ASHEVILLE CITY BOARD OF EDUCATION SPECIAL CALLED SESSION

Harrah's Cherokee Center

Thursday, August 22, 2024 at 9:00 AM

BE IT REMEMBERED: The Asheville City Board of Education met in a special called session on Thursday, August 22, 2024, at 9:00 AM at the Harrah's Cherokee Center at 85 Mountain Street, Asheville, North Carolina, where and when the following business was transacted.

Agenda for the Joint School Board and
County Commission Meeting
Attendees:
Asheville City Schools
Buncombe County Schools
Buncombe County Government

1. **Agenda for the Joint School Board and**
   County Commission Meeting - **August 22, 2024 Agenda.pdf**
   Attendees:
   Asheville City Schools
   Buncombe County Schools
   Buncombe County Government

   Asheville City Schools

   George Sieburg, Board Chair

   James C. Carter, Vice Chair

   Rebecca Strimer, Member

   Sarah Thornburg, Member

   Dr. Maggie Fehrman, Superintendent

Dr. Ivry Cheeks, Career and Technical Education Director

Kim Robinson, Executive Director of Student Services

April Dockery, Chief Operations Officer

Heidi Kerns, Chief Financial Officer

Shannon Baggett, Executive Director of Student Services

Dr. Kim Dechant, Chief of Staff

Kimberly Jones, Admin. Assistant to the Superintendent and Clerk to the BOE

Buncombe County Schools

Ann Franklin - BOE Chair

Amy Churchill - Vice Chair

Judy Lewis - Member

Kim Plemmons - Member

Dr. Glenda Weinert - Member

Rob Elliott - Member

Dr. Rob Jackson - Superintendent

Dr. Jennifer Reed - Associate Superintendent

Tina Thorpe - Chief Financial Officer

Ken Ulmer - Chief Communications Officer

Christy Cheek - BCS Foundation

Kim Matthews - Exec. Asst. and Admin to the BOE

Buncombe County Government

Chairman Brownie Newman

Commissioner Terri Wells

Commissioner Al Whitesides

Commissioners Amanda Edwards

Commissioner Martin Moore

Commissioner Parker Sloan

Avril Pinder, County Manager

Sarah Gross, Clerk to the Board of Commissioners

Buncombe County Government brought together Asheville City Schools and Buncombe County Schools to create a shared purpose amongst all three entities. Each school district was asked for the following information and questions:

Strategic Goals Update

Strengths in K-12 education for the next 5 years

Weaknesses in K-12 education for the next 5 years

Opportunities in K-12 education for the next 5 years

Threats in K-12 education for the next 5 years

What we hope to achieve for our community over the next 5 years

ACS 8.22 Joint Presentation.pptx

August 22, 2024 Presentation Template BCSa.pdf

August 22 Presentation - Combined.pdf

As a group, the leaders including Board of Education Members and County Commissioners were asked "What do they see as the purpose?"

They discussed future strategic priorities. The question asked was "What do you want to achieve for our local educational system over the next five years?"

- Strategic budget processes
- Teacher recruitment and retention - salaries and housing
- Marketing and advertising
- Educating the community about the budget process from the state and the budget shortfalls
- Holding legislatures accountable
- Raising wages
- Look at the global picture of the community
- Remaining healthy relationships between all three entities
- Pre School
- Funding equation for funding dollars to change

- Going beyond the annual process with a plan
- What are the priorities for achieving a 100% graduation rate - from the school districts

There was a consensus to meet more than once a year to discuss strategic priorities.

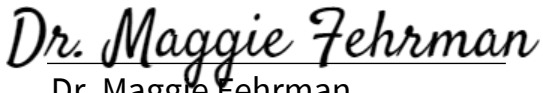
Shared Purpose - All Board Members wrote down the reasons why success in our local educational system is important to them.

- Strong community
- generational success
- strong social determination of health;
- grow next generation
- strong students with skills
- economic development
- chance to lift folks out of poverty
- confidence- students to discover who they are and believe in a community where everyone can think especially in marginalized communities
- strong school system for kids
- future depends on an educated community
- providing critical social services that help the community

Discussion (Future strategic priorities) - What do you want to achieve for your local educational system over the next 5 years? Strategies listed:

- Each child to have opportunities
- Traditional public schools are the choice
- Successful school systems have an impact on the quality of life in Buncombe County
- To have an environment where all types of children come together to learn
- Model behavior, and grow together
- Grow the economy
- Grow generations
- To see kids walk across the graduation stage
- Strong economy
- High cost of future
- To provide high quality – there are high stakes due to lack of funding
- To create a just/equitable environment

- Figure out the math
- Values
- Transparency problems
- More strategic budgeting
- More conversations
- Priorities
- Multi-year budgeting
- More conversations and identifying needs throughout the year
- Put more pressure on the state legislature
- Hold the state accountable
- Do more planning
- Multi-year budget planning
- Raise wages
- Place education into all priorities/conversations and make it part of all initiatives
- Marketing and advertising
- Educate community regarding budget challenges
- Maintain healthy relation among the Board
- Preschool for all children



Dr. Maggie Fehrman,
Superintendent



Board Chair, or Designee

Agenda

Joint School Board and County Commission Meeting
Thursday, August 22, 2024
Harrah's Cherokee Center - Banquet Room
87 Haywood Street, Asheville, NC 28801
9:00 AM – 12:00 PM

1. *Introductions* — *20 mins*
2. *School Board Presentations* — *40 mins*
    a. *Asheville City Schools (20 mins)*
    b. *Buncombe County Schools (20 mins)*
3. *Shared Purpose* — *40 mins*
4. *Discussion (Future strategic priorities)* — *60 mins*
5. *Next Steps & Closing* — *20 mins*

Asheville City Schools

Presented by

Dr. Maggie Fehrman

Superintendent

2020-2025 Strategic Goals Update

- Kindergarten Readiness
  - Pre-K Programming
    - 114 Students enrolled in pre-k for the upcoming year
    - Score of 6.64 out of 7 on ECERS (Early Childhood Environmental Rating Scale) for our 5 Star Rating
- 3rd Grade Reading Proficiency
  - 2021 – 45%
  - 2022 – 54%
  - 2023 – 57%
  - 2024 – Can’t wait to share our growth!

2020-2025 Strategic Goals Update

- Improve College and Career Readiness
  - Graduation Rate
    - 2021 – 90%
    - 2022 – 94%
    - 2023 – 91.2%
  - 71% of seniors completed the FAFSA compared to 62% statewide
  - 69% of graduates enrolled in a postsecondary institute within 12 months of graduation
  - 252 CTE credentials earned (58% were industry-valued credentials.
  - 25% of high school students took at least one AP test
  - 63% of high school students participated in Career and College Promise Programs

Strengths in K-12 education for the next 5 years

- Deep partnership with our community for outside-of-school programming and wrap-around services
- Highly engaged community
- Award winning Arts Programs
- Strong Alumni Network and local alumni leaders
- Over 100 ES staff have completed the Science of Reading LTRS Course
- Elementary Magnet Themes: Ecology, STEM, PBL, Global Learners, and the Arts
- K-12 Robotics

Weaknesses in K-12 education for the next 5 years

- Teacher/staff attritions rates
- Opportunity Gap

Opportunities in K-12 education for the next 5 years

- Continuously Capitalize on our highly engaged community
- Highly skilled and credentialed staff
- Committed Alumni
- Student Leadership and Voice
- Meeting Growth at all schools in our Black student group
- New Strategic Plan
- Stable Leadership
- Expansive continuum of mental health and wrap-around services
- Re-opening of the Randolph Campus
- Full commitment to repair harm to our Black Community
- Increasing diversity of our population

Threats in K-12 education for the next 5 years

- Lack of state-level support for Public Schools
  - Opportunity Scholarship Expansion
  - High number of private and charter schools in Asheville
- Cost of living in comparison to staff pay
- Consolidation
- Community violence, poverty, unhoused families
- Mental Health and Wellbeing of staff and students
- Teacher Burnout
- Vaping, THC, and other drug addictions
- Shrinking teacher pipeline
- Aging facilities and inflation

What we hope to achieve for our community over the next 5 years

- Fully Established Community Campus with opportunities for adult learning and childcare
- Continued growth in academics and closure of the opportunity gap
- 100% of our staff, students, and families will report a sense of belonging in Asheville City Schools
- Launch a “Grow Our Own” teachers and leaders program
- 100% of our students graduate with one or more of the following opportunities to choose from acceptance into a post-secondary institute, a job offer that pays a living wage, and or military enlistment

Buncombe County Schools

Presented by

Dr. Rob Jackson

Superintendent

2020-2025 Strategic Goals Update





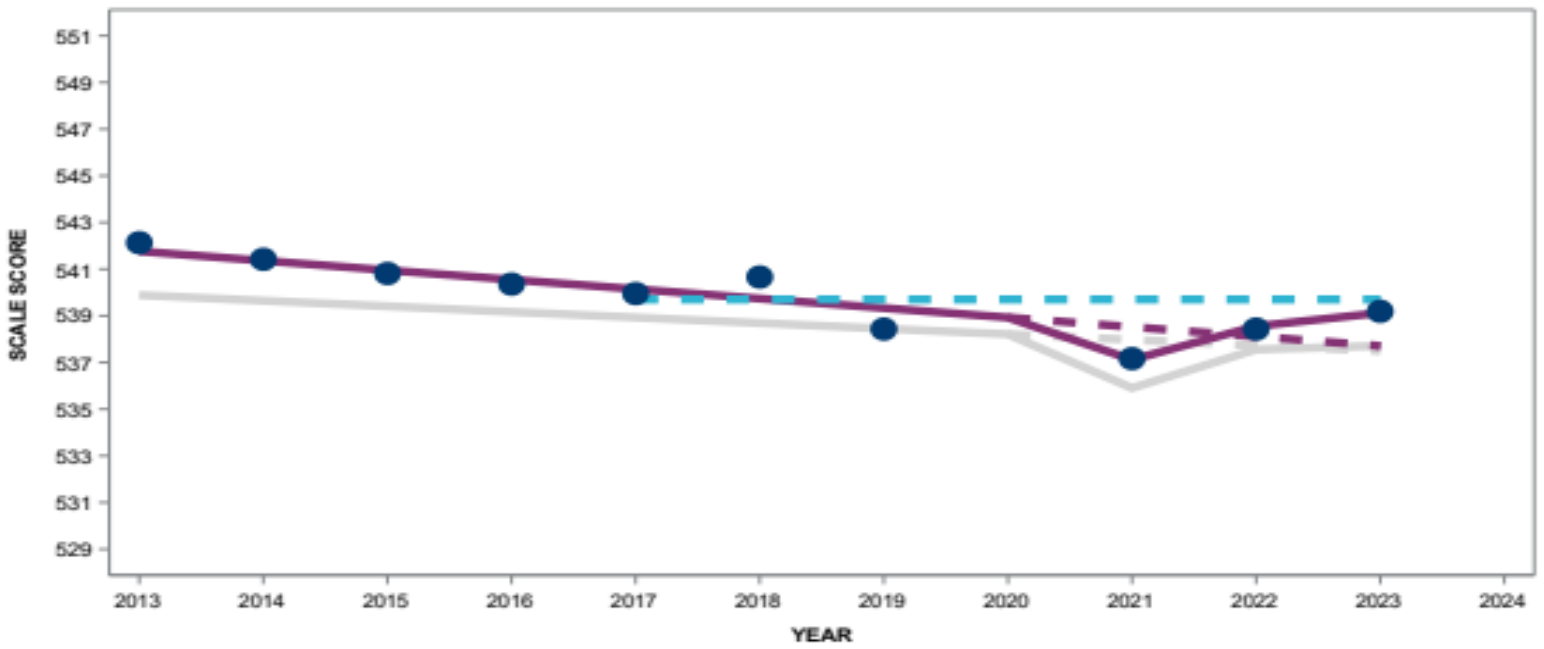
- Increase Kindergarten Readiness
  - *This is the most powerful lever to improving outcomes for students!*
  - Beginning of year results for 2022-2023 reflect a 16-point difference between children that attended Pre-K to those that didn't*
  - End of year results reflect a 13-point difference in the percentage of children At & Above Benchmark compared to children that attended Pre-K to those that didn't*
  - 2024 Kindergarten Readiness Data not yet available.
  - BCSF Bookmobile – 7,505 children served at 48 sites

**Fall 2023 NC ELI & mClass Overview Presentation presented by Buncombe County Government's Strategy and Innovation Team*

2020-2025 Strategic Goals Update

Increase 3rd grade literacy rates, especially among underperforming students

Year-Over-Year Trends and Impacts from the Pandemic
EOG READ Grade 3 - Buncombe County Schools



	Year										
Statistic	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**
Average Score	542.1	541.4	540.8	540.3	540.0	540.7	538.4		537.2	538.4	539.2
Percent Proficient	56%	68%	65%	60%	59%	62%	56%		48%	48%	50%
Student Count	1,647	1,714	1,736	1,744	1,781	1,700	1,687		1,513	1,561	1,667

Notes:
- All averages are based on current measurement scale of assessment.
- Results may not match published values due to the use of different sample selection criteria.
- Some average scale score values have been adjusted for the effect of a change in test version.

District Average Scale Score - Achievement averaged over all test-takers in the district.

District Achievement Trajectory -Model estimated trajectory with three components:
- Pre-Pandemic Trend
- Pandemic Response
- Recovery Response

Extended District Trend Line- Pre-Pandemic Trend line extended into the pandemic period (2020-2023).

District 3-Year Average Threshold - District achievement, averaged over a three-years prior to the pandemic (2017-2019).

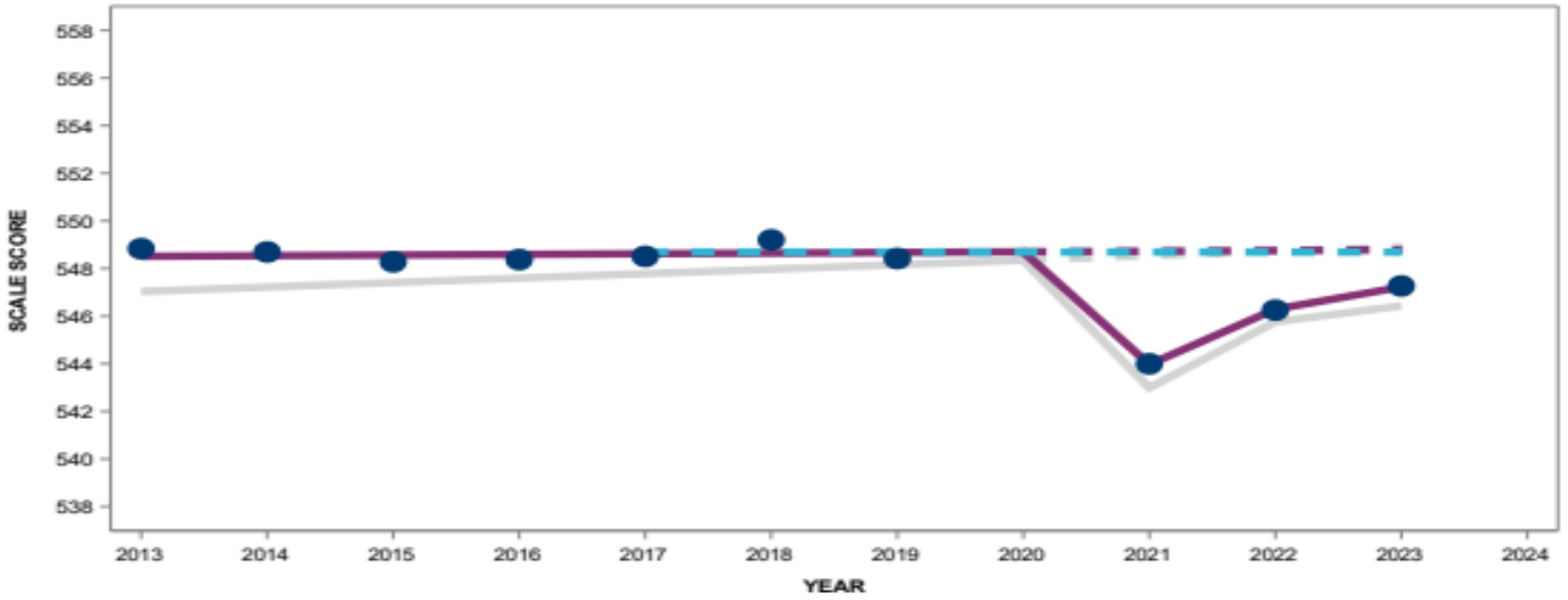
State Trajectory - Model estimated trajectory averaged over 115 traditional LEAs in the state (included for comparison).

Extended State Trend Line - Pre-Pandemic Trend line extended into the post-pandemic period and averaged over 115 traditional LEAs in the state (2020-2023).

2020-2025 Strategic Goals Update

Increase 3rd grade literacy rates, especially among underperforming students

Year-Over-Year Trends and Impacts from the Pandemic
EOG MATH Grade 3 - Buncombe County Schools



	Year										
Statistic	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Average Score	548.9	548.8	548.4	548.5	548.6	549.3	548.4		544.0	546.2	547.2
Percent Proficient	55%	67%	67%	66%	64%	69%	65%		46%	57%	58%
Student Count	1,655	1,716	1,735	1,740	1,780	1,700	1,686		1,508	1,562	1,667

Notes:
- All averages are based on current measurement scale of assessment.
- Results may not match published values due to the use of different sample selection criteria.
- Some average scale score values have been adjusted for the effect of a change in test version.

District Average Scale Score - Achievement averaged over all test-takers in the district.

District Achievement Trajectory -Model estimated trajectory with three components:
- Pre-Pandemic Trend
- Pandemic Response
- Recovery Response

Extended District Trend Line- Pre-Pandemic Trend line extended into the pandemic period (2020-2023).

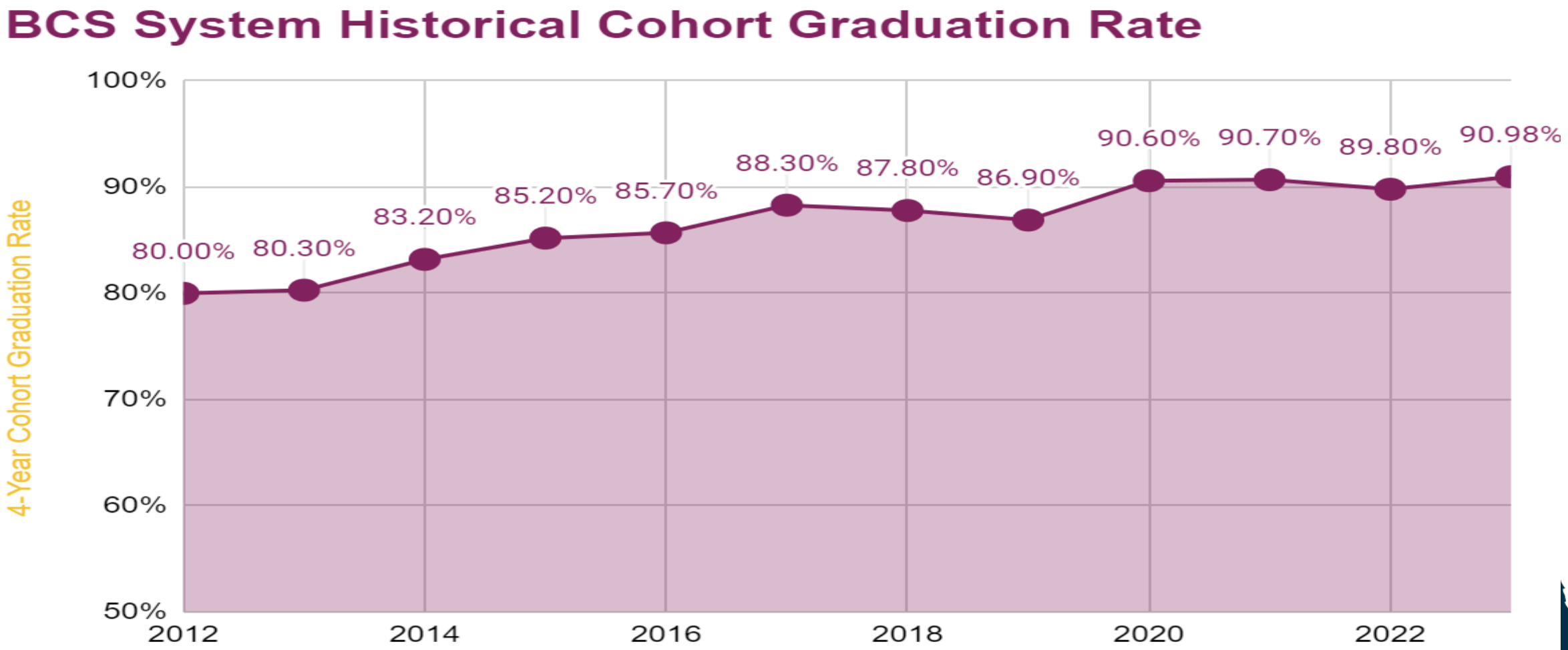
District 3-Year Average Threshold - District achievement, averaged over a three-years prior to the pandemic (2017-2019).

State Trajectory - Model estimated trajectory averaged over 115 traditional LEAs in the state (included for comparison).

Extended State Trend Line - Pre-Pandemic Trend line extended into the post-pandemic period and averaged over 115 traditional LEAs in the state (2020-2023).

2020-2025 Strategic Goals Update

Improve college and career readiness: High School Graduation Rate



Strengths in K-12 education for the next 5 years

- **Accessibility and Inclusivity**: Public education is designed to be accessible to all students, regardless of their background or socioeconomic status. This inclusivity helps ensure that education is a right rather than a privilege, providing opportunities for all children to learn and develop.
- **Community**: Public schools serve as important social hubs where students interact with peers from diverse backgrounds. This exposure fosters social skills, empathy, and a sense of community. It also provides opportunities for students to engage in extracurricular activities, sports, and community service.

Strengths in K-12 education for the next 5 years

- **Experienced Faculty – Licensed Staff**
  - 15.7% 0-4 Years of Experience
  - 14.8% 5-9 Years of Experience
  - 18.5% 10-14 Years of Experience
  - 17.5% 15-19 Years of Experience
  - 16.3% 20-24 Years of Experience
  - 12.4% 25-29 Years of Experience
  - 4.9% 30+ Years of Experience
- **Satisfaction of Teachers and Certified Staff**

  "Overall my school is a good place to work and learn."

  - 2020 85.63%
  - 2022 80.14%
  - 2024 91.25% (95.73% response rate)



Weaknesses in K-12 education for the next 5 years

- **BCS Need for Additional ESL Faculty –** The ML student population is growing rapidly in Buncombe County Schools.
  - 3,451 - 2024-2025 (projected)
  - 2,793 – 2023-2024
  - 2,372 – 2022-2023
- **Teacher Pipeline –** In 2022-23, 5,020 candidates entered the EPP pipeline (total enrollment 15,865), down from 5,763 candidates the year before. Those numbers reflect a 10% decrease from 2021-22, and a 43% decrease over the last decade. – *NC State Board of Education, March 2024*

Opportunities in K-12 education for the next 5 years



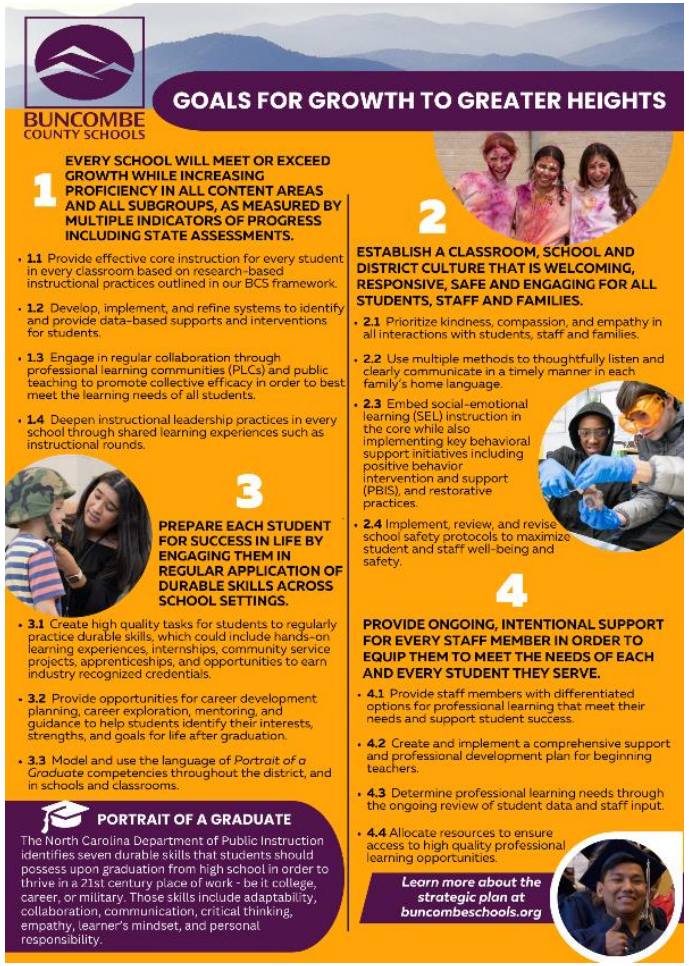
- **Partnering with Pre-K Providers**
  - Professional Development
  - Data Reviews
  - Bookmobile
- **Marketing/Telling Our Story**
  - Nesbitt Discovery Academy was named a NC STEM Model School of Distinction (Sept. 2024)
  - Black Mountain Primary was named Top 10 in the State for closing the achievement gap between student groups for two or more years. (Oct. 2023)
  - Fairview Elementary was named National Blue Ribbon School. (Sept. 2023)

Threats in K-12 education for the next 5 years

- **Erosion of State Funding –** North Carolina currently ranks 49th out of 50 states in percentage of state's GDP allocated to funding public education. *Public School Forum, April 18, 2024*
- **Opportunity Scholarship Expansion (SB 406/HB 823) –** Buncombe County stands to lose $5,573,040 is state funding for public education. *Office of State Budget and Management*
  - BCS one of eight school districts to pass resolutions to increase teacher pay and fully fund public education. – *EdNC, August 21, 2024*

What we hope to achieve for our community over the next 5 years





Joint School Board and County Commission Meeting

August 22, 2024

Welcome!

- Introduce yourself (name and board affiliation)
- Share what you hope to accomplish today

Agenda

Presentations

Asheville City Schools

Dr. Maggie Fehrman

Superintendent

2020-2025 Strategic Goals Update

- Kindergarten Readiness
  - Pre-K Programming
    - 114 Students enrolled in pre-k for the upcoming year
    - Score of 6.64 out of 7 on ECERS (Early Childhood Environmental Rating Scale) for our 5 Star Rating
- 3rd Grade Reading Proficiency
  - 2021 – 45%
  - 2022 – 54%
  - 2023 – 57%
  - 2024 – Can’t wait to share our growth!

2020-2025 Strategic Goals Update

- Improve College and Career Readiness
  - Graduation Rate
    - 2021 – 90%
    - 2022 – 94%
    - 2023 – 91.2%
  - 71% of seniors completed the FAFSA compared to 62% statewide
  - 69% of graduates enrolled in a postsecondary institute within 12 months of graduation compared to less than 60% for the state.
  - 252 CTE credentials earned (58% were industry-valued credentials)
  - 25% of high school students took at least one AP test
  - 63% of high school students participated in Career and College Promise Programs

Strengths in K-12 education for the next 5 years

- Deep partnership with our community for outside-of-school programming and wrap-around services
- Highly engaged community
- Award winning Arts Programs
- Strong Alumni Network and local alumni leaders
- Over 100 ES staff have completed the Science of Reading LTRS Course
- Elementary Magnet Themes: Ecology, STEM, PBL, Global Learners, and the Arts
- K-12 Robotics
- Strong Foundation and Family Teacher Organizations

Weaknesses in K-12 education for the next 5 years

- Teacher/staff attritions rates
- Opportunity Gap

Opportunities in K-12 education for the next 5 years

- Continuously Capitalize on our highly engaged community
- Highly skilled and credentialed staff
- Committed Alumni
- Student Leadership and Voice
- Meeting Growth at all schools in our Black student group
- New Strategic Plan
- Stable Leadership
- Expansive continuum of mental health and wrap-around services
- Re-opening of the Randolph Campus
- Full commitment to repair harm to our Black Community
- Increasing diversity of our population

Threats in K-12 education for the next 5 years

- Lack of state-level support for Public Schools
  - Opportunity Scholarship Expansion
  - High number of private and charter schools in Asheville
- Cost of living in comparison to staff pay and affordability for families
- Consolidation
- Community violence, poverty, unhoused families
- Mental Health and Wellbeing of staff and students
- Teacher Burnout
- Vaping, THC, and other drug addictions
- Shrinking teacher pipeline
- Aging facilities, inflation, technology replacement and upgrades
- Balancing right-sizing with funding sources

What we hope to achieve for our community over the next 5 years

- Fully Established Community Campus with opportunities for adult learning and childcare
- Continued growth in academics and closure of the opportunity gap
- 100% of our staff, students, and families will report a sense of belonging in Asheville City Schools
- Launch a “Grow Our Own” teachers and leaders program
- 100% of our students graduate with one or more of the following opportunities to choose from - acceptance into a post-secondary institute, a job offer that pays a living wage, and or military enlistment

Buncombe County Schools

Dr. Rob Jackson

Superintendent

2020-2025 Strategic Goals Update





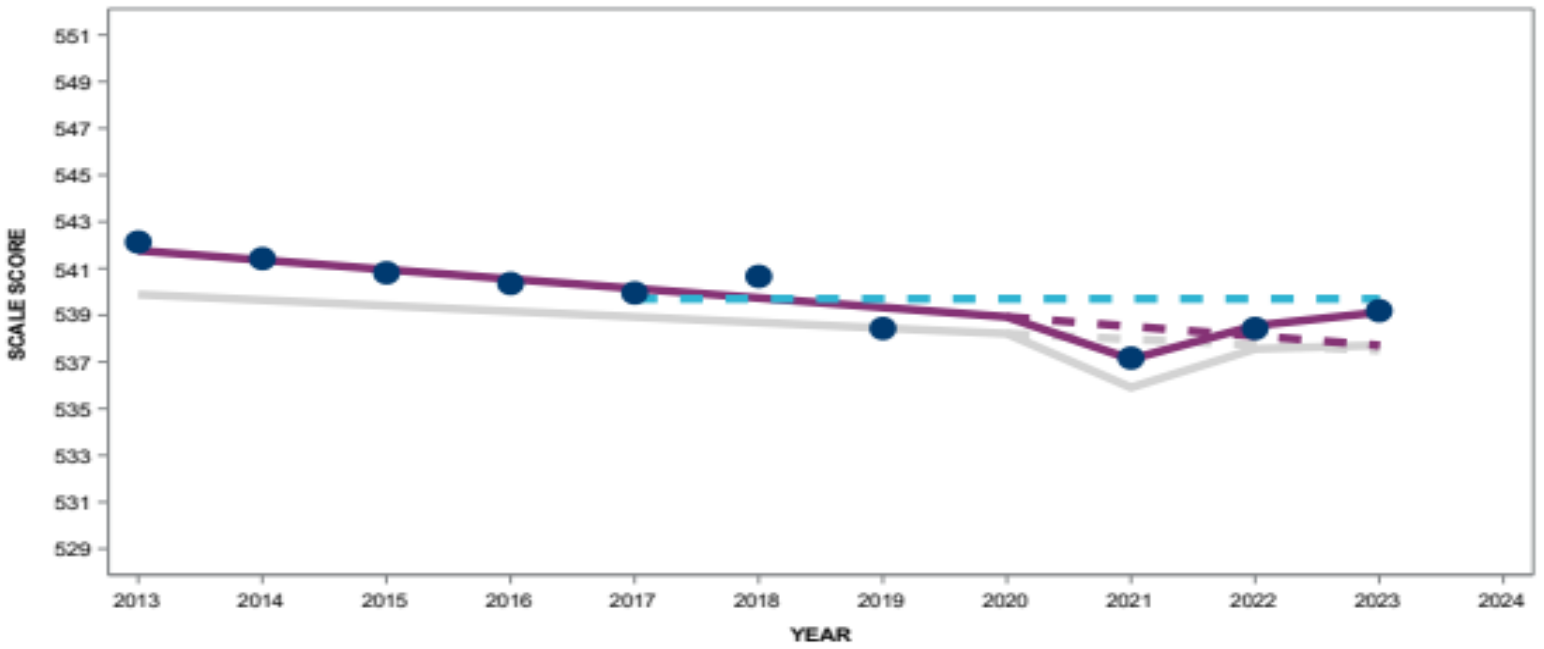
- Increase Kindergarten Readiness
  - *This is the most powerful lever to improving outcomes for students!*
  - Beginning of year results for 2022-2023 reflect a 16-point difference between children that attended Pre-K to those that didn't*
  - End of year results reflect a 13-point difference in the percentage of children At & Above Benchmark compared to children that attended Pre-K to those that didn't*
  - 2024 Kindergarten Readiness Data not yet available.
  - BCSF Bookmobile – 7,505 children served at 48 sites

**Fall 2023 NC ELI & mClass Overview Presentation presented by Buncombe County Government's Strategy and Innovation Team*

2020-2025 Strategic Goals Update

Increase 3rd grade literacy rates, especially among underperforming students

Year-Over-Year Trends and Impacts from the Pandemic
EOG READ Grade 3 - Buncombe County Schools



	Year										
Statistic	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**
Average Score	542.1	541.4	540.8	540.3	540.0	540.7	538.4		537.2	538.4	539.2
Percent Proficient	56%	68%	65%	60%	59%	62%	56%		48%	48%	50%
Student Count	1,647	1,714	1,736	1,744	1,781	1,700	1,687		1,513	1,561	1,667

Notes:
- All averages are based on current measurement scale of assessment.
- Results may not match published values due to the use of different sample selection criteria.
- Some average scale score values have been adjusted for the effect of a change in test version.

District Average Scale Score - Achievement averaged over all test-takers in the district.

District Achievement Trajectory -Model estimated trajectory with three components:
- Pre-Pandemic Trend
- Pandemic Response
- Recovery Response

Extended District Trend Line- Pre-Pandemic Trend line extended into the pandemic period (2020-2023).

District 3-Year Average Threshold - District achievement, averaged over a three-years prior to the pandemic (2017-2019).

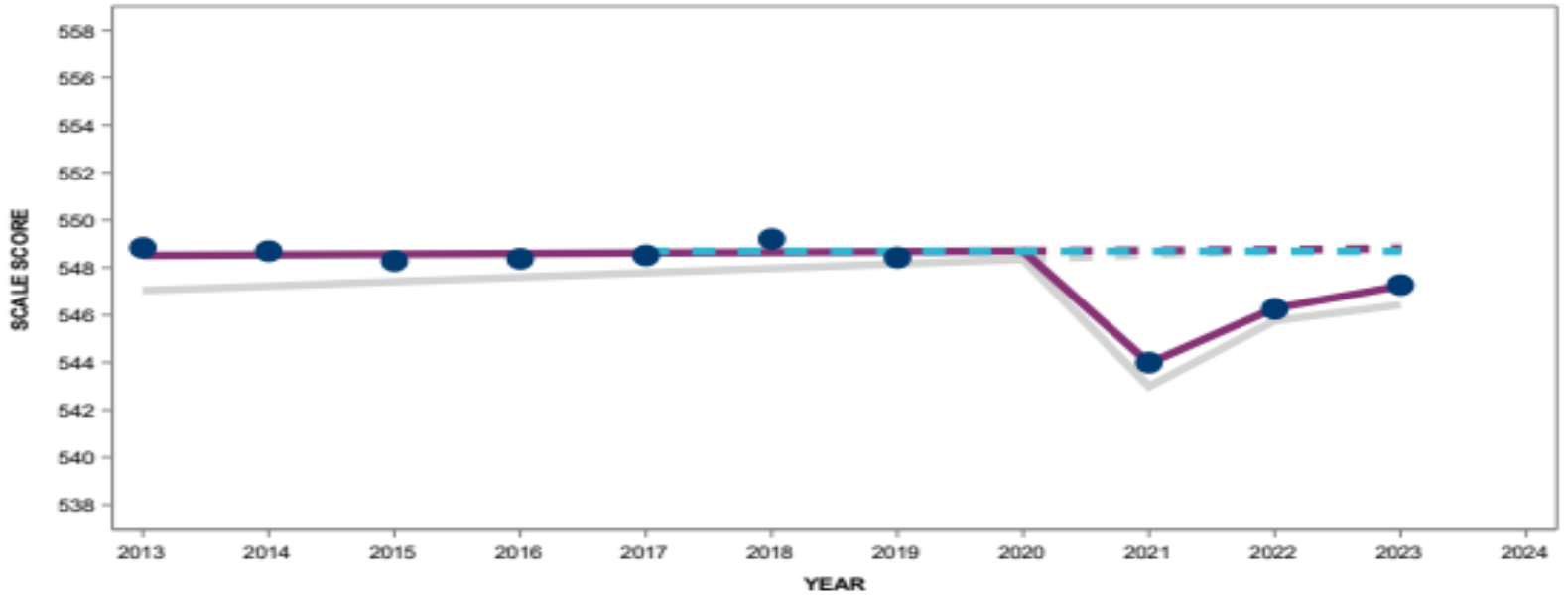
State Trajectory - Model estimated trajectory averaged over 115 traditional LEAs in the state (included for comparison).

Extended State Trend Line - Pre-Pandemic Trend line extended into the post-pandemic period and averaged over 115 traditional LEAs in the state (2020-2023).

2020-2025 Strategic Goals Update

Increase 3rd grade literacy rates, especially among underperforming students

Year-Over-Year Trends and Impacts from the Pandemic
EOG MATH Grade 3 - Buncombe County Schools



	Year										
Statistic	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Average Score	548.9	548.8	548.4	548.5	548.6	549.3	548.4		544.0	546.2	547.2
Percent Proficient	55%	67%	67%	66%	64%	69%	65%		46%	57%	58%
Student Count	1,655	1,716	1,735	1,740	1,780	1,700	1,686		1,508	1,562	1,667

Notes:
- All averages are based on current measurement scale of assessment.
- Results may not match published values due to the use of different sample selection criteria.
- Some average scale score values have been adjusted for the effect of a change in test version.

District Average Scale Score - Achievement averaged over all test-takers in the district.

District Achievement Trajectory -Model estimated trajectory with three components:
- Pre-Pandemic Trend
- Pandemic Response
- Recovery Response

Extended District Trend Line- Pre-Pandemic Trend line extended into the pandemic period (2020-2023).

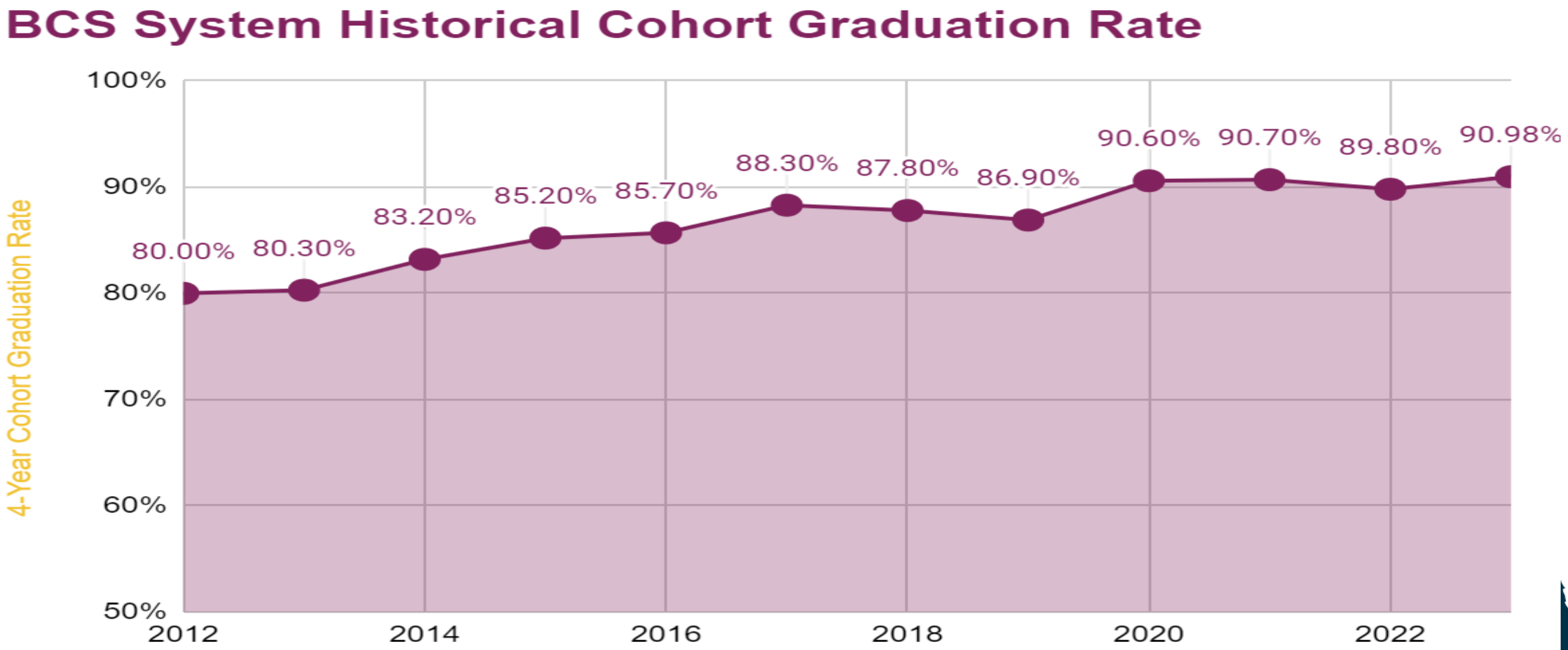
District 3-Year Average Threshold - District achievement, averaged over a three-years prior to the pandemic (2017-2019).

State Trajectory - Model estimated trajectory averaged over 115 traditional LEAs in the state (included for comparison).

Extended State Trend Line - Pre-Pandemic Trend line extended into the post-pandemic period and averaged over 115 traditional LEAs in the state (2020-2023).

2020-2025 Strategic Goals Update

Improve college and career readiness: High School Graduation Rate



Strengths in K-12 education for the next 5 years

- **Accessibility and Inclusivity**: Public education is designed to be accessible to all students, regardless of their background or socioeconomic status. This inclusivity helps ensure that education is a right rather than a privilege, providing opportunities for all children to learn and develop.
- **Community**: Public schools serve as important social hubs where students interact with peers from diverse backgrounds. This exposure fosters social skills, empathy, and a sense of community. It also provides opportunities for students to engage in extracurricular activities, sports, and community service.

Strengths in K-12 education for the next 5 years

- **Experienced Faculty – Licensed Staff**
  - 15.7% 0-4 Years of Experience
  - 14.8% 5-9 Years of Experience
  - 18.5% 10-14 Years of Experience
  - 17.5% 15-19 Years of Experience
  - 16.3% 20-24 Years of Experience
  - 12.4% 25-29 Years of Experience
  - 4.9% 30+ Years of Experience
- **Satisfaction of Teachers and Certified Staff**

  "Overall my school is a good place to work and learn."

  - 2020 85.63%
  - 2022 80.14%
  - 2024 91.25% (95.73% response rate)



Weaknesses in K-12 education for the next 5 years

- **BCS Need for Additional ESL Faculty –** The ML student population is growing rapidly in Buncombe County Schools.
  - 3,451 - 2024-2025 (projected)
  - 2,793 – 2023-2024
  - 2,372 – 2022-2023
- **Teacher Pipeline –** In 2022-23, 5,020 candidates entered the EPP pipeline (total enrollment 15,865), down from 5,763 candidates the year before. Those numbers reflect a 10% decrease from 2021-22, and a 43% decrease over the last decade. – *NC State Board of Education, March 2024*

Opportunities in K-12 education for the next 5 years



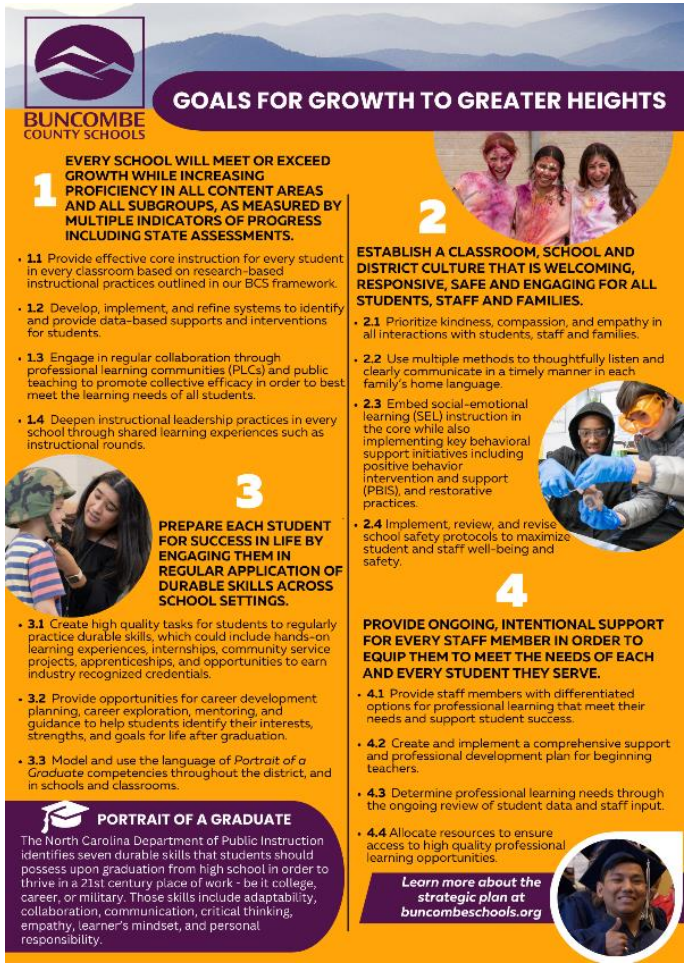
- **Partnering with Pre-K Providers**
  - Professional Development
  - Data Reviews
  - Bookmobile
- **Marketing/Telling Our Story**
  - Nesbitt Discovery Academy was named a NC STEM Model School of Distinction (Sept. 2024)
  - Black Mountain Primary was named Top 10 in the State for closing the achievement gap between student groups for two or more years. (Oct. 2023)
  - Fairview Elementary was named National Blue Ribbon School. (Sept. 2023)

Threats in K-12 education for the next 5 years

- **Erosion of State Funding –** North Carolina currently ranks 49th out of 50 states in percentage of state's GDP allocated to funding public education. *Public School Forum, April 18, 2024*
- **Opportunity Scholarship Expansion (SB 406/HB 823) –** Buncombe County stands to lose $5,573,040 is state funding for public education. *Office of State Budget and Management*
  - BCS one of eight school districts to pass resolutions to increase teacher pay and fully fund public education. – *EdNC, August 21, 2024*

What we hope to achieve for our community over the next 5 years





Shared Purpose

Individual Exercise:

List all the reasons why success in our local educational system important to *YOU*.

What do you see as the purpose of your work?

Partner Exercise:

Share with your partner: why success in our local educational system important to you.

Can you identify any other reasons?

Group Exercise:

Share with small group: why success in our local educational system important to you.

Document commonalities on paper

Designate 1 person from your group to be the spokesperson

Shared Purpose:

Why is success in our local educational system important to you and the community?

Future Strategic Priorities

Strategic Priorities:

What do you want to achieve for our local educational system over the next 5 years?

Next Steps & Closing