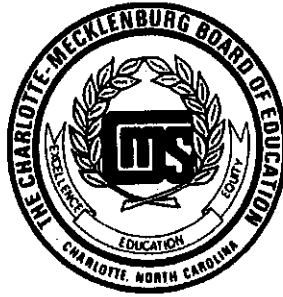


Approved by the Charlotte-  
Mecklenburg Board of Education  
October 11, 2011  
Regular Board Meeting



Charlotte, North Carolina

July 26, 2011

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on July 26, 2011. The meeting began at 4:32 p.m. and was held in Room 267, 2<sup>nd</sup> Floor, of the Government Center.

**Present:** Eric C. Davis, Chairperson, District 5;  
Tom Tate, Vice-Chairperson, District 4;  
Joe I. White, Jr., Member At-Large;  
Kaye Bernard McGarry, Member At-Large;  
Trent Merchant, Member At-Large;  
Rhonda Lennon, District 1;  
Richard Allen McElrath, Sr., District 2;  
Dr. Joyce Davis Waddell, District 3; and  
Timothy S. Morgan, District 6

**Absent:** There were no absences.

Also present at the request of the Board were Hugh Hattabaugh, Interim Superintendent; George E. Battle, III, General Counsel; Daniel Habrat, Chief Human Resources Officer; and Nancy Daughtridge, Clerk to the Board.

**Upon motion by Dr. Waddell, seconded by Ms. McGarry, the Board voted unanimously for approval to go into Closed Session for the following purposes:**

- **To consider student assignment matters that are privileged, confidential, and not a public record, and**
- **To consider certain personnel matters.**

**The motion was made pursuant to Section 143-318.11(a)(1) and (6) of the North Carolina General Statutes.**

The Board held a Closed Session meeting from 4:32 p.m. until 4:51 p.m. in Room 267.

Chairperson Davis reconvened the Regular Board Meeting at 6:02 p.m. in Room 267, 2<sup>nd</sup> Floor, of the Government Center. CMS-TV 3 televised the meeting.

**Present:** Eric C. Davis, Chairperson, District 5;  
Tom Tate, Vice-Chairperson, District 4;  
Kaye Bernard McGarry, Member At-Large;  
Trent Merchant, Member At-Large;  
Joe I. White, Jr., Member At-Large;  
Rhonda Lennon, District 1;

Richard Allen McElrath, Sr., District 2;  
Dr. Joyce Davis Waddell, District 3; and  
Timothy S. Morgan, District 6

Absent: There were no absences.

Also present at the request of the Board were Hugh Hattabaugh, Interim Superintendent; George E. Battle, III, General Counsel; Members of Executive and Senior Staffs; Judy Whittington, Manager of Board Services; and Nancy Daughtride, Clerk to the Board.

## I. CALL TO ORDER

Chairperson Davis called the meeting to order at 6:02 p.m. and he welcomed everyone to the Board's second meeting of the month which was held in a Work Session format.

### A. Adoption of Agenda

Chairperson Davis called for a motion to adopt the proposed agenda as presented.

**Upon motion by Mr. White that the Board adopt the proposed agenda as presented with the exception of Agenda Item IV. D. which is to be removed, seconded by Ms. Lennon, and a Board discussion followed.**

- Ms. McGarry asked George Battle, General Counsel, to review *Robert's Rules of Order* for taking an item off the agenda so Board members would understand the meaning of the motion. Mr. Battle reported *Robert's Rules of Order* does not speak specifically for taking an item off the agenda as this is generally the Board procedure with the adoption of the agenda and the agenda can be amended at that time. Ms. McGarry expressed concern that out of respect, Board members should support other Board members in placing items on the agenda. Ms. McGarry said the policy for putting items on the agenda was recently changed to prevent anyone from putting an item on the agenda without the support of two Board members and she followed the new process. Ms. McGarry said things have changed since this motion was put on the agenda in May and there are reasons why this should be revisited by the Board. Ms. McGarry asked why is this item being removed? Chairperson Davis asked if anyone would like to speak to this question. Mr. White said the Board voted on this issue in May; nothing has changed; the people that put this item on the agenda know they do not have five votes; and this is the reason some people perceive the Board as dysfunctional because we continue to act in this manner. Chairperson Davis said the adoption of the agenda is the first item of each Board meeting and the motion is in accordance with the rules for adopting the agenda. The agenda can be adopted as presented or a Board member may recommend adding or removing items. The Board discussed the motion.
- Dr. Waddell talked about the recently approved Board Policy for placing items on the agenda and expressed concern about the request to remove this item from the agenda. Chairperson Davis said the policy was followed correctly and that is why the item is on the proposed agenda. The Board is now adopting the proposed agenda and items can be added or taken off the agenda. Dr. Waddell said she supports keeping the item on the agenda because there have been several revisions in what CMS is doing as a system and this should be revisited by the Board.
- Mr. McElrath said the circumstances regarding this item have changed significantly. The

Superintendent who was pushing it is no longer with CMS; a key staff member who was designing the system is no longer with CMS; and this did not have support from the community and because of the changes the Board should vote on it again.

- Mr. Tate said the process for adopting the proposed agenda did not change. The policy changed for how to place items on the proposed agenda and that process was followed. The proposed agenda for the meeting becomes the final agenda following the adoption of the agenda. At the adoption of the agenda, Board members may add or delete items and the Board has followed the proper procedure. Mr. Tate said regarding Action Item IV. D., he will support the item if it remains on the agenda because he presented it to the Board at the May 24<sup>th</sup> Board meeting; however, he does not believe it is an appropriate agenda item today because the Board took action on this issue in May and he does not believe the Board should debate this issue again.
- Ms. Lennon will support the motion for the reasons Mr. Tate stated. She voted against the motion in May and she will consistently vote that way again should this go forward because a Board discussion on this matter today is not relevant. The Board has a new Superintendent shepherding the process and he put forth recommendations to slow this issue down to get more input and teacher involvement in the process and that is the right path to take at this time.
- Ms. McGarry said it is disingenuous of her colleagues to take this off the floor before having the courtesy of listening to the reasons of the motion. Ms. McGarry discussed the strategic plan and its pay for performance initiative. She read a statement addressing her viewpoints and the importance of establishing clarity on the issue of pay for performance. Ms. McGarry asked the Board to rethink, discuss, and request the General Assembly of North Carolina to take no further action on House Bill 546 until a new Superintendent is hired.
- Chairperson Davis said there has been a change in the school leadership but the Board has not changed and the fundamentals of the Board's strategy, which preceded our previous Superintendent, remain in effect as contained in the Board's Theory of Action. This Board and our predecessors on the Board have been clear on our support for transforming a public education system that includes an emphasis on performance management and a transformation of the compensation system. Chairperson Davis does not believe the changes that have occurred merit the Board revisiting this issue.

Chairperson Davis called for the Board vote to adopt the agenda as amended.

**The Board voted 6-3 in support of adopting the agenda as amended with agenda item IV. D. removed.**

*Ayes: Board members Davis, Merchant, White, Lennon, Tate, and Morgan.*

*Nays: Board members McGarry, McElrath, and Waddell.*

## **II. REQUEST FROM THE PUBLIC**

Chairperson Davis said the Public Request section is an opportunity to hear from the public and gain valuable feedback. Chairperson Davis outlined the speaker and audience protocol. He encouraged the audience to be mindful of showing respect to the speakers and to refrain from either showing support or displeasure. Generally, personnel, confidential or specific school level matters are not proper subjects to discuss during the public comment period. Instead, those matters are more appropriately addressed in accordance with the appeal rights supported under North Carolina General Statutes. Each speaker will be given three minutes

to address the Board. Chairperson Davis asked the speakers to direct comments to him as the representative of the Board and to refrain from comments directed at staff members.

- Genesis Newsome, founder of New Way Foundation, shared information regarding the program which is a non-profit mentoring/tutoring organization being offered to all students K-12 free of charge. She asked CMS to provide the organization support.
- Five people represented Guardian Foundation, which is a non-profit foundation, and shared information regarding their plan to convert the eleven closed schools into community centers. The centers would offer a wide variety of services including educational, social, athletic, arts, and economic programs that would impact the students and the communities. The centers would represent the best and highest use of the facilities and they asked the Board to approve leases for Guardian Foundation.
  - Steve Axtell, a retired Navy Captain and parent of three CMS graduates.
  - Joan Roman, North Carolina Principal Fellow.
  - Benjamin Bennett.
  - David Plank, member of AIA serving the community for over thirty years.
  - Sam Kodaimati, father of seven CMS students.

Chairperson Davis called the Request from the Public closed at 6:45 p.m.

### III. CONSENT ITEMS

#### A. Recommend approval of Closed Session Minutes:

- June 1, 2011.
- June 6, 2011.
- June 8, 2011.
- June 8, 2011.
- June 15, 2011.
- June 15, 2011.
- June 16, 2011.
- June 23, 2011.
- June 28, 2011.
- June 29, 2011.

#### B. Recommend approval of Open Session Minutes:

- March 22, 2011 Regular Board Meeting.
- April 12, 2011 Regular Board Meeting.
- June 6, 2011 Regular Board Meeting.
- June 8, 2011 Special Meeting.
- June 15, 2011 Special Meeting.
- June 28, 2011 Regular Board Meeting

#### C. Recommend approval of administrative personnel appointments.

##### *Appointments:*

- *Scott Muri named Chief Information Officer. Mr. Muri previously served as Northeast Zone Superintendent.*
- *Dawn Robinson named Northeast Zone Superintendent. Dr. Robinson previously served as Educational Consultant for Charlotte-Mecklenburg Schools.*
- *Charity Bell named Central Secondary Zone Superintendent. Ms. Bell previously served as Northeast Zone Executive Director.*
- *Nicole Priestly named Central Elementary Zone Executive Area Director. Dr. Priestly has a*

*Doctorate, Department of Curriculum and Instruction, Reading Program from the University of Maryland; Administration and Supervision Certification from the University of Georgia; Reading Specialist Degree from University of Florida; Master of Arts in Teaching University of South Carolina; Bachelor of Arts in International Relations from University of South Carolina. Dr. Priestly previously served as principal at South Lake Elementary School, Gaithersburg, Maryland, Montgomery County Public Schools.*

- *Alicia Hash named principal at Cotswold Elementary School. Ms. Hash previously served as Dean of Students/Academic Facilitator at Lincoln Heights Elementary School.*
- *Kimberly Odom named principal at River Gate Elementary School. Ms. Odom previously served as assistant principal at Sterling Elementary School.*
- *Angela Grant named principal at Shamrock Gardens Elementary School. Ms. Grant previously served as assistant principal at J. T. Williams Middle School.*
- *Monique Davis named principal at J. H. Gunn Elementary School. Ms. Davis previously served as interim principal at J. H. Gunn Elementary School.*
- *Brian Schultz named principal at Torrence Creek Elementary School. Mr. Schultz has a Master of School Administration from UNC-Charlotte and a Bachelor of Arts in Elementary Education from Purdue University. Mr. Schultz previously served as Director of Elementary Education with Cabarrus County Schools, Concord, North Carolina.*
- *Paul Holden named Executive Director of Family and Community Services and Parent University. Dr. Holden has a Doctorate in Philosophy from the University of South Florida; a Master of Social Work from Florida State University; and a Bachelor of Arts in Sociology from Georgetown University. Dr. Holden previously served as Executive Director of Student Services with Catawba County Schools, Newton, North Carolina.*

D. Recommend approval of student release request to other school districts.

*Application for release of students: 6 Cabarrus County, 1 Iredell Statesville Schools.*

E. Recommend approval of license/non-licensed hires and promotions for June 2011.

*Monthly hire report includes prior month(s) hires not processed when report was presented to the Board of Education last month.*

- *Total Hires July 1, 2010 - June 30, 2011: 3,138. (Licensed Hires: 1,514/Non-Licensed Hires: 1,624).*
- *Total Promotions July 1, 2010 - June 30, 2011: 273. (Licensed Promotions: 108/Non-Licensed Promotions: 165).*

F. Construction Items:

1. Recommend approval of construction contract for Right Choices at J.T. Williams Middle School.

*Camera surveillance project for Right Choices at J.T. Williams Middle School. Staff recommends the approval of the contract to the lowest responsive bidder, Watson Electric Company, Inc. The contractor agrees to provide the labor, services, equipment, and materials needed to install a complete system for sixty-four surveillance cameras at J.T. Williams Middle School to accommodate the needs of the relocated Right Choices Program. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. The MWSBE participation for Watson Electric is 100%. Fiscal Implications: Local funds in the amount of \$227,770.*

2. Recommend approval of construction contract at Quail Hollow Middle School.

*The scope of this project is a chiller replacement at Quail Hollow Middle School. Staff recommends the approval of this contract to the lowest responsive bidder, Carolina Air Solutions. The contractor agrees to provide the labor, services, equipment, and materials needed to remove and replace one existing Carrier chiller and install one new Trane 110 ton*

chiller at Quail Hollow Middle School. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. The work is scheduled to be completed by December 30, 2011. The MWSBE participation is 5%. Local funds in the amount of \$61,282.66.

3. Recommend approval of construction contract at Smithfield Elementary School.

*The scope of this project is a chiller replacement at Smithfield Elementary School. Staff recommends the approval of this contract to the lowest responsive bidder, Carolina Air Solutions. The contractor agrees to provide the labor, services, equipment, and materials needed to remove and replace two existing York chillers and install one new Trane 70 ton chiller and one new Trane 155 ton chiller at Smithfield Elementary School. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. The MWSBE participation is 5%. Fiscal Implications: Local funds in the amount of \$135,669.47.*

4. Recommend approval of construction contract at Walter G. Byers Elementary School.

*The scope of this project is a chiller replacement at Walter G. Byers Elementary School. Staff recommends the approval of this contract to the lowest responsible bidder, Carolina Air Solutions. The contractor agrees to provide the labor, services, equipment, and materials needed to remove and replace two existing York chillers and install two new Trane 120 ton chillers at Walter G. Byers Elementary School. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. The work is scheduled to be completed by December 30, 2011. The MWSBE participation is 5%. Fiscal Implications: Local funds in the amount of \$132,413.42.*

5. Recommend approval of construction contract at South Mecklenburg High School.

*The scope of this project is a chiller replacement at South Mecklenburg High School. Staff recommends the approval of this contract to the lowest responsible bidder, Carolina Air Solutions. The contractor agrees to provide the labor, services, equipment, and materials needed to remove and replace two existing McQuay chillers and one existing York chiller and install one new Trane 130 ton chiller, one new Trane 140 ton chiller, and one new Trane 170 ton chiller at South Mecklenburg High School. All work is to be performed in accordance with the standard terms and conditions outlined in the contract. The work is scheduled to be completed by December 30, 2011. The MWSBE participation is 5%. Fiscal Implications: Local funds in the amount of \$244,226.57.*

G. Recommend adoption of a resolution authorizing the Director of Storage and Distribution to dispose of surplus school property by way of on-line bid in auction format.

*The on-line auction time span will encompass the August 1-16, 2011 period. GovDeals, ([www.govdeals.com](http://www.govdeals.com)) an experienced and proven on-line government surplus sales service provider will facilitate the process. These auctions usually generate \$6,000 to \$15,000 in revenue.*

H. Recommend approval of agreement between Charlotte Mecklenburg Association of Educators ("CMAE") Randolph Frierson, and Charlotte-Mecklenburg Board of Education ("CMBOE") to pay CMBOE for all costs associated with Frierson's professional leave to serve as CMAE President.

*Approval of an agreement to allow Randolph Frierson, CMS Early Intervention Coach, to take professional leave of absence from CMS to meet his obligations as the CMAE president from approximately August 1, 2011 through June 30, 2013. CMAE will reimburse CMS for the full salary and benefit costs for Mr. Frierson during his professional leave of absence.*

Chairperson Davis asked Board members if they would like to pull any Consent Items?

Ms. McGarry pulled Consent Item C.  
Mr. McElrath pulled Consent Item F.1.

Chairperson Davis called for a motion to adopt the Consent Agenda as presented with the exception of Consent Items C. and F.1.

**Mr. White made a motion that the Board adopt Consent Items A., B., D., E., F. 2.-5., G, and H, excluding C. and F.1., seconded by Mr. Morgan, and the motion passed upon unanimous voice vote of the Board. Following the Board vote, Ms. McGarry reported she had planned to pull Consent Item H. and requested that her vote be changed to not support the approval of Consent Item H. and there was no objection from the Board members. Consent Item H passed upon an 8-1 Board vote with Ms. McGarry opposing its approval.**

Mr. McElrath discussed concerns that an asphalt plant in the area of J. T. Williams Middle School listed that area as rural but they used dispersion coefficients for urban and he wants to ensure this area is listed as urban. Mike Raible, Executive Director of Planning and Project Management, said this mistake has since been corrected and an air quality dispersion model was run under both urban and rural and both models passed. Mr. Raible said he would provide Mr. McElrath the air quality documentation at a later time

Ms. McGarry asked regarding the appointment for Parent University, who is paying for that position? Mr. Hattabaugh said the Executive Director position oversees Family and Community Services and that position was in place prior to Parent University being formulated and being a part of this group. This position provides multi-functional oversight and is accountable for Family and Community Services as well as Parent University. All programs of Parent University are funded through grants and donations. This position will fill a vacant position reporting to Ann Clark, Chief Academic Officer.

Mr. Hattabaugh provided an overview of the personnel appointments as noted above. Mr. Hattabaugh commended Ann Clark, Chief Academic Officer; Ms. Clark's staff; and Rashidah Morgan, Broad Fellow, for establishing a process and protocol to build the bench strength for CMS including excellent principal candidates. The principals being recommended for appointment have gone through an arduous screening process and CMS has a bench of qualified candidates. Chairperson Davis commended staff for this effort because it is putting the Board's Theory of Action into action with an emphasis on performance and strong leaders.

Chairperson Davis called for a motion to approve Consent Items C. and F.1.

**Mr. White moved that the Board approve Consent Items C. and F.1., seconded by Dr. Waddell, and the motion passed upon unanimous voice vote of the Board.**

#### **IV. ACTION ITEMS**

##### **A. Recommend approval of Weighted Criteria to be used in leasing of Closed Facilities**

Chairperson Davis called upon Mr. Hattabaugh to present the recommendation for approval of Weighted Criteria to be used in leasing of Closed Facilities. Mr. Hattabaugh called upon Michael K. Raible, Executive Director of Planning & Project Management, and Dennis

LaCaria, Director of Facilities Planning and Real Estate, to present the information and assist the Board in determining the priority of the weighted criteria.

Mr. LaCaria said in March the Board began discussing the use of the facilities that would be closed or consolidated as a result of the Board decisions in November regarding A Case for Continuous Improvement: A Comprehensive Review of CMS. The Board determined that CMS should make the facilities available to use by others so they would become community assets and the driving forces should include the ability to ensure the facility continued to serve the public, shift the burden to continue to operate and maintain the facilities to the entities leasing the facilities, and explore opportunities to redirect operating dollars in an effort to save dollars and potentially save jobs. Staff worked in conjunction with staff from the City and County, real estate agencies, and others to develop a rubric to weight the score of the lease proposals received in the defined lease period. As a result of that work, staff determined criteria necessary to rate the raw scores. Mr. LaCaria reported individual Board members provided their criteria rankings in priority order and that information was compiled to establish an overall priority order for further discussion to finalize the actual weightings that will be applied to each of the raw scores to determine the proposed lessee for each facility. Ten was the highest score with the heaviest weight and one was the lowest with the least weight. Mr. LaCaria provided an overview of the proposed criteria in priority order based upon the sum of the Board input.

**Weighted Criteria in Order of the Sum:**

Criteria	Board Sum	Definition
Legal (Required)	Must	Zoning use/occupancy, permitting, legal purpose.
Benefit to CMS Students	70	Assistance or programming for CMS students.
Educational Use	63	K-12 or other.
Benefit to Neighborhood	62	Service to the immediate area, including neighborhood access.
Benefit to Community	56	Service to the community at large, including community access.
CMS Liability	55	Exposure, perception, environmental impacts.
Tenant Quality	51	Financial stability, reputation, community presence, time in operation.
Ease of Management	33	Date of occupancy, contract term, sole point of contact, full utilization.
Maximize Net Revenue	32	Immediate possession, lease of FF&E or equipment desired.
Improvements	21	Of benefit to CMS versus of benefit to user only.
Nonprofit/Municipality/ Local Government unit	16	City of Charlotte, towns Mecklenburg County government, or other non-profit organization.

Chairperson Davis called for a motion to adopt the weighted criteria based upon the sum.

**Dr. Waddell moved that the Board approve the weighted criteria in priority order based upon the Board sum total, seconded by Ms. Lennon, and a Board discussion followed.**

- Dr. Waddell asked how many facilities are included in this recommendation? Mr.



LaCaria said there are ten facilities available for lease (Pawtucket Elementary, Davidson IB, Wilson Middle, Old Sedgefield, Old Wilmore, Midwood, and the Pre-K Centers Amay James, Double Oaks, Plaza Road, Tryon Hills). There were eleven but staff determined Smith Language Academy would be reused for CMS purposes. Dr. Waddell expressed concern why CMS would lease any facilities because CMS is short of classroom space, short of office space as a result of moving out of the Education Center, and staff has already assigned some of the closed schools for different office buildings. Dr. Waddell believes it would be better to save the schools for future classrooms to lessen the number of mobile classrooms and reduce the overcrowding conditions in many of the schools. Mr. LaCaria said leasing the facilities is the best option because at some point in the future CMS may need to operate these facilities for some purpose and a lease would allow CMS to take the facilities back. Dr. Waddell would prefer the sites be used for students and staff to relieve overcrowding and because CMS received more funding than anticipated the Board should rethink this decision.

- Mr. McElrath supports leasing the schools but wants to ensure the lease terms include a clause that allows CMS to take the facilities back. Mr. LaCaria said this will be flushed out in the lease terms and will be considered on a facility by facility basis.
- Ms. Lennon said CMS has schools that are significantly overcrowded, such as Torrence Creek and Highland Creek elementary schools, but the closed schools are not in close proximity of those schools. Ms. Lennon asked are there any schools with significant overcrowding in close proximity of the closed facilities? Mr. LaCaria said, no, the schools are further away from the areas in which we are experiencing overcrowding issues. Ms. Lennon asked as a result of closing schools has CMS put a school in a high-capacity situation? Mr. LaCaria said at this point, no.
- Ms. McGarry expressed concern about using a rubric because it can lead to a predetermined outcome. Mr. LaCaria said the rubric was developed in conjunction with CMS, City, and County staffs as well as private brokers to determine fair criteria to capture all aspects for the use of the facilities. Ms. McGarry said this process was the business of the public and should have been done in public. She believes educational use should be a top priority because these properties were funded by the taxpayers of the community and the facilities were made for schools. She said CMS is experiencing difficult budget times and maximize revenue should have been a high priority. Ms. McGarry said she did not provide input in the priority ranking and she would like to designate Maximize Net Revenue as a ten and Educational Use as a nine. Ms. McGarry reviewed information and laws regarding leasing schools to charter schools and she recommended the Board make the facilities available to charter schools first and followed by other schools and she offered the following amendment to the motion.

**Ms. McGarry made an amendment to the motion that the Board allow the vacant schools to be utilized by charter schools as a first choice and then available to other schools,** and a discussion followed. Chairperson Davis asked Ms. McGarry to clarify her motion and a Board discussion followed.

- Ms. Lennon asked were charter schools allowed to apply in the process. Mr. LaCaria said, yes, and none of the applicants are currently charter schools but some are private schools that are considering pursuing charter school status.
- Ms. McGarry said because of the lifting of the charter school cap in North Carolina this is an opportunity to fill vacant buildings with schools that would benefit children in

Mecklenburg County and she offered the following revised amendment to the motion.

**Ms. McGarry made an amendment to the motion that the Board allow the vacant school sites to be leased by charter schools and/or private schools that are currently seeking charter status due to the lifting of the charter school cap in Raleigh, North Carolina and make this a first priority,** and a Board discussion followed. Ms. Lennon said the charter schools could apply for a lease and they did not choose to apply. Chairperson Davis clarified that charter schools could submit an expression of interest under the existing rubric and he asked is there anything that would prevent CMS from leasing to charter schools? Mr. LaCaria said, no. Ms. McGarry said the purpose of her motion is to make charter schools a first choice.

Chairperson Davis called for a second to Ms. McGarry's amendment to the motion. **There was no second and the amendment to the motion died.** A Board discussion followed.

- Mr. Tate expressed concern that the Board as a group did not discuss the weighted criteria and applying the criteria to the expressions of interest. Mr. LaCaria provided clarification regarding the Board direction and discussion at Board meetings and the Board member feedback which provided guidance to the criteria and process.
- Mr. White said this is simple, he does not want anything that is going to cost CMS any money, cost time and effort of our staff to manage, cost CMS any liability, and he is concerned about tenant quality. The criteria will create a trickle down impact. If it benefits our students than it will benefit the neighborhoods and the communities in which those students live. Mr. White believes staff will utilize the criteria to make the best recommendations to the Board.
- Mr. Morgan said individual Board members had an opportunity to meet with staff to discuss the criteria and rankings and those meetings were informative. Mr. Morgan said once the lease terms end, CMS will consider other tenants for the sites and this could include the potential charter schools. Mr. Morgan asked why would CMS not consider selling some of the sites? Mr. LaCaria provided clarification noting that this is a bad market for selling; some of the facilities may need to be used in the future for a school site when growth increases; and the proceeds of the sale would only benefit capital and would not be directed into the operating budget. Mr. Morgan said should the proceeds go into capital could the County deduct that from the funding they are currently providing CMS? Mr. LaCaria said, yes, that could happen.
- Mr. McElrath asked would it save money to bus students to the vacant schools to relieve overcrowding to another school? Mr. LaCaria said this consideration has numerous facets that include some of the closed schools need significant renovations, CMS has not yet completed the renovations the voters approved in 2007, and the schools are not contiguous with the boundaries for the schools with severe overcrowding. Chairperson Davis said this question is more of a student assignment question and the decision to use or not use these facilities for our own purposes was evaluated by the Board in November based upon the student assignment plan for the 2011-2012 school year. Mr. McElrath said this is discussing the best use of the schools and he believes the best use would be to alleviate overcrowding issues at other schools. Mr. Hattabaugh said the Board has established neighborhood schools with attendance zones as well as Magnet options and this request would take a different approach to student assignment and change the process that is in place.

- Mr. Merchant expressed concern that this has become complicated because Board members had the opportunity to provide input to develop the criteria and the weight, and the decisions to use or not use these facilities was made in November. Mr. Merchant asked what is the expected net revenue for the leases? Mr. Raible said approximately \$200,000 for the ten facilities. Mr. Merchant said this is not a significant amount of money and he encouraged the Board to move forward on this issue and to strive to ensure the facilities are maintained, provide some use to the community, and kept in an acceptable condition should CMS need to reuse the facility in the future.
- Dr. Waddell expressed concern that there is too much confusion over what the Board is doing and she offered the following substitute motion.

**Dr. Waddell made a substitute motion that the Board not lease any of these schools, they be used to alleviate overcrowding conditions, and this matter be given further study, seconded by Ms. McGarry, and the Board voted 3-6 and the motion failed.**

*Ayes: Board members McGarry, Waddell, and McElrath.*

*Nays: Board members Davis, Merchant, White, Lennon, Tate, and Morgan.*

The Board continued the discussion on the original motion to adopt the proposed weighted criteria.

- Mr. Tate expressed concern that the Board did not have more discussion on the weighted criteria and to better understand the benefit to neighborhood and community CMS should have had discussions with the communities surrounding these schools. Mr. LaCaria provided clarification that the proposals included information on how the tenant would best serve the neighborhood and community and most of them were neighborhood residents. Mr. Tate believes CMS should have held meetings to allow public input on the use of the facilities. Mr. LaCaria said CMS held public meetings at the Government Center and the meetings were publicized through the CMS website, *Charlotte Observer*, TV coverage, and CMS press releases.
- Ms. McGarry addressed the importance of the Board discussing the business of the public in public and the Board should have discussed the weighted criteria in public. Ms. McGarry asked were charter schools or private schools seeking charter school status sent a notice to participate in the process. Mr. LaCaria said CMS did not do a targeted mailing or notice but CMS did a comprehensive communication plan that was spearheaded by the CMS Communication Department as well as coverage from the local media. Ms. McGarry asked would there be any backlash to CMS regarding the laws governing leasing unused buildings if CMS does not lease them for educational purposes. Mr. Battle said not in his opinion because the law refers to the charter schools making the request and not CMS seeking them out in a process such as this and this does not put CMS in conflict with the law. Ms. McGarry said CMS should have done more to make the vacant schools available for school use because that was why the schools were built.
- Ms. Lennon said the Board discussed the criteria and the definition of each term at a previous meeting and she believes Board members have had adequate time to do their homework regarding the terms and a priority ranking.
- Mr. Tate said the Board was to further discuss the definitions at the June 28<sup>th</sup> Regular Board meeting but for a variety of good reasons that did not happen. Mr. Tate said the Board should have decided as a group whether this was the best list of criteria and ranking and he expressed concern about the process, the ranking, and the Board being

rushed to make a decision in order to get the facilities leased. Mr. Tate will vote against the motion because it did not follow a good process.

- Dr. Waddell expressed concern about the process; the Board not discussing this further; the benefit to the neighborhood because some of the potential tenants are not a part of the neighborhood; and the quality of the potential tenants. Dr. Waddell would prefer to not lease these facilities and she urged the Board to rethink this decision.
- Chairperson Davis asked what are the implications for the Board not taking action on this matter tonight and delaying the decision until August 9<sup>th</sup>? Mr. Hattabaugh said the impact would be on the various entities wanting to lease the facilities because some have programs they want to start at the beginning of school. A decision tonight would provide staff adequate time to negotiate leases and prepare the facilities to be available before the start of school. Mr. Raible said the potential tenants that are schools will be put at a disadvantage because they cannot be prepared by the start of school and this process will involve the negotiation of a lease. Chairperson Davis expressed concern that if the Board does not move forward tonight the real implication is on the students who could possibly benefit from the use of these facilities when school starts.
- Mr. White expressed concern that the Board could delay this process for another two weeks and end up with this same conversation. He does not believe anything better will be developed and he will vote to approve this motion in order for staff to move forward so that the buildings can be used.
- Mr. Merchant said the process may not have been perfect but he will defend the work of staff. CMS has been busy in the past several months and this is not the biggest issue. This does not line up with his preference but it is based upon input from all Board members and staff will apply the rubric honestly, transparently, and find the best use of these facilities. This will be better than leaving them empty, protect our capital interests, lessen our liability, and provide benefit to the neighborhood and community that is greater than an empty school. He urged the Board to move forward on this issue.
- Ms. McGarry said by delaying this vote the ones that will suffer is schools and she suggested the Board divide the leases for schools from those that are not schools. She said a part of this is a trust issue because some people believe this is a done deal. This is an important discussion and the Board should thoroughly review this matter to ensure the decision is the best decision and she would support reviewing this on a site by site basis.
- Chairperson Davis said this matter is a series of contracts and the Board's role is to define policy that leads to staff executing contracts. It is incumbent upon the Board to keep our respectful distance in negotiating these contracts.

Chairperson Davis called for the Board vote on the original motion.

**The Board voted 6-3 to approve the weighted criteria in priority order based upon the Board sum total.**

*Ayes: Board members Davis, Merchant, White, Lennon, Tate, and Morgan.*

*Nays: Board members McGarry, Waddell, and Tate.*

**B. Recommend approval of adoption of 2011-2012 Charlotte-Mecklenburg Board of Education Budget**

Chairperson Davis called upon Mr. Hattabaugh to present the recommendation for the adoption of the 2011-2012 Charlotte-Mecklenburg Board of Education Budget. Mr. Hattabaugh called upon Sheila Shirley, Chief Financial Officer, to present the

recommendation. Mr. Hattabaugh provided an overview of the process leading to the final recommendation of the proposed 2011-2012 Budget. This school year has been full of surprises. At the start of the budget process last fall, the State asked schools systems to build a budget that provided State funding cuts of 5%, 10%, and 15%. At that time, the County predicted flat funding for CMS. CMS staff created a budget to accommodate more than \$100 million in reductions with many of the cuts in tiers to provide flexibility. This turned out to be a wise decision because the budget picture changed drastically from last fall until now. The tiers provided structure to restore or remove should CMS receive more money from the State and County than anticipated. CMS has been able to restore some of the cuts from the tiers this year and some of the school-based cuts from last year that we think were harmful to the District's growth particularly in the areas of restoring teacher assistant positions and assistant principals to an 11-month schedule. As a result of the State funding being more than expected we have increased teacher allotments and that means more teachers which is a positive step for CMS. Mr. Hattabaugh emphasized a few key points. CMS is still making budget cuts yet we are still growing as a District. This budget includes \$47 million in cuts because of the reduced funding. CMS did not receive extra money but received cuts that were smaller than expected. CMS has made more cuts in the budget as we have in the past three years. This District continues to grow and we expect in excess of 2,000 new students this coming school year. CMS continues to absorb increases in its operating costs such as employee benefits and utility costs. CMS cannot control these cost increases nor reduce how much we can spend on each student. What CMS spends on students has declined since 2008-2009. The District has increased in size by 30% over the last decade but per pupil spending only grew by 18% which resulted in more students and less money. It is important to remember that CMS does not control the budget timelines for the State and County and we cannot wait to begin our budget until their budgets are completed. Instead, each year we must estimate and plan conservatively which makes the budget process even more complex. The uncertainty that comes with building a budget without knowing how much money you will have is significant. That uncertainty affects all of us, the CMS employees, the students, their families, and the public. CMS has made the budget process as transparent as possible. But, the uncertainty of this year, where the initial information we received did not accurately predict the actually funding CMS would receive, can erode public trust in CMS if there is wide-spread misperception about why the budget numbers changed so much. Those changes were unavoidable. We began the year with a set of assumptions from our two major funders that changed drastically. The limited CMS financial experts led by Ms. Shirley have done an outstanding job of developing the budget in an unusually uncertain year. Mr. Hattabaugh commended Ms. Shirley and her staff for remaining flexible throughout the budget process.

Sheila Shirley said the recommendation represents a culmination of a significant amount of work effort by the Board, CMS staff, and community members and we believe this budget will meet the needs of our students in the best and most effective way. Ms. Shirley reviewed the steps over the past twelve months and the proposed 2011-2012 Board of Education Budget.

- Development of Budget: In June 2010 in anticipation of another challenging budget year, the Board their work with A Case for Continuous Improvement: A Comprehensive Review of CMS which resulted in closing and consolidating schools. That process yielded approximately \$5.2 million in annual savings.

- Budget Development Framework: In November, staff began the budget process with the Board and a first step was to outline the Budget Development Framework which included budget guiding principles to be used to develop the process.
  - Make reductions that have the least impact on the classrooms first.
  - Align resources to support *Strategic Plan 2014*.
  - Keep strong academic focus coupled with data driven decision making.
  - Recognize and plan for the impact of the economic environment and employ sound fiscal management, respond to signals from state and local sources that funding may be limited.
  - Acknowledge uncertainty regarding expected funding levels from all sources, but be prepared for the worst.
  - Request funding from County for growth and sustaining operations.
  - Pay for *Strategic Plan 2014* initiatives through budget reductions or redirections.
  - Establish flexibility in the budget to allow for various reduction levels.
- November 2010:
  - CMS received notification that the Office of State Budget and Management requested State agencies to prepare a plan of 5%, 10%, and 15% reductions.
  - The Federal Stimulus dollars were coming to an end and the overall impact on the State budget could result in a loss of \$738,000,000.
  - The State anticipated per pupil spending could be reduced by \$500 to \$1,000 per student. The impact on CMS would equate to \$69 million to \$136 million in State cuts.
  - The Governor made it clear there would be no extension of the temporary taxes that were scheduled to expire at the end of the year and that automatically added \$1 billion to the budget gap.
- December 2010: The State asked State agencies to provide budget reduction options of 5%, 10%, and 15%, the Federal funding cliff was still pending, and the local funding was unknown.
- January 2011: The State Fiscal Research Division provided a 2011-2012 State budget gap estimate which equated to a \$3.7 billion deficit. Based upon the information, CMS elected to go with a 10% State budget reduction which equated to approximately \$93 million in budget reductions (\$63 million state, \$15 million Federal Funding Cliff, and \$15 million flat funding from the County for Growth and Sustaining Operations).
- February 2011: Fiscal Research Division indicated the revenues from the State would be approximately \$18.8 billion which was approximately \$600 million in additional revenue. In addition they indicated their budget need had been trimmed down to \$21.6 billion which was approximately \$300 million less than predicted. With this information the anticipated State budget gap estimate was \$2.8 billion which represented a 15% shortfall at the State level.
- May 2010: The Fiscal Research Division report listed two key points.
  - Anticipated revenue from personal and corporate income tax collections did not materialize.
  - Since the February forecast, little has changed with the overall economic picture.
- CMS Budget Timeline: CMS strived to be transparent throughout the budget process and provided updates on a regular basis to keep staff and the community abreast of the facts. CMS elected to present budget reduction proposals to the Board early to ensure they were aware of the potential reductions that may ultimately be needed. CMS also

presented the information to the Board of County Commissioners in mid-January.

- How state closed the budget gap? By June 2011 the State closed the estimated budget gap to zero and contributing factors may have included the preliminary revenue estimate actually increased by \$1.1 billion, adjustments to availability of \$ .4 billion, reduced continuation budget estimate by \$1.1 billion, and made net reductions to the budget by \$1.1 billion.
- Results of the State and County Budgets:
  - State Budget was finalized on June 15, 2011. State revenues were higher than anticipated (CMS planned for funding to cover benefit increases and growth) and additional funding was provided beyond the planned increase. The CMS cuts were less than expected from the State. CMS planned for a 10% reduction and the actual reduction was 6.8% (including the North Carolina Virtual Public School reduction and charter reduction).
  - County Budget: County Budget was approved on June 7, 2011. CMS requested \$50 million in additional funding from the County. CMS planned for flat funding and ultimately received \$26 million in additional funding.
- Positive Impacts of the State and County Funding: Final approved budgets from the two CMS primary funding sources had a positive impact on the CMS budget plan. As a result, the budget recommendation includes several adjustments.
  - Reinstate Tier 4 reductions from the **2011-2012 Proposed Budget** and a few items in Tier 3.
  - Reinstate Tier 5 reductions from the **2010-2011 Budget** and some critical items in Tier 3.
  - Permanently fund the ARRA cliff and use one time funding for critical projects.
  - Prepare for projected increase in the discretionary reduction in next year's budget (CMS' part of this is an additional \$7 million).
  - Positive Impacts: Additional County funding (\$26 million) and State cut savings (lower than expected cuts from the State \$27 million) allowed CMS to:

Reinstate Tier 4 reductions from the 2011-2012 Proposed Budget (Teachers, instructional support, teacher assistants, Bright Beginnings classes without administrative costs)	\$53 million
Additional State funding allowed CMS to reinstate:	
▪ Tier 3 (2011-2012 selected cuts (Zone teachers, Campus Security Associates, and Talent Development teachers).	\$ 7 million
▪ Tier 5 2010-2011 cuts (Teachers and teacher assistants).	\$12 million
▪ Tier 3 2010-2011 selected cuts (Teacher assistants back to 40 hours).	\$ 1 million
Additional State funding allowed CMS to:	
▪ Redirect locally funded non-instructional support staff to state funding. (Permanently fund ARRA cliff and create one time local funding for critical technology and deferred maintenance projects at the schools).	\$28 million
▪ Add support staff at schools with PreK (according to the formulas with PreK students included).	\$ 1 million
▪ Increase textbook allocation.	\$ 2 million
▪ Increase funding for at risk students (extended day and credit recovery programs)	\$ 3 million
State Budget Expansion Item:	
▪ Adjusted the K-3 teacher allocation from 1:18 to 1:17 (114 teachers to CMS). CMS will continue to use the Weighted Student-Staffing formula for	\$ 6 million

allocating teachers and changed the ratio from 1:22 to 1:21 for K-3 to accurately reflect the State change.	
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• 2011-2012 Budget Reductions Remaining:

Operationalized and Efficiencies:	\$\$	\$\$
<ul style="list-style-type: none"> <li>▪ Comprehensive Review – School Closures (5,210,576)</li> <li>▪ Average salary adjustment (2,176,485)</li> <li>▪ Midwood High relocation ( 969,617)</li> <li>▪ Redirect contracted services to State technology funds ( 651,321)</li> <li>▪ Eliminate annual maintenance fee for AAL and NC Wise ( 245,000)</li> <li>▪ Utilities (reducing consumption) (1,903,552)</li> <li>▪ Eliminate prior year extended employment ( 79,713)</li> <li>▪ Transportation – Bell schedule and 7-hour instructional day for all students. (4,009,059)</li> </ul>		(15,245,323)
<b>Tier 1:</b> <ul style="list-style-type: none"> <li>▪ Central Office Reductions (8,785,421)</li> <li>▪ DSSF funding for high school plans (1,229,914)</li> <li>▪ Achievement Zone – school-based positions ( 689,290)</li> <li>▪ Media Specialists – 1 position ( 69,019)</li> <li>▪ Bonuses – Incentives, Critical Needs, Signing (4,293,933)</li> </ul>		(15,067,577)
<b>Tier 2:</b> <ul style="list-style-type: none"> <li>▪ Reduce funds for equitable supplies and materials ( 125,000)</li> <li>▪ CTE – 38 teachers (2,504,830)</li> <li>▪ Alternative Education (1,146,108)</li> <li>▪ CSAs – 10 Rapid Response ( 362,880)</li> <li>▪ SQR Training ( 135,000)</li> <li>▪ Building Services – trade positions ( 712,422)</li> <li>▪ Custodians (1,734,753)</li> <li>▪ Academic Competitions ( 87,559)</li> </ul>		( 6,808,552)
<b>Tier 3:</b> <ul style="list-style-type: none"> <li>▪ Extended Day allotment to schools (1,052,532)</li> <li>▪ CTE- 10 teachers ( 659,170)</li> <li>▪ 107 teacher-level positions for Zone and leave* (6,338,359)</li> <li>▪ Talent Development - 6 teachers* ( 412,380)</li> <li>▪ Campus Security Associates – 16 positions* ( 543,160)</li> </ul>		(9,005,601)
<b>Tier 4:</b> <ul style="list-style-type: none"> <li>▪ Bright Beginnings Centers’ administrative, clerical, and custodial costs (1,733,340)</li> </ul>		(1,733,340)
<b>Grand Total</b>		<b>\$(47,860,393)</b>

\*positions were ultimately added back with additional State revenue.

• Other Significant Changes Since the Proposed Budget:

\$4.9 million	Increase for retirement rate bump to 13.12% from 11.52%.
\$(13.4 million)	Decrease due to budgeted average salary adjustment on State position allotments.
\$6.0 million	Increase in State categorical allotments.
\$( .7 million)	Net reduction due to no increase in SRO contract, but added funding for crossing guards.
\$19.3 million	Net adjustments in federal/special program funds – new allotments and carryover adjustments.



\$4.9 million	Increase in fund balance appropriation for technology projects, summer extended employment, accountability initiatives, and mobile units set up/movement.
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- Budget Reductions by Area: As a result of three years of cuts, CMS has a more efficient and leaner operation and the resources being restored are school focused.

School Year	State/Local Budget	Total Reductions	State/Local Positions	Total Positions Reduced
2011-2012:				
Central Office	85,662,147	(6,613,642/ 7.7%)	893	(60 / 6.7%)
Support	82,232,185	(10,161,756 / 12.4%	1,573	(235 / 14.9%)
Schools	769,086,720	(31,084,994 / 4.0%)	11,809	(212 / 1.8%)
<b>Total</b>	<b>936,981,052</b>	<b>(47,860,393/ 5.1%)</b>	<b>14,275</b>	<b>(506 / 3.5%)</b>
2010-2011:				
Central Office	97,464,429	(9,405,886/ 9.7%)	920	(61 / 6.6%)
Support	99,080,367	(9,601,118 / 9.7%	1,631	(80 / 4.9%)
Schools	756,467,796	(39,739,730 / 5.3%)	11,957	(675 / 5.6%)
<b>Total</b>	<b>953,023,592</b>	<b>(58,746,734/ 6.2%)</b>	<b>14,508</b>	<b>(816 / 5.6%)</b>
2009-2010:				
Central Office	103,776,661	(9,380,942/ 9.0%)	999	(98 / 9.8%)
Support	128,229,321	(11,217,486 / 8.7%	2,206	(133 / 6.0%)
Schools	837,951,318	(66,304,143 / 7.9%)	13,367	(736 / 5.5%)
<b>Total</b>	<b>1,069,957,300</b>	<b>(86,902,571/ 8.1%)</b>	<b>16,572</b>	<b>(967 / 5.8%)</b>

- School Staffing Restored:

Positions	2011-2012	2010-2011	Positions Restored from Cuts	Other Positions Restored	TOTAL
Teachers	580	145	725	147	872
Instructional Support	171	-	171	8	179
Support	430	164	594	20	614
<b>Total</b>	<b>1,181</b>	<b>309</b>	<b>1,490</b>	<b>175</b>	<b>1,665</b>

- Final Proposed 2011-2012 Budget versus 2010-2011 Adopted Budget:

2011-2012 Proposed Budget	\$1,169,398,626
2010-2011 Adopted Budget	\$1,150,186,045
Increase	\$19,212,581
% Change	1.7%

- 2011-2012 Proposed Budget and Percent of Funding Sources:

July 26, 2011	Proposed 2011-2012 Budget	Percent of Total
State of North Carolina	\$ 662,331,403	56.6%
Mecklenburg County	328,339,101	28.1%
Federal/Other Grants	160,473,882	13.7%
Other and Special Revenue	18,25,24	1.6%
<b>Total Operating Budget</b>	<b>\$ 1,169,398,626</b>	<b>100%</b>
Capital Replacement	4,960,000	
Child Nutrition	66,499,202	

After School Enrichment Program	14,960,621	
<b>Total Proposed Budget</b>	<b>\$ 1,255,818,449</b>	

- Proposed Budget Uses.
  - Salaries: \$725.8 million / 62%.
  - Benefits: \$232.2 million / 20%. (Employee benefits equates to \$1 out of every \$5).
  - Purchased Services: \$123.6 million / 11%.
  - Supplies and Materials: \$69.2 million / 6%.
  - Furniture and Equipment: \$1.7 million / <1%.
  - Other: \$16.9 million / 1%.

Ms. Shirley said the budget outcome for this year was more favorable than originally anticipated and that allowed CMS to restore 1,665 school-based staff to provide smaller class sizes and support in our schools. While the budget task has been difficult, the budget presented is fiscally sound and achieves the goals outlined in the budget development framework. Mr. Hattabaugh commended Ms. Shirley and her limited team for doing outstanding work and he noted that in addition of finalizing the proposed budget they also closed the books for fiscal year June 30, 2011. Mr. Hattabaugh said this concludes the budget presentation and he asked the Board to approve the budget as presented.

Chairperson Davis called for a motion to adopt the proposed 2011-2012 Budget as presented.

**Upon motion by Mr. White that the Board adopt the proposed 2011-2012 Board of Education Budget as presented, seconded by Mr. Tate, and a discussion followed.**

- Mr. Merchant thanked staff for the helpful presentation that outlined the challenging timeline and he commended the Financial Department for providing a transparent process that ensured the Board and community was prepared for the pending changes. This budget will help CMS move forward with the new school year as well as the Superintendent Search. It is great news that CMS was able to bring back good employees and we will have more resources for our students for next year than originally anticipated. Mr. Merchant said the dollars per student have declined over the past several years and that has been coupled by the cost of doing business has continually increased. Mr. Merchant said the budget process this year was transparent and it worked well, he will support the budget, and he encouraged the Board to do the same.
- Mr. White said he is not sure the public appreciates the budget process because it is lengthy, complicated, and involves timelines and Board decisions prior to knowing the allocated funding from our funding sources. Mr. White will support the budget recommendation and he commended staff for doing an outstanding job.
- Mr. Morgan said this budget will bring back 1,665 classroom or support positions. This is vitally important because this year we saw some decline in the End of Grade and End of Course results and part of that decline may have been caused by the increase in class size over the past three years. Mr. Morgan said CMS has done exactly what we said we would do. CMS brought back items in Tiers 4, 3, and 5 and those resources were put directly into the classrooms. Resources were not put back into Central Office and approximately 220 positions at the Central Office have been reduced. The additional dollars are focused on the classroom. Mr. Morgan said the Board must have a proposed budget prepared for the County by May 15<sup>th</sup> of each year. Included in this budget is a \$5

million retirement increase which is mandated by the State. Mr. Morgan commended staff for their hard work in developing the budget and meeting the required timelines.

- Mr. Tate thanked staff for their hard work and for keeping the Board and the community aware of the changes because it gave the Board and community an opportunity to work together to consider funding strategies to help students based upon the anticipated funding. Mr. Tate is happy CMS received the additional funding but we must remember this budget still represents \$47 million in reductions. The bulk of the items that increased the budget are related to employee benefits (health insurance and retirement) and those increases are mandated by the State and do not impact the classroom. Mr. Tate commended Mr. Hattabaugh for doing what we said we would with restoring the items in the tiers and focusing the additional resources on the areas that most dramatically affected students and help to ensure students have the best education available anywhere.
- Dr. Waddell commended Mr. Hattabaugh and Ms. Shirley and her staff for their hard work and keeping the Board and community informed of the budget changes. The outcome of the budget is positive because it has restored 872 teacher positions. Dr. Waddell said it is important to communicate the good news and the positive aspects of the budget to the public because this will help lessen the negative impact of closing schools, laying off teachers, and cutting programs. Dr. Waddell said the Governor signed a bill that eliminates the State funded kindergarten breakfast program at fifty-five CMS schools that qualified for the program free of charge and she asked was that change included in the proposed budget? Ms. Shirley said, no, staff did not make any adjustments to the Child Nutrition budget for that bill.
- Ms. Lennon said this is exciting because after joining the Board two years ago the Board was faced with huge budget cuts and this will put CMS back to par in teacher positions. She campaigned as a fiscal conservative and remains philosophically a fiscal conservative. She is happy CMS made cuts in the operating budget and non-teacher positions even though some departments have been depleted of staff. Keeping the money in the classroom and restoring teachers was the right thing to do and lowering the class size will help the District. Ms. Lennon is happy that some of the severe cuts from last year were also restored because that is honoring the commitment the Board made to the community.
- Chairperson Davis said CMS has received more dollars than anticipated but what that is actually doing is just keeping the items in our schools that we had as of the last day of school on June 10<sup>th</sup>, 2011. While it is great that 1,665 positions are being restored, the actual impact on our schools is less because we are maintaining what we had at the end of the school year. A big part of what CMS was able to do was preserve positions. In comparing the school system four years ago with today, CMS is spending less money in property management, buildings, transportation, and operational areas while putting more money back into the classroom. This is the end result of the arduous budget process and the message the Board wants to send to the community. The timelines for developing the budget with the County and State is challenging and that can be damaging to our staff and students. Chairperson Davis encouraged the Board's partners in the State legislature to recognize that damage and to change the process to create less damage to the education of our students.

**The Board voted 8-1 and the motion to adopt the 2011-2012 Board of Education Budget as presented passed.**

*Ayes: Board members Davis, Merchant, White, Lennon, McElrath, Waddell, Tate, and Morgan.*

*Nays: Board member McGarry.*

**C. Request the Mecklenburg Board of County Commissioners to amend the Capital Project Ordinances for FY2012 Capital Improvement Projects adopted July 12, 2011**

Chairperson Davis called upon Mr. Tate to present the recommendation to request the Mecklenburg Board of County Commissioners to amend the Capital Project Ordinances for FY2012 Capital Improvement Projects adopted July 12, 2011.

The Capital Project Ordinances for FY2012 (CIP) adopted by the Mecklenburg Board of County Commissioners (BOCC) on July 12, 2011 allocated funds among previously authorized projects and included a priority order in which those projects are to be funded. The CIP includes several CMS projects. The CMS projects specified in the CIP are problematic in three respects:

1. They do not adhere to any of the determinations of priority made by the Charlotte-Mecklenburg Board of Education (CMBE) or the BOCC;
2. They are not consistent with the priorities promised to the voters during the 2007 Bond Referendum campaign;
3. They do not conform to the eligibility decisions related to the 2009 Qualified School Construction Bond request.

The CMBE acknowledges that funding quantity is within the BOCC's purview. However, project priority and sequence are needs-based and specific to each agency's discipline. They are more appropriately the work of the requesting agencies, not the funding authority.

CMS staff is available to work with County staff to revise the funding rubric to use the requesting agency's priorities and requested sequence of the funding order.

**Fiscal Implications:** Because the funding of capital projects has occurred out of priority order, CMBE may incur additional expenses as a result of unaddressed overcrowding or as a result of extending the usable life of worn out building systems that should have been replaced earlier in the funding cycle.

**Mr. Tate moved that the Board of Education request the Mecklenburg Board of County Commissioners to amend the Capital Project Ordinances for FY2012 adopted July 12, 2011 to allow CMBE to use the designated funding to proceed with the projects in the order established by CMBE, seconded by Ms. Lennon, and a discussion followed.**

- Ms. McGarry said the information for this item indicates the BOCC projects are not consistent with the priorities promised to the voters during the 2007 Bond Referendum but she understood the projects were not listed on the bond referendum. Mr. Raible said the projects are not listed on the bond referendum but prior to the 2007 Bond Referendum CMS staff was in the community discussing the priority order of the projects, there was an extensive information campaign, and the projects were not listed on the ballot but it was a part of the information shared with the public. Ms. McGarry asked what is the impact of this motion on Stumptown Elementary School or the overcrowding at Torrence Creek which was a project that was dropped with the BOCC reprioritization? Mr. Raible said the Capital Project Ordinances approved by the BOCC

did not include Stumptown Elementary and it was not one of the seven funded projects. This motion requests the Capital Project Ordinances be revised to reflect the Board of Education's priorities and if it reflected the Board of Education's priorities Stumptown Elementary would be one of the funded projects. These are 2007 previously approved bond projects and this is prioritizing the funding for a bond referendum that has already been passed. The County staff in their public meetings indicated that next year the remainder of the CMS request would be funded. Ms. McGarry expressed concern about the BOCC priority because this particular project is needed by CMS and CMS made a commitment to the voters that this was a priority project. Mr. Raible said that area is still a growing area and that project is needed.

- Mr. White said he supported the 2007 Bond Referendum and during that time he, as Chairperson of the Board, and Dr. Gorman, as Superintendent, were invited to speak throughout the community. He advocated for the list of CMS priority projects and as long as he is a Board member he will work to keep the projects in priority order. There is great concern in the community that the funding voted upon by the taxpayers will be spent differently from the way it was promised. Mr. White said the people who voted for the bond referendum felt they were promised certain projects and he will strive to give them what they were promised because this could jeopardize the public's support for future bond projects.
- Ms. Lennon said she worked on committees during the 2007 Bond Referendum campaign and she campaigned in the community for the projects on the list. The community knows the six projects that were on the list and those projects are not on the BOCC reprioritized list. This issue is about the process that was flipped upside down by the BOCC and CMS honoring our commitment to the community. This is about the CMS capital project program and CMS meeting the needs of the community. Ms. Lennon expressed concern that the rubric used by the County did not allow input by the Board of Education. The Board of Education approved its capital projects list and the Board should have authority to determine the priority order of those projects. Ms. Lennon will support this motion for the students at Stumptown and the 137,000 students in CMS. CMS has played within the rules and the budget and the Board of Education should have authority to determine what schools are built and what are renovated.
- Mr. Merchant expressed concern about the BOCC's decision to develop the priority list. CMS was asked to participate in a county-wide capital project prioritization meeting and CMS submitted a list of priority projects. The County developed criteria for the rubric that serves them well because it focuses on economic development and reducing the budget. That rubric does not serve CMS well because it does not include overcrowding, health, air quality, and other items that impact learning and because those items were not included the CMS priorities were turned upside down. Guy Chamberlain, Associate Superintendent of Auxiliary Services, reviewed the list of CMS projects submitted to the County: Alexander Graham Middle (final phase of an ongoing project), McClintock Middle School replacement, thirteen fire alarms at various schools throughout the District, Pineville Elementary School replacement, Bain Elementary School replacement, and Stumptown Elementary School to relieve the overcrowding at Torrence Creek Elementary School. Mr. Merchant said 70% of the voters supported the 2007 Bond Referendum based upon the projects outlined by CMS and the new priority list was taken out of the hands of CMS. Mr. Merchant expressed concern regarding the actions of the BOCC and he urged the Board to make this request.

- Mr. Morgan said he is flummoxed by the actions of the BOCC because in the past they focused on performance as a CMS measure to ensure they are getting a good return on their investment but they developed criteria for their rubric that did not include student performance. He also expressed concern that the rubric penalizes the CMS growth projects and if the County's rubric does not change it will negatively impact future bond referendums because Mecklenburg County is growing. This was a forced ranking for CMS because the County designed the rubric and the inputs and CMS was stuck with the outcome. CMS was not allowed to provide input on the criteria or the priority ranking. Mr. Morgan said the mayor of Pineville called him to express concern that their baseball league had made a \$20,000 investment in the CMS baseball fields and now those school projects are delayed. Mr. Morgan said the BOCC's decisions have had a negative impact on the community and he hopes CMS has input on future project decisions.
- Dr. Waddell said some of the 2007 Bond projects were not completed because the County did not have funding to complete the projects. Mr. Chamberlain provided clarification that in the past the County has been supportive of the CMS construction effort but the declining capital funding put projects two years behind schedule and future bonds will depend on the economy, cost of money, and the County's bond rating. Dr. Waddell asked if this motion is approved what will be the next CMS steps? Chairperson Davis said he would propose that he and Mr. Hattabaugh meet with the BOCC Chair and the County Manager to ask that they revise the rubric to consider the priorities of CMS and any other requestor's priorities as the number one criteria. Mr. Hattabaugh said he agreed and this is a staff issue with establishing a rubric and coming to terms on how we can make adjustments so they align with the priorities of CMS.
- Mr. White said CMS does not have control over what bonds the County sells but once they make the decision of how much money CMS will get from that sell then that money should become the business of the Board of Education for how that money is spent. The Board of Education was elected to determine the needs of CMS.
- Ms. Lennon expressed concern that CMS asked for \$69 million to complete its priority projects and the County developed a rubric that gives CMS \$69 million but they determined a different list of projects to be funded. Ms. Lennon said the County should give CMS the allocated funding and allow the elected Board of Education to make the decision for how the funding is spent.

Chairperson Davis called for the Board vote on the proposed motion.

**The motion passed upon unanimous voice vote of the Board.**

- D. Motion to Request that the General Assembly of North Carolina take no further action on House Bill 546, "An act authorizing the Charlotte-Mecklenburg Schools to develop and implement alternative salary plans for instructional personnel and school administrators", as Requested by Kaye McGarry, At-Large Board Member

Item D. was deleted with the adoption of the agenda.

**V. REPORT/INFORMATION ITEMS**

- A. Report on Final Budget Amendments for June 2011

Chairperson Davis called upon Mr. Hattabaugh to introduce the report on Budget

Amendments for May 2011 and June 2011. Mr. Hattabaugh said budget amendments is the monthly report and is as presented.

## B. Report Accountability System

Chairperson Davis called upon Mr. Hattabaugh to introduce the Report on Accountability System. Mr. Hattabaugh called upon Dr. Lynne Tingle, Executive Director of Performance Management to present the report. Dr. Tingle provided an overview of the initiatives and functions of the Office of Accountability that included context of the initiatives, Cycle of Continuous Improvement, and future goals to increase support and service to the schools.

- Overview of Accountability: The Board of Education Reform Governance Policy AE, adopted in October 2006, states that the Board will institute and maintain a district-wide accountability system that holds schools and their staffs accountable for student achievement results and success in meeting other operational performance goals. The Office of Accountability, in keeping with this policy, institutes diverse practices that holds schools accountable and provides support to increase the likelihood of success. All initiatives are designed to provide transparency, pressure and support to schools and district-level personnel, to increase student achievement. As a result of this approach, the efforts of a variety of departments are aligned, effective, and efficient.
- Governance: *Strategic Plan 2014*, Reform Governance Policies, Board of Education Vision, Mission, Core Beliefs and Commitments, and Theory of Action.
- Context: Cycle of Continuous Improvement is focused on learning and results working in a collaborative culture utilizing three components to achieve the goals of *Strategic Plan 2014*. The philosophy of support, transparency, and pressure is encompassed in performance management within the *Strategic Plan 2014*. Part of having accessible data to facilitate continuous improvement requires a change in the use of data to emphasize support and service for the purpose of guiding instructional decisions.
  - Support: Methods include Coaching Support, Grants, Self-Evaluation Plans, Data Wise, and Formatives. The department strives to provide schools services and support that can help them make sound instructional decisions in the classroom. The department continuously seeks new ways to increase their level of support and make data easily accessible to CMS staff.
    - Coaching Support: This focuses on collaborating and building trust with school leaders, teachers, and Central Office staff and the use of data to drive instruction.
    - Grants: A three person team provides technical support to all school staff, central staff, and District partners seeking grant funding to achieve *Strategic Plan 2014*. As of April 7, 2011, CMS has received and/or benefited from approximately \$20 million through new grants awarded during the 2010-2011 school year. This includes \$18.2 million in *Race to the Top* funding and over \$1.5 million in grants awarded to CMS teachers and schools. This does not include over \$60 million in entitlement/formula grant funding awarded annually under the *No Child Left Behind Act*. The team documents and tracks hundreds of school, central, and partnership grants annually.
    - Self-Evaluation Form: A tool to foster deep discussion about the achievement within a school, essentially noting what they are doing well, how they know it is working, and what they need to improve. This helps schools identify items to be addressed in the upcoming year.

- Data Wise Portals: This year Data Wise Portals were built to accompany the Management for Performance Portals. This system allows open communication between teachers and the Office of Accountability as well as the ability to upload informational videos, training documents, training schedules, and references. In addition, it provides resources to help teachers interpret and use student data and aid in analyzing teacher and learning.
- Formatives - Old versus New Curriculum: The District offers formative assessments that provide data to guide instructional practice. In March 2009, a fifty-five member Steering Committee worked to create a detailed request for proposal. Of the vendors that submitted proposals, Thinkgate was selected and the contract was signed in June 2010. The initial formatives were rolled out in August and September, the second formatives were administered in November and December, and the last formatives were offered in early spring semester 2011.
- ✓ Old District Assessments 2002-2010: North Carolina Standard Course of Study based; Math and Language Arts in grades 3<sup>rd</sup> through 8<sup>th</sup>; Quarterly Summative measuring sticks; Curriculum and Instruction wrote the assessments based on district pacing guides; Test effectiveness based on Classical Response Theory; and Eight portable document format (pdf) reports.
- ✓ Current Assessments 2010-2011: North Carolina Standard Course of Study based; Math and Language Arts in grades PreK-8, Science grades 5-8, English 1, Algebra I, Civics and Economics, U.S. History, and Biology; Backward and forward looking data points to guide instruction; and Item effectiveness through Item Response Theory. Thinkgate provided thirty-one interactive reports and 120 Ad Hoc features available 24/7 at work or home.
- ✓ Future District Assessments 2011-2012: North Carolina Standard Course of Study/Common Core; Math, Language Arts, Social Studies, and Science in grades PreK-8<sup>th</sup>, High School English I-IV, High School Math Algebra I and Algebra II, High School Biology and Physics; Backward and forward looking data points to guide instruction; and Item effectiveness through Item Response Theory.
- ✓ Formatives Usage Results Thinkgate: Usage increased throughout the 2010-2011 school year. In September 2010, there were approximately 6,000 reports created by teachers and principals and by the end of that school year there were over 800,000.

Category	Total
Number of district tests administered	688,733
Classroom tests administered (teacher developed and implemented)	126,370
Principals, Facilitator-Teacher usage (All users that have accounts including district support, zone support, curriculum, professional development, EC, ESL, TD, Title 1, and counselors as requested)	12,111
On-line Classroom Assessment	14,636
Number of log-ins	152,625
Number of reports created for review	821,377
Number of transactions	3,042,967



- Pressure: Methods include Testing, Program Evaluation, Surveys, Personnel Evaluations, School Improvement Plans, and School Quality Reviews.
- Transparency: Methods include Superintendent Portal, Summative Tests, Data Dashboard, Teacher Portal, Principal Portal, and School Progress Reports.
  - School Progress Reports: Reports are provided on an annual basis by school, by level, and by district. Reports are available On-line.
  - Data Dashboard: The Data Dashboard has gotten local and national attention and it is cutting edge but it does help in the classroom, or help teachers make informed decisions in the classroom.
- Looking Forward – Goals for the 2011-2012 School Year:
  - Continue to refine and improve services and supports.
  - Continue to support the Data Wise Improvement Process through tiered, differentiated professional development.
  - Increase the use and variety of formative assessments offered throughout the District.
  - Expand the use of the data tools.

Board members were invited to ask questions and make comments.

- Ms. McGarry said the *Race to the Top* funding is \$18.4 million over a four year period and she asked what are the requirements of that funding. Mr. Hattabaugh said the *Race to the Top* aligns with four pillars that include Standard-base instruction with assessments (formative and summative), Data Wise Process (use data to drive instruction and move students forward), and effective teachers and effective leadership, and utilizing initiatives to change schools and move schools forward that are not having academic success. *Race to the Top* touches all these area. The State of North Carolina has taken approximately \$3.1 million out of the CMS *Race to the Top* funding to be used for E-mails and connectivity. The portal developed by CMS is a model that everyone in the nation wants to learn about and emulate. CMS is actually about five years in front of the majority of the districts in the country. Performance management is what has moved this District forward over the past five years and we have built a foundation that will continue to move it forward. The *Race to the Top* dollars will allow us to continue to refine our initiatives based upon the needs of teachers. This is a huge undertaking and an arduous process and we are working with our teachers to understand what will help them do a better job in the classroom moving forward. This process works hand in hand with professional development that involves training teachers to use the tools and information to enhance instruction.
- Mr. Tate said he heard some teachers thought Thinkgate was more difficult than what they used in the past. Dr. Tingle said we have heard that but following the training they found it easier to use. Next year, we hope to offer Thinkgate reports in the portals so teachers will not have to navigate through Thinkgate to get certain reports. Mr. Tate said he questions whether the return on investment in the School Progress Reports relative to comparing schools makes sense because it does not take into consider the difficulty difference in school populations. He believes it gives a poor picture of what is really happening in some schools because there are schools in which the students are actually learning more than the students in a school with a better return. Mr. Tate expressed concern that he has an Apple Computer and does not have access to the Data Dashboard and everyone should be able to access the CMS programs. Dr. Tingle said she would follow up on the capability of accessing the reports on the CMS Website.

- Mr. Merchant asked questions regarding the role of the Office of the Accountability Office. Dr. Tingle provided clarification of the accountability of the data tools team.
- Chairperson Davis said he also heard Thinkgate was difficult and teachers needed more training. He also heard a difference in the response around the formative tests and the summative tests and the majority are in favor of the formative tests. He believes the reason teachers are supportive of the formative tests is because they were involved in developing the formatives; they believe they have a degree of ownership; it aligns with what they are teaching; it helps them teach students better; and there is a direct benefit to the student. At this point, some teachers believe summative tests are punitive in nature or judgmental, teachers feel little ownership or participation in the development of the summatives, and the tests are not aligned with what they are teaching in the classroom. Chairperson Davis said as a result of the feedback, Mr. Hattabaugh has taken initial steps to move in the right direction to change, develop, or tweak the summatives to be more in alignment with the formatives. Mr. Hattabaugh said with the accountability budget that was just approved we are going to continue to involve teachers in the process and emulate the formative process. Dr. Tingle said this summer CMS sponsored four summative councils that involved ninety-eight schools with approximately two hundred teachers and facilitators. Mr. Hattabaugh said we will increase the involvement of school staff, have diverse representation from all the schools, and involve Dr. Chris Cobitz, Executive Director of State and Federal Programs, to work with teachers to ensure alignment of the summatives. Chairperson Davis wants to ensure the involvement of more teachers and he encouraged all teachers to get involved in the process. Chairperson Davis expressed concern about the testing process in Atlanta and wants to ensure the integrity of the CMS testing process. Mr. Hattabaugh reviewed the process for testing; North Carolina has practices in place to ensure ethic behavior; the testing includes a test administrator and a proctor during the administration of the test; checks and balances are in place; and principals must sign off that they followed all practices and requirements. Chairperson Davis said this is about the student and the reason we are moving from a culture of compliance to performance.

### C. Report on Status of Leasing Closed Schools

Chairperson Davis called upon Mr. Hattabaugh to introduce the Report on Status of Leasing Closed Schools. Mr. Hattabaugh called upon Dennis LaCaria, Director of Facilities Planning and Real Estate, to present the report. Mr. LaCaria provided an overview of the purpose of leasing the closed schools, the available facilities, the expression of interests, and based upon the Board approved weighted criteria the potential lessees.

- Purpose of Closed Schools:
  - Relieve CMS of operating, maintaining, and securing facilities.
  - Provide benefit to the community.
  - Offer potential revenue generation.
- Expression of Interest:
  - Received sixty expressions of interest (each site obtained at least two expressions of interest and Midwood generated ten expressions of interest).
  - Considered by a variety of organizations (several applied for more than one facility).
- Available Facilities:
  - Amay James Pre-Kindergarten Center.

- Double Oaks Pre-Kindergarten Center.
  - Plaza Road Pre-Kindergarten Center.
  - Tryon Hills Pre-Kindergarten Center.
  - Pawtuckett Elementary.
  - Davidson Middle.
  - Wilson Middle.
  - Midwood High.
  - Former Sedgefield Elementary/Family Application Center.
  - Former Wilmore Elementary/Professional Development Center.
- \*Smith Language Academy will be repurposed by CMS and has been removed from the list of available facilities. The Family Application Center and a variety of other family-based services will be relocated to the site.

- Board Input Results Regarding Weighting the Criteria in Priority Order (highest to the lowest):

Criteria	Board Input
Legal (Required)	Must
Benefit to CMS Students	10
Educational Use	9
Benefit to Neighborhood	8
Benefit to Community	7
CMS Liability	6
Tenant Quality	5
Ease of Management	4
Maximize Net Revenue	3
Improvements	2
Nonprofit/Municipality/ Local Government	1

- Prospective Lessees (based on the approved weighted criteria with a focus on Educational Use):

Facility	Prospective Lessee
Amay James Pre-Kindergarten Center	Brookstone School
Double Oaks Pre-Kindergarten Center	Zechariah Alexander Senior Lodge
Plaza Road Pre-Kindergarten Center	McColl Center for Visual Arts
Tryon Hills Pre-Kindergarten Center	Bethlehem Center (which will be operated as a PreK Center)
Pawtuckett Elementary	Access Family Services
Davidson Middle	Lake Norman Christian School
Wilson Middle	Student First Academy
Midwood High	International House of Charlotte
Former Sedgefield Elementary/ Family Application Center	Q Foundation
Former Wilmore Elementary/ Professional Development Center	Barwick & Associates

- Next Steps:
  - Immediately:
    - Continue due diligence on selected organizations.

- Notify selected organizations and begin lease negotiations.
- Ongoing:
  - Bring negotiated leases to the Board of Education.
  - Occupancy of leased facilities.

Board members were invited to ask questions and make comments.

- Ms. McGarry asked what is the term of the leases? Mr. LaCaria said CMS is open-ended and most lessees are considering a three to five year lease.
- Mr. Tate would like to know the business of each prospective lessee. Mr. LaCaria reported Brookstone is a school; Zechariah Alexander Senior Lodge is a Masonic Temple that will provide outreach services; the McColl Center is seeking space for additional studio space and programming for CMS students; Bethlehem Center will provide additional PreK capacity for our future students; Access Family Services provides counseling and outreach; Student First Academy is a private school seeking charter status; International House provides outreach with the international communities; Q Foundation is focused on students post dropout, credit recovery, alternative high school graduation, and college and training; Barwick & Associates is proposing to renovate the facilitate for a charter school.
- Dr. Waddell would like the dollar amount associated with each lease.
- Chairperson Davis said he works in real estate and he encouraged the Board to not get involved in the lease negotiator and the lessee. It is critical that the Board take a hands-off approach and allow staff to negotiate the leases.

#### D. Report on Superintendent Search

Chairperson Davis reported the Board held a five-hour Work Session today to begin its work regarding the Superintendent Search. The Work Session provided the Board an opportunity to view the process in total and discuss particulars in four areas.

1. Overview of the search process with a focus on the four main phases of preparation, implementation, interview, and final stage/onboarding.
2. How to Conduct the Search/Search Firm Review and Analysis.
3. Community and Staff Engagement.
4. Theory of Action.

The preparation phase provided insight regarding the items the Board wants to ensure are included and the pieces needed to complete each phase. The Board has more work to complete regarding implementation, interview, and final phase and is scheduled to meet again in the near future to finalize those components.

The Board discussed how to conduct the search and determined they would engage a search firm to facilitate the process. The Board reviewed the merits of engaging a firm that is primarily in the education field along with firms that are independent serving a broader range of needs. The Board decided to keep the funnel wide and not rule out any type of firm and to consider the use of a blended model of firms. The Board asked Daniel Habrat, Chief Human Resources Officer, and Trent Merchant to provide information to the Board regarding the services search firms provide; how to select search firms; what firms are available and the services they offer; and the development of a draft request for proposal (RFP) for the Board's consideration.

In addition, the Board discussed Community Engagement with a focus on four questions.

1. Why does the Board want to seek community and staff engagement in this process and why is that critical to the success of the search for a new Superintendent?
2. What should be included in the community and staff engagement process and what questions should the Board seek input?
3. Who should be engaged?
4. How to conduct community engagement?

Chairperson Davis said the Board determined that everyone should be involved in the process and discussed how each Board member may provide input to ensure we are engaging a wide and diverse cross section of the community and staff. The Board also determined the Superintendent Search will be a Board led, managed process utilizing a variety of methods including technology tools, social media, and small group and community meetings.

The Board discussed its Theory of Action and received its semi-annual report on Theory of Action. The Board reviewed how the Theory of Action will inform and impact the Superintendent Search process.

Chairperson Davis announced the next steps for the Superintendent Search will include a deeper conversation around the four phases and the establishment of a timeline. The Board will hold a Work Session regarding the Superintendent Search on the afternoon of August 9, 2011 (time to be determined).

#### **IV. REPORT FROM SUPERINTENDENT**

Mr. Hattabaugh reported he did not have a report to present.

#### **IV. REPORT FROM BOARD MEMBERS**

Kaye McGarry invited everyone to join her for “Kaye about Town” on July 27<sup>th</sup> at the Starbucks Coffee at 545 Providence Road from 7:30 a.m. until 9:00 a.m. to discuss school related issues. Ms. McGarry invited everyone to visit her website to read about her media release announcing her decision to not seek a third term as an At-Large Member of the Board of Education. She will announce her endorsements for the three At-Large seats in the November election soon.

Ms. Lennon reported she will not be present at the August 9<sup>th</sup> Board of Education meeting because she is scheduled to be out of town. Ms. Lennon commended the new athletic director at Harding University High School, Michael McRae, for being dedicated to the students and school. She wished him and Harding a great season.

Mr. McElrath reported this has been a long day for Board members because many of them attended the Tuesday Morning Breakfast and that was immediately followed by a Board Work Session, Closed Session, and Regular Board meeting.

Joe White reported that two weeks ago the North Carolina School Boards Association (NCSBA) hosted the National School Boards Association Southern Regional Conference and there were school board members from Texas to Virginia. He, as the President of the NCSBA, had the privilege of presiding over that event and it was evident from the comments of many board members from other school districts that CMS is well respected and they are interested in what CMS is doing. The star presenter was Dr. Peter Gorman. Mr. White

thanked Mr. Tate and Dr. Waddell for attending the conference and representing CMS.

Tim Morgan reported that on August 1<sup>st</sup> many CMS sports teams and bands will begin their activities at the schools. This is an exciting time for the teams and he wished them good luck for the new season. The schools will be busy with students and traffic and Mr. Morgan asked the community to be careful while driving around those schools.

## **ADJOURNMENT**

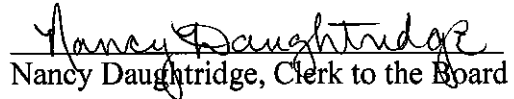
Chairperson Davis called for a motion to adjourn the meeting.

**Mr. Morgan moved that the Board adjourn the Regular Board meeting, and by consensus, the Board agreed to adjourn the meeting.**

The Regular School Board Meeting adjourned at 10: 20 p.m.



Eric C. Davis, Chairperson



Nancy Daughtride, Clerk to the Board