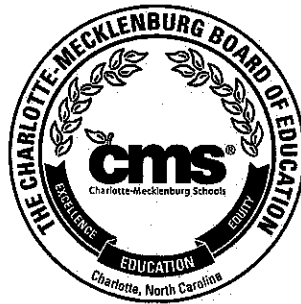


Approved by the Charlotte-
Mecklenburg Board of Education
October 14, 2014
Regular Board Meeting



Charlotte, North Carolina

August 12, 2014

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

The Charlotte-Mecklenburg Board of Education held a Regular Board Meeting on August 12, 2014. The meeting began at 5:00 p.m. and was held in CH-14 of the Government Center.

Present: Mary T. McCray, Chairperson, Member At-Large
Timothy S. Morgan, Vice Chairperson, Member At-Large
Rhonda Lennon, District 1
Thelma Byers-Bailey, District 2
Dr. Joyce Davis Waddell, District 3
Tom Tate, District 4
Eric C. Davis, District 5
Paul Bailey, District 6

Absent: Ericka Ellis-Stewart, Member At-Large

Also present at the request of the Board were Dr. Heath Morrison, Superintendent; George E. Battle, III, General Counsel; and Nancy Daughtridge, Clerk to the Board.

Upon motion by Dr. Joyce Waddell, seconded by Paul Bailey, the Board voted unanimously of those present to go into Closed Session for the following purpose:

- 1. To instruct the Board's agents concerning real estate matters;**
- 2. To discuss certain personnel matters; and**
- 3. To consult with the Board's attorneys on matters covered by the attorney-client privilege.**

The motion was made pursuant to Sections 143-318.11(a)(3), (a)(5), and (a)(6) of the North Carolina General Statutes.

The Board held a Closed Session meeting from 5:00 p.m. until 5:50 p.m. in Room CH-14.

Chairperson McCray reconvened the Regular Board Meeting at 6:02 p.m. in the Meeting Chamber of the Government Center. CMS TV televised the meeting.

Present: Mary T. McCray, Chairperson, Member At-Large
Timothy S. Morgan, Vice Chairperson, Member At-Large
Ericka Ellis-Stewart, Member At-Large

Rhonda Lennon, District 1
Thelma Byers-Bailey, District 2
Dr. Joyce Davis Waddell, District 3
Tom Tate, District 4
Eric C. Davis, District 5
Paul Bailey, District 6

Absent: There were no absences.

Also present at the request of the Board were Dr. Heath Morrison, Superintendent; George E. Battle, III, General Counsel; Members of Executive Staff; Judith Whittington, Manager of Board Services; and Nancy Daughtridge, Clerk to the Board.

I. CALL TO ORDER

Chairperson McCray welcomed everyone to the August 12, 2014 Regular Board meeting which was held in the Meeting Chamber.

A. Adoption of Agenda

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

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

B. Pledge of Allegiance

Chairperson McCray called upon Eric Davis to lead those present and in the viewing audience in the Pledge of Allegiance. Eric Davis invited everyone to stand and join him in reciting the Pledge of Allegiance.

II. REQUESTS FROM THE PUBLIC

Chairperson McCray reported the Public Requests section is an opportunity to hear from the public and provided an overview of the protocol for public speakers. Each speaker will have three minutes to address the Board on any topic of their choosing but personal and individual matters should not be addressed in this forum. CMS employees and their families should not be addressed in the comments and the use of profanity or inappropriate language should not be used. The Board reserves the right to cut off any speaker who violates these rules.

Sally Jenkins, representing Chantilly Neighborhood, presented information for the Board's consideration regarding opening Oakhurst Elementary School next year. Many families in this area are young professionals and want their children to attend Chantilly Montessori which is at the end of their street or a high performing Magnet school but CMS denied their reassignment. The area is zoned for Billingsville Elementary which is a great school but has a low academic performance. Many families attend Shamrock Gardens Elementary because they will not send their children to Billingsville and will seek other options that include private schools, high performing CMS Magnet schools, or charter schools. They are in the Blue Transportation Zone and would like to be changed to attend Oakhurst Elementary, McClintock Middle, and East Mecklenburg High. This change will take them out of Myers

Park High which will reduce transportation because it is not close to their homes and relieve overcrowded issues at Myers Park. Please zone Chantilly neighborhood to Oakhurst, McClintock, and East Mecklenburg High School as this will give them continuity.

April Marten and S. Y. Masson-Watson, represented Charlotte Neighbors for Strong Community Schools, reported their mission parallels the Board's Beliefs and Core Commitments. They want to partner with CMS to sustain and create strong community schools in naturally diverse areas. They want to build multicultural academically vigorous environments to make every school a school of choice. This initiative will reduce the number of high poverty schools by encouraging the full range of families living in natural diverse areas to choose their assigned schools. They will bring CMS community insight on thinking through intended and unintended consequences of decisions impacting the schools and community. Ms. Marten urged CMS to make Oakhurst a partial Magnet as that will give the school a strong instructional focus and include students from a specific neighborhood boundary. CMS should draw boundaries that focus on balanced school populations reflecting the economically and culturally diverse neighborhoods surrounding the school.

Four speakers urged the Board to support the One-Quarter Cent Sales Tax which will provide needed additional funding for salaries in CMS. They thanked Board of County Commissioners Fuller, Clarke, Leake, Dunlap, and Ratcliff for listening to parents, teachers, and community members who advocated for the One-Quarter Cent Sales Tax in an effort to retain effective teachers in CMS and increase salaries for teachers and employees in CMS.

- Amy Strong, teacher at North Mecklenburg High School resides in District 1, said teaching is hard work and we want to make a difference in the lives of children but we should be able to make a living while making important contributions to the community. Teacher salaries have been frozen with only one small raise since 2008 while the cost of living continues to rise.
- Ira Reed, teacher at First Ward Creative Arts Academy and member of the Charlotte Mecklenburg Association of Educators, said placing the Sales Tax on the November Ballot will allow the people to decide if they truly wish to create a substantial local source of supplemental funding for CMS personnel. This initiative will also help the Arts and Science Council, Central Piedmont Community College, Public Libraries, and the children of Mecklenburg County.
- Beverly Sherrill, CMS social worker at Joseph W. Greer Academy and member of the Charlotte Mecklenburg Association of Educators, said the Sales Tax will help the children of the Mecklenburg County, assist CMS in retaining teachers and support personnel, and contribute to the academic success of students. Many employees in CMS are making below poverty wages. She also urged the Board to advocate for a three percent increase in the local supplement for all teachers and social workers.
- Erlene Lyde, teacher at West Charlotte High School and Vice President of the Charlotte Mecklenburg Association of Educators, stated parents, teachers, CMS staff, and the community asked the Board of County Commissioners to raise salaries for CMS salaried and hourly employees. We asked them to do their part in order to slow the stream of quality teachers leaving CMS to seek higher salaries elsewhere. This referendum is the only hope for CMS because the State Budget is not sustainable.

Chairperson McCray thanked the public speakers for their comments and called the Requests From The Public closed at 6:24 p.m.

III. CONSENT ITEMS

A. Approval of Minutes:

1. Recommend approval of Closed Session Minutes.
 - *May 29, 2014*
 - *June 24, 2014*
 - *July 17, 2014*
 - *July 22, 2014*
 - *July 24, 2014*
2. Recommend approval of Open Session Minutes.
 - *April 22, 2014 Regular Board Meeting*
 - *May 27, 2014 Regular Board Meeting*

B. Human Resources:

1. Recommend approval of Licensed/Non-Licensed Hires, Promotions, and Selected Position Separations for July 2014.

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

- *Total Hires July 1, 2014 - June 30, 2015: 69. (Licensed Hires: 52/Non-Licensed Hires: 17).*
- *Total Promotions July 1, 2014 - June 30, 2015: 18. (Licensed Promotions: 3/Non-licensed Promotions: 15).*
- *Total Selected Positions Separations: July 1, 2014 – June 30, 2015: 2.*

2. Recommend approval of administrative personnel appointment.

Appointment:

- *Mary Burr Newsome named principal at Stoney Creek Elementary School. Ms. Newsome has a Master of School Administration from University of North Carolina –Charlotte and Bachelor of Arts, Elementary Education, from Appalachian State University. Ms. Newsome previously served as principal/assistant principal of Instruction at Winecoff Elementary School, Cabarrus County Schools, Concord, North Carolina.*

C. Construction/Real Estate:

1. Recommend approval of easements related to construction projects for Charlotte-Mecklenburg Schools.

Staff recommends approval of easements, covenants, and/or rights of way to local utility departments, Charlotte and North Carolina Departments of Transportation, and local municipalities as required for the purposes of completing construction projects listed below. Requested easements, covenants and/or right of ways will follow The Charlotte-Mecklenburg Board of Education normal legal review and signature process. This recommendation is made to facilitate timely processing of documents that may otherwise cause construction delays. Fiscal Implications: None.

Sites for Blanket Approval for Easements		
Site/School	Address	PID Number
<i>Ardrey Kell HS</i>	<i>10220 Ardrey Kell Road, Charlotte</i>	<i>229-011-30</i>
<i>Atrium Corporate Center</i>	<i>4421 Stuart Andrew Blvd., Charlotte</i>	<i>145-331-07</i>
<i>Berryhill/Reid Park ES Relief</i>	<i>3240 New Renaissance Way, Charlotte</i>	<i>115-042-01</i>
<i>Bishop Spaugh School</i>	<i>1901 Herbert Spaugh Lane, Charlotte</i>	<i>067-083-10</i>
<i>Blythe ES</i>	<i>12202 Hambright Road, Huntersville</i>	<i>017-051-12</i>
<i>Bruns Academy</i>	<i>501 S. Bruns Avenue, Charlotte</i>	<i>071-074-53</i>
<i>Craig Avenue Warehouse</i>	<i>3903 Craig Avenue, Charlotte</i>	<i>071-074-53</i>
<i>Northridge MS Addition</i>		<i>105-091-07, 08, 09, 29</i>

Northwest School of the Arts	7601 The Plaza, Charlotte 1415 Beatties Ford Road, Charlotte	069-096-31, 32, 33, 34, 35, 36, 39, 40
Statesville Road ES Replacement	5521 Milhaven Lane, Charlotte	041-183-15
Sterling ES	9601 China Grove Church Road, Charlotte	205-102-01
West Charlotte HS	2219 Senior Drive, Charlotte	069-164-43

2. Recommend approval of contracts for Construction and Telecommunication Services for Phase 1 of the Atrium Administrative Facility Project.

The Phase 1 of the Atrium construction project was publicly bid on July 29, 2014. Staff recommends the approval of the construction contract to the lowest bidder, Messer Construction Company, in the amount of \$1,231,500. The Atrium Telecommunication project was informally bid on July 29, 2014. Staff also recommends the approval of the Telecommunication Services contract to the lowest responsive bidder, CNIC, Inc., in the amount of \$253,500. The construction contract will provide renovations to buildings 4421 and 4339. The telecommunication contract will provide improvements to the existing telecommunication system in buildings 4221 and 4339. The project is scheduled to be completed in December 2014. The MWSBE participation percentage for the construction and telecommunication contracts is 21.63% and 48% respectively. Fiscal Implications: Local Funds - \$1,485,000.

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

Upon motion by Ericka Ellis-Stewart that the Board adopt Consent Items A. through C., seconded by Paul Bailey, and the motion passed upon unanimous voice vote of the Board.

Chairperson McCray called upon Dr. Morrison to present the personnel appointments. Dr. Morrison introduced Mary Newsome and provided an overview of her work history, and invited her to stand to be recognized by the Board.

IV. ACTION ITEMS

A. Consideration of Support for One-Quarter Cent Sales Tax Increase Ballot Initiative

Chairperson McCray reported this item is Consideration of Support for One-Quarter Cent Sales Tax Increase Ballot Initiative. This item was requested by the Board of Education in an effort to find funding solutions for CMS and retain teachers. As the Board began its budget discussions, a priority was to ensure CMS could stem the tide of flight from our school district. This flight equates to great people in our classroom. We all must live and many of our quality employees must seek higher salaries in order to provide for their families. The Board implored and received a tremendous amount of advocacy from our employees and the community. Some of the Board of County Commissioners (BOCC) heard our pleas and came forward with an initiative to help CMS increase the salaries of its employees. We have never had a more receptive BOCC and the majority of them took a courageous step that they believe will help our teachers in this tough budget season. The BOCC action will not be an immediate fix. It is an initiative beginning next year that will possibly help our teachers. On June 17, 2014, the Board of County Commissioners authorized and directed the Mecklenburg County Board of Elections to conduct on the November 4, 2014 Ballot an Advisory Referendum on the question of whether to levy a Multiple Sales and Use Tax in Mecklenburg

County as provided in Article 46 of Chapter 105 of the North Carolina General Statutes. Chairperson McCray commended the Board of County Commissioners who supported the initiative. The BOCC's purpose of doing this was to say that 80% of the proceeds shall be appropriated to Charlotte-Mecklenburg Schools for the purpose of enhancing the quality of education in Mecklenburg County by ensuring competitive salaries for teachers and CMS salaried support personnel and supplementing the compensation for hourly paid employees. Dr. Morrison has talked about the importance of keeping CMS salaries competitive with the other school districts in North Carolina and the surrounding states. CMS must become more competitive because quality teachers and staff are leaving CMS to work in other school districts in North Carolina and surrounding states to make more money. In addition, the action taken by the BOCC includes the amount of the proceeds received from the levy of the proposed One-Quarter Cent Sales and Use Tax will be appropriated to CMS (80%), Central Piedmont Community College (7.5%), Arts and Science Council (7.5%), and the Public Library (5%) and those amounts will be in addition to and not in place or replacement of any amounts appropriated to those agencies.

Chairperson McCray reported this agenda item is an opportunity for the Board of Education to have its formal discussion on the action taken by the Board of County Commissioners. The Board of Education is not happy about the way it rolled out because we were not included in the development of the referendum. But, we are happy the Board of County Commissioners heard the pleas of the Board of Education and the community to develop something that has the potential of giving our teachers and employees additional money towards salaries. The document adopted by the Board of County Commissioners on June 17, 2014 is as follows:

**MECKLENBURG COUNTY BOARD OF COMMISSIONERS POLICY ON
STATEMENT OF INTENT REGARDING APPROPRIATION OF POTENTIAL PROCEEDS OF
ONE-QUARTER CENT SALES AND USE TAX
AUTHORIZED BY ARTICLE 46 OF CHAPTER 105
OF THE NORTH CAROLINA GENERAL STATUTES**

WHEREAS, Article 46 of Chapter 105 of the North Carolina General Statutes allows the Board of County Commissioners of Mecklenburg County to institute a one-quarter cent sales and use tax subject to certain conditions, including approval by a majority of those voting in an advisory referendum for the levy; and

WHEREAS, the Board of County Commissioners of Mecklenburg County did on June 17, 2014 authorize and direct the Mecklenburg County Board of Elections to conduct on November 4, 2014 an advisory referendum on the question of whether to levy a local sales and use tax in Mecklenburg County as provided in Article 46 of Chapter 105 of the North Carolina General Statutes; and

WHEREAS, the Board of County Commissioners believed it would be advisable and in the best interests of all current and future residents of the County and, in particular, those persons casting a vote in the advisory referendum to be held November 4, 2014, to adopt a policy setting forth at the time the Board authorized and directed the Mecklenburg County Board of Elections to conduct the advisory referendum a statement of the intent of the Board of County Commissioners regarding appropriation of the proceeds of the additional one-quarter cent sales and use tax should a majority of those voting in the referendum vote for the levy and should the Board of County Commissioner subsequently approve the levy of such tax.

NOW THEREFORE, BE IT RESOLVED, that the Board of County Commissioner shall, and

hereby does, adopt the following statement of intent in the form of a Board policy regarding appropriation of the proceeds received from the levy of the proposed one-quarter cent sales and use tax authorized by Article 46 of Chapter 105 of the North Carolina General Statutes should (1) a majority of those persons voting in the advisory referendum approve the levy of such tax and (2) the Board of County Commissioners following such approval, by resolution and after 10 days' public notice, levy such additional one-quarter cent local sales and use tax:

1. Eighty percent (80%) of the proceeds received shall be appropriated to Charlotte-Mecklenburg Schools ("CMS") for the purpose of enhancing the quality of education in Mecklenburg County by insuring competitive salaries for teachers and CMS salaried support personnel and supplementing the compensation for hourly paid employees of CMS.
2. Seven and one-half percent (7.5%) of the proceeds received shall be appropriated to Central Piedmont Community College ("CPCC") for the purpose of enhancing the quality of the educational services provided by CPCC, including but not limited to, supplementing salaries of CPCC employees and maintaining the facilities in which those educational services are provided.
3. Seven and one-half percent (7.5%) of the proceeds received shall be appropriated to the Arts & Science Council-Charlotte Mecklenburg, Inc., a non-profit corporation ("ASC"), to support the continuing growth of arts and culture in Mecklenburg County, including, but not limited to, music education in the schools, and help the County become a more vibrant community that enhances the quality of life for residents, attracts businesses and fuels economic development; and
4. Five percent (5 %) of the proceeds received shall be appropriated to the Public Library of Charlotte and Mecklenburg County, a body corporate created by the General Assembly of North Carolina (the "Library"), to support the Library in its vital and evolving role as a provider of lifelong education services and programs for all residents of Mecklenburg County.

AND BE IT FURTHER RESOLVED, that the amount of the proceeds received from the levy of the proposed one-quarter cent sales and use tax authorized by Article 46 of Chapter 105 of the North Carolina General Statutes appropriated to CMS, CPCC, ASC and the Library shall be in addition to and not in place or replacement of any amounts appropriated to CMS, CPCC, ASC and the Library in the County's operating budget for the fiscal year immediately preceding the first year in which the proceeds received from the levy of the proposed one-quarter cent sales and use tax are appropriated to CMS, CPCC, ASC and the Library, with the exception of any amount appropriated to ASC in such operating budget for Studio 345 (a/k/a The National Center for Arts & Technology).

Chairperson McCray called for a motion regarding the One-Quarter Cent Sales Tax Increase Ballot Initiative.

Upon motion by Dr. Joyce Waddell that the Board of Education formally support the One-Quarter Cent Sales Tax Increase Ballot Initiative as approved by the Mecklenburg Board of County Commissioners at its June 17, 2014 Meeting. The motion was seconded by Eric Davis. A Board discussion followed.

Chairperson McCray invited Board members to ask questions and to make comments.

- Dr. Joyce Waddell reported years ago the CMS teacher supplement paid by Mecklenburg County was one of the highest in North Carolina. Teachers from all over State wanted to teach in CMS. The Board of Education wants it to be like that again and we want teachers to stay in CMS. Dr. Waddell said she will support the One-Quarter Cent Sales

Tax because it is a sustainable way to raise salaries for CMS employees. The BOCC asked the public to support the Sales Tax Increase because it will provide raises for CMS employees and provide monies for the Public Library, Arts and Science Council, and Central Piedmont Community College. This is a fair way to raise revenues without impacting property taxes. The Charlotte-Mecklenburg Board of Education does not have taxing authority and cannot raise money for education or our schools. For some time, the State and County have not given teachers a meaningful salary increase and North Carolina is among the lowest in the nation for funding education and teacher pay. In order to attract and retain the best, we must adequately pay the best. Dr. Waddell urged the public to support the Sales Tax Referendum in November because it will provide raises for CMS teachers, bus drivers, cafeteria workers, custodians, and secretaries.

- Thelma Byers-Bailey agreed with the comments of Dr. Joyce Waddell. This is a positive step for our students, teachers, parents, and community. Ms. Byers-Bailey will support the recommendation and she urged the community to vote in support of the Sales Tax Referendum in November.
- Tom Tate will support the recommendation because it will help CMS teachers and staff. Mr. Tate thanked the BOCC for listening to the concerns of the public. The CMS employees need this increase to supplement their incomes and we need the North Carolina Legislators to step up to support public education. This is a positive step and it is important we work with the community to get this passed in November.
- Rhonda Lennon said she is supportive of CMS, CMS teachers, and the hard working employees of CMS. She will not support this recommendation and will not vote for the Sales Tax Referendum on the November Ballot. It would have been more courageous if the BOCC looked hard at their budget and found the money within their current budget to honor the CMS budget request. Mecklenburg County has one of the highest tax revenues in the State but the percent spent on education is among the lowest. The residents of Mecklenburg County are already taxed enough. It is wrong that teachers and staff in CMS do not make more money. Ms. Lennon said for years she has advocated at the State and County levels that teacher salaries should be a priority. All seats on the Board of County Commissioners are up for election in November and we do not know who will be sitting on the BOCC in January. The primary funders of education are the State and the County and they should be the ones funding salary increases for CMS employees and that should be accomplished by using existing tax dollars to make education a priority in their budgets. Ms. Lennon said this decision may not sit well with some people but the message she has gotten from the citizens in District 1 is to be fiscally responsible. We must find a better way to pay teachers and staff in CMS.
- Paul Bailey addressed concerns regarding the Sales Tax Increase and Statement of Intent as proposed by the BOCC. The November ballot will list the One-Quarter Cent Sales Tax Increase but it will not indicate how those dollars will be used or that they will be directed to CMS, Central Piedmont Community College, Arts and Science Council, and the Public Library. The words on the ballot are the only legally binding words related to this issue. The BOCC does not have a policy associated with the Sales Tax Increase and at some point in the future it could be changed by the majority of the BOCC. The Statement of Intent only directs the money to be designated to the four entities at the end of the first year and following that the BOCC could designate the dollars generated by the Sales Tax Increase to other budget items. Mr. Bailey expressed concern the Statement of Intent is written to allow the issue to go away after one year and to appease the voters

who demanded money for schools and teachers. It is the duty of the Board of Education to do what is best for our school system, children, and teachers. It is important the people be well informed when they vote in November. It is also important CMS and the community demand that CMS be provided the level of funding it needs to create an environment where each child can achieve. We must demand the Sales Tax Increase, if passed, be dedicated for one year and beyond to CMS and the other entities. Mr. Bailey said this was not an easy decision but he will support the Board of Education recommendation.

- Eric Davis agreed with Chairperson McCray's introductory comments and he thanked the BOCC for being the first of the CMS funding partners to propose a path to increase the CMS teacher pay. Mr. Davis said the Sales Tax initiative has endured opposition including his own objections to increased taxes and his preference to delay this decision. It is easy to find valid reasons to increase pay for CMS teachers but it is hard to find a way to deliver pay increases for our teachers. Supporting our teachers is worth every step on that hard road. In corporate America, most employees know they will be paid commensurate with their value to the company in which they work and to society as a whole. The majority of employees in the private sector are able to provide for their families without working a second job but CMS teachers do not have that assurance. The Legislators only took a first step in paying our teachers what they are worth. CMS must be competitive in attracting and retaining talented staff to teach our students. This referendum is a second step on that hard road for adequately paying our teachers. We as a community are touched by the value teachers provide our students and we all have a vested interest in the Sales Tax Referendum. Mr. Davis urged the Board the community to support the Sales Tax Increase because it will show support for our deserving teachers.
- Ericka Ellis-Stewart said in serving as a Board member she has a desire to support our students, families, teachers, and staff. She wants to do what she legally can to ensure the success of CMS, students, educators, and support staff. CMS is in a 'push pull' predicament of how to support our teachers and pay them what they deserve. We want to pay our teachers and employees an adequate salary so that other school districts and states will not recruit our quality staff. The role of a Board member is to support public education. CMS employs over 18,000 employees and over 9,000 of them are teachers in the classroom. Over half of the 9,000 teachers are not earning a living wage today. Many of them rely on government assistance because the North Carolina teacher salary schedule and the Mecklenburg County local supplement do not provide them an adequate living wage. Many CMS staff must work a second and third job in order to provide for their families. North Carolina is 46th in the nation for teacher pay and many CMS teachers are choosing to leave CMS for better paying positions in other school districts and states. This makes it difficult for CMS to retain quality teachers who help the success of our students. The Board of Education has advocated to the State and the County for funding to increase teacher pay. The Board of Education must rely on federal, state, and local funding because we do not have authority to levy taxes. The Sales Tax Increase is a gift because it is the only opportunity we have at this time to add to the salary of CMS employees. Ms. Ellis-Stewart addressed concerns regarding the challenges school districts face in adequately funding public education and teacher pay. Ms. Ellis-Stewart urged the community to support CMS employees by supporting the Sales Tax Increase because it will support public education and students.
- Tim Morgan said he has served on the Board of Education for five years. In those five

years, the Board redesigned boundaries; closed schools; saved middle school sports; had employee lay-offs; and dealt with tough annual budget processes. Throughout that time, this Board made raises for all employees a high priority. Mr. Morgan said this is not the process he would have selected because he believes a better method would have been to provide raises for all CMS employees through the funding CMS receives from the State and County through the annual budget processes. It is important to note that CMS is losing teachers to other school districts, states, and the private sector because CMS cannot provide a competitive salary. This year, the State gave all teachers in North Carolina a pay raise but it is more expensive to live in Charlotte than other in other counties. That is why the local counties are responsible for providing a local supplement to the educational dollars and to enhance teacher pay. The One-Quarter Cent Sales Tax Increase will provide the voters an opportunity to direct where their resources/tax dollars are being spent. This will be a broad-based tax that will help public education. Mr. Morgan said he will work with the County leadership to bring this initiative to the community and support why this is needed for CMS employees.

- Chairperson Mary McCray said it is important to inform the populous but we may not have adequate time to ensure the community is informed on this issue because it will be voted upon in November. This is an effort to make something better for the people employed by CMS. We may not all agree with it but we are following a democratic process. This is an opportunity to seize the moment to bring it to fruition because it is of the people, by the people, and for the employees in CMS. We cannot afford to drop this opportunity because it is a win-win situation for our employees and the community. We are here to serve our families and children. Chairperson McCray commended Dr. Morrison for his good work in advocating for CMS employees.

Chairperson McCray called for the Board vote on the motion.

The Board vote to support the One-Quarter Cent Sales Tax Increase Ballot Initiative as approved by the Mecklenburg County Board of County Commissioners on June 17, 2014 passed upon 8-1 hand vote of the Board.

Ayes: Board members McCray, Morgan, Ellis-Stewart, Waddell, Byers-Bailey, Tate, Davis, and Bailey.

Nays: Rhonda Lennon.

Dr. Morrison said we look forward to a great educational campaign in our community.

V. REPORT/INFORMATION ITEMS

A. Report on Pre-Opening of Schools

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

Chairperson McCray called upon Dr. Morrison to introduce the report on Pre-Opening of Schools. Dr. Morrison reported part of our responsibility for educating our community comes when we open our schools to begin the task of educating over 145,000 students in CMS. Four of the Continuous Learning schools and some of the Early College schools have already opened. The first day of school is magical and CMS staff is working hard to ensure we will be prepared to open school on August 25, 2014. Dr. Morrison called upon Ann

Clark, Deputy Superintendent, to introduce the report on Pre-Opening of Schools.

Ann Clark reported we are ready for the opening of school thanks to the leadership of Janelle Hunter, Director of Project and Change Management, and Shawn Turner, Director Building Services Support. Janelle and Shawn are the co-leaders of a team of hard working members on the Opening of Schools Committee who have been working on the opening of schools process since October 2013. In addition, Dr. Lisa Barnes, Executive Director Alternative Education, and Sarah Crowder, Associate General Counsel, will provide an update on the Student Code of Conduct.

Janelle Hunter and Shawn Turner provided the Board with an update on pre-opening of schools which included information on schools, student enrollment, new options, teacher staffing, technology, capital projects, mobile installations, security enhancements, and transportation. Sarah Crowder provided an overview of the Revised Code of Student Code of Conduct.

- Schools:
 - 157 schools scheduled to begin the 2014-2015 school year on August 25, 2014.
 - Cato, Levine, and Harper students began classes on August 11, 2014.
 - Continuous Learning Schools within Project L.I.F.T. began classes on July 21, 2014. Bruns Academy, Walter G. Byers School, Druid Hills Academy, Thomasboro Academy.
- Students: CMS expects to welcome 143,366 students, an increase of 754 from 2013-2014 20th Day Enrollment.

➤ 2014-2015 Projected Enrollment Compared to 2013-2014 20th Day Enrollment:

Level	2014-2015 Projected Enrollment	2013-2014 20 th Day Enrollment	Difference
K-5	69,361	69,362	-1
6-8	32,243	32,016	227
9-12	39,397	38,893	504
Self-Contained Exception Children	2,365	2,341	24
Total K-12	143,366	142,612	754

- 2014-2015 New Options:
 - STEM/STEAM: Palisades Park Elementary (Engineering focus); Technology, Entrepreneurship & Advanced Manufacturing at Olympic; Hawthorne Academy of Health Sciences; Coulwood STEM; and McClintock STEAM.
 - Learning Approaches: Trillium Springs Montessori School, iMeck Academy at Cochrane High School.
 - Middle and Early Colleges: Levine Middle College (grades 11-13), Charlotte Engineering Early College (at UNCC, grades 9-13).
 - New K-8 Conversion: Mountain Island Lake Academy.
- Revised Code of Student Conduct: Each year the Code of Student Conduct is revised and this year the focus was to make it more user-friendly. The changes include information from new Policy JKD which was approved by the Board in August 2011, applies common expectation for student behavior and conduct, and interventions as the appropriate approach to student discipline.

- Revisions to the Student Code of Conduct added new information from CMS Policy JKD and apply a common expectation for student behavior and conduct.
- There is an emphasis on interventions and appropriate approach to student discipline. Consequences for violating the Code of Student Conduct should be progressive in nature. Out-of-School Suspensions (OSS) should be used as a consequence only when other documented options have not been effective, will not protect students and staff, or will not preserve an orderly school environment.
- Administrators and teachers are encouraged to use a range of discipline responses to student misconduct.
- Disciplinary Response Examples:
 - Student Options: Academic intervention, behavior improvement agreements, and conflict resolution and anger management.
 - Involve Peers, Parents, and Staff: Conferences, individual or small group sessions with the school counselor, parental involvement, and peer mediation.
 - Limit or Remove Access to Services and School Site: In-School Suspension (ISS) isolation or time-out, detention, suspension from bus privileges, exclusion from extracurricular activities, exclusion from graduation ceremonies, disciplinary placement in an alternative school.
- Administrative Responses: Adds to the list of potential administrative responses include Restorative Justice/Restorative Practices, Service Learning, and Referral to Community Agency.
- Opening of Schools Committee/Driving Governance/Goals, Objectives, and Measures: It takes team work to make the dream work and this has been a team effort. Members of the Opening of Schools Committee attending the meeting were recognized and commended for their hard work and continuous efforts. The process included regular communication between the schools and executive staff to ensure everyone is informed of the good work everyone is doing. The primary goal is to ensure schools opening smoothly. Specifics were identified in an effort to measure progress regarding mobiles, teacher staffing, transportation, school renovations, and technology.
- Teacher Staffing: 1,296 teachers have been processed since April which included transfer, promotion, and internal and external hires. Currently, CMS has 421 teacher vacancies (or less than 1% of CMS employees). 266 vacancies with recommendations and 155 vacancies without recommendations. Dr. Morrison commended the Human Resources Department on their efforts to fill vacancies and he noted these are fewer vacancies than this time last year.
- Technology: Upgrades have been ongoing and the theme of communication continues.
 - Windows 7 upgrade: Schools 100% complete (40,000 computers).
 - Mobile Classrooms: Wireless connectivity in over 1,000 classrooms.
 - Classroom Projection Systems: On track for October completion (3,000 classrooms).
 - New schools: Trillium Springs Montessori School and Palisades Park Elementary School (on target).
 - PowerSchool: Weekly progress reports on readiness for opening of schools sent to executive staff, learning communities, and principals.
 - PowerSchool: Electronic course request completed by students through the Parent Portal (automated for the first time).
- Capital Projects – New and Replacement Schools:
 - New School: Palisades Park Elementary, new thirty-nine classroom to relieve

- overcrowding at Winget Park Elementary and Lake Wylie Elementary.
- Renovations and Additions: Myers Park High School – new gymnasium; Olympic High School – new 4,000 seat stadium and fieldhouse; Ranson Middle School – renovation of vestibule, entrance, and media center; West Mecklenburg High School – new 4,000 seat stadium and fieldhouse; Garinger High School – renovation/rework of football field (synthetic turf and 6-lane track), stadium lighting, security cameras, and new public address system; Independence High School – additions and renovations to athletic facility including new gymnasium, administrative offices, and new main entrance.
 - Building Services Projects: Charlotte Engineering Early College at UNC-Charlotte Campus and Middle College High School at Central Piedmont Community College Levine Campus. In addition, approximately \$8 million in projects to deliver safe school environments that support academic achievement. Projects include Charlotte Engineering Early College at UNC-Charlotte Campus; upgrade to Direct Digital Controls at Mallard Creek High School; HVAC improvements at Collinswood Language Academy, Lansdowne Elementary, and McKee Road Elementary; roofing project at Beverly Woods Elementary; Wastewater Treatment Plant expansion at Berryhill School; Tennis Court Project at Hopewell High School; Track projects at Carmel, Eastway, and Kennedy middle schools; and Fire Alarm System upgrades at Starmount, Trillium Springs Montessori, University Meadows Elementary, University Park Creative Arts, and West Mecklenburg High School.
 - Mobile Installations: Relocating fifty-seven mobile classrooms to prepare for growth at seventeen sites. All should be completed by September 21, 2014. Relocations include 3 East Learning Community; 2 North Learning Community, 14 Northeast Learning Community, 8 Project L.I.F.T., 23 South Learning Community, and 7 West Learning Community.
 - 2013-2014 Security Enhancement Project Update: Projects and targeted completion dates include Secure Identification System (on track for completion by August 25th), Security Cameras (on track for completion by September 30th), Improved Communication System (on track for completion by December 2014), and setup Network Configuration, Training, Punch List, and Commissioning Activities are ongoing.
 - Transportation: The CMS bus fleet increased by twenty-seven buses and the increase is based upon the approved student plan and the expanded academic program offerings. The transportation plan may be impacted by the State Budget and changes may be forthcoming.

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

Dr. Morrison provided an update on the State Budget, which was signed by the Governor on August 7, 2014, and its impact on CMS. The State Budget included a teacher salary increase of which we all are very grateful. This was a first step and we hope more will follow. The State Budget was completed very late in the year and included cuts that impact CMS. Staff is striving to work with State Officials to ensure interpretation of the new budget as we strive to finalize staffing of our schools. The State Budget impact to CMS include the following

cuts/changes:

Category	Estimated CMS Impact
Teacher Assistants/Teachers (net gap)	(\$2.6 million)
Transportation	(\$.6 million)
Central Office	(\$.1 million)
Textbooks	\$.01 million
At Risk	(\$.9 million)

Dr. Morrison said the State mandated reductions will impact how CMS prepares for the opening of schools and cause changes to programs, transportation, and staffing of schools. The reductions to teacher assistants are very concerning because that directly impacts the classroom and student learning. The method for the teacher assistant reductions is confusing and staff is working to get clarification to ensure interpretation. Another concerning area, is the removal of Average Daily Membership (ADM) Growth from the base budget. This has been an aspect of the budget process in North Carolina for many years and is one of the few assurances as we enter the new budget year. Utilizing the ADM allows CMS to plan for growth and have that growth be funded. Dr. Morrison said eliminating ADM from the budget planning is problematic and worrisome. We will continue to work with the Governor's office and the Legislators to advocate technical corrections to our concerns.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments.

- Rhonda Lennon addressed concern regarding the traffic diabolical (called the Divergent Diamond Interchange) in Cornelius. Ms. Lennon thanked Carol Stamper, Executive Director Transportation, her staff, and Dennis LaCaria, Director Planning and Real Estate, for attending the community meeting in Cornelius to discuss concerns and seek solutions to get students to school. Ms. Lennon urged the families in Cornelius, Huntersville, and Davidson to allow their children to ride the bus to school in an effort to lessen the impact on traffic in those areas. Ms. Lennon said two new charter schools are opening in District 1 and expressed concern that they may not be ready to open on time and the impact it may have on CMS. Dr. Morrison said there are a number of new charter schools scheduled to open this year and some have declared they will not be able to open this year. Scott McCully, Executive Director of Student Planning, is striving to reach out to the charters to get a status of their opening and projected enrollments. It can be challenging to get this information because some parents may apply to several different charters, CMS Magnet schools, and private schools but ultimately they can only attend one school. CMS does not have direct involvement with charter schools but we will continue to reach out to them and keep the Board informed.
- Ericka Ellis-Stewart asked questions regarding the subject areas for the 421 teacher vacancies, how will parents be informed about the changes to the Student Code of Conduct, and what is being done to assist families with the immunizations that students need for school? Ann Clark provided clarification. Staff will provide the schools and the subject areas for the teacher vacancies at a later time. Information regarding the Student Code of Conduct will be included in the media information that will be provided beginning next week. The Superintendent has scheduled a number of media appearances and CMS will hold a Back to School Media Briefing and the Student Code of Conduct

will be highlighted at those events. Families will be directed to the CMS Website for information regarding Back to School and Student Code of Conduct. In addition, information will be shared at school assemblies and the school packet sent home by the school will direct parents to the CMS Website and includes a parent signature sheet that must be returned to the school. Regarding immunizations, Ms. Clark said this year all CMS schools will have a nurse as part of the approval of the Mecklenburg County Budget. CMS is working with the Health Department to hold a "Big Shot Saturday" and information is being sent to parents. In addition, Project L.I.F.T. has had a mobile unit in targeted areas to give immunizations to students. CMS has a nurse at the Smith Family Center who will support families new to the United States, North Carolina, and to CMS. CMS is working with numerous agencies in Mecklenburg County to get immunization information out. Ms. Ellis-Stewart asked what is the status of principal vacancies? Dr. Morrison said as of this evening all schools were staffed but we just received notification of one of our great principals leaving CMS to go to another school district. Other school districts are able to market value and seek CMS employees because they know they will get quality staff.

- Dr. Joyce Waddell thanked staff for the report and she looks forward to the Post Opening of Schools report. Dr. Waddell asked what schools are overcrowded? Ann Clark reported staff is working directly with the principals to project enrollment but we would need to wait for the start of school to monitor attendance and transportation information and will make adjustments as needed. Dr. Waddell said she is concerned about the teacher vacancies and the content areas and she hopes those positions will be filled soon. Dr. Waddell asked how many Teach for America teachers in CMS? Dr. Morrison said this year CMS has 101 teachers and all of those teachers have been placed.

Dr. Morrison urged the public to register their children for school because that will help ensure a successful first day of school for everyone.

B. Report on the Beacon Initiative

Correlation to Board of Education Vision, Mission, and Core Beliefs: Providing all students with the opportunity to perform to their fullest potential and ensuring that there is no discernible difference between the achievement levels of students by race, gender or economic level.

Chairperson McCray called upon Dr. Morrison to present the report on the Beacon Initiative. Dr. Morrison said in the *Strategic Plan 2018* we made a commitment that in CMS we cannot have chronically underperforming schools. It can be challenging to truly measure how CMS is performing when State Standards change, assessments change, cut scores change, and proficiency levels change. These changes make it challenging to review year to year performance of CMS longitudinally when compared to other areas of the country. An aspect of the Strategic Plan strives to impact schools that have not shown proficiency levels or growth commensurate with other schools. We believe both proficiency and growth are important to student achievement and the success of a school. This past year, the Legislators enacted a new process for grading schools and we are reviewing the schools that may be deemed D or F schools based on those new guidelines.

In addition, CMS has worked on developing an Accountability Framework based upon the Board's Theory of Action for Change. The Accountability Framework includes the ability to review schools based upon multiple measures in the Strategic Plan and provide the

community an assessment of how CMS schools are performing. CMS has some schools that are not where they need to be and we want to turn them around. It is important to make it a sustainable turnaround in an effort to eliminate limited proficiency and limited growth. This process targets how to create a culture of growth and high proficiency with the school's current funding levels and how to provide differentiation of support based upon the needs of the students. Dr. Morrison called upon Dr. Kelly Gwaltney, Chief School Performance Officer, and Dr. Lynn LaCaria, Executive Director School Performance, to present the report on the Beacon Initiative. Dr. Gwaltney said we are excited about the Beacon Initiative and the work being accomplished by the principals, the Office of School Performance, and other CMS departments to bring this initiative to life. The Beacon Initiative is in direct response to Goal 5 of *Strategic Plan 2018*. Dr. Gwaltney provided an overview of the Beacon Initiative and next steps.

- **Strategic Plan 2018 Alignment:**
 - Goal 5: optimize district performance and accountability by strengthening data use, processes, and systems.
 - Focus Area IV – School Performance Improvement:
 - ✓ Strategy #2: Identify tiered levels of schools and appropriate supports for each level.
 - ✓ Strategy #6: Redesign Strategic Staffing Initiative.
- Vision: Sustainable Turnaround. Turnaround that will last over time and sustainable results that withstand changes in funding, changes in standards, and shifts in population.
- Beacon Concept Map: The center of the process is related to the core values of success, sustainability, commitment, and integrity. The supports and systems for the process include Strategic Planning; Assessments and Indicators; Continuous Improvement; and Processes, Systems and Policies. The key levers essential to school turnaround are Time, Teaching and Learning, Culture, and Talent/Human Capital. The core values were developed by the principals participating in the Beacon Initiative. The core values wrap around the importance of children, education, and the way we do our work.
- What is different compared to the Strategic Staffing Initiative? The process includes a deep needs assessment, planning time, research-based intervention to include a root cause analysis, development of community superintendent and principal, differentiated plans and supports, coordination, and protection. CMS will partner with an external agency to complete a deep needs assessment of CMS and each individual school to determine root causes for repeated lower performance. The Beacon Initiative will focus on planning time to develop long term planning strategies. The first year, 2014-2015, will be a planning year focused on the deep needs assessment and development of the planning process.
- Selection of Schools: Historical performance based on proficiency (composite, reading, and math). Historical performance based on growth. Selections among the groups were consolidated. Small groups worked to select the top fourteen schools.
- School Sites:

	School	Principal	Learning Community
Elementary	Briarwood	Patty Johanson	Northeast – Garinger
	Albemarle Road	Tyler Ream	East
	Nations Ford	Alejandra Garcia	West – Harding
	Winterfield	Angela Grant	Northeast – Garinger

Pre-K-8	Druid Hills	Raymond Barnes	L.I.F.T.
	Bruns Academy	Mary Weston	L.I.F.T.
	Reid Park Academy	James Garvin	West – Harding
	Westerly Hills Academy	Gwen Shannon	West – Harding
Middle	James Martin	Jeremy Batchelor	Northeast – Vance
	Whitewater	Beth Thompson	West – West Mecklenburg
	Martin Luther King Jr.	Jennifer Dean	Northeast – Vance
High	Harding University	John Floyd	West – Harding
	Garinger	Mike Drye	Northeast – Garinger
	Vance	Melissa Dunlap	Northeast – Vance

- Beacon Initiative Progress: CMS put out a Request for Information to solicit interest from vendors on how they can be a primary partner with CMS for turnaround. CMS reviewed the vendor proposals and selected seven for interview. Progress to date includes drafted a concept map, discussions around structures and supports for sustainable turnaround, entered into contract negotiations with a primary turnaround partner (University of Virginia), and conducted principal meetings about Beacon Initiative and what this can mean for CMS.
- Planning Timeline:
 - 2014-2015 Year 0 (year of planning):
 - May: Solicit Proposals.
 - June: Short list announcements.
 - July/August: Identify partner and begin work.
 - September-November: District and School Needs Assessment.
 - January: Finalize design work to inform budget.
 - 2015-2016 – Year 1: Implementation.
 - 2016-2017 – Year 2: Implementation.
- Next Steps:
 - Finalize contract with external partner.
 - Needs Assessment (district and school level).
 - Development of structures and supports.
 - Design work for schools.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments.

- Dr. Joyce Waddell thanked staff for the report. Dr. Waddell said the Beacon Initiative is to improve low performing schools and she asked are these the only low performing schools in CMS? Dr. Gwaltney said, no, but these sites were identified because of their historical performance in both proficiency and growth and they were the top fourteen low performing schools in CMS. Dr. Waddell expressed concern that these are the same schools that we focus on year after year. We must get this right in an effort to stop the repeated performance. Dr. Waddell said most of these schools are high poverty schools and often those schools have teachers with less experience. She urged CMS to put experienced teachers with successful track records in the high poverty schools.
- Ericka Ellis-Stewart asked will the school leadership teams be a part of the process and how will the deep dive assessment inform future School Improvement Plans? Dr.

Gwaltney said the needs assessment for each school includes visits to conduct a review and each school will receive a written report of the findings. The principals will work with the primary partner and the community superintendents to develop skills around the root cause, identifying the root cause, and designing a strategic plan. The partner will assist CMS in building its capacity to leverage school leadership teams and they will be a part of the process. School Improvement Plans are live documents and as data is received they will be updated. Ms. Ellis-Stewart hopes the measure of success will have a good balance between proficiency and growth. Dr. Gwaltney reported the measurement of each has not been determined at this time but each school will have accountability goals that are directly in response to the Strategic Plan which includes growth and proficiency. Dr. Morrison said the Beacon schools will not be in isolation and will be held to the same accountability framework as all schools in CMS. Ms. Ellis-Stewart asked how will the Beacon Initiative be funded? Dr. Gwaltney reported CMS will leverage funds that were budgeted last year for the schools along with Title I funds. The schools will not receive additional funding for this initiative.

- Tom Tate thanked staff for the report. Mr. Tate expressed concern that often when CMS develops a new initiative, people in the community label those schools which sometimes can be negative. This initiative is only saying these schools need help and we are providing them help. Mr. Tate noted some of the schools have new principals and he hopes CMS is taking steps to ensure stability of staff. Dr. Morrison provided comments regarding the stability of the staffing of the schools to ensure each are led by talented leadership who wanted to be committed to the schools. In addition, principals will have development opportunities and support systems which will be shared throughout the school. Dr. Gwaltney said we are intentionally working with the cohort of principals to develop strategies and support systems to ensure we get it right.
- Thelma Byers-Bailey said over one third of the schools are in District 2. We know parental involvement is important in ensuring student achievement and she urged staff to ensure parents are informed about the Bacon Initiative and how they can participate. Dr. Gwaltney said we are working with the principals on communication strategies and information is included in the Parent Newsletter that is sent home with the students, PTA night, and through communication with their teachers. A key lever for this initiative is culture and that includes how we engage with our families.

C. Report on Personalized Learning Initiative

Correlation to Board of Education Vision, Mission, and Core Beliefs: Providing all students with the opportunity to perform to their fullest potential and ensuring that there is no discernible difference between the achievement levels of students by race, gender or economic level.

Chairperson McCray called upon Dr. Morrison to introduce the report on Personalized Learning Initiative. Dr. Morrison said a new term in education is ‘personalization and personalized learning.’ Personalized learning is differentiated to the level of need of the student. Children start school at different grade levels. Some children start school ahead of grade level, on target, or way behind. Every child needs a personalized learning experience so that every child can graduate college and career ready. Dr. Morrison called upon Dr. Valerie Truesdale, Chief Learning Services Officer, to provide information on the definition of Personalized Learning in CMS.

Dr. Valerie Truesdale said as we prepare to start a new school year we are excited about the opportunity of the new initiative for Personalized Learning. Dr. Truesdale introduced Jill Thompson, Program Manager of Personalized Learning, and Sherilyn Fields, Personalized Learning Broad Fellow, who lead the Personalized Learning Initiative and will help present the report. Dr. Truesdale also introduced Kay Hall, Executive Director Technology Services, who is instrumental in shepherding the Personalized Learning Initiative. Dr. Truesdale, Jill Thompson, and Sherilyn Fields provided an overview of the Personalized Learning Initiative, the alignment to the *Strategic Plan 2018*, identification of fifteen schools, and next steps.

- Personalized Learning Initiative: The purpose for the initiative is to help support schools in implementing personalized learning in order to grow student achievement through innovation.
- *Strategic Plan 2018* Alignment:
 - Goal 1: Maximize academic achievement in a personalized 21st century learning environment for every child to graduate college and career ready.
 - Goal 6: Inspire and nurture learning, creativity, innovation and entrepreneurship through technology strategic school redesign.
- CMS Personalized Learning Journey:
 - Last year, CMS earned a Bill and Melinda Gates Foundation Grant to take a deeper dive into CMS' vision for Personalized Learning. CMS staff visited numerous schools throughout the country to review initiatives on personalized learning.
 - Created a system design team that consisted of many different stakeholders. The system design team completed a needs assessment and started vetting what personalized learning represented for CMS and how to shift the teaching and learning process so that every child's needs are met.
 - Selection of Schools: All CMS schools were invited to consider if they had the willingness to implement the Personalized Learning Initiative. Schools applied and staff evaluated the applications, conducted interviews, and selected fifteen schools to implement the Personalized Learning Initiative.
- Fifteen Personalized Learning Schools: While Personalized Learning has been integrated into great classrooms for some time now, fifteen schools were selected to purposefully implement Personalized Learning in the 2014-2015 school year.
 - Elementary Schools: Eastover, Grand Oak, Newell, Devonshire, Hawk Ridge, Lake Wylie, Pinewood, Whitewater Academy, Tuckaseegee, Barringer Academic Center.
 - Middle Schools: Carmel, Ridge Road, Martin Luther King, Jr. (MLK), Kennedy.
 - High Schools: The Renaissance School of Arts & Technology at Olympic.
- What is Personalized Learning: In Charlotte-Mecklenburg Schools, Personalized Learning is an instructional design that requires a fundamental shift from a traditional teaching model to a classroom that empowers and nurtures the social, emotional, academic, and developmental needs of each self-directed 21st Century learner. There are four cornerstones for implementing a Personalized Learning Classroom.
- Four Cornerstones:
 - Whole Child:
 - I actively support people in my classroom and school by encouraging them to do their best.
 - I demonstrate character that myself and others can be proud of in and out of

- school.
 - I build positive relationships around common ideas and aspirations to make the world better.
- Student Ownership:
 - I have a voice in what I'm doing (scope and relevance), who I'm doing it for (audience), and how I'm doing it (process).
 - I can articulate what quality looks like and use that to set goals and monitor progress.
 - I give myself permission to struggle, seek feedback, and improve.
- Mastery Learning:
 - I know what is expected of me and work toward those expectations.
- Paces, Playlists, and Pathways: uses technology as a tool
 - I control the speed of my learning – when I need to accelerate and slow down.
 - I control the direction of my learning –what I need to focus on based on my performance.
 - I develop my aspirations by actively exploring college and career opportunities.
- Where are we now? Personalize Learning Institute.
 - Mission/Definition: Participants developed a draft mission statement and key themes included holistic customized learning, student ownership, and maximizing impact through future leaders. Key themes were leveraged to include in a personalized learning definition.
 - Vision/Action Plan: Schools worked on the vision and action plan for the respective programs
 - Personalized Learning Website launched which serves as a medium for communication and repository for groundbreaking research and tools. Parents can access the Website www.pl.cmslearns.org.
- Next Steps:
 - Monthly Steering Committee Meetings (i.e., Project Charter Document, Implementation Plan, Stakeholder Engagement).
 - Professional Learning (i.e., Think Tanks, School Based Training, Habits of Mind, etc.).
 - Department/Instructional Training.
 - Communications Plan.

Dr. Truesdale reported the schools are working together to develop innovative concepts to embrace being open-minded, understanding relationships matter, ignite passions, and cultivate collaboration to develop creativity and critical thinking. We want to foster students to take the classroom learning experience down to the level of each individual student.

Chairperson McCray thanked staff for the report and invited Board members to ask questions and make comments.

- Tim Morgan said CMS is working with numerous grants (Beacon, Personalized Learning, Safety, etc.) which have many moving parts in the system. Mr. Morgan urged CMS staff to take steps to determine what is working and what is not working and to ensure the information is transmitted throughout CMS. Dr. Morrison provided comments regarding the reorganization of CMS in an effort to make the CMS team more intentional, cross-functional, and collaborative to avoid working in silos. The collaborative process will

help CMS be more supportive of our schools. We ensure schools participating in several initiatives have the capacity to handle multiple initiatives.

- Thelma Byers-Bailey said forty percent of the schools in the Beacon Initiative and Personalized Learning Initiative is located in District 2. Ms. Byers-Bailey thanked staff for the focus on schools in District 2.
- Chairperson McCray commended the principals of the schools for their willingness to take on numerous initiatives to help improve student learning. Dr. Morrison provided comments that we know these schools need a dramatic turnaround and we are working in partnership with the school principals and learning communities. We are challenging our school leaders, teachers, and support staff to help CMS define the definition of personalized learning. This is a collaborative process to generate ideas to reach a unified approach and that approach will generate buy-in to be successful. The principals of the schools will lead a transformation of the school that involves teachers, parents, community, and support staff.

Dr. Truesdale invited Board members to attend a teacher training event regarding Personalization and the Learning Dispositions of A Child to be held at Phillip O. Berry Academy of Technology on August 13, 2014, 8:30 a.m. to 3:00 p.m.

VI. REPORT FROM SUPERINTENDENT

Dr. Morrison reported on the following items:

- Start of School - Happy New Year: CMS is less than two weeks away for most students for the start of school on August 25th. Students attending Cato, Harper, and Levine middle colleges began school on August 11th.
- Back to School Pep Rally: August 21st, Time Warner Cable Arena, doors open at 8:30 a.m. and the program begins at 10:00 a.m. This will be a great way to welcome CMS employees back for the start of the new school year.
- 2014-2015 State Budget: The State Budget was signed by the Governor on August 7, 2014 and CMS staff is working with the State to get clarity on employee questions. The information will be posted on the CMS Website.
- PowerSchool: Parents can access the system beginning August 18th using the same user-name and password from last year. Parents should contact their school with any log-in questions. Parents can opt to receive daily, weekly, or monthly information.

VII. REPORTS FROM BOARD MEMBERS

- Dr. Joyce Waddell reported she visited several schools and is happy to see learning continued throughout the summer. Dr. Waddell thanked Jonathan Sink for his work on the Intergovernmental Relationships Committee and with the State Legislators regarding the State Budget. She also thanked Dr. Morrison on his advocacy in Raleigh and work with the State Legislators and Governor regarding public education concerns and the State Budget. Dr. Waddell commended Garinger High School Alumni who erected a War Memorial to honor Vietnam Vets and the establishment of scholarships for students. Dr. Waddell urged men to escort children to school on the first day of school.
- Paul Bailey attended the 30th Annual Japanese Dance Festival on August 9th at the Wells Fargo Atrium and many of the CMS students from E. E. Waddell performed and did a great job. Mr. Bailey commended Matthews Mayor Jim Taylor for hosting a meeting with the five principals of the schools in Matthews, staff from the East Learning

Community, Mr. Bailey, and the Town Manager and Police Chief of Matthews on August 11th. This was a collaborative meeting that represented great support for CMS schools.

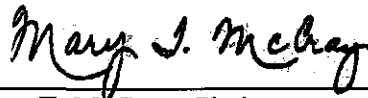
- Thelma Byers-Bailey enjoyed reading to students at Reid Park as part of the Freedom School Program, visiting schools participating in the Summer Learning Loss Program, and attending graduations for the Y Readers at Nations Ford and Reid Park. Ms. Byers-Bailey enjoyed attending the Book Bag Give Away at Tuckaseegee Recreation Center that also hosted an Anti-bullying Rally that highlighted self-bullying which could be a root to why students bully others.
- Tim Morgan invited everyone to attend the Ballantyne Breakfast Club on August 16th, 9:00 a.m., at the Ballantyne Resort. Dr. Morrison will be the guest speaker.
- Mary McCray urged the Board members to visit schools on the first day of school. It is exciting to see the parents and the students who are bright eyed and ready to start school.

ADJOURNMENT

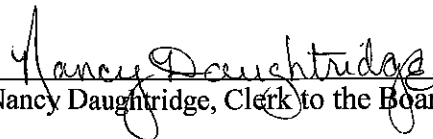
Chairperson McCray called for a motion to adjourn the meeting.

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

The Regular School Board Meeting adjourned at 9:05 p.m.



Mary T. McCray, Chairperson



Nancy Daughtridge, Clerk to the Board