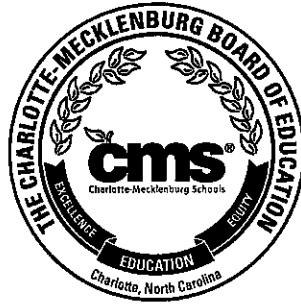


Approved by the Charlotte-
Mecklenburg Board of Education
December 11, 2013
Regular Board Meeting



Charlotte, North Carolina

September 24, 2013

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on September 24, 2013. The meeting began at 5:35 p.m. and was held in Room 267 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;
Eric C. Davis, District 5; and
Reverend Amelia Stinson-Wesley, District 6

Absent: There were no absences.

Also present at the request of the Board were 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 for approval to go into Closed Session for the following purpose:

- **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;**
- **To discuss specific personnel matters; and**
- **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 5:35 p.m. until 5:57 p.m. in Room 267.

Chairperson McCray reconvened the Regular Board Meeting at 6:00 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;
Eric C. Davis, District 5; and
Reverend Amelia Stinson-Wesley, District 6

Absent: There were no absences.

Also present at the request of the Board were 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 September 24, 2013 Regular Board meeting which was held in a Work Session format.

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 Mr. Morgan, and the motion passed upon unanimous voice vote of the Board.

Tim Morgan recognized Boy Scout Troop 141 located at Greenville Memorial AME Zion in the Hidden Valley neighborhood. Many of the scouts are students in CMS and attended the Board meeting to earn their Merit Badge for Citizenship in the Community. Mr. Morgan thanked the scouts and their troop leader for their commitment to Boy Scouts and attending the Board of Education meeting.

B. Public Hearing on proposed new Policy GBGH, *Domestic and Workplace Violence*

Chairperson McCray reported this item is the Public Hearing on proposed new Policy GBGH, *Domestic and Workplace Violence*, and there are no speakers signed up to speak before the Board. Chairperson McCray called the public hearing closed at 6:08 p.m.

II. CONSENT ITEMS

A. Recommend approval of supplementary funding request for Auxiliary Services: CMS Maintenance Fleet Vehicles - Fuel Diversification Pilot.

CMS is proposing to introduce propane as another fuel source for its maintenance fleet vehicles. Propane burns cleaner than gasoline and diesel fuel, and is cheaper per gasoline gallon equivalent by almost half. This grant proposal explores both retrofitting existing vehicles (5 ford E350 vans) and new vehicles (5 ford F550 trucks). The grant would also fund the infrastructure (fueling station) required for the operation of the pilot vehicles. The commitment from CMS is a 20% match and three years of operation. CMS expects to save a minimum of \$20,000 per year on fuel for the 10 vehicles making the payback on the CMS match Capital portion less than two years; for Capital and In-Kind match the payback is less than three years. Fiscal Implications: Funding requested from North Carolina Solar Center Fuel Advanced Technology program - \$141,279.

- B. Recommend approval of the construction phase of work at Garinger, Olympic and West Mecklenburg high schools.

The construction phase for the stadium renovation projects at Garinger, Olympic and West Mecklenburg high schools was publicly bid and final pricing received on September 11, 2013. The project scope at Garinger High School includes the construction of stadium lighting, 6-lane track, and artificial turf field. The project scope at West Mecklenburg and Olympic high schools include the construction of new bleachers, field house, concession/toilet facilities, stadium lighting, track, and artificial turf field. Staff recommends approval of the construction phase of the projects to Turner Construction as follows and turnovers for the stadiums and fields are scheduled for August 2014. Fiscal Implications: 2007 Bonds - \$16,450,277.00.

School	Award	MWSBE%
Garinger High School	\$ 2,285,697	26.24
Olympic High School	\$ 7,103,448	48.69
West Mecklenburg High School	\$ 7,061,132	47.31
Total	\$16,450,277	

- C. Recommend approval of Board Member (District Members 2, 3, and 5) appointments to the Bond Oversight Committee.

Board members of District 2, 3, and 5 recommended appointments to the Bond Oversight Committee and following the Board vote the Board approved the following appointments:

- *Richard McElrath, District 2, appointed Thomas Davis to serve a partial term ending September 30, 2015.*
- *Dr. Joyce Waddell, District 3, reappointed Leonard Jones to serve a second term beginning October 1, 2013 and ending September 30, 2016.*
- *Eric Davis, District 5, appointed Dennis Dreyer to serve a first term beginning October 1, 2013 and ending September 30, 2016.*

- D. Recommend approval of the Cooperative Innovative High School Application to establish a Middle College High School at Harper Campus in partnership with Central Piedmont Community College.

Middle College High School at Harper Campus:

- *Central Piedmont Community College Partnership.*
- *Middle College High School located on Harper Campus, Central Piedmont Community College.*
- *Students graduate with a high school diploma and associates degree or two years of college.*
- *Modeled after successful Cato Middle College High School.*
- *Open in 2014-2015.*
- *Central Piedmont Community College Board of Trustees approval, September 11, 2013.*

Fiscal Implications: Class room and administrative modular unit placed on Harper Campus, principal and faculty, and student textbooks.

- E. Recommend approval of the Cooperative Innovative High School Application to establish a Middle College High School at Levine Campus in partnership with Central Piedmont Community College.

Middle College High School at Levine Campus:

- *Central Piedmont Community College Partnership.*
- *Middle College High School located on Levine Campus, Central Piedmont Community College.*
- *Students graduate with a high school diploma and associates degree or two years of college.*
- *Modeled after successful Cato Middle College High School.*
- *Open in January 2014.*

- *Central Piedmont Community College Board of Trustees approval, September 11, 2013. Fiscal Implications: Class Room and administrative modular unit placed on Levine Campus, principal and faculty, and student textbooks.*

F. Recommend approval of Student Release Requests to other school districts. Category III - 140 recommended approvals:

<i>School District</i>	<i>Number of Students</i>
<i>Cabarrus County Schools</i>	<i>81</i>
<i>Catawba County Schools</i>	<i>1</i>
<i>Clover School District</i>	<i>12</i>
<i>Gaston County Schools</i>	<i>1</i>
<i>Guilford County Schools</i>	<i>2</i>
<i>Iredell-Statesville Schools</i>	<i>22</i>
<i>Kannapolis City Schools</i>	<i>5</i>
<i>Lancaster County Schools</i>	<i>1</i>
<i>Rock Hill District #3</i>	<i>8</i>
<i>Rowan County Schools</i>	<i>4</i>
<i>Surry County Schools</i>	<i>1</i>
<i>Trinity Episcopal School</i>	<i>1</i>
<i>Union County Schools</i>	<i>1</i>
<i>Total</i>	<i>140</i>

G. Recommend approval of administrative personnel appointments.

- *Jessica Holbrook named principal at Cornelius Elementary School. Ms. Holbrook previously served as assistant principal at Montclair Elementary School.*

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

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

Ms. Ellis-Stewart pulled Consent Item C.

Dr. Waddell pulled Consent Item D. and E.

Chairperson McCray called for the Board vote to adopt Consent Items A., B., F., and G and the Consent Items were adopted upon unanimous voice vote of the Board.

The Board discussed Consent Item C: Ms. Ellis-Stewart asked that the recommended appointments to Bond Oversight Committee be announced. Chairperson McCray reviewed the names as noted above in Consent Item C. Ms. Ellis-Stewart asked are the appointees required to live within the district of the Board member appointing them? George Battle, General Counsel, reported, no, living within the district is not a requirement. Dr. Waddell reported the people being recommended for reappointment to the committee must meet attendance requirements and her reappointment met those requirements.

The Board discussed Consent Item D. and E. Dr. Waddell asked are the Middle Colleges at

Levine Campus and Harper Campus similar to Cato High School and what CMS high schools are close to those locations? Dr. Morrison said, yes, the Middle Colleges are similar to Cato High School and he called upon Ann Clark, Deputy Superintendent to provide clarifying information. Ms. Clark reviewed information regarding the proposed Middle Colleges and noted the Levine Campus is near Butler High School and the Harper Campus is near South Mecklenburg High School. Dr. Morrison said the parameters regarding the Middle Colleges were previously highlighted during the Ten-year Capital Plan, Bond, and budget discussions.

Mr. Morgan moved that the Board adopt Consent Items C., D., and E., seconded by Mr. Davis, and the motion passed upon an 8-0-1 Board vote.

Ayes: Board members McCray, Morgan, Lennon, McElrath, Waddell, Tate, and Stinson-Wesley.

Nays: None.

Abstain: Ericka Ellis-Stewart.

Chairperson McCray called upon Dr. Morrison to review the appointments. Dr. Morrison provided an overview of the appointment of Jessica Holbrook as noted above and recognized her in the audience.

III. ACTION ITEMS

A. Recommend approval of Board of Education December 10, 2013 Meeting Date Change

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

Chairperson McCray reported the Board is requesting that the Board meeting scheduled for Tuesday, December 10, 2013 be changed to Wednesday, December 11, 2013. Chairperson McCray called upon Dr. Morrison to provide introductory comments. Dr. Morrison reported we are recommending a change in the meeting date due to his requirement to attend an important meeting in Texas regarding the CMS Wallace Grant concerning leadership development and principal pipeline.

Dr. Waddell moved that the Board approve changing the December 10, 2013 Board of Education meeting to December 11, 2013, seconded by Ms. Ellis-Stewart, and the motion passed upon unanimous voice vote of the Board.

IV. REPORT/INFORMATION ITEMS

A. Report on Strategic Focus Area and Performance Indicators: Goal 2 and Goal 4

Correlation to Board of Education Vision, Mission, and Core Beliefs: We are responsible for building and maintaining high performing organizations that ensure all students will successfully acquire the knowledge, skills and values necessary for success.

Chairperson McCray called upon Dr. Morrison to introduce the report on Strategic Focus Area and Performance Indicators: Goal 2 and Goal 4. Dr. Morrison reported staff is excited about presenting the information regarding the final two goals in consideration for the evolving strategic plan. Dr. Morrison provided introductory comments regarding the intentionality of the process; gathering public feedback from the community via numerous events including Town Hall meetings, Task Force committees, *Coffee with the Superintendent*, and *The Way Forward*

process. Dr. Morrison reported when the final strategic plan is released, it will not be the Superintendent's plan or the Board's plan but the communities' plan for how we are going to take Charlotte-Mecklenburg Schools to the next level. Over the last several Board meetings, information was shared with the Board regarding the current status of CMS in regards to the evolution of the goals and proposed targets as we continue to work on strategies for a revised strategic plan. The process will lead to a sense of shared ownership. Staff is continuing to meet with community members and CMS staff to continue to get input and feedback which will be included in the final plan for targets and goals. The final strategic plan will be presented to the Board for their consideration and Board vote at the October 8, 2013 Regular Board meeting. Dr. Morrison called upon Dr. Teresa Cockerham, Chief Human Resources Officer, to present an overview of Goal 2 and Kathryn Block, Chief Communications Officer, to review information regarding Goal 4.

- Goal 2: Recruit, develop, and reward a premier workforce.
- Goal 4: Promote a system-wide culture of safety, high engagement, cultural competency, and customer service.

Dr. Cockerham highlighted information regarding Goal 2 which focused on human capital strategies; hiring great teachers, educators, and administrators; and employee retention.

- Goal 2: Recruit, develop, and reward a premier workforce.
 - Focus Areas:
 - Proactive Recruitment:
 - ✓ Performance Indicator: Percentage of all school-based vacancies filled by day 1 of school.
 - ✓ Sample Strategies: Highlight the CMS brand and actively market the benefits of a career at CMS to talented individuals. Ensure recruitment and selection of qualified employees is based on effectiveness and attitude.
 - Individualized Professional Development:
 - ✓ Performance Indicators: Percentage of employees who agree that "Training offered by CMS helps me to be effective in my job."
 - ✓ Sample Strategies: Implement a high quality on-boarding plan for every employee throughout their first year. Ensure employees are provided with professional learning and clear performance expectations that align with the district goals and build the capacity of leaders to improve employee effectiveness through quality feedback.
 - Retention of Effective Employees/Quality Performance Appraisals:
 - ✓ Performance Indicators: Retention rate of employees who are rated as accomplished and distinguished. Retention rate of teachers as compared to State retention rate.
 - ✓ Sample Strategies: Revise the employee evaluation system to incorporate multiple measures. Identify cost-effective opportunities to enhance the value of total compensation and clearly communicate the benefits to current and potential employees.
 - Multiple Career Pathways For All Employees:
 - ✓ Performance Indicators: Percentage of employees who agree "I am hopeful of my professional growth and long-term career opportunities at CMS."
 - ✓ Sample Strategies: Expand lateral and vertical career options for effective employees allowing them to improve leadership skills, diversify their skill-set,

- and achieve career objections.
- Leadership Development:
 - ✓ Performance Indicators: Percentage of principals and assistant principals rated as accomplished or distinguished. Percentage of department leaders rated as accomplished or distinguished.
 - ✓ Sample Strategies: Ensure every school has a high performing principal and every department has a highly effective leader. Develop a teacher leadership model to build instructional capacity of teachers and encourage them to collaborate and exchange best practices.
- Examples of Performance Indicators, Milestones, and Targets were reviewed and final items will be determined based upon base year results.

Dr. Cockerham commended her team and department for their assistance in developing the proposed goals.

Kathryn Block presented information regarding Goal 4 regarding methods to keep the workforce engaged and focused, methods to ensure students are engaged and focused, and ensuring students and staff have a safe environment.

- Goal 4: Promote a system-wide culture of safety, high engagement, cultural competency, and customer service.
 - Focus Areas:
 - Physical Safety:
 - ✓ Performance Indicators: Average number of school reportable acts of crime and violence per 1,000 students. Percentage of students who feel safe when they are at school. Percentage of employees who feel safe at work.
 - ✓ Sample Strategies: Enhance the multi-agency, district-wide safety strategy that emphasizes proactive incident prevention and post-incident management. Build the capacity of school staff to pursue alternatives to suspensions, while maintaining high standards for discipline and order.
 - Social and Emotional Health and Safety:
 - ✓ Performance Indicators: Percentage of students who are chronically absent. Percentage of students who agree/strongly agree: My teachers care about how I am doing. I am comfortable reaching out to an adult at school when I have non-academic problem.
 - ✓ Sample Strategies: Promote and strengthen a comprehensive anti-bullying campaign to include prevention and intervention. Enhance and coordinate employee wellness and support programs to promote well-being.
 - High Engagement:
 - ✓ Performance Indicators: Employee: Percentage of employees engaged/highly engaged. Students: Percentage of students engaged/highly engaged.
 - ✓ Sample Strategies: Nurture a district-wide culture of pride, trust, and respect with shared values and commitments. Actively broaden student engagement in academic, social, and extracurricular programs and activities.
 - Cultural Competency:
 - ✓ Performance Indicators: Employees: Percentage of employees who agree/strongly agree: I have the skills needed to understand and respect student/employee differences. Students: Percentage of student who agree/strongly agree that:

Adults in my school create an atmosphere where differences are respected. Ratio of out-of-school and in-school discretionary suspensions by subgroup.

- ✓ Sample Strategies: Develop a comprehensive framework that ensures cultural competency in every classroom, school, and department. Integrate cultural competency into district guiding policies and priorities to ensure sustainability.
- Customer Service:
 - ✓ Performance Indicators: Employee: Overall quality service rating.
 - ✓ Sample Strategies: Define, create, and sustain a district-wide customer service model. Promote a culture of internal collaboration and cross-functional partnering that fosters efficiency and effectiveness.
- Examples of Performance Indicators, Milestones, and Targets were reviewed and final items will be determined based upon base year results.

Chairperson McCray thanked Dr. Morrison and staff for the report and invited Board members to make comments and ask questions. Board members Davis, Waddell, Lennon, Tate, McElrath, Ellis-Stewart, and McCray asked questions and Dr. Morrison, Dr. Cockerham, and Ms. Block provided clarification.

Board member questions included the following:

- What is the State teacher retention rate? 86% with a target of a .5% increase each year.
- What is significantly different in these two goals than what we are doing today? Dr. Morrison reported Goal 2 is focused on creating a highly effective employee; giving employees a voice within their department; promoting leadership development; and compensating individuals differently. Goal 4 expands safety measures to include social and emotional needs, creating a shared sense of trust and purpose, and developing cultural competency with intentionality that includes diversity of the work place and students and those differences are deemed a strength, everybody in the system matters and educates students, and providing customer service to students, schools, and the community is paramount.
- How will the reports to the Board be managed? Reports will be presented to the Board several times per year. The Board may hold workshops to discuss the focus areas and review quantitative and qualitative data. The goal is to be intentional and cross functional. This will be evolving and we will learn together.
- What is included in a quality service rating? Dr. Morrison said the definition of service is much more complex but the key component is service. We want to ensure we have listened to the feedback from the community and task force committees.
- Do the proposed performance measures align with the performance metrics used by the Board of County Commissioners to measure the performance of CMS? Dr. Morrison reported CMS staff has had conversations with County staff to gather input on the proposed strategic plan and targets and we are striving to connect to the County's strategic plan.
- Does the proposed strategic plan align with the Board's Theory of Action for Change? Dr. Morrison reported the Board and staff have had good conversations about the Theory of Action. As staff has worked on the goals, targets, performance indicators, focus areas, and strategies we are operating under our current framework which is Managed Performance Empowerment. This is outlined in our current Theory of Action and staff has honored those concepts.
- How will the CMS quality performance appraisals align with the State metrics and the

analysis CMS has completed over the past three years regarding pay for performance? Dr. Cockerham reported the compensation work is ongoing and we are waiting to understand the direction of the pending legislation because that work is important. We are developing guiding principles to monitor that work and incorporate all the pieces from the various groups as that is a big piece for all employees. Dr. Morrison reported the performance appraisal will be aligned with how the State evaluates teachers and principals and that will be critically important. CMS will comply with the State evaluation system.

Board member comments included the following:

- Eric Davis supports the concept of cultural competency and understanding differences both within the company and our customers. He supports staff 100% and this report concludes the proposed strategic plan goals. The next steps will be adopting a plan and the hard work will be implementing a strategic plan to raise student achievement. Mr. Davis in the proposed six goals the word that is highlighted most is 'performance' and that can have difference meanings to different people. Performance could include the challenges of standardized testing, judgmental evaluation of teachers without regard to the demands teachers face, being told how to educate students without understanding the challenges students face, and the movement to reform the public education system without making the investment in dollars that is required to improve the public education system. Mr. Davis shared comments that urged the Board to articulate what performance means because if we do not define it someone else will define it for CMS. He also urged the Board to reflect on their own performance and develop a Board Self-Evaluation.
- Dr. Waddell thanked staff for the report and she is pleased the concepts of the *2014 Strategic Plan* and the scorecards will be incorporated into the revised strategic plan. Dr. Waddell appreciates the definitions and the focus on customer service and students.
- Rhonda Lennon believes key performance indicators and customer service is a changing way to conduct governmental work. She said some of the performance indicators are soft (input driven and not hard data to be measured). She urged staff to ensure they do not survey too much and understand at what point an adequate sample size has been taken to be statistically significant in the data. Ms. Block said ensuring avoidance of driving survey fatigue is top of the list and CMS is working with K-12 Insight to understand the scope of surveys currently underway throughout the district. This will be an opportunity to consolidate and stage surveys appropriately. Dr. Morrison reported the focus will be on getting a good balance of qualitative and quantitative data.
- Tom Tate thanked staff for the report. Mr. Tate said this includes an overall quality service rating and he suggested it be called just 'quality service.' Mr. Tate believes a more important retention rate number would be the retention rate by school because that will show where the retention rate needs to be developed.
- Richard McElrath suggested the definition of customer service should also include effectiveness and attitude.

Rhonda Lennon left the meeting at 7:35 p.m.

- Ericka Ellis-Stewart thanked staff for the report. Ms. Ellis-Stewart urged the Board of Education to have conversations with their counterparts on the Board of County Commissioners as we finalize the proposed strategic plan to ensure the use of similar language. Ms. Ellis-Stewart said this will be a baseline year for targets and she urged staff to ensure numbers are accurate and the methodology is sound. Dr. Morrison highlighted that

staff is placing a high emphasis on data quality and will constantly strive to ensure the data released is of the highest quality and the numbers are accurate. There may be mistakes because we strive to not be perfect but be excellent. If there are mistakes, we will acknowledge what happened, why it happened, and what we are doing to improve it. CMS will comply with the State evaluation process. Ms. Ellis-Stewart asked staff to provide a report on how CMS defines and measures crimes on campus compared to the Charlotte-Mecklenburg Police Department and the other municipalities. Also provide specific numbers on the kids who have missed more than eighteen days of school (students who are chronically absent).

- Chairperson McCray commended Frank Barnes on the information he shared about Goal I which focused on maintaining the integrity of the data coming into the Accounting Department. She encouraged everyone to have faith that CMS will scrub the numbers to ensure integrity and accuracy. She also commended Dr. Morrison for using the Board's Theory of Action for Change to drive the revision of the strategic plan because the Board said they do not want to deter from the Theory of Action and the need to clarify accountability with freedom and flexibility. Dr. Morrison provided clarifying comments that benchmarks are constantly changing nationally and in North Carolina when compared to other states. As information is developed it may change in the future which will hamper using comparison data. Dr. Morrison discussed the challenges of the proposed letter grades of schools when compared to other states. A ninety-one in some states equate to an A letter grade but a ninety-one in North Carolina equates to a B.

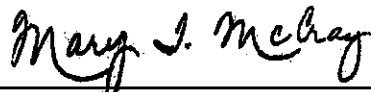
Chairperson McCray thanked staff for the report.

ADJOURNMENT

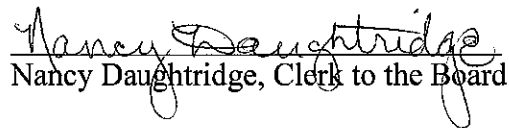
Chairperson McCray called for a motion to adjourn the meeting.

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

The Regular School Board Meeting adjourned at 7:55 p.m.



Mary T. McCray, Chairperson



Nancy Daughtride, Clerk to the Board