

Approved by the Charlotte-
Mecklenburg Board of Education
July 24, 2012
Regular Board Meeting



Charlotte, North Carolina

May 8, 2012

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on May 8, 2012. The meeting began at 4:32 p.m. and was held in Room 267, 2nd Floor, of the Government Center.

Present: Ericka Ellis-Stewart, Chairperson, Member At-Large;
Mary T. McCray, Vice Chairperson, Member At-Large;
Timothy S. Morgan, Member At-Large;
Richard Allen McElrath, Sr., District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4;
Eric C. Davis, District 5; and
Reverend Amelia Stinson-Wesley, District 6

Absent: Rhonda Lennon, District 1

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

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

- **To consider student assignment matters that are privileged, confidential and not a public record as set forth in 20 U.S.C. § 1232g and NCGS § 115C-402;**
- **To consult with the Board's attorneys on workers' compensation claims filed by L. Diggs and R. Brandon; and**
- **To consult with the Board's attorneys regarding a potential legal claim.**

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

The Board held a Closed Session meeting from 4:32 p.m. until 5:11 p.m. in Room 267.

Chairperson Ellis-Stewart reconvened the Regular Board Meeting at 6:00 p.m. in the Meeting Chamber of the Government Center. CMS-TV 3 televised the meeting.

Present: Ericka Ellis-Stewart, Chairperson, Member At-Large;
Mary T. McCray, Vice Chairperson, Member At-Large;
Timothy S. Morgan, Member At-Large;
Rhonda Lennon, District 1;

Richard Allen McElrath, Sr., District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4;
Eric C. Davis, District 5; and
Reverend Amelia Stinson-Wesley, 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 Ellis-Stewart called the meeting to order at 6:00 p.m. and she welcomed everyone to the Regular Board meeting which was held in the Meeting Chamber.

A. Adoption of Agenda

Chairperson Ellis-Stewart called for a motion to adopt the proposed agenda.

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

B. Pledge of Allegiance

Chairperson Ellis-Stewart called upon Reverend Stinson-Wesley to introduce the student to lead those present and in the viewing audience in the Pledge of Allegiance and to speak on the May character trait of *hope*. Reverend Stinson-Wesley introduced Peter McBride who is a student at Matthews Elementary School. Peter is a true model of hope and one that should be exemplified. Peter was born with a heart problem and received a heart transplant at the age of four. Shortly thereafter, Peter suffered a stroke which has caused him to have several physical ailments. However, throughout his academic career, Peter has maintained a positive attitude regardless of the obstacles he has encountered. Peter has established a strong bond with his fifth grade classmates. He looks out for them and they look out for him. At all times, they work together, encourage each other, and embrace each others' strengths and weaknesses. Together, they have created an atmosphere that is positive, nurturing, caring and successful. Peter is a very special student and person. Peter was accompanied at the meeting by his grandparents, Chuck and Linda Kock; teacher, Ms. Thomas; and principal, Mike Miliote. Peter invited everyone to stand and join him in reciting the Pledge of Allegiance.

C. Public Hearing on proposed amendments to Policy GCOB, *Accountability of Instructional Staff/Action Plans for Improvement of Performance*

Chairperson Ellis-Stewart said there are no speakers to speak at the Public Hearing on amendments to Policy GCOB and she called the Public Hearing closed at 6:03 p.m.

II. REQUEST FROM THE PUBLIC

Chairperson Ellis-Stewart said the Public Request section is an opportunity to hear from the

public. Each speaker will have three minutes to address the Board on any topic of their choosing but personal and individual matters should not be addressed in this forum. CMS employees and their families should not be addressed in the comments and the use of profanity or inappropriate language should not be used. The Board reserves the right to cut off any speaker who violates these rules. Seven speakers were signed up to speak.

Dr. Gyasi Foluke provided the Board with a document for their review and encouraged them to read his book, *The Truths My Teacher Never Told Me* which deals with recommendations to improve the public school system.

Joseph Coleman and Colin Pinkney, Co-chairs of Amazing Love Initiative, discussed the importance of the role of fathers in the father daughter experience. They invited Board members to attend a Father's Day Dinner and Dance on June 16, 2012 at Founders Hall.

Two people discussed concerns regarding high stakes testing and urged the Board to end high stakes testing.

- Pam Grundy, represented Mecklenburg ACTS, and addressed concerns that excessive testing may cause families to leave CMS, students to drop out of school, and it is a costly and destructive method of evaluating students.
- Carol Sawyer, represented Mecklenburg ACTS, and invited the Board, CMS staff, the public to join them to stand against the corporate takeover of school governance at the Westin Hotel on May 11, 2012 to advocate against the Americans Legislative Exchange Council (ALEC) which consists of corporations and foundations that create legislation serving their interests and for profit testing corporations.

Three people discussed concerns regarding the student assignment for the Wesley Heights neighborhoods and the negative impact that the school closings had on this area. Students previously attended Irwin Avenue and now attend Ashley Park PreK-8 which is overcrowded and underperforming. They urged the Board to assign them to Dilworth Elementary and Alexander Graham Middle schools before the November deadline.

- Jon Perry.
- David Sharpe.
- Jeff Sinn.

Chairperson Ellis-Stewart called the Requests from the Public closed at 6:27p.m.

III. CONSENT ITEMS

- A. Recommend approval of Closed Session meeting minutes.
 - April 19, 2012.
 - April 19, 2012.
 - April 26, 2012.
- B. Recommend approval of Open Session meeting minutes.
 - February 14, 2012 Regular Board Meeting.
 - February 28, 2012 Regular Board Meeting.
 - March 13, 2012 Regular Board Meeting.
 - April 10, 2012 Regular Board Meeting.
- C. Real Estate Items:
 - 1. Recommend approval to grant right of way and a permanent sidewalk utility easement to City of Charlotte on Charlotte-Mecklenburg Board of Education property located at

5830 Statesville Road, Charlotte, North Carolina, also known as Ranson Middle School.

As part of the Statesville Road Widening Project the City of Charlotte requires a 22,728 square feet right of way and a 16,740 square feet permanent sidewalk utility easement on CMBE property located at 5830 Statesville Road, Charlotte, NC (Tax Parcel No. 04542103) for the purpose of laying, constructing, reconstructing, operating, and maintaining: sidewalks and public utility facilities which includes poles, cross arms, wires, guys, anchors, cables, conduits, transformers and other necessary apparatus and appliances for the purposes of transporting electricity and communications and regulated telephone utilities, fiber-optics, storm drainage, water lines, water meter(s), fire hydrant(s), sanitary sewer lines, a pipeline for the transportation of natural gas under, upon, over, through, and across the property and construct, install, and maintain a passenger bench and/or bus shelter and waiting pad. A Special Provisions Document is included in order to ensure that construction will not interfere with drop off/pickup at Ranson Middle School. Fiscal Implications: The City of Charlotte agrees to reimburse CMS for parking lot design costs up to but not exceeding \$10,000. CMS will provide copies of design invoices to be reimbursed by the City.

2. Recommend approval of right of way to Duke Energy on Charlotte-Mecklenburg Board of Education property located at 4301 Sandy Porter Road, Charlotte, North Carolina, also known as Olympic High School.

Duke Energy is requesting a right of way on CMBE property located at 4301 Sandy Porter Rd, Charlotte, NC, also known as Olympic High School (Parcel ID# 20108105) for the purpose setting two new poles in front of the school along Sandy Porter Road and install new overhead conductors from the existing pole, located on the front right corner of the school's property, and extend that line to an existing pole, located approximately 637 feet away on the opposite side of Sandy Porter Road. Fiscal Implications: None.

3. Recommend approval of guy wire and temporary construction easements to City of Charlotte on Charlotte-Mecklenburg Board of Education property located at 10220 Ardrey Kell Road, Charlotte, North Carolina, also known as Ardrey Kell High School.

The City of Charlotte is requesting a easements on the western boundary of CMBE property located at 10220 Ardrey Kell Rd, Charlotte, NC, also known as Ardrey Kell High School (Parcel ID# 229-011-30) in order to create a crosswalk midblock and to install a Pedestrian Hybrid Beacon System (PHB). The PHB system includes count-down pedestrian signal heads that provide "walk" and "don't walk" signals to inform pedestrians when it is safe to cross. Work will take place during the summer or outside of the regularly scheduled day. No complete road closings are planned. No change in access to school driveways, no temporary parking requested and no staging of materials on the school site. Fiscal Implications: None.

D. Supplementary Funding/Grant Request:

1. Recommend approval of supplementary funding request for Steele Creek Elementary School, 2012 Technology for 21st Century Learners Grant.

The 2012 Technology for 21st Century Learners project will provide an opportunity for teachers and students at Steele Creek Elementary School to advance innovative teaching, use of digital resources, and effective student engagement. By integrating technology and instruction, we will create innovative learning environments that engage students and improve reading achievement through project-based learning. Fiscal Implications: Funding requested from the Jimmie Johnson Foundation - Champions Grant - \$99,279.18

- E. Recommend approval of Licensed/Non-Licensed Hires and Promotions for April 2012.

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: 4,119. (Licensed Hires: 2,085/Non-Licensed Hires: 2,034).
- Total Promotions July 1, 2011 - June 30, 2012: 252. (Licensed Promotions: 99/Non-Licensed Promotions: 153).

F. Construction Items:

1. Recommend approval of construction contract at Lincoln Heights Elementary School.

The construction project for Lincoln Heights for modifications to accommodate the Morgan Program was bid on April 24, 2012. Staff recommends the approval of this project to the lowest responsive bidder, DE Brown Construction. This project is scheduled for completion by August 2012. MWSBE participation 6.47%. Fiscal Implications: Local Funds - \$123,583.00.

2. Recommend approval to relocate and install Mobile and Modular units at various schools.

Recommend Board approval for all relocation and set-up of mobile classrooms, mobile restrooms, and modular classroom buildings at various schools. This project was bid for the following vendors on December 6, 2011. Landworks Design Group PA, ABC House Movers LLC, Cassidy Mobile Home Moving, Priority Underground, Hartsell Fence Company, Allen Riggs Construction, Carolina Contractors, Lefler Electronics, L&R Construction, Central Environmental Systems, Ruggles Engineering, W.R. Kisiah, Bowers Group LLC, Watson Electric, and 586 Electric. MWSBE for Cassidy Mobile Home Moving is 6%. Local Funds - \$3,700,000 (NTE).

3. Recommend approval of construction contract for Mechanical System Improvements at Hornets Nest Elementary School.

The mechanical systems improvement project for Hornets Nest Elementary School was informally bid on April 24, 2012. Staff recommends the approval of the contract to the lowest responsive bidder, Action Mechanical. The contract will provide conditional outside air distribution into classroom wings A, B, C, and D. Additionally, system improvements will include DDC controls. The project is scheduled for completion by August 2012. The MWSBE percentage for this project is 1.43%. Fiscal Implications: Local Funds: \$280,500.

4. Recommend approval of contract for Air Handling unit replacement at North Mecklenburg High School.

The Air Handling Unit Replacement Project for North Mecklenburg High School was bid on March 20, 2012. Staff recommends the approval of the contract to the lowest responsive bidder, Carolina Air Solutions. Contractor will replace air handling unit in the "A" building basement that provides air to the auditorium. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. MWSBE participation is 0%. Fiscal Implications: Local Funds - \$105,674.40.

5. Recommend approval of contract for Unit Ventilators replacement at Independence High School.

The Unit Ventilators Replacement Contract was bid on April 26, 2012 in the amount of \$145,000. Staff recommends approval of this contract to the lowest responsive bidder, P.C. Godfrey, Inc. Contractor will replace all unit ventilators in Building 300 except in Room #306 and Culinary Arts room. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. MWSBE participation is 0.69%. Fiscal Implications: Local Funds - \$145,000

Chairperson Ellis-Stewart called for a motion to adopt the Consent Agenda as written.

Mr. Morgan moved that the Board adopt Consent Items A. through F., seconded by Ms. McCray, and the motion passed upon unanimous voice vote of the Board.

IV. ACTION ITEMS

A. Recommend approval of Board of Education's first meeting in August 2012 date change

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

Chairperson Ellis-Stewart said this is the recommendation of approval for a date change for the August 14, 2012 Regular Board meeting. Chairperson Ellis-Stewart called for a motion to approve.

Ms. McCray moved that the Board approve changing the Board of Education's first meeting in August from August 14, 2012 to August 15, 2012, seconded by Dr. Waddell.

Chairperson Ellis-Stewart called upon Hugh Hattabaugh to provide background information. Mr. Hattabaugh reported CMS was notified by the Board of County Commissioners that the Meeting Chamber would not be available to the Board of Education on August 14, 2012. Judith Whittington, Manager of Board Services, surveyed Board members for an alternate date and August 15, 2012 was the choice of the group. The Board is asked to amend the Board's Schedule of Meetings to change the August 14th meeting to August 15, 2012.

Chairperson Ellis-Stewart said no Board members have requested to speak to this item and she called for the Board vote.

The motion passed upon an 8-1 voice vote of the Board.

Ayes: Board members Ellis-Stewart, McCray, Morgan, Lennon, McElrath, Waddell, Tate, and Davis.

Nays: Board member Stinson-Wesley.

B. Recommend approval of prospective draft School Calendar Legislation

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

Chairperson Ellis-Stewart said this is approval of draft School Calendar Legislation and she called upon Tim Morgan, Co-chair, of the Intergovernmental Relationships Committee, and Jonathan Sink, Associate General Counsel, to present the recommendation.

Mr. Morgan said before the Board for approval is prospective draft North Carolina House bills. The two bills deal with school calendar flexibility and are presented with unanimous support of the Intergovernmental Relationships Committee (IRC). The first bill provides calendar flexibility for the entire CMS school system and includes five sections. Section 1 regards the 185 instruction days or 1,025 instructional hours. Section 2 provides relief from the State restrictions surrounding the start and end dates of school, August 25th to June 10th. Section 3 provides the State Board of Education the power to grant CMS the flexibility. Section 4 indicates the bill would apply only to Charlotte-Mecklenburg Schools. Section 5 is the effective date it becomes law and applies beginning with the 2013-2014 school year. The bill will move to the members of the local Legislative Delegation as a piece of local

legislation. The second bill is almost identical but only provides flexibility for the Project L.I.F.T. schools and those schools are outlined and named in the proposed legislation.

Mr. Morgan said the Intergovernmental Relationships Committee (IRC) is recommending two bills because in order for local legislation to move forward during the General Assembly's Short Session it requires unanimous support of the Legislative Delegation. The IRC is not sure we can secure the support of the entire Mecklenburg County Legislative Delegation with a bill that would encompass all CMS schools because it would equate to about ten percent of the total student population in North Carolina and they may be concerned about the potential impact on the tourism industry. There is a desire if we cannot include all of CMS to move forward with just the Project L.I.F.T. schools. There is recognition that Project L.I.F.T. is striving to implement unique initiatives in those schools and this would provide them flexibility to move forward. In addition, it would allow Project L.I.F.T. if necessary to add additional days to the school year. Any considerations regarding the future calendar for Project L.I.F.T. would require final approval by the Board of Education.

**DRAFT
GENERAL ASSEMBLY OF NORTH CAROLINA
SESSION 2012**

Short Title: Local Flexibility Re: School Calendar. / Charlotte-Meck. Sch. (Local)

Sponsors:

Referred to:

A BILL TO BE ENTITLED

AN ACT AUTHORIZING THE CHARLOTTE-MECKLENBURG BOARD OF EDUCATION TO ESTABLISH FLEXIBLE OPENING AND CLOSING DATES FOR ITS LOCAL ADMINISTRATIVE UNIT.

The General Assembly of North Carolina enacts:

SECTION 1. Notwithstanding any provision to the contrary in G.S. 115C-6 84.2(a)(1), the Charlotte-Mecklenburg Board of Education is exempt from G.S. 115C-7 84.2(a)(1) to the extent that the Charlotte-Mecklenburg Board of Education may adopt a school calendar including a minimum of 185 instructional days or 1,025 instructional hours.

SECTION 2. Notwithstanding the provisions set forth in G.S. 115C-84.2(d), the Charlotte-Mecklenburg Board of Education shall be exempt from the provisions of G.S. 115C-11 84.2(d) to the extent that the Charlotte-Mecklenburg Board of Education shall determine the dates on which the school year for the public schools within its legal jurisdiction shall begin and end.

SECTION 3. The State Board of Education is hereby empowered and indeed shall grant any and all necessary waivers of laws, rules, policies, procedures, or practices to enable the Charlotte-Mecklenburg Schools to exercise the prerogatives granted under this act.

SECTION 4. This act applies to Charlotte-Mecklenburg Schools only.

SECTION 5. This act is effective when it becomes law and applies beginning with the 2013-2014 school year.

**DRAFT
GENERAL ASSEMBLY OF NORTH CAROLINA SESSION 2012**

Short Title: Local Flexibility Re: School Calendar. / Charlotte-Meck. Sch. (Local)

Sponsors:

Referred to:

A BILL TO BE ENTITLED

AN ACT AUTHORIZING THE CHARLOTTE-MECKLENBURG BOARD OF EDUCATION TO ESTABLISH FLEXIBLE OPENING AND CLOSING DATES FOR CERTAIN OF ITS PUBLIC

SCHOOLS.

The General Assembly of North Carolina enacts:

SECTION 1. Notwithstanding any provision to the contrary in G.S. 115C-6 84.2(a)(1), the Charlotte-Mecklenburg Board of Education is exempt from G.S. 115C-7 84.2(a)(1) to the extent that the Charlotte-Mecklenburg Board of Education may adopt a school calendar including a minimum of 185 instructional days or 1,025 instructional hours for the following public schools within its legal jurisdiction: Allenbrook Elementary, Ashley Park, Bruns Academy, Druid Hills Elementary, Thomasboro Academy, Walter G. Byers Elementary, Statesville Road Elementary, Ranson Middle, West Charlotte High School.

SECTION 2. Notwithstanding the provisions set forth in G.S. 115C-84.2(d), the Charlotte-Mecklenburg Board of Education shall be exempt from the provisions of G.S. 115C-14 84.2(d) to the extent that the Charlotte-Mecklenburg Board of Education shall determine the dates on which the school year for the following public schools within its legal jurisdiction shall begin and end: Allenbrook Elementary, Ashley Park, Bruns Academy, Druid Hills Elementary, Thomasboro Academy, Walter G. Byers Elementary, Statesville Road Elementary, Ranson Middle, West Charlotte High School.

SECTION 3. The State Board of Education is hereby empowered and indeed shall grant any and all necessary waivers of laws, rules, policies, procedures, or practices to enable the Charlotte-Mecklenburg Schools to exercise the prerogatives granted under this act.

SECTION 4. This act applies to Charlotte-Mecklenburg Schools only.

SECTION 5. This act is effective when it becomes law and applies beginning with the 2013-2014 school year.

Mr. Morgan moved that the Board approve the two perspective draft School Calendar Legislation for CMS schools and Project L.I.F.T. schools. The recommendation was presented through the Intergovernmental Relationships Committee and did not require a second.

Chairperson Ellis-Stewart called upon Board members to ask questions and make comments.

- Mr. Tate said the Board's Legislative Agenda deals with public education and not local bills. He will not support this motion because he does not believe it is in keeping with the Board's adopted Legislative Agenda. He discussed concerns that this isolates CMS from the other school districts and the Board should be seeking support from those school districts. Mr. Morgan said the IRC addressed some calendar relief and this would give CMS a greater flexibility than what Senate Bill 795 recommends. The proposed CMS bill would give CMS flexibility and other school districts could ask to be added to this piece of legislation.
- Mr. Davis said in a few days the legislature will reconvene and they will be visited by many advocates from different points of view including the tourism industry, restaurants, summer camps, and agencies that benefit from children not being in school. Mr. Davis said it is important we advocate for our children and remind our partners in the legislature that one of the most damaging effects on student education is the learning regression during summer vacation. CMS has an opportunity to advocate for our students in an effort to positively impact the learning regression. Mr. Davis would prefer this bill be a total appeal of the calendar law that applies to all districts but he is happy to be a leader to take the first step to advocate for our students and expose the weakness of the current calendar law. This effort will provide our staff greater flexibility in teaching our students. Mr. Davis said this legislature falls short but he will support it as a first

step towards progress and he encouraged the Board to unanimously support the motion because it will help get the support of the General Assembly.

- Dr. Waddell said she would support this motion. She is one of five Board members on the committee, this recommendation was discussed thoroughly, and all Board members on the committee supported the recommendation. CMS must tell our delegation how we feel and this will encourage other school districts to state how they feel. This Board must diligently advocate for what we need to educate children, the Board previously addressed concerns about the calendar restrictions, and this is an opportunity for CMS to move forward in that effort.
- Ms. Lennon said she voted against the Board's 2012 Legislative Agenda because it included taxing authority and the language was changed to address PreK and the State does not fund CMS PreK education. She will support this motion because it does not include taxing authority or PreK. She is a parent that cherishes summer vacation and supports school calendar flexibility. Ms. Lennon will contract her members of the delegation to advocate for children.
- Mr. McElrath said there are five Board members on the IRC and this recommendation was not discussed with the other four members and that could be why they have some questions. He will support this motion but we must remember many high school students have summer jobs and this may create a hardship on some families.

Chairperson Ellis-Stewart said the Intergovernmental Relationships Committee includes five Board members: Co-chairs Mary McCray and Tim Morgan as well as Dr. Joyce Waddell, Richard McElrath, and Eric Davis. Chairperson Ellis-Stewart said this recommendation is a joint effort for CMS as well as the population at Project L.I.F.T. and she hopes this recommendation has their support. Mr. Hattabaugh said Ann Clark, Chief Academic Officer, and Denise Watts, Zone Superintendent of Project L.I.F.T., are available to answer questions regarding Project L.I.F.T. Chairperson Ellis-Stewart agreed that the summer learning loss is a significant issue for children across the country and in CMS. The Board must do what we can to ameliorate the results of having students out of school for eleven weeks because that is critically important to their academic success.

Ann Clark said the agenda for this meeting includes a Project L.I.F.T. update and more details will be given during that report. One of the four priority areas of Project L.I.F.T. is extended time and they have made a significant investment in summer programs for the 2011-2012 school year. They have also focused on initiatives for the 2012-2013 school year and this legislation will provide ongoing flexibility for the Project L.I.F.T. schools. Ms. Watts said this bill will help lessen the summer student learning regression as noted by Chairperson Ellis-Stewart and give students structured academic enrichment opportunities during the summer. Many of the students in these schools are below and behind academically and do not get the summer opportunities with families as referenced by Ms. Lennon. Many of these students need a structured safe environment with teachers and principals who care about them and this bill is a step in that direction.

- Mr. Davis said this bill is a good solution for all students. It would be beneficial if school started earlier in the year in order for the exams and first semester to end prior to winter break. This would help students to avoid the loss of learning during the winter break. Students could start the New Year with a new semester instead of finalizing the exams of the first semester. This would put fewer days in the second half of the year and

school could end late May and lessen the pressure of scheduling holidays, make up days, and spring break.

- Mr. Tate said he is not opposed to getting calendar flexibility but he believes IRC should have presented three bills. The first for all students in North Carolina and then a fallback to Charlotte-Mecklenburg Schools, and a fallback to Project L.I.F.T. schools. He expressed concern that the Board's Legislative Agenda talks about all students need flexibility but the IRC chose to present calendar flexibility just for CMS. Mr. Tate said he is not opposed to the idea but the way it is being done.
- Mr. McElrath said there are many students who are not struggling and would like to take time in the summer to have real life experiences on a job. Ms. Watts said she was a student who had to work in high school and this opportunity would allow schools to advocate on behalf of students for internships and work opportunities with businesses so they can earn money and create a career path. Ms. Clark said CMS has an Academic Internship Program that is available for all high school students 9th through 12th grade. Most students take this four credit program in the summer and students are placed in a business or with a professional that aligns with their potential career interests. Mr. McElrath wants all students to be able to work at a place of their choice.

Mr. Battle referenced Mr. Tate's concerns. Last year, three bills that had statewide implications were introduced to the General Assembly and they were mostly identical to these bills. Those bills were subsequently bottled up and the senate leadership indicated they were not willing to entertain statewide bills. However, in the budget bill there were some school districts that got narrow specific exemptions from the calendar law, seat time, and start dates and some of the mountain counties got flexibility for adding days for the weather. The leadership of the General Assembly signaled that they are amiable to some exceptions for smaller parts of the State but not the whole State. This is the genesis of these bills and the calendar flexibility is a carryover from last year's Legislative Agenda. The process for devising this is an effort to get a positive response for a portion of the State opposed to approaching a route that has been foreclosed to us by the legislature.

Mr. Morgan said if it is Mr. Tate's desire the IRC could develop a third legislation that applies to the entire State.

- Reverend Stinson-Wesley asked does this legislation include a conversation about pursuing year-round schools? Ms. Clark said CMS is pursuing one year round school for next year and the Project L.I.F.T. principals have a keen interest in extending the school year for those schools. We are not locked in to a singular approach for extending learning time and it could include extending the day or the year. Mr. Morgan said the IRC did not discuss the year round concept and considered flexibility for enrichment programs similar to Project L.I.F.T. and the ability to have exams finished before the winter break.
- Chairperson Ellis-Stewart said she would support both bills. She wants to ensure the Project L.I.F.T. bill is done with the support of the community and not to them and that parents and the community are a part of the conversation.

Mr. Battle said regarding the bill, the power to change anything about the school year would vest in the Board. Should this bill pass in Raleigh, the Board would have to take specific action before the school year or seat time can be extended.

The Board voted 8-1 in support of the motion to approve the two perspective draft School Calendar Legislation for CMS and Project L.I.F.T.

Ayes: Board members Ellis-Stewart, McCray, Morgan, Lennon, McElrath, Waddell, Davis, Stinson Wesley.

Nays: Board member Tate.

Dr. Waddell expressed concern about the message this sends to the delegation because it does not have the full support of the Board and she noted Mr. Tate's recommendation was never put into a motion. Mr. Tate said he did not believe the language of the bill could be easily amended to make it statewide and he would not vote on a bill without seeing it first. Mr. Battle provided clarification that the bill could be easily amended to change it to Local Education Agencies. Chairperson Ellis-Stewart said there is an opportunity for the IRC to reconvene to craft that bill and put it on the agenda for an upcoming meeting within the boundaries of the Short Session. Mr. Morgan said not having the full support of the Board makes this more challenging as we meet with members of our local delegation and this being a Short Session. Mr. Morgan said we will strive to ensure we express the concerns of the Board members and he urged Mr. Tate to also have those conversations with the members of the delegation.

V. REPORT/INFORMATION ITEMS

A. Report on Budget Amendments for March 2012

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

Chairperson Ellis-Stewart called upon Mr. Hattabaugh to present the report on Budget Amendments. Mr. Hattabaugh reported V. A. and B. are the monthly reports and as presented.

B. Report on Financial Statements for March 31, 2012

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

V. B. was presented with V.A.

C. Report/Update on Project L.I.F.T.

Correlation to Board of Education Vision, Mission & Core Beliefs: Partnering with community members to maximize student learning.

Chairperson Ellis-Stewart called upon Denise Watts, Project L.I.F.T., and Ann Clark, Chief Academic Officer, to present the report.

Ann Clark said the Board was informed at the January Board Retreat that they would be given periodic updates regarding the progress at Project L.I.F.T. and this is the first of those updates. The Board was also invited to consider a Joint Meeting of the Board of Education and the Project L.I.F.T. Board. Ms. Clark called upon Denise Watts to present the progress report on Project L.I.F.T. Ms. Clark saluted Ms. Watts and her assembled team for the great work they are doing. The Project L.I.F.T. staff is excited about the talent being attracted at the schools and it is evident the talent strategies being implemented are yielding the results. Ms. Clark said the report will provide an update on the partnership endorsement process, identify the partners for Year One, review the Year One implementation budget, review the

In-kind Community Support, review the Monitoring and Evaluation process, and identify where the Project L.I.F.T. team will be located.

Dennis Watts said this is a culmination of a year of exciting hard work and planning. In April a full team of staff was in place and they will be vitally important as we move forward. Ms. Watts introduced the team members: Beth Marshall, Executive Director of School Operations; Christian Friend, Executive Director of Evaluation and Strategic Planning; Dan Swartz, Talent Specialist, and Cassandra Drakeford, Executive Secretary.

Ms. Watts explained how Project L.I.F.T. has reached this point and the process for identifying the sponsors. Everything accomplished in Project L.I.F.T. really applies to the entire CMS District. The goal of Project L.I.F.T. is to be an innovation zone or a proof point for CMS in which initiatives are tested in the Project L.I.F.T. schools first and the ones that are successful will be emulated in other Title I schools and throughout the District. Everything related to the calendar impacts all students and that was a vision of the investors when they embarked on the Project L.I.F.T. journey a couple of years ago.

- **Partnership Endorsement Process:** \$7.2 million requested with \$950,000 available for Year 1 allocation.

Partnership Process	Time Period
Letters of Inquiry	December 2011-January 2012
Input from advisory committees on development of Request for Proposals (RFP)	January-February 2012
RFP distributed to more than seventy-six organizations	February 2012
Fifty-three RFP applications were received	March 2012
RFP applications were assessed and scored on a rubric by the advisory committees	March-April 2012
Feedback attained from principals	April 2012

- Talent Goals: Recruit and retain excellent leaders/teachers; ensure all leaders/teachers meet the standards of excellence; ensure all students have access to excellent teachers and leaders every year; and accelerate student achievement at a faster rate to close the gap.
- Talent Proposed Partners: Teach For America (TRA); University of Virginia School Turnaround Program; Public Impact: Reach Extension Project; and New Leaders.
- Talent Proposed Strategies: Talent recruitment and retention bonuses; summer extended employment for teachers/teacher assistants; compensation for career and leadership development opportunities beyond the scope of duties of teachers; and teacher innovation grants (ranging from \$500 to \$1,500).
- Time Goals: 90% of student off track will be enrolled in credit recovery; work with partners to advocate for increased pre-school opportunities; 75% of the most at risk students will participate in quality summer opportunities; and explore and implement single-track, year-round schools.
- Time Proposed Partners: YMCA Summer and Afterschool Programming; Charlotte-Mecklenburg Schools: No Easy Walk (serving 360 students at Ranson Middle School); Youth Development Initiative (after school programming); Building Educated Leaders for Life (BELL); Freedom Schools (summer program serving 600 students); and Johnson C. Smith University: Charlotte's Web.

- Technology Goals: 75% of families will participate in Microsoft Digital Inclusion Program; increase access to a variety of 21st Century tools at schools; and teachers, families, and students will have access to high-quality training.
- Technology Proposed Partners and Strategies: Microsoft Digital Inclusion Program; Ten80 Student Racing Challenge; NASCAR STEM Initiative; and Johnson C. Smith University: Charlotte's Webb.
- Community and Parent Engagement Goals: 80% of parents will attend three parent education events; 90% of parents will attend two conferences; 90% of parents will respond positively to perception survey; and all families and students will have access to community services, mentors, and resources needed.
- Community and Parent Engagement Proposed Partners: Right Moves for Youth; Johnson C. Smith University: Charlotte's Webb; Larry King Center; Men Who Care Global Mentoring; and Communities in Schools (serving 1,900 students).
- **In-kind Community Investments:**
 - Hospital partnership will provide mobile medical cruiser to the L.I.F.T. zone. 75% of the cruiser time, a nurse practitioner, and social worker. In-kind support is equivalent to about \$450,000 per year.
 - Mecklenburg County Health Department will fund a part-time nurse at Statesville Road Elementary School. In-kind support is equivalent to about \$25,000 per year. Should start within the next two weeks and 250 5th graders who do not have their current shots will receive the shots they need to advance to 6th grade. Upon completion, this will be rolled out to other Title I schools.
 - Mecklenburg County Health Department will also fund one half of a part-time nurse position at Statesville Road to deal with the health and asthma issues at the school.
 - Lance, Inc. contributed \$40,000 to Project L.I.F.T. to fund the Teacher Innovation grants.
 - Several other funders are in the works and those will be announced within the next couple of months.

• **Year I Implementation Budget:**

Talent	\$5,500,000
Time	\$3,100,000
Technology	\$350,000
Community and Parent Engagement	\$1,300,000
Evaluation and Advocacy Grants	\$197,500
Operational Expenses	\$529,000
Total	\$10,976,500

Christian Friend provided an overview of the Monitoring and Evaluation process. It is important we evaluate and monitor both successes and failures because we can learn from our failures and emulate successes. Dr. Friend provided an overview of the Monitoring and Evaluation process which is a learning opportunity to continuously improve.

- **Monitoring and Evaluation:** Project L.I.F.T. is committed to developing a robust learning agenda to inform its ongoing work and to provide lessons and best practices to others.
 - Internal Evaluation: The monitoring and evaluation plan includes ongoing tracking and regular reporting of both the processes and the outcomes for Project L.I.F.T.

The process will include continuous improvement process and quarterly reporting of leading indicators.

- External Evaluation: Project L.I.F.T. will employ an external evaluator to conduct the evaluation of the entire initiative and provide regular progress reports on key outcomes and indicators. The process will include unbiased, third party assessment of progress toward goals and impact of the project; process and outcomes evaluation; and recruitment of external evaluator via RFP process.
- Evaluation Advisory Committee: Group of local research and evaluation experts will advise on the process and assist in the screening and selection of external evaluator.
- Leading Indicators will be monitored on an ongoing basis to provide insight on the progress towards broader outcome goals. Indicators include Student Behavior, Student Attendance, Teacher Attendance, School Walk-through Data, Formative Assessment Data, Parent Engagement Measures, and Stakeholder Interviews and Surveys.
- Outcome Indicators: Graduation Cohort Rates, Student Proficiency, Student Growth, and Promotion Rates.
- Evaluation Advisory Committee: Committee members are local experts and include Laura Clark, Director of Research Larry King Center; Irene Harding, Senior Research Analyst CMS; Mike Massey, Director of Data and Evaluation, Communities in Schools; Cheryl Pulliam, Director Public Education Research Institute Queens University; and Mark Sivy, Director Center for Research and Evaluation CMS. Representatives from other partner organizations will be added when appropriate.
- Evaluation Request for Proposal (RFP) Process.

Evaluation RFP Process	Time Period
Develop Advisory Committee and gather input on RFP	February – March 2012
RFP distributed to organization contracts (ten or more)	March 2012
Six RFP applications received (including national organizations)+	April 9, 2012
RFP applications assessed by Advisory Committee	April 2012
Feedback attained from stakeholders	April-May 2012
Creation of final evaluation plan	June-July 2012
First annual evaluation report published	July-August 2012

Ms. Watts reported the Project L.I.F.T. office will be located at 2324 LaSalle Street. The City Council wanted to partner with Project L.I.F.T. and is allowing the use of this facility for the next five years free of charge. The City Council and Project L.I.F.T. will have a Ribbon Cutting Ceremony in July and the Board of Education will be invited.

Chairperson Ellis-Stewart invited Board members to ask questions and make comments.

- Mr. McElrath asked will this include a community task force to provide advice? Ms. Watts said the Advisory Committee includes community members and they have been advising us through the entire process.
- Dr. Waddell asked will this include a specific evaluation model? Dr. Friend said it will be a mixed method model involving quantitative and statistical portions around the outcomes of attendance, behavior, student engagement, student achievement, and teacher quality. It will also include a qualitative portion around focus groups and surveys to indicate progress toward goals and lessons learned. Dr. Waddell asked what is the basic

objective to be achieved in moving students forward? Ms. Watts said this is the coalescing of all aspects in an effort to breakdown the academic, social, poverty, and the other issues that reside in the west side of Charlotte. The goal is to increase graduation rate and to increase student growth and proficiency. Dr. Waddell asked will the services follow the students as they move in and out of the area? Dr. Friend said a goal of the project is to provide the support to lessen the high level of mobility and transition of students because we recognize relocation is not a benefit to students.

- Ms. Lennon is excited about this project and the involvement of local, regional, and national partnerships. She thanked the Project L.I.F.T. staff and the partnerships for their hard work. Ms. Lennon said she sees the vision of this project and the benefits that will come over the next five years. She admires the commitment to address the healthcare needs of this community and she thanked the partners for stepping up to care for these children because that will help them focus on learning. She looks forward to the hearing about the successes of this initiative.
- Chairperson Ellis-Stewart recognized the Co-Chairs of the Board of Project L.I.F.T., Anna Spangler Nelson and Stick Williams and she thanked them for attending the Regular Board meeting. She also recognized Tommy Sevier and Walter Price who are working with them on legislation.
- Mr. Morgan said he is impressed with the wraparound services and funding from organizations to help serve students. Ms. Watts said this process involved strategically identifying the at risk students and funneling them through the program that best meet their needs and some students may be served by multiple programs. Mr. Morgan congratulated staff on great plan and he looks forward to the results.
- Mr. McElrath said this initiative identified that students are at risk in the community in which they reside. Mr. McElrath said this is a five year program and he asked at the end of the five years will the conditions of the community be changed so that those conditions no longer exist? Ms. Watts said we hope this will stop or impede the cycle from repeating. This cannot just be a school initiative because we need the community to step up to help. We can do more to build capacity in our schools and a goal of the project is to have more partners to commit to the long term beyond five years. Many of the partners are already working in these communities but there is not good collaboration and conversation among the partners. The Project L.I.F.T. model will help coordinate the organizations to work together so a change can happen at the community level. That will be the community aspect and the legacy of Project L.I.F.T.
- Mr. Davis thanked the Project L.I.F.T. and long term community partners for this fabulous initiative. He also thanked Ann Clark and Denise Watts for doing a terrific job and creating a great team. Mr. Davis said he fully supports this project and he encouraged the Board to also support the project.
- Chairperson Ellis-Stewart said she is excited about the plan and the number of nonprofit local agencies partnering with this initiative. She knows they will bring quality work to the table and she looks forward to seeing what will happen for children. She also commended the summer initiative because students need that structured time. She looks forward to seeing the results in future updates.
- Mr. Tate thanked staff for their hard work and keeping the Board updates. He hopes the Board of Education and the Project L.I.F.T. team can have meaningful dialogue.

D. Report/Update on PreK-12 Support Services

Correlation to Board of Education Vision, Mission & Core Beliefs: 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.

Chairperson Ellis-Stewart said this report is an update on PreK-12 Support Services and she called upon Ann Clark, Chief Academic Officer, and Karen Thomas, Executive Director of PreK-12 Services, to present the report.

Ann Clark provided introductory comments and Karen Thomas provided an overview of the PreK-12 Support Services. Ms. Clark said Ms. Thomas is an extraordinary leader leading a large team of psychologists, social workers, and guidance counselors. In July 2009, CMS consolidated all support services for students into one department and the department provides comprehensive support services for the District.

Ms. Thomas said the mission of the PreK-12 Support Services Department is to maximize achievement for every student in every school. The Department spans across professional supports and leadership for school counseling services, psychological services, social work services, intervention team specialists, education liaisons, substance abuse prevention, and Section 504 services. The Department encompasses the services and disciplines that help students remove barriers to learning or put in place the interventions needed for them to be successful. Ms. Thomas provided an overview of each of the services and an activity of each area.

- School Psychological Services: Itinerant service delivery model; Psycho-educational assessments; Social histories; Short-term counseling; and Consultative assistance (teachers and parents).
- CMS Parent Clinic: Free Consultation (parents, psychologists, Parent University). The range of concerns includes anxiety, divorce/separation, self-injurious behavior, academic difficulties, disciplinary concerns, and transition issues.
- Social Work: Targeted areas include assessment, attendance, truancy, dropout prevention, McKinney-Vento services, and Crisis Intervention services.
- Truancy Court: The mission is to improve student attendance in a nurturing manner that builds a relationship between the school, family, and community. Truancy Court is a ten week intervention program and is currently located at thirteen CMS schools. This program has been successful and the Department is requesting additional funds in order to expand the program in the 2012-2013 school year.
- School Counseling: The areas of focus include academic, career, and personal/social development. Activities include counseling, guidance, advisement, and consultation. All CMS schools have counselors but the program could use additional counselors to ensure student success.
- Graduation Success Initiative: The goal is to increase the cohort graduation rate. Services include District-wide counselor initiative, supplementary transcript reviews, and additional course work offered (virtual classes, extended day).
- Section 504 Plan: A qualified student with a disability is one who has a physical or mental impairment which substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such impairment.
- Intervention Team Specialists: The goal is to ensure every school has a functioning

Intervention Team and that team is meeting the needs of the students. The team reviews those student situations wherein academic success is not being realized. Specialists are assigned by zone and use a System of Care Philosophy to ensure all needs are met.

- Education Liaisons: The goal of these individuals is to link the services of the Department of Social Services and CMS, support foster children in CMS, and coordinate the Education Summit.
- Substance Abuse Prevention: For many years, CMS has had the Positive Option Program which is an opportunity for students and parents to learn how to better responding to stress and pressure by making better choices without using substances.
- PreK-12 Support Services: The recommended staff to student ratio by professional organizations and North Carolina Department of Public Instruction for counselors is 1:250, social workers 1:400, and psychologists is 1:100. CMS is missing this mark and it is significant because the Department is challenged to meet all the needs of students due to the volume of students. The current CMS ratio is 1:525 in middle school and 1:425 in high school.

Ms. Thomas recognized team partners who were attending the meeting. Ms. Thomas said the work is heavy and she has a lot of lifters pulling the load.

Chairperson Ellis-Stewart thanked staff for the report and the services provided to the District. Board members were invited to ask questions and make comments.

- Mr. Davis thanked staff for the report and their hard work. Mr. Davis said this report highlights one of the challenges facing CMS due to budget restraints. CMS spent the past four years taking the school system apart and this area is one of the critical areas that need rebuilding. Mr. Davis encouraged the Board to work with the new Superintendent to develop a method to systematically rebuild the system. Mr. Davis said areas of concern include bell schedules, school closings, and operational issues but there are also class sizes, teacher compensation, and school psychologists. Mr. Davis hopes CMS can return to the earlier model because it was so effective for our students.
- Mr. Tate thanked staff for their report. Mr. Tate echoed Mr. Davis' comments and he asked have there been positive outcomes since the implementation of the new model in 2009? Ms. Thomas said the changes have resulted both positive and negative outcomes. A positive outcome is the support service providers are working more collaboratively and have a better focus because they are working under one umbrella. Due to the significant cuts that we have experienced, we are limited with the amount of time needed to plan and evaluate because of the increase in the number of students per counselor. Mr. Tate agreed that the staff to student ratio was too high and he looks forward to rebuilding the structure of this area to make a difference for students. Mr. Tate highlighted the importance of ensuring students attend school regularly because there is a strong correlation between student absences and not being academically successful.
- Dr. Waddell thanked staff for the report and their hard work. Dr. Waddell asked questions related to contracted services, counselors, and grants. Ms. Thomas provided clarification.
- Mr. McElrath commended staff on their hard work and he encouraged CMS to utilize the grant writing staff to apply for grants for this initiative.
- Chairperson Ellis-Stewart said the Board wants to ensure this department has the resources needed to do the work for our students. She hopes as the Board moves forward

they can review options and costs for a tiered structure to replace some of the services. This information would be helpful in the Board's decision making, prioritization, and communication with the CMS funding partners.

E. Management Oversight Report on Human Resources Organization

Correlation to Board of Education Theory of Action for Change: Emphasize and encourage highly effective staffing

Chairperson Ellis-Stewart called upon Daniel Habrat, Chief Human Resources Officer, to present the Management Oversight Report on Human Resources.

Mr. Habrat said it is easy to talk about Human Resources (HR) as a department but it is more complicated to talk about the complexity of the roles of the HR staff in the District. The CMS HR team has accomplished some great work and managed a number of tragic incidents involving staff and students. Mr. Habrat commended the HR staff for their work and presences for both the adults and students. The department is a much smaller and different type of view. Mr. Habrat said it is a pleasure to represent a team of about seventy-seven HR professionals that serve 18,262 adults who support our students and perform as employees in CMS. Human Resources is a department and a function that serves everywhere in CMS. For each CMS employee, there is someone to support them directly or indirectly. The HR Department held professional development events to develop areas of focus, advancement, growth, an approach of differentiation for students, and an approach of differentiation for the adults (employees) in CMS. The CMS culture is as diverse in race, economic capability, thought, and philosophy as the CMS student body. CMS is challenged to provide an environment for this type of diversity and to achieve its fullest potential for the students of CMS. Mr. Habrat provided an overview of the leadership team, the focus of the department, priorities, and data points.

- Charlotte-Mecklenburg Schools achieves success for students through a highly engaged and productive workforce.
- The Human Resources Department is a dedicated team of professionals who provide programs, services, and consultation that enable our leaders and employees to succeed.
- Human Resources Leadership Team: Andy Baxter, Human Capital Strategies/Talent Effectiveness; Sheila Person-Scott, Director of Human Relationship Management; Vincent Smith, Executive Director Human Resources Administration; Dr. Jennifer Miller, Executive Director Recruitment; and Kimberly Brazzell, Executive Director Human Resources Planning and Workforce Management. The staff of the HR Department does a phenomenal job of supporting the 18,000 CMS employees.
- Human Resources Challenges: Talent Attraction and Selection; Employee Retention; Talent Effectiveness; Organizational Culture and Employee Engagement.
- Human Resources Results: Reduction in Force; Talent Effectiveness; State Collaboration; Relationship Management; Talent Acquisition; and Benefits Enrollment.

Mr. Habrat said he joined CMS in the spring of 2011 and CMS was in the mode of moving into the third year of a reduction in force. The reduction in force creates a lot of unknown for each employee in CMS and causes them to wonder if their job will be here at the end of the school year. CMS as an organization like everyone else struggled through the recession. Simultaneously, this Board and District leadership chose to perform and pursue

improvement. This is a reflection of the culture of CMS and its employees who excel when the going gets tough. This is evidenced by the selection of programs implemented during the reduction mode as well as the management performance improvements and the innovations to attract and develop new principals, assistant principals, and teachers. This is also evidenced by the accomplishments CMS achieved such as the Broad Prize, NAEP results, and making progress towards the achievement gap while in a reduction mode and being asked to do more with and for less. CMS is in the after affect of needing and wanting to do the best for its employees and students while feeling the pain of what was being asked of its employees. CMS is now moving through recovery and faces some challenges with talent attraction, selection, and acquisition. Talent recruitment, selection, and retention of our best performers will continue to be a high priority area for CMS. Talent effectiveness is one the greatest opportunities for improving student achievement and it involves maximizing the performance of the CMS employees. This model is not new to CMS and we are vigorously creating better methods to enable each team and individual to achieve their highest performing potential for students. The Talent Effectiveness Project encompasses most of this work. CMS is currently finalizing the design efforts and will move into the development phase in 2012-2013. This process has involved counsel from teacher, principal and departmental working teams. The goal is to develop, test, and execute solutions that scale across the District including assessment instruments, professional development, release time for teacher evaluators, program readiness and management materials, technology deployment, and overall change management. If CMS can marginally improve the effectiveness of the individuals in the District that equates to improving 18,000 employees who just got better and that is instant results for our students. This would achieve results faster than CMS would achieve by hiring new people to the District. Mr. Habrat discussed the CMS challenge of organizational culture and employment engagement and how to move forward to compete with the changes that transpired in the past three years. CMS must focus on the culture we want to aspire to and be clear on how to move to that path.

Mr. Habrat reviewed the accomplishments of the Human Resources Department and highlighted turning around the reduction in force by hiring back teachers and the talent effectiveness work. CMS has the potential of being a leader in the State and has forged a proactive relationship with the State around talent effectiveness, benefit enrollments, and how to influence changes at the State level. CMS is fine tuning the area of relationship management and is transforming from a maintenance organization (only reacting to current problems) to becoming a more strategic and consultative organization. This process includes asking questions that are probing and influencing. Talent acquisition is moving forward and in this school year CMS will hire twice the number of employees it did last year. CMS is open for hire and the jobs range from psychologist, physical therapist, and chief officers. This year CMS will hire approximately 4,000 professionals and that puts CMS back to the 2007 hiring levels. The HR Department has streamlined the benefit enrollment process, made the benefits easier to understand, and provided one on one consultation for employees. Mr. Habrat said there is opportunity to create an experience for our employees that say we care, we took the time, and strived to find a way to make it better for you. Mr. Habrat highlighted key performance indicators regarding average years of teacher experience which has remained constant, voluntary attrition, and applicants processed. Mr. Habrat said we appreciate our employees and he thanked the Board for their support.

Chairperson Ellis-Stewart thanked staff for the report and invited Board members to ask questions and make comments.

- Ms. McCray thanked staff for a great report and introducing the HR team. Ms. McCray asked questions regarding Visiting International Faculty (VIF) and the number of people retiring from the District the past four years. Mr. Habrat said the State supports the VIF Program and has a strong sourcing strategy. Mr. Habrat said he would provide the retirement information at a later time.
- Ms. Lennon expressed concern that some people in the public have stated that CSM staff were retiring and running from the system but there is no data to support those comments. Ms. Lennon asked Mr. Habrat to assemble a report that shows trends of staff retiring and resignations over the past few years. Ms. Lennon said this area is a national issue and trending similar to other industries.
- Dr. Waddell asked for the people who are voluntarily leaving do we know where they are going and what is the upper range for a teacher's salary. Mr. Habrat responding noting that where employees are going is not a part of the exit survey and the range of the teacher's salary is \$75,000. Dr. Waddell talked about the process for promotion within CMS for assistant principal and principal positions. Mr. Habrat explained the pipeline process noting that CMS has promoted from within on almost a 75% ratio on most jobs except for entry level teaching positions.
- Chairperson Ellis-Stewart said she has heard similar concerns about promotion within CMS and she thanked Mr. Habrat for putting a framework on this area.
- Mr. Davis thanked the HR staff for their hard work and the impact they have made in creating a cultural change in the CMS system. He discussed concerns that in the CMS system when we need our seasoned staff the most they are retiring or going other places to double their salary. The very system that attracts the people we need also gives them incentives to leave. This process also involves money and we have a long way to go as a State system to change for the betterment of our students. Mr. Davis and Mr. Habrat to explain his vision for HR is the catalyst for raising the performance of CMS and what is needed. Mr. Habrat said in the near term he needs the Board to deliver a 3% salary increase for our employees. The CMS employees have earned it, deserve it, and it will tell the community CMS prioritizes its employees. In addition, CMS needs charter like flexibility around Human Resources practices. By State mandate, CMS is bound to notify employees that they are going to lose their jobs before we know we have funding to pay their salaries. In addition, CMS is bound by State mandate on to reward people for performance and it disenfranchises our best performers in the District. Mr. Habrat said his vision is public education has not experienced Human Resources as a profession yet. Public education must have the ability to introduce individuals who make a living out of supporting adults in pursuit of their professional objectives. This would provide public education employees the type of support as employees in the private sector.

VI. REPORT FROM SUPERINTENDENT

Mr. Hattabaugh reported that the Board received an article regarding a Resolution on High Stakes Testing in Texas. North Carolina is in a different context and has reduced the number of End of Course tests and follows the mandate by *No Child Left Behind*. In the future, North Carolina will only test in Algebra I, English II, and Biology I. Previously, the End of Course tests also included U.S. History, Civics, Economics, Algebra II, Geometry, and

Physics. We must remember as a state, North Carolina is one of the twelve states that signed up to receive *Race to the Top* funds. North Carolina will receive \$400 million and one of the four pillars of that initiative is to develop quality assessments to measure results oriented performance measures. CMS as a school district will receive part of the \$400 million funding and the development of summative tests in all non-tested areas will continue. CMS is working with teachers to ensure the tests are reliable and valid. This will focus on outcome indicators such as student proficiency, growth, promotion rates, and formative assessment data. It is imperative to understand that for the CMS students to be career and college ready they will be administered a varied of tests to include the American College test as juniors, the SAT, Advanced Placement tests, and International Baccalaureate tests. CMS is committed to being results oriented and performance management is an important key. It is essential to do what is best for children and there must be measures in order to determine results.

VII. REPORTS FROM BOARD MEMBERS

Rhonda Lennon said the 2012 graduations for both North Mecklenburg and Hough high schools were scheduled at the same time. She addressed concerns regarding the lack of quality control in CMS and this scheduling has been destructive for her district.

Joyce Waddell reported the Hispanic community held a great Education Summit at the Mint Museum and it was well attended and informative. She attended the National School Boards Association's Annual Conference held in Boston and went to several seminars centered on public education, reform, and Board communication. She noted that former Board member, Coach Joe White was featured in the Urban Advocate this month and he had great things to say regarding we can do things to make a difference in educating students. Dr. Waddell attended the Joint Meeting of First Ward Creative Arts Academy and University Park Creative Arts Elementary, parents were excited, and this was a step of joining the two schools to move forward. Dr. Waddell recognized the teachers of CMS for Teachers Appreciation Week and she thanked them for their hard work in the classroom.

Mary McCray attended the Latin American Education Summit. It was informative and we must work together to ensure the CMS Latino students are learning. She acknowledged Teacher Appreciation Week and she thanked the teachers for their hard work. She attended Winterfield Elementary School's Orchestra Finale in partnership with the Charlotte Symphony Orchestra and it was a wonderful event. She attended the CMS Retirement Luncheon and she congratulated CMS students who were awarded scholarships.

Amelia Stinson-Wesley reported she has visited most of the schools in her district and she continues to meet with school staff and PTAs, community groups, and families. She was a key note speaker in two classrooms and talked on the topics of Philanthropy and Nonprofits and Genocide, and she commended the teachers for introducing such difficult topics. She attended field trips with students to Discovery Place and JA Biztown which were great experiences. She also attended an event at Rocky River High School and she commended the graduating seniors are being awarded over \$2 million in scholarships. She continues to be challenged by the work on the Board. She remains pleased and humbled to serve as Board member and looks forward to work ahead.

Mr. Tate congratulated the students at Idlewild Elementary School for their participation at the *Toys for Time* event at the Levine Museum of the New South. This was a great

opportunity to see the creativity of our students. He thanked the Latin American Women's Association for sponsoring the *Dancing for Diversity 2012* at East Mecklenburg High School. Mr. Tate thanked those in the community who participated in the early voting opportunity.

Chairperson Ellis-Stewart thanked the Business Round Table for hosting the 10th Annual Playground Build this year at Paw Creek Elementary School and the partners who participated in the event. She also thanked the Foundation for the Carolinas for hosting a phenomenal event for the CMS principals on April 18th. CMS principals were invited to a dinner in honor of their efforts towards CMS winning the 2011 Broad Prize and to continue the push on student success in CMS. She reported next week the Charlotte Chamber and other businesses will host a Teacher Celebration on May 14th. Chairperson Ellis-Stewart attended the Annual Conference for the National School Boards Association and it was very informative. She recognized that as she travels she realizes that CMS has a stellar reputation nationally and at the State level but often that is not the case in this community. She encouraged the Board and the community to work together to make those identities match so we all are talking about the great things happening in CMS and they are supported by the community. Chairperson Ellis-Stewart congratulated the six CMS teachers who received an invitation to participate at the 2012 Phil Mickelson Exxon Mobile Initiative. She thanked the Wesley Heights Community for the invitation to attend their Community Association Meeting; Mayor Foxx and City Councilman Howard for participating at the recent NASCAR event regarding the *Race to Education* Grant; and the National Association of Negro and Professional Business Women for honoring her with their Professional Achievement Award.

ADJOURNMENT

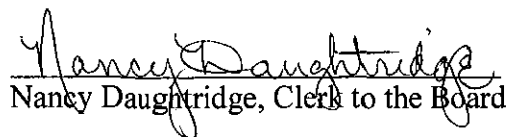
Chairperson Ellis-Stewart called for a motion to adjourn the meeting.

Mr. Tate moved that the Board adjourn the Regular Board meeting, seconded by Ms. Lennon, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 9:25 p.m.



Ericka Ellis-Stewart, Chairperson



Nancy Daughtride, Clerk to the Board