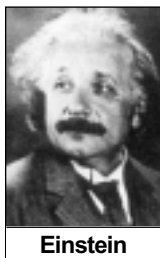


happi π day

Friday is the day: March 14, er, 3-14, um, 3.14. The time to celebrate is 1:59 p.m. That's as in 3.14159265358979323846 and a gazillion other digits that never seem to repeat. Or, as scientists have now proclaimed, an unending stream of digits that never DO repeat.

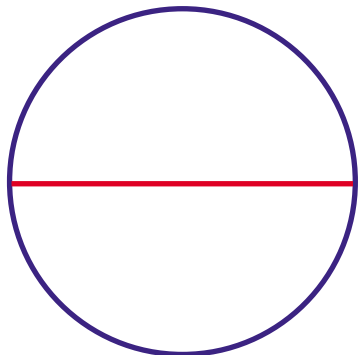
Pi is the ratio of a circle's circumference to its diameter. The students of today are just the latest in nearly countless generations who have puzzled over this strange number.

Educators have put π Day together with Albert Einstein's birthday to focus some well-deserved attention on a subject most adults loved to hate.



Einstein

So students, show up your elders and take a few minutes on Friday to contemplate one of the rare constants in life.



Already dumped on cutting-room floor

As annual debate opens over schools' budget needs, community leaders aren't even discussing millions in programs considered essential to educating all kids

Supt. Jim Pughsley's budget proposal is as notable for the millions it did not seek as for the \$14.9 million increase it seeks from county taxpayers.

Pughsley had been pressed by area business executives and his own board chairperson to identify just what it will take to deliver excellent education to all children in a district of a projected 112,000 students next fall.

And in speeches that began Friday and continued Wednesday, Pughsley said the district has little more time to make good on its promises – a clear reference to the sanctions the federal government is now scheduled to take against failing schools and school districts.

More than 60% of CMS schools are expected to be labeled failing under provisions of the No Child Left Behind act.

But while portraying his proposal as "responsible" in meeting those needs, he also characterized it as "responsive" to the economic downturn and to near-majority sentiment on the Mecklenburg Board of County Commissioners not to consider a significantly larger school budget this year.

And major costs already identified as part of how to deliver excellent education are not in the superintendent's budget, which has a bottom line of \$838 million and a county contribution of \$279 million.

A key example of those costs are in a listing of unfunded initiatives at the system's most troubled schools (chart, Page 4). But in the coming budget discussion, other examples will pop up:

– Board members last Friday received a response to requests they made in January for funding. An example: Lee Kindberg sought to "preserve International Baccalaureate capability and certification at Independence High School by continuing to offer IB as a non-magnet at all grade levels." Pughsley's response did not cost out the suggestion, and it was not funded.

– Of 30 budget recommendations from teacher and other professional organizations, two-thirds were either not funded or were to be funded "if funds are available."

Pughsley mused Wednesday morning about feeling "caught in the crossfire" between the demands for academic achievement and a sagging economy.

He made a pitch for an early decision from Raleigh on state funding so CMS would not make contractual agreements that would later tie its hands if the budget must be cut. And he said he had "the responsibility to be the advocate for students. I have chosen to fulfill my responsibility as the advocate" to push for "an investment in students and in the community itself."

Continued on Page 4

Winthrop panel to discuss access and equity issues in S.C. schools

Winthrop University plans a town meeting March 24 to continue a conversation begun last August in Chapel Hill about equity and access to education.

“Miles to Go Toward Dreams Still Deferred: Access and Equity in S.C. P-16 Public Education,” will be held at 7 p.m. in McBryde Hall on the Rock Hill campus.

Event coordinator is CMS school board chair Wilhelmenia Rembert. Rembert is an administrator at Winthrop, which is a teacher education site for S.C. school systems.

In a statement, Rembert said Winthrop wants “to make sure that with a diverse population in this state that we have a collaboration of different groups so that we can move all children forward.”

Rembert says the Winthrop conference is an outgrowth of an Aug. 30, 2002 conference sponsored by the UNC Center for Civil Rights entitled “The Resegregation of Southern Schools? A crucial moment in the history (and the future) of public schooling in America” (*Educate!*, Sept. 5, 12, 19, 2002) That conference brought academics, educators, politicians and foundation executives together for an update on how systems (like CMS) that have been removed from court supervision after a history of discrimination have dealt with achievement and student assignment issues.

Steve Smith of Winthrop’s political science department will moderate. Panelists include:

– Gary Orfield, head of The Civil Rights Project at Harvard.

– Rock Hill District 3 Supt. Randy Bridges. A recent lawsuit alleges discrimination in how the district assigns students.

– Julius Chambers, director of the UNC Center for Civil Rights and former head of the NAACP Legal Defense & Educational

Fund and former chancellor of N.C. Central University. His law firm filed the Swann suit against CMS that led to use of busing to end racial segregation.

– UNCC sociologist Roslyn Mickelson.

– Luke Largess, a Ferguson, Stein attorney involved when the Swann suit was reopened in the late ’90s.

– CMS school board member and former chairman Arthur Griffin.

– Anthony DiGiorgio, Winthrop’s president since 1989. During his tenure, Winthrop’s minority enrollment has risen to more than 25 percent.

– Educator and S.C. Sen. Maggie Glover, D-Florence.

– Lakeyta Bonnette, a Winthrop senior and political science major.

The town meet is free and open to the public.

Parents choosing schools that teach

I really disagree with your analysis that white sar echoing racial and socioeconomic segregation (*Educate!*, March 6). I think that your conclusion is too broad. Might it be the case that they are simply choosing the schools that have the best track record for educating the children who attend there?

Parents in Plaza Midwood choose diversity with all their hearts: They live in a neighborhood that is racially and socioeconomically diverse. However, they are not willing to choose a school that cannot demonstrate that it is able to teach its children.

Jane Elizabeth Huff

This journal will continue for
24

more issues, based on the funds on hand at the beginning of this month. We offer our thanks to the

7%

of people now regularly receiving *Educate!* who have ever helped defray the cost of its publication, and for contributions totaling \$420 during February toward the \$3,850 monthly expense budget. A community journal must have the support of its readers. Are you doing your part?

Supporting *Educate!* is easy online

To make tax-deductible donations to support *Educate!*, just go to www.networkforgood.org, and type in the keywords Swann Fellowship.

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The Swann Fellowship, named for Darius and Vera Swann, was formed in 1997 out of several Charlotte congregations to be a witness to the value of diversity in public education and to educate the public on school issues as they relate to this and allied subjects. The Swann Fellowship is a nonprofit organization exempt under Section 501(c)(3) of the Internal Revenue Code 56-2106776. Financial information about this organization and a copy of its license are available from the State Solicitation Licensing Branch at 1-888-830-4989. The license is not an endorsement by the state.

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Errors?

Parents puzzled by odd decisions in lottery should make use of reviews

Did your child's sibling not get an assignment that should have been virtually automatic under the rules of the student assignment lottery?

Is there any other evidence that something went wrong? Something that might be as easily explained as a keyboarding error in your child's record?

Callers to *Educate!* in the last week were, for the most part, the disappointed – parents who know how the system operates, made their choices, and simply got turned down because of space.

CMS has reported that 7% of 25,353 or 1,775 parents did not receive their first or second choices. And in a repeat of last year's results, black parents were less likely than whites to receive their first or second choices.

Among callers, some had situations that appeared unusual. Parents who think something might have gone wrong shouldn't be satisfied with whining to the neighbors.

Call Student Placement offices via the choice hotline at 704-343-6192. Ask how to raise questions about the outcome. Be clear that you are raising an issue not of medical hardship or preference, but of whether errors were made in the running of the lottery.

Parents new to CMS who went through the future enrollment process need to return a slip at the bottom of the assignment letter. If the slip is not returned in the postage-paid envelope post-marked by Friday, the assignment will be lost. Slips may also be returned directly to Student Placement at Billingsville School, 124 Skyland Ave. off Randolph Road.

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EDUCATION AND SOCIAL POLICY
AND CO-DIRECTOR OF
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HARVARD UNIVERSITY

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Budget leaves much on cutting-room floor

Continued from Page 1

“We have a three- to five-year window of opportunity to address the many challenges before us,” he said Wednesday. The same message was on his lips last week at the school board’s retreat, and again Tuesday night as the school board met before the TV cameras:

“We can take hold of the situation and determine what we want CMS to look like for the years to come, or we can simply allow it to happen to us.”

Praise for format

When Pughsley brought his budget Wednesday to the Education Budget Advisory Committee, a group of business leaders appointed by both the school board and county commissioners, he won high praise for revisions in how the budget book presents information.

An example is the budget detail presented on pages 6-8. This kind of line-item detail has never before been available in CMS budgets, and is a direct response to requests for budget “transparency.”

Additional detail from the budget will be presented in forthcoming issues of *Educate!* unless CMS posts the entire document on its Web site. Budget highlights have been posted at ww.cms.k12.nc.us/news/stories/864.asp

Among the highlights:

Growth in student population will cost \$9.3 million. That figure includes additional teachers, support staff at four new schools, \$2.3 million to maintain the new facilities and \$126,743 to begin programs at two new middle schools.

About \$9.4 million will be spent on mandated increases for existing services. The category includes state-mandated teacher pay raises, retirement accounts,

Continued on Page 5

Funding basic classroom needs

On of CMS’s initiatives under former Supt. Eric Smith was an “instructional template” of needs at regular and Equity Plus II schools. But the template was never fully funded. The list below represents the cost of providing items on the template but not yet in the Equity Plus II schools – those dominated by families in poverty and children performing below grade level. On the list, many schools may need any given item – a school nurse, for example.

Supt. Pughsley’s budget includes \$300,000 toward the \$2.1 million needed to meet instructional materials standards. But most if not all of the remaining \$19.9 million below appears to be unfunded.

Elementary

\$3,909,771	Full \$2,500 bonus for all licensed staff
2,100,000	All instructional materials and supplies on standards list
1,006,896	One Talent Development teacher (more on need)
931,500	One school nurse
886,755	One social worker (or more based on enrollment)
401,940	Family advocate
171,000	A computer and printer in each classroom
114,420	Full-time mentor for new teachers
60,400	Five computers, one printer for each ESL classroom
43,050	Chess and Math Olympiad for co-curricular program
20,000	30 computers, one printer for a computer lab

Middle schools

\$3,013,263	Full \$2,500 bonus for all licensed staff
411,912	One psychologist (more depending on formula)
355,500	One school nurse
343,260	Full-time mentors for first and second-year teachers
315,000	Communities in Schools coordinator
314,320	Three campus security associates
286,050	One social worker (or more based on enrollment)
200,000	Afterschool enrichment program (recurring annual cost)
192,500	ESL class sizes of 15:1
150,000	WDE computer labs for keyboarding, business tech
100,000	Two ESL teachers minimum
64,000	Five computers, one printer in each ESL classroom
14,000	One computer, one printer in each classroom

High schools

\$2,357,484	Bonus for all licensed staff
457,680	Two dropout prevention managers
315,000	Think College adviser in each school
310,000	One computer, one printer in each classroom
286,650	Full-time mentor for first- and second-year teachers
234,561	One psychologist
228,840	One social worker (or more based on enrollment)
156,660	Four campus security associates
117,000	School nurse
90,000	Communities in Schools coordinator
82,500	Minimum of two ESL teachers
57,210	One career development coordinator
16,500	Five computers, one printer in each ESL classroom

Source: CMS materials for March 7 board retreat

Budget leaves much on cutting-room floor

Continued from Page 4

insurance payments, catching up on a portion of deferred maintenance personnel, a business computer upgrade, service for its classroom and other computers, increasing the mileage rate for the first time in many years, and accounting for more money going to the new charter schools opening in Mecklenburg.

About \$6.2 million covers new programs and expansions, and by far the largest piece of that is \$2.9 million to finance teacher retention efforts (*Educate!*, Jan. 16). CMS announced Wednesday the 26 schools it would keep off-limits to teacher transfers as part of Pughsley's effort to seed all schools with experienced teachers (story, Page 9).

The final major highlight of the budget is about \$10 million slashed from the current year's budget through a "sunset" initiative that Pughsley has taken the first steps toward implementing.

When the project is fully in place, all programs within the schools' operations will be reviewed once every three years for elimination, no change or expansion.

In the first use of the system, Pughsley cut, among other things, 6% from most central administration budgets; teachers kept in place last fall to avoid disrupting classrooms after some projected enrollment did not arrive; and the full cost of in-school suspension at the high schools – though a new program for suspended students will take its place. A mandated accounting change on depreciation cut more than half a million dollars. About \$186,000 was removed from legal and auditing

Fund sources

60% State

34% Local

7% Federal

Fund uses

69% Employee salaries

16% Employee benefits

7% Purchased services

6% Supplies, materials

1% Furniture, eqpt.

1% Other

Source: March 11 recommended budget

budgets.

Cost of choice

When the choice plan was being strenuously debated two years ago, most participants in the discussion agreed that costs would rise. But on Wednesday, the EBAC executives were also interested in its risks.

The plan has led to "resegregation of some schools," Pughsley acknowledges in an open letter to the community that serves as the budget's preamble.

If that is so, EBAC member and Chamber of Commerce education leader Ernie Dehnert asked, "when do we address that? If we don't, somebody... will be filing suit against the school system."

Pughsley argued that the first

year of choice was not the right time to make changes. Today, with the second lottery complete, that discussion should perhaps begin, he said. But another year of the plan might be helpful.

And changes, he said, should be based on "lessons learned."

Part of the discussion about choice will revolve around racial ratios, around materials, around teacher quality – the stuff of the current budget proposal, and a fundamental part of litigation claiming discriminatory delivery of education by local school boards since "separate by equal" schools were ruled unconstitutional in 1954.

But Pughsley also wants to act on school size. He chooses words like "unacceptable" to describe schools like Martin Middle (projected at 1,904 students this fall). Vance High, which was listed several years ago with a built capacity of 1,840, is overrun with mobile units and expects 2,625 students this fall.

Eyes on prime goal

Amid all the pressures over transportation costs, gangs, growth and a weak economy, it may prove difficult to keep community attention on academic achievement.

The potential for erosion of public support is particularly high this year, as the No Child Left Behind act is projected to identify an estimated 60% of CMS schools as failing.

Work sessions, hearings

The school board has work sessions on the budget scheduled for 6 p.m. March 18 and 6 p.m. March 26. A public hearing is scheduled for March 25.

All meetings are open to the public and will be held in the Board Room of the Education Center on Second Street.

Proposed CMS budget**Current expense accounts: Detail by funding source**

DESCRIPTION	STATE	COUNTY	FEDERAL, OTHER	TOTAL
SALARIES				
Board member fees		\$94,860		\$94,860
Superintendent	\$116,268	87,732		204,000
Assoc. supt./Finance Officer	247,749	181,473		429,222
Director/supervisor	1,738,465	7,986,646	\$1,423,538	11,148,649
Classified principal	9,498,782	2,481,797		11,980,579
Assistant principal	7,842,193	9,093,372		16,935,565
Assistant superintendent	840,005	458,745		1,298,750
Other assignments	2,732,611	392,536		3,125,147
Administration	23,016,073	20,777,161	1,423,538	45,216,772
	4.63%	7.42%	2.31%	5.39%
Teachers	259,136,169	41,192,942	16,951,480	317,280,591
ROTC instructors		921,927	574,231	1,496,158
Speech pathology teachers	4,361,006	790,055	737,648	5,888,709
Career & Tech. Ed coordinators	177,648		55,000	232,648
Other professional certified	11,013,209	921,918	882,036	12,817,163
Supplemental pay		43,193,668	1,253,765	44,447,433
Substitutes – certified	1,931,660	595,691	166,754	2,694,105
Bonuses	10,079,689	8,917,985	329,971	19,327,645
Workshop participation	74,156	5,454	348,569	428,179
Mentor pay	1,081,227		75,884	1,157,111
Other assignments	128,765	4,251,355	748,082	5,128,202
Professional educators	287,983,529	100,790,995	22,123,420	410,897,944
	57.94%	36.01%	35.95%	49.00%
Graphic production personnel		496,211		496,211
Teacher and media assistants	26,625,184	2,977,340	4,045,657	33,648,181
Tutors for AVID, Bright Beginnings	2,816	340,513	387,320	730,640
Therapists	1,339,919		645,442	1,985,361
Technology assistants	48,266	50,955	34,771	133,992
Driver's education site coordinators	161,438			161,438
Professionals – noncertified	915,394	8,743,450	1,327,475	10,986,319
Other assignments		185,710	75,700	261,410
Technical	29,093,017	12,794,179	6,516,365	48,403,561
	5.85%	4.57%	10.59%	5.77%
Office personnel	10,991,327	8,727,070	188,403	19,906,800
Office and clerical	10,991,327	8,727,070	188,403	19,906,800
	2.21%	3.12%	0.31%	2.37%
Transportation personnel	3,347,918	618,872		3,966,790
Other crafts and trades		9,040,835		9,040,835
Crafts/Trades	3,347,918	9,659,707	0	13,007,625
	0.67%	3.45%		1.55%

Continued on next page

Proposed CMS Budget: Detail by Funding Source

(Continued from previous page)

DESCRIPTION	STATE	COUNTY	FEDERAL, OTHER	TOTAL
Drivers	14,082,823	628,890	185,298	14,897,011
Substitute drivers	484,857	1,966		486,823
Custodians	7,587,468	8,098,023		15,685,491
Warehouse personnel		1,700,563	28,675	1,729,238
Child nutrition managers	460,788			460,788
Longevity pay	2,376,788	1,432,946	200,897	4,010,631
Overtime pay	1,326,000	2,449,839	160,700	3,936,539
Workshop participation		74,175		74,175
Annual leave	952,438	701,220		1,653,658
Disability pay	428,062	86,366	9,200	523,628
Other assignments	6,775	794,449	204,332	1,005,556
Other	27,705,999	15,968,437	789,102	44,463,538
	5.57%	5.70%	1.28%	5.30%
TOTAL SALARIES	382,137,863	168,717,549	31,040,828	581,896,240
	76.89%	60.27%	50.44%	69.40%
EMPLOYEE BENEFITS				
Employer's Social Security	29,319,209	12,791,979	2,428,867	44,540,055
Employer's retirement	19,075,775	8,284,982	2,040,598	29,401,355
Employer's hospitalization	41,684,066	11,015,497	2,613,251	55,312,814
Employer's workers' comp ins.			137,343	137,343
Employer's dental insurance		2,984,536	182,617	3,167,153
Employer's life insurance		126,708	8,551	135,259
Total employee benefits	90,079,050	35,203,702	7,411,227	132,693,979
	18.12%	12.58%	12.04%	15.83%
TOTAL SALARIES AND BENEFITS	472,216,913	203,921,251	38,452,055	714,590,219
	95.01%	72.85%	62.48%	85.22%
NONPERSONNEL COSTS				
Contracted services	6,823,388	6,536,192	2,562,660	15,922,240
Workshop expenses	1,002,089	1,856,539	1,053,859	3,912,487
Contracted legal and audit		2,443,192		2,443,192
Other contracted prof. and tech.	6,000	1,672,474		1,678,474
Utilities – electric services		13,274,032	1,231,918	14,505,950
Utilities – natural gas		2,125,204		2,125,204
Utilities – water, sewer, garbage		1,761,802		1,761,802
Contracted repairs and maintenance		4,567,328	53,507	4,620,835
Rentals		1,209,394	5,252	1,214,646
Other property services		2,108,865		2,108,865
Contracted student transportation	2,238,270	147,284		2,385,554
Travel	18,215	481,017	277,035	776,267
Itinerant travel		651,898	2,042	653,940
Telephone	46,890	2,736,464	10,576	2,793,930
Postage	15,623	289,858	3,800	309,281
Telecommunications network	13,000	356	15,000	28,356
Advertising		46,025	19,000	65,025
Printing and binding	52,532	231,661	136,444	420,637
Tuition		40,000	50,650	90,650
Field trips, afterschool activities	47,148	590,764	9,585	647,497
Other purchased services		1,122,238	775,000	1,897,238
Total purchased services	10,263,155	43,892,587	6,206,328	60,362,070
	2.06%	15.68%	10.09%	7.20%

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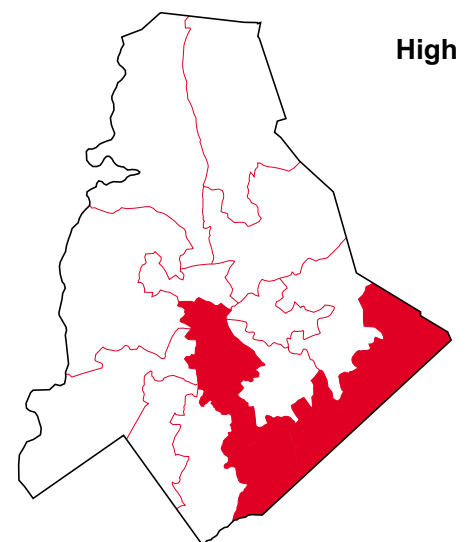
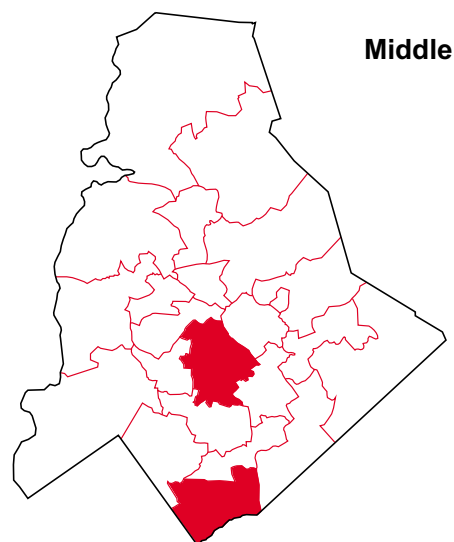
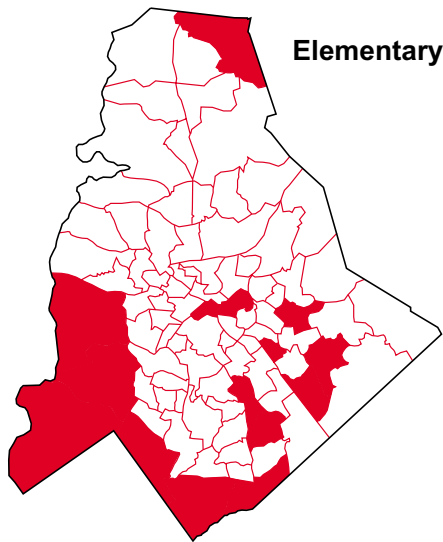
Proposed CMS Budget: Detail by Funding Source

(Continued from previous page)

DESCRIPTION	STATE	COUNTY	FEDERAL, OTHER	TOTAL
Instructional supplies	6,949,529	5,596,823	4,570,058	17,116,410
Other supplies and materials	540,289	4,321,059	319,552	5,180,900
Fuel for facilities		20,533		20,533
Oil, grease and antifreeze	44,331	360,478		404,809
Tires and tubes	503,710	545,074		1,048,784
Maintenance	1,118,834	1,732,322	65,000	2,916,156
Gas	3,125,681	1,425,142		4,550,823
Maint. Inv. Purch/Comp. software	354,359	639,221	404,874	1,398,454
Basic textbooks	146,662	3,473,822	6,546,914	10,167,398
Library books – reg. and replacement	115,335	106,311		221,646
Periodicals		86,299		86,299
Audio visual supplies and materials	86,500	90,886	2,000	179,386
Processing and cataloging		73,327		73,327
Food purchased – Pre-K		357,000	22,917	379,917
Laundry		12,854		12,854
Total supplies and materials	12,985,230	18,841,151	11,931,315	43,757,696
	2.61%	6.73%	19.39%	5.22%
Equipment and furniture	326,715	3,121,200	1,414,073	4,861,988
Computer hardware	644,893	2,219,158	1,601,786	4,465,837
Vehicles	380,000	637,018		1,017,018
Total equipment and vehicles	1,351,608	5,977,376	3,015,859	10,344,843
	0.27%	2.14%	4.90%	1.23%
Membership dues and fees		381,143	5,600	386,743
Liability insurance		1,368,149		1,368,149
Vehicle liability insurance	125,000	150,511		275,511
Property insurance		934,500		934,500
Fidelity bond premium		9,149		9,149
Scholastic accident insurance		13,500		13,500
Pupil transportation insurance		76,311		76,311
Other insurance and judgments		63,692		63,692
License and title fees	70,360	5,000		75,360
Indirect cost			1,928,064	1,928,064
Total other	195,360	3,001,955	1,933,664	5,130,979
	0.04%	1.07%	3.14%	0.61%
Transfers to charter schools		4,300,632		4,300,632
Total fund transfers		4,300,632		4,300,632
		1.54%		0.51%
GRAND TOTAL	\$497,012,266	\$279,934,952	\$61,539,221	\$838,486,439

Calendar

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| <p>18 Bond Oversight Committee, 7:30 a.m., Building Services.</p> <p>18 Policy Committee, 3 p.m., Board Conference Room.</p> <p>18 School board budget session, 6 p.m., Board Room.</p> <p>20 Finance, Capital & Facilities</p> | <p>Committee, 4 p.m., Board Conference Room.</p> <p>25 Curriculum Committee, 3 p.m., Board Conference Room.</p> <p>25 School Board meets, 6 p.m., Board Room.</p> <p>26 Education Budget Advisory Committee, 7:30 a.m., Government Center, 11th floor</p> | <p>conference room.</p> <p>26 School board budget session, 6 p.m., Board Room.</p> <p>29 Parents on the Move, parent conference, UNCC, 10 a.m.-2 p.m. For information: Blanche Penn, 704-890-4101.</p> |
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26 schools off-limits to CMS teacher transfers for fall

A key part of Supt. Jim Pughsley's effort to assure quality teaching in all schools was put in place Wednesday.

Twenty-six schools with experienced staffs will be off-limits to teacher transfers for the coming year.

Pughsley announced his intentions in January (*Educate!*, Jan. 15). Critics of the plan believe it will boost teacher turnover and prompt experienced teachers to bolt to adjoining counties.

The maps above do not show two magnet schools with large or countywide attendance zones.

But the pattern for the remaining schools is as predicted: a few Equity Plus II schools serving low-income neighborhoods that have drawn experienced staff members. And the suburban postings in upper-income areas that have traditionally been highly prized by teachers.

The Equity Plus II schools on the list are in *italic*.

Elementary: *Berryhill*, Crown Point, Davidson, Elizabeth Lane, *First Ward*, Hawk Ridge, Hickory Grove, *Idlewild*, Lake Wylie, Lansdowne, Lebanon Road, McKee Road, Myers Park Traditional, Pineville, Providence Spring, *Reid Park*, *Shamrock Gardens*, Steele Creek, and Villa Heights.

Middle: Davidson IB, Alexander Graham, and Robinson.

High schools: Butler, Harding, Myers Park and Providence.

In a statement Wednesday night, CMS officials said:

"These schools were selected based on meeting or exceeding the staffing standard set by the district for clear licensure, advanced degrees, and teachers new to teaching.

"As a result of the change in the district's transfer regulation, current CMS teachers will not be able to transfer to these 26 schools for next year.

"Vacant positions in these schools will be filled by a pool of candidates new to CMS. These can be experienced teachers with graduate degrees as well as those new to the profession.

"Teachers at those schools will be able to apply for a transfer to other schools that have not been closed.

"The change in our teacher transfer regulation is just one component of a much larger plan to support CMS in recruiting, retaining and deploying teachers in our district," Pughsley said in the statement.

"This plan includes incentives, bonuses, professional development and other strategies to sup-

port teachers in their profession. The teacher transfer component of the plan fully supports our direction as a district to provide equity and top quality instruction in every school in CMS."

Defending the need for action in January, Pughsley cited research that has found that if a student has a poor teacher for three years in a row, "that student will have a very difficult time recovering from that experience.

"We don't have any choice. We must have a quality teacher in each and every classroom on each and every day."

Current policies create incentives for teachers agreeing to teach in the challenging environments of Equity Plus II schools. But those incentives do nothing to retain quality teachers at mid-dling schools.

"We didn't get where we are overnight," Pughsley said. "It's going to take some time to turn around. My position is we're not moving fast enough."

Teacher turnover peaked two years ago at 21.77% at an estimated replacement cost of \$10,000 per teacher. Last year's turnover was 19.3%.

Pughsley said the list of closed schools would be reviewed each year.