

Approved by the Charlotte-
Mecklenburg Board of Education
May 13, 2014
Regular Board Meeting



Charlotte, North Carolina

February 25, 2014

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on February 25, 2014. The meeting began at 4:39 p.m. and was held in Room 267, 2nd Floor, of the Government Center.

Present: Mary T. McCray, Chairperson, Member At-Large;
Timothy S. Morgan, Vice Chairperson, Member At-Large;
Rhonda Lennon, District 1;
Thelma Byers-Bailey, District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4;
Eric C. Davis, District 5; and
Paul Bailey, 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. Bailey, the Board voted unanimously 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 instruct our agents regarding the negotiation of a proposed acquisition of real property;**
- 3. To discuss certain personnel matters; and**
- 4. To consult with the Board's attorneys on matters covered by the attorney-client privilege.**

The motion was made pursuant to Sections 143-318.11(a)(1), (a)(3), (a)(5), and (a)(6) of the North Carolina General Statutes.

The Board held a Closed Session meeting from 4:39 p.m. until 5:10 p.m. in Room 267.

Chairperson McCray reconvened the Regular Board Meeting at 6:00 p.m. in Room 267, 2nd Floor, 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;
Thelma Byers-Bailey, District 2;
Dr. Joyce Davis Waddell, District 3;
Tom Tate, District 4;
Eric C. Davis, District 5; and
Paul Bailey, 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; Judith Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson McCray welcomed everyone to the February 25, 2014 Regular Board meeting which was held in a Work Session format. Chairperson McCray reported Ericka Ellis-Stewart would not be attending the meeting as she is recovering from surgery and she wished Ms. Ellis-Stewart best wishes and a speedy recovery.

A. Adoption of Agenda

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

Tim Morgan moved that the Board adopt the agenda as amended with the addition of Consent Item III. A. 3. Recommend approval of resolution approving (1) purchase of the Atrium Corporate Center; (2) Termination of Lease Agreement with Mecklenburg County; and (3) Amendment to Interlocal Agreement with Mecklenburg County. The motion to amend the agenda was seconded by Dr. Waddell.

Chairperson McCray called for the Board vote on the adoption of the agenda as amended.

The motion to adopt the agenda as amended passed upon 8-0 voice vote of the Board. Ericka Ellis-Stewart was absent.

II. REQUESTS FROM THE PUBLIC

Chairperson McCray reported the Public Requests section is an opportunity to hear from the public and she provided an overview of the protocol for public speakers. 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. Five speakers were signed up to speak before the Board.

Sharon Shreve, grandmother of students at West Mecklenburg High School, shared concerns about the school: building is old; heating and air system is inadequate; gym is a mess; windows are broken; holes in the walls; and the facility needs to be exterminated. The school is highly populated with 1,900 students and many students are disrespectful to teachers and disrupt the classroom. These students deserve more and she asked staff to address the issues and help make changes the culture of the school.

Two people represented the Alumni Association of West Charlotte High School which was established in 1981. Their mission is to promote programs of excellence in education and preserve the heritage of school. West Charlotte opened in 1938 with its first graduating class in 1941. Many of those students are active members of the Alumni Association and in 2013 the school celebrated its 75th Anniversary. The Alumni Association is proud to continue to help graduate students and make a positive imprint on the community. Thelma Byers-Bailey was recognized as a past graduate of West Charlotte High School.

- Tim Gibbs.
- Pamela Grundy.

Erlene Lyde, represented the Charlotte-Mecklenburg Association of Educators, and she urged the Board of Education to stand in opposition of the 25 Percent Rule which requires CMS to only offer approximately 1,500 out of 6,000 eligible educators a four-year contract which is actually only funded for one year by the State. The State mandate is a deceptive tool by which the legislators can access and reduce the pay of veteran teachers. Once teachers no longer have due process rights, their salaries can be changed at will. She asked the Board to pass a resolution against the State mandated 25 Percent Rule State and to join the other North Carolina counties who are refusing to implement it. She also urged the Board to include a 10% across the board raise in the local supplement in the proposed budget. This will send a message to teachers that our community wants to do all it can to keep our teachers in CMS.

Charlie Smith, teacher at Independence High School and president of Charlotte-Mecklenburg Association of Educators, asked the Board to include in the request to waive the snow days for students to not forget the secretaries, bus drivers, cafeteria workers, teacher assistants, mechanics, and all the hourly employees who lost wages because of the snow. He asked the Board to find a way to allow those employees to recoup their lost wages, such as additional training, to help them because they are among the lowest paid employees in CMS.

Chairperson McCray called the Requests from Public closed at 6:17 p.m.

III. CONSENT ITEMS

A. Construction and Real Estate Items:

1. Recommend approval of Interlocal Agreement between City of Charlotte and Charlotte-Mecklenburg Board of Education for Preliminary Design Services for Rocky River Road West Project.

City of Charlotte has requested that CMS cooperate in the design of the future Rocky River Road West project. The Charlotte-Mecklenburg Board of Education (CMBE) purchased property on Rocky River Road to construct the replacement Newell Elementary School as part of the 2007 Capital Investment Plan. Constructing the school on this site will cause CMS to make roadway improvements. The City of Charlotte, as part of its Northeast Corridor Infrastructure Program, desires additional improvements to Rocky River Road West. The planned work by the City of

Charlotte could necessitate the removal of improvements made by CMS, squandering investment and inconveniencing the public twice. To determine the feasibility of accomplishing the City's desired roadway improvements to Rocky River Road West, the City will reimburse CMS for preliminary design services. Fiscal Implications: CMBE will receive a reimbursement of up to \$135,000 from the City of Charlotte for preliminary roadway design services in connection with the replacement Newell Elementary School and the City's Northeast Corridor Infrastructure Program. The City Council adopted this Interlocal Agreement at their February 10, 2014 Regular meeting.

2. Recommend approval of grant fund matching for NFL Foundation Grassroots Program, as part of Football Field Renovation Project at West Charlotte High School.

The Carolina Panthers are applying for a \$200,000 grant through the NFL Grassroots Program as part of an \$800,000 football field renovation project at West Charlotte High School. The field renovation project will replace the existing grass field with a more durable synthetic surface. The new field will serve the school and provide expanded recreation opportunities through joint use with Mecklenburg County Park and Recreation, which has also pledged support for the project. The funds from the sale of surplus District property will be used to fund CMS' portion of the project. If the grant application is successful, construction would commence at the conclusion of the school's 2014 football season and will be completed by August 1st 2015. Fiscal Implications: Up to \$600,000 in grant fund matching; some of which would be defrayed by Mecklenburg County Park and Recreation.

3. Recommend approval of Resolution approving: (1) Purchase of the Atrium Corporate Center; (2) Termination of Lease Agreement with Mecklenburg County; and (3) Amendment to Interlocal Agreement with Mecklenburg County.

Resolution approving: (1) Purchase of the Atrium Corporate Center; (2) Termination of Lease Agreement with Mecklenburg County; and (3) Amendment to Interlocal Agreement with Mecklenburg County

The Charlotte-Mecklenburg Board of Education ("CMS") has entered into a Purchase and Sale Agreement with WCRT Atrium, LLC for the purchase of real property known as 4335, 4339 and 4421 Stuart Andrew Boulevard and commonly referred to as the Atrium Corporate Center at a purchase price of \$7,500,000. The property consists of three separate buildings, totaling approximately 151,830 square feet. The property is intended to be used as administrative office space and will house, among other CMS administrative staff, staff that occupied the former Education Center that CMS vacated as part of the Brooklyn Village/Second Ward land assemblage.

Prior to CMS pursuing acquisition of the above listed property, Mecklenburg County entered into a lease with WCRT Atrium, LLC for 42,112 SF of office space to serve as headquarters for MeckLINK. Since the office space is no longer needed for MeckLINK, Mecklenburg County has determined that it desires to terminate the lease.

Mecklenburg County has adopted a capital project ordinance for the acquisition (\$7,500,000) and renovation/up fit expenses (\$2,500,000).

Now, therefore, be it RESOLVED that the Board of Education hereby:

- (1) Approves the purchase of real property known as 4335, 4339 and 4421 Stuart Andrew Boulevard known as the Atrium Corporate Center at a purchase price of \$7,500,000 in accordance with the Purchase and Sale Agreement;

- (2) Approves a lease termination with Mecklenburg County for the existing County lease dated February 13, 2013 for 42,112 SF of office space at the Atrium Corporate Center and authorizes the Superintendent to negotiate and execute an appropriate lease termination agreement; and
- (3) Approves a revision to the "Term Sheet for the Sale of Property and Development of Brooklyn Village" approved by the Board of Education on December 11, 2013 to change the reference to the amount of the first installment to be paid by Mecklenburg County to the Board of Education for purchase of an office building or buildings as a replacement for the Education Center from \$7 million to \$10 million and authorizes the Superintendent to negotiate and execute an Interlocal Agreement with Mecklenburg consistent with the original Term Sheet as hereby revised.

The Board of Education hereby authorizes the Superintendent, with the advice of legal counsel, to approve and sign the above-referenced documents and any and all other necessary or appropriate documents in connection therewith.

Adopted this the 25th day of February, 2014.

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

Dr. Waddell moved that the Board approve the Consent Agenda as presented, seconded by Mr. Tate, and a discussion followed.

Thelma Byers-Bailey and Dr. Waddell pulled Consent Item A.2.

Chairperson McCray called for the Board vote to adopt Consent Items A. 1. and 3., excluding A. 2., and the motion passed upon 8-0 voice vote of the Board. Ericka Ellis-Stewart was absent. A Board discussion followed.

The Board discussed Consent Item A. 2.: Ms. Byers-Bailey reviewed the information as noted above and highlighted that the Carolina Panthers are applying for a \$200,000 grant through the NFL as part of a proposed \$800,000 football renovation project at West Charlotte High School. Dr. Waddell said she wants to ensure the process for using funds from the sale of CMS surplus property and selecting schools for astroturf is fair to all schools and that the public knows the selection of this project followed a fair process. Dr. Morrison said the process for capital expenditure begins with approval from the Board. CMS does not have a process for adding astroturf at a school but CMS would like to add astroturf to a number of schools because staff believes it is a good investment that pays for itself in a short period of time. The proposed project is an opportunity through a grant funded endeavor in partnership with the Carolina Panthers. This item is applying for a grant that has not been approved at this time. Moving forward, CMS will seek partnerships to fund astroturf at other schools. Guy Chamberlain, Associate Superintendent of Auxiliary Services, reported the CMS top priorities for the replacement of stadiums is Harding University High School and West Charlotte High School. If CMS is awarded this grant, it will help defer some of the costs in the future project. The supplementary funds provided by CMS will come from the sale of surplus property which is conducted on a monthly basis. Those funds go into a capital account and by law those funds must be used for capital projects. This is a good

opportunity to leverage approximately \$200,000 to complete a \$1 million improvement project. Dr. Waddell believes this is a great opportunity for West Charlotte High School and urged CMS staff to ensure there is a process in place for selecting schools for future astroturf projects.

Thelma Byers-Bailey moved that the Board adopt Consent Item A.2., seconded by Tim Morgan, and the motion passed upon 8-0 voice vote of the Board. Ericka Ellis-Stewart was absent.

The Board approved Consent Item A. 3., which is the acquisition of a southwest Charlotte property called the Atrium Corporate Center for \$7.5 million. The purchase will allow CMS to consolidate many of the CMS employees now spread out across the district into a single campus. The proposal to acquire the Atrium property, located on Stuart Andrew Boulevard, has already won approval from the Mecklenburg Board of County Commissioners as part of the land-swap arrangement involving the former Education Center in uptown Charlotte. The Atrium site consists of three buildings located on nine acres and will provide stable, suitable office space for the CMS administrative staff. The Atrium site will accommodate more than 600 employees and allow CMS to consolidate staff currently spread across four former schools and other buildings. The Atrium campus would be home to employees who work in multiple areas, including all seven learning community offices, accountability, community partnerships and family engagement, and finance. It would house employees from human resources, learning and teaching, and technology. Employees in the Government Center, Smith Family Center, the organizational development staff at Spaugh and Auxiliary Services at Stafford Drive would not be affected by this plan. The acquisition paves the way for the CMS plan to return Oakhurst and Starmount, presently being used as administrative space, to academic use in the 2015-2016 year. The Atrium property should close within the next few weeks. Staff will begin developing a schedule for moving employees in the affected areas to the Atrium campus and those details will be shared as they are made final. The plan will allow CMS to operate more comfortably and more effectively by consolidating many employees into the Atrium property. Many of the employees formerly located at the Education Center have indicated that separating employees onto so many different sites affected the camaraderie, morale, and operating efficiencies. The Atrium acquisition could help CMS restore some of that lost spirit and free up two schools for academic use. This is a win-win for the CMS employees and families.

III. ACTION ITEMS

A. Revise 2013-2014 Academic Calendar

Correlation to Board of Education Vision, Mission and Core Beliefs: Support innovation through the sharing of best practices and effective.

Chairperson McCray called upon the Superintendent to present the recommendation on Revise 2013-2014 Academic Calendar. Dr. Morrison presented information regarding the 2013-2014 Academic Calendar and asked the Board to support revising the 2013-2014 Instructional Calendar from 180 school days to 178 school days. As a result of the unusual inclement weather, CMS is scheduled to makeup two snow days during the scheduled spring break. This has weighed heavy on the minds of parents, students, staff, and the community.

The Board approving this item will help avoid the need for CMS to makeup days during spring break. CMS has a calendar process and the development of the 2013-2014 Academic Calendar followed that process. The Board approved the calendar for 2013-2014 Academic Calendar in April 2012. In July 2012, the General Assembly amended the North Carolina school calendar statute and as a result of those changes, the Board approved amendments to the 2013-2014 Academic Calendar on January 22, 2013.

- Collaboration in decision to close schools due to inclement weather:
 - Mecklenburg County, City of Charlotte, and Charlotte-Mecklenburg Schools (CMS) have worked collaboratively to make decisions that keep safety at the forefront.
 - Team CMS worked together to keep staff and families informed in a timely manner.
- Update on Makeup Days:

School Days Closed Due to Severe Weather	Designated Makeup Days <i>Spring Break*</i>
January 29, 2014	February 18, 2014
January 30, 2014	February 17, 2014
February 12, 2014	March 31, 2014
February 13, 2014	<i>April 14, 2014*</i>
February 14, 2014	<i>April 15, 2014*</i>

- CMS considered many options including seeking approval from the Governor to waive the days as a result of the state of North Carolina being under a State of Emergency. Other options including attending school on Saturday, attending school on Memorial Day, and extending the day earlier and later. CMS has a robust calendar process and the approved calendar with the spring break make up days was vetted by CMS employees and the community. CMS felt it was important to honor the previous process.
- State Requirements: CMS can meet the current State requirement of 180 days or 1,025 hours without using February 13 and February 14 as instructional days. The current calendar has 1,080 instructional hours. With 178 days, CMS will have 1,068 instructional hours.
- Final Recommendation: The Superintendent recommends the Board revise the 2013-2014 school calendar as follows:
 - Not requiring students to make up the two days schools were closed on February 13 and 14, 2014;
 - Changing February 13 and 14, 2014 from instructional days to annual leave days; and
 - Change April 14 and 15, 2014 from annual leave days to teacher workdays.
- Without using these two days as instructional days, CMS will meet the State requirement of 1,025 hours (or 180 days) of instruction.
- Going Forward: If severe weather results in additional school days being canceled in 2013-2014, CMS will use the next scheduled makeup day in the calendar, April 14th, which occurs during spring break.

Dr. Morrison noted as highlighted by Charlie Smith, the employees who may be negatively impacted by this recommendation will be the hourly employees (bus drivers, secretaries, teacher assistants, and cafeteria workers). If this is approved, staff will send a communication stating CMS will bring those employees in for two days during the summer for training on a multitude of different issues so they can reclaim those hours. This is important and we believe it will be a great opportunity for training which is always needed.

If approved by the Board, this will be built into the summer calendar so those employees can recoup some of those wages which were lost through no fault of their own during the incumbent weather.

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

- Dr. Waddell wants to ensure the hourly employees are able to recoup the wages for the lost time. Dr. Morrison reported the intention would be to bring in all employees (mostly hourly) who would not be able to reclaim those wages to attend training during the summer. If they attend the training they will get those hours back. If they chose not to attend the training, they will not reclaim those hours. This will require Board approval first and following that, staff will determine next steps and send out appropriate communication to employees.
- Ms. Lennon said we have heard from the public and many of the parents believe students need to make up these days because CMS students are being compared to other school districts in the State and our students need this time in the classroom. CMS needed to ensure the safety of students and made the right decision in closing school. If this motion passes, Ms. Lennon would ask parents to use those days to conduct educational opportunities with the kids. With testing and the other requirements on students to achieve, we must take advantage of all classroom time. Dr. Morrison said we heard from many groups and the most important aspect was to keep children and staff safe and that was the top priority. In future calendars we will look at options but we must follow the State calendar requirements.
- Mr. Davis thanked the CMS staff members who were instrumental in making the tough decisions about closing schools. In addition, he thanked the bus drivers, custodians, and all staff members who took care of our students during these difficult days as they are the real heroes in CMS. Mr. Davis asked why are we redesignating April 14th and 15th from annual leave days to teacher workdays and what does that mean for our hard working teachers who deserve a spring break? Ann Clark, Deputy Superintendent, provided clarification noting this is complicated by CMS having 10, 11, and 12-month employees and each set of those employees have different types of leave they can use. This is an effort to code those days to allow CMS to provide opportunities for some hourly employees an option to restore their pay. This will keep as many employees as whole as possible and keep them accountable for the work. Dr. Morrison said by State statute, CMS must redesignate the day. Mr. Davis expressed concern that this process was more complex than most business owners have in taking care of their employees. Mr. Davis expressed concern that CMS is required to follow North Carolina laws regarding school calendars and that makes it more challenging to run a school system for the benefit of students and not adults. Dr. Morrison reported it is more complex and restrictive than most other states and he has shared those concerns with lawmakers.
- Mr. Morgan thanked staff for doing a great job and developing a methodical process to handle the difficult issue. Mr. Morgan commended Dr. Morrison for making the tough decisions because that has been consistent with the way he has operated since joining CMS. He commended Dr. Morrison for taking the time to listen to the community before developing a strategic plan that was specific to CMS. Mr. Morgan thanked Dr. Morrison and staff for methodically developing the appropriate plan that worked specifically for CMS. Dr. Morrison said teams are better than individuals and we reached out to

different groups, including teacher and parent groups, to get input which helped staff make these decisions. In addition, the input will help structure the calendar for next year.

- Dr. Waddell thanked staff for their good work and she noted this was an involved process that incorporated many parties to make the decisions.

Chairperson McCray called for a motion regarding the 2013-2014 Academic Calendar.

Paul Bailey moved that the Board approve the Superintendent's recommendation that the instructional days scheduled for February 13 and 14, 2014, when schools were closed due to a snowstorm, will not be made up by students. In order to implement this action, the Board hereby approves a revised 2013-2014 Academic Calendar that changes February 13 and 14, 2014, from instructional days to annual leave days and changes April 14 and 15, 2014, from annual leave to teacher workdays. The resulting calendar will have 178 instructional days, 16 teacher workdays, 11 holidays, and 10 annual leave days. The motion was seconded by Dr. Joyce Waddell. The motion passed upon 8-0 voice vote of the Board. Ericka Ellis-Stewart was absent.

IV. REPORT/INFORMATION ITEMS

A. Report/Update on Strategic Plan 2018

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 Plan 2018*. Dr. Morrison reported that when the strategic plan was presented to the Board, it included that staff would provide the Board a progress report several times each year. Those reports would include topics of how the plan was being implemented, progress on leading data and test results, and development of the indicators/targets to be determined following the receipt of the State's data points. Staff is focused on ensuring the Board's Theory of Action is fortified with a robust accountability framework. This was an effort to hold ourselves accountable for the performance of every child in CMS. The report will provide an update on the implementation of the *Strategic Plan 2018* and development of department scorecards to support the completion of the *Strategic Plan 2018*. Performance indicators, milestones and targets for Goal 1 will be presented for review and feedback. At an upcoming Board meeting in March, the Board will be asked to adopt the revised targets. Dr. Morrison called upon Ann Clark, Deputy Superintendent; Frank Barnes, Chief Accountability Officer; and Shauna Bell, Director Strategic Planning.

Ann Clark introduced Shauna Bell who is in her first year of a two year Broad residency with CMS. Ms. Bell joined CMS in August and immediately began providing oversight on the development of the strategic plan. Ms. Clark said for the report, Ms. Bell will provide an update on the development of targets and Frank Barnes will review the targets for Goal 1 which have been updated based upon the final data CMS has received from the State regarding the 2012-2013 End of Grade/End of Course results. Ms. Clark reported going forward, the Board can expect to receive more specific updates focused goals, strategies, tactics, and the departmental scorecards as they are completed through the project management oversight process. Ms. Clark reviewed the process to revise the *Strategic Plan 2014* which included the Superintendent conducting a Listening and Learning Tour; the

Superintendent advancing *The Way Forward* with eight specific CMS goals; and establishment of 22 Task Force committees to focus specific topics and develop input from community perspective. The input from this process and components of the *Strategic Plan 2014* were incorporated to develop the *Strategic Plan 2018* which was specifically aligned to the Board's Theory of Action for Change.

- Revised Strategic Plan Goals:
 1. Maximize academic achievement in a personalized 21st Century learning environment for every child to graduate college-and career ready.
 2. Recruit, develop, retain, and reward a premier work force.
 3. Cultivate partnerships with families, businesses, faith-based groups and community organizations to provide a sustainable system of support and care for each child.
 4. Promote a system-wide culture of safety, high engagement, cultural competency, and customer service.
 5. Optimize district performance and accountability by strengthening data use, processes, and systems.
 6. Inspire and nurture learning, creativity, innovation, and entrepreneurship through technology and strategic school redesign.

Ms. Clark said the *Strategic Plan 2018* is a fluid document that will change as data points for the scorecards are developed. At the February 21, 2014 Board Retreat, staff derived input from the Board's discussion on the Theory of Action for Change to solidify its connection to the strategic plan.

Shauna Bell provided an overview of the process of managing the strategic plan links to the Project Charters with Department Scorecards. The process includes a cross-functional walk-through to ensure all CMS employees are engaged, have ownership, and can tie their work to the strategic plan. Project Charters were created and strategies will be developed to roll into those charters. Departments will work together to create a scorecard that will specifically tie their work to the charters. Ms. Bell provided an overview of the proposed District Project Charters and an example of developing a scorecard for teacher effectiveness.

- District Project Charters are linked to three desired outcomes:
 - Student Outcomes: Intervention, Literacy, Personalized Learning, Rigor, Student Progress, Teacher Effectiveness, and Teacher Recruitment.
 - Employee Outcomes: Career Pathways, Compensation, Employee Engagement, Performance Management, Professional Development, and School/Department leader pipeline.
 - Central Office Outcomes: Cultural competency, Customer Service, Data Integrity and Use, Family and Community Engagement, Financial Strategy; Process and Systems; School Redesign, and Technology.
- Project Charters incorporate strategies from multiple goals and departments. The process is an over-encompassing method to move the District and reach the defined goals. Individual departments create tactics to guide ongoing work towards overarching strategies.
- Key Performance Indicators (KPI) measure progress and tie back to District indicators. Tactics and KPIs make up individual department scorecards. Each CMS department will develop a scorecard in a phased process. Starting in the 2014-2015 school year, each

department will have their work aligned to the strategic plan.

- Following the creation of Department Scorecards and Project Charters, the Plan Management Oversight Committee (PMOC) will monitor the progress of Project Charters. This will hold everyone accountable to ensure the work moves on the time line developed. The PMOC is comprised of cabinet level members and they will receive quarterly reports showing the progress of the work from each Project Charter.
- Strategic Plan Update Schedule:

Topic	Timing
Managing <i>Strategic Plan 2018</i> Goals 1 and 4 milestones and target update	February 2014
Scorecards Task Force Recommendations	May 2014
Project Charters Task Force Recommendations	SY 2014-2015
Project Charter Progress	SY 2014-2015

Frank Barnes provided an overview of the proposed performance indicators, milestones, and targets for Goal 1 as updated based upon the finalized 2012-2013 CMS data from the State. In setting the milestones and targets for some indicators, CMS adopted the Annual Measurable Objectives as provided by the State. In other areas in which CMS wanted to hold itself accountable and there was not a State AMO, CMS developed a comparable target that focused on reducing the student proficiency gaps over a five-year plan. The higher performing group will be increasing while the lower performing group will have a steeper climb. The pace of improvement for the lower performing group will be different than the higher performing group. Milestones and targets will be reviewed annually and adjusted as needed. CMS used the targets provided by the State as a floor or baseline measurement and they will be reviewed on an annual basis to ensure they are meeting the needs of CMS. All students will be rising academically while closing the proficiency gaps over the five year period which will help closed the achievement gaps in CMS. All students will have an opportunity to achieve, reinforcing the concept of every child, every day, for a better tomorrow.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments. A Board discussion followed. Board members Waddell, Davis, Tate, and Byers-Bailey asked questions and made comments. Questions regarded the logic for using the State data as the baseline targets; what is this doing differently to impact the Black-White achievement gap; disparities for the underserved subgroups; scorecards; and the method to coordinate cross-departmental collaboration. Dr. Morrison and staff provided clarification. Board member comments included the following:

- Dr. Waddell is pleased the developed process incorporated input from the public engagement meetings, Task Force committees, and members of the community and she hopes CMS will let them know their recommendations were used.
- Mr. Davis said this concept focuses on performance which is a part of the Board's Theory of Action and he addressed the importance of CMS moving from a compliance culture to a culture of performance. Dr. Morrison said this includes hiring people with the predetermination that they want to do a great job and know the job they have to do. It

is important to define success for CMS, every school, every department, and every child. The CMS staff must have a service mentality focused on every child, every day, for a better tomorrow. The accountability belongs to each employee of CMS and focusing on that concept will help CMS reach its goals.

- Mr. Tate said CMS has been working on closing the achievement gaps for a long time and it is frustrating to know it will still take years to eliminate the gaps. We know what we need to do to eliminate the gaps but our hands are tied by Federal and State requirements which include the lack of calendar flexibility, teacher work force issues, and lack of funding. Mr. Tate said the Board has a policy on Data Dashboard that is not currently updated and he asked will there be a general CMS overview scorecard? Dr. Morrison said staff is updating the information on the Data Dashboard. As it is framed, staff will periodically provide the Board updates on leading indicators and progress areas. With the Board's input, staff will develop a dashboard that meets the needs of the Board.
- Ms. Byers-Bailey said she is intrigued by the goals and she hopes the proposed new schools and programs for next year will be folded into the process. Ms. Clark said all the CMS schools will have a School Improvement Plan that will map back to the strategic plan goals for the District. The Transformation Department will develop a scorecard that captures the new initiatives being developed for the 2014-2015 school year. Ultimately, CMS wants all schools and teachers to see their direct connection to the success of the *Strategic Plan 2018* through the goals set in their School Improvement Plan.

B. Report on North Carolina Large District Superintendent Consortium Policy Recommendations

Correlation to Board of Education Vision, Mission, and Core Beliefs: Public education is central democracy.

Chairperson McCray called upon Dr. Morrison to present the report on North Carolina Large District Superintendent Consortium Policy Recommendations. Dr. Morrison reported shortly after he joined CMS, the North Carolina Large District Superintendent Consortium was formed which consists of the ten largest schools districts in North Carolina (Charlotte-Mecklenburg, Cumberland, Durham, Gaston, Guilford, Johnston, New Hanover, Union, Wake, and Winston-Salem/Forsyth). Together, this group represents approximately 43% of all the school students in North Carolina and we share commonalities that are distinct and unique. Participating in the group is a great opportunity to collaborate in a more efficient and effective way around shared goals, opportunities, and challenges that impact all students in North Carolina. The group has met numerous times and strived to be a voice and champion of children throughout the State but specifically for the large/urban school districts. The superintendents have taken their advocacy to Raleigh and met with legislators, the Governor, and large business leaders to champion what needs to happen so all students in North Carolina have opportunities for outstanding educational programs. As the superintendents work in collaboration with the local boards of education, they were focused on legislative agenda items and three important areas stood out. The superintendents from the ten largest school districts in North Carolina developed policy white papers on three specific areas: Common Core State Standards, North Carolina School Voucher Program, and Teacher Effectiveness and Compensation. The policy recommendations are directed to both the North Carolina General Assembly and the North Carolina State Board of Education. The policy recommendations represent the superintendent's advocacy on the three areas and

the information is being shared with other boards across the State, business leaders, chambers of commerce, and the media. Dr. Morrison provided an overview of the policy recommendations.

1. **Support of Common Core State Standards:** This is not a support in its entirety but a champion that all children need high standards. We believe a high standard for every child is necessary in the North Carolina public education system. We must implement the Common Core well; give teachers and principals respect and ensure they have the necessary materials and training to do it well; thoughtfully review the testing that goes with Common Core; and we must get it right so Common Core can be a positive game changer for education in North Carolina.
2. **North Carolina School Voucher Program:** Dr. Morrison said just as the Charlotte-Mecklenburg Board of Education took a position in opposition of Vouchers, the superintendents are also concerned about the impact of Vouchers. This is not a concern about competition. It is a concern about public dollars going to private institutions that are not required to meet the same accountability standards as public schools. North Carolina public school districts are required to meet State Standards for student achievement and teacher qualifications whereas private schools and charter schools do not have to meet those same requirements. We want to ensure all schools receiving public dollars meet the same accountability requirements. We want to invest in quality public schools and that public dollars stay in public education.
3. **Commitment to Teachers (Teacher Effectiveness and Compensation):** We want teacher compensation to be at least at the national average. We must think thoughtfully about a new strategic compensation plan that would be done with our teachers and not to our teachers. Investing in excellent teachers goes beyond compensation. It must start with a teacher compensation level that is competitive with the rest of the country. We must invest in our teachers and that investment includes how to onboard teachers, professional development, and creating career lattices so teachers can experience professional growth without leaving the classroom. We must invest so teachers feel respected and that teaching becomes the iconic profession of North Carolina.

Dr. Morrison said he is proud of the work developed by the superintendents of the Large District Consortium and the information has been shared with the Governor. We will continue to advocate on behalf of all children in North Carolina.

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

- Rhonda Lennon commended the Superintendent for reaching out to the other school districts because in totality these districts are teaching about half of all the students in North Carolina. She believes the statement by actor Michael J. Fox has merit and should be consider, "If a child can't learn the way we teach, maybe we should change the way we teach." Ms. Lennon said Common Core is designed to accommodate unilateral education that stretches across the United States so that a student transferring from state to state will be on the same educational level. She supports the need for a standard that expands across the country but she is concerned about some of the new math teaching skills which can be misleading and contribute to disconnect of the curriculum. Dr.

Morrison provided comments that the goal is to teach students 21st Century skills and the performance tests will help them be college and career ready.

- Dr. Joyce Waddell thanked Dr. Morrison for the report. Dr. Waddell said previously, CMS had a lobbyist who was helpful in moving agenda items through the General Assembly. Dr. Morrison reported CMS no longer has a lobbyist but work is continuing through advocacy by the Superintendent, Board Chair and Vice Chair, Board members, and legal staff. Dr. Waddell suggested CMS reinstate the Teacher Core Program where CMS grew their own teachers and helped them with scholarships to become CMS teachers. Dr. Morrison said we would like to but our students say, “Keep it real” and most everyone today understands the challenges of being a teacher in North Carolina. Mr. Morgan said last week he met with about sixty aspiring teachers at UNC-Charlotte and only about fifteen of them had plans to teach in North Carolina. The majority planned to go to other states to seek higher pay and better benefits. North Carolina has about forty counties that border other states with a higher teacher pay scale. Dr. Morrison highlighted that teacher pay in North Carolina is not competitive and we must strive to make teachers feel respected, valued, and have career opportunities that allow them to remain in the classroom. Unfortunately, North Carolina is not a teacher friendly state and we may watch great teachers leave our state because pay is a big factor.

Chairperson McCray recognized members of the CMS Youth Council who were attending the meeting. Dr. Morrison highlighted these students participated in a Work Session on Budget priorities and they provided invaluable feedback from a student perspective.

C. Report on 2014-2015 Budget Survey

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

Chairperson McCray called upon Dr. Morrison to introduce the Report on the 2014-2015 Budget Survey. Dr. Morrison reported staff will provide an overview of the main aspects of the 2014-2015 Budget Survey which was extended through February 28th as a result of the inclement weather. Following the completion of the survey, staff will return at an upcoming Board meeting to present the results. Dr. Morrison called upon Kathryn Block, Chief Communications Officer, to present the preliminary results of the Budget Survey. Ms. Block provided an overview of the participants of the survey, survey construct, focus areas, and next steps.

- CMS invited staff, parents, students, and community members to take the survey which will be used to inform the budget planning and advance *Strategic Plan 2018*.
 - Survey closes February 28, 2013.
 - To date 10,000 plus participants (55% CMS parents, 62% CMS employees, 6% community members with no child in CMS, and 4% other). Last year, over 11,000 people participated in the Budget Survey.
- Survey Construct - focused on Share, Assess, and Input. The survey provided specifics to consider as well as options to provide open ended feedback or suggestions.
 - Budget Overview and Landscape:
 - Goal: Share information and understand levels of awareness about the CMS budget. Two budgets, operating and capital. Sources of revenue, local, State, and

federal. Factors impacting the budget in the past five years. Impact of enrollment growth increasing at 7% which is outpacing budget growth at 4%.

- Increasing Revenue:
 - Goal: Explore new ways to increase revenue to help advance *Strategic Plan 2018*. Examples: Paid ads on District Website, expand cell tower placement on school properties, and increase fees for Community Use of Schools.
- Personalization and Choice:
 - Goal: Gain input to further expand academic options for students and *Strategic Plan 2018*. Examples: Science, Technology, Engineering, and Mathematics (STEM), Science, Technology, Engineering, Arts, and Mathematics (STEAM), Leadership Academies, Career and Technical Education Programs, Language Immersion Magnets, Information Technology, and Early College Programs.
- Technology:
 - Goal: Inform plans to build innovative, digital teaching and learning environments in every CMS school. Examples: Does your child have a mobile device, support for allowing children to bring his/her mobile device to school, and willingness to pay a \$30 to \$50 annual fee to lease a computer from CMS for your child's use.
- Employee Compensation:
 - Goal: Share information about teacher salaries and gain feedback on level of support for teacher raises. Example: The average annual North Carolina teacher salary of \$46,000 is \$10,000 less than the national average and as much as \$7,000 less than bordering states. North Carolina should keep salaries as is or increase salaries, even if it means redirecting funds from other areas.
- It is not too late to take the CMS Budget Survey. The survey closes February 28, 2014. All input will be thoughtfully considered as we progress the planning discussions. The final report will be shared and posted on the CMS 2014-2015 Budget Information Webpage.

Ms. Block provided an overview of the next key dates which included Community Engagement Meetings (February 26, March 3 and 10, and April 21 and 24), Board Budget Work Session on April 29th, and Board adoption on May 13, 2014. Dr. Morrison reported the proposed budget for last year incorporated input from the Budget Survey and he anticipates this year's budget will as well.

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

- Mr. Tate said the Budget Survey is an Online survey and he urged CMS to also provide methods so the non-internet users can provide feedback. Ms. Block said this is something we want to keep in mind as we move forward with other surveys. We did encourage individuals to participate in the survey by using computers provided at the CMS schools and local libraries. The CMS strategic partners at MeckEd, the Library, and Charlotte Chamber have been supportive of this effort and communicated information about the survey to the public. Mr. Tate addressed concern that the process eliminates those who are non-computer users and CMS must understand there is a large population of people who are not computer literate.

- Dr. Waddell said she met with members of the community and they had trouble assessing the Budget Website. Ms. Block reported they were not aware of this issue.
- Mr. Bailey said some questions in the survey referenced demographics of the people responding and that may inform us who 'are' or 'are not' responding to the survey. Dr. Morrison reported we are also gathering input at the various community meetings and the schools are striving to get people to respond to the survey. In the communication process we have reached 10,000 people but we know there is more work to be done.
- Mr. Davis said the last two agenda items highlight the degree of collaboration that CMS and Dr. Morrison is doing in order to seek the voice of the public. This teamwork will help this Board make informed decisions. This is an excellent example that other governmental bodies can follow when they craft policies affecting public schools. It would make good sense for our legislators in Raleigh to gather feedback from the superintendents and the public before making mandates that impact public education.

D. Report/Work Session on 2014-2015 Board of Education Operating Budget

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

Chairperson McCray called upon Dr. Morrison to introduce the Work Session on the 2014-2015 Board of Education Operating Budget. Dr. Morrison reported the Budget Work Session will include an activity for the Board that all principals, different community groups, and students groups have completed. The activity highlights the process that CMS staff follows to craft the budget and determine how to spread the limited funds over the entire school district to provide an educational experience that meets the need of every child in CMS. Staff will review some budget information and assumptions and that will lead to an exercise of how to match the dollars to the CMS strategic priorities. The results of the Board's work will be used to form the development of the 2014-2015 Budget. Dr. Morrison called upon Shelia Shirley, Chief Financial Officer, and Dennis Covington, Executive Director of Budget Development and Management Services, to lead the Board in the Budget Work Session.

Dennis Covington provided the Board with an overview of the CMS funding.

- CMS funding partners State, Federal, County, and Other: Of the \$1.233 billion CMS budget, the State provides 58% and the County 29%.
- Use of Funds: Salaries and benefits utilize 80% of the budget and 88% of those funds are spent at the schoolhouse level.
- Operating Budget Increase: Overall, the CMS operating budget has increased by 4% since 2009. Since 2009, State funding decreased .4%, County funding increased by 1.5%, and Federal dollars increased \$49.9 million or 49%, while other decreased by 17.9%. Employee benefit costs (health and retirement) increased 45% since 2009 or approximately \$60 million.
- Reductions and Redirections have been made across all areas: CMS has experienced an increase in enrollment and higher costs while overall funding has only slightly increased. As a result, CMS has been required to implement reductions and redirections to accommodate the increased costs.
 - Since 2008-2009, cuts and redirections totaling more than \$253 million have been

- made across all areas of the CMS budget including central services, school support, and at the school level to address funding shortfalls, growth, and rising costs.
- Each year as required cuts were identified, they were selected within the context of those with the least detrimental impact on schools and the least negative impact on the achievement of the strategic plan goals.
 - Specifically some of the reduction areas included Central office staffing and non-personnel support; assistant principals (change in allotment formula); teachers (allotment ratios at all grade levels except K-3 have increased since 2008-2009); instructional support staffing (media, counselors and SSS - change in allotment formula); teacher assistants (change in allotment formula, reduced days and hours); maintenance, utilities and custodial staffing; transportation; school-based teacher bonuses and tuition reimbursements; dental insurance premiums (no longer employer paid); and school closures and consolidations.
 - Per Pupil Spending: Per pupil funding is comprised of County, State, Federal, and Other funding. All funding sources with the exception of Federal have decreased since the 2008-2009 school year. State decreased 7.2%, Country decreased 5.4%, and Other decreased 23.7% while Federal increased 39.1%.
 - Last year Per Pupil Spending in North Carolina dropped from 42nd place to 48th place in the country. North Carolina per pupil spending is \$8,433 compared to the national average of \$11,068.

Sheila Shirley provided the Board with highlights of the budget outlook, early assumptions, and next steps in the budget process. The information is dated but it the most recent information available at this time.

- State Budget and Economic Outlook:
 - General Fund revenue was \$83.5 million above the \$10.02 billion target for the first-half of the fiscal year.
 - Stronger than expected Corporate Income tax revenue, up almost \$90 million, is the main reason collections stayed ahead of target. Personal Income tax withholding on wages was below target, and sales tax collections are slightly ahead.
 - Updated economic indicators for the State remain consistent with economic expectations built into the consensus revenue forecast for this and the upcoming fiscal year.
 - The national economy continues to strengthen, yet the pace of growth remains below average.
- Early Budget Outlook and Assumptions for 2014-2015:
 - This is the second year of the State's 2013-2015 Biennial Budget, which was adopted last year, will be used as a guide to the extent possible. There was not a salary increase included in that proposal but the Governor has recently released a proposal to increase the early teachers on the salary schedule to \$33,000. There is also interest in finding resources to provide increases for other State paid employees which would include veteran teachers. It is too early to determine if revenue projections will hold, but current economic indicators are consistent with economic expectations built into the consensus revenue forecast
 - Anticipate the State will provide funding for any enrollment growth in accordance with state defined formulas.

- No retirement rate increase included in the State’s Biennial Budget but there may be a slight increase.
- Health insurance rate slated to increase by 2.84% from \$5,285 to \$5,435 per employee.
- Too early to predict County funding level, but anticipate CMS will rank among the County’s top priorities for funding, consistent with prior years.
- In early January the Omnibus Spending Bill for FY 2014 was approved and it provides \$1.6 billion more for the U.S. Department of Education compared to last year, but the increase is still less than \$2.4 billion in sequestration cuts in FY 2013.
- The two largest K-12 programs, Title I and IDEA Part B, received increases in the recently approved spending bill, although neither were restored to their pre-sequester levels.
- CMS is still working with the State to confirm its 20th day official enrollment for this year which was hampered by PowerSchool. As a result, the enrollment prediction for next year is uncertain at this time.
- Charter school enrollment is projected to increase with growth in existing charters as well as the addition of eleven new charters slated for next year in Mecklenburg County and adjacent counties. This will play a big factor in the CMS predictions for growth.
- Budget Development Process: The Framework for the budget development is focused on strategic alignment, operational efficiency, and planning and engagement.
 - Strategic Alignment: Ensure alignment with the Board’s Mission, Vision, Core Beliefs and Commitments, and Theory of Action for Change. The budget is also focused on advancing the six strategic goals outlined in the *Strategic Plan 2018*, maintaining student and staff safety, and keeping a strong academic focus coupled with data driven decision making.
 - Operation Efficiencies: Staff strives to identify operational efficiency savings as well as reductions and resource redirections to offset rising costs.
 - Planning and Engagement Process: CMS strived to have a robust planning and engagement process which incorporated input from all CMS departments and numerous community meetings.
- Key Budget Drivers include global and local economic impacts; population growth in the community; poverty in the community; mandated employee benefit cost increases; and specific area price inflation (utilities, fuel, and insurance); unfunded mandates (common Core, PowerSchool, Online testing capability); student enrollment growth; charter school enrollment growth; new initiatives aligned with strategic plan goals and objectives.
- Challenges include CMS does not have control over the timeline requirements of the budget process (CMS must build its budget prior to the County and State adopting their budgets) and the dependence on State, Local, and Federal sources.
- Key Dates:

Feb 6	Community Engagement Meetings 6:00 p.m. – 7:30 p.m.	West Charlotte High
March 3		Myers Park High
March 10		Bradley Middle
March 18	Board of Education Budget Work Session 5:00 p.m. – 7:00 p.m.	Government Center Room 267

April 8	Superintendent Presents 2014-2015 Budget Recommendation	BOE Meeting Government Center
April 21 April 24	Community Engagement Meetings on Superintendent's Budget Recommendation 6:00 p.m. – 7:30 p.m.	Hopewell High South Mecklenburg High
April 29	Board of Education Budget Work Session 3:30 p.m. – 5:30 p.m.	Government Center Room 267
May 13	Board of Education vote on 2014-2015 Budget Request	BOE Meeting Government Center
May 15	Board of Education's 2014-2015 Budget Request submitted to the County	

Exploring the Power of Trade-Offs – Budget Hold'Em

Dr. Morrison called upon Valda Valbrun, Executive Director of Organizational Development, to lead the Board in an activity on exploring the power of trade-offs. Valda Valbrun reported this is the same exercise that principals, executive staff, and a group of students completed in an effort to gather input around the budget process. The object of the exercise is to create a 'hand' of cards that prioritizes resources that best positions CMS to meet performance goals without increasing overall costs. The eight categories of the cards include class size, efficiency, professional development, compensation, instruction, school staff, leadership, and portfolio of options. Budget Hold'Em is a tool to help school board members look at how best to support the district by making difficult choices and selecting budget trade-offs that maximize student learning.

- Objectives of the process:
 - Remove Board members from the traditional budget process of thinking about resources within silos.
 - Focus on investing in district priorities by freeing resources from low value-added 'historic' uses.
 - Build understanding of relative size of different options.
 - Help increase understanding of the trade-offs inherent in the budget process.
- Discussion Points: It is important to also keep in mind the CMS budget priorities, redirections, and new investments.
 - What were the biggest insights/surprises for you regarding the opportunities for district resource alignment during the budget-development process?
 - What particular card options and restructuring priorities appear to have the most leverage?
 - What options were most controversial? Why?
 - What, if any, wild cards did your group add? Why?
 - Which options might be worth pursuing in our district?

Board members worked in small groups from 8:39 p.m. until 9:30 p.m.

- Dennis Covington worked with Board members Lennon, Bailey, Byers-Bailey, and Waddell.
- Ann Clark worked with Board members McCray, Morgan, Davis, and Tate.

Rhonda Lennon left the Regular Board meeting at 9:30 p.m.

Following the Board group activity, Dr. Morrison said staff will compile the Board's input from the group activity with the information gathered from the principals, executive staff, and students and that information will be used to guide staff's budget recommendations to the Board. This is a part of the process for creating difficult decisions. People have ideas about what they want to add but we must also figure out how to pay for it. We have made difficult reductions in the past and it may not be an option to make more cuts in those same areas. This process will show how different groups perceive the needs of CMS and help determine priorities. Staff will compile the data and share the Board's results along with the results from the sessions with executive staff, students, and principals.

Paul Bailey requested information on the areas that CMS cut severely in the past budgets to provide an understanding of the historical context of the budget.

ADJOURNMENT

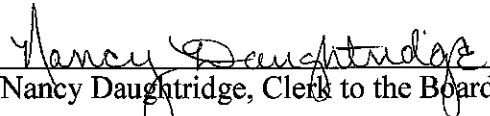
Chairperson McCray called for a motion to adjourn the meeting.

Tim Morgan moved that the Board adjourn the meeting, seconded by Tom Tate, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 9:36 p.m.



Mary T. McCray, Chairperson



Nancy Daughtridge, Clerk to the Board