

Approved by the Charlotte-
Mecklenburg Board of Education
May 9, 2006
Regular Board Meeting



Charlotte, North Carolina

February 14, 2006

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on February 14, 2006. The meeting began at 4:37 p.m. and was held in Room CH-14 of the Government Center.

Present: Joe I. White, Jr., Chairperson;
Kit Cramer, Vice Chairperson;
Kaye McGarry, Member At-Large;
Larry Gauvreau (District 1);
Vilma D. Leake (District 2);
Tom Tate (District 4); and
Ken Gjertsen (District 6)

Absent: George Dunlap (District 3) and
Molly Griffin (District 5)

Also present at the request of the Board were Dr. Frances Haithcock, Superintendent; Maurice Green, General Counsel to the Board; and Nancy Daughtridge, Clerk to the Board.

Upon motion by Mr. Tate, seconded by Ms. McGarry, the Board voted unanimously of those present for approval to go into Closed Session for the following purposes:

- To establish and instruct the Board's staff and negotiating agents concerning the position to be taken by or on behalf of the Board in negotiating the price and other material terms of contracts or proposed contracts for the acquisition of real estate property pursuant to Section 143-318.11(a)(5) of the North Carolina General Statutes.
- To consult with counsel regarding attorney-client privileged matters including the case of *Sugar Creek Charter School v. Charlotte-Mecklenburg Board of Education* pursuant to Section 143-318.11(a)(3) of the North Carolina General Statutes.
- To hear and discuss a personnel matter and a matter of alleged misconduct pursuant to Sections 115C-319 to 321, 143-318.11(a)(1), (6), and (7), and 115C-402 of the North Carolina General Statutes and the Family Educational Rights and Privacy Act.

Chairperson White reconvened the Regular Board Meeting at 6:09 p.m. in the Meeting Chamber of the Government Center. CMS TV Channel 3 televised the meeting.

Present: Joe White, Chairperson;
Kit Cramer, Vice Chairperson;
Kaye McGarry, Member At-Large;

Larry Gauvreau (District 1);
Vilma D. Leake (District 2);
George Dunlap (District 3);
Tom Tate (District 4);
Molly Griffin (District 5); and
Ken Gjertsen (District 6)

Absent: There were no absences

Also present at the request of the Board were Dr. Frances Haithcock, Superintendent; members of Executive and Senior Staffs; Maurice Green, General Counsel to the Board; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson White called the meeting to order at 6:09 p.m.

A. Pledge of Allegiance

Chairperson White introduced Cadet Lt. Colonel Ryan Porter, a senior at Phillip O. Berry Academy of Technology, to lead those present and the viewing audience in the pledge of allegiance and to speak to the February character trait of "citizenship." Ryan has been a member of the Army JROTC Program for the past four years and has participated in many activities that include presenting and posting the Colors; commanding the Armed Drill Team; leading the Veterans Day Parade; performing community projects; raising funds for the Aids' Drive; and leading the Cadet Program. Ryan has received the Superior Cadet Award, Leadership Education Training Award, Drill Award, Distinguished Cadet, Personal Appearance Commendation, Leadership Award and Honor Cadet. After graduation, Ryan expects to attend West Point and pursue a career in engineering. Accompanying Ryan were his father and stepmother, Everette and Mrs. Graham, and his principal, Dr. David Baldaia. Ryan said the mission of the JROTC Program is to motivate young people to be better citizens. "Citizenship" is the status of an individual with rights and responsibilities, rights that we as an American can enjoy, and responsibilities that we should live by. Ryan encouraged people to exercise good citizenship, to do the right thing, and set an example. Ryan invited everyone to stand and join him in reciting the Pledge of Allegiance.

B. Adoption of Agenda

Chairperson White said the Board discussed two real estate items in Closed Session that required a Board vote in Open Session. He asked the Board to approve adding the two items to the Consent Agenda as Consent Items III. H. and III. I. Consent Item III. H. is the purchase of road right-of-way needed for the new Westmoreland Road Elementary School.

Upon motion by Ms. Cramer, seconded by Mr. Tate, that the Board approve adding Consent Item III. H., Recommend the approval of purchase of road right-of-way needed for the new Westmoreland Road Elementary School project from Addie Mae Houston, tax parcel #005-181-10, for a purchase price of \$1,912) to the agenda, the Board voted 9-0 to approve the motion.

Consent Item III. I. is the purchase of road right-of-way needed for the new Bailey Road Middle School.

Upon motion by Ms. Cramer, seconded by Ms. McGarry, that the Board approve adding Consent Item III. I. (Recommend the approval of purchase of road right-of-way needed for the new Bailey Road Middle School project from Mary Lee Cooke and others, tax parcel #007-531-15 for the purchase price of \$3,900 plus additional compensation for (a) reimbursement of expenses for boarding of horses and (b) any trees located outside of the permanent right-of-way that may be damaged during construction) to the agenda, the Board voted 9-0 to approve the motion.

Chairperson White asked the Board to approve placing Action Item IV. C. (Recommend approval of Board of Education's proposed Vision, Mission, Core Beliefs, and Theory of Action) before Action Item IV. A.

Upon motion by Ms. Cramer, seconded by Ms. Griffin, that the Board move Action Item IV. C. before Action Item IV. A. on the agenda, a discussion followed. Mr. Dunlap asked what is the rationale for moving this item ahead of other reports that are equally important? Chairperson White said this item will announce to the public the foundation upon which the Board will build this school system in the future. This is an important agenda item and should be addressed early on the agenda. This item should have been the first item under the Action Items when the agenda was developed but that was an oversight. This will correct that oversight. Mr. Gauvreau said he would support this item and hopes the Board will not delete his Action Item H. Chairperson White said this item was not on the table for discussion at this time and Mr. Gauvreau's comments were out of order.

The Board voted 8-1 to approve the motion. Chairperson White, Ms. Cramer, Ms. McGarry, Mr. Gauvreau, Ms. Leake, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted in favor of the motion. Mr. Gjertsen voted against the motion.

Ms. Griffin moved that the Board approve moving Reports/Information Item V.A. (Report/update on Comprehensive Behavior Plan) to become item I.E. on the agenda, seconded by Ms. Cramer, and a discussion followed. Ms. Griffin said she offered this motion in consideration of staff's time. The report is expected to be brief and this meeting has the potential of lasting late into the evening. Mr. Gjertsen said there are a number of people who want to speak during the Requests from the Public section and this is asking the general public to stay later. Ms. Griffin said this report is expected to be brief and she believes it is unnecessary to ask staff to stay late at this meeting and then expect them to be at work early the next day.

The Board voted 5-3-1 to approve the motion. Chairperson White, Ms. Cramer, Mr. Gauvreau, Mr. Tate, and Ms. Griffin voted in favor of the motion. Ms. McGarry, Ms. Leake, and Mr. Gjertsen voted against the motion. Mr. Dunlap abstained.

Ms. Griffin moved that the Board approve deleting Action Item IV. H. from the agenda, seconded by Ms. Cramer, and a discussion followed. Ms. Griffin said she offered this motion because this item has previously been thoroughly discussed and voted upon by the Board. Mr. Gauvreau asked to speak to this item. Ms. Cramer asked to have the question called. Mr. Gauvreau asked to speak to the item. Chairperson White said the Chair has ruled to not recognize Mr. Gauvreau at this time. Mr. Gauvreau said the Chairperson was not following proper protocol. Chairperson White said Mr. Gauvreau could challenge the ruling of the Chair. Mr. Gauvreau asked to appeal to the Chair. Chairperson White said Mr. Gauvreau has appealed to the Chair and the Board would now vote on upholding the decision of the Chair.

The Board voted 5-4 to uphold the ruling of the Chair. Chairperson White, Ms. Cramer, Mr. Dunlap, Ms. Leake, and Ms. Griffin voted to approve upholding the ruling of the Chair. Ms. McGarry, Mr. Gauvreau, Mr. Tate, and Mr. Gjertsen voted against upholding the ruling of the Chair.

Chairperson White said the Board would now vote on Ms. Griffin's motion to delete Action Item H. Mr. Gauvreau interrupted and asked for a Point of Personal Privilege. Chairperson White said Mr. Gauvreau was out of order. Mr. Gauvreau asked for a Point of Personal Privilege. Chairperson White said he would not grant Mr. Gauvreau a Point of Personal Privilege. Mr. Gauvreau said he would like to make a statement. Chairperson White said so that the public would understand, Mr. Gauvreau and he had discussed this prior to the meeting and Mr. Gauvreau knew that he would not be recognized. He said this item has been on the agenda several times. The Board has discussed and voted on this item at a previous Board meeting and the action by the Board should not be a surprise. Mr. Gauvreau asked for a Point of Personal Privilege. Chairperson White said he would deny the Point of Personal Privilege.

The Board voted 6-3 to approve having the question called. Chairperson White, Ms. Cramer, Ms. Leake, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted in favor of having the question called. Ms. McGarry, Mr. Gauvreau, and Mr. Gjertsen voted against having the question called. Mr. Gauvreau asked to have the floor to make a brief statement.

The Board voted 6-3 to approve deleting Action IV. H. from the agenda. Chairperson White, Ms. Cramer, Ms. Leake, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted in favor of the motion. Ms. McGarry, Mr. Gauvreau, and Mr. Gjertsen voted against the motion. Mr. Gauvreau asked to have the floor. Chairperson White said he would not allow Mr. Gauvreau to have the floor. Mr. Gauvreau said he would take the floor anyway. Mr. Gauvreau said this item is in the public's interest and this Board is ignoring it. Chairperson White said he would not allow Mr. Gauvreau to have the floor and declared a five minute recess.

Chairperson White called for a five minute recess at 6:35 p.m. The Board reconvened the Regular Board Meeting at 6:44 p.m.

The Board voted 6-3 to adopt the agenda as amended. Chairperson White, Ms. Cramer, Ms. Leake, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted in favor of the motion. Ms. McGarry, Mr. Gauvreau, and Mr. Gjertsen voted against the motion.

C. Recognition/presentation of plaque and banner from Southern Association of Colleges and Schools

Chairperson White called upon Dr. Haithcock to present the recognition. Dr. Haithcock said in December, CMS was the first large urban school district to receive District Accreditation from the Annual Southern Association of Colleges and Schools Conference (SACS). Dr. Haithcock invited Dr. Elva Cooper, Regional Superintendent for Elementary Schools West, to present the SACS plaque and banner to the Board. Dr. Cooper said it is with great pleasure that she presents the SACS plaque and banner to the Board and Superintendent as it represents successful completion of the Southern Association of Colleges and Schools District Accreditation process. Dr. Cooper said with the announcement of District Accreditation for CMS, the school district has received many accommodations from districts across the country. Dr. Cooper said this recognition speaks to quality achievement by CMS in 2005. Dr. Haithcock thanked staff, principals, and teachers for positively representing the district in the accreditation process.

D. Community Report

- Report from Equity Committee

Chairperson White called upon Mr. Tate to introduce the report. Mr. Tate said he serves as the Board liaison to the Equity Committee. He recognized the Equity Committee members and thanked them for the hard work they do for CMS. Mr. Tate introduced Julian Wright, Chair of the Equity Committee, to present the Equity Committee's Fourth Annual Report. Mr. Wright said the Equity Committee was formed in November 2002. The Equity Committee members are a group of concerned citizens appointed by the Board and the Superintendent. The purpose of the committee is to convey to the Board how they believe CMS is doing in achieving equity for its students. The committee gathers information; reviews data; hears reports from staff, administrators, teachers, parents, and students; and visits schools to determine equity in the district. They tour schools to ensure what is reported on paper in terms of equity is what they see in the classrooms. The committee reports these findings to the Board in their Annual Report. Mr. Wright reviewed the definition of equity and where CMS is now as a system in moving towards equity. Mr. Wright said CMS has not achieved equity but is making progress towards equity. The committee applauds the Equity*Plus* II schools which are now called Focus Schools. They believe the initiatives by CMS are a step in the right direction to achieve equity. They continue to see progress but believe the progress to reach an agreed upon baseline of standards for faculty, facilities, curriculum, and supplies is slow. The committee has witnessed improved mentoring programs and incentives for teachers, an increase in the number of high quality teachers in the classroom, and progress in testing scores. The committee acknowledges progress has been made but there is still far to go to truly obtain equity throughout the system. Mr. Wright introduced Reverend George Cook to discuss how far CMS has to go to obtain equity. Reverend Cook said the committee reviewed a significant amount of testing data in 2005. This included End-of-Grade and End-of-Course results for each school in the system from 2002 through 2005. The data was broken down for each school by free-and-reduced lunch students, non-free-and-reduced lunch students, African American students, and Hispanic students. The results were sobering. He said if the ultimate measure of equity is consistently high achievement, CMS has a long way to go. Reverend Cook said CMS has equity issues to address in student achievement, grading schools, geographic disparities, and socio-economic disparities by status and race. Other examples of inequities include physical facilities; faculty recruitment, retention, and allocation; family involvement; discipline; Talent Development; and Exceptional Children Programs. Mr. Wright said the theme and ideas of the annual reports from the Equity Committee have been consistent over the years. Mr. Wright summarized the data from the report as to what CMS can do to better achieve equity throughout the system. The Equity Committee's suggestions are as follows:

- Clear reporting of inequities and clear communication of suggested remedies to the community
- Correctly defining and measuring equity and receiving feedback from the Board
- The need for more "financial transparency" and financial accountability for Equity Programs
- An Equity Template for School Leadership Teams
- Better recruitment, development, retention, and allocation of teachers and principals
- A realistic and fair way to address CMS' growing needs for physical facilities
- Utilizing smaller schools
- Making Magnet Programs that really attract
- Promoting parental and community involvement in all schools

- Building trust with the larger Charlotte-Mecklenburg Community

Mr. Wright introduced William Garcia to share the vision of the Equity Committee for 2006. Mr. Garcia said there is still a lot of work to do. He has struggled with the definitions of equity, inequity, and disparity. He said the disparities are in the achievement gap and the achievement gap is a symptom of the inequities. He believes it is the role of the Equity Committee to identify those inequities accurately and to promote equity throughout the school system. Mr. Garcia said to better serve the Board, the Equity Committee would like to build a better relationship with the Board. This would include better communication and reporting to the Board throughout the year; more one-on-one contact with the Board; more regular joint meetings (perhaps quarterly meetings); and more feedback from the Board. Mr. Garcia said in order to move CMS closer to a state of equity during 2006, he offered the following recommendations for 2006 and beyond:

- The Board to review and approve the Committee's specific role moving forward within the next month.
- The Board to adopt and implement the Committee's recommendation for improved communication within the next two months.
- Assign the Committee the responsibility of reviewing the Citizens' Task Force recommendations on restructuring CMS and allow the Committee to report back to the Board within three months on whether those recommendations help to improve or impair equity.
- Assign the Committee the responsibility of reviewing and commenting on any proposed Bond packages.
- Allow the Committee to work jointly with the Board and CMS staff to review and help develop plans to address the disparities in student achievement that the Committee has recognized.
- Allow the Committee to evaluate and assess school construction and renovation.
- Allow the Committee to assess the adequacy of current initiatives to address faculty recruitment, development, and retention.
- Allow the Committee to analyze ways to bolster family involvement in the schools, particularly in terms of assessing the need for more family advocates and more training and support for these positions.
- Allow the Committee to tour alternative schools and other discipline programs to assess the discipline issue and develop recommendations.
- Allow the Committee to study the Talent Development and Exceptional Children Programs and develop recommendations.

Mr. Wright said this year's Equity Report is a call to the Board for communication. It has been one year since the Equity Committee talked with the Board regarding the equity issues. The Committee is open for discussion with the Board and they are eager to receive feedback on their recommendations as well as get direction from the Board. A discussion with Board members followed. Ms. McGarry suggested that the Board schedule a Work Session to address the concerns of the Equity Committee, to redefine the role of the Equity Committee, and to discuss the Board's direction to the Equity Committee. She is concerned that the Equity Committee may be attempting to take on too much responsibility. She said recent reports show that 60% to 80% of the free-and reduced lunch students are on grade-level in reading and math. She is concerned that some data gives the perception that these students are stupid and that is not factual. Ms. McGarry said the focus should not be on how much money we spend. The Board should focus on how we spend the money by demanding more value and greater

accountability. She said if schools are not meeting accountability goals on the equity issues the Board should make changes. Ms. McGarry said the Board should meet with the Equity Committee soon to define the scope of their work. Ms. Cramer said the issues that have been outlined in the report are issues that the Board is aware of and are working on. The Board is attempting to address many of the very difficult issues in the report. She would welcome an opportunity to involve the Equity Committee in developing answers to some of the questions. Ms. Cramer asked Mr. Tate to take the lead in developing better communication between the Board and the Equity Committee. Mr. Dunlap said this report is very good for a number of reasons, particularly because it shares information on what is happening in this community. Mr. Dunlap expressed concern that the Citizens' Task Force recommendations have received a lot of attention in the past few weeks while the Equity Committee, which has been operating in this community for four years using a hands-on approach on issues that affect equity in this community, has been overlooked. Mr. Dunlap said since the Board has an interest in responding to the Citizens' Task Force Report the Board should also respond to the issues raised by the Equity Committee over the past four years as this committee is appointed by the Board. Mr. Dunlap thanked the committee for taking the approach to reach beyond their grasp and establishing better communication with the Board. He encouraged the Board to work with the Equity Committee to provide them direction and develop measures to improve the conditions of education for students in the community. Ms. Leake said the Board charged the Equity Committee to review student achievement and bring back a report that reflects what is actually happening in this district. She expressed concern about the number of schools with less than 77% of students on grade level. She said this is not new information. The Board has discussed several of the Equity Committee's recommendations. She is concerned that the Board has yet to provide equity or a quality education for every child in the district. Ms. Leake believes the Board should provide more focus on the recommendations of the Equity Committee because they are appointed by the Board and less focus on the Citizens' Task Force recommendations. Ms. Leake suggested that the Board assign the right teachers at the schools where they are needed the most and meet with the Equity Committee once per quarter. Mr. Gjertsen supports many of the recommendations in the report that include utilizing smaller schools, strong principals attract good faculty, placing strong principals at the schools that need positive teaching environments, and the discipline concerns. Mr. Gjertsen expressed concern that the report indicates parent involvement is a resource. He said he does not believe the involvement of parents is a resource for equitable distribution because parents help their children and distributing that is not something the Board can do. Chairperson White thanked the committee for their good work on behalf of the children in this community and the children that need it the most. Mr. Tate commended the committee for their work and the guidance that they are providing to the Board for the young people in the community. Mr. Tate said he would be asking the Board to act on these recommendations at an upcoming Board meeting and to schedule a joint Work Session with the Equity Committee during the first two weeks in April.

- Report on the Brooklyn Renaissance Project

Chairperson White introduced Jerry Reese, president of Brooklyn Renaissance, LLC, to present the Brooklyn Renaissance Project. Mr. Reese said the project is a private redevelopment of fifteen square blocks in the Second Ward area of uptown Charlotte. The community is a barren area at this time composed of aging office buildings. The only active building in the area is the First Presbyterian Church. The proposed project will completely redevelop the entire Second Ward area which was previously known by its residents as Brooklyn. The name Brooklyn Renaissance Project was chosen specifically because one of the goals of the project is to honor and recognize the community that existed prior to the urban renewal project of the sixties. The project includes the property from the Brookshire Freeway, Third Street, and up to College

Street. The spine of the project will be a renovated Stonewall Street and will include the redevelopment of approximately fifteen square blocks. The project will feature two anchors or large public venues that will be built primarily with private funds. One anchor would be Brooklyn Stadium or Brooklyn Field which would be a 38,000 seat facility designed for Major League Baseball. The stadium would have a retractable roof with the capacity of seating 40,000 to 45,000 for such events as the NCAA, the Final Four, ACC, and other large venue requirements. The other end of the project would be anchored by the Charlotte Exposition and Special Events Center which would mark a complete renovation of the current Convention Center; the construction of the Southern Motor Sports Museum or NASCAR Hall of Fame, if that is awarded to Charlotte; and various other tourist-oriented attractions. The community would be comprised of one million square feet of retail development and 6,000 residences mostly designed for families with children. The preservation component includes the restoration of the Second Ward High School gymnasium as part of the stadium complex; the dedication of the current AME Zion Printing House property as a park; and the renovation of other historic structures within the community. Mr. Reese said what does this mean to CMS? CMS is important to the project because four of the parcels of land that are strategically necessary for this redevelopment are controlled by CMS. This includes the current Education Center property; the current Metro School property; a reverter interest in the Aquatic Center property; and the new Metro School property. Mr. Reese said he has been discussing this project with Guy Chamberlain, Associate Superintendent for Auxiliary Services, for almost a year on how to deal with those various properties and provide the Board of Education with more than comparable value for the facilities that CMS controls. This will be accomplished through the development of a foundation called the Mecklenburg Foundation for Public Education. That foundation would be charged with four different projects. The building of a new administration building; a new faculty enrichment and training center; a new school of the arts; and an enhanced Metro School. Discussions for the arrangements of a temporary Board of Education space for approximately 50,000 square feet have taken place with a landlord in the Government Center area. This would allow for the relocation of Education Center personnel as early as the end of this year. The preservation of the Second Ward High School gym will be a major historic preservation project in the city which will last for generations. The project will also bring other advantages to the city. The project will be a very powerful magnet for attracting people to the uptown area as residents. They anticipate at least 20,000 new residents to be added to the Brooklyn community as the housing units are being designed for families with children. In addition, the \$4 billion completed value of the project will generate about \$40 million in new tax revenues to Mecklenburg County and this does not include what the city would receive. Mr. Reese said the project will provide a lot of advantages to the community and to CMS. It is a very aggressive project that will change the way people perceive Charlotte and will bring about five million visitors to Charlotte every year for various types of venues and entertainment options. Mr. Reese said the community beyond CMS would also benefit by this project and explained the renovations for the Memorial Stadium, the construction of a new Aquatic Center, and the enhancements to Central Piedmont Community College. Mr. Reese asked the Board to allow the Superintendent and her staff to consider this project and give it full consideration in the proposed disposition of the properties that CMS controls in Second Ward. Mr. Reese said this project has already received national attention by the national press and is under scrutiny by the highest levels of Major League Baseball. The primary target tenant at this time is the Florida Marlins Professional Baseball Team. Mr. Reese said the project is moving forward quickly and it is time to negotiate to continue the assemblage of the land. Mr. Reese asked the Board to allow staff to consider the merits of the program and to report back to the Board at the appropriate time. Ms. Leake had several concerns about the redevelopment project which included what about the promise made many years ago for a new Second Ward High School; will the other smaller churches in the area be provided the same opportunities as First

Presbyterian Church; will the project promote small businesses like barber shops, beauty shops, and corner grocery stores; will the project reestablish the area the way it was to enhance a greater number of the community to return; and what will happen to the AME Zion Publishing house which is part of our history? Ms. Leake expressed concern that some of the project will be built by private funding and who would be held accountable for the process. Ms. Leake is concerned that this project will not have the same level of impact as the original Brooklyn community. Mr. Reese said the purpose of the project is to reflect and honor the former Brooklyn community. He does not believe it is possible to go back to exactly the way things were historically. The AME Zion Printing House is not the original AME Zion building nor is it the historic building. That building is a fairly recent vintage that is deteriorating fairly rapidly and is not an appropriate land use for that building. Mr. Reese said he has promised the Bishops of the AME Zion Church that the property will be dedicated as a public park in whatever manner the AME Zion Church wishes to have it presented within the legalities of the situation. When that building is no longer used as a control center that property will forever remain a park in remembrance of the AME Zion Church's presence in Brooklyn and will not be used for any commercial development. Mr. Gauvreau said the Board addressed a similar project two weeks ago. The Education Center could be bulldozed tonight and CMS would not miss a beat. He does not believe this matter should be before the Board. Mr. Gauvreau said there are more important matters that this Board should be taking action on and expressed concern that the Board removed his Action Item for the construction of new schools from the agenda. He said the public wants the Board to build schools fast and his agenda item attempted to do that but the Board prefers to talk about baseball and equity. He is opposed to the Board prioritizing this agenda item over building schools. Chairperson White said the Brooklyn Renaissance Project is not on the agenda for a Board vote tonight. He, the Superintendent, and Mr. Chamberlain have heard Mr. Reese's request and they will address the matter.

V. REPORTS/INFORMATION ITEMS

A. Report/Update on Comprehensive Behavior Plan

Chairperson White called upon Dr. Haithcock to present the report. Dr. Haithcock said a priority of the school system is safe and orderly schools. In July, staff presented to the Board a Comprehensive Behavior Plan that incorporated specific actions that were also included in a Project Charter which is a strategic plan. Dr. Haithcock said staff committed to providing the Board a quarterly update on this initiative. Dr. Haithcock introduced Dr. Jane Rhyne, Assistant Superintendent for Exceptional Children; Tony Bucci, Assistant Superintendent for Student, Family, and Community Services; and Dr. Cheryl Atkinson, Associate Superintendent for School Administration, to provide a report to include an update on the major deliverables, share data on Positive Behavior Intervention and Support (PBIS), and Suspension, and provide information related to the 2006-2007 Budget. Dr. Haithcock said the report is important because it is a quarterly report and the Board will be making important budget decisions regarding safe and orderly schools very soon. Dr. Rhyne said the Board generated ten points that the Charter needed to address. This included root causes for student behavior; new discipline measures; professional development in classroom management; evaluating rights and responsibilities; positive behavior strategies in all schools; community partnerships to address alternatives to suspensions; informational resources for parents; and accountability of parents. Dr. Rhyne provided an update on PBIS. She said a lot of work has been accomplished on communications. CMS currently has a PBIS web page on the Internet and a PBIS Intranet website under development. Dr. Rhyne reported the PBIS data reveals that office discipline referrals for elementary and middle schools have been lowered. The CMS data for both elementary and middle schools are 30% lower than the national level. The office discipline

referrals at the high school level have increased but staff believes this is a result of high schools being more accountable for recording data. Staff predicts the referrals will be reduced as the initiative is moved forward. Dr. Rhyne provided an update on PBIS related to individual student intervention at the school level, the pilot project with the Mental Health Department that will be implemented in three middle schools, and the Medical Society Pilot that will provide medical services to certain students at a select number of PBIS schools. These initiatives will help address the issue regarding is the student having behavioral issues due to unmet mental health or physical needs. Dr. Rhyne said therapy will begin at Morgan School in March. CMS has partnered with the Mental Health Department to identify a provider to administer individual therapy to the students at Morgan School. Other plans for Morgan School include a K-12 concept that will begin in the fall of 2007. Dr. Rhyne said the Board asked staff to review auditing discipline procedures to ensure that a progressive process is being used when students are being disciplined. Dr. Rhyne said an audit will be completed at schools randomly when Regional Superintendent Teams visit schools. Audits will also be completed by the Safe and Alternative Schools Office when School Safety Audits are completed. Dr. Rhyne reported suspensions for August through December for this school year compared to last year were down by 34% at the elementary level, down by 13% at the middle school level, and down by 34% at the high school level. Dr. Rhyne said monetary support is required for the expansion of PBIS in the schools, for creating more sites to provide alternatives to suspensions, and for opening a new Morgan School. She asked the Board to consider this request as they review the 2006-2007 Budget. Dr. Rhyne answered questions that had been submitted by Board members. Dr. Rhyne said regarding the questions about exclusion and expulsion, a part of the Comprehensive Behavior Charter, staff is reviewing the Students Rights and Responsibilities Handbook and Board policies related to discipline. Staff will examine the conditions that would need to exist for staff to make recommendations to the Superintendent for expulsion. Dr. Rhyne said the Board also asked questions regarding the status of alternative settings for disciplinary matters and Dr. Atkinson will respond to those. Dr. Atkinson said staff has reviewed alternative settings for students who do not fit in the traditional setting. Serious consideration has been given to opening a Performance Learning Center which would be a Virtual School. This program would be very useful for those students who can accelerate through the virtual system using computers and those students who have fallen behind or have not been able to make it in the traditional setting. They hope to start the program with about one hundred students. This concept may also be used for 8th graders going into 9th grade who have not met the gateway and need extra support. Staff is also reviewing the idea of expanding the program at Midwood so that students could have that option with more individualized attention. Dr. Atkinson said budget is a barrier for this initiative but the Superintendent has committed to making this a priority. Another barrier is space and staff is still reviewing this issue. A discussion with Board members followed. Ms. McGarry said she would like to see the guidelines for expulsion for those few students that need to be removed from CMS. She said the data shows that suspensions are down but when a student is moved to a Truancy Center they are not considered suspended. Dr. Atkinson said that is correct. Ms. McGarry asked what is the impact of this on those numbers? Dr. Atkinson said this data has not been analyzed and she would provide that information at a later time. Ms. McGarry said she recently visited Kennedy Middle School which is an example of where PBIS is working very well. She said this school has uniforms which she feels makes a difference in behavior. She asked how many of the schools with PBIS have uniforms? Dr. Rhyne said she would provide that information at a later time. By July 1, 2006, about half of the CMS schools will be PBIS trained. Ms. McGarry asked staff to review the feasibility of uniforms being a requirement of PBIS because she believes uniforms may be a benefit to a particular school environment. Ms. Leake said she has been concerned about the placement of students during suspensions for a long time. She wants to ensure that all suspended students are placed at a site where they can continue their

education and not be out of school. She asked how is CMS holding parents accountable in this process? She has advocated for five years that every school in the district be a uniform school. Ms. Leake would support that all students in the system must wear uniforms. Dr. Atkinson said parents are involved in the suspension process. When a student is eligible for a suspension site, the parent receives a letter. The school also notifies the Truancy Center and the Truancy Center's Parent Advocate contacts the parent. The parents must come in to register their child at the Truancy Center and must commit to the requirements of the Center. Mr. Bucci said in selected schools, CMS has partnered with the Charlotte Advocates for Education around Parent Leadership Network Training in order to have parents be more effective partners with their schools regarding their child's education. CMS is also reviewing the level of and effectiveness of training that is provided to parents who are members of School Leadership Teams so that they can be effective advocates and partners in the accountability issues that face their school. Ms. Leake said she would like CMS to consider other agencies to partner with. Mr. Dunlap is pleased that CMS is conducting audits to ensure that administrators are properly following the discipline process. He believes this review should go further because he has heard from several parents that their child did not receive interventions. He believes parents should be able to contact someone in the system to address this issue so this can be reviewed from another perspective. Mr. Gjertsen said this includes two components - PBIS and discipline. He understands there is a Discipline Policy but he would like to see 100% compliance. He knows CMS is starting to audit this program but it is important that there are consequences for actions. He is concerned that this reflects that suspensions are down but he believes if CMS were to enforce their disciplinary policies at 100% compliance, suspensions would increase. He is concerned that CMS is not creating an environment that is safe and conducive to education in the majority of the schools. Mr. Gauvreau said to Dr. Haithcock that the newspaper reported a student who was involved in a violent home invasion was returned to Hopewell High School. He asked what is the PBIS system doing to stop that student from returning to our schools? He believes this is a matter that is being ignored by all the systems that are implemented in CMS. Chairperson White said this involves the Privacy Act and asked Mr. Gauvreau to be careful with his conversation. Mr. Gauvreau asked what is CMS doing to stop those students from returning to our schools? Dr. Haithcock said each is an individual case and CMS would have to deal with the circumstances of each case. CMS must legally handle activities that happen on CMS campuses differently than those activities that happen off CMS property. Dr. Haithcock said she has asked Dr. Atkinson to review the situation that Mr. Gauvreau mentioned. Dr. Atkinson will provide Mr. Gauvreau information on this soon. Mr. Gauvreau said it has been two weeks and he has not received a response. This is a student who is out on a \$63,000 bail, it was a violent act, and this student should not be in our schools. Ms. Griffin said this information should not be discussed. Chairperson White said this involves the Privacy Act and asked Mr. Gauvreau to not discuss individual students. Ms. Griffin said it is very difficult to hear Board members say the majority of our schools are not safe and conducive to learning because they are. She said our schools are safe because of the hard work of our staff. Ms. Cramer thanked staff for the report and following the items outlined by the Board because those were the concerns that the public brought forward.

Chairperson White recognized Dr. Chris Folk, Mary Klenz, and Fannie Flono who were attending the meeting with two Civics 101 groups.

II. REQUESTS FROM THE PUBLIC

Pamela Grundy urged the Board to focus on articulating and implementing the Board's Core Beliefs rather than spending energy on the Citizens' Task Force recommendations. The Core Beliefs were developed by the people the community elected to represent them. The

community believes the Core Beliefs provide a good starting point to address the issues they care about. The Task Force recommendations are not a good starting point for general reform and will not build public consensus.

Carol Sawyer said the community faces many educational challenges. The Board's Mission and Core Beliefs address those needs. The Citizens' Task Force report mentions those challenges but does not provide workable solutions. She urged the Board to not be distracted by the Citizens' Task Force recommendations. She asked the Board to focus on defining their Mission, Vision, and Core Beliefs and to engage the community on how best to accomplish those goals.

Pam Hunt represented the Thornhill neighborhood. She asked the Board to approve changing the boundary for the new Ardrey Kell High School to include the Thornhill neighborhood.

Lisa Hornung is a resident in the Thornhill neighborhood. She asked the Board to include the Thornhill neighborhood in the school boundary for the new Ardrey Kell High School.

Rosemary DeGiovanna is a resident in the Thornhill neighborhood. She said the Bonds failed because of lack of faith by the people that the Board will do what they say they will do regarding student assignment. She asked the Board to include the Thornhill neighborhood in the boundary for the new Ardrey Kell High School.

Kim Stephens is a resident in the Thornhill neighborhood. She asked the Board to assign the Thornhill neighborhood to the new Ardrey Kell High School because that is their neighborhood school.

Renee Trei is a resident in the Thornhill neighborhood. She asked the Board to change the boundary for the new Ardrey Kell High School to include the Thornhill neighborhood.

Elaine Babcock is a resident in the Thornhill neighborhood. She said the new Ardrey Kell High Schools is their school closest to home. She asked the Board to reassign the Thornhill neighborhood to the new Ardrey Kell High School.

Jimmy Polanica is an 8th grader at South Charlotte Middle School and his sister attends Providence High School. He lives in the Carrington neighborhood which has been attending Providence High School for seventeen years. The Board recently approved the reassignment of this area to South Mecklenburg High School. He urged the Board to grandfather the students whose siblings attend Providence High School so the siblings will not have to attend two different high schools.

Peggy Quan represented the parents of Reedy Creek Elementary School. She said the parents and staff were upset to learn of the Bell Schedule change for next year through the *Charlotte Observer*. Parents did not receive any prior notification. Many parents chose this school because the school met their needs. She expressed concern that parents found out about the change after the student assignment lottery deadline which left those families with no options.

Michelle Webb is the elected parent leader of the PTA for Reedy Creek Elementary School. She expressed concern about the recent Bell Schedule change with no prior notification. It is her responsibility to inform parents about important issues and information in timely manner. She asked the Board to reevaluate the Bell Schedule change because this is a hardship for many families.

Suzanne Cormier is the chair of the School Leadership Team at Sharon Elementary School and her children attend that school. She said the CMS governance and structure issues that are being examined by the Citizens' Task Force are very serious. She believes the Board has a strong background and knowledge base about all aspects of the district and its challenges. She urged the Board to take their time to digest the extensive recommendations proposed by the Task Force and to not feel pressured to make hasty decisions. She encouraged the Board to make informed decisions that will help all the children in the community.

Elaine Walters asked the Board to approve the sibling guarantee for Providence High School.

Terry Belk believes the Citizens' Task Force recommendations fosters segregation. He encouraged the Board to not succumb to the corporate pressure because if they do they will be selling out the future of all students in CMS. He asked the Board to not let special interest groups dictate to the Board because the community elected the Board and the community is looking to the Board for their leadership.

Lisa Frick is the mother of a student at Providence High School and a student at South Charlotte Middle. She asked the Board to approve the proposed sibling guarantee so that her children can attend the same school.

Tim Black is a resident in the Olde Providence neighborhood. He asked the Board to approve the sibling guarantee proposal because it would only affect seventeen families and it would represent stability for their area.

Donna Jenkins Dawson said she is confused about the Board's Theory of Action and does not believe it is a strategic plan. The Theory of Action talks about getting and keeping teachers, developing strong principals, and having robust magnet programs but that is not happening in the schools her children attend. She would like to see the Board vote on the equity plan because it has more strategy than the Board's Theory of Action. She asked the Board to not use the Citizens' Task Force as a disclaimer and dumb-down the public.

Tyler Hough Jenkins is an eighth grader at Southwest Middle School. He asked the Board to keep diversity in the Board's Mission statement because diversity is an important part of life. He believes if diversity is deleted from the statement and schools became non-diversified, it could ruin a student's future because people must work with all different races.

Neisha Dawson is an eleventh grader at Olympic High School. She has attended CMS since the sixth grade and CMS has taught her that diversity matters. Diversity should be taught to every student in CMS. Diversity is an important part of our world today because of the many ethnic groups in the world. If CMS is teaching students to be ready for the world and college, diversity should be one of the main topics in every school.

Lorna Walker Jenkins is nine years old and attends Lake Wylie Elementary School. She said Martin Luther King, Jr. had a vision that white children and black children would go to school together to get an education. His vision came true. She encouraged the Board to keep his vision alive and true.

Scott MacLatchie lives in the Olde Providence area. He has a sixth grader at South Charlotte Middle School and based on the current student assignment plan he will be in ninth grade at South Mecklenburg High School which is 6.6 miles away. At this same time, his other son will be a senior at Providence High School. He asked the Board to approve the proposed sibling

guarantee so his children can attend the same school. Having children attend two different high schools in opposite directions will cause hardships for the families in this area.

Dr. Ricky Woods represented the Baptist Ministers Association. Dr. Woods expressed concerns about the Citizens' Task Force recommendations. He said CMS is a unified system and implementation of the recommendations could lead to a three-tier system which does not meet the government guidelines of unitary. Outsourcing the food services would not be as cost efficient as what CMS is currently doing and would eliminate jobs for people in our community. He encouraged the Board to take time in reviewing the Task Force recommendations and to delay any action on those recommendations.

Blanche Penn represented Winners Plus Agency. She applauded CMS for the initiatives on alternatives to suspensions. She expressed concerns about the Citizens' Task Force recommendations and whether all members agreed with all the recommendations. She said everyone in the community does not agree with all the recommendations. She said the Equity Committee's recommendations are very good and encouraged the Board to consider some of those recommendations.

Joan Guthrie said partial magnet schools are needed and encouraged the Board to continue those programs. She expressed concern about the Citizens' Task Force recommendation to eliminate partial magnets. Her family selected the Learning Immersion Program at Idlewild Elementary School because of the school's excellent teachers; challenging curriculum; location; and the diversity. They feel strongly that their child needs all those aspects to receive a quality education and a partial magnet answers all their concerns and needs. She encouraged the Board to keep the partial magnet programs and to not accept the Task Force recommendations.

Jean Reed represented the League of Women Voters of Charlotte-Mecklenburg. They reviewed the Citizens' Task Force report with particular attention to the section on governance. The League supports an open governance system that is representative, accountable, and responsive to all citizens. The League has concluded that the Task Force recommendation to change the structure of the Board of Education and the method of electing the Board will not promote a system that is accountable and responsible to all citizens nor it will safeguard the rights of voters. Ms. Reed said the League would not support the Task Force recommendations. The League does agree with the Task Force that CMS must address current and future needs of the school system but they do not believe the governance recommendations will contribute to that end.

Ken White represented the Charlotte-Mecklenburg NAACP. As president of the Charlotte NAACP branch, his responsibility is to understand and respond to the many issues faced by the minority communities in a growing and prosperous city. His first impression of Charlotte, thirteen years ago, was a community deep in diversity and opportunity for all segments of the community. He saw the African American and Latino communities growing with a desire to contribute to the city. He saw an education system grappling with the challenges of growth and expansion of services with a strong desire to accommodate the needs of its diverse and changing population. He sensed the desire of many to work together to face the challenges to provide an equitable system for everyone. Today, he sees a desire to separate and polarize the city over an issue that should bring the city together. The issue is how to provide a quality education for all children. Over the past year, he has participated in a series of discussions sponsored by the Community Business Initiative. The mission of this initiative is to achieve racial and ethnic inclusion and equity. Mr. White said the Citizens' Task Force

recommendations do not improve the levels of racial and socio-economic diversity. Mr. White said ignoring this diversity will create another level of inequity. Each geographical area must be designed to provide an acceptable level of diversity. Mr. White encouraged the Board to not eliminate partial magnets because they help to provide diversity.

Curt Bradley lives in southeast Charlotte. He expressed concerns about the Citizens' Task Force recommendations because many of the recommendations have insufficient detail on how they would operate. Some of the recommendations do raise substantive issues that have merit and should be considered. He urged the Board to not adopt any of the Citizens' Task Force recommendations until details are explained to the Board and the public. He is disappointed that the Board's new vision statement has removed the concept of integration. He believes many of the CMS schools are segregated economically and racially and, by adopting this document, that is what the Board is embracing. He encouraged the Board to promote integration and not eliminate it.

Dr. Gyasi A. Foluke represented the Kushite Institute for Wholistic Development. He believes there is disconnect between the report of the Equity Committee and the national awards that CMS is receiving. Dr. Haithcock indicates CMS is a great school system but the Equity Report indicates CMS is a lousy school system. This needs to be addressed. He said there is a strong consensus among black scholars that the public school system has failed black students. The old system also failed black students. He believes CMS should take the best of the old system and the best of the new system to create a new model. He is opposed to most of the Citizens' Task Force recommendations and believes the corporate sponsors should have asked the people in the community because they could have provided better recommendations. He is particularly opposed to the recommendations that change the structure of the Board, how the Board is elected, and the outsourcing concept. He would be happy to work with the Board to develop a new school system. He is concerned that the black community is not being heard.

Brandy Price is a senior at Independence High School. She has been educated by CMS and has educated herself on CMS. She is concerned that the Board's new vision statement does not include the wording "to create diverse schools" and "integration." She has benefited from attending one of the most diverse schools in the system and has received a cultural education which has prepared her to lead a rich and productive life. She participated in the Citizens' Task Force meetings and believes race was not an important factor in any of the recommendations. She is a representative of the school system and diversity is a very important part of the school system.

Richard McElrath, Sr. said in the United States, North Carolina has the eighth largest population of African Americans, the fastest growing Hispanic population, the second fastest growing Asian population, and the largest Native American population east of the Mississippi. These populations include the rich and the poor. CMS must serve equally the rich and the poor. Public schools are at the epic center of setting the community's attitude as it relates to racial and economic diversity. He encouraged CMS to treat diversity as an asset and to find diverse ways to respond to it that will enable all children to receive a sound basic, cultural, and academic education that helps them learn from each other to become culturally competent citizens and leaders of a diverse democracy. He encouraged the Board to lead the community to a place where they can embrace Charlotte's diversity. He said this can be done by restoring the word "diversity" to the Board's vision statement.

Malachi Greene is a product of CMS when CMS was a segregated school system. He said people consider him fairly successful and he may have been even more successful had the

school system provided adequate resources for all schools at that time. He is concerned these same problems still exist even though CMS is supposed to be the premier integrated school system in the country. He encouraged the Board to build the Military Magnet at Marie G. Davis School and that it maintain the Marie G. Davis name. He said there are some problems endemic to a segment of the black community. The basic institutions for this group are home, church, and school but schools have always carried the heavier burden. He said it is important that Marie G. Davis be rebuilt because it was promised. He asked the Board to not break faith.

Bob Beggs represented the Rosecliff Homeowners Association. He has two children in CMS. Next year, one will be a senior at Providence High School and one will be a freshman at South Mecklenburg High School. This will happen because the Board approved a change in the sibling guarantee which negatively impacts his family. The split will cause a hardship on his family. He asked the Board to reverse the sibling guarantee to allow the siblings of students attending Providence High School to attend the same school.

III. CONSENT ITEMS

- A. Recommend approval of minutes
 - January 27-28, 2006 Special Meeting
 - January 24, 2006 Closed Session
 - January 19, 2006 Closed Session
 - October 25, 2005 Regular Board Meeting
- B. Construction Items
 - 1. Recommend approval of swing space plan to move Huntingtowne Farms Elementary School to old Pinewood Elementary School.
- C. Recommend approval of requests for student reassignment and release of students to other school districts.
- D. Recommend approval of appointment of administrative personnel.
- E. Recommend approval of Budget Amendments for December 2005.
- F. Recommend approval of Capital Project Ordinances for December 2005.
- G. Recommend approval of Financial Statements for December 2005.
- H. Recommend the approval of purchase of road right-of-way needed for the Westmoreland Road Elementary School project from Addie Mae Houston, tax parcel #005-181-10, for a purchase price of \$1,912.
- I. Recommend approval of purchase of road right-of-way needed for the Bailey Road Middle School project from Mary Lee Cooke and others, tax parcel #007-531-15 for the purchase price of \$3,900 plus additional compensation for (a) reimbursement of expenses for boarding of horses and (b) any trees located outside of the permanent right-of-way that may be damaged during construction.

Ms. Griffin moved to adopt the Consent Items A. through I., seconded by Ms. Cramer, and the Board voted 9-0 to approve the motion.

Chairperson White called upon Dr. Haithcock to present the personnel appointments. Dr. Haithcock presented the following appointments and transfers:

Appointments:

- Matthew Hayes named principal of Olympic High School of International Studies and Global Economics. Mr. Hayes previously served as principal at Quail Hollow Middle School.

- Todd Pipkin named principal of Olympic High School of International Business and Communication Studies. Mr. Pipkin previously served as an assistant principal with Dysart Unified School District in Surprise, AZ.
- Ayinde N. A. Rudolph named principal of Olympic High School Math, Science, Pre-Engineering and Technology School. Mr. Rudolph previously served as assistant principal at Northwest School of the Arts.
- Melody Sears named principal of Olympic Renaissance High School. Ms. Sears previously served as assistant principal at South Mecklenburg High School.
- Sharon Harris named principal of Paw Creek Elementary School. Ms. Harris previously served as assistant principal at Dilworth Elementary School.
- Lory Dillner Morrow named principal of Long Creek Elementary. Ms. Morrow previously served as a principal with Iredell-Statesville Schools in Statesville, NC. and prior to that she was assistant principal at Davidson Elementary School.
- Celeste A. Spears-Ellis named principal of Davidson Elementary School. Ms. Spears-Ellis previously served as assistant principal at Cornelius Elementary School.

Transfers:

- Phyllis K. Baldwin named principal at the new Highland Creek Elementary School. Ms. Baldwin previously served as principal at Long Creek Elementary School.
- Angela Baucom named principal at the new Bailey Road Middle School. Ms. Baucom previously served as principal at Davidson Elementary School.
- Catherine D. Hammond named principal at the new Westmoreland Elementary School. Ms. Hammond previously served as principal at Paw Creek Elementary School.
- Mary Sturge named principal at the new Winget Park Elementary School. Ms. Sturge previously served as principal at Montclair Elementary School.

Upon no objections from Board members, Chairperson White declared a five minute recess at 9:36 p.m. Chairperson White reconvened the Regular Board Meeting at 9:51 p.m.

IV. ACTION ITEMS

C. Recommend approval of Board of Education's proposed Vision, Mission, Core Beliefs, and Theory of Action

Chairperson White said this process began two years ago. The Board has had several workshops and made compromises to finalize these documents. He said at a recent Board Workshop, this Board agreed this was a document that they all could agree to and he hopes that is still the agreement. Chairperson White read the Board new Vision statement as follows:

Vision Statement: CMS provides all students the best education available anywhere, preparing every child to lead a rich and productive life.

Chairperson White said a vision is something that might be seen in a dream. It is lofty. The Board's Vision statement is easy to understand, direct, and gets to what our real mission is which is educating children. Chairperson White read the Board's mission statement as follows:

Mission Statement: The mission of the Charlotte-Mecklenburg Schools is to maximize academic achievement by every student in every school.

Chairperson White said a mission is a specific task with which a person or group are charged.

The Board's mission statement states CMS will bring each child to their maximum academic achievement potential. This will happen for every student at every school. This does not exclude any one and the Board is focused on their responsibilities. Both statements are clear and concise. Chairperson White called upon Mr. Tate to review the Board's Core Beliefs and Commitments. Mr. Tate said the Board's Vision and Mission Statements lead directly into the Board's Core Beliefs and Commitments. Mr. Tate read the Board's Core Beliefs and Commitments as follows:

Core Beliefs: We believe a strong and equitable public education system is central to our democracy. We believe our principals and teachers make the critical difference in student achievement. We believe that as adults we are accountable for building and maintaining high performing organizations that ensure all students will successfully acquire the knowledge, skills, and values necessary for success.

Mr. Tate said it is essential for Charlotte and our national civic life as a whole that public education be strong and equity be one of its hallmarks. Research has shown that teachers and principals are very important. Top administration at every school means starting with the principal, and quality teachers in every classroom are the necessary prerequisites for students to learn. The Board's Core Beliefs are focused on student achievement for all students. Mr. Tate said the adults in our community include everybody. It includes parents, principals, teachers, school counselors, administrators, the Board of Education, all CMS employees, elected officials, business leaders, police officers, fire fighters, and leaders in our faith community. As the Board of Education, we do not control the involvement of many of these persons in their own walks of life or in their support of public education. We recognize the important place all adults have in providing the framework for student achievement and success. Mr. Tate said based on these Core Beliefs, the Board makes several commitments. Mr. Tate read the Board's commitments as follows:

Based on these core beliefs, we are committed to:

- Providing all students with the opportunity to perform to their fullest potential and ensuring that there is no discernable difference between the achievement levels of students by race, gender or economic level
- Placing a principal with strong leadership and management skills as the key instructional leader in every school
- Ensuring that an effective teacher instructs each class
- Building the capacity of our personnel through meaningful professional development
- Operating effectively and efficiently with fiscal accountability
- Educating all students in safe and orderly environments conducive to learning
- Giving all students access to a well-rounded, rigorous curriculum that is research-based and data driven
- Securing and allocating adequate resources according to the needs of each child
- Partnering with parents and the community in maximizing student learning
- Embracing our community's diversity and using it to enhance the educational environment
- Basing our educational culture on merit and individual achievement
- Preparing all students to be successful in institutions of higher learning or the workforce without a need for remediation

Ms. Griffin said in order to make the very important core beliefs and commitments a reality the Board developed a Theory of Action for improving student achievement. This theory results

from almost two years of hard work and study with the Broad Foundation and the Center for Reform of School Systems. Ms. Griffin said to understand what theory of action is it is important to understand what it is not. A theory of action is not an all inclusive strategic plan, it is not about student assignment, and it is not about school construction. Theory of action is about improving student achievement for all CMS students. The Board's Theory of Action will drive all of the decisions of the Board. This includes decisions about planning, goals, policy, budgets, and administrative actions. The Board believes it can and will transform the culture of CMS. The Board's Theory of Action involves both the instructional and the operational side of CMS. It rests on the Board's understanding of how children learn and the conditions that are most conducive to their learning. It creates a framework for policies and management systems that promote the commitment and the best performance of the adults in the system. Ms. Griffin explained the history that led the Board to develop the new theory of action and managed instruction which is the system that CMS has been using over the past five years to improve student achievement. Ms. Cramer reviewed managed performance/empowerment which will be the next steps to further improve student achievement. This concept includes standards, instructional management, operational management, accountability, and capacity. Ms. Cramer said it is the Board's intention that the managed performance/empowerment system provide a stable, long-term framework for improving student achievement in CMS and to align all district systems around this theory. Significant redesign will be required. The Board of Education will develop policies and the Superintendent will design the structure to implement managed performance/empowerment. Managed performance/empowerment combines the effectiveness of a managed instruction program with the dynamics of a performance culture. It balances performance with empowerment while ensuring that empowerment follows performance. Ms. Cramer said the Board is excited about the hard work they have accomplished on the development of the new theory of action. To develop this theory, the Board researched best practices being used throughout the country and what is working in other urban school districts. Ms. Cramer said it is important for the Board to work together to enhance student achievement. The Board believes this theory is the direction that will achieve higher student achievement for CMS. Chairperson White said it is important for the public to understand that the entire Board worked to develop this process.

Upon motion by Ms. Griffin, seconded by Ms. Cramer, that the Board approve the proposed Vision Statement, Mission Statement, Core Beliefs and Commitments, and Theory of Action, a discussion followed. Mr. Gauvreau said he discussed decentralization and cultural transformation of Charlotte-Mecklenburg Schools with Dr. Smith, former superintendent, in 2001, and with Dr. Pughsley, former superintendent. They did not buy in on that concept. He is happy that the Board has agreed that a change is needed but is concerned that the Board has not agreed upon how drastic a change is needed. Mr. Gauvreau had planned to approve the proposed documents but has decided to not support them. He will not support the documents because they are a hodge-podge of words and he believes it would disappoint the voters of this county if he stood behind them. He said real strategic reform will come when this school district is developed into smaller districts as opposed to this gigantic district. He said these documents do not address that concept and this Board refuses to discuss it. He will not support these documents because they will not move CMS forward and CMS needs more dramatic change. He is respectful of the work of the Board. He noted there had been some significant changes in the documents but not significant enough. Mr. Dunlap said he initially had concerns about changing the vision and mission statements but now understands the importance of the proposed changes. He thought about the primary goal of the Board and determined it to be to educate students. This led him to agree to support the revised documents. Mr. Dunlap said he would support the documents but has a few concerns about them. He is concerned that the documents do not include teacher assistants, secretaries,

cafeteria workers, bus drivers, and custodial workers as people who affect the lives of students. He believes all Board members recognize that all CMS staff plays an essential role in educating students. He said he was also concerned about deleting the word "integration" from the vision statement but he believes the district speaks for itself because integration is very evident in the demographics. Ms. McGarry said these documents are a compromise by the Board members. She said a lot of thought and discussion by the Board went into the development of the documents. This was very helpful to her because she believes one of the things the Board has lacked in the past is the opportunity to discuss pertinent issues. She said the documents have been thoroughly discussed by the Board and, therefore, she wholeheartedly supports the proposed documents. Ms. McGarry believes the community will be able to embrace the documents because education must come first regardless of color, creed, and nationality. Mr. Gjertsen believes the documents were rushed out in response to the Citizens' Task Force recommendations and they are not complete. He appreciates the time and effort the Board members put into the development of the documents. He had suggested several ideas to be considered. Some were adopted into the documents and some were ignored because they were tough questions. The documents do not reflect consensus of the Board. The document is good but it is incomplete and needs additional work. Mr. Gjertsen does not believe the Board's proposed documents should be in conflict with the Citizens' Task Force recommendations. He said the Board's proposed documents are a theory of action that took over two years to develop. The documents do not answer the tough questions; de-emphasizes diversity; and do not address student assignment because it was too polarizing to be included. The Citizens' Task Force recommendations are solutions that were developed in less than one year. The Task Force recommendations addresses diversity; involved over 1,100 members of the community; answers the tough questions; addresses student assignment; and is a plan. Mr. Gjertsen said if the Board is supposed to govern as a policy Board and this is supposed to guide policy, why did the Board run from student assignment which is one of the biggest areas in which we make policy? He agrees the Board needs a coherent theory of action for change. Mr. Gjertsen said the Board needs to change CMS and these documents do not go far enough to do that. The documents do not provide enough power to parents, teachers, students, and principals and they do not decentralize like it should. Mr. Gjertsen said he could not support the proposed documents and urged the Board to fix them before they adopt them. Ms. Leake said she has some concerns about removing some of the language that was in the previous vision statement. This community is a diverse community and we want an integrated community as we work with children. She is concerned because we invite everybody across the country to live in Charlotte but we do not foster an integrated school district. She said she does not agree with the new vision statement. She said regarding the mission statement, it is the Board's mission to ensure that every child is educated in this district. She is not sure why the Board must make a statement to that effect because that is the Board's job and that is what the state says the Board of Education was elected to do. It is the Board's prime responsibility to see that every child is educated and to do the right thing in the process of educating students. Ms. Leake believes it is important to put the best teachers where they are needed the most. Ms. Leake is against changing the vision statement to exclude diversity and an integrated system. Ms. Griffin said the work on the development of these documents has been one of her best experiences as a Board member. She said each Board member has risen to the occasion and has shown their best side in working to develop these documents. She thanked the Board members for their contribution to the process. Mr. Tate said he agrees with Ms. Griffin. This is a good document and the Board came together as a group. The documents set the direction for CMS and provide a good guiding principle to move forward. He encouraged the Board members to approve the documents. Ms. Leake encouraged the Board to hold themselves accountable for the revisions to the documents and the related policies.

The Board voted 7-2 to approve the Board's Vision Statement, Mission Statement, Core Beliefs and Commitments, and Theory of Action. Chairperson White, Ms. Cramer, Ms. McGarry, Ms. Leake, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted in favor of the motion. Mr. Gauvreau and Mr. Gjertsen voted against the motion.

A. Recommend approval of proposed 2006-07 Budget Calendar

Chairperson White called upon Dr. Haithcock to present the recommendation. Dr. Haithcock said this is the recommendation to approve the 2006-2007 Budget Calendar which was previously presented to the Board.

Ms. Griffin moved that the Board adopt the proposed 2006-2007 Budget Calendar, seconded by Ms. Cramer, and the Board voted 9-0 to approve the motion.

B. Recommend approval of proposed Military Magnet Program at Marie G. Davis Middle School

Chairperson White called upon Dr. Haithcock to present the recommendation. Dr. Haithcock said the Board has received several presentations on the proposed Military Magnet. This recommendation is for Marie G. Davis Middle School to be rebuilt as a Military Magnet for grades 6 through 12. Dr. Haithcock said the previous presentations provided the advantages of having a Military Magnet in CMS.

Upon motion by Ms. Leake, seconded Mr. Dunlap that the Board approve the proposed Military Magnet Program at Marie G. Davis Middle School, a discussion followed. Ms. McGarry said she would like to amend the motion to have it separated.

Ms. McGarry made a substitute motion that the Board vote on the Military Magnet separately from the location of the Military Magnet, and a discussion followed. Mr. Dunlap said he understands dividing the question but this is much different than that. The recommendation is to rebuild a school on its current location and to change the focus of the school. He does not believe this question can be divided. Ms. McGarry said she is in favor of a Military Magnet but not at that location. When this was previously presented to the Board, she asked that staff explore other locations and she has not received a response. She asked that the Board delay voting on the location of the Military Magnet until that information is provided to her. Chairperson White said Ms. McGarry's substitute motion is specific to not build at the present site of Marie G. Davis Middle School. Ms. McGarry said that is correct. Chairperson White said the Board would now discuss the substitute motion. Mr. Gauvreau agrees with Ms. McGarry and supports having a Military Magnet in a school district this size. He is concerned that this is for an \$18 million brand new school for another magnet program that we are not sure about. He believes this is misprioritization of the district's money. Mr. Gauvreau said he would like to recommend that the Board direct the Superintendent to propose an alternative location for the Military Magnet prior to the Board vote on this item. He believes there is general consensus for the Military Program and its approval is not pending on its location. Mr. Gauvreau said he would go with Ms. McGarry's motion. Ms. McGarry asked if she could alter her motion because it is saying almost the same thing. She said she is still awaiting a response from staff regarding exploring other locations. She would like to delay the Board vote until that information is provided. She also said it has been almost two years since the Bond Oversight Committee reviewed prioritizing unexpended Bond monies due to the change in school utilization after 2002. She said the Bond Oversight Committee has changed and has not brought this forward for a Board vote. She believes it is important that the Bond Oversight Committee review this information because it is no longer for a neighborhood school and is now

for the placement of a Military Magnet. The cost of this project is for an \$18.5 million school and most likely it will exceed that amount. Chairperson White said when the Bond issue passed, it was for an IB Magnet and not for a neighborhood school. Mr. Dunlap said when the voters approved the Bonds they approved Bonds to rebuild Marie G. Davis Middle School. He said what we call it and who is in it was not a part of the vote. The Board voted to rebuild Marie G. Davis Middle School. He believes everyone understands what is happening with this motion. The delay tactic is in hopes that the money will be shifted to a suburban school which is part of what people have been trying to get passed. The same people who asked the voters to not vote for the Bonds are now trying to get the Board to shift money to create further distrust about what happens when the Board approves Bond dollars. Mr. Dunlap is concerned about the comments regarding not building the school in that community because they reflect negatively on the people who live in that community. Mr. Dunlap believes the people in that community have as much right to a school in their community as any other neighborhood. Mr. Gauvreau said he would like to see those Bond dollars shifted because it was done in error a long time ago. There are approximately 350 students that attend Marie G. Davis Middle School. The people in that community have said they want a neighborhood school and not a Military Magnet. He is opposed to investing \$18 million in that particular school. He is not opposed to providing students a neighborhood school. He does not believe the Board should spend another \$18 million on a school that is underutilized and may not be utilized when there are thousands of other students in this school district who do not have a school. Mr. Gauvreau encouraged the Board to redirect those dollars properly. Ms. Leake said the community voted to support this school in the Bonds of 1997.

Ms. Leake called for the question, seconded by Mr. Gjertsen, and the Board voted 9-0 to approve calling for the question.

The Board voted 2-7 on Ms. McGarry's substitute motion and the substitute motion failed. Ms. McGarry and Mr. Gauvreau voted in favor of the substitute motion. Chairperson White, Ms. Cramer, Ms. Leake, Mr. Dunlap, Mr. Tate, Ms. Griffin, and Mr. Gjertsen voted against the substitute motion. A discussion with Board members followed. Mr. Gjertsen said he has a concern about this item. He said he has asked staff if there were more pressing needs and this item did not come up. He does not want the Board to set a precedence of moving Bond money around. He does not believe it is a good idea to delay this item because when CMS delays projects they rarely get back to them. He believes the Board should support what was promised to the community. This includes a priority for the families that live within 1/3 mile of the school. He asked if the Board wants to build something that will help the community, is 1/3 mile enough? He would like this range increased. Dr. Haithcock said she asked Dr. Susan Agruso, Assistant Superintendent for Assessment, Planning, and Technical Support, to review how much this could be expanded. There is a 1/3 mile rule but staff believes this could be expanded to 1/2 mile around the circumference and still have room to build a Magnet Program that will accommodate the students that choice into the school as well as the neighborhood students. Mr. Gjertsen asked should the motion be amended? Chairperson White said this is a detail that is not being addressed with this item and will be addressed at a later time. The Board is addressing the intent of placing a Military Magnet at the school site.

The Board voted 7-2 to approve the Military Magnet Program at Marie G. Davis Middle School. Chairperson White, Ms. Cramer, Ms. Leake, Mr. Dunlap, Mr. Tate, Ms. Griffin, and Mr. Gjertsen voted in favor of the motion. Ms. McGarry and Mr. Gauvreau voted against the motion.

D. Recommend approval of Alexander Middle School Annex at Blythe Elementary School

Chairperson White called upon Dr. Haithcock to present the recommendation. Dr. Haithcock said due to overcrowding at Alexander Middle School, staff recommends that 240 sixth grade students be housed in an Alexander Middle School Annex at Blythe Elementary School. These students will be considered Alexander Middle School students and will follow a middle school schedule.

Upon motion by Ms. Leake, seconded by Mr. Tate, that the Board approve the Alexander Middle School Annex at Blythe Elementary School, a discussion followed. Mr. Gauvreau will not support this recommendation because the details and how the students will be selected are not clear. He has not talked to staff about this recommendation but it does not make good sense to him. CMS did this previously and it caused an uproar. This may be a good temporary solution but it is not the better solution. He believes it may be better to keep the students at the overcrowded Alexander Middle School rather than putting them across the street. He does not believe this is beneficial. Ms. McGarry said the parents have asked staff for a better solution. She would prefer hearing the other solutions to help those families embrace the change prior to a Board vote. Dr. Susan Agruso, Assistant Superintendent for Assessment, Planning, and Technical Support, said discussions on this began last summer. Staff created the plan after discussing this with principals, staff, and parents. This plan was presented to the Board at the Work Session in December. Staff considered three different models. An initial idea was to make Blythe a K-6 school and possibly the new Highland Creek Elementary a K-6 school. A second alternative was to move all the 6th graders to Blythe. Dr. Agruso explained why the two ideas were not feasible. The overcrowding was a temporary problem and it was not feasible to reconfigure the entire school for a temporary solution. There was not enough space to relocate all the 6th graders to Blythe Elementary School. Ms. Agruso explained the details of the recommendation. Dr. Agruso said the majority of parents have liked this idea because it is a less crowded environment. CMS will accommodate children. If there is a parent that truly objects to this, staff will, to the best of their ability, move that child back to Alexander Middle School. Ms. Cramer believes this is a fabulous idea and supports putting children in a smaller environment. She said staff did a good job to develop this concept and hopes they will communicate this thoroughly to the community. Ms. Cramer encouraged CMS to ensure safety measures for the students crossing the street. Mr. Gauvreau said he will vote no on this item. He is concerned that the Board will discuss road safety but will not discuss his proposal to build new schools. He believes the Board should solve the problem rather than just provide a temporary fix. Dr. Agruso said staff proposed this idea to deal with an immediate situation. Staff's immediate concern is to provide a safe and comfortable environment for children for the next school year. Staff believes this will provide some relief to Alexander Middle School for a couple of years and will create an environment at Blythe for those children that will be more comfortable. This idea will also be better for the teachers.

The Board voted 9-0 to approve the motion.

E. Recommend approval of critical needs school funding proposal

Chairperson White called upon Mr. Gjertsen to present the recommendation. Mr. Gjertsen said this proposal is about critical needs funding. The Board had a Work Session in December to address the capital needs of CMS based on the failed Bond referendum. Staff indicated the failed Bonds would delay a number of CMS projects and the cost of a one-year delay would be over \$32 million. Staff also reviewed the impact this would have on each project. The impacts included increasing the number of students at different schools and the need to increase the

number of mobiles at some schools. Mr. Gjertsen said he asked staff what were the most critical needs. Staff provided him a list of mandated renovations that must be completed and the critical need schools were the new Hucks Road Elementary School, new Elon Park Elementary School, new Ridge Road Middle School, new Dixie River Road Elementary School, and new Southeast High School. Mr. Gjertsen believes it would cost \$17 million to delay these projects. He suggested that the Board ask the Board of County Commissioners to fund the building of the recommended new schools. He said the Board of County Commissioners have a \$50 million surplus and he believes they would approve spending those funds on their highest priority which is schools. He suggested that an accurate, current dollar figure be quickly determined for each project as well as cost-saving alternatives such as private-build and lease options. He suggested that CMS review the budget for available funds and ask the County Commissioners to fund the difference between those numbers so that construction can begin as soon as possible. He suggested that the Board allow the County Commissioners to determine the appropriate source of funding as this is not a funding proposal. His issue has always been to build schools to alleviate the CMS facilities crisis. He believes this is a small step towards alleviating the facilities crisis but something must be done. Mr. Gjertsen does not mind if this is funded through Bonds or COPs.

Upon motion by Mr. Gjertsen, seconded by Mr. Gauvreau, that the Board approve critical needs school funding, amount to be determined, to be presented to the Board of County Commissioners for funding, a discussion followed. Ms. McGarry said Mr. Gjertsen has identified projects that are high priority. She indicated in December that the Board should vote for an alternative compromise proposal to bring before the Board of County Commissioners. She said although she disagrees with the premise that we are losing money because the Bond referendum failed, she does agree with the conclusion; therefore, she will support this motion. She believes this is a first step to tell the community that building schools where the children live is a top priority. She believes the Board should start this process quickly. She believes step two would be to reprioritize the \$188 million in renovations and repairs and step three would be to work with the Building Solutions Committee to explore how we build schools and develop an in-depth proposal. Mr. Gauvreau said a lot of what is included in this proposal has been included in his COPs proposal that he has been presenting to the Board since December. He agrees with Ms. McGarry that there is not a cost to delay these projects. He agrees with what Mr. Gjertsen is trying to do but this is not enough. He would like to amend the motion to add the new North High School which has been included in his COPs proposal because that school is equally important if not more important than the new Southeast High School.

Mr. Gauvreau moved to amend the motion to add the new North High School with a total construction cost of \$50 million, seconded by Ms. McGarry, and a discussion followed. Mr. Gjertsen said he does not believe a high school can be built for \$50 million. Mr. Gauvreau said the new Ardrey Kell High School was built for \$45 million. Mr. Gjertsen asked what about the cost overruns that the school incurred? Mr. Gauvreau said the Board just approved in the Consent Agenda to move \$1.6 million out of the new Highland Creek Elementary School. He said the budgets for building new schools are over-budgeted and over-padded. He believes the Board should realize that schools can be built cheaper. He said CMS should be able to say they want a school built for "x" dollars and be able to do it.

The Board voted 2-7 on the amendment and the amendment failed. Ms. McGarry and Mr. Gjertsen voted in favor of the amendment. Chairperson White, Ms. Cramer, Ms. Leake, Mr. Dunlap, Mr. Tate, Ms. Griffin, and Mr. Gjertsen voted against the amendment.

Chairperson White said the Board would now discuss Mr. Gjertsen's motion. Ms. Griffin said

Mr. Gjertsen indicated that staff provided him the highest priority/critical needs list. She asked did staff provide Mr. Gjertsen that information? Dr. Haithcock said yes. Guy Chamberlain, Associate Superintendent for Auxiliary Services, and Dr. Susan Agruso, Assistant Superintendent for Assessment, Planning, and Technical Support, met and confirmed that these were the priorities. Mr. Chamberlain said these are the priorities and they are consistent with the Long-Range School Facilities Master Plan that was presented to the Board a year ago. Ms. Griffin asked regarding the mandated renovations, how was the dollar amount derived? Mr. Chamberlain said he does not know where the \$26 million originated and staff has not validated that amount. He said there is another category that is in the Capital Needs Assessment and a small portion of that was included in the recent Bond referendum. He said the \$26 million could be used to provide such items as the Disability Act issues, asbestos abatement, air conditioning projects, and other high-priority, smaller projects. Ms. Griffin said she would not support this proposal although it does have merit because it is a smaller amount. She believes this amount is too large given the fact that there is a high profile committee who has committed to review this and develop recommendations. Ms. Griffin said she is not opposed to finding funding to build a couple of new schools and making significant renovations. Ms. Griffin said we are in the process of trying to analyze this situation and develop a comprehensive proposal and the Board should allow this to happen. Ms. Cramer said she would like to start the process for building new schools but she is concerned about the dollar amount. She said people voted against the Bonds for a variety of reasons. The Board is working collaboratively with the Board of County Commissioners on this issue to develop a proposal. Ms. Cramer appreciates the effort on this but she would not be able to support a proposal of this size. Mr. Gauvreau said he presented to the Board an option that was of less value than Mr. Gjertsen's and the Board refused to act on it. Mr. Gauvreau said he would ask the Board at the next session to reconsider the proposals he has presented combined with Mr. Gjertsen's proposal for an effective acceleration strategy. He would be happy to just start building three new schools. Mr. Gauvreau said he would support Mr. Gjertsen's motion even though it did not include a new high school in the north. Mr. Gauvreau said the Board should deal with this issue now because it is unwise to wait on the thirty-five member Task Force. Mr. Tate expressed concern about the actual cost of the proposal. The actual cost is unclear. Mr. Tate said he would not be able to support this motion because the information is not finalized. Chairperson White said he made it very clear throughout the entire process that the Bonds were a binding referendum. He said regardless of where the monies come from they are coming out of the same pocket. Chairperson White could not approve COPs regardless of what amount. He said he gave his word that the Bonds were a binding referendum so he would not be able to support this motion.

The Board voted 3-6 on the motion and the motion failed. Ms. McGarry, Mr. Gauvreau, and Mr. Gjertsen voted in favor of the motion. Chairperson White, Ms. Cramer, Ms. Leake, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted against the motion.

F. Recommend approval of a student assignment boundary change

Chairperson called upon Mr. Gjertsen to present the recommendation. Mr. Gjertsen said this is a proposal to adjust the student assignment boundaries in his district for the surrounding Thornhill neighborhood to allow the area to attend the new Ardrey Kell High School. The Board's Guiding Principles related to the student assignment plan state clearly that "Every student will be guaranteed a seat in a school close to home. There will be no capping of schools for students within the home school area. Home school zones will be logically drawn, compact, and contiguous. To the extent possible, the boundary lines for such home school zones will incorporate whole neighborhoods, anticipate growth, and make efficient use of

facilities.” Mr. Gjertsen said in the case of the Thornhill community, the boundary does not seem logically drawn. This community sends its children to Community House Middle School. Logically, these children would also go to the new Ardrey Kell High School which is just across the street. Instead, these families are expected to send their children to an overcrowded high school that is six miles away. This proposal would adjust the northern assignment boundary for the new Ardrey Kell High school to follow along I-485 between Rea Road and Johnston Road. The proposed revision will only impact about ninety-seven students or twenty-four students per grade from the Thornhill community. The revision will not greatly impact either school and the students would be allowed to continue to high school with their friends and classmates. South Mecklenburg High School will still be overcrowded next year and the new Ardrey Kell High School will open at less than 60% capacity. The revision will make the boundary lines more logically drawn, compact, contiguous, and meets stated objectives for drawing home school zone lines. Mr. Gjertsen said as the parents who spoke tonight on this issue said, “This just makes sense.” He said this area has been rezoned nine times and the school assignment is further away from their homes. Mr. Gjertsen asked the Board to keep their promise and approve the boundary change.

Upon motion by Mr. Gjertsen, seconded by Ms. McGarry, that the Board approve the revision of the student assignment boundary for the new Ardrey Kell High School to include the Thornhill neighborhood, a discussion followed. Ms. Leake asked was choice provided for parents to impact the student assignment process when the Governor’s Village was developed, and Myers Park, and did it include an elementary, middle, and high school? She asked is this in the process? Mr. Dunlap said he has experienced this issue. He faced a similar issue in his district and seven Board members voted against his proposal. His area was assigned to Vance High School, Martin Middle, and the elementary schools in the Governor’s Village which was about two miles from his neighborhood. He said the pupil assignment plan was changed but the families got used to the change and accepted it. They were reassigned to a school that was further from their home but there were several reasons for that change. One reason was the school they were attending, although close to home, would have been very overcrowded. Mr. Dunlap said having this presented to the Board is not a timely issue because if we open pupil assignment for this neighborhood than everybody else with a pupil assignment issue should have the same right to have the Board review their request. Ms. McGarry believes the Board should listen to the Board member that represents that district because this is the right thing to do. She believes some of the Board decisions on student assignment have involved unintended consequences and this is one of those unintended consequences that should be corrected. Ms. McGarry will support this because it is logical and the right thing to do. Ms. Leake asked how many students does this involve and how will that impact South Mecklenburg High School? Dr. Haithcock said the entire area that surrounds this neighborhood, which is south of I-485, would include about three hundred students. Mr. Gjertsen said the area he is talking about involves only ninety-seven students. Dr. Haithcock said there are areas on either side of that neighborhood and to the south that would also have to be included in this proposal. Dr. Agruso said the proposed recommendation would have to include an area that is larger than the Thornhill community. The Thornhill area would include ninety-seven CMS students who would be of high school age next year. This does not include non-public school children or children who are moving into a development that is under construction in that area. Dr. Agruso said the Thornhill area was part of several models that were proposed to the Board prior to the Board’s approval of the new Ardrey Kell High School boundary in July. Ms. Griffin said the Board took great effort and time to develop and approve the Board’s Guiding Principles for student assignment. One of the criteria the Board agreed upon was the Board would only address pupil assignment issues in accordance with a predetermined schedule. Ms. Griffin said she would not support this proposal because it opens

up several questions. This was a piece of a puzzle that was carefully crafted and developed. The proposal may not include that many students from the Thornhill area but it will have an impact on several other schools. Ms. Griffin does not believe this is the appropriate time to reopen this topic. Mr. Gjertsen said he was not a Board member when the Board agreed upon the Guiding Principles. He said if the Board had gotten that assignment right, this issue would not have had to be brought up now. Mr. Gjertsen said it is time to bring this topic up because we are fast approaching the time to register for the next school year. Mr. Gjertsen said if people in the community have problems with student assignment it is the Board's job to address those issues because that is what the Board was elected to do. Mr. Gjertsen encouraged the Board to listen to the concerns of the parents and to support the proposal because this is a hardship on the families that the Board can fix. Mr. Gauvreau said the new Ardrey Kell High School is a 2,000 seat school. He asked how many students will that school open with next year? Dr. Agruso the school will open with 1,300 to 1,400 students for the first year. The second year it will open with 1,800 students and the third year it will be overcrowded.

The Board voted 4-5 on the motion and the motion failed. Ms. McGarry, Mr. Gauvreau, Ms. Leake, and Mr. Gjertsen voted in favor of the motion. Chairperson White, Ms. Cramer, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted against the motion.

G. Recommend approval of a clarification for the Sibling Guarantee Policy

Chairperson called upon Mr. Gjertsen to present the recommendation. Mr. Gjertsen said the Board has a Sibling Guarantee Policy that states clearly that siblings will be assigned to the same school or program with the following stipulations:

- For current students: the sibling guarantee operates as a guarantee only for a younger sibling (or twin) of a CMS student assigned to a school or program.

Mr. Gjertsen said CMS is not following this policy. CMS has indicated to parents this will not apply when student assignment boundaries change based upon a new school opening. Mr. Gjertsen does not read this in the policy and has been told this is an unwritten rule. This creates a situation where high school students are allowed to keep their current school assignment but their younger sibling(s) are assigned to a different school. This is a burden on parents in this situation throughout the county because it results in having children at two different high schools and long commutes. The policy does not contain an exclusion for shifting boundaries when new schools open. CMS policy generally allows students assigned to a school to remain until their terminal grade. Mr. Gjertsen asked that the policy be clarified to include the following:

- The sibling guarantee will apply when students remain at their current school when boundaries change, and
- Students who take advantage of the sibling guarantee will be considered having been assigned to the older sibling's school and allowed to remain at their assigned school until the terminal grade.

Mr. Gjertsen said several parents spoke tonight and made it very clear that having children attend two different high schools will cause hardships and burdens on the families. Mr. Gjertsen asked the Board to allow the sibling guarantees that are in the Board's policy to apply.

Upon motion by Mr. Gjertsen, seconded by Ms. McGarry that the Board approve the clarifications to the Sibling Guarantee Policy, a discussion followed. Mr. Dunlap said there

were twenty-seven student assignment changes and they all dealt with the same sibling rule. Mr. Dunlap said it is very clear what that rule implies. It states when there is a boundary change, the student is in a new zone. Unlike a student going to an elementary school with a sibling coming behind them because that younger sibling is guaranteed the right to go to that same school, a boundary change means a student is no longer assigned to a particular school and they have a new school assignment. The sibling rule does not apply in that case. Mr. Dunlap said this has always been very clear. People may not like this rule but it is the rule in which we have operated. Mr. Dunlap said to change this for this instance would mean that the other twenty-seven boundary changes would also be entitled to the same situation. Ms. McGarry said she is always in favor of sibling guarantees because they make it easier on families. She believes this is an unintended consequence that the Board should be sensitive to because having children in two different schools does cause hardships and burdens. She said family involvement at a school is very important. Ms. McGarry will support this motion. Mr. Tate said he would like additional information prior to making a decision. He asked regarding the twenty-seven boundary changes, how will this motion impact those changes and the start of school in the fall? Mr. Tate expressed concern about making a change for one area but not for the other areas. Dr. Agruso said this is one of the big issues for staff. Staff has heard from the parents and understands the issue. The Board thoroughly reviewed this during the Student Assignment Comprehensive Review process. She said the issue now is what happens for the next school year. The Board approved twenty-seven boundary changes. Staff has reviewed the policies and rules for what would have to occur. To change anything in student assignment at this time would cause a delay in announcing where students will attend school next year. The sibling guarantee is part of the lottery process. Dr. Agruso said CMS would have to take steps to accommodate this change and that process could take up to six to eight weeks. Students would have to be contacted for their school choice and space availability would have to be determined. CMS would not be able to release the results of the lottery until the beginning of May. To make this change would delay the entire process including staff allocations and teacher transfer fairs. Dr. Agruso said the Board agreed to hear changes for this process by September so that staff could meet the timeline for student assignment and to allow all the families to know their school assignments in a timely manner. Mr. Dunlap said the Board should not make a rule for the Old Providence South area and not make it applicable to the other areas. This change would also affect capacity issues, transportation, and staffing. Mr. Dunlap said the siblings would be entitled to attend that particular school until their terminal grade with transportation provided. This could mean having a bus going to that neighborhood for three additional years or more to pick up one child. Mr. Dunlap said this would not promote efficiency and effectiveness. Dr. Haithcock clarified that parents would still have an option to ask for a transfer at the end of this period. She said if there is capacity in the school to accommodate the student, the transfer may be granted without transportation because we have very serious problems with the amount of transportation required for students grandfathered for long periods of time. This situation could go on not only for three years but ten or more years. Dr. Haithcock said if there is capacity in the school and the school is not closed, the parents could apply for a transfer request. The transfer may be granted so that the siblings can attend school together but transportation may not be provided. Mr. Gjertsen said he understands that Providence High School is closed to transfers so that is meaningless to this group of families. Dr. Haithcock said we do not have a list of closed schools at this point. Ms. Cramer clarified that the school is closed to teacher transfers. Mr. Gjertsen said he is sorry this will cause a delay. He believes if a school has room it would be better to have the sibling attend the school to ease the burden on the families. He believes this makes good sense. Had he been a Board member in September he would have addressed this concern. Mr. Gjertsen said there is still time to do this and he encouraged the Board to follow the policy that they developed.

The Board voted 3-6 on the motion and the motion failed. Ms. McGarry, Mr. Gauvreau, and Mr. Gjertsen voted in favor of the motion. Chairperson White, Ms. Cramer, Ms. Leake, Mr. Dunlap, Mr. Tate, and Ms. Griffin voted against the motion.

- H. Recommend approval of acceleration of new school construction via request for Certificates of Participation to be issued by the Board of County Commissioners

The Board approved that this item be deleted from the agenda.

- I. Recommend approval of placing three to four citizens on the Superintendent Search Committee (Board of Education Search Committee) as full participants

Chairperson White called upon Ms. McGarry to present the recommendation.

Upon motion by Ms. McGarry that the Board approve placing three citizens on the Superintendent Search Committee as full participants and the participants to be chosen by a unanimous vote of the Board of Education, seconded by Mr. Gauvreau, a discussion followed. Ms. McGarry believes it is critically important to have external representation on the Search Committee to help in the evaluation of candidates and the recruitment process. She said a robust participation of citizens in the search process would fast-track community support for a new Superintendent and would be a credit for the Board of Education. She said the final selection of a Superintendent would be made by the full School Board. She said each Board member would recommend up to two people by the February 28th Regular Board Meeting and the Board would select three people from those recommendations.

Ms. Cramer made a substitute motion to appoint five citizens to serve in an advisory capacity to the Board of Education for the Superintendent Search Process. These citizens would participate in the full range of meetings surrounding the process and would share their thoughts and ideas with Board members throughout the period of the search. Each would be asked to sign a confidentiality agreement as part of their participation. These appointees would include the Teacher of the Year, the Principal of the Year, a higher education leader, a community/parent group leader, and a business leader. Ms. Cramer nominated Karen M. Young as the Teacher of the Year; Marian Yates as the Principal of the Year; Phillip Dubois as the higher education leader; Margaret Carnes as the parent/community leader; and Bob Morgan as the business leader. It was seconded by Ms. Griffin. The Board discussed the substitute motion. Ms. McGarry believes it is important to have external citizens on this committee. She just received the list of names prior to the meeting. She believes it would be better for all Board members to participate in choosing the citizens to appoint to the committee. Mr. Dunlap does not believe this item should be before the Board. He said many people in the public believe the Board should take their time in reviewing and discussing the Citizens' Task Force recommendations. The Board is not under any requirements by mandate or law to act on the Task Force recommendations. Mr. Dunlap expressed concerns about allowing citizens to be full participants in the process. This will usurp the authority of each individual Board member and will dilute the voting strength of each Board member. Mr. Dunlap said this motion was recommended by the Task Force as well as the names to go along with it. Mr. Dunlap believes this should be handled differently. The Board should allow the public an opportunity to provide input. Mr. Dunlap believes the Board should do their job which is to appoint the superintendent. Ms. Griffin supports the substitute motion because it is a good idea to include this highly respected group of citizens as they will add insight and wisdom to the process to make it more productive as well as acceptable to most of the community. Ms. Cramer said she discussed this concept with the

Board and the search firm months ago and has asked questions regarding the involvement of the public. She believes it is a good idea to involve the public in the selection of the superintendent. Her motion appoints citizens in a non-voting position because this is the responsibility of the Board. Ms. Cramer said these appointees would provide a valuable insight and could assist the Board in gaining the confidence of the community in setting up the new superintendent for success. She believes this is very important at this time. Ms. Cramer said she has not seen a list of names. Mr. Gauvreau is concerned about establishing large committees. He will not support Ms. Cramer's motion because it goes too far and includes her boss. He believes Ms. McGarry's motion is a good compromise. He wants the Board held accountable for the actions it was elected to perform. He believes the more people the Board uses as buffers make the public education program more problematic. He believes it would have been better to have Ms. McGarry's motion presented in December. He will not support the substitute motion but will support Ms. McGarry's motion. Ms. Leake is appalled that the Board is being asked to do what the public elected the Board to do. She does not believe the Board should jump to the recommendations of the Task Force. She said the Board charged the Equity Committee with an assignment but has not responded to them yet. The Board has done a superintendent search before and the public was involved but it was the Board's decision how and when to meet. She believes all the people that the Board members would nominate would be highly respected and it is out of order to be given a list of names. Ms. Leake will not support this motion. She said people in District 2 have told her to not to support the Task Force recommendations. She said we have been elected by the people to represent the people. Mr. Dunlap said he did not hear concerns about distrust during the last superintendent search. He understands the labeling theory and if it is said long enough people will believe it. Mr. Dunlap said the district has a large public and everybody should have access to participate. He believes it would be better to have public participation from individuals, business leaders, teacher organizations, and other groups after the Board selects the finalists. Mr. Gjertsen said this is not timely. He believes the underlying tone is this will bring credibility to the process while the undercurrent of that is the Board lacks credibility. He does not lack credibility. He said if the Board is going to appoint people to a committee, he would prefer the opportunity to submit names to be considered. He believes the appointees should be selected through Board consensus. He agrees with Mr. Dunlap that the time for public involvement should be after the Board has selected the final candidates and then subject them to public scrutiny. Ms. Leake said it was not recommended to the City Council and County Commissioners to select people from the community to assist them. She expressed concern about why the Task Force is trying to manipulate the Board of Education to do what they want done. Ms. Leake said many people in the community do not support the recommendations of the Task Force. Ms. McGarry said she is disturbed about the tone she is hearing regarding the Task Force on CMS which was a group of volunteers. Mr. Tate asked is this germane to the discussion? Chairperson White said probably not but he would allow her to continue if she could connect it to the topic. Ms. McGarry said the Task Force did our job and the Board should embrace the recommendations. The Board should take the good out of those recommendations and connect those to what we need to do and act. Ms. McGarry said all the community is asking the Board to do is to act and to lead. Ms. McGarry said this search is very important because she is concerned about public education K-12. Ms. McGarry asked the Board to approve adding three people, to be nominated and selected by Board members, to a search committee. Chairperson White said he feels very strongly about the representative government that the nation exists under. Chairperson White said if this has a chance of building trust within the public and of getting more support for the end product, which is the superintendent, he will compromise. He believes this has potential and will support Ms. Cramer's motion. Ms. Leake, Ms. McGarry, Ms. Cramer, and Mr. Gauvreau reinforced their previous comments.

The Board voted 3-6 on the substitute motion and the substitute motion failed. Chairperson White, Ms. Cramer, and Ms. Griffin voted in favor of the substitute motion. Ms. McGarry, Mr. Gauvreau, Ms. Leake, Mr. Dunlap, Mr. Tate, and Mr. Gjertsen voted against the motion.

The Board voted 4-5 on the motion and the motion failed. Ms. Cramer, Ms. McGarry, Mr. Gauvreau, and Ms. Griffin voted in favor of the motion. Chairperson White, Ms. Leake, Mr. Dunlap, Mr. Tate, and Mr. Gjertsen voted against the motion.

J. Recommend approval of formal acceptance of the Citizens' Task Force Recommendations for future review

Chairperson White called upon Ms. McGarry to present the recommendation.

Upon motion by Ms. McGarry that the Board approve the formal acceptance of the Citizens' Task Force recommendations for further review, seconded by Mr. Gjertsen, a discussion followed. Ms. McGarry reviewed What School Boards Can Do by Don McAdams, founder and president of the Center for Reform of School Systems (CRSS). She believes his comments on reform are valid. She believes the Task Force recommendations are valid and promote going to the next level with reform. She said reform is the Board's work but not the work that the Board can do by itself. She said the Citizens' Task Force has played a role in the community and they could be very helpful to the Board. She encouraged the Board to embrace the findings and recommendations of the Task Force and to take those into consideration to lead the community. Ms. McGarry believes Charlotte-Mecklenburg is waiting to be led and CMS is in the position to be the leader in making CMS the best public education system in the nation. She believes the Task Force recommendations can be a framework to begin that process because the recommendations have been well thought-out and involved citizen participation. She believes the people on the Citizens' Task Force are interested in making this community greater by embracing change and reform. She encouraged the Board to take action on those recommendations. Ms. Cramer said she reviewed the minutes from January 12, 2006 Work Session on the Citizens' Task Force recommendations. The Board voted 7-2 to proceed with a study on the recommendations for funding and the Board also voted to study the remaining items related to school autonomy, high school reform, focus on core business, and communications. Ms. Cramer made a substitute motion.

Upon motion by Ms. Cramer to direct the Superintendent to develop and present to the Board by March 14, 2006 a plan to engage citizens and, as necessary, expert consultants in the study and if appropriate the implementation of those Task Force recommendations that align with the Board of Education's Theory of Action and are determined to be feasible, cost effective, and appropriate, seconded by Mr. Dunlap, a discussion followed. Chairperson White said he believes this was done at that meeting because the Superintendent has appointed committees and started the work. He said the one thing that has not been done was to incorporate citizens. Chairperson White said at that meeting there was also a motion that the Board receive the report and that was approved by a Board vote of 8-0-1. Chairperson White he was not sure of the purpose of this motion because he believes this action has already been taken by the Board. Mr. Dunlap also believes this action has been taken by the Board. Mr. Dunlap agrees with Ms. Cramer that the Board needs to hear directly from the community on their opinion of the Task Force recommendations. He suggested that the Board direct the Superintendent to establish a process for that to happen. Mr. Dunlap is concerned about Ms. Cramer's timeline stipulation because he believes some of the recommendations will take more time to study than other recommendations and the process

should not be rushed. Mr. Dunlap said he has done research on the Task Force recommendations and had shared that information with the Board members. He has concerns about some of the recommendations and would like to have an opportunity to discuss the recommendations with the Task Force. Mr. Dunlap suggested that the Board have a joint meeting with the Citizens' Task Force members so that the Board can ask them the tough questions directly on how they developed the recommendations. Ms. Griffin suggested that this be added to the motion. Mr. Gauvreau said why would we? Mr. Dunlap believes there is a different side to many of the recommendations and all sides must be reviewed and discussed. Mr. Dunlap would like to be able to debate some of the issues with the Task Force members. Mr. Dunlap expressed concern about the firm the Task Force chose to do the research for the recommendations. Ms. Leake said she has heard from people all over the country and they are shocked the Board is looking at the recommendations. Dr. Haithcock said at the Work Session staff had divided the operations and management reports into seven sections. Staff is in the process of formulating a study of each of those areas. Staff is gathering data about each recommendation and will be able to discuss this with the Board at a later time. Dr. Haithcock believes it would be advisable to have the Task Force members a part of this discussion. Dr. Haithcock said staff is reviewing several models for dividing the system into areas including the physical and personnel impacts as well as a timeline. Staff is reviewing the pros and cons of moving from the present type of centralization to a more decentralized system. Dr. Haithcock believes Mr. Dunlap's suggestion is a good suggestion. She believes it is important for staff to have all the facts prior to that discussion. Dr. Haithcock said as the study by staff is finalized she would like to include consultants and people from the community to provide input for developing staff's recommendations. Dr. Haithcock said she would like to provide the Board an update on this at the March 14, 2005 Regular Board meeting. Staff's recommendations will not be finalized at that time because it will take time and effort to complete this study. Mr. Tate believes what Dr. Haithcock has suggested makes good sense and Board action is not needed at this time for that to take place. Mr. Tate said the Board has taken action on this tonight with the adoption of the Board's Theory of Action as the Board's framework. He said it is not yet an action plan but it provides the Board the framework for the work of the Board. Mr. Tate said the Board has taken action on the Citizens' Task Force recommendations and no other action is needed at this time. He looks forward to receiving staff's report and would be happy to have a joint meeting with the Task Force members. Mr. Gjertsen believes the Board should take action. He believes the Board should be responsible to lead the community conversations, to have debates, and to take the lead on this as opposed to assigning it to staff. He believes the Board should have discussed the Task Force report point by point to determine if it is the direction the Board wants to take. Mr. Gjertsen believes the points should be discussed because the Board is having a Work Session on the Superintendent Search on March 13th. He believes the Board should discuss the Board's Theory of Action; what questions to ask candidates; what is the Board looking for in a superintendent; and what direction the Board wants to take. He said some of that will be influenced by what is in the Task Force recommendations. He said, for example, if the Board should agree upon going to a decentralized model that would be a requirement we would want the Superintendent to have. He said there are other examples in the Board's Theory of Action and Core Beliefs. Mr. Gjertsen believes the Board should take some action on this and have a discussion on the recommendations. Mr. Dunlap said now that the Board has developed its Theory of Action and Core Beliefs, there are criteria that are essential for the Board to look for in conducting the Superintendent Search. Mr. Dunlap believes the discussion would be beneficial and it would help to formulate the appropriate questions. Mr. Dunlap said it is important that the Board ask the questions in such a manner that they do not provide the answers to the candidates. The Board must ask questions to get the candidate's exact thoughts so the Board can determine if that person will be an appropriate Superintendent of Charlotte-Mecklenburg Schools. Mr.

Gauvreau expressed concern about the number of committees that are being established. Mr. Tate asked does Ms. Cramer's motion take precedence over what the Board has already asked the Superintendent to do because this motion is different as it is asking for a plan? Ms. Cramer said it is a plan for how to engage citizens. Chairperson White said the only thing Ms. Cramer has added to what the Board has previously asked is adding citizens to the process. Mr. Gjertsen asked when do we discuss this as a Board? Ms. Cramer said she believes the Board should meet with the Task Force but that is not part of this motion.

The Board voted 5-4 to approve the substitute motion. Chairperson White, Ms. Cramer, Mr. Dunlap, Ms. Griffin, and Mr. Gjertsen voted in favor of the substitute motion. Ms. McGarry, Mr. Gauvreau, Ms. Leake, and Mr. Tate voted against the substitute motion.

V. REPORTS / INFORMATION ITEMS

A. Report/Update on Comprehensive Behavior Plan

This item was presented earlier on the agenda.

B. Report/Quarterly update on Constituent Service Log

Chairperson White called upon Ms. Cramer to present the report. Ms. Cramer said the Board has completed a lot of work in developing their Constituent Service Program. She invited Carole Hamrick, Manager of Board Services, to present the quarterly update on any trends that have emerged from the Constituent Service process. Ms. Hamrick said the requests come via the Board as well as directly to the Board of Education office. The requests are managed by a computer management tool called Clientele. This system was chosen by the technology staff and the Board office. The tool allows the input of data to include a description of the request for information or complaint; the date the request was received; the resolution; and the date the resolution is confirmed. The Constituent Service Policy was adopted by the Board at the September 13, 2005 Regular Board meeting. From mid-September through mid-January there were approximately 151 requests. The requests have been related to the following:

- Transportation
- Student assignment
- Human Resources
- Placement issues in various programs such as the IB Programs and requirements for National Honor Society
- Traffic issues and safety concerns at various schools
- Exceptional Children
- Disciplinary issues
- Concerns directed at individual schools.

Ms. Hamrick said the process for handling requests and concerns has been successful and it has allowed staff to be more responsive and consistent to the community in a timely manner. The trends are being tracked with less duplication of efforts by staff. Ms. Hamrick thanked the Board for allowing staff to effectively and efficiently perform their jobs and responsibilities. Mr. Dunlap said staff has done an outstanding job and the process is very efficient. Ms. Griffin and Chairperson White both agreed.

C. Report/first reading on proposed revisions to Policy JFAC, Reassignments and Transfers

Chairperson White called upon Ms. Griffin to present the proposed revisions. Ms. Griffin said Policy JFAC regarding reassignments and transfers is before the Board for first reading. Ms. Griffin said the revisions are recommended by the Policy Committee. The primary recommended revision is that reassignment requests would now ultimately be approved by the full Board instead of being approved by a Board panel. The Board attorney also recommends this revision to comply with state law. Ms. Griffin said there would be a Public Hearing and Board vote on the Policy at the March 14, 2005 Regular Board meeting.

VI. REPORT FROM SUPERINTENDENT

Dr. Haithcock did not present a report.

VII. REPORTS FROM BOARD MEMBERS

Chairperson White ruled that no Board reports would be given because of the lateness of the hour.

ADJOURNMENT

By consensus, the Board agreed to adjourn the meeting.

The Regular School Board Meeting adjourned February 15, 2006 at 12:34 a.m.

Chairperson, Joe. I. White, Jr.

Clerk to the Board, Nancy Daughtridge