



Charlotte, North Carolina  
August 10, 1999

## REGULAR MEETING OF THE CHARLOTTE-MECKLENBURG BOARD OF EDUCATION

The Charlotte-Mecklenburg Board of Education held a Regular Meeting on August 10, 1999 at 6:00 p.m. in the Board Room of the Education Center. Following the Regular Meeting, the Board held a Closed Session in Room 408 of the Education Center.

**PRESENT:** Arthur Griffin, Jr., Chairperson;  
John W. Lassiter, Vice Chairperson; Wilhelmenia  
Rembert, Member at Large;  
James H. Puckett (District 1); Vilma D. Leake (District 2);  
George Dunlap (District 3); Louise Woods (District 4);  
Molly Griffin (District 5)

**ABSENT:** Lindalyn Kakadelis (District 6)

Also present at the request of the Board were Eric J. Smith, Superintendent; members of the Senior Staff; James L. Clark, Executive Director of Administration; and Carol K. Gerber, Clerk.

### CALL TO ORDER

Chairperson Arthur Griffin, Jr. called the meeting to order and led members in the Pledge of Allegiance.

### RECOGNITION OF SPRING 1999 STATE ATHLETIC CHAMPIONS

Mr. Griffin called upon Wilhelmenia Rembert to recognize three high school athletic teams who won North Carolina State championship titles in the spring of 1999, including Independence High Schools' Women's Fast Pitch Soft Ball, Independence High Schools' Women's Track Team, and West Charlotte High Schools' Men's Track Team.

On behalf of the Board, Dr. Rembert recognized the Women's Fast-Pitch Softball Team at Independence, who had a 24-4 record and became the first Mecklenburg County team to win

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**MINUTES APPROVED** 10/10/2000

a State Championship in Fast-Pitch Softball. Dr. Rembert noted that the team also won the Southwestern 4A Conference and the Regional Championship. She introduced team representatives Sarah Menser and Nicole Lang.

Dr. Rembert also recognized the Independence High Women's Track Team who won the 400 meter, the 800 meter and the mile relays at the state meet. Team member La Sonja Collins won the 200-meter dash and was named "Female Athlete of the Year" by the *Charlotte Observer*. Dr. Rembert recognized Coaches Cindy Wallace and Bill Rogers at Independence who were named "Coaches of the Year" by the *Charlotte Observer*.

At West Charlotte High School, the Men's Track Team won the Southwestern 4A Conference and the Regional Championships, in addition to the state title. Board members congratulated Keith Waldron and David Small, who were representing the team, and West Charlotte's principal, Dr. Venton Bell; athletic director, Larry Byers, and track coach, Eric Streeter.

Dr. Leake commented that the West Charlotte track team had been one of the deepest in the state, placing in thirteen events at the state meet.

#### **ACTION ITEMS**

There were no administrative appointments made at this meeting.

#### **APPROVAL OF BOARD APPOINTMENTS**

**Mr. Lassiter and Dr. Leake jointly nominated Vincent James and Dr. George E. Battle, Jr. to serve on the Central Piedmont Community College Board of Trustees. After Ms. Woods seconded the nominations, Ms. Leake moved that the nominations be closed. The Board voted unanimously to approve the appointments. Mr. James, who has served as the Vice-Chairman of the CPCC Board for the past three years, will serve until June 30, 2003, a full four-year term. Dr. Battle, former Chairperson of the Charlotte-Mecklenburg Board of Education, will serve until June 30, 2001, completing the unexpired term of Helena Tidwell.**

**For appointment to the Charlotte-Mecklenburg Library Board of Trustees, Ms. Griffin nominated Laura Foxx. After Ms. Woods seconded the nomination, Dr. Leake moved that the nominations be closed. The Board voted unanimously to approve the appointment. Ms. Foxx, a senior vice president and executive director with Bank of America, will serve until October 31, 2002, completing the unexpired term of Elizabeth Randolph.**

**For appointment to the Charlotte-Mecklenburg Public Broadcasting Authority, Ms. Woods nominated Robert Freidman. After Mr. Dunlap seconded the nomination, Mr. Puckett moved that the nominations be closed. The Board voted unanimously to approve the appointments. Mr. Freidman, operations manager with Bell South, was reappointed to a three-year term on the Public Broadcasting Authority where he has been**

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serving as treasurer. His new term will expire June 20, 2002. Dr. Leake asked that the Board be informed about the number of openings on the Citizens Bond Oversight Committee and suggested that Jim Clark be the administrative coordinator. Jim Puckett asked about staggered terms, rotation, and continuity on the committee.

Dr. Rembert suggested that the Board organize a luncheon in October for all Board appointees who presently serve on local boards of trustees, commissions, and committees.

#### **APPROVAL OF PURCHASE OF REAL PROPERTY**

**Mr. Puckett moved that the Board approve the purchase of that certain property, approximately 41.02 acre tract of land, located on Steele Creek Road, north of York Road, Charlotte, North Carolina, Mecklenburg County Tax Parcel Nos. 199-061-02 and 199-061-03, at a purchase price of \$44,432.96/acre in accordance with the terms of those certain options to purchase and contract with (a) Willard Hill Allred, Trustee, and (b) Willard Hill Allred and Ann Watson Allred that have been previously approved by the Board of Education. Dr. Rembert seconded the motion. The Board voted 7 to 0, with one abstention, to approve the purchase. Mr. Puckett, Dr. Rembert, Dr. Griffin, Mr. Lassiter, Dr. Leake, Ms. Woods, and Ms. Griffin voted for the motion. Mr. Dunlap abstained. This real property for a southwest middle school site is the last of ten new school sites contemplated by the 1997 bonds.**

#### **CONSENT AGENDA**

**On motion by Mr. Puckett, seconded by Dr. Leake, the Board voted unanimously to approve items A through C on the Consent Agenda. The following Consent Agenda items were approved:**

#### **APPROVAL OF MINUTES**

The Board approved the following sets of minutes:

- June 8, 1999 Regular Meeting
- June 22, 1999 Regular Meeting
- June 22, 1999 Closed Session (Litigation)
- June 23, 1999 Closed Session (Student Assignment Appeals)
- June 25, 1999 Closed Session (Student Exclusion Appeals)
- June 30, 1999 Closed Session (Student Exclusion Appeals)
- July 13, 1999 Closed Session (Personnel)
- July 19, 1999 Closed Session (Student Assignment Appeals)
- July 20, 1999 Closed Session (Student Assignment Appeals)
- July 22, 1999 Closed Session (Student Assignment Appeals)
- July 23, 1999 Closed Session (Student Assignment Appeals)
- July 26, 1999 Closed Session (Student Assignment Appeals)
- July 27, 1999 Closed Session (Student Assignment Appeals)
- July 27, 1999 Closed Session (Student Assignment Appeals)

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**APPROVAL OF CONSTRUCTION CONTRACT FOR A NEW NORTH HIGH SCHOOL AND A NEW SOUTHWEST HIGH SCHOOL**

The Board approved a contract that will provide construction for the New North High School and the New Southwest High School. Construction services will provide for two new 1,6000 student capacity high schools, which will include classrooms, gymnasium, media center, auditorium, cafeteria, and administration facilities. Athletic facilities include a football field, baseball and softball diamonds, a track, soccer field, and tennis courts at each school.

**BUDGET**

<u>Use of Funds</u>	
Recommended Award	\$44,457,861
Designer's Fee	1,700,000
Program Manager's Fee	3,323,064
FF&E/Fees/Surveys/Utilities	<u>15,278,562</u>
	<u>\$64,760,387</u>
<u>Source of Funds</u>	
1997 Bonds	<u>64,760,387</u>
<b>TOTAL SOURCE</b>	<b><u>\$64,760,387</u></b>

The bidding process for the two new schools was entitled Combined Multi-Prime Bid Scenario for North and Southwest High School. The exception is the mechanical contract, which will have a different contractor at each school. The following chart is a summary of the contracts, which were awarded to the lowest bidders.

<b>Multi-Prime Contracts with 4000 Seat Stadium</b>				
Bid	Company	Base Bid	Alternates	Total Contra
General Contractor	Edifice	\$22,265,000	\$3,163,50	\$25,428,500
Site Contractor	Jones Grading & Fencing	\$5,846,800	\$275,10	\$6,121,900
Mechanical-SW	P.C Godfrey	\$2,477,000	\$200,29	\$2,647,290
Mechanical - N	Associated Heating	\$2,335,000	\$174,50	\$2,509,505
Electrical Contr	Wayne J. Griffin Electric	\$4,175,000	\$612,40	\$4,787,400
Plumbing Contr	Cam-Ful Industries, Inc.	\$1,338,800	\$261,72	\$1,600,520
Technology Contr	Ambassador	\$254,372		\$0
Kitchen Contractor	General Sales	620,940		\$0
Fire Protection	Quality Sprinkler	\$487,434		\$487,434
Total all contracts				\$44,457,861

**APPROVAL OF JOINT USE AGREEMENT AT BRADLEY MIDDLE SCHOOL**

The Board approved a joint use agreement with the Town of Huntersville at Bradley Middle School. The Town wishes to develop athletic fields on the vacant land adjacent to the school

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for all youth, especially those in the Long Creek Elementary-Bradley Middle School area. The school reserves the right of exclusive use of all athletic fields during certain times. There are no fiscal implications to this budget.

#### **APPROVAL OF HVAC CONTRACT FOR HICKORY GROVE ELEMENTARY SCHOOL**

The Board approved a contract with LUWA Bahnson, Inc., low bidders, for \$246,850 to replace two roof top HVAC units in the B wing of Hickory Grove Elementary School. Source of funds is Maintenance.

#### **APPROVAL OF REQUESTS FOR STUDENT REASSIGNMENT AND RELEASE OF STUDENTS TO OTHER SCHOOL DISTRICTS**

The Board approved transfer requests of 71 students (Category I); denied the transfer requests of 16 students (Category II), and approved the transfer of three students to other school systems in North Carolina (Category III).

#### **REPORTS/INFORMATION ITEMS RECEIVED**

##### **REPORT ON DISTRICT ABC RESULTS**

Dr. Rembert asked do we have some way of teasing out those schools that are lifted under the "no-recognition" that may very well have shown exemplary growth last year, but didn't this year, but their performance level is at or above those in the expected or exemplary growth category? Particularly those schools that last year with achievement levels were as high as some of the ones that showed exemplary growth this year.

Dr. Smith says we have lists of schools that we are working with, we can get that information for you. One of the things we have done is gone back and looked at those schools that were not recognized that have a history of good performance. Quite often we have found that those are the schools that had some form of personnel shift. We're working on how to proactively anticipate situations that we can avert the impact in terms of achievement.

Mr. Lassiter asked for a full copy of the ABC report. As a follow-up to the request he made last month regarding 10-year performance data, looking at comparisons gives him a better perspective of where we are.

Dr. Paula Potter indicated that the state testing program has been changed so we won't have ten years. We will be able to give you a good bit more on the EOGs in Grades 3-8, but there is a much shorter run where we would actually have data available. At this point, we do not have another measure or equating formula as we had before.

Mr. Lassiter said the single most important issue about all of this is sustainability. To what extent are we sustaining success year to year to year? What are we doing to keep from

getting caught up in the static view of a particular year and try instead to focus on the sustainability of TopI and TopII? I would like to hear more about this.

Dr. Potter replied that we've actually taken a little different vent on it and run it for the district with a program called *Data Analyst* that we've just developed and you all haven't seen that yet. One of things in there is taking a look at kids moving from 1 to 2, 2 to 3 and 3 to 4 and keeping kids at 4. This is necessary to do the accountability model that we've talked about doing before, so that's something that is a work-in-progress and certainly something we think is of great value. In answer to your question, we hope to have that soon.

Mr. Lassiter also wanted to know what are we doing as it relates to drop-outs; not particularly our Drop-Out Program, but how are we counting our performance with drop out numbers as high as they are in the county and state? We can oftentimes mask our success because we lose large numbers of children through 9<sup>th</sup>, 10<sup>th</sup> and 11<sup>th</sup> grade. As a consequence at 12<sup>th</sup> grade, the attrition factor has left us with the most successful who are the same ones who were the most successful in our numbers so suddenly everybody looks pretty good. To me, those have to be integrated in terms of our assessment of our data and then use that to link up the Drop-Out Prevention Program and our resources to those kids in lower grades.

Dr. Potter said we can look at those students that were retained as 9<sup>th</sup> graders the year before. They are in the count the second time. So, sometimes it has the very opposite effect of what you're saying and sometimes it has the effect of what you are saying. In other words, sometimes we have to count those students twice and, when we count them twice within one model year, it has the effect of actually pushing down on scores. I don't think there is much halloing up; however, I'm more concerned in the model with what's happened with going down.

Mr. Lassiter's question is what were 100 kids in 9<sup>th</sup> grade is now 72 kids in 11<sup>th</sup> grade. All of us heard Tom Cox say several months ago we need to give ourselves zeros for those kids.

Dr. Potter said that's the reason we want to go to the prediction model. That will be actual student to actual student so you will be able to see exactly what is happening.

Mr. Lassiter said it's really a programmatic question. How we are using that data to drive us to where we are getting to in order to help those children perform. That's the goal!

Dr. Smith replied there are two issues; one is that the high school ABC model has some major flaws to it. We've spent a lot of time with the state talking about it and hopefully they will come up with some new strategies next year to move towards a better model. Our internal measures are probably going to be more beneficial in terms of growth over that four-year program. The other piece is a relative number and there's a hundred different ways you can count drop-out information. One way does show that we have had improvements in reducing the drop-out rate over the last three to four years. To me as Superintendent, one of the key things is to look at the relative terms as long as you have all of the systems in the state calculating on the same formula relative to those other systems. Are you way above the averages or are you way below the averages? Right now, in my view, we are still way

too high on the drop-out rate in Mecklenburg County and that comes back to a programmatic issue. We know, for example, one of the reasons our kids are leaving us is because they are not successful academically. Why would they come to school when they can't win? So there are issues like reading performance in Grade 8, like freshman focus; issues at West Charlotte High School for kids that are not as strong, they're double blocking, they are going to go to an AB block schedule and double-block kids to make sure they have additional support. There's some structural things that we can make sure kids feel successful and are volunteering to come back because they feel good about what the outcome is going to be.

I think we need to focus our discussion on what those strategies are to move our relative rank and drop-out rate to a leading position in the state, with the least amount of drop-outs and we are working to pursue that. The other piece with the ABC model, as many qualities as it does have with the high school, they are going to start to count the drop-out rate as part of the calculation in the ABCs so it's going to put a new pressure on schools to not play games with that and shove kids out to complete the performance.

Mr. Lassiter indicated he has gone through three state model bonus programs since 1992 and every time we get to the point where we've had a lot of success someone questions whether or not it's of any value and we have resisted, as a state and district, to any kind of national norming to figure out whether or not we are competitive in terms of our skill levels and the success of our children. Is it correct that we are sampling some kids on these exams? Do we get those results? Who gets them?

Dr. Potter said the state does. In order to maintain some idea of how their testing program looks relative to national norms, they do some sampling and we simply ship it to them using ITBS. It's not all students; it's not all grade levels. When it comes right down to it, it's really hard to boil anything to one number or assign a rank to something because there's just too many factors out there. Data analysis needs to be much more sophisticated.

Mr. Lassiter said, as a business person who regularly has conversations with folks who are considering moving here or are in the process of moving here and are wondering about the quality of our school system, they don't have a benchmark. I don't have a benchmark. I have the state standard that tells me I'm better than Warren County but that doesn't help me. I need to know how I am against national standards. We can broaden our sample and run it through grade levels and send the state whatever the state requires, but let us try to determine how we're doing comparatively to our competition. Our competition is around the world, not North Carolina. For instance we test our IB results against a world model. I think it would be good to think about how can we expand that so that there is a benchmark that says a broad random sample of our children took these examinations and here's what our scores projected would be. I think the Chamber of Commerce would like to have this information, especially if it's good and if it's not that good, it's something I would like to have us figure out how we're going to make it better. I feel sometimes I'm in the dark when all I have is some state exams that I don't have any confidence level that they're going to be maintained because the state changes standards every 2 or 3 years.

Chairperson Griffin would like to know how we could access the sampling data that ITBS has collected and Jim Puckett would like to see the sampling data that we send to the state. Also, Mr. Puckett asks about the possibility of asking the state for block funding for ABC money.

Superintendent Smith said we were successful in our legislative agenda items in getting the State Legislature to approve the potential of some modification in the ABC program. Again, I said modification. It has to be approved by the State Board, but it is our intent to take what we develop here locally, which will come to this Board in October, and use that as our presentation to the state as to how we think the state fund ought to be allocated to Mecklenburg County as well. Again, there will be some opportunity for discussion on that point.

Mr. Puckett said he would like to see us have a much bigger rally around TOPI and TOPII when you talk about doing it one child at a time. One child at a time around 100,000 times and you find out what you've got and you get away from things like exemplary, low-performing and adequate or whatever, because that doesn't really tell you your story. I think we have to develop that I don't think ABC provides that for us. The good news is, as far I as know, we're the only people that have TOP1. We're ahead of the rest of the world as far as being able to do our accountability piece. Hopefully some where down the road the headline in the Charlotte Observer is our TOP1 SCORES. The good news is we can do that, we just have to find the way to get that story out there.

#### **PRESENTATION OF FRAMEWORK FOR CMS SENIOR MANAGEMENT APPRAISAL, MERIT, AND INCENTIVE PLAN**

Dr. Smith said Dr. Pughsley will make this presentation.

Dr. James Pughsley, Deputy Superintendent, presented the framework for a new plan for appraisal, merit, and incentive for CMS senior management. He also presented working principles for the re-engineering of the budget process that the Board and staff will undertake together.

Dr. Pughsley referenced the 4<sup>th</sup> goal which he refers to as the enabling goal for the first three goals that were set by the Superintendent having to do with Student Achievement, Safe and Orderly Schools, and Community Collaboration.

Dr. Pughsley assured the Board that from time to time he would report back to keep them abreast of what is taking place.

Mr. Griffin commented that at our last Board Meeting, when we talked about salary increases for staff, both our teachers and the non-certified employees, I indicated a concern because we have had Career Development programs and spent millions upon millions of dollars with regard to rewarding staff performance where everybody was a master teacher. A new system comes in and you got "X" percent of your kids that can read and write on grade level and a



greater percent that cannot read and write on grade level. What I would like to see, both in terms of classroom performance, if it's going to be merit, that it reflects true merit with regard to performance, exceptional performance rather than incremental growth. I can recall Chapter I or Title I, whatever we call it now, they were successful every year, for every year I've been on the School Board because they measured in 5 ECUs, whatever the terminology was, so they had growth every year. When you start looking at standardized tests with national measurements they fell below performance or proficiency in mastering.

We ought to pay folks, Dr. Smith. The sky's the limit. But, I think the result should also be the limit with regard to mastering and proficiency at the respective levels when you look at the front office staff or regional superintendents or specialists and you see a population of students, whether they are minority students or poor students or whatever, and 67% of them can't read or 50% can't read, and our staff is getting merit pay, then you look for some corresponding exceptional performance in terms of what the students are doing or are capable of doing. I'm squarely behind a merit system or rewarding system for exceptional performance, but I think it ought to be in line with the results. If we open up school and level IV kids are going to be level IV kids and we don't do anything; likewise, if we open up school and level I kids are level I kids when we close the doors, or they made some growth, and I understand the state's accountability system, I just don't like the state's system. I respect the state's accountability system, because it still meets a large population of students that are unable to read and Mr. Lassiter is on the tail end of this process when he talks about dropouts. When you start looking at dropouts, they're always at level II in the current grade when you go back and look at their scores. It's real important at grades 3 and grades 4 that we move those kids to proficiency and the resulting meritory reward in pay or whatever should reflect that otherwise we just continue going around in a circle.

Dr. Pughsley explained that when he speaks of product, he is speaking of results. We're talking about process and product. We have to be concerned with process that you're doing the right things; we have to be concerned with product that you're getting the right results. We have a model in place now that is our principle. It's both process and product that they are judged by, so results becomes the bottom line and certainly this is the intent.

Mr. Griffin wants to make sure that the bar, as Mr. Puckett spoke of, is high enough that we're getting the results. We don't want to establish a culture as we've had in Career Development, where everybody was a master teacher. If we need to do something in this area to help you, Dr. Pughsley, we want to do that.

Dr. Pughsley acknowledged the comments and assured the Board he will keep them informed along the way.

Mr. Puckett agrees with Mr. Griffin and also looks at the formula when we fall back, or the penalty for not maintaining. Am I to understand that currently we give 3% raises across the board? The Central Office level, that's marvelous. If we fail to get funding for additional performance based over and above merit, one option to look at is that 3% may become the max. It may be that those who get 1% free up 2% for the performance end of it.

Mr. Dunlap supports merit, but if employees expect 3%, that's a concern. The other issue relative to that is the evaluation piece. I noticed when merit comes into play there's always that subjectivity and somebody always gets the short-end of the stick. Adequate notification of the expectations should be stressed so that the people know exactly what is expected.

Dr. Pughsley agreed to the individual having the expectation but there's also the expectation of the organization and that relates to achievement.

Mr. Dunlap explained I agree with you, I'm just saying if the state says this is what the money is going to be for and the people are expecting that, to go back and change that I think that is wrong.

Superintendent Smith indicated that when the final product is brought to the Board and to the staff, this isn't back on last year's achievements, this is going forward for recognition this coming school year. So people will be well advised what the rules of the game are.

Mrs. Woods noted two quick things in terms of working with the people who are involved in this to be sure that the things they put a great deal of energy into that may not be in the ABCs results or part of our evaluation. Again, back to the issue, if you don't measure dropout or whatever or how many children are placed on EC rolls and those types of things sometimes our goals can cause skewed results. I would encourage us to see, for example, those area regional superintendents that are working with schools that are actually bringing back dropouts at the beginning of the year and trying to be successful with them. Actually right now there's a greater danger if you don't bring them back, then you don't have the danger of the at-risk children dropping out again. I would just hope that those working in the field know those issues and you know them very well, Dr. Pughsley. I would encourage that we be sure they get rewarded for those things that actually help all children.

Dr. Pughsley: Mrs. Woods, the idea of part of this, the bonus portion if you will, is that we achieve as a team, not as an individual, but as a team. If we're dealing with dropouts and that means I have to go out and gather up some, then I'm going out and get some, along with every one else, because we can't get there unless we get there as a team.

Mrs. Woods said our method of rewarding our teams should be to reward them for gathering them up rather than leaving the dropouts out. The other is if we get 3% then I believe that more than half of our people will achieve high performance, if we have 4s and 5s what are we going to do if we've already given away the other money? If that happens, what will do about that money?

Dr. Pughle: If I may, keep in mind that I define the population as director and above. Let me just put it another way. If we are going to have students be successful, those in the Central Office are going to have to have some skin in the game.

Mr. Lassiter replied two quick ones. I've heard the term Central Office a lot tonight. I think it's inconsistent with what you are trying to provide and I suggest you think of another way

to describe this service organization. If you can come up with another way to describe what services you are providing, I think it would be helpful.

The second thing is when I hear you give me an example of someone is going to get rewarded for 95% of the books arriving on time at the beginning of the school year, I wonder about which 5% of the kids we don't want to have books on the first day of school. To me, there's a certain amount of expectation of the job and what you want to reward for merit or incentive pay is to do more. The difficulty in taking a not for profit model and trying to come up with measures that show what is expected versus what is outstanding is hard. I would urge you to try to determine what is the expected behavior. That's where you start. If you do better than expected, that's what you get the bonus for. As you set the rules, I would try to set it that way so you don't get into a situation where you are assuming that certain things aren't going to happen.

Dr. Pughsley wanted to leave the Board with the one comment that there are very few school systems, none that I know of, which would even attempt this.

### **BUDGETING PROCESS REENGINEERING**

Dr. Leake applauded the Superintendent for putting bonus dollars in the budget. Now we have something in place where we are going to hire and maintain good teachers, bus drivers, cafeteria workers and others who work in this district. She also thanked the board for voting these funds available.

Mr. Griffin reminded the board that from 1989-1996 that the greatest portion of all increases coming from the county went directly towards growth. Starting in 1996, 1997 and 1998 we started getting a greater number of increases available from the county that was available for equity to include the summer supplement. This year we've gotten \$68 million new dollars from the Board of County Commissioners which gives us an opportunity to be a little more flexible and correct some of the things we were not able to correct in the past.

Dr. Rembert complimented the Superintendent, his staff, and especially the teachers in the district for the phenomenal growth we saw in student achievement this year. It was a pleasure to see all of the teachers and principals present at your press conference this year that felt recognized for their hard work.

### **REPORT FROM THE SUPERINTENDENT**

Dr. Smith said that he was gathering data for his annual evaluation with the Board members.

The Superintendent said that he was pleased by the focus of all employees on the first day of school and that the 1999-2000 school year had had a good beginning. He said that he would have enrollment figures for the Board shortly after the 10<sup>th</sup> day of school.

## **REQUESTS FROM THE PUBLIC**

Chairperson Griffin, it's 8:00 PM; we will go to the Public Session. We have two individuals who have made a request to speak to the Board of Education. If there are others in the audience who would like to speak to the Board, there are green forms that you can use.

Sherry Suttles, from the Alliance for Curriculum of Inclusion, asked the Board for an evaluation of the TANF after-school program operating at CMS during the 1998-99 school year.

Charles Guignard, concerned parent, thanked the Board for the partnership on the property at Bradley Middle School. Mr. Griffin and Mr. Puckett, thank you especially for what you did to make that happen.

When I became a member of the Town Board at Huntersville, one of my objectives was to find out how could we partner so that the different agencies in this county might work together, as opposed to separate entities, so that the citizens of this county are the benefactors of that, so they get the bonuses. You have done two things; one tonight and one about a year ago that I think are big steps that we know about. The Huntersville Elementary School expansion, you were gracious enough to allow us to spend in excess of \$530,000 to enlarge the multi-purpose room and make it a full size gymnasium, and I think that benefits both you and us and all the citizens. I have been in too many PTA meetings there where the multi-purpose rooms and the cafeteria weren't large enough to hold those meetings. I said how is just the multi-purpose room that's entirely separate going to do that and then I realized that you don't use that room more than 15 or 20 nights per year and I said that's too many nights of the year that it is going to sit empty. That's when we suggested and you agreed to allow us in Huntersville to spend in excess of \$530,000. That multi-purpose/gymnasium is well on its way to being bricked up. I think it will be good for both.

Tonight you approved the usage of this land so that we may construct ball fields, approximately 13-15 ball fields on that property. Whether that's used for two years or twenty-two years, it will benefit your students, our citizens and the county. Thank you again.

## **REPORTS/INFORMATION ITEMS CONTINUED**

Rick Rozzelle informed the Board that several processes were identified as needing some focus improvement and/or re-engineering for the 4<sup>th</sup> goal and the Equity and Student Success Plan and those included school opening process, project management process, our contract management process, as well as, our budget process. We made a lot of progress on the first two and are beginning to work on the last two.

What I want to talk to you tonight is the scope, the approach and the schedule for the budget process re-engineering effort. First of all, the scope. What we will do with this piece of work is get a good description of the current process so we will know very well

how we do budget today, document that. Then we will document the definition of a new budget process, that includes tools, templates, report formats, roles and responsibilities for how to develop budgets and to set programmatic priorities. We want to first understand the current process before we begin to change that into a new process to make sure we don't miss anything as evolve into a new process.

The other part of the scope is to identify data sources and best practices and strategies that we use in setting priorities for the district. Also, we will develop an accountability instrument to be used to assess performance against pre-determined goals and objectives. Those are all part of the scope of what we will do for this budget process re-engineering effort. The approach that we are taking is we're using a recently established project management process to conduct this project and oversee the project, making sure we do it correctly. The sponsor is Dr. Smith. The overall Project Manager is Dr. Pughsley. The day to day project oversight for the project itself rests with me. We chose this structure to insure we aligned the budget process to meet the needs of the ultimate core business of what we do and to insure that we can provide needed information to the Superintendent so he can run the district and answer questions of the Board and others who may have questions about our budget. We're working with the project team that includes Price Waterhouse Coopers, Janet Stoner and Terry Haas. PWC is helping us with the business technology overall and they are also helping us with this. They bring to the table a strong team that includes a former CFO of the Los Angeles Unified School District and Chief Operating Officer of Chicago Schools, who have a lot of experience in the financial realm and running of schools.

Our schedule for this is that we are currently in the discovery phase now. That runs from August 5<sup>th</sup> – August 19<sup>th</sup>. By discovery, I mean they are doing interviews, documenting the current process. They will begin the re-design phase August 16<sup>th</sup> and that will run through October 5<sup>th</sup>, with a final report due October 22<sup>nd</sup>. We are on a fast pace here to get this done very quickly.

It's a critical next step in our 4<sup>th</sup> goal journey. As I mentioned earlier, we've already made good progress on other processes that we have identified. We've got a track record, but we're really just beginning our journey. The real heavy process improvement work begins with the business technology project. This will allow us to sharpen our skills at modifying our business processes even further before we launch that big project. We have established a track record for being able to focus on key business processes and make some definite process improvements. So, I am encouraged that we will do well with this one as we embark on it. Do you have any questions?

Mr. Lassiter asked for a work session early in September to get an update and allow us, as a customer of the budget process, to share our thoughts and particular concerns and be involved at an early point.

Mr. Puckett commented on why he abstained on our last budget vote for those who called me, it was along these reasons, and he is tickled to see these reasons so that I won't have to do that again next year. I applaud you and I think it's a huge step and it will make a lot

of questions down the road, as we go to funding and a lot of other issues, easier. The biggest dilemma with our budget process in the past has been that very few people outside of Janet Stoner understand it. She doesn't have the hours in the day or months in the year to explain it to everyone so that we can all understand it. I applaud the Superintendent for taking this on.

Mr. Dunlap wanted to register his disagreement with Mr. Puckett as to who understood the budget. If he didn't understand it, that's one thing, but I don't think he can speak for everybody else.

Chairperson Griffin thanked the staff, Dr. Pughsley, Mr. Rozzelle and Dr. Smith.

### **REPORT ON LEGISLATIVE ACTION BY THE NORTH CAROLINA GENERAL ASSEMBLY**

Leslie Winner, CMS General Counsel, gave a synopsis of the legislative action pertinent to education in general and CMS in particular, taken by the North Carolina General Assembly this year.

This is not in your package but it is an item that I think would be of interest to you and that is Senate Bill 708 which allows counties for the first time to provide affordable housing for low and moderate-income people. That bill grew out of this Board's request to our County Commission to address that issue and our County Commission then made a request to the Legislature for legislative authority to do that.

I think that is a remarkably successful legislative session on your part. We all owe the Mecklenburg Delegation, both House and Senate great thanks. They spent numerous hours working on these bills; none of them were easy. Peyton Maynard, who is our contracted lobbyist, did an excellent job keeping up with these bills and ushering them through, and actually you all, as Board Members, did a great job, rising to the occasion, making the calls that needed to be made at the times they needed to be made to the people they needed to be made to in order to get these bills passed.

Mr. Griffin reiterated it is no small task with regard to that legislative accomplishment and that was a really super year. Let's try to do the same thing in the next short and regular session.

### **FIRST READING OF THE FOLLOWING PROPOSED POLICIES**

Mrs. Woods said the Policy Committee met and there are two policies that we will have the first reading on tonight. If there are any questions or concerns, please get your questions to me. The Policy Committee meets on the 3<sup>rd</sup> Tuesday of each month. It would be good if we could have your questions fairly soon.

We would also make the public aware that all policies are available in all of our schools, as well as, in the Public Libraries and on Internet.

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## SYSTEMIC PROJECT PLAN FOR THOMASBORO ELEMENTARY SCHOOL

Dr. Smith called on Bev Moore to make this presentation. Mildred Wright, Principal at Thomasboro has been in review of this particular document, wanted to be here tonight, but she's busy at school getting ready for this year. The plan must be voted on by the local School Board on August 24, 1999 and submitted to the State Board within five days.

Mr. Dunlap emphasized that Ms. Wright was not the principal at Thomasboro at the time these concerns were discovered. I think all too often when we put a principal in place that everybody immediately assumes that that principal is the one responsible, so I wanted to make sure that was clear. I have the utmost confidence that when Ms. Wright leaves that Thomasboro will not be considered a low-performing school. I also think it is vitally important that the community be given constant update as to the progress at the school. Sometimes they don't quite understand what low-performing means and that is perceived as being very negative, but as much as information as you can provide them so that they will understand exactly what that means.

The last thing is to make sure that we continue to support our staff at the school. I've been at schools where they have been determined to be low-performing and some teachers really pour their heart out, some really good staff on campus, and I just think we need to make sure the staff, as a result of where they just happen to teach, don't receive negative consequences as a result.

Dr. Leake commended Ms. Wright for coming out of retirement and coming back to serve this district. I shared with Dr. Pughsley other recommendations and I hope he will pull that back out so we can bring back some more retired, strong teachers to help us, Dr. Smith, help our children. I hope we can look at that process early on now so that we can put those persons in place to assist a school like Thomasboro.

I am asking the question about National Certified Teachers; those persons, who have expertise, have been through a given training process. I would like to know how many NCT's are on staff at Thomasboro and other low-performing schools. I was listening yesterday and today at the Governor's Retreat in St. Louis, MO, and in listening to our own Governor Hunt talk about the NCT's in the State of North Carolina, the number of NCT's we have in the State of North Carolina. They did not talk about the actual classroom work that those persons were actually doing and that's my concern and I think I have shared this before. I want to see those persons within a classroom, not from a negative point, I think sometimes people perceive that, but my thing is to best people with our children. If they have the expertise and they are getting 12.5% more money than the teacher next door, if they're supposed to be superior, have all this training, afford them an opportunity to exhibit those skills. That's my concern and if you could give me a number of NCT's at the schools, please.

Mrs. Woods reiterated what Mr. Dunlap spoke that there are many excellent teachers even in schools that are designated as low-performing and we need to be very much aware of that, particularly at schools like Thomasboro where there is a very large percentage of the children who turn over during the course of the year whose test results are not even counted, but who take a tremendous amount of time and dedication of these teachers and they don't get any credit for that in the State ABCs Program. I think it is very important as we look at this to recognize the tremendous effort that these teachers have already put in and to try to help in every way possible to support them so that the focus will be on all children being successful there and that all teachers successful as well.

One area, as I have looked at where schools succeed similar to Thomasboro, is where parents are communicated with in terms of what they can do to help their students be successful and I did not see that in here and wondered if there are plans to incorporate that area in your final recommendations.

Bev. Moore replied that there is a reference to both becoming a Comer School, a very successful Comer School is what we are looking at there with the stakeholders really having a part and that certainly is the intent. Through that process is where parents are involved and much more knowledgeable about what's going on the school.

Mrs. Woods said the Comer School speaks of parents as a group and particularly those parents who can be more involved at the school. I think in many cases with a school such as Thomasboro, there are many parents who can be active with their students at home, if given such direction, but who really just cannot make it to the school. I would encourage that we address that area because it can make a tremendous difference.

Mr. Puckett asks if we will be getting a briefing from last year's State Assistance Team?

Mr. Griffin said the regulation last year called for it. They are supposed to give the Board of Education a briefing. Yes, they will.

## **REPORTS FROM BOARD MEMBERS**

Dr. Leake reported that the briefcase she has with her comes from the Transportation Department. She visited the bus drivers and their workshop that they are having this week at the Holiday Inn on Woodlawn. Excellent presentation and I thoroughly enjoyed it. I had an opportunity to talk with that body and shared with them the importance of their jobs and their being professional members of our staff, and they're keeping in touch with Dr. Smith's dream and theme for the school district in "Transporting Dreams". Everybody was most eager to know that this Board was supportive of them and they wanted to say thank you to Mr. Arthur Griffin and to the Superintendent for coming out on Monday of this week and being a part of their orientation with the bus drivers. In looking at the number of persons there, a lot of women bus drivers and a lot of senior women, so I'm hoping that we will have a good year. Got a lot of coverage from the news media about the bus that was overturned, how to handle that, in case of incidence



and negatives that happen. Mr. Brad Johnson, who works with that department, was a former student of mine at Independence High School.

My second part Mr. Chairman is I have a plaque for you that I was supposed to present to you June 26. It's been in the trunk of my car, so please forgive me. It states to Mr. Arthur Griffin, Outstanding Citizen of the Year, for his leadership and outstanding services to this Community, from the Black Women's Caucus of Charlotte-Mecklenburg.

Dr. Rembert mentioned a couple of activities that she had an opportunity to attend and participate in. That is the summer school graduation that was held at Garinger High School. I thought that was a real good opportunity for us to see those students who did not get an opportunity to graduate with their peers in their regular schools and did in fact complete the requirements necessary to graduate from high school. We had standing room only at that school so I hope next year Mr. Superintendent, we could move to a location that would allow all of the parents to sit in the auditorium and see their children graduate the way that all of the other children graduate. Kind of a nice problem to have, but I hope we don't have that same problem next year.

The other is the New Teacher Orientation that was held at Providence High this year. I was absolutely surprised by the number of new teachers we had join our ranks this year. Many of them are not new to the teaching profession, but they are new to Charlotte-Mecklenburg Schools. We had a number of experienced teachers return to teaching and we had a number of teachers come from other parts of the country. Mr. Griffin and I had an opportunity to visit several of the individual workshops designed to get our new teachers oriented to CMS and in one of those sessions, I was surprised to see the number of persons that Dr. Jenkins and her staff, no doubt, were successful in recruiting from states like Pennsylvania, where they do not have a teacher shortage or from Ohio, and I think maybe even Michigan, but there were several other states where they were successful in recruiting new teachers this year. We were real pleased by that diversity represented by that group. Mr. Griffin and I both were able to attend both days and get to meet a number of teachers both formally and informally.

Also, we got to hear Ms. Josephine Hoover, the Harris Teacher of the Year, speak the second day of the Orientation which I think was truly a delight to hear an experienced teacher talk with new teachers about what she has found to be successful with her students.

Finally, I had an opportunity to catch the tail end of today's session with Dr. Leake and Bus Drivers' Conference and was really impressed at the end of their day when the bus drivers were actually energized by entertainment of a comedian who had people falling out at the end of the day about 4:00 PM. Congratulations to the staff, who organized, planned and effectively orchestrated those two events. If those two events are indications of what the beginning of our school year will be like, I think we're in great shape. Thank you very much.

Mrs. Woods said she was also at the New Teacher Orientation and met some very exciting and excited teachers. I think there are really two groups of people, the group of people who actually organized that event, it was a tremendous organization that had to take place to be able to provide that for our new teachers. Thanks to Dr. Smith and the Legislature, Ms. Winner, and those who actually made it possible for that to be funded from the State for the most part. I think there is a lot to be proud of in that event.

The other thing is when we look at the number of teachers who were hired, I think Ms. Jenkins and her staff were just amazing, and I know they are still working this week frantically to continue to try to fill every classroom. We really need to thank them for their hard work, dedication and commitment to make this happen, really under very difficult circumstances because of our lack of technology to support them.

Ms. Slade from Garinger called today and said she watched the Board Meeting and we said that we wanted ribbon cuttings and celebrations and so they're going to have one at Garinger on the 21<sup>st</sup> of August from 10:00 a.m. until 1:00 p.m. celebrating their tennis court, new blue tennis courts. There are two things they will be celebrating, the addition of the tennis courts, which I believe we have also added to a couple of other schools, West Charlotte and East Meck this summer, if I'm not mistaken. The other is that they are sharing that with the community and the United States Tennis Association, plus the local tennis associations, are grants that they have made possible so that the tennis instructor is also offering opportunities for the children and people of the community to be able to use our courts and make that sort of the center for tennis for the eastside. They want us all to come and they want us to come in our tennis clothes as well. I hope some of you will make it at 10:00 a.m. I have another meeting, but plan to be there later.

Chairperson Griffin said to Mr. Clemmer and Mr. Booker, sometime in September we had talked about earlier a groundbreaking for the Technical High School with regard to a huge moment in Charlotte's history so I would hope that we are planning something either late September or very early in October.

Let me say to the Charlotte-Mecklenburg School Family, many of them articulated their support for bus drivers and cafeteria workers, and as we go around this school family, there are literally thousands and thousands of people out there preparing for the first day of school and as we had an excellent, safe school year in 1999 in closing out, we certainly want to express our appreciation for the long hours that comes with moving those mobile units. On behalf of this Board of Education, let me say to the entire CMS Family, we appreciate that dedication and commitment to building dreams for all of our students.

## **REPORT FROM THE SUPERINTENDENT**

I think it is also very important to commend all the employees that have made this possible, not only those that are being prepared through training activities, but those that made those activities possible and put the initiative together to have what I predict to be a very successful opening next Monday. The parents, students and families that are watching, we expect this to be an outstanding school year in Mecklenburg County and we

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ask all parents to take time this week as you prepare for opening day and share with your children what your expectations are of them this coming year and help us make this a safe and very productive academic year for students. Again, we're doing some partnership with families, so we need your direction and leadership if we're to be successful in meeting your objective that you have for your children.

I also have some specific information for Board Members. We do have the indication that on September 2<sup>nd</sup>, Secretary Riley will be visiting Charlotte. There will be some detailed information coming out as those plans are finalized, but it's going to be significant event as part of his AMERICA GOES BACK TO SCHOOL activities that are taking place throughout the southeastern United States. He will be in town; tentative plans are approximately ½ day, so again, we will get that information to the Board and to the community as those plans are finalized.

Chairperson Griffin: At our last School Board Meeting we heard from five very remarkable students talk about their experiences in the Charlotte-Mecklenburg Schools. If you did not get a chance to hear these outstanding young people you missed some wonderful examples of students preparing for the future through the life lessons that they are learning in our public schools today right here in Charlotte-Mecklenburg Schools. We are going to give you four additional chances to see and hear these students again. Friday, August 13<sup>th</sup> and Monday, August 16<sup>th</sup>, we will air those student presentations at noon and 3:00 p.m. If you didn't see them the first time, or even if you did, you need to tune in again and see the faces of our future.

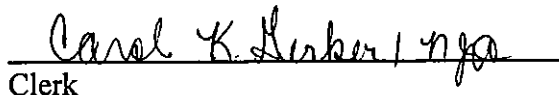
#### **VOTE TO GO INTO CLOSED SESSION**

On motion by Mrs. Griffin second by Mrs. Woods the Board voted to go into Closed Session, in accordance with North Carolina General Statute § 143-318.11(a)(35) to instruct the Board Staff concerning contracts from the acquisition of real property and pursuant to North Carolina General Statute § 143-318.11(a)(3) to consult with counsel concerning Joyce Smith versus the Charlotte-Mecklenburg School Board.



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Chairperson



Clerk

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