

AGENDA

METROPOLITAN BOARD OF PUBLIC EDUCATION Metropolitan Nashville Public Schools 2601 Bransford Avenue, Nashville, TN 37204 Regular Meeting – November 27, 2007 - 5:00 p.m. Marsha Warden, Chair

<u>TIME</u>			<u>PAGE</u>
5:00	I.	<u>CONVENE</u>	
		A. Establish Quorum	
		B. Pledge of Allegiance	
		C. Recognition of Audience Guests	
		D. Student Showcase – Jere Baxter Middle School Student Video	
5:15	II.	<u>LINKAGE SESSION</u>	GP-8.2.a
		<i>For the purpose of governing with an emphasis on the Board's policies called End Results for Students, the Board has scheduled a series of linkages designed to engage the community in an intentional and constructive dialog about these policies and related issues to student achievement and outcomes. (4th Tuesdays only)</i>	
		• Juvenile Court Clerk Office	
6:15	III.	<u>GOVERNANCE ISSUES</u>	
	A.	Actions	
		1. Approve Agenda	GP-2.2
		2. Consent	GP-8.3
		a. Approval of Minutes – 11/13/07 Regular Meeting	1
		b. Recommended Award Of Contract – Energy Consultant For Apollo Middle School Addition – Energy Systems, Inc. – MBOE-07-046	11
		c. Extension Of Contract For Design And Construction Management Services – Heery International, Inc. L-1674 (Control No. A-20895)	11
		d. Awarding of Bids and Contracts	
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		e. Approval of Policy Change EE – 17 Charter Schools	26
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		g. Approval of Policy Change E – 1 Mission Statement	30
		h. Approval of Monitoring Report – E-2.6 ACT/SAT/PSAT/College Entrance	31
		i. Approval of Monitoring Report – EE-10 Communication with Board	33
		j. Approval of Monitoring Report –EE-14 District Calendar	35
		k. Approval of Social Studies Textbook Adoption Committees for 2007-08	37
		l. 2007-08 Strategic Plan	40

	B.	Administrative Monitoring Reports		
		1. EE – 17 Charter Schools		41
		2. E-2.9 – Graduation Rates		42
	C.	Board Development	GP-2	
		<i>This section provides the Board an opportunity for in-depth discussions on focused topics that inform their work on End Results for Students policies. (4th Tuesdays only)</i>		
		• Behavior Specialists		
8:00	IV.	<u>ANNOUNCEMENTS</u>	GP-2.6	
8:10	V.	<u>WRITTEN INFORMATION TO THE BOARD</u> (not for discussion)		
	A.	Board Calendar Items		48
	B.	Board Meeting Evaluation	GP-2.6	49
	C.	Sales Tax Collections as of 11/20/07	EE-7	50
	D.	Fiscal Year 2007-2008 Operating Budget Financial Report		51
8:15	VI.	<u>ADJOURNMENT/BOARD MEMBER EVALUATION</u>	GP-2.6	

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TOPIC	DISCUSSION/MOTION	FOLLOW-UP/OUTCOME
<ul style="list-style-type: none"> Roll Call 	Members Present: Marsha Hagan Warden, Chair; Ed Kindall, Vice-Chair; Dr. Jo Ann Brannon; David A. Fox; Mark North; Steve Glover; Karen Y. Johnson; Gracie Porter; George H. Thompson, III	
<ul style="list-style-type: none"> Pledge of Allegiance 	Ms. Warden called the meeting to order at 5:03 p.m. Led by Mr. Charles Tucker, IT Audio Visual Technician.	
<ul style="list-style-type: none"> Mt. View Renaissance Kids 	The "Renaissance Kids" is a group of Mt. View Elementary School students that play the recorder and are advanced music students in good standing. Being eligible for membership in this organization is an honor and congratulations are extended to each student for significant achievement. The Renaissance Kids performed several musical numbers for the Board.	
AWARDS AND RECOGNITIONS		
<ul style="list-style-type: none"> 2008 Tennessee Teacher of the Year Finalist – Dr. Sue Gilmore 	Dr. Sue Chaney Gilmore is an English teacher at Martin Luther King Magnet School. Dr. Gilmore was honored in October as one of the 2008 Tennessee Teacher of the Year finalists and the Grand Division winner for Middle Tennessee. Additionally, Dr. Gilmore recently was named one of the 24 national Teachers of Excellence by the Secondary Section of the National Council of Teachers of English. Dr. Gilmore is also the MNPS Teacher of the Year. Ms. Warden and Dr. Garcia presented Dr. Gilmore with a certificate for her accomplishments.	
<ul style="list-style-type: none"> Telefutura – Jim Baumann 	Solo Nashville, an affiliate of Telefutura, UHF channel 42, has partnered with Metropolitan Nashville Public Schools in reaching out to our Latino parents and students. Every day they broadcast, free of charge, our pre-recorded, one-minute Spanish-language information piece, Minuto Escolar, through their local UHF channel 42. These informational pieces include topics of importance to the district and Hispanic families, such as how to register for school, our ENCORE program for gifted and talented students and the Homework Hotline. Ms. Warden and Dr. Garcia presented Mr. Jim Baumann, president of Solo Nashville, with a Certificate of Recognition.	
<ul style="list-style-type: none"> Council of the Great City Schools Conference – Lenna Allen and Staff 	Ms. Warden and Dr. Garcia presented Ms. Lenna Allen with a Certificate of Recognition for her endless efforts in executing the very successful Council of the Great City Schools Conference. The Board and the Administration realize the inordinate amount of time one must devote to an event of its magnitude. They are grateful to you and your staff for all of your hard work while simultaneously satisfying normal responsibilities.	
<ul style="list-style-type: none"> Cassidy Starks – Governor's League of Extraordinary Teens 	Cassidy Starks, a junior at Antioch High School, recently became Davidson County's first inductee in the Governor's League of Extraordinary Teens. A program of the Governor's Books from Birth Foundation (GBBF), the	

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<ul style="list-style-type: none"> Cassidy Starks – Governor’s League of Extraordinary Teens - continued 	League of Extraordinary Teens is a unique and hands-on statewide initiative seeking to engage Tennesseans ages 13 – 19 in the financial and logistical support of Dolly Parton’s Imagination Library. Ms. Warden, Ms. Johnson and Dr. Garcia presented Ms. Starks with a Certificate of Recognition. Mary Kate Mouser, Vanderbilt Children’s Hospital, assisted Ms. Johnson with providing Ms. Starks a plaque from Governor Bredesen.	
PUBLIC PARTICIPATION		
<ul style="list-style-type: none"> Paul Brenner – Teachers in Metro Schools 	Mr. Brenner expressed to the Board his concerns on problem teachers in MNPS.	
<ul style="list-style-type: none"> Tina Atkinson and Michelle Buffler – Placement of Students of Educators at Lottery Schools 	Ms. Atkinson and Ms. Buffler requested that the Board change the upcoming lottery enrollment process to allow the children of educators, who meet all other criteria for acceptance to a school other than living in the school zone, be permitted to request a special transfer rather than entering into the lottery.	
<ul style="list-style-type: none"> Erick Huth – Teacher Morale 	Mr. Huth, MNEA President, spoke to the Board concerning pressing issues facing our teaching force. He asked the Board to get serious about respect and enforce its own expectations as delineated in EE-4.	
<ul style="list-style-type: none"> Ritu Clementi 	Ms. Clementi spoke to the Board on behalf of the parents at Glendale Spanish Immersion Elementary School who are out of zone. Ms. Clementi requested that the Board allow out of zone Spanish Immersion students to continue to J.T. Moore because of the Spanish curriculum available at J.T. Moore.	
<ul style="list-style-type: none"> Ronnie Greer 	Mr. Greer asked the Board to delay the Student Assignment Plan process for three to six months for further discussion on what is the best plan for the city of Nashville.	
GOVERNANCE ISSUES		
<ul style="list-style-type: none"> ACTIONS Consent Agenda 	Mr. Kindall read the following consent agenda: IV-A-2-a – Approval of Minutes – 10/23/07 Regular Meeting; IV-A-2-b- Contract Extension for Mechanical Engineering at Various Schools – 3-D Engineering – L-1268 (Control No. A-20894); IV-A-2-c – Change Order #1 for Re-roof of West End Middle School – The Young Group – M-364 (Control No. A-20863); IV-A-2-d- Change Order #28 for Prototypical Playgrounds at Various Schools, Julia Green Elementary – Custom Recreation, Inc. MBOE-05-012; IV-2-A-e Legal Settlement C-20745 \$15,000. Ms. Johnson moved for approval. Mr. Glover seconded.	VOTE: For--9-0 Unanimous
<ul style="list-style-type: none"> Proposed Policy Changes – EE-17 – Charter Schools 	Mr. Glover read the following proposed policy addition to EE-17- Charter Schools: (9.) Fail to make a good faith effort to work productively with existing charter schools. There was no Board discussion on this proposed policy change. Mr. Glover asked that EE-17- Charter School proposed policy change be	

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<ul style="list-style-type: none"> Proposed Policy Changes – EE-17 – Charter Schools - continued 	<p>placed on the 11/27/07 consent agenda.</p>	
<ul style="list-style-type: none"> GP-2.8 – Governing Style 	<p>Mr. Glover read the following proposed policy addition to GP-2.8- Governing Style: (8.) As part of the monitorings, the Governance Committee shall examine policy to determine whether changes should be presented to the full Board for discussion.</p> <p>There was no Board discussion on this proposed policy change. Mr. Glover asked that GP-2.8-Governing Style proposed policy change be placed on the 11/27/07 consent agenda.</p>	
<ul style="list-style-type: none"> E-1 – Mission Statement 	<p>Mr. Glover read the following proposed policy addition to E-1- Mission Statement: The mission of Metropolitan Nashville Public Schools, the heart and soul of the creative spirit of Music City, is to ensure each student realizes his/her ability to excel at levels not previously imagined, through a system distinguished by: safe environments characterized by love, value and acceptance; inclusive communities of learners; engaged students eager to share their thoughts; multiple paths to success; and active support among home, school, and community.</p> <p>There was no Board discussion on this proposed policy change. Mr. Glover asked that E-1- Mission Statement proposed policy change be placed on the 11/27/07 consent agenda.</p>	
<ul style="list-style-type: none"> Charter School Application Review Committee Recommendations – Smithson-Craighead Academy renewal application 	<p>The Charter School Application Review Committee is unanimous in its recommendation that the Metropolitan Nashville Board of Education renew the 2007 application of the Smithson-Craighead Academy as submitted. The renewal application was submitted on October 1, 2007.</p> <p>Mr. Glover asked Dr. Patterson to give a timeline of what will take place if the Board votes on the Charter School recommendations tonight. Dr. Patterson stated that a letter will be emailed, faxed and sent certified mail informing the Charter School applicants of the Board's decision. After which, the Charter School applicants will have 15 days to appeal the Board's decision. If an appeal is received, the committee will reassemble and review the amended applications. Once a renewal application is received, the Charter School committee has 15 days to review and submit recommendations to the Board. Mr. Fox stated that he was under the impression that the Charter School Committee would present their recommendations tonight, and the Board would vote at the next meeting. Ms. Porter said this is the first time the Board has voted on a renewal application</p>	

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<ul style="list-style-type: none"> Charter School Application Review Committee Recommendations – Smithson-Craighead Academy renewal application - continued 	<p>of a charter school. The committee is recommending to unanimously accept the Smithson-Craighead renewal. The other two Charter School applicants are not renewals. Mr. Fox asked if we are expected to also vote on the applications that are not renewals? Ms. Porter said, yes. Mr. Glover asked what is the deadline to complete the Charter School process? Ms. Porter stated we are given a total of sixty days to complete the Charter School process and once we received the applications, the deadline date is November 29. Mr. Fox asked if the Charter School Committee was able to review the most recent TCAP scores for Smithson-Craighead Academy? Dr. Patterson said yes, and we also had an individual on the committee from the Assessment and Evaluation Department who was able to secure testing information. Smithson-Craighead Academy has made adequate yearly progress (AYP). Mr. Fox asked if a Board member could review that information. Ms. Porter stated that all the information collected concerning the Charter School applicants is open to the public. Mr. Glover asked if a Charter School does not make AYP for two years, is the Charter in danger of being dissolved? Ms. Porter stated that Charter Schools are under the same scrutiny as all MNPS schools concerning AYP. Mr. Kindall said we have a very astute committee that has followed criteria to review the Charter School applications. If the Board has any questions regarding, the information on the Charter School applications, the information is available.</p> <p>Mr. Kindall called the question.</p> <p>Mr. Glover moved to accept the Charter School Application Review Committee recommendation to approve the Smithson-Craighead Academy's renewal application. Mr. Kindall seconded.</p> <p>Dr. Garcia asked Dr. Changas if the TCAP scores for Smithson-Craighead Academy could be provided in the Friday letter to the Board? Dr. Changas said, yes.</p>	<p>VOTE: For-9-0 Unanimous</p> <p>Follow-up: Dr. Garcia asked Dr. Changas if the TCAP scores for Smithson-Craighead Academy could be provided in the Friday letter to the Board? Dr. Changas said, yes.</p>

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<ul style="list-style-type: none"> Charter School Application Review Committee Recommendation – JWG Manna Life and Arts Academy 	<p>The Charter School Application Review Committee is unanimous in its recommendation that the Metropolitan Nashville Board of Education deny the 2007, application of the JWG Manna Life and Arts Academy as submitted. The application was first submitted on October 1, 2007 and a revised application was submitted on October 25, 2007. Many pages were missing from the initial and the revised applications, making them very difficult to read. This school intends to open as a K-12 site.</p> <p>• Mr. Glover moved to accept the Charter School Committee's recommendation to deny the JWG Manna Life and Arts Academy Charter School Application. Mr. Kindall seconded.</p>	VOTE: For-9-0 Unanimous
<ul style="list-style-type: none"> Charter School Application Review Committee Recommendation – Nashville Academy of Science and Technology 	<p>The Charter School Application Review Committee is unanimous in its recommendation that the Metropolitan Nashville Board of Education deny the 2007 application of the Nashville Academy of Science and Technology (NAST) as submitted. This school intends to open as a K-12 site.</p> <p>Mr. Glover moved to accept the Charter School Committee's recommendation to deny the Nashville Academy of Science and Technology Charter School Application. Ms. Johnson seconded.</p>	VOTE: For-9-0- Unanimous
<ul style="list-style-type: none"> Monitoring Reports – First Reading – E-2.6 – ACT/SAT/PSAT/College Entrance 	Mr. Glover motioned to accept Monitoring report – First Reading – E-2.6-ACT/SAT/PSAT/College Entrance. Ms. Johnson seconded.	VOTE: For-9-0 Unanimous
<ul style="list-style-type: none"> EE-10- Communication with Board 	Mr. Glover move to accept Monitoring report – First Reading- EE-10 – Communication with Board. Ms. Johnson seconded.	VOTE: For-9-0 Unanimous
<ul style="list-style-type: none"> EE-14- District Calendar 	Mr. Glover moved to accept Monitoring Report – First Reading – EE-14 – District Calendar.	VOTE: For-9-0 Unanimous
<ul style="list-style-type: none"> Break 	The Board took a break from 6:37 – 7:03 p.m.	
<ul style="list-style-type: none"> Administrative Monitoring Reports – E-2.1 – TCAP 	Dr. Meador and Dr. Changas presented Administrative Monitoring Report – E-2.1-TCAP. The TCAP Achievement Test is a criterion-referenced test aligned with Tennessee curriculum standards. TCAP is administered in grades 3-8. The 2007 TCAP results achieved were the following: State Report Card letter grades for TCAP achievement went up in Social Studies and remained the same in reading, math, and science. The overall percentage of Metro students scoring Proficient or Advanced increased in 2007 for every subject (reading, math, science, and social studies). Proficiency has increased by at least 8% since 2003 in every subject tested, and the percent of students scoring at the Advanced level increased last year in every subject. Some strategies for moving forward and closing the achievement gap are: continue to examine data and provide support to schools in understanding and using information, continue to meet with principals to review data and research and	

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<ul style="list-style-type: none"> Administrative Monitoring Reports – E-2.1 – TCAP - continued 	<p>share strategies for improvement; provide academic interventions for struggling students; implement Pre-K-4 elementary course outlines; identify funding for literacy and math coaches in all middle and high schools, pilot Algebraic Thinking for all below-proficient students. The Administration reports to have made reasonable progress in meeting End Results.</p> <p>Mr. Fox asked how the letter grades are set for the State Report Card? Dr. Changas said the State looked at gains that were made across the state in 1998, and that became the norm groups. Mr. Glover asked if other districts across the state were basically staying flat? Dr. Changas said more schools and districts across the state fall into the same range. Mr. Kindall asked what is Algebraic Thinking? Dr. Edwards stated that Algebraic Thinking is a curriculum designed for students who perform below proficient level. Algebraic Thinking is currently in ten middle schools. Mr. Glover asked what is the number of students who are in the Language! program now compared to three years ago? Is the number growing, decreasing, or increasing? Dr. Meador said they will get the information and bring it back to the Board.</p> <p>Dr. Meador said they will get the information and bring it back to the Board. Mr. North asked how are we doing with TCAP? Dr. Changas said that we have made progress in terms of achievement and gains in K-8. It's not across the Board in sub-groups, grade-by-grade, or subject-by-subject but overall, we are doing better. Ms. Porter said every year we go before Metro Council and ask for additional finances. What do you suggest we tell them in order to receive additional finances? Dr. Meador stated that we have focused intentionally on the reading piece. We have increased 12%, over four years. Three percent is statistically significant. We have 12% which is due to the funding of Reading Specialists, training sessions, etc. Mr. Kindall stated he believes the community and the Metro Council want to know which programs are working, etc. We must be more definitive in letting the public know what is and isn't working. Ms. Warden asked if we should look at trends over a one, two, or three-year time frame. Dr. Changas said one year is not a trend. As a general rule you want to see a change repeated over time. I would say over a two to three year period.</p> <p>The TCAP Gateway Assessment measures knowledge of Tennessee curriculum objectives in mathematics, language arts, and science covering curriculum content through Algebra I, English II, and Biology I. Under No Child Left Behind (NCLB), the Gateway end-of-course exams in Mathematics (Algebra I) and Language Arts (English II) are the primary accountability measures for schools. However, the Gateway Science (Biology I) exam is not a direct part of NCLB reporting. Some of the</p>	<p>Follow-up: Mr. Glover asked what is the number of students in the Language! program now compared to three years ago? Is the number growing, decreasing, or increasing? Dr. Meador said they will get the information and bring it back to the Board.</p>
<ul style="list-style-type: none"> E-2.3 – Gateway 		<p>Follow-ups: Mr. Kindall asked do we know how many students actually use the calculators on the test?</p>

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<ul style="list-style-type: none"> E-2.3 – Gateway -continued 	<p>improvement efforts are: developing and implementing Academic Standards in all core subject areas; developing and implementing K-4 ELL standards-based report cards; meeting with all principals of high priority high schools to review data and discuss strategies for improvement. There was little overall change in high school proficiency results from 2005-06 to 2006-07, although we did see fluctuation among certain subgroups. Strategies for moving forward include: continue to provide Gateway training in all subject areas; continue credit recovery and Gateway Intervention classes; and emphasize ACT skills within the academic standards.</p> <p>Mr. Thompson asked with respect to our “Corrective Action” status, where does the system stand concerning No Child Left Behind? Dr. Edwards said although we are not where we should be, we have not lost any ground. We are making strides towards our goal. Dr. Garcia said concerning corrective action, we have to make progress in every sub-group in order to meet No Child Left Behind guidelines. What TCAP measures is different than what No Child Left Behind measures. Therefore, schools that see gains in TCAP scores can still not meet all No Child Left Behind guidelines and become a target school. Ms. Johnson asked if every Algebra teacher in every high school has access to a TI-84 calculator. Dr. Edwards said the TI-84 calculators were purchased for each teacher’s classroom with an overhead presenter so that the teacher may teach the students how to use the calculators. Ms. Johnson asked if we monitor the number of students who have access to the TI-84 calculators. Dr. Edwards said, yes. Mr. Kindall asked do we know how many students actually use the calculators on the test? Dr. Edwards stated that we purchase the calculators so that the students will have practice in the classroom using the calculators before taking the test. Dr. Changas said there is not a way to determine whether or not the student used the calculator on the test. Ms. Warden stated that we are getting ready to go into our budget process. What other tools are needed to be more successful? Dr. Edwards said we are looking at the curriculum to ensure that the needs are being met. Investing in programs such as Algebraic Thinking is needed. Mr. Kindall said we need to know for budget and accountability what programs are having an impact and what programs are not. We need more of those kinds of reports. Dr. Changas said one of the issues we face is that we are having programs that are working in some areas but are not being implemented in other areas. Mr. North said he has real concerns about the Gateway scores, particularly in Math. According to the TCAP data, 8th graders pass the TCAP right at 81% but in high schools, we are passing the</p>	

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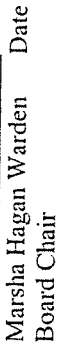
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<ul style="list-style-type: none"> E-2.3 – Gateway - continued 	<p>Gateway at 69%, which is right at the graduation rate. There is a problem, and he is not sure where it begins, but it causes a great deal of concern. Dr. Changas said when we look at the math scores, we are looking at first-time test takers. We know the scores have not moved up like we would like to see. We are looking at the math piece, and we have initiatives to help in this area. Dr. Garcia stated that he is looking at going to foreign countries to recruit teachers to teach math and other subjects. Ms. Porter thanked Dr. Garcia for looking at bringing teachers from other countries, but cautioned the district about overlooking the universities and colleges in this area. We should look at the programs that we are using and figure out what is a success. Mr. Kindall stated he is concerned about what we market to the public. We must have indicators to show the public what is working and what the end results will be. Ms. Warden stated that we need to put the same intensity in math that we have put in other areas. We must find math tutors, instructional formats, etc. to meet the needs of students.</p>	
<ul style="list-style-type: none"> EE – 11 – Annual Report 	<p>Dr. Garcia announced to the Board that the 2006-2007 Annual Report is now completed and available. There are pictures of MNPS employees and their families. 5,000 Annual Reports will be distributed.</p>	
REPORTS		
<ul style="list-style-type: none"> Ombudsman Program 	<p>Mr. Briggs spoke to the Board concerning the Ombudsman Program that the Administration is considering using in our Alternative Schools. The Ombudsman Program is part of Education Services of America.</p>	
<ul style="list-style-type: none"> Career Academics 	<p>Mr. Briggs stated the Career Academy Implementation Steering Committee has been developed. The key to successful Career Academics is the implementation. We had a lot of community and staff support at the first Implementation Steering Committee meeting. The committee is working hard to ensure the Career Academics will meet the needs of students now and in the future.</p>	
<ul style="list-style-type: none"> Director's Report <ul style="list-style-type: none"> Proposed Student Assignment Plan 	<p>Dr. Garcia presented the following revised Student Assignment Plan to the Board. Possible Refinements to the Proposed Student Assignment Plan for 2008 – 09:</p> <p>Antioch and Cane Ridge Clusters: Implement as presented. Glenclyff Cluster: Convert Glenclyff HS to a flexible time school operating from 7:00 a.m. to 8:00 p.m. to help students who have work or home commitments. Pearl Cohn Cluster: 3D - do not move. Move students from Cockrill to Park Avenue (9-A). Convert McKissack to K-8 single gender academy with an international studies emphasis. Consider pathway with GPZ to MLK or Hume Fogg. Overton Cluster: No change in the current zones within the</p>	

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<ul style="list-style-type: none"> Proposed Student Assignment Plan - continued 	<p>cluster. Leave students assigned to Crieve Hall and Norman Binkley. Hillsboro Cluster: No change except to consider opening Stokes as a pilot K – 4 fundamental school starting with only grades K – 2 in 2008-09. Maplewood Cluster: Area 5-C2 would be reassigned to Tom Joy, Jere Baxter and Maplewood. The previous plan reassigned this area to the Whites Creek Cluster. Consider opening old Brick Church as a pilot K – 4 fundamental school starting with only grades K – 2. Stratford Cluster: Close Dalewood and house the 9th grade academy from Maplewood while the school is remodeled. Consider reopening Dalewood in 2009-10 as a 5-8 fundamental school. McGavock, Hunters Lane and Whites Creek Clusters: Recommendations remain intact except for the following: Area 5-C2 as already mentioned in the Maplewood Cluster. The Lillard at Kings Lane program remains intact at the current location. Lillard will receive a small zoned population. Bordeaux will remain as it is with minimal shifts in its zone. Hillwood Cluster: All current school zones will remain unchanged for 2008-09. Convert John Early to a single gender K – 8 academy with emphasis on international studies. Consider pathway with GPZ to MLK or Hume Fogg. Recommendations that are not Cluster Specific: Career academies for all comprehensive high schools. Consider Alternative high school. Consider opening a new 5-8 academic magnet middle school with a pathway to MLK for those who qualify. Once implemented, convert MLK to a 9-12 magnet high school. Consider Ombudsmen program.</p>	
<ul style="list-style-type: none"> Strategic Plan 	<p>Mr. Lott presented the updated 2007 Strategic Plan to the Board. He asked the Board to send any comments on the Strategic Plan to Ms. Hawkins to be forwarded to Mr. Lott and Dr. Ray. Mr. Lott stated the Administration would like to move toward approval of the Strategic Plan at the November 27 Board meeting.</p>	
<ul style="list-style-type: none"> Board Chairman's Report <ul style="list-style-type: none"> Capital Needs Committee 	<p>Ms. Warden stated the Capital Needs Committee met on November 7. A list of projects that need additions, etc. was put together. The committee will continue to meet, and Board members will receive documents from the meeting.</p>	
<ul style="list-style-type: none"> Governance Committee 	<p>Mr. Glover stated the Governance Committee will meet on the fourth Friday of each month at 1:30 p.m. in the Board Conference Room, with the exception of the fourth Friday in December.</p>	
<ul style="list-style-type: none"> Visit to Pinellas County (FL) School District's Fundamental Schools 	<p>Dr. Brannon announced that a team of MNPS staff went to Pinellas County to visit the Fundamental Schools in that district. They visited three schools; two elementary and one middle school. They observed first-hand these family-oriented schools with a back-to-basics curriculum. The schools have strong commitments from parents through contracts in which the parents agree to</p>	

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<ul style="list-style-type: none"> Visit to Pinellas County (FL) School District's Fundamental Schools continued 	commitments from parents through contracts in which the parents agree to abide by the guidelines of the school. Parents provide transportation to the school. Those who visited felt that the Fundamental School held great promise for a school of choice for MNPS.	
<ul style="list-style-type: none"> Effective Teacher Conference 	On November 29-31, Dr. Brannon attended the Effective Teacher Conference: A Call to Action addressing the gaps of teacher equity across the state of Tennessee. Six larger Tennessee school systems attended the conference. The purpose of the conference was for each of the six systems to leave with preliminary plans in place to recruit and train teachers. This plan must be implemented by the 2008-2009 school year.	
<ul style="list-style-type: none"> Educational Leadership and Learning Exchange 	Dr. Brannon stated that she and Ms. Porter attended the Educational Leadership and Learning Exchange. This is a collaboration between Metropolitan Nashville Public Schools, Vanderbilt and the South China Normal School. During the ceremonial exchange of gifts, the Board was presented with a statue of Confucius "The Master Teacher".	
<ul style="list-style-type: none"> Council of the Great City Schools 	Mr. Kindall commended Dr. Brannon for her hard work and dedication on the Council of the Great City Schools Conference. The Board thanked Dr. Brannon and Mr. Thompson for their commendable service.	
ANNOUNCEMENTS		
<ul style="list-style-type: none"> Work Session 	Ms. Warden announced the Board will have a Work Session on November 15 at 6:00 p.m. in the Board Room.	
<ul style="list-style-type: none"> Meeting with Dr. Connie Smith 	Ms. Warden announced the Board will be meeting with Dr. Connie Smith on November 14 at 4:00 p.m. in the Board Conference Room.	
<ul style="list-style-type: none"> The National Council of Teachers of English Conference 	Ms. Porter announced that she will be participating in the National Council of Teachers of English Conference in New York.	
WRITTEN INFORMATION TO THE BOARD		
<ul style="list-style-type: none"> Board Calendar Items 		
<ul style="list-style-type: none"> Board Meeting Evaluation 		
ADJOURNMENT		
<ul style="list-style-type: none"> Adjournment 	Mr. Fox made the motion to adjourn at 10:00 p.m.	
<ul style="list-style-type: none"> Signatures 	<div style="display: flex; justify-content: space-between;"> <div>  Chris M. Henson Board Secretary </div> <div>  Marsha Hagan Warden Board Chair </div> </div>	

November 13, 2007

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

- b. RECOMMENDED AWARD OF CONTRACT – ENERGY CONSULTANT
FOR APOLLO MIDDLE SCHOOL ADDITION – ENERGY SYSTEMS, INC.
– MBOE-07-046 (CONTROL NO. A- _____)

We are requesting a one-year contract with Energy Systems, Inc. to provide state-of-the-art energy conservation methods for the Apollo Middle School addition. This contract may be extended for one (1) year increments not to exceed a total of five (5) years. This would be the first year of a possible five-year term.

Compensation is monthly, at an hourly rate, as assigned work is completed.

It is recommended that this contract be approved.

Legality approved by Metro Department of Law – Control No. A- _____

FUNDING: 30-01-9230-572

Nov. 27, 2007

- c. EXTENSION OF CONTRACT FOR DESIGN AND CONSTRUCTION
MANAGEMENT SERVICES – HEERY INTERNATIONAL, INC. L-1674
(CONTROL NO. A-20895)

We are requesting a one-year extension of our contract with Heery International, Inc. The original contract states that this contract will be extended for a one (1) year term not to exceed five years total. This would be the second of a possible five-year plan.

It is recommended that this extension be approved.

Legality approved by Metro Department of Law – Control No. A- 20895

FUNDING: Various Funds as work is completed

November 27, 2007

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(1) **WHO:** Bright Sky Learning, LLC

WHAT: Performance contract to provide extended-day tutoring as required under the "No Child Left Behind" (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Glenn and Shwab Elementary; Baxter, Brick Church, Cameron, Dalewood, Hill, and Neely's Bend Middle; and Glenclyff, Maplewood and Stratford High Schools.

HOW MUCH: \$30.28 per hour not to exceed \$190,800 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data
 - A. WRAT 4: Math, Reading and Spelling
 - B. Franklin Assessments: Decoding and/or ABC Skills
 - C. DRP
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:
Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-000138-00
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(2) **WHO:** AlphaBEST Education, Inc.

WHAT: Performance contract to provide extended-day tutoring as required under the "No Child Left Behind" (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green, Glenn and Shwab Elementary Schools

HOW MUCH: \$36.34 per hour not to exceed \$63,600 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data: AlphaBEST Academic Assessment Test
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:
Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-100108-01
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(3) **WHO:** Cool Kids Learn, Inc.

WHAT: Performance contract to provide extended-day tutoring as required under the “No Child Left Behind” (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green, Glenn and Shwab Elementary; Apollo, Bass, Baxter, Brick Church, Cameron, Dalewood, Donelson, Ewing Park, Hill, McMurray and Neely’s Bend Middle; and Glencliff, Maplewood, Pearl-Cohn, Stratford and Whites Creek High Schools

HOW MUCH: \$50.88 per hour not to exceed \$127,200 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data:
Great Source Curriculum Program
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:
Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-551951-00
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(4) **WHO:** ATS Educational Consulting Services – Project Success

WHAT: Performance contract to provide extended-day tutoring as required under the “No Child Left Behind” (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green, Glenn and Shwab Elementary; Apollo, Bass, Baxter, Brick Church, Cameron, Dalewood, Donelson, Ewing Park, Hill, McMurray and Neely’s Bend Middle; and Glencliff, Maplewood, Pearl-Cohn, Stratford and Whites Creek High Schools

HOW MUCH: \$42.40 per hour not to exceed \$63,600 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data:
Initial Placement Motion
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:
Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-552837-00

For Curriculum & Instruction/Federal & Categorical Programs

Metro Legal Control Number: Template approved 10/5/07

Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(5) **WHO:** A to Z In-Home Tutoring

WHAT: Performance contract to provide extended-day tutoring as required under the "No Child Left Behind" (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green, Glenn and Shwab Elementary; Apollo, Bass, Baxter, Brick Church, Cameron, Dalewood, Donelson, Ewing Park, Hill, McMurray and Neely's Bend Middle; and Glenclyff, Maplewood, Pearl-Cohn, Stratford and Whites Creek High Schools

HOW MUCH: \$45.43 per hour not to exceed \$381,600 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data:
Basic/Not Boring Incentive Publications
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:
Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-454781-03
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(6) **WHO:** Kastle Instructional Recovery, LLC

WHAT: Performance contract to provide extended-day tutoring as required under the “No Child Left Behind” (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green, Glenn and Shwab Elementary; Apollo, Bass, Baxter, Brick Church, Cameron, Dalewood, Donelson, Ewing Park, Hill, McMurray and Neely’s Bend Middle; and Glencliff, Maplewood, Pearl-Cohn, Stratford and Whites Creek High Schools

HOW MUCH: \$31.80 per hour not to exceed \$254,400 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data
 - A. Spectrum
 - B. CCC Program
 - C. ThinkLink
 - D. STAR Reading
 - E. TCAP Coach
 - F. Gateway Coach
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:

Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-565071-00
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(7) **WHO:** Education Station, LLC, A Division of KLC School Partnerships

WHAT: Performance contract to provide extended-day tutoring as required under the "No Child Left Behind" (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green, Glenn and Shwab Elementary; Apollo, Bass, Baxter, Brick Church, Cameron, Dalewood, Donelson, Ewing Park, Hill, McMurray and Neely's Bend Middle; and Glencliff, Maplewood, Pearl-Cohn, Stratford and Whites Creek High Schools

HOW MUCH: \$35.33 per hour not to exceed \$636,000 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data:
ASA
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:
Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-00141-00
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(8) **WHO:** Martha O'Bryan Center, Inc.

WHAT: Performance contract to provide extended-day tutoring as required under the "No Child Left Behind" (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green, Glenn and Shwab Elementary; Apollo, Bass, Baxter, Brick Church, Cameron, Dalewood, Donelson, Ewing Park, Hill, McMurray and Neely's Bend Middle; and Glencliff, Maplewood, Pearl-Cohn, Stratford and Whites Creek High Schools

HOW MUCH: \$23.13 per hour not to exceed \$63,600 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data
 - A. Slosson Oral Reading Test
 - B. Woodcock Reading Mastery Test Revised
 - C. Durrell Analysis of Reading Difficulty
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:

Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-220000-03
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(9) **WHO:** Boys and Girls Clubs of Tennessee/The Positive Place for Kids

WHAT: Performance contract to provide extended-day tutoring as required under the "No Child Left Behind" (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green, Glenn and Shwab Elementary; Apollo, Bass, Baxter, Brick Church, Cameron, Dalewood, Donelson, Ewing Park, Hill, McMurray and Neely's Bend Middle; and Glencliff, Maplewood, Pearl-Cohn, Stratford and Whites Creek High Schools

HOW MUCH: \$11.77 per hour not to exceed \$31,800 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data:
SORT Test
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:
Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-262235-04
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(10) **WHO:** Knowledge Points of Middle Tennessee

WHAT: Performance contract to provide extended-day tutoring as required under the "No Child Left Behind" (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green and Glenn Elementary; Apollo, Bass, Brick Church and Ewing Park Middle; and Glencliff High Schools

HOW MUCH: \$37.41 per hour not to exceed \$381,600 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data:
 - A. California Achievement Test
 - B. KP Phonics
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:

Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-594964-00
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(11) **WHO:** Educational Communications Inc./The Learning Zone

WHAT: Performance contract to provide extended-day tutoring as required under the "No Child Left Behind" (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green, Glenn and Shwab Elementary; Apollo, Bass, Baxter, Brick Church, Cameron, Dalewood, Donelson, Ewing Park, Hill, McMurray and Neely's Bend Middle; and Glencliff, Maplewood, Pearl-Cohn, Stratford and Whites Creek High Schools..

HOW MUCH: \$42.40 per hour not to exceed \$63,600 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data:
WRAT 4
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:
Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-603253-00
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(12) **WHO:** The Minerva Group, LLC d/b/a Huntington Learning Center

WHAT: Performance contract to provide extended-day tutoring as required under the "No Child Left Behind" (NCLB) law. The services include individual or small-group instruction in reading, language, math and homework. The State Department of Education (SDOE) approved the contractor. Under the NCLB, nineteen MNPS Title 1 schools are required to offer parents the opportunity to select a State-approved contractor to provide tutoring for their children. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Lowest-achieving eligible students (those receiving free or reduced meals) enrolled at Alex Green, Glenn and Shwab Elementary; Apollo, Bass, Baxter, Brick Church, Cameron, Dalewood, Donelson, Ewing Park, Hill, McMurray and Neely's Bend Middle; and Glencliff, Maplewood, Pearl-Cohn, Stratford and Whites Creek High Schools..

HOW MUCH: \$36.34 per hour not to exceed \$63,600 for the first year of the contract. Compensation is determined by the SDOE.

HOW THIS CONTRACT WILL BE EVALUATED:

1. Contractor-generated student assessment data
 - A. California Achievement Test
 - B. Slosson Oral Reading Assessment
 - C. Huntington Math Placement Exam
2. MNPS-generated student assessment data:
 - A. Grade-level TCAP Skill Proficiency in Reading, Vocabulary and/or Reading Composite
 - B. Reading Assessments
 - C. Word Recognition Level
 - D. Grades
 - E. Sight Words
 - F. ThinkLink Reading/Math Skill Mastery
 - G. Staff and Parent Surveys.
3. State Department of Education Evaluation Instrument:
Data collected by the Contractor or MNPS will be provided to the SDOE as part of the evaluation process.

MBPE Contract Number 2-478588-01
For Curriculum & Instruction/Federal & Categorical Programs
Metro Legal Control Number: Template approved 10/5/07
Source of Funds: Title I

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(13) **WHO:** Greenlight for Learning, LLC

WHAT: Performance contract to provide professional development services, the Pathwise Framework Induction Program that prepares mentors to assist beginning teachers as they make the transition from the university or other environments to classroom practice. The training will be done for six days the first year, four the second and additional sessions to be determined later. The term of the contract is from September 1, 2007 to August 31, 2012.

FOR WHOM: Beginning MNPS teachers

HOW MUCH: \$89,419.50 per year, not to exceed \$457,597.50 for the full five-year term of the contract

HOW THIS CONTRACT WILL BE EVALUATED: Participants shall evaluate Contractor's instruction on the final day of each workshop based on practical value, clarity and knowledge gained relevant to improved student achievement.

MBPE Contract Number 2-00137-00
For Curriculum & Instruction/Professional Development
Metro Legal Control Number: A-20803
Source of Funds: Operating Budget

III. GOVERNANCE ISSUES

A. ACTION

2. CONSENT

d. AWARDING OF BIDS AND CONTRACTS

(14) **WHO:** Sage Leadership Partners, Inc.

WHAT: Performance contract to provide the expertise of successful professionals and integrate their stories into the curriculum of the small learning communities of MNPS high schools. This is accomplished through the preparation of audio and video interviews of successful professionals by local college students and high school seniors and incorporating them into a searchable database that includes others prepared by the Contactor in other comparable programs. The term of the contract is from October 1, 2007 to September 30, 2012.

FOR WHOM: Selected MNPS high school students

HOW MUCH: \$35,875 for the first year of the contract, \$58,125 for the second, \$88,500 for the third and amounts to be determined later for subsequent years and added to the Contract by amendment

HOW THIS CONTRACT WILL BE EVALUATED:

1. At least 40 interviews are completed each year
2. Annual surveys of students and teachers with assessment of the process, recruiting, training and career networking opportunities

MBPE Contract Number 2-601320-00

For Information Technology, Strategic Planning and Accountability

Metro Legal Control Number: A-20948

Source of Funds: Career and Technical Education Grant

Charter Schools

With respect to charter school applications and monitoring of existing charter schools, the director shall not allow contracts to be recommended or continued if fiscal jeopardy or failure to make consistent progress towards their stated objectives is a likely outcome or is evident. In addition, the director shall not allow existing charter schools to operate in a manner that would jeopardize the learning or well being of their students.

Therefore, the director shall not:

1. Fail to provide the board with an analysis of the strengths and weaknesses of each charter application.
2. Fail to monitor the charter school environment and progress towards goals at least twice a year for the first 2 years and at least once a year for each subsequent year.
3. Fail to require, review and analyze quarterly financial reports from each charter school.
4. Fail to document, in writing, any discrepancies or deficiencies—whether fiscal, educational or related to school climate—and the steps and timelines for correction and additional monitoring. Copies shall be provided to the charter administration, the charter board chair, and the members of the Board.
5. Fail to ensure compliance with the contract.
6. Fail to inform the board annually of the student achievement attained by charter schools as well as regular public schools, using, where appropriate, the same statistical analyses.
7. Fail to make all reasonable efforts to complete contracts with approved charter schools before the end of the current school year.
8. Fail to have a vision for charter schools that includes use of charters as a district component of meeting district goals.
9. **Fail to make a good faith effort to work productively with existing charter schools.**

Adopted: 8/12/03
Amended: 10/11/05; 1/9/07
Changed to Executive Expectations 10/12/04

Monitoring Method: Internal Report
Monitoring Frequency: Annually in September

Metropolitan Nashville Board of Education

Policy Type: Governance Process**Governing Style**

The Board will govern with emphasis on End results for students rather than on interpersonal issues of the Board; encourage diversity in viewpoints; focus on strategic leadership rather than administrative detail; observe clear distinction between Board and Director roles; make collective rather than individual decisions; exhibit future orientation rather than past or present; and govern proactively rather than reactively.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the Director or staff, will be responsible for excellence in governing. The Board will use the expertise of individual Board members to enhance the performance of the board as a body, but will not substitute individual judgments and opinions for the Board's collective values. Accordingly, members will:
 - a. focus on issues rather than personalities
 - b. respect decisions of the full board
 - c. exercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other
 - d. criticize privately, praise publicly
 - e. make every reasonable effort to protect the integrity and promote the positive image of the district and one another
 - f. never embarrass each other or the district
2. The Board will hold itself accountable for governing with excellence. This self-discipline will apply to attendance, preparation for meetings, adherence to policymaking principles, respect of roles, and ensuring effective governance capability into the future. To ensure that the board's business meetings are conducted with maximum effectiveness and efficiency, members will:
 - a. speak only when recognized during meetings
 - b. not interrupt each other during meetings
 - c. not engage in side conversations during meetings
 - d. ask questions for clarification
 - e. listen for content and understanding
 - f. not repeat what has already been said during meetings
 - g. support the chair's efforts to facilitate an orderly meeting
 - h. communicate in a timely manner to avoid surprises
 - i. ensure that all members' voices are heard
 - j. Adhere to Robert's Rules of Order Newly Revised 10th Edition.

3. The Board will direct, control, and inspire the district through the careful establishment of written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term benefits for students, not on the administrative or programmatic means of attaining those benefits. Accordingly members will not:
 - a. assume responsibility for resolving operational problems or complaints
 - b. give personal direction to any part of the operational organization
4. Continuous Board development will include orientation of candidates for the Board and new members of the Board about the Board's governance process, and periodic Board discussion and evaluation of its process to assure continued improvement.
5. The Board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling its commitments.
6. The Board will monitor its process and performance at each meeting through a debriefing process. Board members' attendance at all meetings and work sessions will be monitored regularly. Self-monitoring will include comparison of the Board's performance with policies in the *Governance Process* and *Board-Director Relationship* categories.
7. The Board may, by majority vote of the members of Board, revise or amend its policies at any time. However, normally a proposed policy revision will be discussed at one session of the Board prior to being approved at a subsequent Board meeting.
8. **As part of the monitorings, the Governance Committee shall examine policy to determine whether changes should be presented to the full Board for discussion.**

Adopted: 4/22/03

Amended: 1/23/07

Monitoring Method: *Board self-assessment*

Monitoring Frequency: *Annually in September*

Metropolitan Nashville Board of Education

Policy Type: Ends Results for Students**Proposed Mission**

The mission of Metropolitan Nashville Public Schools, the heart and soul of the creative spirit of Music City, is to ensure each student realizes his/her ability to excel at levels not previously imagined, through a system distinguished by: safe environments characterized by love, value and acceptance; inclusive communities of learners; engaged students eager to share their thoughts; multiple paths to success; and active support among home, school, and community.

Adopted: 4/22/03
Amended: 1/11/05

Metropolitan Nashville Board of Education

**Metropolitan Nashville Public Schools
ENDS RESULTS FOR STUDENTS POLICY
BOARD FINAL MONITORING SHEET**

E-2.6 ACT/SAT/PSAT/College Entrance

Date Report Submitted: 10/23/07

Date of Board Discussion: 11/27/07

Members Submitting Monitoring Report: SG, GT, MW, MN, JB

The Board has received and reviewed the official internal monitoring report of Board policy E- 2.6 submitted by the Director of Schools. Following its review of the report, the Board makes the following conclusions:

 X The Director of Schools has reasonably interpreted the provisions of the relevant Board policy, and

 The Board finds that the End Result has been fully achieved.

 X The Board finds that reasonable progress is being made towards the ultimate achievement of this End Result and finds the Director in compliance with the following **commendations and provisions**:

COMMENDATIONS:

Increasing scores slightly.

I am very pleased with the addition of “strategies for moving forward.”

The trend of improved average score is encouraging considering that the number of tests taken is also increasing.

Efforts to have all high school students take either the SAT or the ACT based on the requirements of the schools to which the students are applying are to be commended. Our goal is on target in terms of preparing students to increase their scores on both examinations. The numbers of seniors taking the ACT exam and passing the exam increased in 2007

PROVISIONS:

Continuous improvement expected.

The improvement trend should be steeper. The challenges will continue as all 11th graders are tested next year. It will be difficult to accurately measure improvement.

 The Board finds the Director of Schools has failed to provide evidence of reasonable organizational progress toward the ultimate achievement of this End Result.

Comments on Interpretations and **Actions Needed:**

Continue to work with area colleges to explore options in increasing partnership for mentors and specialists in our schools.

_____ The information provided by the Director of Schools is insufficient for the Board to decide whether reasonable progress has been made. The following monitoring report **changes or additions** are suggested:

Suggested Additions or Deletions for Policy:

Other Board Member Comments:

Date: _____

Signatures: _____
Board Chair Director of Schools

**Metropolitan Nashville Public Schools
EXECUTIVE EXPECTATIONS
BOARD FINAL MONITORING SHEET**

Executive Expectation: EE-10 Communication and Counsel to the Board

Date Report Submitted: 10-23-07 **Date of Board Action:** 11-27-07

Members Submitting Monitoring Report: SG, GT, MW, GP, MN, JB

The Board has received and reviewed the official internal monitoring report of its policy EE-10 submitted by the Director of Schools. Following its review of the report, the Board makes the following conclusions:

 X The Director of Schools has reasonably interpreted the provisions of its policy, and the Board finds the Director to be in full and complete compliance with the provisions of the policy.

 X The Board finds the Director of Schools to be in compliance with the following commendations and provisions:

COMMENDATIONS:

- Excellent outreach to community, stakeholders, and this Board member.
- Recognizing that information should be shared with Board members in a timely fashion.
- Willing to listen more and asking how Dr. Garcia can improve.

PROVISIONS:

- Not following policy EE-10.13 on dress code changes in 2006-07 school year.
- Communication breakdown. Deep concern that the Board learned of the district's corrective action status in the news. Failure to advise the Board as to what to expect based on the TREND of accountability with the State of Tennessee.
- There seems to be periodic surprises that should have been forewarned.
- In addition, and when possible, the monthly meetings with individual members of the Board should continue.

 The Director of Schools is not in compliance with the provisions of the policy, and the Board determines the following actions to be appropriate:

In order to maintain its commitment to excellence in governance, to the provisions of this policy, and to improve its own performance, the Board commits to the following **FUTURE ACTIONS:**

- Develop a communication protocol for sharing information accurately about restructuring.
- Need to schedule meetings with Dr. Connie Smith for routine reporting to the Board.

Suggested Additions or Deletions for Policy:

Other Board Comments:

The change in dress code policy appears to be an example of the theory that it is easier to get forgiveness rather than permission. Such a situation is exactly the type circumstance when the board should be notified of policy changes.

There are times when this board member feels “out of the loop.” I think that is a matter of communication.

Date: _____

Signatures: _____
Board Chair

Director of Schools

**Metropolitan Nashville Public Schools
EXECUTIVE EXPECTATIONS
BOARD FINAL MONITORING SHEET**

Executive Expectation: EE-14 District Calendar

Date Report Submitted: 10-23-07 **Date of Board Action:** 11/27/07

Members Submitting Monitoring Report: SG, GT, MW, GP, MN, JB

The Board has received and reviewed the official internal monitoring report of its policy EE-14 submitted by the Director of Schools. Following its review of the report, the Board makes the following conclusions:

 X The Director of Schools has reasonably interpreted the provisions of its policy, and the Board finds the Director to be in full and complete compliance with the provisions of the policy.

 X The Board finds the Director of Schools to be in compliance with the following commendations and provisions:

COMMENDATIONS:

PROVISIONS:

- Continuous improvement expected.

 The Director of Schools is not in compliance with the provisions of the policy, and the Board determines the following actions to be appropriate:

In order to maintain its commitment to excellence in governance, to the provisions of this policy, and to improve its own performance, the Board commits to the following **FUTURE ACTIONS:**

Suggested Additions or Deletions for Policy:

Other Board Comments:

Date:

Signatures:

Board Chair

Director of Schools

TEXTBOOK ADOPTION COMMITTEE

Approval is requested by the Board for the following teachers to serve on the K-12 Social Studies Textbook Adoption Committees for 2007-08.

SOCIAL STUDIES Grade K

Holly Matthews	Charlotte Park
Lori Wiggins	Norman Binkley
Tammi Hendricks	Glenn
Claudette Mitchell	Bordeaux
Cheryl Humbert	Glenclyff

Alternates

Julie Denny	Kirkpatrick
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SOCIAL STUDIES Grade 1

Tim Hamilton	Ruby Major
Dianne Winstead	Amqui
Lovie Foxworth-Luster	Shayne
Rogina Baker	Fall Hamilton
Claire Williams	Gateway

Alternates

Mary Lee Merritt	Glendale
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SOCIAL STUDIES Grade 2

Cathy Wharmby	Glendale
Barbara Collum	Hickman
Caralyn Love	Cumberland
Robbie Yates	Lakeview
Tia Tate	Amqui

Alternates

Gaston Williams	Buena Vista
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SOCIAL STUDIES Grade 3

Adam Bryson	Caldwell
John Knott	McGavock
Anna Grace Campbell	Eakin
Teresa Griffin	Cockrill
Lori West	Glenview

Alternates

Marilyn McGovern	Cole
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SOCIAL STUDIES Grade 4

Lyndell Keys	Lockeland
Mary English	Granbery
Christie Bell	Jones
Doug Schulze	Tulip Grove
LuWanna Adkisson	Mt. View

Alternates

Nancy Williams

Goodlettsville

SOCIAL STUDIES Grade 5

Anne Robertson

Suzanne Cassell

Bill Haley

Denise Crawford

Takako Jackson-Price

Rose Park

Meigs

Joelton

Maxwell

Robertson Academy

Alternates

Betty Boudreaux

Wright

SOCIAL STUDIES Grade 6

Theresa DuLaney

Marie Yavaronne

Mary Brack

Judy Edwards

Elizabeth Conner

Bellevue

Donelson

Brick Church

New Comer Center

Bailey

Alternates

Fran Clark

Croft

SOCIAL STUDIES Grade 7

Claire Jasper

Susan Cannizzaro

Aaron Lockhart

Catherine Kelly

Kyle Alexander

Murrell

Litton

H.G. Hill

Meigs

Rose Park

Alternates

Paul Beavers

J.T. Moore

SOCIAL STUDIES Grade 8

Wendi Cain

Shakura Kharif

Susan Standbrook

Gladys Lake

Kyla Krengel

Cameron

Apollo

West End

Kennedy

Bass

Alternates

Stephen Barrios

Joel Covington

Creswell

Margaret Allen

World History Grades 9-12

Jason Bihler	Antioch
Brenda Anderson	Hillwood
Matthew Bean	Overton
Sue Gilmore	M.L. King
Peri Chinoda	Hume-Fogg

Alternates

Barry Cordell	McGavock
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World Geography Grades 9-12

Bruce Jackson	Stratford
Charlie Hall	Hunters Lane
Christian Sawyer	Hillsboro
Eric Townsend	Maplewood
Adrian Bahan	McGavock

Alternates

John Carney	Antioch
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U.S. History Grades 9-12

Jennifer Bell	Glenclyff
Robert Lloyd	Whites Creek
Victor Bright	Stratford
Philip Stankiewicz	Antioch
Seth Swihart	Hillsboro

Alternates

Allison Halbrook	Hillwood
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Government Grades 9-12

Kay Wright	Whites Creek
Nancy Schwartz	M.L. King
Brett Kmiec	Hume-Fogg
Don Sierra	McGavock
Alicia Roberts	East

Alternates

Allison Creasman	Antioch
Doug Trotter	Overton

Economics, Psychology and Sociology Grades 9-12

Harold Parham	McGavock
Keith Spadafino	NSA
Celia Jolly	Stratford
Clarence Schutt	Hunters Lane
Janet Desha	East Lit.

Alternates

Chandra Williams	Overton
Mary Katherine Hall	Glenclyff

The Strategic Plan was distributed Tuesday night, November 13 and the Board is asked to vote on the final plan November 27, 2007 at the regular Board meeting.

The Monitoring Report for EE-17 Charter Schools will be distributed to the Board at a later time.

Metropolitan Nashville Public Schools Policy Governance Monitoring Report

Date of Report: November 27, 2007

Report: End Results for Students: 2.9 Graduation Rate

District Status: Reasonable Progress in Meeting End Results

Graduation Rate:

For the last five years, Metropolitan Nashville Public Schools has focused on improving the Graduation Rate for all of our students. This year there is clear evidence that the changes that have been instituted over the last five years are resulting in an improved graduation rate.

These changes occurred because the district has systematically changed procedures and added programs to provide opportunities and remove the obstacles for more students to graduate. Among these changes:

Attendance Rule - In 2002-03, the administration recommended and the Board of Education removed an attendance rule that withheld credit for a high school class if the student didn't maintain a 93% attendance rate even if the student had passed the class (earned an A, B, C, or D). In the previous three years, that rule resulted in students losing a total of 6,600+ credits. For many of those students, the lost credit meant the difference in graduating in four years or in five or not at all.

Language! - Over the next two years, the district extended the new remedial reading program to include all 18,000 students in grades 4-12 who were reading below the 35th percentile.

Credit Recovery - This program was implemented so students could re-take classes during the school year rather than only in summer school. This meant that students could make up as many as three credits by taking classes after the regular school day in Credit Recovery and summer school. The district also provided transportation for these students. In 2004-2005, an additional 371 students were able to graduate due to Credit Recovery. In 2005-2006, the number of additional graduates rose to 406.

K-12 Curriculum Standards - The district began to set standards for all subject areas in 2001-2002 and has completed all except foreign language.

Summer School Graduation - This ceremony was added as an incentive for students to graduation since the ceremony is so important to them.

Special Education - The schedules of special education students were revised to ensure they took the necessary classes to qualify for a regular high school diploma. Special education teachers were included in all regular education standards-based and Gateway training.

Attendance Workers and Social Workers - The School Board added an attendance worker and a social worker to each zoned high school.

Guidance Counselors - Each high school received a new guidance counselor to work exclusively with ninth-graders. Eleven guidance counselors were added to the middle schools.

Student Transcript Evaluations - Two individuals were hired to review all the transcripts of all the high school students.

Retention Policy - Changed the Retention policy to allow no more than two retentions in K-8 in 2003-2004.

Additional Assistant Principals - These positions were added to select high schools.

District Assessments – New district assessments in math, reading, and writing and end of course exams have been developed to measure student progress.

EduSoft – Implemented a new program to assess the level of effectiveness in the teaching of the district's standards and to assist teachers with identifying students who need additional help.

Advanced Middle School Classes – There are now 6000+ students taking advanced classes in middle schools.

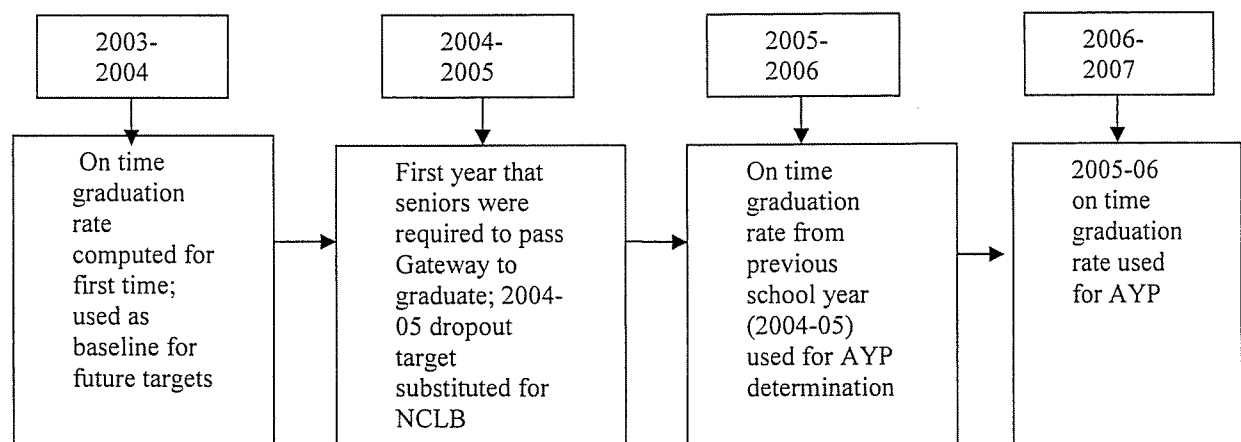
Leadership Classes – Student leadership classes were begun in two high schools with the plan to increase to all high schools by 2007-08.

AVID (Advancement via Individual Determination) – AVID classes were expanded to all comprehensive high schools. Provided Gateway training and materials for all teachers who teach Gateway classes

Graduation Rate and NCLB

The Graduation Rate provided in this Ends Report is for 2006-2007. For NCLB purposes, however, this rate will be counted in 2008. This delay allows districts to count those general education students who graduate in four years plus a summer and special education and ELL students in five years plus a summer. The data do not include any additional students who will be counted through appeals when we identify double dropouts and diploma exchanges.

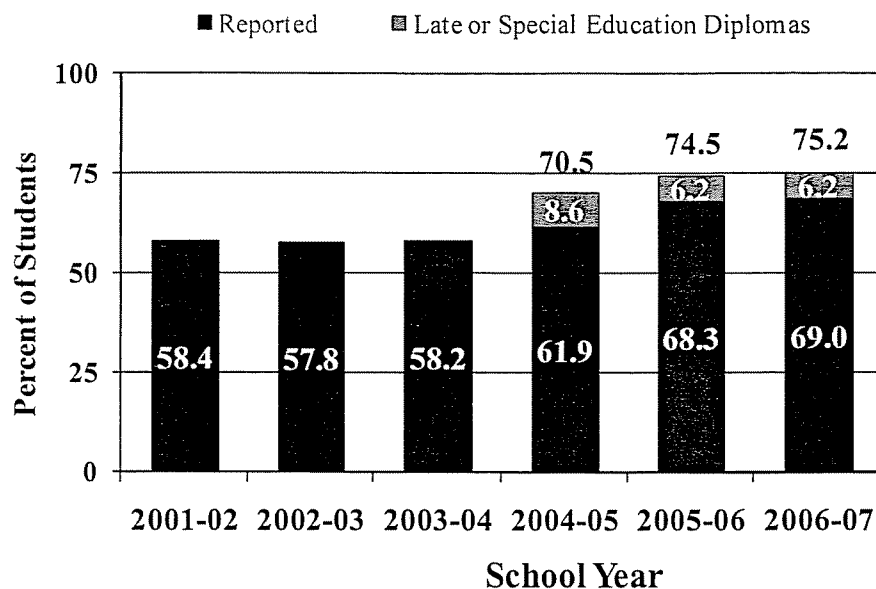
It is important to keep in mind that students in the class of 2007 began school in the fall of 2003. At that time, annual graduation rate targets had not been established. The 2003-04 graduation rate for each school or district served as a baseline in the calculation of future targets. The State determined annual targets by dividing the gap between the 2003-04 graduation rate and the 2013-14 goal of 90% into equal increments.



Results Achieved:

By the state's NCLB formula, the graduation rate for Metro schools shows an increase of 10.8% over the past three years from 58.2% in 2003-04 to 69.0% in 2006-07. This currently reported rate of 69.0% does not include changes that will occur through a dropout appeals process (e.g., to remove double dropouts). We anticipate that our rate will increase up to an additional 1% through appeals. Although the graduation rate is not yet where we want it, our recent improvement is quite impressive for an urban district of over 70,000 students and a poverty rate of over 65%. Prior to this three-year increase, the district graduation rate had remained virtually flat for three years at 58%.

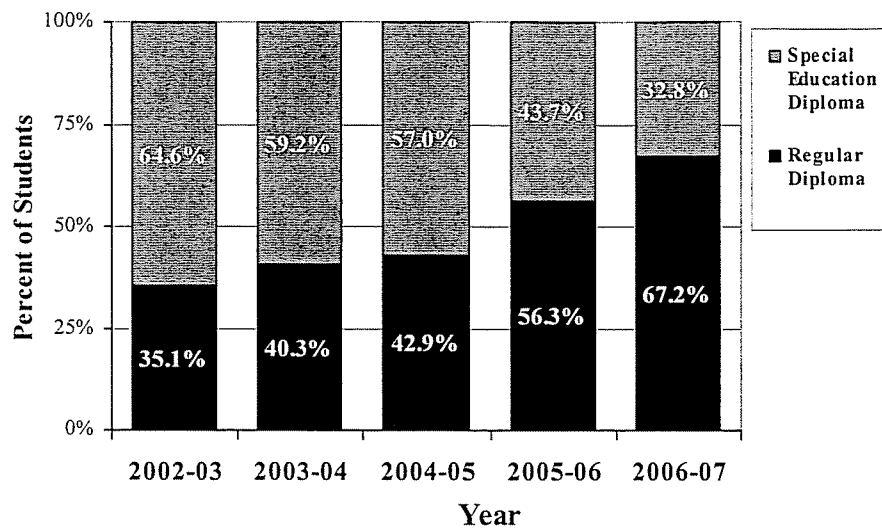
MNPS Graduation Rate



The blue bars show the officially reported graduation rate. Beginning in 2003-04, only "on-time" graduates with a regular diploma are included. There was no time restriction in previous years. For 2006-07, the blue bar shows the reported rate prior to NCLB graduation appeals. The red bars for 2004-05, 2005-06, and 2006-07 represent the percent of students graduating with a Special Education diploma or graduating "late" (more than 5 years for Special Education or English Language Learners, or more than 4 years for all other students).

This overall graduation rate increase is driven, in part, by a tremendous increase in the percentage of students with disabilities who earned a regular high school diploma. In 2002-03, that rate was 35.1%. Last year, 67.3% of students with disabilities earned a regular high school diploma, an increase of 32.2% over three years.

Percent of MNPS Students with Disabilities by Diploma Type:



Disaggregated Results:

Another significant improvement in graduation rates is the improvements made by our NCLB subgroups. As reported by the State, the “On Time Graduation Rate” for MNPS shows the *following*:

Groups	On Time Graduation Rate					Difference from 2003 to 2007
	2002-03	2003-04	2004-05	2005-06	2006-07	
Female	65.1%	64.9%	65.4%	73.1%	73.7%	+ 8.6%
Male	53.0%	54.9%	55.1%	63.9%	64.4%	+11.4%
Asian	63.2%	70.0%	66.5%	75.5%	78.6%	+15.4%
Black	54.9%	55.5%	57.4%	67.3%	67.3%	+12.4%
Hispanic	43.3%	48.3%	41.2%	51.6%	56.0%	+12.7%
American Indian	10.0%	66.7%	66.7%	75.0%	75.0%	N/A*
White	64.4%	65.8%	65.7%	72.4%	72.5%	+ 8.1%

* Less than 10 students per cohort

From 2003 to 2007, MNPS has shown gains with all subgroups earning a regular diploma. The gains have been the greatest for Asian (15.4%), Hispanic (12.7%), and African American (12.4 students. This is a positive illustration of raising the bar and closing the achievement gap.

Disaggregated results by school are shown in the table that follows. We will inform the Board as soon as updated results are available following dropout appeals.

NCLB Graduation Targets and MNPS Graduation Rates by School and Subgroup

School	2003-04				2004-05				2005-06				2006-07				2006-2007 Graduation Rate by Subgroup					
	Rate	Target	Rate	Target	Rate	Target	Rate	Target	Rate	Target	Rate*	Target	Rate*	Female	Male	Am Ind	Asian	Black	Hisp	White		
Antioch	64.00%	66.60%	66.50%	69.10%	66.90%	71.60%	66.90%	71.60%	66.90%	71.60%	74.50%	71.60%	74.50%	79.90%	68.90%	100%	86.20%	80.50%	66.20%	66.70%		
Cohn	1.20%	10.00%	10.10%	18.90%	3.50%	27.70%	3.50%	27.70%	3.50%	27.70%	6.00%	6.00%	6.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
East Literature	56.10%	59.40%	97.30%	62.80%	97.80%	66.10%	97.80%	66.10%	97.80%	66.10%	99.20%	66.10%	99.20%	100%	98.00%	0.00%	100%	100%	0.00%	97.10%		
Glencliff HS	59.30%	54.20%	53.30%	58.10%	63.40%	62.10%	63.40%	62.10%	63.40%	62.10%	67.00%	62.10%	67.00%	66.90%	67.10%	0.00%	78.90%	70.30%	53.50%	68.60%		
Harris Hillman	6.30%	14.60%	0.00%	22.90%	30.80%	31.30%	30.80%	31.30%	30.80%	31.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Hillsboro	67.30%	69.50%	63.60%	71.70%	74.40%	74.00%	74.40%	74.00%	74.40%	74.00%	68.50%	74.00%	68.50%	75.20%	62.00%	0.00%	75.00%	59.00%	36.40%	73.60%		
John Overton	61.70%	64.50%	63.30%	67.30%	68.70%	70.00%	68.70%	70.00%	68.70%	70.00%	74.20%	70.00%	74.20%	77.60%	71.00%	0.00%	100%	63.00%	76.90%	81.40%		
Maplewood HS	99.00%	89.50%	90.00%	89.50%	98.50%	89.50%	98.50%	89.50%	98.50%	89.50%	99.50%	89.50%	99.50%	100%	98.80%	100%	100%	100%	100%	99.30%		
Maplewood HS	70.20%	72.10%	72.00%	74.10%	75.10%	76.00%	75.10%	76.00%	75.10%	76.00%	78.00%	76.00%	78.00%	80.90%	78.30%	0.00%	83.10%	79.20%	63.80%	82.20%		
Madison School	20.00%	27.00%	18.20%	33.90%	100%	40.80%	100%	40.80%	100%	40.80%	57.10%	40.80%	57.10%	0.00%	57.10%	0.00%	0.00%	33.30%	0.00%	75.00%		
McGavock HS	42.90%	47.60%	41.20%	52.20%	42.60%	56.90%	42.60%	56.90%	42.60%	56.90%	56.10%	56.90%	56.10%	65.00%	47.30%	100%	50.90%	60.40%	66.00%	41.10%		
Murrell School	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	89.50%	NA	89.50%	100%	77.80%	0.00%	0.00%	88.90%	0.00%	90.00%		
Nashville School of the Arts	100%	89.50%	99.40%	89.50%	98.00%	89.50%	98.00%	89.50%	98.00%	89.50%	99.30%	89.50%	99.30%	100%	98.80%	0.00%	100%	100%	100%	98.70%		
Pearl Cohn Magnet HS	51.60%	55.40%	56.20%	59.20%	68.50%	63.00%	68.50%	63.00%	68.50%	63.00%	73.30%	63.00%	73.30%	74.80%	71.70%	50.00%	91.70%	73.00%	71.40%	73.40%		
Stratford Whites Creek HS	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	40.00%	NA	40.00%	50.00%	33.30%	0.00%	0.00%	50.00%	0.00%	0.00%		
Nashville School of the Arts	89.70%	89.50%	89.70%	89.50%	90.90%	89.50%	90.90%	89.50%	90.90%	89.50%	94.50%	89.50%	94.50%	95.70%	92.60%	0.00%	100%	94.70%	100%	94.20%		
Pearl Cohn Magnet HS	50.60%	54.50%	46.20%	58.40%	65.10%	62.30%	65.10%	62.30%	65.10%	62.30%	64.90%	62.30%	64.90%	67.70%	62.20%	0.00%	0.00%	70.70%	33.30%	30.40%		
Stratford Whites Creek HS	37.80%	43.00%	50.50%	48.10%	54.50%	53.30%	54.50%	53.30%	54.50%	53.30%	71.10%	53.30%	71.10%	73.50%	67.90%	0.00%	66.70%	75.50%	33.30%	61.50%		
Whites Creek HS	57.10%	60.30%	53.70%	63.60%	65.80%	66.80%	65.80%	66.80%	65.80%	66.80%	64.50%	66.80%	64.50%	76.00%	56.00%	0.00%	0.00%	69.50%	66.70%	42.00%		
MNPS Total	58.20%	61.40%	60.30%	64.50%	68.80%	67.60%	68.80%	67.60%	68.80%	67.60%	69.00%	67.60%	69.00%	73.70%	64.40%	75.00%	78.60%	67.30%	56.00%	69.00%		

* This column shows the preliminary 2006-07 graduation rates, prior to the completion of NCLB appeals.

Next Steps:

The District is continuing our efforts to increase the graduation rate. In addition to continuing the previously stated improvements, we are working on the following improvements:

- Pilot new, consistent withdrawal procedures in several high schools.
- Review “D” and “F” grades and comparing to student attendance to look for patterns.
- Implement End-Of-Course assessments in “feeder” classes, e.g., Pre-Algebra, to determine weaknesses in curriculum.
- Develop “Catch Up” plans for all students behind in credits.
- Continue Credit and Content Recovery programs.
- Open Freshman Academies and moving to Career Academies to provide contextual learning opportunities for students and to facilitate the development of relationships between staff and students.
- Plan for a flexible time high school to provide for high school to be attended flexibly between 7:00 a.m. and 8:00 p.m.
- Explore other innovative programs to allow students to earn degrees in non-traditional settings.

BOARD OF ~~E~~EDUCATION
CALENDAR OF UPCOMING EVENTS

<u>DATE</u>	<u>TIME</u>	<u>EVENT</u>	<u>LOCATION</u>
Nov 30	1:30 pm	Governance Committee	Board Conference Room
Dec 4	6:30 pm	Public Hearing	East Literature High School
Dec 11	5:00 pm	Board Meeting	Board Room
Jan 8	5:00 pm	Board Meeting	Board Room
Jan 22	5:00 pm	Board Meeting	Board Room

DEBRIEFING

The Board will be debriefing at the end of each Board meeting. This will be a very short process allowing approximately one minute for each Board member to weigh in. The questions that the discussion will surround are:

1. What did we do well?
2. What could we do better?
3. What would you wish we do at our next meeting?

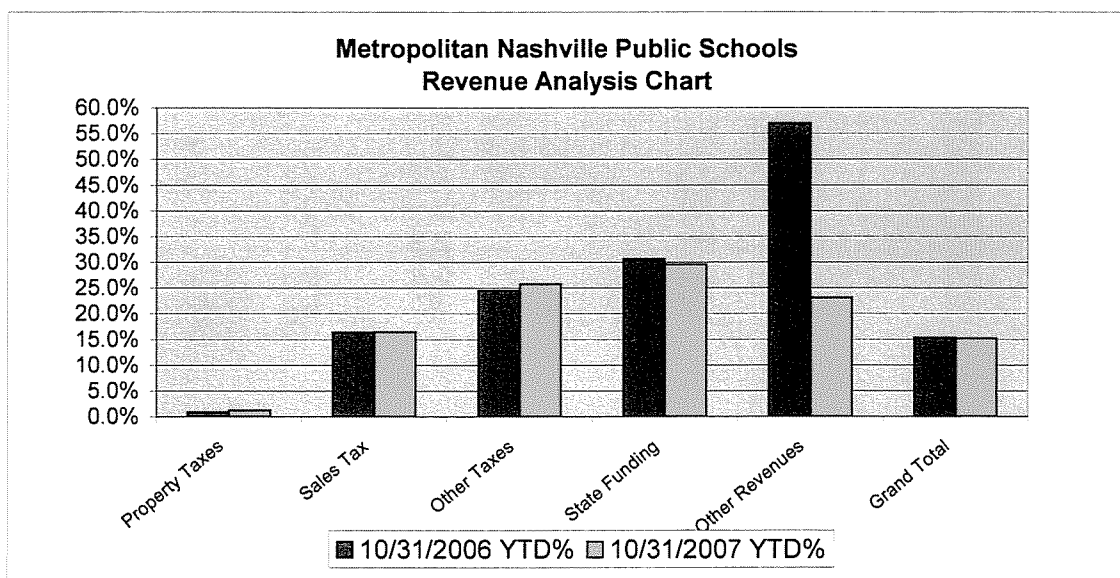
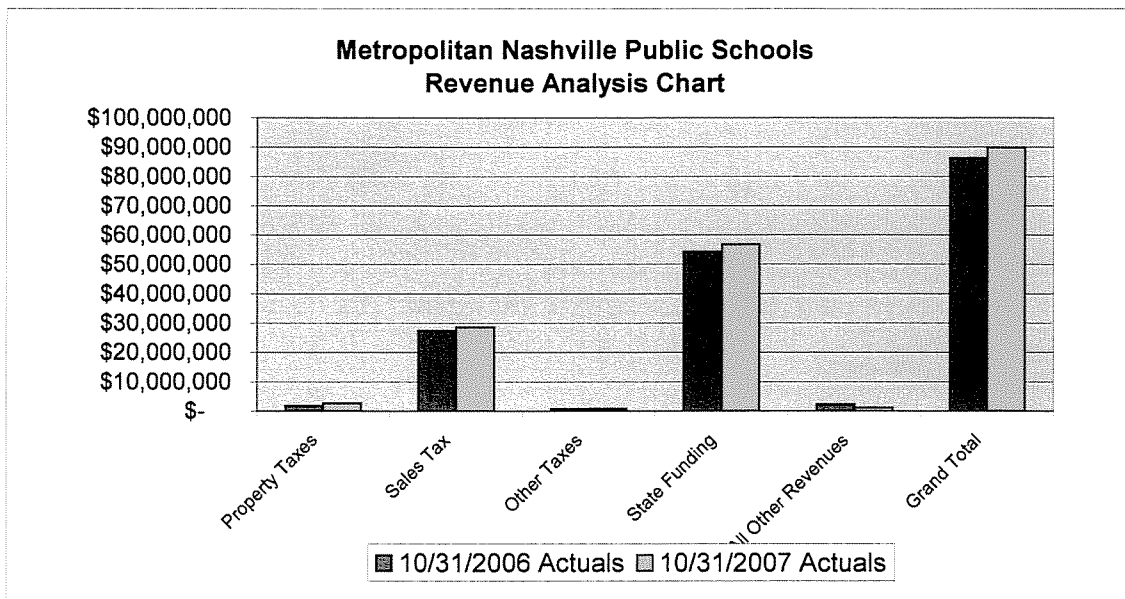
Sales Tax Collections
As of Nov 20, 2007

MONTH	TOTAL 2006 - 2007 COLLECTIONS	TOTAL 2007 - 2008 COLLECTIONS	\$ Change For Month	% Change For Month	% Increase/Decrease Year-To-Date
September	\$15,127,968.10	\$15,629,449.00	\$501,480.90	3.21%	3.21%
October	15,068,137.01	15,910,568.37	\$842,431.36	5.29%	4.26%
November	15,426,028.07	16,250,534.20	\$824,506.13	5.07%	4.54%
December	15,468,324.51				
January	15,012,031.81				
February	19,942,060.80				
March	14,759,528.51				
April	13,835,027.85				
May	16,374,212.54				
June	15,190,525.35				
July	15,496,403.91				
August	16,592,691.61				
TOTAL	\$188,292,940.07	\$47,790,551.57	\$2,168,418.39		4.54%

MONTH	TOTAL 2007-2008 COLLECTIONS	2007-2008 DEBT SVS	2007-2008 OPERATIONS	Projection 102.0676080%	Difference to Meet Projection
September	\$ 15,629,449.00	\$ 1,474,016.67	\$ 14,155,432.33	\$15,440,755.18	\$188,693.82
October	15,910,568.37	1,474,016.67	14,436,551.70	15,379,687.02	530,881.35
November	16,250,534.20	1,474,016.67	14,776,517.53	15,744,977.86	505,556.34
December				15,788,148.83	
January				15,322,421.78	
February				20,354,384.45	
March				15,064,697.71	
April				14,121,082.00	
May				16,712,767.07	
June				15,504,605.87	
July				15,816,808.80	
August				16,935,763.43	
TOTAL	\$47,790,551.57	\$4,422,050.01	\$43,368,501.56	\$192,186,100.00	\$1,225,131.51

METROPOLITAN NASHVILLE PUBLIC SCHOOLS
Revenue Analysis
FY2007 and FY2008

Description	FY07 YTD Actuals through Oct 2006	FY07 Annual Revenue Budget	YTD %	FY08 YTD Actuals through Oct 2007	FY08 Annual Revenue Budget	YTD %
Property Taxes	\$ 1,737,142	\$ 213,279,600	0.8%	\$ 2,633,581	\$ 217,545,200	1.2%
Local Option Sales Tax	27,378,018	167,786,400	16.3%	28,604,730	174,497,900	16.4%
Other Taxes, License, Permits	698,696	2,847,300	24.5%	753,844	2,932,700	25.7%
State Funding	54,212,798	177,236,800	30.6%	56,699,899	191,857,600	29.6%
All Other Revenues	2,153,744	3,781,200	57.0%	1,086,514	4,712,800	23.1%
Grand Total	\$ 86,180,398	\$ 564,931,300	15.3%	\$ 89,778,568	\$ 591,546,200	15.2%



Metropolitan Nashville Public Schools
General Purpose Fund #35131
Expenditures by Function
For the Fiscal Year Ending June 30, 2008

Function #	Function Name	FY2008 Budget	FY2008 YTD Actuals @ Oct 31, 2007	% Spent
ADMINISTRATION				
1100	OFFICE OF DIRECTOR OF SCHOOLS	462,100	199,791	43.2%
1110	BOARD OF EDUCATION	392,000	66,615	17.0%
1150	BUSINESS AND FACILITY SERVICES	475,900	154,865	32.5%
1180	ADA COMPLIANCE	101,800	30,654	30.1%
1190	ALIGNMENT NASHVILLE	156,400	12,447	8.0%
1200	HUMAN RESOURCES	2,639,400	806,242	30.5%
1205	EMPLOYEE RELATIONS	474,100	162,725	34.3%
1300	EMPLOYEE BENEFIT SERVICES	594,800	187,265	31.5%
1500	PURCHASING DEPARTMENT	383,400	107,773	28.1%
1600	FISCAL SERVICES	1,329,600	416,019	31.3%
1650	POSTAGE	350,000	116,474	33.3%
1700	STUDENT ASSIGNMENT SERVICES	426,400	134,838	31.6%
1750	CUSTOMER SERVICE CENTER	694,500	195,452	28.1%
1800	PUBLIC INFORMATION	665,500	192,032	28.9%
	TOTAL ADMINISTRATION	\$ 9,145,900	\$ 2,783,192	30.4%
CURRICULUM AND INSTRUCTION				
2050	CURRICULUM AND INSTRUCTION	2,035,800	654,583	32.2%
2060	STUDENT DISCIPLINE SERVICES	967,700	225,404	23.3%
2080	K-12 ADMINISTRATIVE SERVICES	938,600	734,998	78.3%
2110	SUBJECT AREA COORDINATORS	861,100	287,223	33.4%
2112	CENTRAL GUIDANCE SERVICES	226,200	3,629	1.6%
2125	IN-SCHOOL SUSPENSION	1,927,900	518,461	26.9%
2126	HOMEBOUND PROGRAM - REGULAR EDUCATION	161,400	31,845	19.7%
2132	DRUG/ALCOHOL EDUCATION PROGRAM	71,700	3,565	5.0%
2136	GIFTED/TALENTED PROGRAM	1,926,000	482,060	25.0%
2145	INTERNATIONAL BACCALAUREATE PROGRAM	180,000	21,071	11.7%
2160	PSYCHOLOGICAL SERVICES	3,782,700	1,038,202	27.4%
2170	ASSESSMENT AND EVALUATION	852,200	207,183	24.3%
2171	CENTRAL LIBRARY SERVICES	508,500	192,209	37.8%
2178	INFORMATION TECHNOLOGY	13,140,200	3,860,621	29.4%
2180	TEXTBOOK PROGRAM	6,533,100	5,259,921	80.5%
2185	ESSENTIAL LITERATURE	61,700	51,784	83.9%
2200	DISTRICT STAFF DEVELOPMENT	1,473,500	359,289	24.4%
2203	STAFF DEVELOPMENT SERVICES	572,400	94,968	16.6%
2204	AVID PROGRAM	241,500	60,627	25.1%
2210	OFFICE OF REDESIGN AND INNOVATION	270,100	91,092	33.7%
2215	PRINCIPAL LEADERSHIP ACADEMY	140,000	140,000	100.0%
2230	ELEMENTARY READING SPECIALIST	4,879,100	1,361,167	27.9%
2240	SUPPLEMENTARY TEACHER PAY	124,800	24,029	19.3%
2282	HANDS ON SCIENCE PROGRAM	441,000	124,213	28.2%
2307	ROTC TEACHING PROGRAM	609,600	158,967	26.1%
2308	PALS TEACHING PROGRAM	572,900	145,529	25.4%
2310	PRINCIPALS	36,646,200	11,451,693	31.2%
2311	GUIDANCE SERVICES	15,470,100	4,688,756	30.3%
2312	LIBRARY SERVICES	11,047,300	3,116,770	28.2%
2313	REGULAR/CTE SUBSTITUTES	6,831,800	1,558,379	22.8%
2314	HEALTH SERVICES	3,130,000	374,538	12.0%
2315	SPECIAL EDUCATION SUBSTITUTES	811,400	134,380	16.6%
2316	SCHOOL FUNDING ALLOCATION	3,600,800	727,097	20.2%
2319	MAGNET AND OPTIONAL PROGRAMS	135,300	31,968	23.6%
2320	REGULAR TEACHING	221,294,300	63,261,243	28.6%
2321	PRE-K INSTRUCTION	4,838,500	969,501	20.0%
2322	CLASSROOM PREPARATION DAY	600,400	608,607	101.4%
2324	ENGLISH LANGUAGE LEARNER	15,449,800	4,129,660	26.7%
2371	CAMPUS SUPERVISORS	3,987,700	1,046,848	26.3%
2386	FEE WAIVERS	350,000	71,584	20.5%
2388	CREDIT RECOVERY PROGRAM	600,000	-	0.0%
2505	CAREER & TECHNICAL EDUCATION SUPERVISION	169,300	52,104	30.8%
2520	CAREER & TECHNICAL EDUCATION TEACHING	7,550,400	1,815,268	24.0%
2555	METROPOLITAN GOVERNMENT IT CHARGES	4,961,100	1,653,700	33.3%
2600	ALTERNATIVE LEARNING PROGRAMS	3,403,200	995,356	29.2%

Metropolitan Nashville Public Schools
General Purpose Fund #35131
Expenditures by Function
For the Fiscal Year Ending June 30, 2008

Function #	Function Name	FY2008 Budget	FY2008 YTD Actuals @ Oct 31, 2007	% Spent
2700	OPENING SCHOOLS PLAN	515,800	243,679	47.2%
2711	SPECIAL EDUCATION GUIDANCE	61,600	4,297	7.0%
2805	SPECIAL EDUCATION SUPERVISION	2,950,100	855,019	29.0%
2810	SPECIAL EDUCATION PRINCIPALS	721,400	195,042	27.0%
2820	SPECIAL EDUCATION TEACHING	52,109,600	13,970,891	26.8%
2998	EXTENDED CONTRACT	1,800,000	593,471	33.0%
2999	CAREER LADDER	3,433,200	32,122	0.9%
	TOTAL CURRICULUM AND INSTRUCTION	\$ 445,969,000	\$ 128,714,611	28.9%
ATTENDANCE AND SOCIAL SERVICES				
3100	ATTENDANCE SERVICES	991,200	273,384	27.6%
3200	SOCIAL SERVICES	1,910,600	495,089	25.9%
	TOTAL ATTENDANCE AND SOCIAL SERVICES	\$ 2,901,800	\$ 768,473	26.5%
TRANSPORTATION				
4110	TRANSPORTATION SUPERVISION	2,045,700	663,916	32.5%
4120	STOCKROOM	116,900	39,962	34.2%
4130	OPERATION OF SCHOOL BUSES	15,382,700	4,078,869	26.5%
4131	OPERATION OF SPECIAL EDUCATION BUSES	8,062,400	2,066,511	25.6%
4136	SUPPORT BUS DRIVERS	942,800	172,269	18.3%
4160	MAINTENANCE OF VEHICLES	4,002,500	1,164,003	29.1%
4319	MTA MAGNET CONTRACT	275,000	155,162	56.4%
	TOTAL TRANSPORTATION	\$ 30,828,000	\$ 8,340,692	27.1%
OPERATION OF PLANT				
5110	SUPERVISION	690,800	226,954	32.9%
5120	PORTABLE MOVING	250,000	300,553	120.2%
5200	CARE OF GROUNDS	2,117,300	743,287	35.1%
5210	CUSTODIAL SERVICES	28,525,700	9,106,621	31.9%
5211	CUSTODIAL SERVICES - SPECIAL EDUCATION	396,500	116,013	29.3%
5220	UTILITY SERVICES, NATURAL GAS	5,497,000	397,311	7.2%
5230	UTILITY SERVICES, WATER & SEWER	2,669,800	580,664	21.7%
5240	UTILITY SERVICES, ELECTRICITY	15,861,100	5,651,275	35.6%
5250	UTILITY SERVICES, TELEPHONES	1,118,600	358,369	32.0%
5260	UTILITY SERVICES, WASTE DISPOSAL	731,000	205,666	28.1%
5280	RADIO TRANSMISSION	500,000	205,545	41.1%
5315	FIXED ASSET SERVICES	381,700	133,662	35.0%
5320	DELIVERY & MAIL SERVICE	442,400	159,719	36.1%
5325	SAFETY AND SECURITY	1,454,300	478,164	32.9%
5326	ATHLETIC EVENT SECURITY	170,000	52,871	31.1%
5330	MAINTENANCE OF OPERATIONS EQUIPMENT	216,400	40,630	18.8%
	TOTAL OPERATION OF PLANT	\$ 61,022,600	\$ 18,757,304	30.7%
MAINTENANCE OF BUILDINGS				
6110	MAINTENANCE SUPERVISION	499,500	165,358	33.1%
6120	CONSTRUCTION SUPERVISION	376,600	120,409	32.0%
6300	MAINTENANCE OF FACILITIES	15,355,700	6,195,682	40.3%
	TOTAL MAINTENANCE OF BUILDINGS	\$ 16,231,800	\$ 6,481,449	39.9%
FIXED CHARGES				
7311	RETIREE GROUP INSURANCE-CERTIFICATED	12,607,800	3,860,799	30.6%
7315	EMPLOYEE DEATH BENEFITS	74,000	13,500	18.2%
7316	EMPLOYEE INJURIES ON THE JOB REIMBURSEMENT	1,523,100	730,352	48.0%
7318	RETIREMENT SICK LEAVE PAY-CERTIFICATED	1,020,700	201,938	19.8%
7319	RETIREMENT SICK LEAVE PAY-SUPPORT	208,100	55,321	26.6%
7320	BUILDINGS AND CONTENTS INSURANCE	512,300	512,288	100.0%
7321	BOILER & ELEVATOR INSPECTION	39,400	24,798	62.9%
7325	INSURANCE RESERVE	11,700	-	0.0%
7340	LIABILITY INSURANCE	570,600	500,000	87.6%
7499	GUARANTEED PENSION PAYMENT	4,285,000	1,428,333	33.3%
7777	PROPERTY TAX REFUND	2,346,700	35,626	1.5%
7800	FIDELITY BONDS	3,000	3,000	100.0%
7900	LEGAL SERVICES	118,000	51,500	43.6%

Metropolitan Nashville Public Schools
General Purpose Fund #35131
Expenditures by Function
For the Fiscal Year Ending June 30, 2008

Function #	Function Name	FY2008 Budget	FY2008 YTD Actuals @ Oct 31, 2007	% Spent
	TOTAL FIXED CHARGES	\$ 23,320,400	\$ 7,417,456	31.8%
	ADULT AND COMMUNITY SERVICES			
8100	COMMUNITY EDUCATION	215,000	107,500	50.0%
8119	DISTRICT DUES	64,700	64,635	99.9%
8320	ADULT EDUCATION PROGRAM	466,600	243,834	52.3%
	TOTAL ADULT AND COMMUNITY SERVICES	\$ 746,300	\$ 415,969	55.7%
	OPERATING TRANSFER TO CHARTER SCHOOLS FUND	\$ 4,066,000	\$ 785,211	19.3%
	REIMBURSABLE PROJECTS	\$ 3,369,000	\$ 1,129,330	33.5%
	GRAND TOTAL:	\$ 597,600,800	\$ 175,593,686	29.4%

Metropolitan Nashville Public Schools
General Purpose Fund # 35131
Monthly Budget Accountability Report
October 31, 2007

	FY07 Annual Budget	FY07 YTD Actuals Through Oct	FY07 YTD % Through Oct	FY08 Annual Budget	FY08 YTD Actuals Through Oct	FY08 YTD % Through Oct	FY08 YTD Budget Available Oct
REVENUES:							
Charges, Commissions, & Fees	1,183,500	133,763	11.30%	1,208,500	178,221	14.75%	1,030,279
Other Governments & Agencies	177,236,800	54,212,798	30.59%	191,853,200	56,699,898	29.55%	135,153,302
Taxes, Licenses, & Permits	383,913,300	29,813,856	7.77%	394,975,800	31,992,155	8.10%	362,983,645
Fines, Forfeits, & Penalties	5,300	3,205	60.47%	5,300	2,985	56.32%	2,315
Transfers From Other Funds and Units	1,299,000	2,053,627	158.09%	2,205,700	379,190	17.19%	1,826,510
All Other Revenues	1,293,400	(36,851)	-2.85%	1,297,700	526,119	40.54%	771,581
TOTAL REVENUES	564,931,300	86,180,398	15.26%	591,546,200	89,778,568	15.18%	501,767,632

EXPENSES:							
Salaries:							
Regular Pay	358,574,800	102,670,305	28.63%	377,843,500	106,945,219	28.30%	270,898,281
Overtime	1,834,300	1,232,007	67.16%	1,471,400	1,264,815	85.96%	206,585
All Other Salary Codes	11,645,900	3,557,810	30.55%	8,666,900	2,316,749	26.73%	6,350,151
Total Salaries	372,055,000	107,460,122	28.88%	387,981,800	110,526,783	28.49%	277,455,017
Fringes	106,704,700	29,789,378	27.92%	110,782,700	30,819,970	27.82%	79,962,730
Other Expenses:							
Utilities	23,423,200	5,823,462	24.86%	24,027,900	5,970,934	24.85%	18,056,966
Professional and Purchased Services	8,738,418	2,133,313	24.41%	9,364,800	2,187,620	23.36%	7,177,180
Travel, Tuition, and Dues	825,000	299,473	36.30%	1,034,700	246,667	23.84%	788,033
Communications	2,707,800	869,238	32.10%	2,367,500	818,150	34.56%	1,549,350
Repairs and Maintenance Services	2,004,800	512,756	25.58%	2,288,200	1,067,258	46.64%	1,220,942
Internal Service Fees	1,761,316	388,012	22.03%	6,111,500	2,476,151	40.52%	3,635,349
Transfers To Other Funds and Units	9,791,600	2,650,667	27.07%	12,046,000	4,013,736	33.32%	8,032,264
All Other Expenses	36,919,466	15,696,812	42.52%	41,595,700	17,466,417	41.99%	24,129,283
Total Other Expenses:	86,171,600	28,373,733	32.93%	98,836,300	34,246,933	34.65%	64,589,367
TOTAL EXPENSES	564,931,300	165,623,233	29.32%	597,600,800	175,593,686	29.38%	422,007,114