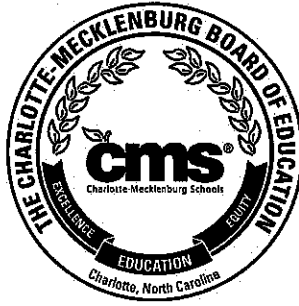


Approved by the Charlotte-
Mecklenburg Board of Education
November 19, 2014
Regular Board Meeting



Charlotte, North Carolina

September 9, 2014

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on September 9, 2014. The meeting began at 5:32 p.m. and was held in CH-14 of the Government Center.

Present: Mary T. McCray, Chairperson, Member At-Large
Timothy S. Morgan, Vice Chairperson, Member At-Large
Rhonda Lennon, District 1
Dr. Joyce Davis Waddell, District 3
Tom Tate, District 4
Eric C. Davis, District 5
Paul Bailey, District 6

Absent: Ericka Ellis-Stewart, Member At-Large
Thelma Byers-Bailey, District 2

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. Joyce Waddell, seconded by Tom Tate, 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.**

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

The Board held a Closed Session meeting from 5:32 p.m. until 5:52 p.m. in Room CH-14.

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

Present: Mary T. McCray, Chairperson, Member At-Large
Timothy S. Morgan, Vice Chairperson, Member At-Large
Ericka Ellis-Stewart, Member At-Large
Rhonda Lennon, District 1
Thelma Byers-Bailey, District 2
Dr. Joyce Davis Waddell, District 3

Tom Tate, District 4
Eric C. Davis, District 5
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 September 9, 2014 Regular Board meeting which was held in the Meeting Chamber. Chairperson McCray noted that Rhonda Lennon and Ericka Ellis-Stewart have changed seating at the dais to accommodate Ericka's partially ruptured Achilles tendon. Chairperson McCray congratulated Paul Bailey on celebrating his 36th wedding anniversary.

A. Adoption of Agenda

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

Upon motion by Dr. Joyce Waddell that the Board adopt the agenda as presented, seconded by Ericka Ellis-Stewart, and the motion passed upon unanimous voice vote of the Board.

B. Pledge of Allegiance

Chairperson McCray called upon Thelma Byers-Bailey to introduce the student to lead those present and in the viewing audience in the Pledge of Allegiance and speak to the September character trait of *respect*. Ms. Byers-Bailey introduced Zaleeouna Johnson who is a freshman school leader in West Charlotte High School's International Baccalaureate Program. Interesting facts about Zaleeouna include she has always sought opportunities to develop herself and become a leader among her peers, while attending Druid Hills she served as Student Council President and worked hard on her school work, and prior to moving to Charlotte in 6th grade she was given the opportunity to speak before the Trenton, New Jersey mayor and featured in the Trentonian Newspaper. Zaleeouna's ease of speaking before groups of people and desire to help others has been instrumental in her interest to become a lawyer and follow in her brother's footsteps to attend Princeton University. Zaleeouna is the daughter of David Johnson. Zaleeouna invited everyone to stand and join her in reciting the Pledge of Allegiance. Following the Pledge of Allegiance, Zaleeouna talked about the importance of respect which included being open-minded to understand every person is entitled to a different perspective; act in a positive manner to be mindful how your actions can affect others; having respect for someone means you admire and honor their feelings without preconception; and embodying a direct reflection of how you want to be treated. You show respect by listening first and then giving feedback without criticism.

C. Public Hearing on Proposed New Policy BBA, Board of Education Self-Evaluation

Chairperson McCray said this is the Public Hearing on proposed new Policy BBA, *Board of Education Self-Evaluation*. Chairperson McCray reported there were no public speakers and

she called Public Hearing closed at 6:07 p.m.

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

Three people discussed recommendations to support boundary changes at Huntingtowne Farms Elementary School and surrounding schools. Huntingtowne Farms is overcrowded with a high percentage (84%) of Economically Disadvantaged Students (EDS). Demographics and populations have changed in the area and it is time to affect changes to assure students get a fair and equitable education. They asked CMS to create a balance of economically secure and economically disadvantaged students across all elementary schools and make boundary decisions to serve all children in CMS. Recommendations included redrawing boundaries of Huntingtowne Farms and other South Park area schools; pair schools with low EDS populations and high EDS; pilot the consortium approach (STEAM, Dual Language, IB, Traditional, Talent Development/Learning Immersion, and Arts) at South Park area elementary schools' and work with them to reach resolutions to their concerns.

- Carol Johnston.
- Henderson Dawson.
- Erin Pushman.

William Worsley provided information about the prevention of bullying and a free program he is offering to CMS and the public that provides tools for bullying prevention.

Nathan Spokas represented Montclair Neighborhood Task Force and provided information regarding a neighborhood survey about their public school options. Out of thirty-eight respondents only three send their children to Montclaire Elementary, none attend Sedgefield Middle, and one attends Harding University High. Families are not happy with the school options and are moving out of the area. They want to reverse the trend and want good school options. Montclaire is overcrowded with twenty mobiles and a lack of diversity with 90% economically disadvantaged students. With the reshaping of boundaries, they urged CMS to keep diversity in mind and to put their middle and high school students at schools closer to home so they can participate in after school activities in their neighborhood.

Six people represented several neighborhoods in the Oakhurst area and provided recommendations regarding the reopening of Oakhurst Elementary School. This area is assigned to Billingsville Leadership Academy but they do not like that school and most families apply for magnet schools or attend charter or private schools. They urged CMS to reopen Oakhurst as a neighborhood school for them with a partial STEAM or STEM magnet. They currently attend Billingsville, Eastway Middle, and Myers Park High. They want to keep their neighborhoods together at schools in close proximity to their homes and suggested they be included in the Green Transportation Zone and in boundaries for Oakhurst, McClintock Middle, and East Mecklenburg High School. This will provide them stability, continuity, and a solid future for all students. Parents will be active in the schools and would

like to work with CMS to make these spectacular schools.

- Lyndsey Kenerley.
- Susan Butler.
- Susan Guimond.
- Scott Thomas.
- Graham Beasley.
- Allen Nelson.

Levester Flowers supports the One-Quarter Cent Sales Tax Referendum and the Board of Education Self-Evaluation. In next few days, a group of citizens will speak to support the Sales Tax Referendum on the November Ballot. CMS has been on a trajectory of success and we must pass the referendum because it will provide additional revenue for CMS employees.

Six people addressed concerns regarding the CMS Volunteer Registration process and urged CMS to broaden its criteria for allowing people to volunteer in CMS schools. Currently CMS requires a social security number and a valid driver's license number but not all families have these documents. This is discrimination and causing parents to be blocked from being supportive to their children. CMS should consider the use of passports as a form of identification.

- Hector Vaca, represented a statewide community organization.
- Estela Hernandez, parent of CMS children.
- Alma Hernandez.
- Zhenia Martinez, parent of CMS students.
- Judith Barriga, parent of CMS students.
- Mayra Dominguez, parent of CMS students.

Chairperson McCray thanked the public speakers for their comments and called the Requests From The Public closed at 6:59 p.m.

III. CONSENT ITEMS

A. Approval of Minutes:

1. Recommend approval of Closed Session meeting minutes.
 - *August 12, 2014*
 - *August 12, 2014*
 - *August 18, 2014*
 - *August 26, 2014*
 - *August 27, 2014*
 - *August 28, 2014*
2. Recommend approval of Open Session Minutes.
 - *June 10, 2014 Regular Board Meeting*
 - *June 24, 2014 Regular Board Meeting*
 - *July 22, 2014 Regular Board Meeting*

B. Recommend approval of Board member appointments to the Bond Oversight Committee.

At-Large Board members Tim Morgan and Ericka Ellis-Stewart and Board member Tom Tate, District 4, named appointments to the Bond Oversight Committee. The appointments will serve a three-year term effective October 1, 2014 and ending September 30, 2017. Tim Morgan appointed Sarah Cherne to serve a second term, Ericka Ellis-Stewart appointed Richmond Baker, and Tom Tate appointed Elyse Dashew to serve a second term. Board member Mary McCray

will name an appointment to the Bond Oversight committee at the September 23, 2014 Regular Board meeting.

C. Recommend approval of depositories and signature authorizations.

The Board is required to approve the facsimile signature of Sheila W. Shirley, Chief Financial Officer, on the bank accounts of the Board of Education. In addition, the Board is requested to approve the depositories and principals and school treasurers as signers for all school activity funds as listed by school on file in the Chief Financial Officer's office. Board approval of facsimile signatures and bank depositories is addressed in Sections 115C-439 and 115C-444, respectively of the North Carolina School Budget and Fiscal Control Act. Fiscal Implications: None.

D. Human Resources:

1. Recommend approval of Licensed/Non-Licensed Hires, Promotions, and Selected Position Separations for August 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, 2014 - June 30, 2015: 1,573. (Licensed Hires: 1,216/Non-Licensed Hires: 357).*
- *Total Promotions July 1, 2014 - June 30, 2015: 154. (Licensed Promotions: 79/Non-licensed Promotions: 75).*
- *Total Selected Positions Separations: July 1, 2014 – June 30, 2015: 5.*

2. Recommend approval of administrative personnel appointment.

- *Paul Pratt named West Learning Community Superintendent for the West Mecklenburg Feeder. Mr. Pratt previously served as executive director West Learning Community and principal at Berryhill Elementary and Berryhill PreK-8.*

E. Recommend approval to amend Cell Tower Lease Agreement with New Cingular Wireless PCS, LLC, located at Providence High School on property owned by The Charlotte-Mecklenburg Board of Education in accordance with the specific terms set forth in the 4th Amendment to the Lease Agreement.

New Cingular Wireless desires to amend the Cell Tower Lease Agreement on property owned by The Charlotte-Mecklenburg Board of Education, located at Providence High School. The proposed 4th Amendment term is three years with two three-year Option Periods to renew. The tower has been in operation continuously since September 1996. Fiscal Implications: The lease term is three years with two three-year Option Periods to renew. The base monthly rent is \$2,965.71 (\$35,588.52 annually) with an escalation equal to fifteen percent over the amount payable during the preceding Option Period. For current providers co-located at the site, a co-location rental applies for each in the amount as follows: Verizon-the greater of \$1,482.86 or 60% of rental, SunCom-the greater of \$1,482.86 or 60% of rental, Clearwire-30% of rental, (currently \$42,910.56 annually), with an escalation equal to fifteen percent over the amount payable during the preceding Option Period for SunCom and Verizon. For future providers co-located at the site, a co-location rental applies for each: the greater of \$975.00 per month or 60% of revenue, with an escalation equal to fifteen percent over the amount payable during the preceding Option Period.

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

Upon motion by Ericka Ellis-Stewart that the Board adopt Consent Items A. through E., seconded by Dr. Joyce Waddell, and the motion passed upon unanimous voice vote

of the Board.

Chairperson McCray called upon Dr. Morrison to introduce the personnel appointment. Dr. Morrison highlighted the credentials of Paul Pratt who was named West Learning Community Superintendent for the West Mecklenburg Feeder and invited him to stand to be recognized by the Board.

IV. ACTION ITEMS

There were no Action Items on the Agenda.

V. REPORT/INFORMATION ITEMS

A. Report on Post-Opening of Schools

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

Chairperson McCray said this is the report on Post-Opening of Schools. Chairperson McCray on behalf of the Board commended Dr. Morrison and CMS staff on a great opening of schools. Chairperson McCray called upon Dr. Morrison to introduce the report on Post-Opening of Schools. Dr. Morrison said this has been an excellent school opening and that is contributed to ‘Team CMS’ which includes all CMS employees and the direction of the Board. On the first day of school, teaching and learning was taking place in every school. In reality, the first day of school is the biggest logistical day that happens in the community every year. CMS has 145,000 students attending 164 different buildings and through the leadership, passion, and dedication of CMS staff, this year we really did it well. Dr. Morrison called upon Ann Clark, Deputy Superintendent, to present the Post-Opening of Schools report. Ann Clark introduced Janelle Jenkins Hunter, Director of Project and Change Management, who coordinated the work of all the CMS departments to facilitate the opening of schools. Janelle Hunter said the opening of schools has truly been a team effort and she provided an update on the first eleven days of school with a spotlight on staffing, transportation, and mobile installations.

- Students Welcomed Back August 25, 2014: CMS now has 164 schools open and students were excited about the ‘New Year.’ Teaching and learning were evident on the first day. Buildings, grounds, and classrooms were welcoming. Executive staff provided additional support to school sites.
- Big Rocks Progress To Date:
 - Mobile Installations: Eight sites completed since July 28th. Nine additional sites scheduled for completion by September 18th.
 - Teacher Staffing: The number of vacancies without recommendations continues to decrease. Kudos to the Human Resources team for their great work.

School Level	Total	Recommendation	No Recommendation
Elementary	50	14.5	35.5
Middle	29.5	14.5	15
High	36.5	16.5	20
Total	116	45.5	70.5

- Transportation: 1,020 buses, 125,000 students. On the first day of school the last child was delivered home at 7:20 p.m. which was 30 minutes earlier than last year.

Kudos to the Transportation team for their great work.

- School Renovations: All scheduled large projects are completed.
- Technology: Windows 7 update and wireless portable classrooms completed.
- 2nd Annual Welcome Back Rally – August 21, 2014: Ms. Hunter thanked LaTazja Henry, Assistant Superintendent for Community Partnerships and Family Engagement, and her team for planning and executing an amazing event. Ms. Hunter also gave a special thank you to the sponsors for helping make the event so successful. This shows the ‘I am CMS Spirit’ and the passion we have for the CMS brand. Dr. Morrison commended James Ford, North Carolina Teacher of the Year, for being an amazing CMS teacher and an awesome emcee at the CMS Welcome Back Rally.
- Mobile Installations: Seventeen site locations and certificate: Nine sites completed since July 28th. Eight sites scheduled for completion September 18th.
- Transportation:
 - Primarily the increase in bus fleet for 2014-2015 supports the Board approved student assignment plan and new/expanded academic program offerings.
 - Transportation plan may be impacted by State Budget.

	2014-2015	2013-2014	2012-2013	2011-2012	2010-2011
Number Assigned Students	125,000	126,000	123,000	119,000	115,000
Number Projected Buses	1,020	993	953	952	1,096

Ann Clark provided an overview of next steps. For the next ten days, CMS will work to confirm student enrollment as compared to projected growth of 754 students. Based upon that enrollment, CMS will begin making staffing adjustments at schools for over or under projections. CMS will continue to work with State Legislators and North Carolina Department of Public Instruction to interpret the 2014-2015 State Budget. The CMS 2014-2015 Budget should be finalized for Board approval at the September 23, 2014 Regular Board meeting.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments. Board members Ellis-Stewart, Waddell, Lennon, and Davis asked questions and provided comments.

- Ericka Ellis-Stewart asked is bus ridership and mobile usage up or down over last year? Ms. Hunter said there is no major adjustment in bus ridership and Ann Clark reported an update on the use of mobiles will be included in the next *Board Update*. Ms. Ellis-Stewart expressed concern that two students were injured while crossing the street near CMS schools and she urged CMS to encourage students to cross in crosswalks and be alert while crossing the street. Ms. Clark reported CMS sent a communication to all schools asking principals to use their PTAs, electronic newsletters, and ConnectEd to caution students to be alert at all times while crossing the street, to use crosswalks, and to follow guidance of the electronic signs. In addition, staff monitors traffic in and out of schools and works with school crossing guards to reinforce the message of safety.
- Dr. Joyce Waddell thanked staff for the report. Dr. Waddell expressed concern that some vacancies do not have a recommendation and we are in the second week of school. Ann Clark reported that CMS has received resignations since the beginning of school and that hampered our ability to make progress in hiring. Dr. Waddell said it is important to keep

the public informed on hiring because they are concerned about substitute teachers in the classrooms for extended periods. We must work to have teachers in the classrooms to create stability for students. Dr. Morrison said we want a quality teacher in all the classrooms and at this time 99.4% of the CMS schools are fully staffed. The CMS Human Resources team has done a great job of finding quality teachers but the hiring process can be challenging when the State does not finalize the budget until late in the year. It is important to be able to inform potential teachers about the salary structure and benefits for the coming year but that is not determined until the State Budget is finalized.

- Rhonda Lennon asked what are the concerns contributing to our inability to determine enrollment, overcrowding issues, and teacher allotments? Dr. Morrison said we have huge concerns about how the Department of Public Instruction determines charter school enrollments. More information about our concerns will be shared with the Board as we finalize the CMS 20th day student enrollment. We have learned that some of the new charter schools in the area have encouraged students to enroll in their school without withdrawing from CMS and this is causing dual enrollments. All public education students have an identification code used by the Department of Public Instruction and this should prohibit students from being enrolled in two different school systems. This process has caused enrollment projection discrepancies by the Department of Public Instruction which impacts funding and that must be addressed. Ms. Lennon thanked the families in the Cornelius area for coping with the major road construction project and traffic issues at Exit 28. Ms. Lennon commended Carol Stamper, Executive Director of Transportation, and her team for doing an incredible job of keeping the buses on time. It is important families know that if their child rides a CMS bus and the bus is late their child will not be counted as tardy but if they are late as a car rider they will be counted tardy. Ms. Lennon urged parents to allow their children to ride a bus because it will cut down on traffic.
- Eric Davis congratulated Dr. Morrison and staff on a terrific opening of schools. This is a team effort and CMS has a terrific team. Mr. Davis asked what is the impact on our ability to hire the volume of quality teachers we need when the State is so late in letting us know our funding for the upcoming year? Dr. Morrison said teaching is a job and it is important to let potential teachers know specifics regarding compensation and benefits because we are actively recruiting against other school districts in North Carolina and other states. To get the best quality staff, it is important to start the hiring process in the spring but that is not an option for us because the State typically does not finalize its budget until July or August. Next year will be even more challenging because the State Legislators made the decision to not recognize growth as an assumption of the budget process. Mr. Davis asked Dr. Morrison what suggestions do you have for the State regarding the budget process? Dr. Morrison said he would ask the State to revert back to the process that has been used since 1933 in which growth was honored as a part of the budget priorities. We will work with the Legislators to get try to get this changed. Also, it would be helpful if CMS could develop its budget after the State and the County developed their budgets. It is problematic for the Charlotte-Mecklenburg Board of Education to develop its budget in May and then the State and County do not finalize their budgets until late July or August. Mr. Davis urged the public to remember the concerns regarding public education in the coming weeks when they vote for the State leaders who will make those decisions in the future.

Chairperson McCray recognized members of the Charlotte Leadership Class Thirty-Six who were attending the meeting.

B. 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 present the report on *Strategic Plan 2018*. Dr. Morrison reported last year about this time, we present the *Strategic Plan 2018: For A Better Tomorrow*. Throughout the year, staff has presented updates on the Strategic Plan that included leading data, lagging data, and progress of initiatives which has kept the Board and the community informed on the important work of the Strategic Plan. Dr. Morrison introduced Talla Rittenhouse, Executive Director Strategy Planning and Project Management; Shauna Bell, Director of Strategic Planning; and Frank Barnes, Chief Accountability Officer.

Talla Rittenhouse and Shauna Bell provided an overview of specific strategies and tactics for each goal of the Strategic Plan and highlighted District Initiatives. Frank Barnes provided an update on student academic outcomes which are highlighted in Goal 1 of the Strategic Plan.

Frank Barnes reported last week CMS announced its Four-Year Cohort Graduation Rates and the State End of Course and End of Grade test results. Overall, there was good news to share.

- 2014 Four-Year Graduation Rates: Over the past five years, CMS showed progressive increases in the Four-Year Cohort Graduation Rates. The CMS Graduation Rate for the 2013-2014 school year was 85.2% which surpassed the State Graduation Rate of 83.8%. The increase was experienced by all subgroups.
 - 2010-2014 Subgroup Graduation Rates Increased in All Subgroups:
 - White increased from 84.9 in 2010 to 93.0 in 2014 (+8.1 points).
 - Asian increased from 76.4 in 2010 to 87.7 in 2014 (+11.3 points).
 - Black increased from 61.6 in 2010 to 82.5 in 2014 (+20.9 points).
 - Hispanic increased from 54.6 in 2010 to 74.6 in 2014 (+20 points).
 - Graduation gaps narrowed dramatically since 2010:

	2010 Gap	2014 Gap	Change Since 2010
Black-White Gap	23.3 points	10.5 points	-12.8 points
Hispanic-White Gap	30.3 points	18.4 points	-11.9 points

- End of Course and End of Grade: In 2013 the State of North Carolina adopted the Common Core State Standards. As a state, North Carolina raised its standards in order for students to demonstrate proficiency. Mid 2014, the State made a second transition and shifted from four performance levels to five performance levels. CMS proficiency scores (percent of students ‘At or Above’ Grade Level proficiency) increased across all six tested areas: 3rd -8th Reading (increased from 45.5% to 56.8%), 3rd – 8th Math (increased from 46.4% to 55.7%), 5th – 8th Science (increased from 53.5% to 70.3%), English II (increased from 53.2% to 67.1%), Math 1 (increased from 45.4% to 63.8%), and Biology (47.2% to 58.7%). CMS also experienced gains in percent of students ‘At or Above’ Proficient in 2013 and College Career Readiness in 2014 except Reading. CMS is holding students to a higher bar and holding itself to a higher bar. CMS experienced

gains in College and Career Readiness in all End of Course tested subjects: English II increased from 53.2 to 56.6, Math I increased from 45.4 to 52.8, and Biology increased from 47.2 to 49.5.

- CMS outperformed the State in every tested area for the second consecutive year.
- CMS is continuing to make progress year after year. There is more work to do in Reading but CMS is tracking in a positive direction. CMS is experiencing sustained progress and we look forward to it continuing.
- Goal 1 Initiatives: Maximize academic achievement in a personalized 21st-century learning environment for every child to graduate college-and career-ready.
 - Assessing Math Concepts (AMC) for K-2 Launched 2013-2014: This is a researched-based tool for determining math comprehension in K-2. The platform is used to ensure students are prepared for the challenge of 3rd through 5th grade mathematics. CMS received this program through a grant and will continue the funding through CMS funds. The program used by 1,300 teachers, exposed over 23,000 K-2 students to at least one assessment, and more than 68,000 assessments were administered.
 - Discovery Education Digital Techbook - Middle School Science Students: Leading the nation in the use of Discovery Education's quality digital assets. Increased middle school usage by 300%. Doubled number of student logins as a result of move to individualized student learning. Increased use of non-video assets, such as reading and writing assignments, virtual labs, simulations and interactive maps, and images by 50%. Facilitates personalized learning due to unique assignments and assessments.
 - Read.Write.Inspire: Summer training offered to 1st, 2nd, and 3rd grade teachers. This was a balanced approach to literacy focused on Reading, Writing, Listening, and Speaking and consisted of 151 training sessions over the course of eleven days. Attended by 1,759 teachers who participated in an average of three sessions each. Facilitated by CMS teacher leaders, literacy facilitators, university partners, two national presenters, and Learning and Teaching staff. Teachers felt the training was very effective.
- Goal 2: Recruit, develop, retain and reward a premier workforce.
 - Organizational Development team joined Human Resources in an effort to streamline Goal 2 strategies. A Professional Development Program was launched that provides practical strategies for strengthening teaching skills and practice, professional community, cultural proficiency, and building teaching leadership capacity.
 - Pyramid of Professional Knowledge: This initiative is built on the Pyramid of Professional Knowledge and provides teachers and leaders with a comprehensive view of good teaching skills which included what it takes to manage classrooms, make concepts clear and accessible to students, plan power-packed lessons, communicate high expectations, and use formative assessment data daily to inform teaching and learning.
 - Leadership Development: This component was created as part of Human Resources in an effort to streamline Goal 2 strategies. CMS onboarded a new executive director in August 2014 to focus on strengthening principal-supervisor relationship, principal/assistant principal induction, sitting principal and assisting principal, Central Services, and Teacher Leader Professional Development. This is part of the Wallace Foundation Principal Pipeline Initiative.
 - Leader Tracking System (LTS):
 - **Vision:** LTS will enable and support data-driven decision making throughout

- multiple components of our principal pipeline: pre-service training, succession planning, on-the-job support, and evaluation
 - **Purpose:** To have comprehensive information on each leader throughout the trajectory of his/her career in the district – from aspiring candidate through their current position
 - **The Benefits:** - Help plan career paths - Provide data to inform decisions when filling vacancies - Develop individualized and differentiated professional development - Provide feedback to pre-service training providers about their graduates - Identify trends across all district leaders regarding skills and training needs
 - **Impact:** This data can lead to developing effective career paths, improving professional development and sustaining a high quality pipeline of principals
 - **Status:** The LTS team just completed the development of reports to support the principal evaluation process and is now collecting the user requirements to develop the leader identifier tool (provides a report and dashboard with data to influence principal hiring decisions)
- Retention of Effective Employees/Quality Performance Appraisals - MyTalent: Teacher and non-exempt evaluations are available in MyTalent. Remaining evaluation plans will be available no later than October 1. Exempt evaluations will be available no later than January 2015. Performance journal created for all evaluation plans to track performance progress during the year. Professional development plan added for all evaluation plans. Completion and exception reports will be created for tracking. This system will ensure every employee has received an evaluation and has a focused professional development plan.
- Goal 3: Cultivate partnerships with families, businesses, faith-based groups and community organizations to provide a sustainable system of support and care for each child.
 - Partnership and Family Engagement Initiatives.
 - Launched EngageCMS.com, an electronic platform that manages partnerships.
 - Created new Parent University portal.
 - Piloting F.I.T. Model (Family Instructional Teams) in eleven schools. Schools will partner with families to teach parents how they can better support students at home.
 - Preparing to release parent leadership readiness assessment.
 - Purging and updating the volunteer management system. Over 25,000 people have reregistered to volunteer within CMS.
 - Established a working team to explore expanding volunteer opportunities for all parents.
- Goal 4: Promote a system-wide culture of safety, high engagement, cultural competency and customer service.
 - Cultural Competency: Seeking a partner to move forward with this work. Issued Request for Qualifications in August and completed initial review of RFQ applicants to determine who meet the basic qualifications. Scoring applicants using a rubric developed in collaboration with the Cultural Competency Task Force. Will determine finalists and conduct interviews for Phase I work.
 - Customer Service and Employee Engagement:
 - Phase 1: Planning and Development – *Completed*. Launched a crossed functional planning team, developed a comprehensive plan to define the strategic approach

- to strengthening Districtwide cultural of high engagement and customer service. Gained alignment with the executive team and administered the employee engagement survey to determine the baseline.
 - Phase 2: Build senior leadership capacity and prepare for Districtwide launch – *Underway*. Gained input from the leadership team on the draft of the various documents. Will continue to develop a Districtwide training and communication plan and review the employee engagement results to develop action plans to strengthen engagement. Once this phase is complete will be able to initiate Phase 3 in January.
 - Phase 3: Drive organizational awareness, alignment and engagement in culture change – *January – July 2015*.
 - Phase 4: Implement accountability systems and infrastructure enhancements to ensure continuous improvement and sustainability – *2015-2016 and beyond*.
- Safety: Installed entryway camera at every school. Installed LobbyGuard, a visitor management system, in every school. Installed electronic key pads for badge swipe entry. Piloting cameras on some school buses.
- Goal 5: Optimize district performance and accountability by strengthening data use, processes, and systems.
 - Data Driven Instruction (DPI): This system will allow the District to have shared accountability with central services in the schools with all the teaching and learning being conducted in the classrooms. Based on *Driven by Data* by Paul Bambrick-Santoyo. Focused on four areas: Assessment, Analysis, Action Planning, and Culture. System is resource-rich (text, exemplar videos, and template).
 - Timeline for Implementation:
 - ✓ August - December 2014: Train all Central Services team members that impact the classroom.
 - ✓ January - May 2015: Train pilot schools in each learning community.
 - ✓ June - August 2015: Launch Districtwide, including training for school leaders and teachers.
 - Process Improvement: CMS has partnered with American Productivity and Quality Center (APQC) to support projects for Student enrollment and school options; Employee contract non-renewals due to performance and/or licensure; Principal Compensation Process review; and Selection, implementation, and renewal of instructional technology software. Executive staff and principals have been polled to get an understanding of the gaps in the processes and systems within CMS for the designated projects.
 - Improving additional processes using internal expertise.
 - Scorecard Update: All Scorecards should be approved and aligned to the strategic plan by the end of September 2014 which will complete Phase 1. Phase 2 and Phase 3 should be completed by October 2014. Phase 1 will provide a process for performance indicator updates and usage progress of work. This data will be used to drive decisions for continued learning. Phase 3 will align the work to the Plan Management Oversight Committee (PMOC).
- Goal 6: Inspire and nurture learning, creativity, innovation and entrepreneurship through technology and strategic school redesign.
 - 1:1 Initiative – Advancing 21st Century Learning:
 - Focused on middle grades.
 - Used application process for early adopters, Cohort 1 (10-15 schools): early fall

2014.

- Adding to existing mobile device inventory to achieve 1:1.
- Emphasizing professional development, digital citizenship, and technology integration.
- Planning to review and refine the process before launching Cohort 2 in January-February 2015.
- School Options, Innovation, and Design:
 - Implemented “Student Success by Design” plans at seventeen schools to make the best use of time, talent, and resources to improve student outcomes.
 - Schools leverage “building blocks” such as: Flexible grouping, Time-tech swap, Specialization, and Teacher leadership positions (reach teachers and multi-classroom leaders). This process will provide insight to understand what best benefits their school and their students’ learning.
 - Launched seven new options for the start of the 2014-2015 school year: Charlotte Engineering Early College, Coulwood STEM, Hawthorne Academy of Health Science, iMeck at Cochrane Collegiate Academy, McClintock STEAM, Palisades Park, and Trillium Springs Montessori.

Frank Barnes reported staff is in the process of reviewing and, if needed, revising the business rules for calculating the Key Performance Indicators (KPI) in the Strategic Plan. Staff has a few KPIs to present to the Board to clarify how they are calculated. Mr. Barnes provided the Board with examples of recommendations for calculating KPIs for the Strategic Plan goals.

- Recommendations:
 - Goal 1: District average ACT score for seniors bound for two or four year colleges.
 - Goal 4: Percentage of students who are chronically absent. Percentage of out-of-school discretionary suspensions by subgroup.

Ms. Rittenhouse reported in an effort to ensure the right business rules, staff will present Key Performance Indicators and other recommendations to the Board at the second meeting in October.

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

- Paul Bailey hopes CMS can use KPI metrics/measures to perform comparisons within CMS as well as with other school districts in North Carolina and nationally. Mr. Barnes said ACT is administered throughout North Carolina and eleven other states and CMS can use data from those sources to benchmark comparisons. Some of the metrics are central to CMS but indicators measured across the country can be used for comparisons.
- Thelma Byers-Bailey said out of school suspensions is a hot topic in our community and she asked when will that data be available? Mr. Barnes said that data recently became available and can be brought before the Board within the next couple of months. It is important to disaggregate the data by subgroup and other components to ensure it is relevant in an effort to show the presence of equity or evidence of inequities.
- Eric Davis asked Dr. Morrison what factors contribute to CMS consistently increasing its graduation rates? Dr. Morrison said focus, determination, and everyone including the

Board being all in to increase graduation rates. Increasing graduation rates is a target that every department and each person in CMS owns. This was a strategic, focused effort and a sense of pride for our community. We will work to have continuous improvement because we want all students to graduate college or career ready. Mr. Davis believes it will be beneficial to take this same focus and determination to impact the academic achievement results reported earlier in the meeting. Mr. Davis thanked the teachers and principals who produced those results and the students who earned them.

- Ericka Ellis-Stewart asked questions regarding the change from MYPD to MyTalent, classroom observations, the status of all schools having a parent leadership group, the volunteer management system, and interventions for controlling absenteeism. Ms. Rittenhouse said MyTalent tracks information similar to MYPD but it has increased functionality and reporting. Ms. Bell said data in the volunteer management system was purged and a communication was sent out requesting people to reapply to volunteer in CMS. Mr. Barnes reported absenteeism is reported on a nightly basis and protocols are in place for students who miss any days. Ms. Ellis-Stewart urged CMS to have training and protocols put in place for the next steps for discretionary suspensions to ensure consistency on disparate or non-disparate action throughout the District.
- Dr. Joyce Waddell highlighted the data regarding subgroups and the gaps and she asked does CMS track this data for Economically Disadvantaged Students (EDS)? Mr. Barnes said, yes, that information is tracked and CMS did experience an increase in graduation rates for EDS. At the time this data was prepared, CMS did not have access to the comparison of EDS to Non-EDS or Limited English Proficient Students to Non-Limited English Proficient Students. That data has now been released and accessibly by CMS. Once that data has been reviewed, it will be brought forward to the Board. Dr. Waddell stressed the importance of 3rd grade Reading as a benchmark to help students increase progress and proficiency. Dr. Waddell expressed concern that teachers have worked hard to earn advanced degrees but they no longer receive additional pay through the State and she hopes staff will review options for rewarding those teachers. Dr. Morrison addressed concerns about the CMS budget challenges and the lack of increased funding from the State and County which makes it impossible to provide additional compensation for teachers and staff. Dr. Morrison urged the public to move forward with the vote for the Quarter-Cent Sales Tax Referendum in November because it will provide CMS additional dollars to increase salaries. Dr. Morrison hopes Dr. Waddell can make some changes for public education in Raleigh after she officially becomes Senator Dr. Waddell.
- Tim Morgan commended CMS on the increased graduation rates which were achieved by the hard work of the CMS teachers, principals, bus drivers, cafeteria workers, students, and community partnerships. CMS pushed the importance for increasing graduation rates to all levels of the CMS organization. Many of the gains took place while we faced serious economic conditions and CMS experienced dramatic budget reductions from the State and County. This Board focused on keeping resources in the classroom, keeping the best teachers in the classrooms, and implementing initiatives focused on the success of students. Initiatives included taking ownership of students to ensure they stayed in school and graduated, the business community joining CMS to move forward with the Project L.I.F.T. endeavor, and expanding successful programs to other schools. CMS students are benefiting from the CMS initiatives and they are not only focused on increasing graduation rates but also increasing End of Grade, End of Course, SAT, and ACT scores. CMS has more work to do but CMS is outpacing the scores of the State and other school districts. The students in CMS are succeeding because of the leadership of

Dr. Morrison and our principals and teachers. Mr. Morgan said CMS is making gains but these gains will be jeopardized if CMS continues to receive further cuts from the County and State. Dr. Morrison reported CMS has had to do more with less funding for several years and we will continue to have to do more with less. The percentage of at-risk students who come to CMS continues to increase but in last year's budget CMS lost \$500,000 in At-Risk funding and this year lost \$950,000. In addition, in the past several budget cycles, CMS has lost millions of dollars in funding for teacher assistants. Next year, we will lose another \$2.5 million in teacher assistant funding because it is non-recurring funds. Dr. Morrison said when you produce results in the business world that equates to an increase in investment but in CMS when productivity increases through student achievement it results in reduced funding from the State and County. Dr. Morrison expressed concern that North Carolina funds teachers 46th in the nation yet our performance as a State ranks in the top ten to twenty states. We must carry the message that CMS is producing results and public education deserves more funding. Mr. Morgan urged the Board to inform other policymakers in North Carolina with the facts that CMS is producing results, moving the bar, and closing the gaps.

- Chairperson McCray expressed concern that CMS has many students who graduate in August but they do not count in the CMS Graduation Rates. Dr. Morrison said the North Carolina calculation for graduation rates do not include students who graduate in August but many other states report their graduation numbers later in the year so they can include students who graduate in August. We are working with the State to make the graduation rates effective September. Chairperson McCray asked what is Phase 1 of the Cultural Competency Initiative? Earnest Winston, Chief of Staff, reported Phase 1 of Cultural Competency Initiative will begin with the executive leadership team. The work will be completed in phases and it will ultimately touch our principals, teachers, support staff, and everyone in the District. Chairperson McCray asked will the Board of Education be a part of the Cultural Competency Initiative? Mr. Winston said the Board will be included in the earlier part of the work because it is important that we all have buy-in to this work. Chairperson McCray asked what were the top metrics used in the rubric to narrow the list of vendors for interview? Mr. Winston said they included experience in working with other urban K-12 public school districts and familiarity with the unique aspects of CMS and Charlotte-Mecklenburg as a community.

VI. REPORT FROM SUPERINTENDENT

Dr. Morrison reported on the following:

- CMS and the Carolina Panthers celebrated a great partnership with the NFL for a project at West Charlotte High School on September 9th. CMS was awarded the NFL Grassfield Grant which will fund a major renovation project to include significant enhancements to the football field at West Charlotte High School.
- School Time Task Force Committee: The committee presented recommendations for the extended elementary day and start time for high schools which aligns with national best practices. Dr. Morrison reported staff will review the recommendations and present recommendations to the Board within the next several weeks. Dr. Morrison thanked the CMS Task Force committees for their important work and recommendations to improve CMS.
- *2014-2015 Superintendent Coffees*: The first *Superintendent Coffee* will be held on September 30th from 7:30 a.m. to 9:00 a.m. at James Martin Middle School. Parents and

community members are invited to join Dr. Morrison to share ideas on CMS initiatives and ways to improve education for all students. The *Superintendent Coffee* schedule is posted on the CMS Website.

- West Mecklenburg High School: CMS will celebrate the new stadium at West Mecklenburg High School on Friday, September 12th and he invited Board members to attend the event.
- Ice Bucket Challenge: Dr. Morrison reported he and some principals will take the Ice Bucket Challenge at the Ardrey Kell High School football game on September 12th and he invited all Board members to attend the event and also take the Ice Bucket challenge.

VII. REPORTS FROM BOARD MEMBERS

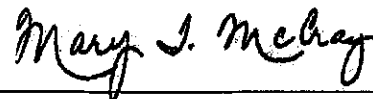
- Thelma Byers-Bailey enjoyed participating at the 'Restore the Roar' at West Charlotte High School and the Home Town Hero Recognition at Lake Wylie Elementary School.
- Dr. Joyce Waddell enjoyed participating in opening day activities at First Ward Creative Arts Academy and Metro School and attending the Press Conference at Providence High School to report the CMS Graduation Rates. Dr. Waddell commended CMS on the increased Graduation Rates and staff going the extra mile to help students stay in school. Dr. Waddell urged everyone to join her in taking pride in CMS accomplishments.
- Tim Morgan reported Jonathan Sink, Associate General Counsel, sent the Board members a draft North Carolina School Boards Association (NCSBA) Legislative Agenda which will be voted upon at NCSBA Annual Conference in November 2014. Mr. Morgan asked Board members to review the information and let him know of any concerns. Mr. Morgan reported the Intergovernmental Relationships Committee will meet on September 25th to begin the process of crafting the Board's Legislative Agenda which will be presented at the upcoming General Assembly meeting.
- Ericka Ellis-Stewart reported in eight weeks the community has the opportunity to support teachers and CMS employees by voting 'Yes' to the One-Quarter Cent Sales Tax Referendum in November. She urged the community to be informed voters and to support public education.
- Mary McCray reported the One-Quarter Cent Sales Tax will benefit all CMS employees and she urged everyone to support the sales tax on the November Ballot. Ms. McCray attended an event at Rama Road Elementary School and she gave special thanks to the students who escorted her at the event.

ADJOURNMENT

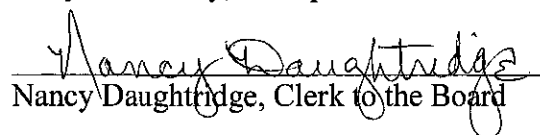
Chairperson McCray called for a motion to adjourn the meeting.

Upon motion by Tim Morgan that the Board adjourn the meeting, seconded by Dr. Joyce Waddell, and by consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned at 8:50 p.m.



Mary T. McCray, Chairperson



Nancy Daughtridg, Clerk to the Board