

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



Charlotte, North Carolina

March 11, 2014

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on March 11, 2014. The meeting began at 4:05 p.m. and was held in Room 528, 2nd Floor, 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;
Thelma Byers-Bailey, District 2; and
Tom Tate, District 4

Absent: Rhonda Lennon, District 1;
Dr. Joyce Davis Waddell, District 3;
Eric C. Davis, District 5; and
Paul Bailey, District 6

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

Upon motion by Ericka Ellis-Stewart, seconded by Tim Morgan, the Board voted unanimously of those present 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 and take action regarding school safety plans;**
- 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 4:05 p.m. until 6:03 p.m. in Room 528 of the Government Center to conduct a personnel hearing. Following the close of the personnel hearing, Board members McCray, Morgan, Ellis-Stewart, Byers-Bailey, and Tate transitioned to room CH-14 of the Government Center where they joined the remainder of the Board

members, Dr. Morrison, Mr. Battle, and the Board Clerk to conduct the remainder of the Closed Session meeting. The Board met in Closed Session in room CH-14 from 6:10 p.m. until 6:44 p.m.

Chairperson McCray reconvened the Regular Board Meeting at 6:46 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;
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: 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 March 11, 2014 Regular Board meeting which was held in the Meeting Chamber. Chairperson McCray thanked everyone for patiently waiting while the Board conducted business in the Closed Session meeting.

A. Adoption of Agenda

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

Ericka Ellis-Stewart moved that the Board adopt the proposed agenda as presented, seconded by Tom Tate, and the motion passed upon unanimous voice vote of the Board.

B. Pledge of Allegiance

Chairperson McCray called upon Tom Tate to introduce the student to lead those present and in the viewing audience in the Pledge of Allegiance and to speak to the March character trait of *citizenship and courage*. Mr. Tate introduced Cesar Berrios-Osorio who is a second grade student at Hickory Grove Elementary School. Cesar is a Charlotte native and has attended Hickory Grove since kindergarten. Cesar's second grade teacher, Ms. McCormick, says Cesar has really started to enjoy reading this year, he is a hard-working and well-liked student, and a leader among his peers. Cesar loves to practice Tae Kwan Do, drawing, and always willing to help his mother at home. Cesar was accompanied by his mother, Norma Osorio; family friend, Rayed Azizi; his principal, Acquanetta Edmond, and Dean of Students, Michael Dermott. Cesar invited everyone to stand and join him in reciting the Pledge of Allegiance. Following the pledge, Cesar talked about the importance of citizenship and courage.

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. Six speakers were signed up to speak before the Board.

Four speakers addressed concerns regarding the State mandated Twenty-Five Percent Rule and urged the Board to pass the Charlotte-Mecklenburg Board of Education Resolution in opposition of the new law. They asked the Board to provide across the Board raises for all CMS employees, to fight against the bad State law, and show meaningful support for all teachers and not just a small percentage. Teachers should not have to give up their tenure status. Now is the time to show all teachers the Board values them.

- Randolph Frierson.
- Erlene Lyde, teacher at West Charlotte High School and Vice President of the Charlotte Mecklenburg Association of Educators.
- Larry Bosc, teacher at East Mecklenburg and thirty-seven year veteran teacher.
- Charlie Smith, teacher at Independence High School and President of Charlotte Mecklenburg Association of Educators.

Madeline Frank, senior at Northwest School of the Arts invited the Board to join them for the premier of the 2014 production of the “The Big Picture” which is a play written and performed by NWSA students. They used the NWSA curriculum as the base of the play. The premier will be March 31, 2014, 6:00 pm., at McGlohon Theater at Spirit Square.

Chairperson McCray thanked the public speakers for their comments and called the Requests From The Public closed at 7:04 p.m.

III. CONSENT ITEMS

A. Approval of Minutes:

1. Recommend approval of Closed Session meeting minutes.
 - February 11, 2014.
 - February 20, 2014.
 - February 25, 2014.
2. Recommend approval of Open Session Minutes.
 - January 14, 2014 Regular Board Meeting.

B. Recommend approval of School Improvement Plans.

Per State Board of Education policy, all Local Education Agencies (LEAs) are required to approve School Improvement Plans. School Improvement Plans were available in the Board Office for Board member review.

C. Recommend approval of Licensed/Non-Licensed Hires, Promotions, and Selected Position Separations for February 2014.

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: 2,802. (Licensed Hires: 1,596/Non-Licensed Hires:*

- 1,206).
- *Total Promotions July 1, 2013 - June 30, 2014: 299. (Licensed Promotions: 147/Non-licensed Promotions: 152).*
- *Total Selected Positions Separations: July 1, 2013 – June 30, 2014: 11.*

D. Construction/Real Estate:

1. Recommend approval of roof replacement contract at Beverly Woods Elementary School.

The roof replacement project at Beverly Woods Elementary School was bid on February 04, 2014. Staff recommends the approval of the roof replacement contract to the lowest responsive bidder, Davco Roofing and Sheet Metal, in the amount of \$653,653. The project is scheduled to be completed by August 2014. MWSBE Participation is 0%. Fiscal Implications: Local Funds, \$653,653.

2. Recommend approval of security camera installations contract.

The Phase II Security Camera System installation was publicly bid on February 20, 2014. Staff recommends the approval of contract to the lowest responsive bidder, Advanced Digital Solutions, LLC, in the amount of \$1,198,985. The contract will provide camera installations at twenty-six (26) elementary schools. The contract includes security cameras, associated cabling, electrical power requirements, and associated general construction requirements. The camera systems will be operational August 2014. The MWSBE percentage for the project is 0.17%. CMS Video Surveillance Projects 2013 – Group 2MA. The twenty-six elementary schools are Albemarle Road, Beverly Woods, Clear Creek, David Cox Road, Hidden Valley, Huntersville, Huntingtowne Farms, Morehead, Long Creek, Montclair, Myers Park Traditional, Nathaniel Alexander, Nations Ford, Bruns Academy (PreK-8), Park Road Montessori (PreK-6), Pinewood, Piney Grove, Rama Road, Sedgfield, Selwyn, Shamrock Gardens, Sharon, Statesville Road, Steele Creek, Westerly Hills Academy (PreK-8), and Windsor Park. Fiscal Implications: 2007 Local Bonds, \$1,198,985.

- E. Recommend approval of administrative personnel appointment.

Appointments:

- *Angelo DelliSanti named to be a principal of a school to be determined. Mr. SelliSanti has a Master of School Administration and Bachelor of Science in History and Secondary Education, University of North Carolina-Charlotte. Mr. DelliSanti previously served as assistant principal at Mooresville Middle School, Mooresville Graded School District, Mooresville, North Carolina.*
- *Ronald Mackin named principal of Walter G. Byers School. Mr. Mackin has a Master of Art in Education Administration and Supervision, Bethel College, and Bachelor of Science in Elementary Education, University of Memphis. Mr. Mackin previously served as Head of Schools/Regional Superintendent, State of Tennessee Department of Education Achievement School District.*
- *LeDuan Pratt named principal of School of Math, Engineering, Technology, and Science at Olympic High School. Mr. Pratt has a Master of School Administration, Gardner-Webb University, and Bachelor of Science in Business Management/Finance, North Carolina State University.*

Transfer:

- *Will Leach named principal of UNC-Charlotte –Energy Production and Infrastructure Center (EPIC) Early College.*

F. Recommend approval of revision to 2013-2014 Project L.I.F.T. Instructional Calendars for Continuous Learning Calendar (CLC) Schools.

The Board originally approved the Project L.I.F.T. CLC instructional calendars for 2013-2014 school year on January 22, 2013. The calendars were consistent with the flexibility granted by the General Assembly and CMS to establish school calendars that promote continuous learning throughout the year while meeting the general North Carolina school statute requiring at least 185 instructional days or 1,025 hours of instruction. Like traditional CMS calendar schools, the adopted CLC calendar at **Bruns and Byers** includes 180 days/1,080 instructional hours, 55 hours over the state-required minimum. The first four days of spring break - April 14, 15, 16 and 17 - are designated as "last resort" makeup days for severe weather closures.

Closure dates	Makeup dates for Bruns and Byers
January 29	February 18
January 30	February 17
February 12	March 28
February 13	April 14- Request to waive
February 14	April 15- Request to waive

With 199 instructional days/1,194 instructional hours, the adopted CLC with Extended Time Calendar at **Druid Hills and Thomasboro** far exceeds the state-required minimum. April 14, 15, 16 and 17 are also designated as "last resort" makeup days for severe weather closures, but, unlike the rest of CMS, fewer makeup days were available to utilize as makeup days before using spring break as the result of the additional instructional days added.

Closure dates	Makeup dates for Druid Hills and Thomasboro
January 29	February 17
January 30	April 4- Request to add to preclude using spring break days
February 12	April 14- Request to waive
February 13	April 15- Request to waive
February 14	April 16- Request to waive

Superintendent's Recommendation

The Superintendent recommends the following revisions to the 2013-2014 Project L.I.F.T. CLC calendars.

- **Byers and Bruns**
 - Follow the same general changes for CMS by not requiring students to make up the two days schools were closed on February 13 and 14, 2014;
 - Change 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.

The result will be that the school closures on February 13 and 14, 2014 will not be made up by students at Bruns and Byers. If approved, the revised CLC calendar for Bruns and Byers will include 178 instructional days, 16 teacher workdays, 11 holidays, and 10 annual leave days. Because of the extra instructional hours built into the school calendar, it is permissible under North Carolina law to reduce the number of instructional days from 180 to 178. The net effect is that the number of instructional hours is reduced from 1,080 to 1,068, still well above the required minimum of 1,025 hours.

- **Druid Hills and Thomasboro**
 - Change April 4, 2014 from a teacher workday to an instructional day;
 - Do not require students to makeup the three days schools were closed on February 12, 13 and 14, 2014;

- *Change February 12, 13 and 14, 2014 from instructional days to annual leave days; and*
- *Change April 14, 15 and 16, 2014 from annual leave days to teacher workdays.*

The result will be that the school closures on February 12, 13 and 14, 2014 will not be made up by students at Druid Hills and Thomasboro. If approved, the revised CLC with Extended Time calendar for Druid Hills and Thomasboro will include 196 instructional days, 13 teacher workdays, 11 holidays and 10 annual leave days. The net effect is that the number of instructional hours is reduced from 1,194 to 1,176, still far exceeding the required minimum of 1,025 hours.

Superintendent's Recommendation Consent Item F.: Recommend approval of Superintendent's recommended changes to the Project L.I.F.T. Continuous Learning Calendar (CLC) 2013-2014 calendars including: The instructional days scheduled for February 13 and 14, 2014, when schools were closed due to a snow storm, will not be made up by students at **Bruns and Byers**. In order to implement this action, the Board hereby approves a revised 2013-2014 CLC instructional 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 instructional days scheduled for February 12, 13 and 14, 2014, when schools were closed due to a snow storm, will not be made up by students at **Druid Hills and Thomasboro**. In order to implement this action, the Board hereby approves a revised 2013-2014 CLC with Extended Time instructional calendar that changes February 12, 13 and 14, 2014 from instructional days to annual leave days and changes April 14, 15 and 16, 2014 from annual leave to teacher workdays. The resulting calendar will have 196 instructional days, 13 teacher workdays, 11 holidays and 10 annual leave days.

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

Erica Ellis-Stewart moved that the Board adopt Consent Items A. through F., seconded by Thelma Byers-Bailey, and a Board discussion followed.

Dr. Joyce Waddell pulled Consent Item. F. 2. Regarding Druid Hills and Thomasboro.

Chairperson McCray called for the Board vote to adopt Consent Items. A. through F. excluding F.2., and the motion passed upon unanimous voice vote of the Board.

Dr. Waddell said previously the Board was told the extended Continuous Learning Calendar for Druid Hills and Thomasboro would be under review for further evaluation and she asked what is the status of that review? Dr. Morrison said this agenda item is not changing the Continuous Learning Calendar but only aligning it to the action taken by the Board at the last meeting for the other CMS schools to waive the school days missed during the inclement weather. Denise Watts, Project L.I.F.T. Superintendent, reported there is an ongoing evaluation effort regarding the Continuous Learning Calendar schools and the results of that evaluation will not be available until the end of the year so it can include student achievement data. This agenda item extends the Board's approval to waive make up days during spring break to these four schools.

Dr. Joyce Waddell moved that the Board adopt Consent Item F.2. regarding Druid Hills and Thomasboro, seconded by Tim Morgan, and the motion passed upon unanimous voice vote of the Board.

Chairperson McCray called upon Dr. Morrison to review the personnel appointments. Dr. Morrison reviewed the personnel appointments as noted above and he recognized those who were attending the meeting.

IV. ACTION ITEMS

A. Recommend approval of Twenty-Five Percent Resolution

Correlation to Board of Education Vision, Mission and Core Beliefs: Ensuring that an effective teacher instructs each class.

Chairperson McCray reported this item regards a Board of Education Resolution to address the Twenty-Five Percent law passed by the North Carolina General Assembly last year that requires districts to offer four-year contracts to only twenty-five percent of their teachers. The resolution asks the legislature to do three things: provide raises for all teachers during the short session, reinstate the advanced-degree salary schedule, and grant districts a one-year delay in implementing the Twenty-Five Percent Rule so that each district can formulate its own compensation plans for teachers. The Resolution also notes that teacher salaries in North Carolina have been frozen since 2008-2009 except for a small, one-time increase. As a result, North Carolina has quickly fallen behind teacher salaries in other states which severely undervalues our teachers. The Resolution sends an important and clear message to our elected representatives that we share their concern and interest in improving education but we want time to identify the best method to push this effort forward. This is part of the Board's continued advocacy with state legislators on behalf of our teachers. The Resolution is solution-oriented, offering three specific actions to improve teacher compensation and help North Carolina attract and retain the top-quality teachers our students need and deserve. It continues the positive discussions the Board and CMS staff have had with our legislative partners about how to strengthen and improve schools. The adopted Resolution will be shared with the North Carolina legislators as they prepare for the Short Session. This will be a part of the Board's ongoing advocacy efforts on behalf of the CMS employees. This resolution specifically addresses the issue of teacher raises, but the Board will continue to advocate for raises for all employees as a top priority.

Chairperson McCray reported the proposed Resolution recommended for adoption will be amended as follows:

- In the last section under NOW, THEREFORE, BE IT RESOLVED, item (1) provide sufficient salary increases in the 2014 short session to raise ~~starting~~ teacher pay and become more competitive in teacher recruitment and retention. The proposed recommendation will eliminate the word 'starting.'

Chairperson McCray called upon Dr. Joyce Waddell to read the Twenty-Five Percent Resolution.

THE CHARLOTTE-MECKLENBURG BOARD OF EDUCATION TWENTY-FIVE PERCENT RESOLUTION

WHEREAS, the Charlotte-Mecklenburg Board of Education values its teachers and believes they are deserving of competitive compensation; and

WHEREAS, the ability to offer competitive compensation is an integral component of recruiting and retaining highly effective teachers; and

WHEREAS, the basis for teacher salaries in North Carolina is a salary schedule that is set

each year by the State; and

WHEREAS, teachers who attained an advanced degree have historically been rewarded with additional compensation, thus encouraging their continued growth and training; and

WHEREAS, through a series of robust investments, the State was making strides in advancing North Carolina teacher salary levels, with average teacher salaries reaching a peak of 22nd in the nation in 2002-2003; and

WHEREAS, since 2008-2009, the General Assembly has frozen all step increases on the salary schedule and provided only a one-time across-the-board salary increase of 1.2% to teachers; and

WHEREAS, as a result of the step increase freezes, teachers today are earning the same salary during their first five years of teaching; and

WHEREAS, it takes a teacher with a bachelor's degree 16 years to earn \$40,000 excluding local pay supplements; and

WHEREAS, North Carolina's average teacher salary ranking has undergone a precipitous drop in recent years, from 28th in 2008-2009 to 37th in 2009-2010 to 46th in 2011-2012; and

WHEREAS, since 2001-2002, average teacher salary in North Carolina has decreased 15.7% after adjusting for inflation, a 10-year change that ranks 51st in the nation; and

WHEREAS, North Carolina teacher salary levels are currently lower than all of its neighboring states; and

WHEREAS, the General Assembly has eliminated access to salary supplements for advanced degrees for teachers who had not obtained such degrees by the end of the 2013-2014 school year; and

WHEREAS, the current state of teacher compensation in North Carolina undervalues teachers on a Statewide level, causing many to leave Charlotte-Mecklenburg Schools with no alternative but to choose another career path or pursue teaching opportunities in another state; and

WHEREAS, the current state of teacher compensation in North Carolina has made it extremely difficult for school boards to recruit and retain highly effective teachers and offer employment packages that are competitive with neighboring states and the private sector; and

WHEREAS, the Charlotte-Mecklenburg Board of Education acknowledges the plan that was recently announced by the North Carolina General Assembly and Governor to raise starting teacher pay in a considerable, upward and positive direction to help remedy this longstanding bipartisan problem of stagnant teacher pay, recruitment and retention; and

NOW, THEREFORE, BE IT RESOLVED, that the Charlotte-Mecklenburg Board of Education respectfully requests that the North Carolina General Assembly take the following steps to improve teacher compensation and thus make North Carolina a more attractive state for the nation's best teachers: (1) provide sufficient salary increases in the 2014 short session to raise teacher pay and become more competitive in teacher recruitment and retention; and (2) reinstate the advanced degree salary schedule for any teacher who has obtained or will obtain an advanced degree in their field of teaching; and (3) grant districts a one-year delay from the 25 percent provision of Session Law 2013-360, reserve the funds that were appropriated for the 25 percent provision for the 2014-2015 school year, and empower local boards of education to develop and adopt their own teacher compensation plans using these and other funds appropriated by the General Assembly, so long as local boards do all of the following:

- Develop and adopt local teacher compensation plans by which boards would gather teacher input and ultimately offer teachers short- and long-term contractual relationships not to exceed four years.
- Ensure that the plan includes, but is not necessarily limited to, performance evaluations, teacher compensation, career development, and career progression.
- Reward the highest-performing teachers in accordance with the adopted plan.

This is the 11th day of March, 2014.

Mary T. McCray, Chair

Timothy S. Morgan, Vice-Chair

Heath E. Morrison, Superintendent

Chairperson McCray called for a motion to adopt the Twenty-Five Percent Resolution.

Upon motion by Ericka Ellis-Stewart that the Board adopt The Charlotte-Mecklenburg Board of Education Twenty-Five Percent Resolution as presented, seconded by Rhonda Lennon, and a Board discussion followed.

Chairperson McCray opened the floor to Board member comments.

- Dr. Joyce Waddell reported many teachers have expressed concerns about the new law for teacher contracts and this is the right direction on behalf of the CMS employees.
- Eric Davis said there are many concerns about this law and there is a general consensus that the new law is bad. Other businesses and organizations would not run their company with only 25% of their employees because that is not the key to success. Organizations that value their employees create an environment through a total compensation package, benefits, career development, advancement, training, and most importantly leadership to encourage employees to stay with the company. This law does not include those critical points. Developing something that we all can agree with as an alternative to move forward may be challenging because it will be hard to please everyone. The resolution approach is superior to filing a lawsuit because it states we do not like the current law and we are willing to offer a creative and positive solution that will work. Mr. Davis encouraged the public to share their comments because that will help the Board make future decisions. The Board wants to listen to the CMS employees and work together to raise the performance of our system. We must get better to be competitive.
- Thelma Byers-Bailey said she supports the Resolution because we are trying to motivate the legislators to do something and this serves as a carrot to get them to move in the right direction.
- Tim Morgan thanked the members of the Intergovernmental Relationships Committee for their rich and deep conversation around legislative items. He also thanked Jonathan Sink, Associate General Counsel, for being instrumental in developing the Resolution to let the legislators know we want to work in a partnership. This is our opportunity as an organization to step up and work with our teachers to develop a plan. We want to develop something that works for Charlotte-Mecklenburg Schools that allows us to reward our top performing teachers and recruit top performing teachers in a way that shows respect to them and the teaching profession. We still have work to do but this is good work on the part of the Board, Superintendent, and our teachers. Mr. Morgan said we will seek buy-in from the members of the General Assembly and we hope parents and the community will voice their concerns.
- Chairperson McCray said the Resolution acknowledges the fact that teacher pay in North Carolina has been declining over the past twelve years. This is a shared bipartisan issue that we must tackle head on regardless of any party affiliation. This is the right thing to

do for the teachers in North Carolina. We want to retain and attract the best and the brightest in North Carolina and CMS. We must be able to regain our national competitiveness. Money is not the whole equation but our teachers need money to live. Money is a big driver in most industries and it is disheartening when you compare teacher salaries to the salaries and bonuses of other corporations. We must work together to get this work done.

Chairperson McCray called for the Board vote to adopt the Charlotte-Mecklenburg Board of Education Twenty-Five Percent Resolution as presented and the motion passed upon unanimous hand and voice vote of the Board.

V. REPORT/INFORMATION ITEMS

A. Report on Budget Amendments for January 2014

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

Fiscal Implications

Fiscal Year 2013-14 State Operating Revenue increased by \$51,707

Fiscal Year 2013-14 Federal Operating Revenue increased by \$172,094

Fiscal Year 2013-14 Other Local Operating Revenue increased by \$261,845

Fiscal Year 2013-14 State Operating Expenditures increased by \$51,707

Fiscal Year 2013-14 Federal Operating Expenditures increased by \$172,094

Fiscal Year 2013-14 Other Local Operating Expenditures increased by \$261,845

Chairperson McCray called upon Dr. Morrison to present the report on Budget Amendments for January 2014. Dr. Morrison reported this is the monthly report and as presented.

B. Report on Financial Statements for January 31, 2014

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 Financial Statements for January 31, 2014. Dr. Morrison reported this is the monthly report and as presented.

C. Report on Learning Services: Building Capacity for Improved Student Achievement

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 Learning Services: Building Capacity for Improved Student Achievement. Dr. Morrison said all the goals in the new *Strategic Plan 2018* are important and the focus areas include the need to transform our schools, being accountable, engaging the community, and having a superior work force. Goal 1 speaks specifically to the education of all children and ensuring every student has opportunities for superior educational programs that will help them graduate and be prepared for a better tomorrow. Dr. Morrison reported the Curriculum and Instruction Department has undergone some changes with the reorganization. The CMS reorganization was built upon

the fine foundation that was laid in prior years and it led to a stellar leadership team to take us to the next level. Dr. Morrison called upon Dr. Valerie Truesdale, Chief Learning Services Officer, to introduce staff and present the report on Learning Services. Dr. Truesdale commended the strong leadership team in Learning Services and introduced staff to present the report: Chuck Nusinov, Executive Director, Learning and Teaching Services; Akeshia Craven-Howell, Executive Director, Transformation Services; Kay Hall, Executive Director, Technology Services; and Valda Valbrun, Executive Director, Organizational Development Services. Each of these individuals leads a very large group of staff who support our schools. Dr. Kelly Gwaltney, Chief School Performance Officer, and her team support the schoolhouse and they are the center of services provided by the Learning Services Department.

Dr. Truesdale provided an overview of the Learning Services Department and how it supports *Strategic Plan 2018* and staff members Nusinov, Craven-Howell, Hall, and Valbrun highlighted the role their specific department serves.

- Learning Services includes four departments (pillars) that ensure high quality teaching learning to inspire career and college readiness.
 - Learning and Teaching: Humanities, STEM, Advanced Studies, PreK-12 Support Programs, PreK-12 Academic Support, and After School Enrichment.
 - Transformation Services: Career and Technical Education, Magnet Programs, Virtual Learning and Media Services.
 - Organizational Development: Teacher Professional Development, Leadership Development.
 - Technology Services: Data Operations, Business Systems, Information Systems and Support, Instructional Technology, Student Applications and Web Development.
- Learning Services touches *Strategic Plan 2018* in multiple ways with an intentional focus on aligning Goals 1, 2, and 6.
 - Goal 1: Maximize academic achievement in a personalized 21st Century learning environment for every child to graduate college and career ready.
 - Goal 2: Recruit, develop, retain, and reward a premier workforce.
 - Goal 6: Inspire and nurture learning, creativity, innovation, and entrepreneurship through technology and strategic school redesign.
- Learning and Teaching Role: To increase student achievement through rich curriculum supports.
 - Creating a *Learning and Teaching Framework*, with a focus on literacy to support students, assist educators and involve the community to increase student achievement for every child.
 - Utilizing multiple models of curriculum delivery and supports to maximize learning through hands-on, blended learning, and digital tools.
 - Maximizing academic achievement in a personalized 21st Century learning environment for every child to graduate college and career-ready.
 - Integrating social and emotional programs and curriculum development to support students across the District.
- Organization Development Role: To support a district-wide improvement strategy by:
 - Creating an organizational culture of continuous improvement that develops a system-wide learning community and cultivates expertise in teaching, leading, and learning to improve student achievement.

- Devoting resources to developing the capacity of our staff to facilitate and engage in ongoing, high quality, and professional improvement.
- Developing teacher understanding to improve quality instruction that leads to an improved learning experience for our students.
- Organizing the system around the work we espouse to support the work of our District's Strategic Plan.
- Transformation Services Role: To develop a district-wide portfolio of school options characterized by a menu of innovation and well-defined themes, programs of study and school models to which all students have equitable access within their community.
 - Creating a common language that define a set of practices that, when executed together, define the District's priorities for school-wide transformation.
 - Designing and launching new schools and programs based on promising practices and models; replicating proven CMS programs that are in high demand.
 - Developing communities of practice where teachers and principals across the district come together to learn, design, and execute innovative models with guidance, support and resources.
 - Continuously improving Career and Technical Education (CTE), magnet and virtual offerings by setting standards, providing high quality tools and resources, and supporting school level implementation.
- Technology Services Role: To support learning and teaching by providing the resources, tools, and infrastructure necessary to increase student achievement and prepare students to be college or career ready.
 - Building the infrastructure for all classrooms to be connected to the global world.
 - Provisioning teachers with tools for teaching.
 - Provisioning learning spaces with digital tools for learning.
 - Supporting the district-wide security project to ensure safety for all students and staff.
 - Educating students and staff to become good digital citizens.
 - Providing ongoing learning opportunities for our teachers on technology tools, integration and best practices for blended learning.
 - Implementation of PowerSchool.
 - Refining business processes and systems to support administrative functions.
- 'Big Bets:' Personalized learning for each learner, focused on literacy in every classroom, intentionally building Science, Technology, Engineering, and Math (STEM), Increasing choices for children, and learning beyond the classroom.

Dr. Truesdale thanked the Board for their continued support, commended her staff for their excellent work in each department, and invited her staff to stand and be recognized by the Board.

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

- Dr. Joyce Waddell thanked staff for the report. Dr. Waddell asked does this transformation connect with the initiative involving principals transforming their schools? Ms. Craven-Howell said there are multiple aspects of the transformation process. There is a pilot transformation initiative for seventeen schools who are currently engaged in a year of planning with our ERS and Public Impact partners around the use of their most precious resources in their schools (time, teacher talent, and budget). The principals are being intentional about the needs of their students in how they design the use of those

resources to extend the reach of their most effective teachers to ensure they are helping all students to be successful. The conclusion of that pilot and the results may inform CMS on how to provide resources to schools differently in the future. Dr. Waddell commended the community efforts to collect paper, pencils, and classroom supplies for our students. Dr. Waddell asked with the increase in technology in the classroom will that lessen the need for paper and pencils in the classroom? Dr. Truesdale said overtime, yes. We are striving to have students work in a digital space and in the future they will be able to keep all their materials, projects, and homework assignments electronically in one place. Students are currently corresponding with teachers via technology and that reduces the need for those materials. Dr. Waddell asked what are the downfalls of having security cameras in the schools? Ms. Hall said our main goal is to not restrict students totally but allow them flexibility and train them on safety and being good digital citizens. We have made progress in this area but still have a long way to go. Dr. Waddell hopes staff will work with all schools to ensure consistency in the security camera process.

- Eric Davis commended CMS staff on their efforts to create an organizational culture of continuous improvement. Dr. Morrison said this is an effort to not accept just being a good school district. We must strive to be a great school district by establishing robust processes and systems and commit to continually improving those processes and systems. This effort will create cultures in our schools that are safe havens for our students to learn and build a capacity for our employees in which they strive to get better. Mr. Davis commended Dr. Morrison for taking advantage of the existing talent in CMS when he arrived and successfully adding excellent new talent to the CMS work force. This is evidence that we should continually develop our existing talented staff and put forth efforts to recruit new talent that will help push CMS to the next level.

D. Report on 2014 Budget Survey

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

Chairperson McCray called upon Dr. Morrison to introduce the Report on 2014 Budget Survey. Dr. Morrison said as we talk about public education it is important to involve our community. CMS strived to involve the community in the 2014-2015 Budget process through numerous engagement efforts which included a Budget Survey. Communication is important and we are pleased with the participation of our community. CMS conducted a Budget Survey last year that generated over 10,000 participants. We listened to the voice of the community and utilized that feedback in the 2013-2014 Budget recommendation to the Board. This year, we are also pleased with the community engagement efforts and used the voice of the public in the 2014-2015 Budget recommendation. Dr. Morrison called upon Kathryn Block, Chief Communications Officer, to present the report. Kathryn Block, Chief Communication Officer, provided an overview of the 2014 Budget Survey. Ms. Block said this is the second year of the Budget Survey process. It is critically important to CMS to hear the voice of our employees, parents, students, community in planning for our District going forward.

- Budget Survey: Charlotte-Mecklenburg Schools invited staff, parents, students and community members to participate in a survey to help inform budget planning and advance *Strategic Plan 2018*.
 - Participants: 12,100: 57% CMS parents, 58% CMS employees, 6% community

members with no child in CMS, and 4% other.

- Survey Construct:

- Budget Overview and Awareness: Share information and understand levels of awareness about the CMS budget. 84% of participants were aware that CMS has two budgets with distinct purposes. Over 88% of participants were aware of the multiple funding sources for the budget. Over two-thirds of participants were aware of key factors influencing the CMS budget over the past five years.
- Increasing Revenue: To help address the goals of *Strategic Plan 2018*, CMS is exploring new ways to increase revenue. More County technology funding, increased fees for Community Use of Schools and paid ads on CMS Website were top ideas.
- Personalization and Choice: Gain input to further expand academic options to provide every family with multiple choices for a high quality, personalized education. New academic options for 2014-2015: iMeck Academy, Hawthorne Academy of Health Science, Advanced Manufacturing Entrepreneurship High School; Middle College Program expansion with Central Piedmont Community College, Early College Program on UNCC campus, Long Creek PreK-6 Montessori, and numerous Science, Technology, Engineering and Math schools/programs. Early College Programs ranked highest among new academic options for students. Other areas included STEM Magnet, STEAM Magnet, Information Technology, and Leadership Academies.
- Technology: Inform plans to build innovative, digital teaching and learning environments in every school. Most homes have internet access and over two-thirds of participants would support bringing or paying for technology to use in school. In addition, 67% of participants would be willing to pay a \$30 to \$50 annual fee to lease a computer from CMS for their child's classroom and house use.
- Compensation: Share information and gain feedback on teacher salaries. Nearly two-thirds of participants were aware of the County-funded supplement used to boost teacher salaries. 93% of participants agreed that teacher salaries should increase to be more competitive with neighboring states and the national average.

Ms. Block thanked the CMS employees and community for their input and she noted that CMS thoughtfully considered the survey feedback in the budget planning discussions. The final report with open-ended responses will be posted on the CMS 2014-2015 Budget Information Webpage on the CMS Website.

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

- Ms. Byers-Bailey expressed concern that the report indicates 98% have internet but many people without internet did not respond. In addition, many senior citizens do not have access to the internet or have the computer capabilities to complete the survey. She suggested CMS consider conducting the survey via telephone. Ms. Block said the system was not set up to provide telephone feedback and based upon our feedback there is a high degree of Internet access in the homes. Dr. Morrison said the schools worked hard to get input from parents and the surrounding community.

- Dr. Waddell said the Science, Technology, Engineering, and Math programs are very popular in middle schools and high schools. She urged staff to consider replicating those programs at home schools because many students would prefer attending their home school rather than a Magnet School. In addition, many of the Magnet Schools have a waiting list and this would give more students access to those popular programs. Dr. Waddell said the City of Charlotte advertises on buses and this may be a good option for CMS to generate revenue. Dr. Morrison said some school districts advertise on school buses and it is usually geared to local businesses that advertise a positive message such as ‘jobs of the 21st Century require a high school diploma’ or ‘stay in school’ and they are sponsored by Bank of America, Wells Fargo, or a leading industry. Businesses would have to meet a certain criteria and be businesses of good reputation.
- Mr. Morgan said this was an outstanding report and he thanked staff for their hard work in bringing the information before the Board. Dr. Morrison said we received good feedback from the public and were surprised at the number of people willing to allow CMS to pursue additional sources of revenue. In addition, we were pleased with the strong support for an increase in teacher salaries. Mr. Morgan commended Dr. Morrison and staff for keeping the community informed and he believes it is through those efforts that the majority of the public were aware of the key factors influencing the CMS budget over the last five years. The community is listening to Dr. Morrison and the Board and understands the needs of CMS. Mr. Morgan is open to pursuing options to generate revenues and encouraged staff to check on issues related to city ordinances, permission from the State, and Board policies. In addition, the Intergovernmental Relationships Committee looks forward to discussing these options and perhaps the Policy Committee could also explore these options. Dr. Morrison said there are different aspects to the different ideas. There is a process in place for cell phone towers but we need to review statutes related to advertising on buses. Dr. Morrison said regarding the fees for Community Use of Facilities, he could bring forth a recommendation to the Board and that could be implemented by the first of next year.
- Ms. Ellis-Stewart commended Dr. Morrison on his relationship building efforts he developed with the new City and County managers. The collaborative spirit among the City, County, and CMS is a positive step in working together. Ms. Ellis-Stewart urged staff to discuss options of universal broadband with the City and County as this would greatly benefit our community and our students.
- Mr. Davis said this is a great agenda because the items connect to each other. Mr. Davis addressed concerns about the proposed CMS budget related to the additional costs in State health care and retirement which have increased \$61 million since 2009. Health care and retirement are hampering our ability to reward our existing teachers and bring in more talent. Mr. Davis expressed concern that many of the talented graduates are not choosing careers in the teaching profession at a starting salary of \$30,000 when they can join a business at a starting salary of \$45,000. He believes the health care and retirement aspects of public education needs to be scrutinized and changed so school systems can put more talented teachers in front of our students and reward more of our existing teachers.

E. Report on Community Use of CMS Facilities

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

Chairperson McCray called upon Dr. Morrison to introduce the Report on Community Use of CMS Facilities. Dr. Morrison reported last year when the Board discussed the Community Use of Schools, he asked staff to take a deep dive into the topic. CMS has a rich history of allowing the community to use our 160 schools because the schools belong to the community. Last year, there was a desire to know specifics regarding the Community Use of Schools: who were using the schools; were the fees consistent across CMS; who were charged or not charged; and were the fees sufficient to cover the operational costs of opening the buildings. The review process included interviews with every principal to determine who was in the schools and the fees that were charged. The historical context will help provide information to develop recommendations that will be consistent in all schools and answer the question if the fees are sufficient to cover the operating expenses. Staff will present information and pose questions to the Board for feedback. In addition, staff will present policy changes to be considered by the Policy Committee and the Board.

Ms. Clark reported the Community Use of Schools will be the first department to respond to the Budget Survey with an opportunity for revenue increases as it relates to the CMS rates for Community Use of Facilities. The report is designed to provide the Board information regarding the Community Use of Schools Department and the community's usage of CMS facilities over the past two years. Staff will seek feedback from the Board which will be used to inform the Policy Committee on policy changes and rate adjustments. Staff will be returning to the Board within the next six weeks with some potential fee structure changes for the Board's consideration. The target date for implementation of any fee changes will be January 2015. This will allow those organizations that use our facilities on a regular basis to adjust their budgets.

Phil Goodman provided the Board with an overview of the Community Use of Schools Program. The last Community Use of Schools report presented to the Board was in January 2012 and the information will cover the last two fiscal years.

- Driving Governances: The Community Use of Schools Department is established and operated under:
 - North Carolina General Statute 115C-524.
 - Charlotte-Mecklenburg Board of Education Policy KF and associated regulations KF-R.

- Budget:

	2011-2012	2012-2013
Salaries/Benefits (increase due to State increases in benefits/retirement)	\$623,203	\$668,297
Supplies	\$449	\$773
Total Costs* (excludes utilities)	\$623,652	\$669,070

- Goals, Objectives and Measures: To balance operations costs expended and revenues received to the fullest extent possible, as encouraged by the Charlotte-Mecklenburg Board of Education. Incorporate ISO 9001 and Malcolm Balridge process improvement methodologies into the department. Increase opportunities for the community to use

available district facilities.

- Major Initiatives: Make user access to the system and application process web-based and more user-friendly. CMS is currently piloting new software for platform facilities scheduling. Staff is reviewing the existing regulations, group classifications, and usage fees. Staff will seek guidance from the Board and make recommendations on fee structures and charges to the Superintendent as necessary.

- Overview of Results:

- The number of contracts received for the past two years are about 1,400. Of those, about 180 were denied. Often, contracts are denied because there is a construction project taking place in the school or they are denied by the principal due to an athletic conflict at the school. Schools have first right of refusal on usage.
- CMS has 2,495 contracts in place on a yearly basis. Usages include recreational, faith-based organizations, meetings, educational, cultural/social, and other. Other ways to use the facilities include extended-use agreements and joint-use agreements.

- Facilities Usage Data:

Fiscal Year	2011-2012	2012-2013	Total Last Two Fiscal Years
Number of Times Used	24,328	22,908	47,236
Number of Hours used	96,152	90,214	186,366

- Cost of Operations

Fiscal Year	2011-2012	2012-2013
Estimated pro-rata share of district utilities	\$839,116	\$767,843
Staff Costs (increase due State increase benefits and retirement)	\$623,652	\$669,069
Total Costs	\$1,462,768	\$1,436,912
Revenue from Fees Collected	\$1,361,186	\$1,384,143
Estimated Value to the Community	(\$101,582)	(\$52,769)

➤ CMS posted a loss of \$101,582 in 2011-2012 school year and a loss of \$52,769 in 2012-2013 school year.

- Lessons Learned/Next Steps:

- Piloting “School Dude” Facilities Direct software scheduling platform. Full implementation will require significant training for school-based staff. Enhancing Community Use staff to accomplish implementation is preferred (utilize revenues collected through Community Use of Schools as opposed to impacting the Building Services operating budget).
- Payments by cash and check make accounts receivable labor intensive. Investigate the opportunity to accept web-based payments via credit card.

Orange County, Florida has approximately 30,000 more students than CMS with not much more facility space. Orange County has seven people in their Community Use of Schools Department where as CMS has only two people.

Ms. Clark provided information that the rate increase may be based upon a tier schedule. The various tiers would include a non-profit tier, for-profit tier, enrichment tier, athletic tier, partner tier, and governmental tier. Information has been benchmarked against other schools

districts that are similar in size to CMS, surrounding school districts, and Parks and Recreation to ensure our fees are in line. The CMS fees are well below other schools districts across North Carolina. The fee structure has been based upon Board guidance and we are not looking to do anything but cover our costs. The budget report shows that CMS is providing a value to our community and there is a need to reevaluate our fees. This may also include a modest fee for use of our outdoor spaces. Staff recommends having any policy and regulation changes in place by July 2014 and pending approval of a new fee structure, implementing a rate increase in January 2015. Staff is conducting an additional review on the CMS high school athletic fields and that will not advance as a part of this work.

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

- Paul Bailey said it is important that CMS at least break-even on the costs. The wear and tear on the facilities is not reflective in the costs.
- Tom Tate said the Policy Committee is meeting on March 13th and we must get this information quickly to get policy changes in effect by July. Traditionally, it takes about one month to introduce the policy and conduct the Board vote. Mr. Tate said he supports breaking even on the costs to use school facilities but we must remember we have already spent a lot of our taxpayers' monies on these facilities. He wants to ensure the public can use the school facilities. Dr. Morrison said we want to break-even but not breaking even has an impact on our operating budget which may cause CMS to have to shift funds away from the instructional classroom to cover that loss. Mr. Tate noted that the current policy allows the Superintendent to set the fee structure.

Rhonda Lennon left the Regular Board meeting at 8:58 p.m.

- Dr. Waddell believes the reduction in school usage may be the result of the economy and she expressed concern that the fees could vary from school to school. Ms. Clark said the fees vary by level of schools (elementary, middle, and high) but the fee structure across levels are the same. Dr. Waddell asked did CMS ever make a profit in the Community Use of Schools? Mr. Goodman said since he has been in the department, CMS has never made a profit but has been closer to breaking even. The last time the Board approved a rate increase was in 2008 and that was a result of posting a loss.
- Eric Davis supports the idea of CMS breaking even. Mr. Davis commended staff for the idea of accepting payment through credit cards. There are costs that are being flushed because of the lack of modern processes and systems in CMS. We must challenge ourselves to look for opportunities to upgrade our systems because they will benefit our students.

VI. REPORT FROM SUPERINTENDENT

Dr. Morrison reported on the following items:

- Thanked the community members who attended the various Budget Community meetings.
- The next Board Budget Work Session is scheduled for March 18 at 3:30 p.m. in Room 267 of the Government Center. This will be an opportunity to discuss the 2014-2015 Budget.

VII. REPORTS FROM BOARD MEMBERS

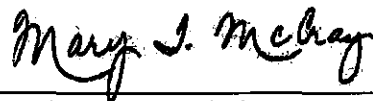
- Thelma Byers-Bailey enjoyed attending the West Mecklenburg High School Ribbon Cutting for the new Hawks Metro Credit Union Branch which is being owned and operated by students.
- Dr. Joyce Waddell enjoyed participating in the *Read across America Week* and reading to 5th grade students at Hidden Valley Elementary; participating in the *Muffins for Moms* at Hickory Grove and *Donuts for Dad* at Newell Elementary Schools which encourages parents to be active volunteers at the schools; and visiting Martin Luther King Middle School and she thanked those students for making her a bird house.
- Ericka Ellis-Stewart reported on several upcoming events: Drugs Uncovered Workshop for parents on March 13th at Phillip O. Berry Academy of Technology at 6:00 p.m., Sixth Annual YBM Leadership Alliance Conference on March 29th at Rocky River High School, and North Carolina PTA will host the 2014 Parent Education and Leadership Conference in Winston Salem, North Carolina on May 30-31, 2014. Ms. Ellis-Stewart highlighted that March is Women's History Month and shared information on the plight of women in North Carolina.
- Mary McCray thanked Dr. Morrison and his staff for joining her at a conference in St. Lewis which highlighted how far CMS is in the implementation of Common Core when compared to other school districts. Ms. McCray thanked Ann Clark and her team for getting CMS started on the road of Common Core early in the process, enforcing rigor, and helping students be college and career ready. Ms. McCray also commended Dr. Kelly Gwaltney for her fine work and keeping everyone on task at the conference.
- Paul Bailey commended the seven CMS Magnet Schools that were awarded School of Excellence and the eight Magnet Schools that were awarded School of Distinction.

ADJOURNMENT

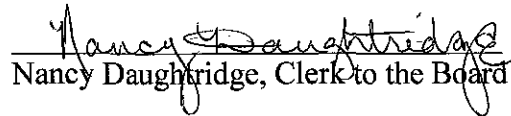
Chairperson McCray called for a motion to adjourn the meeting.

Upon motion by Tim Morgan that the Board adjourn the meeting, seconded by Ericka Ellis-Stewart, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 9:18 p.m.



Mary T. McCray, Chairperson



Nancy Daughtridge, Clerk to the Board