

Approved by the Charlotte-
Mecklenburg Board of Education
July 10, 2007
Regular Board Meeting



Charlotte, North Carolina

March 13, 2007

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on March 13, 2007. The meeting began at 4:34 p.m. and was held in Room CH-14 of the Government Center.

Present: Joe I. White, Jr., Chairperson;
Molly Griffin, Vice-Chairperson, (District 5);
Kaye McGarry, Member At-Large;
Trent Merchant, Member At-Large;
Larry Gauvreau (District 1); and
Tom Tate (District 4)

Absent: Vilma D. Leake (District 2);
George Dunlap (District 3); and
Ken Gjertsen (District 6)

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Maurice Green, Chief Operating Officer; James G. Middlebrooks, attorney from Helms Mulliss & Wicker, PLLC, representing the Board; and Nancy Daughtride, Clerk to the Board.

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

- **To consult with the Board's attorneys on matters covered by attorney-client privilege including but not limited to the litigation against R. L. Casey;**
- **To instruct the Board's attorneys and negotiating agents concerning the Board's position in negotiating the price and other material terms of proposed contracts for the acquisition of real estate; and**
- **To consider the qualifications and conditions of initial employment for individual employees.**

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

Chairperson White reconvened the Regular Board Meeting at 6:12 p.m. in the Meeting Chamber of the Government Center. CMS TV Channel 3 televised the meeting.

Present: Joe White, Chairperson;
Molly Griffin, Vice Chairperson, (District 5);
Kaye McGarry, Member At-Large;
Trent Merchant, Member At-Large;
Larry Gauvreau (District 1);
Vilma D. Leake (District 2);
George Dunlap (District 3);
Tom Tate (District 4); and
Ken Gjertsen (District 6)

Absent: There were no absences

Also present at the request of the Board were Dr. Peter Gorman, Superintendent; Members of Executive and Senior Staffs; James G. Middlebrooks, Attorney from Helms Mulliss & Wicker, PLLC, representing the Board; Carole Hamrick, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson White welcomed everyone to the Board's Regular monthly business meeting. He apologized for starting the meeting late and noted that the Board had been in Closed Session conducting business and will have to return to that meeting to complete its business following the close of business in the Regular Board meeting.

A. Pledge of Allegiance

Chairperson White introduced Ryan Ashby, an 8th grade student at Jay M. Robinson Middle School, to lead those present and in the viewing audience in the Pledge of Allegiance and speak to the March character trait of "courage." Ryan's elective courses include drama, exploring careers, and exploring business technology. Ryan enjoys listening to music and playing his guitar in a band. He is very talented and is able to script guitar notes by ear. Ryan also enjoys ice skating and going to movies with his friends. His favorite sports are golf and football. His future aspiration is to become a record label executive. Attending the meeting with Ryan were his parents, Cynthia and Todd Parks; Tracey Harrill, principal at Jay M. Robinson; and assistant principal, Jessie Chavis. Ryan said "courage" is defined as having the capacity to meet danger without giving way to fear. He said courage is usually associated with taking a risk and shared examples of famous people who showed tremendous courage in their lives. Ryan invited everyone to stand and join him in reciting the Pledge of Allegiance.

Chairperson White recognized ten Teaching Fellows from UNC-Charlotte's College of Education who were in the audience to observe the Board's business meeting.

B. Adoption of Agenda

Chairperson White said the adoption of the agenda included the deletion of Action Item IV.B. (Recommend approval of a request for the Mecklenburg County Board of Commissioners to authorize \$32 million in Certificates of Participation) at the request of the Superintendent. Mr. Gauvreau asked why the item was deleted? Dr. Gorman said staff did not have all the required

information to present this item at this time.

Ms. Griffin moved that the Board approve the adoption of the amended agenda, seconded by Mr. Tate, and the Board voted 9-0 to approve the motion.

II. REQUESTS FROM THE PUBLIC

Pam Grundy represented Mecklenburg ACTS. She discussed the high educational demands of today's society and the importance that a good education is the key to success. She asked the Board to keep their promises of equity, teacher quality, and class size. She also asked the Board to eliminate the weighted student teacher formula in favor of guaranteed small classes in the schools that need them.

Louise Woods represented the League of Women Voters. She discussed the importance of attracting and retaining quality staff to every school and maintaining smaller class size because they are central to the success of students. She encouraged the Board to maintain small classrooms in the high need schools.

Leslie Davis is the president of the PTSA at West Charlotte High School. She expressed concerns regarding the Equity Plus Program and student assignment at West Charlotte High School. She said the promises of the Equity Plus Program are not being delivered to West Charlotte High School. She is concerned that students are being allowed to transfer out of the school and encouraged the Board to place a cap on those transfers. She encouraged the Board to design the student body of each school based on social economic diversity.

Carol Sawyer said the budget shows the real commitment of CMS to uphold promises made because the programs are only as good as their funding will allow them to be. She provided the Board with an equity checklist and asked that the items be included in the budget.

Mary McCray represented the Charlotte-Mecklenburg Association of Educators (CMAE). She asked the Board to include a cost of living wage for non-certified employees and a local supplement for ESP in the budget to address the inequities in pay for these positions. She encouraged the Board to lobby the state government to establish a state salary schedule for public school non-certified employees and teacher assistants to reflect their education and experience. She also asked the Board to link the local teacher supplement increase to the state salary increase for certified employees and to lobby for a beginning salary for teachers of \$36,000 per year.

Demetrius Phillips is a senior at West Charlotte High Schools. He discussed the hardships the students at West Charlotte High School face and offered possible solutions to those concerns.

III. CONSENT ITEMS

- A. Recommend approval of minutes.
 - February 15, 2007 Closed Session
 - February 13, 2007 Closed Session
 - January 23, 2007 Regular Board Meeting
 - January 9, 2007 Regular Board Meeting

- December 12, 2006 Regular Board Meeting
- B. Construction Items.
 1. Recommend approval of agreement between CMBOE and NC Department of Transportation for the new Mallard Creek High School.
 2. Recommend approval of procurement and relocation of mobile and modular units for various schools.
- C. Recommend approval of appointment of administrative personnel.
- D. Recommend approval of licensed/non-licensed hires and promotions for February 2007.
- E. Recommend approval of supplementary funding request from Frank Porter Graham Child Development Institute/University of North Carolina at Chapel Hill for *Promoting Academic Success (Boys of Color)* for Pre-K-2 students at Plaza Road Pre-K and Briarwood Elementary Schools.

Ms. Griffin moved that the Board approve Consent Items A. thru E., seconded by Mr. Merchant, and a discussion followed.

Ms. Leake pulled Consent Item E. and Mr. Dunlap pulled consent Item D.

The Board voted 9-0 to approve Consent Items A., B., and C.

Mr. Dunlap asked for clarification on the number of teacher vacancies at the beginning of the year compared to the number of teacher vacancies at this time. Maurice Ambler, Chief Human Resources Officer, said he would provide this information at a later time. Mr. Dunlap expressed concern that Item D. indicates 400 teacher vacancies compared to about 80 at the beginning of the year. He requested a report indicating the reasons for the increase in vacancies.

Ms. Griffin moved that the Board approve Consent Item D., seconded by Ms. McGarry, and the Board voted 7-2 to approve the motion. Chairperson White, Ms. Griffin, Ms. McGarry, Mr. Merchant, Mr. Gauvreau, Mr. Tate, and Mr. Gjertsen voted in support of the motion. Ms. Leake and Mr. Dunlap voted against the motion.

Ms. Leake said Item E. is a grant for students at Plaza Road Pre-K and Briarwood Elementary schools. She asked who would be the recipients of this grant and how were they selected? Dr. Linda Morris, Assistant Superintendent for Elementary Curriculum and Instruction, said the grant targets Pre-K through 2nd grade boys of color. The two schools were selected because the Plaza Road students go to Briarwood. The administration is very excited about this program and Briarwood already has a component for students in 3rd through 5th grades and it was a natural fit to link the two programs. Ms. Leake said the grant will provide high academic achievement, effective educators, and strong parent and community connection. She expressed concerns about students reaching high academic achievement and having effective educators for this program because there is a shortage of qualified teachers in many of the schools. Dr. Morris clarified the components of the grant. Ms. Leake asked what groups of students are included in the grant? Dr. Morris said the Boys of Color Grant provides for 150 students who are African American, Latino, and American Indian. Ms. Leake requested a breakout by race. Dr. Morris said she would provide this information at a later time. Ms.

Leake expressed concern that this grant provides funding for high academic achievement, effective educators, and strong parent and community connection and these goals are already included in the school budget. Mr. Gauvreau expressed concern and shock that this grant did not include white children. Mr. Gauvreau encouraged the Board to not support this item. He believes CMS will eventually have to apply district resources to the grant; he does not believe that students who are age four to seven have special needs other than being in a classroom; and he does not believe the grant will accomplish much. Mr. Dunlap said CMS seeks funding from grants because they meet a certain need for CMS regardless whether it is race based or for specific objectives. Mr. Dunlap said this grant is to address the needs of a specific population and he encouraged the Board to support it.

Ms. Leake moved, seconded by Mr. Tate, that the Board approve Consent Item E., and the Board voted 7-2 to approve the motion. Chairperson White, Ms. Griffin, Ms. McGarry, Ms. Leake, Mr. Dunlap, Mr. Tate, and Mr. Gjertsen voted in support of the motion. Mr. Merchant and Mr. Gauvreau and voted against the motion.

Mr. Gauvreau asked general counsel if this grant was inherently wrong because it was directed towards people based upon their race. Mr. Middlebrooks said it was not inherently wrong as a legal matter because granting institutions for research purposes can include certain criteria on funding grants that school systems may not be able to include if they were funding that item. Mr. Gauvreau asked that this be reviewed because there are some grants that are not healthy for public education. Chairperson White said the legality of this item is not on the table for discussion and encouraged Mr. Gauvreau to discuss this item with Mr. Middlebrooks at a later time. Mr. Gauvreau appealed to the Chair to continue the discussion. Chairperson White ruled that this discussion was not part of the agenda and continued the meeting.

Dr. Gorman reviewed his personnel recommendation as follows:

Appointment:

- Denise Atkinson named principal at the Middle College High School which is a joint program with CMS and Central Piedmont Community College. The program will be effective August 2008. Ms. Atkinson previously served as acting principal at Harding University High School.

Chairperson White said Board members have previously agreed to not discuss Consent Items at the Regular Board meeting. He encouraged Board members to advise him and Dr. Gorman of Consent Items that they would like pulled for discussion prior to the meeting so that they could be placed on the agenda as an Action Item. Ms. Leake requested a job description for the new principal position at the Middle College High School. Dr. Gorman said he would provide that information at a later time.

IV. ACTION ITEMS

A. Recommend approval of Superintendent's recommendations for construction cost reductions

Chairperson White called upon Dr. Gorman to introduce the recommendation. Dr. Gorman said this is the approval of construction cost reduction recommendations. He called upon Guy

Chamberlain, Associate Superintendent for Auxiliary Services, and Mike Raible, Executive Director for Facilities Planning, to answer any questions. He said staff is conducting further research on the items related to stadiums and auditoriums and they will not be included in the recommendation. Chairperson White said the Board has agreed to handle this like a Consent Agenda Item and Board members may pull the items that they would like to discuss.

Ms. McGarry moved, seconded by Mr. Merchant, that the Board approve the Superintendent’s recommendation for construction cost reductions, and a discussion followed.

(* indicates current practice)

Facility Planning and Real Estate:

8	PreK-12	CMS to continue looking at land acquisitions & divesting of any surplus property as soon as possible	Variable
*11	PreK-12	Reuse existing facilities where feasible	Variable
*13	PreK-12	Seek sponsorship of athletic scoreboards	\$40k-\$75k
*21	High	Reduce the size of the auxiliary gym from 2600sf to 2000sf	\$60k
24	PreK-12	Create a baseline standard to be used across municipalities that fall under CMS	Variable
60	PreK-12	Let State and City DOT pay for road improvements	Variable
65	PreK-12	Magnet schools in alternative locations	Variable
71	PreK-12	Eliminate stadiums & field houses at individual high schools and build regional sports complex to be shared by schools at a school site	Variable
72	PreK-12	Build regional performing arts facility to be shared by schools and locate at one of the schools; possibly co-locate auditorium with future area office for student use and teacher in-service use, etc.	Variable

Design:

3	Middle	Create a maximum standard for corridor width	Variable
*10	PreK-12	Support and encourage modifying site design and building/construction to minimize site disturbance	Variable
*14	PreK-12	Provide code minimum landscaping	\$10k-\$20k
*15	PreK-12	Give credit towards buffer for existing trees	Variable
*17	PreK-12	Energy efficient designs	Variable
*20	PreK-12	Use vertical school designs when economically justified	Variable
*56	PreK-12	Use NCDOT standards	Variable
*59	PreK-12	Standardize light fixtures	Variable
63	PreK-12	Standardize ceiling heights within the classroom to 10’ and increase in gyms and Media Center	\$30k-\$50k

Construction:

16	PreK-12	Consider an acceptable alternative on a high quality, fully adhered single ply with a warranty similar to that of a built-up roof	\$40k-\$100k
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18	PreK-12	Eliminate most parapets	\$50k-\$160k
*22	PreK-12	Mechanical and service stations on roof (eliminate service rooms)	\$160k-\$600k
*30	PreK-12	Eliminate loading docks	\$25k-\$50k
*57	PreK-12	Eliminate chemical resistant tops from elementary and middle schools	\$20k
58	PreK-12	Attach parking to City's resurfacing budget	Variable
*61	PreK-12	Eliminate chemical pipes from elementary and middle schools	\$45k
62	PreK-12	Minimize curtain wall and storefront	\$5k-\$20k
64	PreK-12	Encourage the use of pre-engineered systems where appropriate	\$250k
73	PreK-12	Reevaluate CMS specifications and standards based on the new MASTERSPEC	\$0

Site:

51	PreK-12	Remove curb and gutter from parking lot edges	\$25k-\$55k
52	PreK-12	Use wooden light poles except in high visibility areas	\$17k-\$34k
53	PreK-12	Create basic prefabricated marquee signs	\$5k
54	PreK-12	Use galvanized wire for fencing	Variable
55	PreK-12	Eliminate paving the fire access roads where possible	Variable
66	PreK-12	Build parking lots to a minimal size; no more than 350 student parking spaces at high school level	\$250k
*68	PreK-12	Eliminate the student drop-off canopy where possible	\$35k
*69	PreK-12	No canopy at bus lot where possible	\$35k
*74	PreK-12	Minimize fire access roads to code minimum	Variable

Administrative Area:

*1	PreK-12	Combine teacher lounge and workroom	\$50k
*2	Middle	Shrink principal office from 251sf to 200sf and shrink related administrative space from 300sf to 144sf	\$20.7k
*6	PreK-12	Eliminate toilet from principal office	\$15k
*9	High	Place one AP office in each wing thus eliminating three AP offices from administrative core	Variable
28	PreK-12	Eliminate Parents' Center	\$30k
*33	PreK-12	Special Needs: Relocate shower and full bathroom facility to Health Room	\$20k
67	PreK-12	Reduce hard wiring	Variable
70	Middle	Eliminate the Parents' Center from middle school	Item #28

Kitchen:

40	Middle	Shrink kitchen space from 3500sf to 3000sf	\$90k
49	High	Reduce size of kitchen	\$180k

Media:

32	Elementary	Reduce non-academia media space from 3500sf to 3000sf	\$50k
34	Middle	Eliminate one conference room from Media Center	\$21k
36	Middle	Shrink Media Center from 6237sf to 5000sf not including	\$124k

		storage area	
50	High	Reduce size of the Media Center by 2000sf not including storage area	\$200k

Music:

*27	Elementary	Reduce size of art and music room from 1200sf to 910sf	\$58k
31	Middle	Shrink band room from 2800sf to 1800sf not including storage area	\$100k
*38	Middle	Shrink the chorus room from 1337sf to 1137sf	\$20k
39	Middle	Eliminate band ensemble room	\$30k
*44	Middle	Eliminate band practice room	\$8k

Other Building Areas:

5	Middle	Keep four technology classrooms and one general computer lab but shrink with each total of 1200sf versus the current standard of 1700sf	\$250k
*25	Elementary	Reduce the number of tutor rooms from 18 to 10	\$120k
35	Middle	Shrink theater room from 1700sf to 1500sf	\$20k
*43	Middle	Combine the school store and the concession room	\$10k

Physical Education & Athletics:

23	High	Reduce the size of the auxiliary gym from 2600sf to 2000sf	\$60k
42	Middle	No outside bleachers for athletics	
*45	Middle	Combine the four locker rooms to two (one male and one female)	\$200k
46	Middle	Eliminate showers	\$20k
48	High	Artificial turf on regional sports stadiums	Included in #71

Not Recommended:

4	Middle	Eliminate teacher workroom in the administrative office area	\$30k
7	Middle	Combine football and soccer athletic fields	\$100k
12	PreK-12	Install timers on field and stadium lighting	Variable
19	PreK-12	Use alternative power generators where economically feasible	Variable
26	Elementary	Eliminate computer room	\$100k
29	Elementary	Remove theatre stage	\$70k
37	Middle	Eliminate dance room	\$170k
41	Middle	Eliminate the small office in administration	\$15k
47	High	Lights only for stadiums; not for tennis courts or softball and baseball fields	Included in #71

Board members pulled the following items:

Ms. Griffin pulled 21 and 66.

Mr. Tate pulled 51, 66, 28, 67, 70, 32, 34, 36, and 50.

Ms. Leake pulled 2, 6, 33, 27, 31, 38, 39, 44, and 46.

Mr. Dunlap pulled 42 and 46.

Ms. McGarry asked for a Point of Information. She noted that the Board had spent over two hours discussing these items at the last Board meeting. She expressed concern that Board members wanted to discuss the same items again. Ms. Griffin said pulling the items would provide Board members an opportunity to vote against the items. Chairperson White said Board members would vote on the items that have been pulled separately. The motion on the floor would be to approve the entire document with the exception of the items that have been pulled. Mr. Dunlap said there is a valid concern about discussing the items again because the Board has had ample discussion on these items. Mr. Dunlap said he would prefer that the Board voted upon these items without discussion and offered a substitute motion.

Mr. Dunlap made a substitute motion, seconded by Ms. Leake, that the Board vote on each pulled item without discussion, and a discussion followed.

Mr. Tate said he would support this if he could make a general statement. Chairperson White said he would allow all Board members an opportunity to make a general statement.

- Mr. Tate expressed concern that members of staff in the various areas had not been consulted prior to the recommendation to the Board. The purpose of the Standard's Review Committee was to find methods to save money. He has no difficulty, as a Board member, in voting to save money. He wants it to be clear that he views his task, as a Board member, not to be a money saver but to be an education advocate and a provider of education. The questions that he must take in consideration when voting on the recommendations are does it enhance the education of students; does it increase student achievement; is it good for students and their education; how much money will it save; and how much will it cost to continue the item. It is a fact that providing the best educational opportunity available anywhere is expensive and that is what CMS and the Board have committed to provide.
- Mr. Merchant said this package is staff's recommendations. Dr. Gorman is saying these are tough decisions but they are measures that must be taken in order to stretch a dollar. Dr. Gorman has been advised by the committee and our staff who are experts. He encouraged the Board to approve all the recommendations because stretching existing dollars would enhance opportunities for more students and would build trust with the public by demonstrating that the Board can make difficult choices in implementing cost reductions prior to asking for additional funding. This is an important step in the Bond and capital needs discussions.
- Mr. Gauvreau said he would support all the recommendations. He believes more items should have been included and CMS should be considering cuts of 20% or greater. He said you could get more by reducing the funding of this out of control bureaucracy whose numbers are out of whack and have been mismanaged for years. He encouraged the Board to make real cuts and noted that CMS does not need stadiums. He believes CMS is spending too much on infrastructure and does not challenge the construction management team to find real cuts.
- Ms. Leake expressed concern that people support funding to incarcerate but not to educate (\$34,000 versus \$8,000). Children are our greatest possession and they are worth what it costs to educate them. She also expressed concern that the salaries for bus drivers,

cafeteria workers, and secretaries are inadequate. She said CMS does not mismanage its money and all funding has been spent appropriately.

- Ms. McGarry said CMS has been in a crisis mode about how to accommodate the population growth in Mecklenburg County. The most critical need is new seats. The Standard's Review Committee included community stakeholders and their task was to evaluate additional cost saving measures in new construction, renovation, and additions with a target of achieving at least a 10% reduction in total construction costs. This committee created a new awareness of what could be cost effective and efficient without hindering the instructional quality in the classroom. She encouraged the Board to support the Superintendent's recommendation because this is a first step in addressing facility shortages.
- Mr. Dunlap expressed concern that people are focused on making cuts but have not considered how the schools would look and function without some of these items. The existing schools have all these recommendations and will not be affected by the Board's decisions. The recommendations include the elimination of items that he believes are not needed but also includes items that provide instructional opportunities that should not be eliminated. He encouraged the Board to vote on the recommendations.

Chairperson White said the Board would now vote on Mr. Dunlap's substitute motion to vote on the pulled items separately without discussion. Mr. Middlebrooks said because this cuts off a Board's members basic rights to debate, it must be approved by two-thirds of the Board.

The Board voted 8-1 on the substitute motion and the motion passed. Chairperson White, Ms. Griffin, Ms. McGarry, Mr. Merchant, Mr. Gauvreau, Ms. Leake, Mr. Dunlap, and Mr. Tate vote in support of the substitute motion. Mr. Gjertsen voted against the substitute motion.

The Board voted 9-0 to approve the Superintendent's cost reduction recommendations except those items that were pulled by the Board members and items 71 and 72 which required further study by staff.

Chairperson White said the Board would now vote to approve or not approve each of the pulled recommendations without discussion.

Item 21: The Board voted 8-1 to approve the recommendation. Ms. Leake voted against the motion.

Item 51: The Board voted 6-3 to approve the recommendation. Ms. Leake, Mr. Dunlap, and Mr. Tate voted against the motion.

Item 66: The Board voted 4-5 and the motion failed. Ms. Griffin, Ms. McGarry, Mr. Merchant, Mr. Gauvreau, and Mr. Gjertsen voted against the motion.

Item 2: The Board voted 9-0 to approve the motion.

Item 6: The Board voted 8-1 to approve the motion. Ms. Leake voted against the motion.

Item 28: The Board voted 6-3 to approve the motion. Ms. Leake, Mr. Dunlap, and Mr. Tate voted against the motion.

Item 33: The Board voted 9-0 to approve the motion.

Item 67: The Board voted 7-2 to approve the motion. Mr. Dunlap and Mr. Tate voted against the motion.

Item 70: The Board voted 7-2 to approve the motion. Mr. Dunlap and Mr. Tate voted against the motion.

Item 32: The Board voted 7-2 to approve the motion. Ms. Leake and Mr. Tate voted against the motion.

Item 34: The Board voted 6-3 to approve the motion. Ms. Leake, Mr. Dunlap, and Mr. Tate voted against the motion.

Item 36: The Board voted 6-3 to approve the motion. Ms. Leake, Mr. Dunlap, and Mr. Tate voted against the motion.

Item 50: The Board voted 6-3 to approve the motion. Ms. Leake, Mr. Dunlap, and Mr. Tate voted against the motion.

Item 27: The Board voted 6-3 to approve the motion. Ms. Leake, Mr. Dunlap, and Mr. Tate voted against the motion.

Item 31: The Board voted 6-3 to approve the motion. Ms. Leake, Mr. Dunlap, and Mr. Tate voted against the motion.

Item 38: The Board voted 6-3 to approve the motion. Ms. Leake, Mr. Dunlap, and Mr. Tate voted against the motion.

Item 39: The Board voted 6-3 to approve the motion. Ms. Leake, Mr. Dunlap, and Mr. Tate voted against the motion.

Item 44: The Board voted 7-2 to approve the motion. Ms. Leake and Mr. Dunlap voted against the motion.

Item 42: The Board voted 7-2 to approve the motion. Ms. Leake and Mr. Dunlap voted against the motion.

Item 46: The Board voted 5-4 to approve the motion. Mr. Gauvreau, Ms. Leake, Mr. Dunlap, and Mr. Tate voted against the motion.

B. Item Deleted

Chairperson White recognized a group of adults from the League of Women Voters' Civic 101 class who were attending the meeting. Chairperson White introduced representatives of the League of Women Voters: Mary Klenz, past president; Jean Burke and Mary Wilson, coordinators for this class of Civics 101; and Fannie Flono, associate editor, The Charlotte

Observer, and Chris Folk, retired CMS administrator, who are the two lead facilitators for this class.

V. REPORTS/INFORMATION ITEMS

A. Report on National Board Certified Teachers' Leadership Policy Summit

Chairperson White called upon Dr. Gorman to introduce the report. Dr. Gorman said this is a report from the National Board Certified Teachers' Leadership Policy Summit. He introduced Ruth Perez, Chief Academic Officer, and Barbara Temple, National Board Professional Technical Standards Specialist, to present the report. Ms. Temple said the report will present policy recommendations as established by the first meeting of the CMS Leadership Policy Summit. She was pleased to report that for the tenth consecutive year, CMS ranked in the top five school districts in the nation for the most newly National Board Certified Teachers (NBCT) as well as the most National Board Certified Teachers overall. CMS just celebrated the induction of 145 new NBCTs. CMS has certified over 1,100 teachers and has retained nearly 1,000 of those NBCTs. Within the last three years, CMS has increased the number of NBCTs in Focus schools by 15% which includes 251 NBCTs who are teachers, principals, assistant principals, library media specialists, and counselors. This year, CMS added thirty-six new NBCTs in the Focus schools and twenty-seven NBCTs in the four High School Challenge schools. Ms. Temple introduced Scott Reynolds, Science and Technology Facilitator, Winterfield Elementary School, and Glenda Blaisdell-Buck, Library Media Specialist, Ranson Middle School, who were the co-chairs of the National Board Certified Teachers' Advisory Counsel to present the policy recommendations. Ms. Blaisdell-Buck said in 2005, over 800 NBCTs from across the state convened in Greensboro to discuss the issues of recruiting highly accomplished teachers and retaining them for difficult to staff schools. One of the recommendations was to hold similar summits in the local district and address the same issues in terms of local needs. The CMS NBCT Leadership Summit was held on January 20, 2007 and it was joined by central office staff, school level administrators, policymakers from the Board of Education and the Board of County Commissioners, and community leaders. The goal of the meeting was to develop proactive and measurable recommendations to assist the Board in developing policies for staffing high-needs schools. Ms. Blaisdell-Buck and Mr. Reynolds presented the recommendations as follows:

- Create environment of trust.
- Place highly-accomplished principals in high-needs schools.
- Allow flexibility in instruction.
- Revise transfer policy.
- Assign self-selected teams to high-needs schools.
- Develop appropriate professional development.
- Create partnerships beyond school walls.
- Establish an array of incentives to attract teachers.

Mr. Reynolds reviewed the action plans as follows:

- Share results with all stakeholders.
- Seek champions for the recommendations to bring them to fruition.
- Assist policymakers by conducting future summits.

Board members made the following comments:

- Mr. Gjertsen expressed concern that there is not a balance of NBCTs in the low-performing schools compared to the high-performing schools (5% compared to 20%). He said the Board would like to see a balance of NBCTs in all the schools and he encouraged the NBCTs to self-select to go to the low-performing schools. Ms. Blaisdell-Buck said they would also like to see that balance and hopes the results of the summit will encourage more NBCTs as well as all teachers to transfer to low-performing schools so that there will not be a need to involuntarily transfer teachers.
- Mr. Dunlap asked how does the NBCT certification with the increased salary help students in the classroom if they are not in the classroom? Ms. Temple said the way these positions can help students is by supporting the teachers and helping them improve their teaching practices which will result in improved student learning. NBCTs who are now principals are in a greater position to support the endeavors of all teachers and provide professional development that includes sharing best teaching practices because the fundamental goal of National Board Certification is to improve teaching and learning for all students.
- Ms. Leake said this program is for teachers and not administrators. She said if a teacher has received the training to work with the students they should remain in the classroom working directly with students. She expressed concerns about shifting NBCTs to positions outside of the classroom. She said it is important to have the NBCTs in the Focus schools and they should not have the flexibility to select a school of their choice because CMS funds their NBCT training. She requested the per teacher cost for NBCT training paid by CMS. She expressed concern that many teachers have been National Board Certified by the district and then transferred out of the district. She suggested that CMS require teachers to sign a two or three-year contract to remain in the system after receiving their NBCT certification. She requested the number of NBCTs who have been NBCT certified and left the district. She requested a report showing the schools where NBCTs are located and the end results of the test scores to show how well they have performed with and for children. Ms. Leake expressed concern that NBCTs already earn 12.2% more in salaries than other teachers and they are requesting additional income to work in the Focus schools. She believes there are many good teachers in the district who are not NBCTs and they also make a difference in the lives of students. Ms. Temple said the goal of the NBCT Program is to improve teaching and learning for all students. We are trying to grow our own NBCTs in the system and we are working with all teachers to encourage them to go into the Focus schools. The purpose of the Policy Summit was to understand how we could get more highly-qualified teachers to work in the Focus schools. We have previously discussed methods of keeping NBCTs in the system and have discussed signing contracts to stay in the system. There have been numerous studies in the last three years which consistently indicate that NBCTs are out performing non-NBCTs in terms of student achievement. Ms. Temple said the CMS Instructional Accountability Department did a study last year and it indicated that NBCTs out performed non-NBCTs in every end-of-grade test and out performed non-NBCTs in all but one End-of-Course test. The NBCT Program is striving to implement the best teaching practices and to teach others. Nationally, 93% of NBCTs are staying in the classroom. In the state of North Carolina, 91% of NBCTs are staying in the classroom. Ms. Temple said she would have preferred to stay in the classroom but felt she could

make a greater impact by stepping out of the classroom. She said many NBCTs are making the difficult decision to leave the classroom so that they can help other teachers to be even better at what they do. The support component of the NBCT Program helps us encourage other teachers to go through National Board Certification and also once they have achieved that level to become even greater leaders than they already are by becoming assistant principals, principals, or National Board Specialists, etc.

- Mr. Tate said he participated in the Summit and its purpose was to discuss and understand how to get more NBCTs in the highest-need schools. He found those teachers among the best and brightest in CMS. They were engaged with all members of the meeting. They are clearly dedicated to their craft of teaching and have a desire to make a huge difference in CMS. The NBCT teachers at the Summit who were already teaching at a Focus school were very strong ambassadors for teaching in a Focus school. They have a desire to teach those students and to improve the educational quality in those schools. Mr. Tate said the Summit and the celebration for the most recent class of NBCTs were very positive events.
- Ms. Griffin was very positive about the NBCT Program and appreciates what they do everyday. She said the purpose of the Summit was to understand how to encourage NBCTs as well as all the highly-qualified teachers in CMS to transfer to the low-performing schools. The points that have been raised are very good and would apply to all our good teachers and not just the NBCTs. She is a big supporter of the program and believes NBCTs are a valuable resource in the classroom and the administrative level. Ms. Temple said of the nearly 1,000 NBCTs, there are less than twelve that are out of the classroom.
- Ms. McGarry said the summary of the Summit indicates that thoughtful discussion took place. She said the Summit created an awareness of the higher-needs schools and a professional method of attracting teachers to voluntarily go into the higher-needs schools. She asked did the discussions at the summit include the role of violence in our schools? She believes criminals in the classroom, teachers being assaulted, and forcing teachers to certain schools will be a concern until those problems are corrected. She believes decentralization will help in this effort because it includes principals supporting teachers. Ms. Temple said school safety was raised as a concern. Ms. Blaisdell-Buck said the teachers who were not in high-needs schools raised school safety as a perception and the teachers who were teaching in the high-needs schools said they did not consider this to be an issue.
- Mr. Dunlap said his budget priorities for this year are to ensure funding to provide highly qualified teachers for every student and to reduce class sizes. He asked if the Summit discussions included smaller class sizes? Mr. Reynolds said this was addressed under the recommendation to create an environment of trust and holding administrators accountable for keeping promises to teachers such as smaller class sizes, funds provided to those classrooms for supplies and resources, and any incentive programs designed to encourage teachers.
- Ms. Leake said she does trust and value the NBCT Program but also believes those certified teachers should remain in the district for a specified amount of time because the district funded their training. Ms. Leake believes all teachers should be able to teach all children regardless of the child's economic background and school. The system employs teachers and the system should choose where they teach. Ms. Temple explained that the state provides the entire funding fee for NBCT certification, which is now \$2,500, and

state policy requires that a teacher remain teaching for one year following certification. If that does not happen, the individual will have to reimburse the state that fee. Ms. Temple said she would be glad to participate in discussions for policy changes at the district level. She said, on behalf of all NBCTs, we are here as a calling. We want to teach children and are willing to do what we need to do. We have been asked specifically to consider going into our highest needs schools and the purpose of the summit was to discuss incentives to encourage all teachers within CMS to consider that option.

- Mr. Merchant requested a copy of the study that showed NBCTs out-performed non-certified teachers. He said he would support measures to get more NBCTs in the Focus schools faster.
- Mr. Gjertsen said based on the results of the study that NBCTs out-performed other teachers and because CMS wants to put quality teachers in all classrooms to make a difference, he would like to suggest that next year a high-needs school be staffed with all NBCTs as a pilot program. Ms. Griffin said this is an interesting thought but we must remember that there are some highly qualified teachers already teaching in our Focus schools.

Dr. Perez said as a follow-up to the summit and the recommendations that have been presented, and because attracting quality teachers to our high needs schools is a priority that we all share, Academic Services and Human Resources will be working closely with our NBCTs on these recommendations so that we can increase the number of NBCTs in our high-needs schools.

B. Report on Monthly Financials for January 2007

Chairperson White called upon Dr. Gorman to introduce the report. Dr. Gorman said agenda Items B, C, and D, are the monthly reports and they are as presented.

C. Report on Budget Amendments for January 2007

Presented with Item B.

D. Report on Capital Project Ordinances for January 2007

Presented with Item B.

E. Report/Update on the Strategic Plan Project Charter: K-3 Intensive Reading

Chairperson White called upon Dr. Gorman to introduce the report. Dr. Gorman said this is an update on the Strategic Plan Project Charter regarding K-3 Intensive Reading. He said staff committed to providing the Board a periodic update on at least one item from the Strategic Plan. He introduced Dr. Linda Morris, Assistant Superintendent for Elementary Curriculum and Instruction, to present the report. Dr. Morris provided an overview of the K-3 Intensive Reading Program which is one of the charters created to accomplish the goals outlined in the Strategic Plan 2010. The purpose of the program is to provide a narrower K-3 curriculum for students not reading on grade-level. As outlined in the high achievement goals of the Strategic Plan, our efforts will be focused on achieving the goal of 95% of our students scoring on or above grade-level in reading. In support of this goal, the charter specifically outlines the

process proposed for schools to use to create a more intensive curriculum for K-3 students who are not reading on grade-level. Dr. Morris reviewed the current reading status and the needs of the charter. She said in the past few years there has been a great deal of emphasis on reading in our district. Students have made significant gains but there remains a great deal of work to do. Last year, 90% of our 5th graders scored at levels III or IV on end-of-grade tests. However, this was not an increase in the previous year's achievement which may indicate that the rate of improvement could be flattening out. If the flat rate remains, we may not reach the goal of 95% as directed by the Strategic Plan. There is a possibility that the reading test will be renormed, as was the math test, and this could also result in a decrease in achievement levels which may cause us to fall further from the goal of 95%. Information from the K-2 Literacy assessment at the end-of-year was not encouraging. Twenty-four percent of the K-2 students ended last year as not being proficient or reaching the benchmark in reading skills. Staff is concerned about their ability to tackle upper elementary and middle school work and this has led staff to refocus efforts on the younger students. Dr. Morris reviewed the components and timeline of the charter to address this concern and to achieve the Strategic Plan goals. The components for students identified as struggling will receive expanded time for literacy; content integration; interventions; and monitoring. Students will continue with this intensive curriculum until they are reading on grade level and then they will be closely watched.

F. Report on Superintendent's Recommendations for 2007-2008 Charlotte-Mecklenburg Board of Education Budget

Chairperson White called upon Dr. Gorman to introduce the Superintendent's recommendations for the 2007-2008 Budget. He reminded the Board that this was the presentation of the Superintendent's recommendations and the Board has a Work Session scheduled to discuss the budget on March 15th at 6:00 p.m. in the Board Room of the Education Center. He asked Board members to provide Dr. Gorman questions, concerns, and requests for additional information so that he would be prepared to address them at the Work Session. Dr. Gorman called upon Maurice Green, Chief Operating Officer, to present the 2007-2008 Budget recommendations. He commended the staff of the Finance Department for their hard work in putting the budget proposal together. Mr. Green reviewed the three guiding principals that set the framework for the budget as follows:

- Aligned to the Strategic Plan 2010 which incorporates the Vision, Mission, Core Beliefs, and Theory of Action as adopted by the Board. The seven goals in the Strategic Plan are high academic achievement; effective educators; adequate resources and facilities; safe and orderly schools; freedom and flexibility with accountability; world class service; and strong parent and community connections.
- Pay for Strategic Plan 2010 initiatives with existing resources.
- Request new funding for growth, new schools, personnel costs and other sustaining operations.

The proposed 2007-2008 Budget is \$1.163 billion and the 2006-2007 adopted budget was \$1.051 billion which is an increase of 10.6%. The sources of the budget include 60% from the state, 32% from the county and other local resources, and 8% from federal. CMS is a labor intensive organization and 84% of the budget is applied to salaries and benefits. Next year,

CMS will have approximately 17,600 employees which is an increase from the current 17,000 employees. The Superintendent's recommendation for the County budget request is \$30,373,910 million which is the amount required to provide for growth and sustain operations. The budget includes \$17.3 million in program expansions and new initiatives, and that amount has been funded by redirections and reductions. The increase the Superintendent is recommending that the Board request from the County is \$30,373, 910. Mr. Green reviewed how the budget was aligned with the Strategic Plan 2010, new programs and initiatives, and redirections and reductions. The factors that increase the proposed operating budget include the following:

▪ Growth – 5,231 students:	\$ 4,798,920
▪ New schools:	\$ 4,837,089
▪ Personnel Costs:	\$14,599,325
▪ Other Sustaining Operations:	\$ 6,138,576
Total	\$30,373.910

The recommended 2007-2008 request from the County is \$30,373,910 compared to the 2006-2007 request of \$31,880,960. The 2005-2006 request was \$51,775,274.

VI. REPORT FROM SUPERINTENDENT

Dr. Gorman said the Board needed to return to Closed Session following the meeting and he did not have a report to present.

VII. REPORTS FROM BOARD MEMBERS

Kaye McGarry participated in the Career Day at Lansdowne Elementary School and shared her experiences as a volunteer at Holy Angels in Gastonia, NC. She talked about her teaching and learning experiences, fond memories, and admiration for a young student with whom she had worked with for a number of years who had recently passed away.

Mr. Tate noted that the Board's proposed 2007-2008 Budget was on the CMS Website.

Ms. Leake recognized former CMS educators who had recently passed away. She visited several schools and attended a Black History Month event at McClintock Middle School. She encouraged people to apply for positions with CMS.

Chairperson White announced that the Board would now return to the earlier called Closed Session meeting in Room CH-14. He noted the items to be discussed would not require Board action in Open Session and the Board would adjourn the Regular Board meeting in Room CH-14 following the adjournment of the Closed Session.

The Board recessed the Regular Board meeting at 9:27 p.m. and returned to the Closed Session meeting in Room CH-14. Upon completion of business in Closed Session, the Board adjourned the May 22, 2007 Regular Board meeting in Room CH-14 at 10:42 p.m.

ADJOURNMENT

By consensus, the Board agreed to adjourn the Regular Board Meeting at 10:42 p.m.

Chairperson, Joe. I. White, Jr.

Clerk to the Board, Nancy Daughtride