dr. Waddell said having a plan for each student is not new because several years ago each student had a plan but this is more detailed and succinct to teacher-student mentorship. Ms. Clark discussed the four-year plan which begins in the 8th grade and maps out the courses the student will take for the next four years and the counselors will review each student transcript against their plan to ensure they are on track.
- Mr. Morgan commended Dr. Gwaltney and her staff for their personal commitment to students which will help make this initiative successful. Mr. Morgan said this can work at the high school level and he asked can it be replicated at the middle school level? Dr. Gwaltney said the Communities In Schools process includes middle school and an emphasis on student personalization in middle school and K-12 is important. Mr. Morgan recommended this process for middle school because CMS tends to lose students at that level. Mr. Morgan was impressed with the high academic expectations piece because if students know this is the focus and adults are watching they will meet those goals. Mr. Morgan would like to get parents more involved and he encouraged the Board to make high student achievement/high expectations a part of every decision made by the Board.

- Chairperson Davis asked how does Midwood located at Hawthorne factor in the goal? Ms. Clark said Midwood is a program within Hawthorne and works specifically with 9th graders who are Level I and II. Those students attend the Midwood Program with the plan to transition back to the comprehensive high school in 10th grade. Chairperson Davis asked what do CMS parents need to do to help attain these goals? Ms. Clark said the parents must join the effort. The schools can provide structure and support to help with the safety net to guide the academic and career plans for students but parents must have the responsibility to insist their student attend school and hold that student accountable for being in school every day. Ms. Clark said Chief Rodney Monroe, Charlotte-Mecklenburg Police Department, has stated there needs to be a community movement to solve the Graduation Cohort Rate and we must tackle this to be successful as a community. Ms. Clark said parents are a critical part of that equation. Chairperson Davis said, yes, we need a movement or cause and there is nothing more important than our students. Chairperson Davis said Mr. Merchant highlighted it makes economic and moral sense to support this initiative and Mr. Tate pointed out it takes total support and not just academic support. Chairperson Davis said he is excited about the idea of “class” and our kindergarten students will be the Class of 2024. Chairperson Davis believes students talking about their “class” will create a goal and team spirit that they can carry throughout their entire school career and an honor they can own. Chairperson Davis said our staff is demonstrating leadership and personal responsibility and that is why we are achieving results. Chairperson Davis commended Ms. Clark and Dr. Gwaltney because they are living the Board’s mission and making it happen. Chairperson Davis thanked staff, teachers, and parents for their commitment to students.

VI. REPORT FROM SUPERINTENDENT

Mr. Hattabaugh addressed safety issues associated at football games as a result of a shooting in the parking lot at Garinger two weeks ago. The CMS stance on safety has been and will continue to be proactive. Staff carefully reviews areas that may be risky and strives to minimize or eliminate that risk. At football games this means deploying resources as needed to keep students and attendees safe. CMS uses a wide range of safety procedures and equipment to prevent trouble from coming onto the field and into the stands. CSM uses professionals to check all bags and wands everyone entering the game. In addition, we maintain a law enforcement presence at all games. Mr. Hattabaugh said we have not had any guns within the gates at football games and we will continue to ensure safety. Where we face safety challenges is outside the gates of football fields. What happens in the neighborhoods and around the games can spill over on to CMS property. This is a social issue that must be addressed by the community at large. CMS will do whatever it can to prevent shootings around our high school sports events but we need the support of our community, residents in the neighborhoods, and parents. Violence on or near our school campuses is an issue of concern for the wider community and keeping guns away from our students must be a priority for everyone in our community and not just CMS staff. We all must step up to send the message that guns and violence have no place at a high school football game. Friday night football is a tradition in this area and it is the best time for our high schools to play because of the difficulties in scheduling games on Saturday. Mr. Hattabaugh reported CMS will increase its safety procedures to prevent these types of incidents which will include increased lighting, the deployment of police officers, and CMS security associates staffed strategically at games. The shooting incident at Garinger did not

escalate because the police response time was so fast. Officers will ensure there is no loitering in parking lots before, during, and after games as well as no trespassing. The majority of our high school sporting events are played safely. CMS wants all the events to be safe and we are doing our part to make that happen. CMS needs the support of the community and the neighborhoods around our schools to be fully successful.

Chairperson Davis thanked Mayor Foxx and the City Council for their continuation to fund the CMS School Resource Officers because they are critical to this endeavor.

VII. REPORTS FROM BOARD MEMBERS

Kaye McGarry invited everyone to join her for “Kaye about Town” on October 26th at the Starbucks Coffee at Ballantyne from 7:30 a.m. until 9:00 a.m. to discuss school related issues. Ms. McGarry visited several schools in the past three weeks and she thanked the staff for doing a great job. She enjoyed watching the rockets take off at Druid Hills Academy and touring Turning Point Academy. Ms. McGarry encouraged everyone to vote on November 8th and to consider early voting which starts on October 20th.

Dr. Waddell enjoyed visiting Performance Learning Center and students were enthusiastic about learning. She expressed concern that the school is overcrowded because the program has grown and she believes one of the recently closed schools could have been used for this program. Dr. Waddell commended Mr. Hattabaugh for addressing the concerns of the community regarding Garinger and she encouraged the community to get involved because everyone must participate to make our schools a safe place. Dr. Waddell has visited Garinger several times and she is impressed with the changes at the school, the students are engaged, and making a difference. Dr. Waddell commended the successes at Morehead Stem Academy and she encouraged staff to duplicate the STEM Program.

Richard McElrath said approximately three weeks ago a parent gave him a CD in which children made a song saying “Put down your guns and pull up your pants.” He believes the song was appropriate and timely and he shared it with the Chairperson, Vice-Chairperson, and Superintendent but he has not heard anything from them. We ask parents to get involved, this person tried to get involved in the community, and now we have not responded to her. He would like feedback about the CD so he can share it with the parent.

Joe White highlighted a program being sponsored by the North Carolina School Boards Association (NCSBA) in which they are sponsoring a Video Contest that is open to all high schools in the state. The video can be no longer than thirty seconds and it must address “What is Super about Public Schools.” The due date is October 12th and first prize is \$5,000, second prize \$2,500, and third prize \$1,000 and the finalists will be invited to attend the November NCSBA Annual Conference in Greensboro in November. This will help promote the positives about public school. Mr. White believes it would be a great idea to do a local contest regarding “What is Super about CMS.” Mr. White commended Tim Morgan for serving on the North Carolina High School Athletic Association Realignment Committee as well as Dr. Terry Cochrane, principal at Hough High School. Mr. White said Friday night football is as American as apple pie and motherhood and we will not surrender that tradition to a few idiots who do not know how to act.

Mr. Morgan discussed the importance of CMS being involved state wide because that will build those relationships and he hopes to help in this effort. Mr. Morgan enjoyed attending

the Opening Flag Ceremony at Military and Global Leadership at Marie G. Davis, he commended staff and students at the school for doing a great job, and he encouraged the Board members to attend this impressive ceremony. Mr. Morgan reported the Privatization Committee has met three times to date and they are focusing on carving out their program of work; reviewing janitorial, transportation and food services; and hopes to make recommendations to the Board on trial programs prior to the Board budget discussions. Mr. Morgan said CMS outsourced a small component of janitorial services this year and CMS was paying about \$190,000 and this same service is being provided for approximately \$80,000. The company that got the bid admitted they undercut the bid and are losing money because they wanted to get their foot in the door. CMS staff has stated that if CMS outsourced janitorial services throughout the District CMS would save as much as \$10.7 million. The County began outsourcing maintenance at the jail sixteen years ago and saved over \$1 million the first year. The County now outsources all their facility maintenance including Park and Recreation facilities. Mr. Morgan said this is an exciting initiative and he hopes the Board will discuss options for the savings at the upcoming budget discussions. He encouraged the Board if they find significant savings to consider bonuses for teachers because they have experienced three difficult budget years with no raises and this will be a way for the Board to show the importance of teachers.

Mr. Tate said regarding Mr. McElrath's comments, he has listened to the CD and has made a copy for Chairperson Davis. The CD is good but he is not sure how it can be used and he thanked Mr. McElrath for sharing the CD with him.

Eric Davis said during the course of our meeting and after our discussion with the Urban Institute, Linda Shipley sent an E-mail indicating that based on the Board's work tonight and their work in restructuring the program they were able to lower their fee to \$10,000 dollars which is a savings of \$8,400. Chairperson Davis thanked the Urban Institute for their professionalism and fiduciary care for CMS. Mr. Davis thanked Tom Spivey, principal at Myers Park High School, for arranging an opportunity to meet with a group of high school principals to hear what it is like to be a teacher in a high school. Chairperson Davis thanked them for their honesty and frankness and their care and concern for our students. As a Board member, this input will assist him in making better decisions and as a future high school parent he looks forward to having his child at their school.

ADJOURNMENT

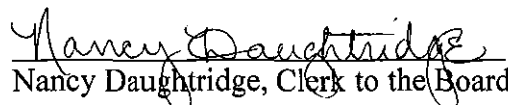
Chairperson Davis called for a motion to adjourn the meeting.

Dr. Waddell moved that the Board adjourn the Regular Board meeting, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 8:51 p.m.



Eric C. Davis, Chairperson



Nancy Daughtride, Clerk to the Board