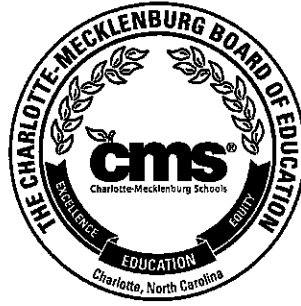


Approved by the Charlotte-  
Mecklenburg Board of Education  
December 11, 2013  
Regular Board Meeting



Charlotte, North Carolina

September 10, 2013

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on September 10, 2013. The meeting began at 5:38 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;  
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: Ericka Ellis-Stewart, Member At-Large

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 Mr. Morgan, 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 5:38 p.m. until 5:53 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;  
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: Ericka Ellis-Stewart, Member At-Large

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

## I. CALL TO ORDER

Chairperson McCray welcomed everyone to the September 10, 2013 Regular Board meeting which was held in the Meeting Chamber.

### A. Adoption of Agenda

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

**Mr. Morgan moved that the Board adopt the proposed agenda as presented with the exception of moving Agenda Item VI., Report from the Superintendent, in front of Agenda Item III. Consent Items, seconded by Reverend Stinson-Wesley, and the motion to adopt the agenda as amended passed upon 8-0 voice vote of the Board. Ericka Ellis-Stewart was absent.**

### B. Pledge of Allegiance

Chairperson McCray introduced the student to lead those present and in the viewing audience in the Pledge of Allegiance and to speak to the September character trait of *respect*. Shelby Ingram is a 12<sup>th</sup> grade student at West Charlotte High School. Shelby is an International Baccalaureate (IB) scholar in the Diploma Programme and hopes to earn a Bachelors of Science in Atmospheric Science with aspirations to become a meteorologist. Shelby is a leader at school and serves as Executive Student Council Vice President and IB Student Advisory Council President. She is active in sports, runs track, and the manager of the volleyball team. Shelby is the youngest daughter of Eugene Ingram and Gwenarda Isley. Shelby invited everyone to stand and join her in reciting the Pledge of Allegiance. Following the pledge, Shelby talked about the importance of respect in the relationships between others, listening to what others have to say, how we treat each other, and following the law.

## 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. Six speakers were signed up to address the Board.

Five people addressed concerns about the new State mandated Measures of Student Learning (MSL) tests and the negative impact it is having on teacher morale. They urged the Board to stand up for teachers, parents and students by asking the State for a moratorium on MSL testing in an effort to allow time to review the flaws in the testing system; the hours teachers will have to spend administering the tests without pay; the costs school districts will incur for the tests; and the amount of testing being done. They are advocates for education and want to protect valuable instructional time and urged the Board and the community to support the moratorium. They also addressed concerns regarding the recent State decisions regarding teachers losing tenure, masters pay, and support staff/teacher assistants. Other issues included the increase in class size, reduced budgets for school supplies, and the proposed grading of schools.

- Larry Bosc, CMS teacher.
- Susan Harden, parent of a CMS student and professor at UNC-Charlotte.
- Charlie Smith, president of Charlotte-Mecklenburg Association of Educators.
- Celia Collias, junior at Myers Park High School in the IB Program.
- Erlene Lyde, CMS teacher, advocated for the love of teaching and learning. She urged the public to sign a petition at [www.mecklenburgacts.com](http://www.mecklenburgacts.com) in an effort to stand up for teachers and students to proclaim MSL testing is not good for children, teachers, and schools.

Paul Bailey, Mayor Pro Tem of Matthews and Board of Education candidate for District 6, recognized the Board of Education for their achievements; the good work the Board is doing; their recent national recognition; the CMS increase in graduation rates; and their collaborative working relationship with the Town of Matthews. Mr. Bailey attended a media discussion on the 2013 Bonds and the information was informative. Mr. Bailey pledged to work with the Town of Matthews to adopt a resolution to support the CMS Bonds. Mr. Bailey provided the Board with an update regarding the cell tower in Matthews.

Ron Leeper represented Men Who Care Globally which is an active organization in the west Charlotte community that mentors young people to give them hope, direction, and encouragement to stay in school. This year, they will volunteer at Ranson Middle School each week to work with the staff and principal in an effort to be a part of the solution.

Chairperson McCray thanked the speakers for their comments and called the Requests From The Public closed at 6:32 p.m.

## **VI. REPORT FROM SUPERINTENDENT**

***With the adoption of the agenda, the Board requested Agenda item VI. Report From Superintendent to follow Agenda Item II. Requests From The Public.***

Dr. Morrison reported on the following:

- Testing: Dr. Morrison reported several teachers have just addressed concerns to the Board regarding testing and CMS staff has also discussed these same concerns. Dr. Morrison reported he has taken many of these concerns to the Governor, Secretary of Education, and State Superintendent of Public Instruction in an effort to discuss what we can do. We will continue to advocate for necessary and balanced changes to the current testing in North Carolina and across the United States. Dr. Morrison said he and a group of North Carolina urban superintendents have been working collaboratively over the last few months to advocate for changes in testing, including a presentation of a formal

proposal for specific changes to study measures of student learning or common exams. Three meaningful outcomes have resulted from this collaboration. First, there has been a healthy dialogue between the urban districts and the State Superintendent who was open to discuss changes to our current testing regime. It has been determined that it will take federal legislation and we have reached out to the Governor who has expressed concerns about testing in North Carolina. Second, a North Carolina delegation traveled to Washington in July to meet with the Secretary of Education to discuss changes to the required testing as part of the Elementary and Secondary Education Act (ESEA) waiver and *Race to the Top*. The Secretary of State was asked to consider revisiting measures of student learning in these exams. Third, informed by that meeting the North Carolina State Board of Education has decided to formally request the United States Department of Education (USDE) amend the ESEA waiver granted to North Carolina. If the North Carolina request is approved by the USDE, the North Carolina Department of Public Instruction will ask Local Education Agencies to submit alternative measures of student learning as well as measures of student learning results being utilized for teacher evaluations from the previous year. CMS staff has begun to work collaboratively to identify alternatives in anticipation of a positive decision by USDE. Administration of the common exams is required by State law and Federal statute, and therefore, they must be administered until such time those changes are approved and implemented. Until such law or State policy is passed, CMS will move forward with the administration of testing in compliance with the law. We will continue to advocate for reasonable changes and a balancing in an effort to have a healthy amount of testing balanced by the needed amount of time for instruction. We will continue to work with our partners to encourage the advocacy be appropriated at the State and USDE levels.

- Superintendent Update:
  - CMS Bond Webpage launched: Bond information can be found at [www.cms.k12.nc.us](http://www.cms.k12.nc.us)
  - 'Coffee with the Superintendent:' Parents and community members are invited to join Dr. Morrison to share ideas about District initiatives, legislative actions, and how to improve education for all students.
    - September 11, 2013, 7:30 a.m. to 9:00 a.m., Olympic High School.
    - September 17, 2013, 3:00 p.m. to 4:30 p.m., Ardrey Kell High School.
    - September 24, 2013, 7:30 a.m. to 9:00 a.m., Mallard Creek High School.
  - Immunizations: Families must ensure children have the State required immunizations for school. North Carolina law requires proof of vaccinations on the first day of school or within thirty days of the first day of school. Families must submit proof of required immunizations and health assessments by September 25<sup>th</sup> and students who are not in compliance cannot attend school until their records are up to date. CMS community partners are offering school age children the needed immunizations and that information can be found on the CMS Website.
  - Cell Towers: CMS has an articulated process for consideration of cell towers. It was the responsibility of the Town of Matthews to first consider action regarding the cell tower at Elizabeth Lane. Now that the Town of Matthews has taken action, CMS will investigate this matter and if appropriate will bring action before the Board.
  - Advocacy on Masters Pay for Teachers: As a result of legislative action, teachers who have initiated their Masters program have until April 1<sup>st</sup> to complete their degree in order to be compensated. CMS is concerned that many of our hard working teachers began programs in good faith and cannot complete the program prior to the

April 1<sup>st</sup> deadline. Dr. Morrison reported he has sent letters to the Governor, State Superintendent, State Board of Education, and representatives on the Mecklenburg Delegation to urge the deadline be revisited. At a recent State Board of Education meeting, there was support to move the deadline from April 1<sup>st</sup> to May 7<sup>th</sup>. We will continue to work with our State legislators to have all our teachers who began their Masters program to be compensated on the completion of that program.

### III. CONSENT ITEMS

#### A. Approval of Minutes:

1. Recommend approval of Closed Session meeting minutes.
  - May 14, 2013.
  - May 28, 2013.
  - July 23, 2013.
  - July 25, 2013.
  - August 13, 2013.
  - August 22, 2013.
  - August 22, 2013.
  - August 27, 2013.
  - September 4, 2013.
2. Recommend approval of Open Session Minutes.
  - June 11, 2013 Regular Board Meeting.
  - June 25, 2013 Regular Board Meeting.

#### B. Recommend approval of Licensed/Non-Licensed Hires, Promotions, and selected position Separations for August 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, 2013 - June 30, 2014: 1,664. (Licensed Hires: 1,273/Non-Licensed Hires: 391).*
- *Total Promotions July 1, 2013 - June 30, 2014: 157. (Licensed Promotions: 92/Non-licensed Promotions: 65).*
- *Total Selected Positions Separations: July 1, 2013 – June 30, 2014: 3.*

#### C. Recommend approval of Depositories and Signature Authorization.

*The Board is required to approve the facsimile signature of Sheila W. Shirley, Chief Financial Officer, on the bank accounts of the Board of Education. Also, the Board is requested to approve the officers (principal and school treasurer) and depositories for all school activity funds as listed by school on file in the office of the Chief Financial Officer. Board approval of facsimile signatures, approval of school officers, and bank depositories is addressed in Sections 115C-439, 115C-448 and 115C-444, respectively of the North Carolina School Budget and Fiscal Control Act. Fiscal Implications: None.*

#### D. Recommend approval of roof replacement project for the eight classroom building, Area J1, at old Sedgefield Elementary School (formerly known as Family Application Center located at 700 Marsh Road, Charlotte, North Carolina).

*The roof replacement project for the eight classroom building, Area J1, at Old Sedgefield Elementary School was bid on July 11, 2013. Staff recommends the approval of the roof replacement contract to the lowest responsive bidder, Interstate Roofing Company, Inc. The project is scheduled for completion by October 2013. MWSBE participation is 0%. Fiscal Implications: Local funds, \$128,800.*

E. Recommend termination for Convenience of Lease by Charlotte-Mecklenburg Board of Education with Brookstone School of Charlotte at the former Amay James Pre-Kindergarten Center located at 2414 Lester Street, Charlotte, North Carolina 28208.

*The former Amay James Pre-Kindergarten Center has been leased to Brookstone School for the operation of a private school. Per the terms of the lease executed by Charlotte-Mecklenburg Board of Education (CMBE), termination for convenience may be executed with eighteen months written notice. Exercising this option at this time will allow Brookstone to remain in operation at Amay James until the conclusion of the 2014-2015 school year. CMS staff is working with Brookstone to identify suitable options for relocation. Fiscal Implications: CMS will be responsible for costs of operation and maintenance of the facility once Brookstone vacates the premises.*

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

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

Dr. Waddell pulled Consent Item E.

**Chairperson McCray called for the Board vote to adopt Consent Items A. through D., excluding E., and the Board voted 8-0 to adopt Consent Items A. through D. Ms. Ellis-Stewart was absent.**

Dr. Waddell said Consent Item E. is the termination of a lease for a CMS school and she asked when will that school be used to relieve overcrowded issues for students in that area? Dr. Morrison said the termination of the lease will culminate with moving students from the overcrowded conditions at Reid Park to the Amay James facility. CMS is working actively with Brookstone to find an alternative site and we will take repossession of Amay James at the conclusion of the termination of the obligation of the lease. Dr. Waddell commended Dr. Morrison and staff on reclaiming some of the usages of the CMS facilities and reverting them back to be used by CMS students to alleviate some of the overcrowded conditions. Dr. Waddell noted that parents in the Amay James area have addressed concerns about that facility not being used by CMS and she is happy CMS listened and addressed the concerns of those parents. Dr. Waddell hopes staff will continue to reclaim CMS facilities to be used for CMS students.

**Dr. Waddell moved that the Board adopt Consent Item E., seconded by Mr. Davis, and the motion passed upon an 8-0 Board vote. Ericka Ellis-Stewart was absent.**

#### **IV. ACTION ITEMS**

The agenda did not include any Action Items.

#### **V. REPORT/INFORMATION ITEMS**

##### **A. Report on Budget Amendments for July 2013**

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

Chairperson McCray called upon Dr. Morrison to present the report on Budget Amendments

for July 2013. Dr. Morrison reported this is the monthly report and as presented.

**B. Report on Post-Opening of Schools**

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

Chairperson McCray called upon Dr. Morrison to introduce the report on Post-Opening of Schools. Dr. Morrison commended teachers, administrators, CMS community support members and partners, and the entire school district for a very successful opening of schools. Dr. Morrison traveled with members of the media to visit several schools on the first day of school and several of them kept asking Dr. Morrison, "What is going wrong?" Dr. Morrison reported all CMS staff was focused on ensuring everything went extremely well for over 144,000 students. It was a smooth opening. There were some PowerSchool issues but the CMS team worked collaboratively with the State to successfully resolve issues in a quick manner. Dr. Morrison said he is proud of the CMS schools and the District. Dr. Morrison called upon Ann Clark, Deputy Superintendent, to introduce the report on Post-Opening of Schools. Ann Clark thanked Dr. Morrison for his strong leadership of CMS and its opening of schools for the 2013-2014 school year. She saluted Janelle Jenkins, Director District Leadership, and Phil Goodman, Director of Property and Quality Control, for their leadership in facilitating the opening of school process and expertise in ensuring a smooth school opening. Ms. Clark commended Jay Parker, Director Student Applications and Web Development, and his team on the CMS implementation of PowerSchool and being a lifeline to many school districts throughout North Carolina who have struggled with the implementation of PowerSchool. PowerSchool was a huge process mandated by the State with an unrealistic deliverable but Jay and his team met the requirements of the State and the needs of CMS. Ann Clark introduced Janelle Jenkins and Phil Goodman to provide an overview of the Post-Opening of Schools report.

Janelle Jenkins provided the Board with an overview of Opening of Schools, teacher staffing, Back-To-School Rally, textbooks, transportation, major initiatives, and Universal Breakfast. Phil Goodman provided the Board with an overview of Auxiliary Services, capital projects, and mobile installations.

- Opening of Schools Overview:
  - 155 schools began the 2013-2014 school year on August 26<sup>th</sup>.
  - Four continuous learning schools within Project L.I.F.T. began classes in July: July 22: Thomasboro Academy and Druid Hills Academy. July 23: Bruns Academy and Walter G Byers School.
  - Cato Middle College High began classes August 12<sup>th</sup>.
- Process Highlights:
  - The cross-functional team was efficient and proactive, exceeding assigned responsibilities.
  - Executive and support staff reported to school sites to assist with opening of schools activities.
  - The Executive Staff met daily to discuss opening of schools activities and mitigate risks.
  - Continuous improvement activities are in process to refine the Opening of Schools and next year the process may begin in early October.

- Student Enrollment: As of September 6<sup>th</sup>, actual enrollment was 145,836, 1,180 more than 2013-2014 projections and 4,665 above 2012-2013 20<sup>th</sup> day enrollment.
- Goals, Objectives, and Measures: Ensure a smooth opening of schools to maximize student achievement by meeting foreseen student and school needs. Five Operational Readiness Measures ‘Big Rocks:’
  - Teacher Staffing: 1,549 teachers have been processed since May 13<sup>th</sup> through transfers, promotions, and internal and external hires. Currently, CMS has 68 vacancies without recommendation.
    - Inaugural CMS Employee Back-To-School Rally: Approximately 8,000 employees attended the rally and the ‘happy new year’ event was considered a great success.
  - Capital Projects (new and replacement) - School Renovations:
    - Ribbon Dedications are scheduled for Pineville Elementary on September 19<sup>th</sup>, Grand Oak Elementary on September 24<sup>th</sup>, Bain Elementary on September 26<sup>th</sup>, and McClintock Middle on September 27<sup>th</sup>.
  - Mobile Installations: CMS is adding 75 mobile classrooms to prepare for growth. 14 of 21 school sites are complete.
    - Completed: Albemarle Road Elementary, Briarwood Elementary, Druid Hills Elementary, Elon Park Elementary, Hidden Valley Elementary, Lansdowne Elementary, Merry Oaks Elementary, Nations Ford Elementary, Polo Ridge Elementary, Reid Park Elementary, Ridge Road Middle, South Mecklenburg High, Winding Springs Elementary, and Windsor Park Elementary.
    - To Be Completed by September 30<sup>th</sup>: Allenbrook Elementary, Ballantyne Elementary, Billingsville Elementary, Lebanon Road Elementary, Bailey Road Middle, and Thomasboro Academy.
  - Textbooks/Technology: New textbooks and instructional materials to support academic achievement were delivered in a timely fashion. Replenishment materials at elementary, middle, and high school levels. New High School AP Science and Social Studies. New Middle School Science and Social Studies Technology books.

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Number of Students	112,000	111,000	115,000	119,000	123,000	126,000
Number of Buses	1,255	1,155	1,096	952	953	993

- By the end of the first week, transportation statistics were consistent with normal practices. 95% of the buses were arriving on-time and the last delivery time was 6:15 p.m.
- Major Initiatives:
  - In addition to managing the traditional Opening of School ‘Big Rocks,’ CMS also focused on several major initiatives: New Technology Upgrades, PowerSchool Implementation, Upgraded Security Initiative, New Schools and Programs, and Project L.I.F.T. Continuous Learning Schools.
- Universal Breakfast: The program has been very positive and CMS continues to feed more children each day. More children in CMS are eating breakfast and this effort helps better prepare students for the school day.



First Week of School	2012-2013	2013-2014	Increase
Monday	12,419	15,337	+2,918
Tuesday	20,803	25,376	+4,573
Wednesday	22,857	28,808	+5,951
Thursday	24,227	30,687	+6,460
Friday	26,071	32,775	+6,704

- PowerSchool Update:
  - Over 7,000 staff members trained in PowerSchool or PowerTeacher before August 26<sup>th</sup>.
  - 105 custom quick reference guides and 18 videos were created for both initial training and long-range support with PowerSchool.
  - Scheduling was 95% completed as of August 23<sup>rd</sup> to ensure a smooth opening of schools.
  - 141,283 Parent Portal letters were printed and distributed to schools.
  - CMS is still experiencing performance delays with response times in this application which is hosted by the Department of Public Instruction but tickets are being created for resolution and resolved as quickly as possible.
  - Incident modules are still being designed and will not be ready for use until October 1, 2013.
- Next Steps:
  - Continue PowerSchool training and support.
  - Enhance school design and transformation efforts.
  - Realign central staff based on school services model.
  - Monitor the implementation of Universal Breakfast.

Ann Clark provided the Board with an update on the implementation of the CMS Security Plan. The goal was to have all Student Identification Badge machines located at all CMS campuses and have IDs in the manufacturing stage within the first three weeks of school. CMS has met that deliverable. Every school in the District has a Student Identification Badge machine and every employee and student at the school will have a Student Identification Badge. In addition, CMS successfully completed the controlled entry. This is a controlled entry because a single point of entry is not practical at the school sites with several buildings. The next stage of the Security Plan is the installation of cameras and the ability for schools, through audio or visual, to buzz visitors into the building. Ms. Clark commended schools for their creative solutions in implementing the Security Plan and efforts to secure our campuses to make them a safe place for all students and visitors. We anticipate having the Security Plan fully implemented by the end of the school year and staff will continue to provide updates to the Board.

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

- Mr. Morgan reported he visited Hawk Ridge Elementary School this morning and staff and students are excited about this school year. Mr. Morgan commended staff on an unbelievably smooth opening of schools.
- Mr. Tate requested a copy of the report that was presented to the Board.

### C. Report on Strategic Focus Areas and Performance Indicators: Goals 3 and 5

*Correlation to Board of Education Vision, Mission, and Core Beliefs: Giving all students access to a well-rounded, rigorous curriculum that is research-based and data driven.*

Chairperson McCray called upon Dr. Morrison to introduce the report on Strategic Focus Areas and Performance Indicators: Goals 3 and 5. Dr. Morrison reported this is a continuation of the great work of staff in an effort to revise the CMS 2014 Strategic Plan. The work encompasses information gathered during Dr. Morrison's Listening and Learning tour, *The Way Forward*, Twenty-Two Task Force committees, continuing efforts to reach out to the community, and feedback from CMS teachers and principals. The ultimate document will not be the Superintendent's strategic plan or the Board's strategic plan but the Community's strategic plan. We believe through that shared guardianship, there will be shared responsibility for delivering on the promise of 'Every child, every day, for a better tomorrow.' Dr. Morrison reported previously staff presented to the Board information on Goals 1 and 6. Tonight, staff will present information on Goals 3 and 5 and we look forward to the Board's discussion and feedback. Dr. Morrison called upon LaTarzja Henry, Assistant Superintendent for Community Partnerships and Family Engagement, to present Goal 3 and Frank Barnes, Chief Accountability Officer, to provide an overview of the process for revising the 2014 Strategic Plan and to present Goal 5.

Following an overview of the strategic plan revision process by Frank Barnes, LaTarzja Henry highlighted the components of Goal 3.

- Goal 3: Cultivate partnerships with families, businesses, and faith-based and community organizations to provide a sustainable system of support and care for each child. This goal will connect and tie the academic, instructional, and operational goals of the strategic plan to the community.
  - Focus Areas:
    - Family Engagement:
      - ✓ Performance Indicators: District-wide return rate for family survey. Percent of family members or caregivers attending Parent University courses that found them valuable. Percent of schools with functioning family leadership organizations (PTA/PTSA/PTO, Parent Ambassadors, School Leadership Teams).
      - ✓ Sample Strategies: Measure family engagement levels to determine gaps and opportunities for outreach, support, and/or training. Expand organized parent leadership opportunities.
    - Communication and Outreach:
      - ✓ Performance Indicators: Percent of parents engaged/highly engaged with CMS. Percent of parents satisfied with quality of communication from CMS. Percent of parents satisfied with quality of communication from schools. Percent of parents who would recommend CMS to a new parent. Percent of parents agreeing CMS provides opportunities to give feedback on his/her child's education. Percent of parents agreeing CMS provides opportunities to give feedback on district initiatives.
      - ✓ Sample Strategies: Explore new forms of communication to drive ongoing, authentic dialogue with families and community members. Communicate proactively and transparently with families, caregivers and community partners

through targeted efforts to increase public trust.

- Partnership Development:
  - ✓ Performance Indicators: Percent of schools with at least two business/community partnerships. Percent of secondary schools that make apprenticeships, internships and career exploration opportunities available to students. Percent of partners that indicate satisfaction with CMS partnerships. Number of students served with enrichment opportunities by higher education partners. Percent of local area colleges and universities that host campus visits specifically for CMS schools.
  - ✓ Sample Strategies: Inventory community assets – faith, civic, and business partners to support needs of students and schools. Engage business community to create student development opportunities to meet current and future workforce needs.
- Performance Indicators, Milestones, and Targets: The milestones for the performance indicators for the first year (2013-2014) will serve as the baseline for determining the milestones for the following years and targets for the 2017-2018 school year.

Frank Barnes provided the Board with an overview of Goal 5 and Next Steps.

- Goal 5: Strengthen Data Use, Process, and Systems.
  - Focus Areas:
    - Effective and Efficient Processes and Systems:
      - ✓ Performance Indicators: Percent of key processes mapped. Percent of processes redesigned or redefined. Percent of central service departments with completed Key Performance Indicators.
      - ✓ Sample Strategies: Adopt a system of process development to improve efficiency and effectiveness. Develop a clear process for new initiatives to go from concept to decision. Institutionalize formal processes for cross-functional work.
    - Strategic Management of District Resources (time, people, and money):
      - ✓ Performance Indicators: Percent of district fiscal resources aligned to strategic plan goals. Percent of schools with a plan to maximize instructional time. Percent of schools and departments that meet technology standards.
      - ✓ Sample Strategies: Adopt or develop processes and tools for analyzing the use of time in schools. Create a multi-year projection of financial requirements to support strategies outlined in the strategic plan. Establish expected outcomes at the beginning of new initiatives.
    - Data Integrity and Use:
      - ✓ Performance Indicators: Percent of data reports following established quality assurance processes and protocols. Percent of scheduled data reports delivered on-time. Percent of school improvement plans that use data to identify root causes of problems and determine action step.
      - ✓ Sample Strategies: Establish data monitoring calendars to navigate strategic work of schools. Conduct research that informs instruction and non-instructional decisions.
    - School Performance Improvement:
      - ✓ Performance Indicators: Number of Schools with a grade of A, B, or C.

Percent of C, D, or F schools that improve at least one letter grade. Number of schools with an 'A' school grade.

- ✓ Sample Strategies: Establish a school performance review framework to monitor school progress and performance. Redefine freedom and flexibility with accountability to accelerate school improvement and maintain the progress of high performing schools.
- Performance Indicators, Milestones, and Targets: The milestones for the performance indicators for the first year (2013-2014) will serve as the baseline for determining the milestones for the following years and targets for the 2017-2018 school year.
- Next Steps:
  - Finalize Goals 3 and 5 strategic plan elements.
  - Confirm 2017-2018 targets and annual milestones.
  - Integrate Goals 3 and 5 plan elements with remaining portions of the revised strategic plan.
  - Review. Revise. Refine.

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

- Mr. McElrath thanked staff for the report. Mr. McElrath urged CMS to work with businesses to develop an initiative that will allow parents to leave work during the day with pay in order to meet with school staff regarding their children. Many parents begin work before school starts and get home after school has ended. This will show CMS is serious about parent participation in our schools. Ms. Henry said this is a good concept and CMS would also need to consider this for their employees because many of them are parents of CMS students.
- Dr. Waddell thanked staff for the report. Dr. Waddell wants to ensure the measures in the revised strategic plan are connected to the Board's Vision, Mission, and Core Beliefs. She discussed the importance of parental involvement at the schools and suggested CMS ensure parents know that schools have a Parent Teacher Association (PTA) and School Leadership Team (SLT) and those are two different organizations. Dr. Waddell said she plans to join all the PTAs in District 3 in an effort to be involved in the community. She noted many people in retirement homes are active in the PTAs in their vicinity and she suggested schools with strong PTAs work with the schools with less active PTAs.
- Ms. Lennon commended Dr. Morrison on the initiative and focus on processes and systems and she thanked LaTarzja Henry for her good work regarding community involvement. Ms. Lennon said there are several great partnerships happening in the northern area and she highlighted that through a partnership with the Mayor of Huntersville and a company in China, Hopewell and North Mecklenburg high schools were presented a \$10,000 3-dimensional printer.
- Mr. Davis commended Dr. Morrison on his leadership in directing CMS through the process of developing a revised strategic plan. The process has been transparent and incorporated feedback from the community. Mr. Davis asked Dr. Morrison to explain why it is important to focus on developing processes and systems in CMS? Dr. Morrison provided clarification noting established processes reinforce adherence and consistency of conducting business throughout the system. When you get it right, it is okay. When you get it wrong, you may pay a huge price. The better we articulate our established

processes to the public leads to consistency and that creates public confidence in CMS. That confidence will lead to input from the public which will help make CMS a better school system. Mr. Davis commended Dr. Morrison for utilizing that concept because it aligns closely with the Board's Theory of Action for Change. Creating a greater emphasis on processes and systems will lead to increased accountability and higher performance as outlined in the Theory of Action.

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

*Correlation to Board of Education Vision, Mission, and 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 McCray called upon Dr. Morrison to introduce the report on Project L.I.F.T. Dr. Morrison said we continue to talk about the dream of Project L.I.F.T. and how we are going to improve these schools and involve the community. Dr. Morrison commended the leadership of the Project L.I.F.T. Board and their collaboration with CMS. He also commended Denise Watts, Project L.I.F.T. Learning Community Superintendent, for her work and stretching her thinking to make Project L.I.F.T. a successful initiative.

Denise Watts provided an update on Project L.I.F.T. highlighting information on talent, a proposal for a co-leadership model at West Charlotte High School, time, evaluation of Project L.I.F.T., community and parent support, year one budget, and a save the date announcement.

- Talent: The focus is on attracting, recruiting, and retaining the best talent (teachers and leaders) for the Project L.I.F.T. schools and the District.
  - Schools were opened with a minimum of four vacancies (Ashley Park, Thomasboro, Ranson, and West Charlotte).
- Proposal for a Co-leadership Model at West Charlotte High School: Significant strides have been made to increase the graduation rate at West Charlotte but the dynamics of the school are complex and includes students who are on track to graduate; students who may fall off track along the way; students who are missing credits, approaching graduation and need a smaller, more personalized setting to get back on track (L.I.F.T. Academy); and students who are much older than typical high school students and have too few credits, resulting in not many options.
  - West Charlotte High School - A Varied Approach:
    - Regular High School Setting: On-track students. Early Intervention Programs.
    - L.I.F.T. Academy: 60-80 Juniors/Seniors; must have 12 to 14 credits; not thriving in comprehensive high school setting; need more personalized environment; and utilize mastery concept and seat time waiver.
    - L.I.F.T. Academy Night Program: Over-aged students with too few credits; school hours 3:00 p.m. to 7:00 p.m.; provide reading support to help students meet the GED prerequisites; credit recovery; and other adult services to help students transition career ready.
    - Alternative to Suspension on Campus-Lions' Den: Create a more robust plan for dealing with student out-of-school suspensions; ensure continuity in learning and other wrap-around services; and designated area on campus, during the school day.

- Co-Leadership Model – A Short-Term Strategy (perhaps two years):
  - CMS will implement a similar program (Twilight Program at Vance High School) to serve students.
  - L.I.F.T. pilot could serve as a prototype for other CMS schools with temporary complex needs.
  - L.I.F.T. has a self-imposed timeline to reach goals by 2017.
  - Continued momentum and a varied approach to increase the graduation rate are needed.
  - With District implementation, scale down West Charlotte site; students in need would utilize District sites.
  - Co-Leadership model serves as a viable leadership succession plan opportunity for hard-to-staff schools.
- Cost Analysis of Co-Leadership and Programming: Many regular school day resources can be reallocated with no additional expense to Project L.I.F.T. Will need project funding for transportation, salary of co-principal/director, and security (1 person). Total budget implications for Project L.I.F.T.: \$200,000.
- Time Update:
  - Continuous Learning Calendar Schools experienced a smooth and efficient opening with only one vacancy. Transition to PowerSchool presented challenges with determining project enrollment versus actual.
  - Summer Programs – BELL: Under enrollment dollars for summer carryover to BELL afterschool programming during 2013-2014 school year.

School	Enrollment Goal	Actual Enrollment
Allenbrook	160	161
Ashley Park	200	155
Ranson	220	244
Statesville Road	140	128
West Charlotte	180	92
Total	900	780

- Acceleration Summer Programs – West Charlotte High School:
  - Virtual Program: 26 students. Target audience - International Baccalaureate students.
  - Freshman Academy: 22 students. Target audience – Rising 9<sup>th</sup> graders.
- Evaluation Update: Research for Action (3<sup>rd</sup> Party Evaluation) is conducting a 5-year mixed method project evaluation. Initial implementation report will be released in September 2013 and a Full Year I report released in January 2014.
  - September/October Report: A thorough review of implementation of Project L.I.F.T. strategies within each of the four focus areas in Year I of the initiative: Time, Talent, Technology and Community Engagement. A review of key factors that supported or inhibited implementation across each focus areas. A set of key implementation strategies to watch moving into Year II of the initiative.
  - Internal Evaluation: Quarterly review leading indicator data; Interpretation/use of State End of Grade/End of Course data and other State accountability metrics. Will also review Partner Performance.
  - Evaluation Next Steps: Research for Action has identified that this is a huge project to evaluate and assess but a very meaningful one for CMS and Project L.I.F.T. as well as nationally.

- Receive and synthesize September Report from Research for Action; distribute to the Board of Education in October for review.
- Finalize Institute of Educational Science grant application to expand Research for Action evaluation efforts of Project L.I.F.T. This grant will place an additional evaluation person in the Project L.I.F.T. office and an additional person for Research for Action. Grant approval will be determined at the end of year.
- Add budget reporting tools to mid-term and final partner evaluations.
- Measuring Success – 2017 Targets/Strategic Plan Goals:
  - 90% graduation cohort rate at West Charlotte High School.
  - 90% composite proficiency rate at all Project L.I.F.T. schools.
  - 90% of the students will achieve more than a year's worth of academic growth in a year's time.
  - 90% of students on track to graduate through a 90% promotion rate at all grade levels.
  - 90% of teachers and leaders meeting standards for highly effective, motivated, and mission aligned staff.
- Other Indicators to Monitor: Student and Teacher Attendance; Out of School Suspensions; Perception Data (Teacher Survey); Teacher/Leader positions filled (No vacancies in key positions/All vacancies filled with highly motivated, effective people); Retention of Irreplaceable teachers; and Parent Engagement.
- Project L.I.F.T. Strategic Plan Balanced Scorecard: Balanced scorecard developed to improve internal and external communications and monitor organization performance against yearly strategic goals.
- Parent and Community Support:
  - Goal: To foster strong partnerships between community organizations and schools where each entity sees the other as an integral part of success.
  - Strategies: Build bridges between community and schools in non-traditional ways to help both entities begin to naturally see each other as a part of their existence. Build sense of community through partnerships. Transfer community investment in schools to support sustainability.
  - West Fest held on August 24<sup>th</sup> at West Charlotte High School All proceeds went to support the Athletic Program at West Charlotte. Forty-one supporting organizations participated and over 2,000 people attended the event.
  - Novant Health Community Care Cruiser: 453 students immunized.
    - Fall Clinic scheduled with a goal to reach an additional 300 students.
    - Impact of Event: Support children's long-term health as well as the health of friends, classmates, and others in the community. Decrease in student absences for failure to meet the State legislative requirements.

• Budget Update:

	Budgeted 2012-2013	Actual 2012-2013	Variance
Operations	\$659,770	\$636,819	(\$22,951)
Talent	\$5,569,192	\$4,942,961	(\$626,231)
Time	\$3,079,806	\$2,872,170	(\$207,636)
Technology	\$2,124,886	\$2,199,890	\$75,004
Engagement	\$1,315,600	\$1,313,222	(\$2,378)
Other Grants	\$197,500	\$130,000	(\$67,500)
<b>Total Expenses</b>	<b>\$12,946,754</b>	<b>\$12,095,062</b>	<b>(\$851,692)</b>

- Save the Date Announcement: Project L.I.F.T. Year 1 Milestone Event, Spirit Square, September 12, 2013, 5:30 p.m. to 7:30 p.m. Acknowledgement of Year 1 accomplishments and support. Funders, CMS leadership, and school-level leaders and teachers invited.

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

- Reverend Stinson-Wesley asked will the Co-Leadership Model replace the principal pool? Ms. Watts said, no, it will not replace the principal pool and that process will continue to operate. The Co-Leadership Model will be a side-by-side leadership program that will lift up an additional person to provide leadership and management over the Night Program as well as guidance on using wrap around services and serving students who are suspended frequently so they can continue to get an education.
- Dr. Waddell asked what has been done to improve the inequities regarding electives and lack of sports at the PreK-8 schools? Ms. Watts said this year principals made electives a top priority and they were strategic in using teacher allotments to meet the needs of students. Principals also reviewed other opportunities to broaden students' exposure to different enrichment programs. Some sports opportunities were implemented in the PreK-8 schools this year and we continue to encourage students to participate in sports at their neighborhood schools. Dr. Waddell likes the idea of allowing students to participate in the Lion's Den Program instead of sending them home for issues of discipline and suspensions. Dr. Morrison said there are consequences for inappropriate behavior but we want the consequences to be punitive and therapeutic. We want students to have a consequence and to learn from it so they can be reengaged back into the regular classroom. We want to help the student change his/her behavior in an effort to make it better for the student, the teacher, and the other students in the classroom. Dr. Waddell addressed concerns about the State guidelines for students over the age of sixteen to be eligible to enter the GED program. Ms. Watts said for some of these students the Central Piedmont setting was not a good fit and we are hoping to serve them better with a varied approach at West Charlotte.
- Mr. Morgan thanked staff for the informative presentation. Mr. Morgan said Project L.I.F.T. is striving for a 90% graduation rate and he asked will the nineteen year olds in the L.I.F.T. Academy count towards the graduation rate? Ms. Watts said, yes, this is for students who may be approaching their senior year or close to graduation and this program will help them accelerate using the Mastery Program to complete their remaining credits. Dr. Morrison said if a student is in their fifth year they may not count toward the graduation rate because they will age out of their graduation cohort. Mr. Morgan commended Project L.I.F.T. for their focus and funding to graduate students in the Twilight Program even though it will not count towards their graduation rates. Ms. Watts said this initiative will help Project L.I.F.T. realize its vision to improve the West Charlotte corridor, the community, and Charlotte as a whole and prepare every student for the next step in their life. Mr. Morgan said this is the right thing to do and he hopes CMS can grow that vision throughout District. This concept would be a great marketing factor and message for the community. Mr. Morgan urged CMS to develop a method to track the number of students who graduate on time and those who earn their diploma through summer school or other methods.
- Ms. McCray noted that CMS had a number of students who completed courses and



graduated in the Summer Graduations but they do not count toward the CMS graduation rate because they did not graduate in their cohort. This is a travesty of the State guidelines for counting graduation rates and the State should revisit this criterion because those students had the dedication to get their diploma.

- Mr. Davis commended the Project L.I.F.T. Board and team on their diligent work and persistence to show they really care about students. Mr. Davis also commended the funders of Project L.I.F.T. on their endeavors to fund public education and partner with CMS. They have confidence in the staff of Project L.I.F.T. and CMS. Mr. Davis believes all CMS students can be proud of attending CMS schools. Mr. Davis thanked the Project L.I.F.T. team for wisely using their investment for educating our students.

E. First Reading on Proposed New Policy GBGH, *Domestic and Workplace Violence*

*Correlation to Board of Education Vision, Mission, and Core Beliefs: Providing safe and orderly learning and working environments.*

Chairperson McCray called upon Tom Tate, Chairperson of the Policy Committee, to present the first reading on Proposed new Policy GBGH, *Domestic and Workplace Violence*.

Mr. Tate reported the proposed new policy, *Domestic and Workplace Violence*, is before the Board for First Reading. The policy, which is similar to one adopted by the Board of County Commissioners, is designed to address problems that may occur in the workplace when employees are victims of domestic violence and, ultimately, to assure that CMS workplaces are safe for all staff and students. The proposed policy was developed with the assistance of a group of community experts from the Domestic Violence Advisory Board, District Attorney's Office, Mecklenburg County Women's Commission, City and CMS Police departments, United Family Services, and staff representing a cross-section of CMS departments. It was approved unanimously by the Policy Committee on August 8, 2013. The policy:

- Instructs principals and other supervisors to strongly encourage employees to report any threat or act of violence to the supervisor and to the CMS Police;
- Encourages employees with civil no-contact or domestic violence orders that list CMS property as a protected area to provide a copy of the order to the site supervisor;
- Instructs CMS Police to take appropriate action, including contacting the employee and providing assistance to the supervisor to develop a plan of protection;
- Charges the Employee Relations Department with assisting in developing the plan of protection, as needed.
- Establishes that information provided to the supervisor by the employee is to be shared with other staff in CMS on a need-to-know basis;
- Provides that the Board will not discharge, demote, deny a promotion to, discipline or otherwise discriminate against any employee for disclosing his or her status as a victim of violence; and
- Mandates training for all CMS employees (including supervisors) to ensure they are educated about workplace violence and domestic violence that impacts the workplace and are trained on provisions of this policy.

Mr. Tate reported the information will be posted on the CMS Website and the Board will hold a Public Hearing on September 24<sup>th</sup> and October 8<sup>th</sup> and a Board vote on October 8<sup>th</sup>.

## VI. REPORT FROM SUPERINTENDENT

With the adoption of the Agenda, the Board approved Agenda Item VI., Report From Superintendent, to be presented after Agenda Item II., Requests From the Public.

## VII. REPORTS FROM BOARD MEMBERS

- Rhonda Lennon highlighted initiatives happening in District 1. The Community of Huntersville Education Collaborative (CHEC) is hosting a reading program to have senior citizens to read to the students at Barnette and J. V. Washam elementary schools and they collected 2,500 tennis balls to put on the bottom of chairs to help lessen the noise in classrooms. The Mayor of Huntersville partnered with businesses in China in an effort to build economic development. Though this partnership North Mecklenburg and Hopewell high schools will receive a 3-dimensional printer; North Mecklenburg will have a sister city in China to compete on designs; and Hopewell will have a similar program utilizing their Academy of Engineering. The Ada Jenkins Center sponsored an initiative to eliminate the digital divide and identified fifty families in Davidson to receive computers in an effort to eliminate the digital divide. They are working with Lowe's, local internet providers, and Davidson College students to get those families access to the internet and teach them how to use the computers. Ms. Lennon is pleased these people have chosen to partner with CMS and we are grateful to have them. Ms. Lennon urged everyone to remember the events of 9/11.
- Reverend Amelia Stinson-Wesley reported she is the Board of Education liaison to Mecklenburg County Domestic Violence Advisory Board and she invited the community to attend the *Domestic Violence Snapshot – A Community Conversation* event on October 14<sup>th</sup>, 5:30 p.m. to 8:30 p.m., at the Levine Museum of the New South.
- Dr. Joyce Waddell enjoyed attending CMS events and visiting several CMS schools. She loved attending the CMS Employee Pep Rally on August 24<sup>th</sup> and enjoyed the testimonies of the presenters on how their life had been impacted by a caring teacher. CMS has many caring teachers and we applaud the work they do every day. Dr. Waddell visited several schools on the first day of school and she commended the community for supporting the schools. She urged parents to read to their children because research indicates reading is important for student learning. She urged everyone to vote on November 5<sup>th</sup>.
- Eric Davis thanked Dr. Morrison for his remarks regarding public comments by the CMS teachers who spoke regarding testing. He is a parent of a student who faced the challenges of the MSL tests. The teachers presented issues with basic structural flaws of the State tests including the quality of testing, funding of testing, and accuracy of tests. They also addressed concerns regarding tenure, teacher pay, and class size. The forum the public has to present those concerns is to the Board of Education which is the least powerful group in the State public education system. Mr. Davis said the issues the teachers addressed are decided by the State. He believes it would be impactful if the State developed a public forum process to allow the public to make comments because that would give them a better understanding of how their decisions impact teachers, parents, students, and staff. This may help them make better decisions for our teachers and students.
- Tom Tate commended the McClintock Partners in Education for partnering with McClintock Middle School which is one of the new CMS schools that recently opened. They want to assist in building future community, supporting families, and inspiring

volunteers so all McClintock's students succeed. Starting September 17<sup>th</sup> they will host a weekly Family Night and this summer they sponsored camp programs for nearly 400 students which included Freedom School, Camp Invention, Science Discovery Camp, NASCAR Camp, Camp Thunderbird, and many more. Mr. Tate thanked the McClintock Partners in Education for their good work for the children of CMS.

- Richard McElrath supports the teacher concerns regarding MSL testing and urged the Board to listen to the teachers because they must carry out the mandate by the State and understand the impact the tests will have on them and the students.
- Mary McCray thanked Dr. Morrison for his kind comments at the CMS Retired Personnel Luncheon and she commended the CMS Retired Personnel for recently winning a national award for their many hours of volunteering in schools and giving back to the school communities. Ms. McCray also thanked the various groups for speaking before the Board of County Commissioners in support of the proposed CMS Capital Improvement Program and the 2013 CMS Bonds.

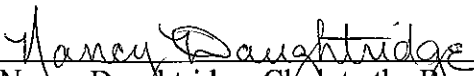
### **ADJOURNMENT**

Chairperson McCray called for a motion to adjourn the meeting.

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

The Regular School Board Meeting adjourned at 9:05 p.m.

  
\_\_\_\_\_  
Mary T. McCray, Chairperson

  
\_\_\_\_\_  
Nancy Daughtride, Clerk to the Board