

Approved by the Charlotte-
Mecklenburg Board of Education
October 8, 2013
Regular Board Meeting



Charlotte, North Carolina

July 23, 2013

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on July 23, 2013. The meeting began at 4:35 p.m. and was held in Room CH-14 of the Government Center.

Present: Mary T. McCray, Chairperson, Member At-Large;
Timothy S. Morgan, Vice Chairperson, Member At-Large;
Ericka Ellis-Stewart, Member At-Large;
Rhonda Lennon, District 1;
Richard Allen McElrath, Sr., District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4; and
Reverend Amelia Stinson-Wesley, District 6

Absent: Eric C. Davis, District 5

Also present at the request of the Board were Dr. Heath Morrison, Superintendent; George E. Battle, III, General Counsel; and Nancy Daughtridge, Clerk to the Board.

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

- 1. To discuss student information that is privileged, confidential and not a public record as set forth in Title 20, Section 1232g of the United States Code and Section 115C-402 of the North Carolina General Statutes;**
- 2. To discuss specific personnel matters; and**
- 3. To consult with the Board's attorney on matters covered by the attorney-client privilege.**

The motion was made pursuant to Sections 143-318.11 (a)(1), (a)(3) and (a)(6) of the North Carolina General Statutes.

The Board held a Closed Session meeting from 4:35 p.m. until 5:55 p.m. in Room CH-14.

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

Present: Mary T. McCray, Chairperson, Member At-Large;
Timothy S. Morgan, Vice Chairperson, Member At-Large;

Ericka Ellis-Stewart, Member At-Large;
Rhonda Lennon, District 1;
Richard Allen McElrath, Sr., District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4; and
Reverend Amelia Stinson-Wesley, District 6

Absent: Eric C. Davis, District 5

Also present at the request of the Board were Dr. Heath Morrison, Superintendent; George E. Battle, III, General Counsel; Members of Executive Staff; Judith Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson McCray welcomed everyone to the July 23, 2013 Regular Board meeting which was held in the Meeting Chamber. Chairperson McCray reported Eric Davis would not be attending the meeting.

A. Adoption of Agenda

Chairperson McCray called for a motion to adopt the proposed agenda.

Dr. Waddell moved that the Board adopt the proposed agenda as presented, seconded by Ms. Ellis-Stewart, and the motion passed upon 8-0 voice vote of the Board. Eric Davis was absent.

B. Pledge of Allegiance

Chairperson McCray called upon Tom Tate to lead those present and in the viewing audience in the Pledge of Allegiance. Mr. Tate invited everyone to stand and join him in reciting the Pledge of Allegiance.

II. REQUESTS FROM THE PUBLIC

Chairperson McCray 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.

Chairperson McCray reported there were no people signed up to speak and she called the Requests From The Public closed at 6:10 p.m.

III. CONSENT ITEMS

- A. Recommend approval of Closed Session meeting minutes.
- April 25, 2013.
 - May 23, 2013.
 - June 11, 2013.
 - June 14, 2013.
 - June 20, 2013.

- June 26, 2013.
 - June 27, 2013.
 - June 27, 2013.
 - July 16, 2013.
- B. Recommend approval of Open Session meeting minutes.
- April 9, 2013 Regular Board Meeting.
 - April 23, 2013 Regular Board Meeting.
 - May 14, 2013 Regular Board Meeting.
 - June 14, 2013 Board Work Session – Civic Capacity.
- C. Recommend approval of administrative personnel appointments.

Appointments:

- *Dina Modine named principal at McAlpine Elementary School. Ms. Modine previously served as assistant principal at Elizabeth Lane Elementary School, South Charlotte Middle School, and Quail Hollow Middle School.*
- *Lauren Bell named principal at Nathaniel Alexander Elementary School. Ms. Bell previously served as dean of students at Nathaniel Alexander Elementary School and reading/science interventionist at Nathaniel Alexander Elementary School.*

Transfers:

- *Steve Esposito named principal at Bradley Middle School. Mr. Esposito previously served as principal at Highland Creek Elementary School.*
- *Ernest Saxton, III named principal at Highland Creek Elementary. Mr. Saxton previously served as principal at McAlpine Elementary School.*
- *Dr. Mary Sturge named principal at Devonshire Elementary. Dr. Sturge previously served as principal at Reid Park Academy.*

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

According to the North Carolina General Statutes Section 115C-325(m), any probationary teacher whose contract is not going to be renewed for the next school year, must be given notice of such non-renewal by June 15 of the preceding school year, unless that date is extended in particular situations as provided by the statute. The law directs that the Superintendent make the recommendation for non-renewal to the Board of Education. According to North Carolina General Statutes Section 115C-325(m), any probationary teacher whose contract is not going to be renewed for the next school year who requested information or a hearing, must be given notice of such non-renewal by July 1 of the preceding school year, unless that date is extended upon the written consent of the Superintendent and teacher. The law directs that the Superintendent make the recommendation for non-renewal to the Board of Education. The Board of Education will be asked to vote on this item.

MOTIONS:

1. *Move to approve the Superintendent's recommendations, based on the evidence in the Board record, to non-renew the contracts of those employees shown on the list for performance.*
2. *Move to approve the Superintendent's recommendation to renew the contracts of those persons on the List of Certified Probationary Employees Recommended for Renewal of their Contracts.*
3. *Move to approve the Superintendent's recommendation to grant career status to those persons on the List of Certified Probationary Employees Recommended for Career Status.*

E. Recommend approval of Licensed/Non-Licensed Hires and Promotions for June 2013.

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, 2012 - June 30, 2013: 3,632. (Licensed Hires: 1,918/Non-Licensed Hires: 1,713).*
- *Total Promotions July 1, 2012 - June 30, 2013: 335. (Licensed Promotions: 181/Non-licensed Promotions: 154).*

F. Recommend adoption of resolution to authorize the director of storage and distribution to dispose of surplus school property by way of Online Bid in auction format.

The Online auction time span will encompass the July 26 – August 9, 2013 period. GovDeals, (www.govdeals.com), an experienced and proven Online government surplus sales service provider will facilitate the process. Recommend approval authorizing the director of storage and distribution to dispose of electronic/AV surplus school property through "secured disposal" by way of private negotiation and sale using HVE Inc., a certified recycle vendor. Action necessary, pursuant to N.C.G.S. 160A-266-270, in order to dispose of surplus school property. Fiscal Implications: The auctions usually generate \$6,000 to \$15,000 in revenue.

Chairperson McCray called for a motion to adopt the Consent Agenda as written.

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

Dr. Waddell pulled Consent Item F.

Chairperson McCray called for the Board vote on adopting A. through E., excluding F., and the motion passed upon 8-0 voice vote of the Board. Eric Davis was absent.

Dr. Waddell asked questions regarding Consent Item F. and the Online bidding process and who is eligible to participate? Guy Chamberlain, Associate Superintendent of Auxiliary Services, provided clarification noting that the process is open to the public and the only restrictions include any traders that the site has deemed not eligible for not paying their bills or giving unresponsive bids.

Dr. Waddell moved that the Board adopt Consent Item F., seconded by Ms. Ellis-Stewart, and the motion passed upon 8-0 voice vote of the board. Eric Davis was absent.

Chairperson McCray called upon Dr. Morrison to review the personnel appointments. Dr. Morrison provided an overview of the personnel appointments as noted in Consent Item C. and he recognized the new principals and their families who were in the audience.

IV. ACTION ITEMS

A. Recommend approval of Resolution and Projects for the 2013 Bond Referendum

Correlation to Board of Education Vision, Mission and Core Beliefs: Provide sufficient capacity in facilities, systems and resources.

Chairperson McCray called upon Dr. Morrison to introduce the recommendation on approval of Resolution and Projects for the 2013 Bond Referendum. Dr. Morrison reported we are

excited about the projects approved by the Board of Education and the support of the Board of County Commissioners in listening to our needs. Dr. Morrison commended the Board of Education on their work and collaboration with the Board of County Commissioners. Dr. Morrison called upon Guy Chamberlain to provide an overview of moving forward in the process of capital construction projects and CMS Ten-Year Facility Plan. Guy Chamberlain provided a preamble of the proposed 2013 Bond projects that he hopes will be adopted by the Board to go forward to the Board of County Commissioners for a Bond Referendum to be voted upon in November. He noted the information will be posted to the CMS Website.

- **CMS Historical Bond Overview:** In the previous Bonds, CMS has focused on meeting the promises made to the public. In the late 1990's a Bond Oversight Committee was established to ensure promises were kept. CMS has delivered every project as promised on time with few exceptions and always under budget. CMS was able to redistribute savings to other projects and in a lot of renovations able to increase the scope of the project. It is notable to point out that CMS is cost conscious. When comparing the average cost per seat across the State during this period of time, the State was approximately \$18,000 per seat compared to the CMS average seat cost of \$15,000. If this amount was extrapolated and applied to every single classroom that was built in the state of North Carolina over the same period of time, it would have saved the State \$600 million. CMS Bond expenditures from 1996 to 2008 include twenty-four new elementary schools, eight new middle, seven new high schools, seventeen replacement elementary schools, two replacement middle schools, one replacement high school, and renovations at ninety-one schools for a total Bond expenditure of \$1.76 billion. There are several 2007 Bond projects that have not started because the County slowed down the distribution of capital over the last five years but they will be delivered as promised. The County also implemented a ranking system that reranked the projects as ranked by the Board of Education. Currently, there are four or five projects remaining.
- **2013 Bond Referendum:**

2013 Bond Referendum Project List and Anticipated Delivery Dates	Budget	Anticipated Delivery	BOE District
Oakhurst STEAM Magnet ES/Starmount ES Conversion	\$ 5,940,000	August 2015	4,5
Nations Ford ES Replacement	19,440,000	August 2016	2
Statesville Road ES Replacement	20,340,000	August 2016	3
Olympic HS Addition/Renovation	8,964,000	January 2017	2
J.M. Alexander MS Replacement	30,672,000	August 2017	1
New Language Immersion PK-8 Albemarle Rd. ES/MS Relief	30,376,000	August 2017	4
New PK-8 Berryhill-Reid Park Relief	30,376,000	August 2017	2
Selwyn ES Renovation	2,592,000	January 2018	5
East Mecklenburg HS Addition	12,744,000	August 2018	4
Myers Park HS Addition	22,248,000	August 2018	5
Northridge MS Addition	6,448,000	August 2018	3
Northwest School of the Arts Renovation	12,420,000	August 2018	2
South Mecklenburg HS Addition	18,360,000	August 2018	5
Davidson K-8 Conversion	9,500,000	January 2019	1

Career and Technology Education Phase I: Garinger/West Mecklenburg/North Mecklenburg/Independent	8,640,000	August 2019	1,2,3,6
PreK-8 Conversion Phase II (Ashley Park, Brunns Ave, Walter G. Byers, Druid Hills, Reid Park, Westerly Hills)	24,732,000	August 2019	2,3
New STEAM K-8 (potential Ballantyne, Elon, Hawk Ridge, Polo, Community House, Jay M. Robinson Relief)	31,376,000	August 2019	6
Total	\$295,168,000		

Some of the existing facilities in Charlotte-Mecklenburg Schools are not adequate for the maintenance of public schools. Therefore, it is necessary to provide additional school facilities and improvements (including land acquisition and new school construction), improvement and expansion of existing facilities, and the acquisition and installation of furnishings and equipment. The Mecklenburg Board of County Commissioners will be asked to provide the required funds and to place the Bond Referendum amount on a November 2013 ballot for the Mecklenburg County voters. Fiscal implications: The amount requested is \$290,000,000.

- **Projects Per Board District:** Projects are reasonably distributed throughout Mecklenburg County.

District	Number of Projects	Total
1	3	42,332,000
2	6	93,880,000
3	4	33,160,000
4	3	44,740,000
5	4	47,520,000
6	2	33,536,000
Total		\$295,168,000

Dr. Morrison gave special thanks to the Board of County Commissioners who worked with CMS to ensure projects were considered and included projects in all six districts. The County gave CMS instructions to ask for projects to not exceed \$300 million and we asked for projects within the scope of funding authorized by the Board of County Commissioners. When compared to other national school districts the approximate size of CMS, our Bond request is woefully low. Houston, Texas is requesting a \$1.7 billion bond campaign, Montgomery County is over \$1 billion, and Wake County is requesting a Bond campaign slightly less than \$1 billion. We again, thank the Board of County Commissioners for their collaboration in the Bond campaign.

Tim Morgan read the Resolution and presented a motion for the Board's consideration.

**RESOLUTION REQUESTING COUNTY
TO ISSUE GENERAL OBLIGATION BONDS**

WHEREAS, the Charlotte-Mecklenburg Board of Education is of the opinion that existing school facilities in the County of Mecklenburg are not adequate for the maintenance of public schools in the County for the term prescribed by law;

NOW, THEREFORE, BE IT RESOLVED by the Charlotte-Mecklenburg Board of Education as follows:

Section 1. The Charlotte-Mecklenburg Board of Education has ascertained and hereby determines that it is necessary to provide additional school facilities and improvements in the County of Mecklenburg, including the acquisition and construction of new school facilities, the improvement and expansion of existing school facilities and the acquisition and installation of furnishings and equipment and the acquisition of interests in real property required therefore, and that it will be necessary to expend for such purpose, from proceeds of general obligation bonds and apart from other moneys which may be available therefore, not less than \$290,000,000.

Section 2. The Board of Commissioners is hereby requested to provide the funds required for the improvements herein before set forth and to issue bonds of the County to raise the required funds and to submit the question of issuing bonds to accomplish such financing to the voters of the County of Mecklenburg.

Section 3. The Secretary of the Charlotte-Mecklenburg Board of Education is hereby directed to transmit a copy of this resolution to the Board of Commissioners of the County of Mecklenburg.

Mr. Morgan moved that the Board adopt the Resolution Requesting the County to issue General Obligation Bonds and apart from the other moneys which may be available therefore, not less than \$290,000, and the motion was seconded by Mr. Tate.

There was no Board discussion and Chairperson McCray called for the Board vote to adopt the Resolution requesting the County to issue General Obligation Bonds.

The motion to adopt the Resolution Requesting the County to issue General Obligation Bonds passed upon 8-0 voice vote of the Board. Eric Davis was absent.

V. REPORT/INFORMATION ITEMS

A. Report of Academic Targets - Goal 1: Maximize Academic Performance

Correlation to Board of Education Vision, Mission, and Core Beliefs: Preparing all students to be successful in institutions of higher learning or the workforce without a need for remediation.

Chairperson McCray called upon Dr. Morrison to present the report on Academic Targets. Dr. Morrison said we are excited about having a discussion with the Board around setting academic targets around Goal 1 of a revised Strategic Plan. Many school districts and organizations fail to achieve success because they do not spend the time to adequately define success. What is important to CMS as we revise the Strategic Plan is to be clear in articulating the goals and measures to define success which may include academic, social, emotional, efficiencies, and effectiveness. This development of the process included conversations with staff; reviewing former strategic plans and The Way Forward; assessment of other high performing schools districts and benchmark organizations; and recommendations from the CMS Twenty-two Task Forces and Dr. Morrison's Listening and Learning Tour. We must take the time to adequately define success for CMS which will include success measures for the entire district, progress of every school, and success for every child, every day, for a better tomorrow. Dr. Morrison called upon Frank Barnes, Chief Accountability Officer, to present the report. Mr. Barnes reported Goal 1 is to Maximize Academic Performance and the presentation will highlight focus areas, performance indicators, definitions of those terms, and next steps to move forward. Staff has worked hard to identify performance indicators by which our District's performance will be judged. This

presentation will serve as an introduction to that work by providing an overview and explanation of a set of focus areas and corresponding performance indicators for academic progress. The Board will be given an opportunity to ask questions and inform our direction moving forward. Mr. Barnes provided an overview of Goal 1, focus areas, and academic performance indicators, summary of the development process, and next steps.

- Strategic Plan Revision Process: The transition process involved the Superintendent's Entry Plan, *The Way Forward*, Listening and Learning Tour, as well as the recommendations from the Twenty-two Task Forces and conversations with principals and executive staff.
- The revised goals build upon *Strategic Plan 2014 Goals* and *The Way Forward*. Strategic Plan Elements:
 - Goal: The desired end; what to achieve.
 - Focus Area: Defines and breaks down the goal.
 - Performance Indicator: How to measure progress.
 - 2017-2018 Target: What to achieve by the conclusion of the 2017-2018 school year.
 - Milestone: Annual performance objectives.
 - Strategy: Describes the work that will help CMS reach annual milestones.
 - Tactic: Department level work plans.
- Indicator Criteria:
 - Valid: Indicators measure what we desire to measure.
 - Reliable: Instruments used to collect data consistently to produce the same results.
 - Integrity: Data reported is accurate.
- Focus Areas/Performance Indicators - Goal 1: Maximize academic achievement.
 - College and Career Readiness: Four-year Cohort Graduation Rates; meeting all four ACT Benchmarks (English, Reading, Mathematics, Science); Career and Technical Education (CT) Concentrators' performance on Work Keys exam; SAT District Average (Math + Critical Reading + Writing); On track toward an on-time graduation in 6th and 9th grade; and Additional measures to be adopted or developed.
 - High Academic Achievement: Kindergarteners from the CMS PreK Program "on grade level" based on Kindergarten Entry Exam performance; First and second graders at benchmark on End of Year Reading 3D exam, Student proficiency on End-of-Grade and End of Course exams; and Math III End of Course test performance.
 - Academic Growth: Schools meeting or exceeding growth expectations. Students making growth 2014-2015 and beyond.
 - Access to Rigor: PSAT participation in sophomore year; Advanced Placement (AP) and International Baccalaureate (IB) course participation and performance; AP and IB test taking and performance; Honors course taking and performance (*in middle schools*); and High school course taking and performance (*in middle schools*).
 - Closing Achievement Gaps: Black-White gap; Hispanic-White gap; Economically Disadvantaged-Non-Economically Disadvantaged gap; Exceptional Children-Non-Exceptional Children gap; Limited English Proficiency-Non-Limited English Proficiency gap; and Male-Female gap.
- Going Above and Beyond the State's Systems: The CMS School Performance Framework will minimally include what the State's systems include as well as other locally selected performance indicators.
 - CMS School Performance Framework: Reading in the early grades (K-2)/ Kindergarten Readiness. End of Grade, End of Course, Graduation Rate, Growth

ACT, Work keys. Subgroups and Closing Achievement Gaps. PSAT, SAT, Advanced Placement, and International Baccalaureate.

➤ North Carolina Grading System (A-F): EOGs, EOCs, Graduation Rate, ACT, Work Keys, and Growth.

➤ North Carolina Measurable Objectives (AMOs): EOGs, EOCs, Graduation Rate, Attendance, Growth, and Subgroups.

- Performance indicators, Milestones, and Targets Examples.
- Next Steps:
 - Await final determination on school grading system indicators by State legislature.
 - Receive data from testing companies and North Carolina Department of Public Instruction to establish baselines.
 - Set 2017-2018 targets and annual milestones.
 - Integrate with remaining portions of the revised strategic plan.
 - Review, Revise, and Refine.

Dr. Morrison reported we are still awaiting the final State accountability framework and the proposed information sets a range of targets. We want to develop measures that will include target to determine if a student by third grade is truly on a pathway to be college and career ready. If a student is not progressing we will be able to intervene in real time.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments. Board members made comments and asked questions and Dr. Morrison and staff provided clarification.

- Mr. McElrath stressed the importance of students being career ready and he hopes the process will include knowing when a student is ready to go to work. He urged staff to consider vocational internships in the private sector for students.
- Dr. Waddell urged staff to dream big on developing the goals and to consider raising the proposed increase in graduation rate by more than five additional points. Dr. Waddell asked questions regarding students receiving college credits, how the process will be impacted by the State's movement to three diplomas, and testing in first through third grade. Dr. Waddell expressed concern that the State is increasing the number of tests that schools must administer and this may take away time for instruction. She urged staff to ensure integrity in the testing process to assure teachers are being honest in the testing process in an effort to be proactive in avoiding the issues experienced by various schools districts across the nation regarding testing integrity. Dr. Morrison provided comments regarding the CMS testing process to ensure accountability for testing integrity and quality data.
- Mr. Tate likes that this is attempting to do the right thing for each individual student. He wants to ensure CMS is not stopping anyone from doing excellent work. We want everyone to succeed and because the target is greater than 90 we do not want students to stop at that point. Mr. Tate said once all the goals and targets are finalized, how will the public follow our progress on the goals? Mr. Barnes reported the information will be posted on the CMS Website and the progress will be monitored at the school level. The goals will be available and parents can track progress of their children through PowerSchool. Eventually the public will be able to view our progress on year to year basis. Dr. Morrison reported information will also be presented to the Board via Strategic Plan updates throughout the year.
- Ms. Lennon said it is important to understand accountability versus over-testing and how

to measure performance if you do not test. Just like patients, the only way to understand how someone is doing is to monitor their vital signs. This is also applicable to understanding how students are doing. Dr. Morrison discussed the importance of progress monitoring of students to understand if they are behind or above the grade level. This data will lead to strategies for the individual student to keep them on path to be college or career ready. Ms. Lennon said the public has addressed concerns about high stakes testing but the only way to monitor children is to test them. CMS is not trying to over-test students and we are reviewing options to simplify testing as well as be resourceful with our dollars. We want to do what is in the best interest of the child. Ms. Lennon is pleased that all school districts now follow a national cohort metric which will help provide better data for school district to school district comparisons. Ms. Lennon said the graduation rate can be negatively impacted by high mobility of students and that is a big concern. She commended CMS for striving to put students back on track even though they may not meet the requirements of the national graduation cohort.

- Ms. Ellis-Stewart believes it is important to get the student perspective on the CMS goals and objectives so they understand our end game. She suggested CMS create a student council to get feedback and hear the voice of the student. Dr. Morrison said we are reviewing strategies across the nation on high performing school districts to develop strategies to ensure the goals and performance indicators are successful and hearing from students could be meaningful. As we expand our goals we would like to make them uniquely applicable to CMS. Ms. Ellis-Stewart shared information about a 'Data in a Day' concept which is comprised of a team of people who visit a school to see if the things a school system is measuring is evident in that school. This effort would bring the community in to see what is happening in the school. Ms. Ellis-Stewart wanted to ensure the public was aware that CMS is on track to reinstate the costs for students to take Advanced Placement and International Baccalaureate exams. She believes it is important that the targets for schools with a lower score are realistic and they execute with fidelity so parents are clear that the school did what was needed to educate a child and not just pass them through. Dr. Morrison provided clarification of the target setting process and strategies for each school and that the schools will be held accountable for targets in all grades. The performance targets are structured to focus on quality instruction. Ms. Ellis-Stewart addressed concern regarding principals frontloading their best teachers in 3rd, 4th, and 5th grade because those scores count. She urged that teachers be informed about their level of accountability and the rollout for this process. Dr. Morrison said this process will be aligned with the State process and aligned with what the school, teacher, and district will have to do to be successful. Better alignment will result in being more efficient.
- Chairperson McCray asked questions regarding teacher training for the new testing, involvement of parents, targets for alternatives sites, and will the State require 3rd graders doing summer remediation take a test to ensure they passed to 4th grade? Dr. Morrison and Mr. Barnes provided clarification and Mr. Barnes noted that 3rd grade students in summer remediation will be tested. Chairperson McCray asked that the link to the John Hopkins Study on the Philadelphia School System be sent to the Board members.

Dr. Morrison commended executive staff on their hard work in flushing out Goal 1 and the foundation of this initial report will be utilized as staff presents information on Goals 2, 3, 4, 5, and 6.

B. Management Oversight Report on Constituent Services

Correlation to Board of Education Vision, Mission, and Core Beliefs: Foster effective three-way communication among central management, individual schools, and the public at large.

Chairperson McCray called upon Dr. Morrison to introduce the Management Oversight Report on Constituent Services. Dr. Morrison reported the Board receives a quarterly report on responses to Constituent Services questions and issues. This Management Oversight report is a yearlong snap shot review. Dr. Morrison called upon Earnest Winston, Chief of Staff, to present the report. Mr. Winston said it is a pleasure to present the Board the Management Oversight Report on Constituent Services. Mr. Winston introduced Judith Whittington, Board Services Manager, who works closely with the Board and facilitates the Constituent Services process.

Mr. Winston reported the Constituent Services process was created to ensure CMS has a system to respond to citizen suggestions, questions, or concerns. As elected officials, members of the Board of Education have an obligation to be accessible and responsive to the public regarding their suggestions, questions or concerns related to Charlotte-Mecklenburg Schools. Constituent Services provides a process of assisting both the Board and the public with responses and resolutions. During an April 2005 Board Work Session, the Board defined deliverables to improve the District's constituent services process. Key deliverables identified were draft a work plan; create a written definition of constituent services; write constituent services protocols; design electronic documentation and tracking system; develop feedback method to Board, and establish a process for reporting constituent services trends and patterns. Five months later at the September 13, 2005 Regular Board meeting, the Board adopted by unanimous Board vote Policy *BHE*, Constituent Services *and Exhibit BHE-E, Protocol for Constituent Services*.

- Constituent Services Process: The manager of board services serves as the interface between Board members and staff in collecting and tracking constituent services activity. The board manager facilitates the process by following an established procedure that involves acknowledging each constituent referral from a Board member, maintaining electronic files for individual Board members with referrals they have forwarded for resolution, and making every effort to close referrals as soon as possible.
 - Computer Software: Epicor Clientele is the software used to track, manage, and provide data on 2012-2013 constituent services activity. CMS has recently changed to Cherwell software which will be used to track 2013-2014 constituent services activity. Cherwell will also be used by other CMS departments for service management.
 - Referral Process: Not all constituent service issues are documented as Board members handle many inquiries directly if they have the information to address the matter. The steps to resolve constituent services matters include:
 - Contact from constituent to Board member.
 - Contact from Board member to manager of board services.
 - Referral entered in database (Cherwell).
 - Referral routed to appropriate executive staff member to investigate, resolve, contact constituent with resolution and provide feedback to board office of resolution.
 - Referral closed in database.
 - Contact from manager of board services to Board member with resolution.

- Maintain paper file of all referrals (usually email chain).
- Constituent Service Concerns Categories: Athletics, Budget, Exceptional Children, Facilities, Health, Human Resources, Legal, Other, Public Information, Curriculum, Discipline, School/General, Safety, School Staff, Student Placement, and Transportation.
- Reports: The manager of board services is required to provide periodic constituent services activity reports to the Board and the Superintendent. Reports are provided quarterly and at the end of each fiscal year. Referrals are typically requests for information or assistance. Referrals are documented by categories to pinpoint specific areas of inquiry. Reports are an important and effective management tool because they provide information stored in the database, trends and patterns of constituent referrals, and identify high areas of interest regarding the school district. Problems are identified and addressed by analyzing report data.
 - Three-year Trend Comparison:
 - ✓ July 2012-2013: The peak activity was October and January. The highest areas of interest were School, Student Placement, and Staff.
 - ✓ July 2011-2012: The peak activity was August and January. The highest area of interest was School.
 - ✓ July 2010-2011: The peak activity was August and September. The highest area of interest was Student Placement and Transportation.
 - Three-year Number of Referrals: Total 923.
 - ✓ July 2012 - June 2013: 257.
 - ✓ July 2011 - June 2012: 314.
 - ✓ July 2010 - June 2011: 352.
- Budget: The Board Services Office has no direct costs related to the constituent services operations. Cherwell Service Management platform is a suite of information technology and service management applications. The software is used by several departments, including Technology Services and Lawson Help Desk, PowerSchool security desk, Human Resources, and Payroll.
- Goals, Objectives, and Measures:
 - Goals: System with defined protocols and procedures for handling referrals. Protocols followed by Board members and staff. Referral data tracked and analyzed. Quarterly reports provided to the Board.
 - Objectives: Consistency, Timeliness, Accuracy, and Responsibility. Referrals are handled per Policy BHE and Exhibit BHE-E. Referrals are entered and closed daily as needed. Categories are determined correctly and entered accurately. Resolution information provided to constituent and Board member.
 - Customer Service Measures: Suggestions never given for process improvement (opportunity extended in each report) and complaints are rarely, if ever, received.
- Major Initiative/Results:
 - Transitioning to the new software, Cherwell, will require the Manger of Board Services to learn new processes and procedures in order to remain proficient and continue to provide excellent customer service to Board members and the public.
 - Management Oversight is essential to good school district governance. The Board's management oversight of district operations and governance is 'above the line' stopping with the superintendent and the superintendent's management oversight of district operations is 'below the line' including all staff. Constituent Services is a management oversight area and is highly efficient and effective in modeling the

principles of management oversight. Board members are not viewed as problem-solvers. Board members send referrals to constituent services for resolutions, staff provide resolution to the constituent and the 'line' stays intact.

- Meets Expectations: The Constituent Services processes are sufficient for everyday use. The 2005 Board Work Session vision was accomplished and the process continues to meet the demands of the Constituent Services process.

Chairperson McCray thanked staff for the report and invited Board members to ask questions or make comments. Ms. Whittington noted that the Board is very familiar with process and she highlighted that when Board members send the information to the Board office it creates a paper trail for follow up.

- Board members Stinson-Wesley, Lennon, Waddell, Morgan, and McCray commended Judy Whittington for her expertise, promptness, and efficiency in managing the Constituent Services process and being a great voice for people contacting the Board. Chairperson McCray urged the Board to send Ms. Whittington an Email to ensure all Constituent Services information is documented.

VI. REPORT FROM SUPERINTENDENT

Dr. Morrison reported on the following:

- State Budget Update: The State budget has not been finalized. At this time the purposed cuts to public funding is a 1.5% reduction from the 2012-2013 school year. There are no salary increases for teachers or school-based employees. There are five bonus leave days for State employees that expire at the end of the year. The budget also reflects a cut to teacher assistants which equates to an approximate \$120 million cut and this is very concerning. Staff is viewing options to adjust to the reduced funding. The State should pass the budget this week and CMS staff expects to have a final budget to present to the Board for adoption at the first meeting in August.
- Project L.I.F.T. Update: Dr. Morrison commended the staff of Project L.I.F.T. for beginning their first day of school at Walter G. Byers, Thomasboro Academy, and Druid Hills Academy. He invited Board members to visit those schools at their convenience.
- Summer Graduations will be held on August 5, 2013, Bojangles' Coliseum, 9:00 a.m. In addition to the Board of Education members, CMS has invited local, city, and State officials.
- CMS Task Force Event will be held on August 5, 2013, West Charlotte High School, 3:30 p.m. to 6:00 p.m. The event will honor the CMS Task Force members and their strategic contribution to Charlotte-Mecklenburg Schools.
- Transformation Summit will be held on August 7th and 8th at Hopewell High School. Charlotte-Mecklenburg Schools will host a two-day summit to advance the discussion about strategic school design and how to transform every CMS school into a school of choice.

VII. REPORTS FROM BOARD MEMBERS

- Reverend Stinson-Wesley expressed concern regarding the proposed State budget and the negative impact it will have on public education. She is happy the State budget will keep the James K. Polk site in Pineville open and she thanked the Pineville community, State representatives, and the students and staff at Pineville Elementary for joining her in advocating for keeping the Polk Center open. Reverend Stinson-Wesley highlighted the

important work of Malala Yousafzai, the Pakistani teenager shot by the Taliban for campaigning for girls' education.

- Dr. Waddell enjoyed touring the Project L.I.F.T. schools and expressed concern regarding the number of mobile units and overcrowded conditions at the schools. She commended the students who will graduate on August 5th and she looks forward to attending those graduations. Dr. Waddell addressed concerns that North Carolina is ranked among the lowest on the national teacher pay scale and she urged everyone to make public education a top priority. She asked the Board to find money in the budget to increase the teacher supplement.
- Ms. Ellis-Stewart urged people to participate in the national 'Sixty-three Minutes of Peace' initiative on August 28th which celebrates the 50th anniversary of the March on Washington. Ms. Ellis-Stewart attended a National School Boards Association's CUBE (Council of Urban Boards of Education) Summer Issues Forum in Seattle, Washington. Ms. Ellis-Stewart shared information from the conference which highlighted issues impacting urban school districts, the reauthorization of *No Child Left Behind* Legislation, changes to the Title I formula, options to advocate for public education, characteristics of an effective Board, and Common Core.
- Tom Tate also attended the CUBE Summer Issues Forum and he congratulated Ericka Ellis-Stewart for being nominated to the CUBE Steering Committee. The conference was a great meeting and opportunity to discuss national issues.
- Mr. Morgan reported the Board will hold a Board Retreat on Friday, July 26, 2013 starting at 8:00 a.m. The agenda will be E-mailed to Board members tonight.
- Chairperson McCray thanked Dr. Morrison, George Battle, the Board's Legislative team, and Board members Morgan and Lennon for their work on promoting the CMS Board's Legislative Agenda in Raleigh on behalf of CMS. Many of our teachers and staff are grateful of your hard work.

ADJOURNMENT

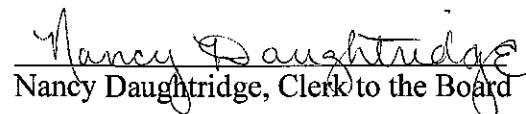
Chairperson McCray called for a motion to adjourn the meeting.

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

The Regular School Board Meeting adjourned at 8:38 p.m.



Mary T. McCray, Chairperson



Nancy Daughtridge, Clerk to the Board