



## AGENDA

### METROPOLITAN BOARD OF PUBLIC EDUCATION

2601 Bransford Avenue, Nashville, TN 37204

Regular Meeting – August 9, 2011 - 5:00 p.m.

**Mark North, Vice-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.	In Memoriam – Suzette Kavanaugh	
5:05	II.	<u>AWARDS AND RECOGNITIONS</u>	GP-3
	A.	Scientists in the Classroom Partnership with Vanderbilt Center for Science Outreach	
5:10	III.	<u>PUBLIC PARTICIPATION</u>	GP-3.1
		<i>The Board will hear from those persons who have requested to appear at this Board meeting. In the interest of time, speakers are requested to limit remarks to three minutes or less. Comments will be timed.</i>	
	A.	Erica Lanier – Balanced Calendar	
5:10	IV.	<u>GOVERNANCE ISSUES</u>	
	A.	Actions	
	1.	Consent	GP-8.3
	a.	Approval of Minutes – 7/12/11 Regular Meeting	1
	b.	Recommended Approval of Lease for LEAD Academy’s Use of Brookmeade Building	6
	c.	Awarding of Bids and Contracts	
	1.	Metropolitan Nashville Police Department	EE-14 6
	2.	Rural Metro of Tennessee, L.P. dba Rural Metro Ambulance	7
	3.	Special Security, Inc.	7
	2.	Recommended Approval of 2012-2013 Student Assignment Proposal	21
5:40	V.	<u>REPORTS</u>	
	A.	Director’s Report	
	1.	TLG – Central Office Effectiveness	40
	2.	2012-2013 Calendar Options	56
	3.	2010-2011 District AYP Status	
	B.	Board Chairman’s Report	GP-5
7:00	VI.	<u>ANNOUNCEMENTS</u>	GP-2.6
7:05	VII.	<u>WRITTEN INFORMATION TO THE BOARD</u> (not for discussion)	
	A.	Sales Tax Collections as of July 20, 2011	60
	B.	Board Calendar Items	61
7:05	VIII.	<u>ADJOURNMENT</u>	GP-2.6

Metropolitan Nashville Public Schools  
Board of Education  
Minutes  
July 12, 2011

TOPIC	DISCUSSION/MOTION	FOLLOW-UP/OUTCOME
<ul style="list-style-type: none"> <li>• Roll Call</li> </ul>	<p>Members Present: Gracie Porter, Chair; Mark North, Vice-Chair; Dr. Jo Ann Brannon; Dr. Sharon Gentry; Michael Hayes; Ed Kindall; Cheryl D. Mayes; Anna Shepherd; and Kay Simmons</p> <p>Ms. Porter called the meeting to order at 5:00 p.m.</p>	
<ul style="list-style-type: none"> <li>• Pledge of Allegiance</li> </ul>	<p>Led by Tony Majors, Assistant Superintendent of Student Services.</p>	
<ul style="list-style-type: none"> <li>• In Memoriam: Marcia Williams, Gene Foster, and Dr. Bill Wise</li> </ul>	<p>Marcia Williams passed away on June 12th after a long struggle with cancer. Marcia had been an employee of MNPS since September of 1992, working as an Educational Assistant, General School Assistant, and finally as a member of the Human Resources Department. To describe Marcia's contributions to Metro Schools is difficult, but if you can remember how it felt on that day you had your first interview, to be greeted by a smile and by someone who was genuinely interested in you as a person, you will have some idea of her impact. Marcia had an uncanny way of quietly working with the people who came to her desk - finding out what they needed and then providing the right person to talk to. It didn't matter if they didn't speak English, if they were angry, if they were applying for a custodial position, or in my case, the Assistant Superintendent in Human Resources. Each was accorded respect and a smile. Marcia leaves behind a son and a daughter to whom she was devoted, and an HR family that loved her.</p> <p>Gene Foster passed away July 2<sup>nd</sup>. Gene had worked with MNPS for thirty-two years as a teacher, an assistant principal, a principal, and finally as the Executive Director of High School Placement in Human Resources. He had served in that position for thirteen years becoming an advisor, confidante, and friend to the high school principals and teachers. He was loved and respected by all. In fact, one of his treasured memories is of the high school principals and other friends treating him to a Predators game complete with a jersey signed by the team and a ride on the Zamboni. It is impossible to overstate Gene's contributions to MNPS. I think that Larry Collier's statement about Gene says it all, "He was one of the finest people I have ever known." He leaves his family to whom he was deeply devoted, which includes his mother, his three children, Micah, Marshall, and Brenna, and his wife, Edith, as well as an MNPS family who loved him.</p> <p>Dr. Bill Wise devoted much of his professional life to the benefit of the children of Davidson County. He served Metro Schools for 31 years as an</p>	

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<ul style="list-style-type: none"> <li>In Memoriam Marcia Williams, Gene Foster and Dr. Bill Wise - continued</li> </ul>	<p>Assistant Superintendent and the Deputy Director before being named Interim Director and Director of Schools in 1997, a position he held until his retirement in 2001. He was a great public servant, strong leader, and staunch advocate for students, teachers, and public education. One of his greatest contributions to this city was the unitary status achieved by Metro Schools in 1998 while under his guidance. Dr. Wise's contributions are recognized annually at the national level through the Bill Wise Award, presented by the Council of the Great City Schools to an outstanding business manager who exemplifies the professionalism, commitment, integrity, and leadership demonstrated by Dr. Wise throughout his career. MNPS expresses sympathy to Dr. Wise's family and appreciation for his many years of dedicated service to our school district.</p>	
<b>AWARDS AND RECOGNITIONS</b>		
<ul style="list-style-type: none"> <li>2011 Community School National Award for Excellence – Glencliff High School</li> </ul>	<p>The Board presented Glencliff High School with a Certificate of Recognition for being one of three national winners of the 2011 Community Schools National Award for Excellence awarded by the Coalition for Community Schools. The school was recognized for its community partnerships and engaging curriculum for all students, and will receive \$1,000.</p>	
<ul style="list-style-type: none"> <li>Grammy Enterprise Signature School Award – Glencliff High School</li> </ul>	<p>The Board presented Glencliff High School with a Certificate of Recognition for winning one of only 27 Grammy Enterprise Signature School Awards for Excellence in Music Education. Making the award even more special, Glencliff was one of just three award-recipients to also receive a special Grammy Career Day, featuring a panel of music industry experts.</p>	
<ul style="list-style-type: none"> <li>Tennessee School Plant Management Association Director of the Year – Dr. Jesse B. Register</li> </ul>	<p>Johnny Cordell, Director of Schools for Sequatchie County and past president of the Tennessee School Plant Management Association, presented Dr. Register with a plaque recognizing him as the Tennessee School Plant Management Association Director of the Year.</p>	
<b>PUBLIC PARTICIPATION</b>		
<ul style="list-style-type: none"> <li>Joann Jones – Teacher Requested Professional Development</li> </ul>	<p>Ms. Jones asked the Board to research an issue concerning her not receiving tenure.</p>	
<b>GOVERNANCE ISSUES</b>		
<ul style="list-style-type: none"> <li>ACTIONS</li> <li>Consent Agenda</li> </ul>	<p><b>Mr. North read the following consent agenda items: IV-A-1-a- Approval of Minutes – 6/28/11 Regular Meeting; IV-A-1-b- Recommended Award of Contract for Cane Ridge Elementary School Building – Bomar Construction Company – MBOE 10-028; IV-A-1-c- Change Order #8 for Haywood Elementary School Additions – TG Constructors, Inc. – M-429;</b></p>	


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<ul style="list-style-type: none"> <li>ACTIONS</li> <li>Consent Agenda - continued</li> </ul>	<p><b>II-A-1-d- Awarding of Bids and Contracts (1.) Rutherford Learning Group, Inc., (2.) WEB Associates, (3.) Amaranth, LLC, (4.) Microsoft, (5.) Vanderbilt, (6.) Drexel Preparatory Academy, (7.) Fannie Battle Day Home for Children, Inc., (8.) McNeilly Center, (9.) Martha O'Bryan; IV-A-1-e- Final Approval of Board Policy GP-8E Annual Agenda Planning; IV-A-1-f- Recommended Approval of Memorandum of Understanding between the Community Education Commission and the Metropolitan Board of Public Education; IV-A-1-g- Recommended Approval of Special Textbooks.</b></p> <p><b>Ms. Shepherd made the motion to accept the consent agenda as read. Ms. Simmons seconded.</b></p>	<p><b>VOTE: 9-0</b></p>
<ul style="list-style-type: none"> <li>Recommended Approval of Certification of Charges – David George</li> </ul>	<p>Dr. Register read the following letter: I am writing to recommend the dismissal of David L. George from employment as a tenured teacher with the Metropolitan Nashville Public Schools, pursuant to T.C.A. § 49-5-511. I have charged him with incompetence, inefficiency, neglect of duty, unprofessional conduct, and insubordination, which are all grounds for his dismissal pursuant to T.C.A. § 49-5-501. Evidence supporting these charges was set forth in my letter to David L. George on July 1, 2011, a copy of which is attached. I am asking you to certify these charges by voting that if proven true, these charges warrant Mr. George's dismissal. Should you certify these charges, I will inform Mr. George of your action and formally advise him of the right to request a hearing before an impartial hearing officer. At the present time, I am only asking you to certify the charges. I am not asking you to weigh evidence either for or against dismissal. I am merely asking you to vote that the charges, if proven true, warrant dismissal. If Mr. George requests a hearing, it will occur at some point in the future. Accordingly, it is my recommendation that David L. George be dismissed from employment with Metropolitan Nashville Public Schools.</p> <p><b>Ms. Shepherd made the motion to certify the charges. Mr. North seconded.</b></p>	<p><b>VOTE: 9-0</b></p>
<ul style="list-style-type: none"> <li>Student Disciplinary Appeal</li> </ul>	<p><b>Ms. Shepherd made the motion to deny the request for a hearing. Mr. Hayes seconded.</b></p> <p><b>Ms. Shepherd made the motion to affirm the decision of the administration. Ms. Simmons seconded</b></p>	<p><b>VOTE: 9-0</b></p> <p><b>VOTE: 9-0</b></p>

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<ul style="list-style-type: none"> <li>Recommended Approval of 2011-2012 Student Code of Conduct</li> </ul>	<p>Mr. Tony Majors and Mr. Fred Carr presented the minor changes to the 2011-2012 Student Code of Conduct to the Board.</p> <p>Dr. Brannon asked where would permission to attend field trips information be listed? Mr. Carr said each field trip form is developed at the time of the field trip due to each field trip's differences. Mr. Hayes asked if there would be a clause added concerning mobile videotaping in school facilities? Dr. Register said there is a clause that addresses that concern in the Student Handbook. Mr. North asked if parents' right to look-up teacher's qualifications is state mandated? Mr. Carr said he believes that it was a recommendation from the state.</p> <p><b>Ms. Simmons made the motion to approve the 2011-2012 Student Code of Conduct. Ms. Shepherd seconded.</b></p>	<p><b>VOTE: 9-0</b></p>
<b>REPORTS</b>		
<ul style="list-style-type: none"> <li>Central Office Reorganization               <ul style="list-style-type: none"> <li>New Appointments</li> <li>Office Restructuring</li> </ul> </li> </ul>	<p>Dr. Register presented the Central Office Reorganization to the Board. Dr. Register introduced Tony Majors as the new Assistant Superintendent of Student Services. Dr. Keel introduced Craig Ott as the new Executive Director of HR Operations and Scott Lindsey as the new Executive Director of Employee Relations. Dr. Hall introduced Amy Downey as the new Executive Director for Middle Schools and Dr. Sarah Yates as the new Executive Director of Instruction. Mr. Steele introduced Emily Munn, the new International Baccalaureate District Coach, and Aimee Wyatt as the new Executive Director of High Schools.</p> <p>Dr. Register also introduced the Office of Innovation to the Board. The Office of Innovation will identify low performing schools and work with them specifically to turnaround those schools. Another reform effort is a partnership with Tribal Incorporation, a British school inspection expert. We have issued an RFP to research a company to assist with school turnaround. Dr. Register proposed to rename the tier-level Executive Directors to the title of Lead Principals. The Lead Principal would supervise principals while working from the Central Office. The Lead Principal would be on a "tour of duty", meaning the position would not be permanent, but would serve for a number of years and then rotate back into a principal position at a school.</p> <p>Mr. North asked how would the Office of Innovation affect the budget? Dr. Register said the intentions are to fill the positions from within MNPS. There</p>	

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<ul style="list-style-type: none"> <li>Central Office Reorganization - continued               <ul style="list-style-type: none"> <li>New Appointments</li> <li>Office Restructuring</li> </ul> </li> </ul>	may be a lower level position in that office and that position would be federally funded. Ms. Mayes asked about the timeline concerning appointments for that office? Dr. Register said appointments should be made very quickly. Ms. Simmons asked if the British education system was interchangeable with the United States education system? Dr. Register said there have been many successful partnerships with Britain and the United States concerning educational reform. "I believe working with the British will help us develop a very aggressive strategy to turn the school system around."	
<b>ANNOUNCEMENTS</b>		
• Comcast Cable	Dr. Register announced the partnership with Comcast by offering discount services to MNPS families. More information available at <a href="http://www.mnps.org">www.mnps.org</a> .	
• Antioch High School Academy Partnerships	Ms. Mayes announced Antioch High School has two new academy partnerships: Nissan North America and Best Buy.	
• Isaiah Gibbs	Ms. Mayes extended condolences to the family of Isaiah Gibbs, an eighth grader at Thurgood Marshall Middle School, who passed away suddenly.	
• Board Retreat	Ms. Porter announced the Board Retreat to be held July 16 <sup>th</sup> from 9:00 a.m. – 2:00 p.m. at the Martin Center.	
• Calendar	Ms. Porter announced the public meeting on the 2012-2013 School Calendar on July 25 <sup>th</sup> at 5:30 p.m. The Board will vote on the 2012-2013 School Calendar at the August 9 <sup>th</sup> Board meeting.	
• Parent University	Ms. Porter announced the summer session of Parent University will be held July 30 <sup>th</sup> at Belmont University.	
• Mayor's First Day Festival	Ms. Porter announced that the Mayor's First Day Festival will be held August 7 <sup>th</sup> from 2:00 p.m.-4:00 p.m.	
• July Board Meeting	Ms. Porter announced that there will be only one Board meeting in July. The next scheduled Board meeting will be August 9 <sup>th</sup> .	
<b>WRITTEN INFORMATION TO THE BOARD</b>		
• Board Calendar Items		
• Adjournment	Ms. Simmons adjourned the meeting at 6:25 p.m.	
• Signatures	<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="text-align: center;">             Chris M. Henson Board Secretary         </div> <div style="text-align: center;">           _____            Gracie Porter Board Chair         </div> <div style="text-align: center;">           _____            Date         </div> </div>	

IV. GOVERNANCE ISSUES

A. ACTION

1. CONSENT

b. LEASE FOR LEAD ACADEMY AT BROOKMEADE

LEAD Academy has requested to lease the entire Brookmeade school building for the 2011-2012 School Year. LEAD leased a portion of the building during the 2010-2011 School Year. Approval of the attached lease for the Brookmeade facility is recommended.

c. AWARDING OF BIDS AND CONTRACTS

(1) VENDOR: Metropolitan Nashville Police Department

SERVICE/GOODS: Upon request, the Metro Police Department will provide police services by assigning officers and police vehicles to MNPS events conducted within the Metropolitan Government area

TERM: July 1, 2011 through June 30, 2012

FOR WHOM: MNPS

COMPENSATION:

Police Officers: \$70 per hour flat rate, \$85 per hour holiday rate

Sergeant: \$81 per hour flat rate, \$98 per hour holiday rate

Lieutenant: \$88 per hour flat Rate, \$108 per hour holiday rate

Captain: \$98 per hour flat rate, \$128 per hour holiday rate

Vehicle Rates: Marked Car \$4.50 per hour

Motorcycle \$3.00 per hour

OVERSIGHT: Assistant Superintendent for Student Services

EVALUATION: In the event MBPE is not satisfied with the performance of an officer providing services, the MBPE official responsible for the event or activity will first discuss their dissatisfaction with the most senior police officer present. If MBPE is still dissatisfied after the discussion, the MBPE Director of School Security will discuss the matter with the Metropolitan Police Department and the Department will respond in a timely manner.

MBPE Contract Number : 2-215822-06

Legal Control Number: Pending

Source of Funds: Operating Budget

IV. GOVERNANCE ISSUES

A. ACTION

1. CONSENT

c. AWARDING OF BIDS AND CONTRACTS

(2) VENDOR: Rural Metro of Tennessee, L. P. DBA Rural Metro Ambulance

SERVICE/GOODS: On-site Emergency Medical Technicians (EMT's), typically used at athletic events

TERM: August 1, 2011 to July 31, 2016

FOR WHOM: Players and fans at MNPS athletic events

COMPENSATION: \$200 for two EMT's on site per game  
Total compensation not to exceed \$75,000

OVERSIGHT: Athletics Director

EVALUATION: Periodic reviews by the MNPS Director of School Safety and Security and Athletics Director.

MBPE Contract Number: 2- 227811-00

Legal Control Number: pending

Source of Funds: School Activity Funds

b. AWARDING OF BIDS AND CONTRACTS

(3) VENDOR: Special Security, Inc.

SERVICE/GOODS: On-site security (off-duty police officers) for athletic and other events and daily security patrols, and unarmed guards for building security

TERM: August 1, 2011 to July 31, 2016

FOR WHOM: Attendees at MNPS events and users of MNPS buildings

COMPENSATION: \$39.60 per hour for off-duty officers  
\$15.60 per hour for unarmed security guards  
Total compensation not to exceed \$2,615,000

OVERSIGHT: Assistant Superintendent for Student Services

EVALUATION:

1. MNPS principals will discuss issues with lead officers as needed.
2. The Director of School Safety and Security and the Athletics Director will discuss issues with the Contractor as needed, but no less frequently than quarterly.

MBPE Contract Number: 2- 829033-00

Legal Control Number: pending

Source of Funds: Operating Budget & School Activity Funds



**LEASE AGREEMENT  
BY AND BETWEEN  
THE METROPOLITAN NASHVILLE BOARD OF PUBLIC EDUCATION  
OF THE  
GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY  
AND  
LEAD ACADEMY, NONPROFIT LLC**

This **LEASE AGREEMENT** ("hereinafter Lease"), made and entered into the \_\_\_\_\_ by and between **THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY** by and through the **METROPOLITAN NASHVILLE BOARD OF PUBLIC EDUCATION** (hereinafter "Lessor"), and **LEAD ACADEMY, Nonprofit LLC** (hereinafter "Lessee").

**Witnesseth:**

WHEREAS, Lessor is a public corporation created pursuant to T.C.A. §§ 7-1-101 et seq. and vested with the authority to Lease real property pursuant to Article 1, § 1.01 of the Metropolitan Charter and T.C.A. § 49-2-203 (b)(4); and

WHEREAS, Lessee is vested with the authority to enter into lease agreements for real property; and

WHEREAS, Lessee desires to lease from Lessor the real property commonly known as Brookmeade School, together with all improvements, fixtures and appurtenant rights thereto (hereinafter "Premises") located at 1015 Davidson Drive, Nashville, TN 37209, for use as a Public Charter school (hereinafter "the Permitted Use");

WHEREAS, Lessor desires to lease Lessee the Premises for the Permitted Use, such use being in the best interests of the public school system and the community which the school system serves;

WHEREAS, the Premises are not needed at present for use by the Lessor, but may be used at a later time;

NOW, THEREFORE, for valuable consideration, the receipt and adequacy of which is hereby acknowledged and for the mutual promises hereinafter set out, and subject to the conditions, limitations and for the rent or other consideration hereinafter established, Lessor lets and leases unto Lessee the Premises.

**SECTION 1. LEASE DOCUMENTS.**

This Lease is composed of the following documents:

- (a) This Lease, including annexes hereto, the originals of which shall be filed with the Metropolitan Clerk; and

(b) Any duly authorized amendment signed by the parties hereto and filed with the Metropolitan Clerk.

## **SECTION 2. CONFLICT OF DOCUMENTS.**

In the event of conflicting provisions, all documents shall be construed according to the following priorities:

(a) any properly executed amendment to this Lease (most recent with first priority), and then

(b) this Lease

## **SECTION 3. TERM AND EXTENSION.**

This Lease shall commence on July 1, 2011 (the "Commencement Date") and end on June 30, 2012, unless earlier terminated in accordance with the terms of this lease. The provisions of Section 5 shall govern the refund of any unused portion of the Lease. This Lease shall not take effect until approved by the Metropolitan Nashville Board of Public Education and filed in the office of the Metropolitan Clerk.

## **SECTION 4. RIGHTS AND RESPONSIBILITIES.**

(a) Lessor's Rights and Responsibilities. Lessor agrees to allow Lessee to use and occupy the Premises to use for the Permitted Use.

(b) Lessee's Rights and Responsibilities. Lessee agrees to occupy and use the Premises as specified above and to pay rent as specified in Section 5.

## **SECTION 5. RENT.**

(a) Amounts. Lessee agrees to pay Lessor as annual "Rent" for the use of the Premises the amount of \$5.00 (five dollars) per square foot. The square footage to be utilized consists of the entire building totaling approximately 49,405 square feet. Therefore the monthly rent will be \$20,585.42. In consideration for the payment of Rent, Lessor shall provide the premises with security, grounds maintenance, water, gas, electricity and Chancery service to the Premises. Lessee shall pay Rent to Lessor in monthly installments.

(b) Payment. Rent must be paid by the first day of each month, to the address specified in section 19.

## **SECTION 6. DELINQUENT PAYMENTS: HANDLING CHARGES.**

All payments required of Lessee hereunder that are not paid within ten (10) days of the date such payment is due shall bear interest from the date due until paid at 5.5% per annum. Any balance carried into the next month will be assessed an additional 5.5% late charge. In no event, however, shall the charges permitted under this Section or elsewhere in this Lease, to the extent they are considered to be interest under law, exceed the maximum lawful rate of interest.

## **SECTION 7. CONSIDERATION.**

Lessee, in consideration of this Lease, agrees:

- (a) To timely pay Rent when due hereunder; and,
- (b) To use and occupy the Premises for purposes stated hereunder only, and for no other object or purpose without the prior written consent of Lessor, and to not use the Premises for any illegal or harmful purpose.

## **SECTION 8. LESSOR/LESSEE ADA, MAINTENANCE AND UTILITIES OBLIGATIONS.**

(a) Lessor's Obligations. Lessor's obligations include the replacement of and major capital repairs to the Building's roof, foundation, structural members or exterior walls, HVAC system, plumbing system, boiler, and exterior glazing system (the "Building's Systems and Structure"). Lessor shall not be responsible for (1) any such replacement or major repairs until Lessee notifies Lessor of the need therefore in writing or (2) damage or need for repair caused by any acts or omissions by Lessee, its agents, employees or invitees. The Building's structure does not include Lessee improvements or fixtures, all of which shall be maintained by Lessee. Lessor's obligation for any defects, repairs, replacement or maintenance for which Lessor is specifically responsible under this Lease shall be limited to the cost of performing the work (including the costs of materials).

(b) Utilities. Utility costs are covered in the per square foot lease cost.

(c) Maintenance Obligations. Lessee's obligations include routine maintenance of the facilities, HVAC, Plumbing, Electrical Systems, and the Building's Structure. Lessee agrees to keep the Premises in a clean and sanitary condition free of trash, refuse and debris at all times during the Term and to not cause damage to the Premises. Lessee further agrees that on the date this Lease terminates, for any reason whatsoever, the Premises will be left in a clean and sanitary condition, which is in the same condition as Lessee received the Premises on the Commencement Date, excepting ordinary wear and tear. Lessee shall provide custodial services and supplies to clean and keep sanitary the Premises for the Term of this Lease. Lessee shall obtain and pay for its own telephone service, computer cabling, equipment, and service beyond the DSL service to the building. Lessee shall obtain and pay for its own refuse collection.

(d) Americans with Disabilities Act ("ADA"), Building, Fire, and Zoning Codes and Regulations The Premises shall be delivered to the Lessee in its "AS IS" condition, no warranties or representations having been made by Lessor (except as otherwise expressly set forth herein). Lessee is solely responsible for inspecting the Premises and making such alterations, decorations or improvements for its use and occupancy of the Premises. The Premises are demised and let subject to (a) any state of facts which an accurate survey or physical inspection thereof might show, (b) all zoning regulations, restrictions, rules, and ordinances, building restrictions and other laws and regulations now in effect or hereafter adopted by any governmental authority having jurisdiction, and (c) with respect to buildings, structures, and other improvements located on the Premises, their condition as of the commencement of the term of this Lease, without representation or warranty by Lessor.

If any improvements or modifications to the Premises are required for Lessee's occupancy, Lessee agrees, at its cost and expense, to make such improvements or modifications. Before proceeding with Lessee's work, Lessee shall obtain the Lessor's written approval of plans and specifications. If Lessee requests any additions to the approved plans, Lessee shall obtain Lessor's prior approval and pay the costs thereof. All of Lessee's work shall be performed in a good and workmanlike manner, in strict accordance with the plans and specifications approved by Lessor, and in compliance with all applicable laws, rules, codes, ordinances and regulations. Lessee, at Lessee's sole cost and expense, shall obtain any and all permits that may be required for Lessee's work prior to commencing Lessee's work.

Lessee shall hold Lessor harmless from and shall indemnify Lessor against any and all liability, costs, expenses, including reasonable attorneys' fees, claims, demands, or causes of action for damage to persons or property arising out of or in connection with the work performed by Lessee, its employees, agents, contractor, or subcontractors. This paragraph shall survive expiration or earlier termination of this Lease.

## **SECTION 9. PREMISES**

Lessee shall not permit any of its employees, agents, or officers to deface, destroy or remove any property of Lessor, whether real or personal, whether it be under the control of Lessor, or otherwise held, at or on the Premises. Lessee shall be responsible for any necessary cleaning or repair to Lessor's property so that the same shall be put in as good a condition as Lessee received it, normal wear and tear excepted. Any and all of Lessor's operating equipment that may be used by Lessee or its employees or agents shall be returned in as good and operating condition as it was received by Lessee, normal wear and tear excepted. Lessee shall be responsible for all reasonable and necessary expense to repair or replace any Lessor property or equipment, due to defacement, destruction, damage or loss occurring while in use by Lessee, except that arising from normal wear and tear.

Lessee may, at its own expense, install and maintain such identification signs on the Premises as Lessee requires, provided that each such sign shall conform to all applicable laws and shall have first been approved by Lessor.

## **SECTION 10. RIGHT-OF-ENTRY**

(a) Lessor and including without limitation, its respective authorized representatives, shall have the right to enter the Premises: (1) at any and all reasonable times to exercise any right, power or remedy reserved to Lessor in this Lease or; (2) for any other lawful reason after not less than ten (10) days' prior notice to Lessee.

(b) The exercise of any right in Section 10(a) reserved to Lessor or its respective authorized representatives shall not constitute an actual or constructive eviction, in whole or in part, or entitle Lessee to any abatement or diminution of Rent or relieve Lessee from any of its obligations under this Lease.

## **SECTION 11. MECHANIC'S LIENS AND OTHER ENCUMBRANCES.**

No work, services, materials or labor provided to Lessee in connection with its use and occupation of the Premises shall be deemed to be for the benefit of the Lessor. If any lien shall at any time be filed against the Premises, by reason of Lessee's failure to pay for any work, services, materials or labor provided to Lessee, or alleged to have been so provided, Lessee shall immediately cause the same to be discharged of record. In the event Lessee fails to cause any lien to be discharged of record within twenty (20) days after it receives notice thereof, Lessor may discharge the same by paying the amount claimed to be due, with the understanding that Lessor is under no obligation to do so. Should Lessor discharge any Lessee lien, Lessee agrees to immediately reimburse Lessor for such amount (plus Lessor's reasonable costs and attorneys' fees), which amount shall be due and owing as provided hereinabove.

## **SECTION 12. INSURANCE.**

Lessee shall at its sole expense obtain and maintain in full force and effect for the duration of the Lease and any extension hereof at least the following types and amounts of insurance:

(a) Occurrence version Commercial General Liability (CGL) insurance including non-owned automobile or equivalent form with a limit of not less than \$1,000,000 each occurrence. Such insurance shall include the Lessor as additional insureds. The coverage shall contain no special limitations on the scope of its protection afforded to the above-listed insured. Insurance shall be primary with respect to any insurance or self-insurance programs covering the Lessor.

(b) Workers compensation and employer's liability insurance with limits of not less than \$1,000,000. The insurer shall agree to waive all rights of subrogation against Lessor for losses arising from the use of the Premises.

(c) Lessee shall maintain property insurance against all risks of loss to any Lessee improvements or betterments. Insurance shall be for full replacement cost with no coinsurance penalty provision.



Lessee shall:

- (a) Prior to commencement of Lease, furnish Metro with properly executed certificates of insurance which shall clearly evidence all insurance required in this section and provide that such insurance shall not be cancelled, allowed to expire, or be materially reduced in coverage except on 30 days' prior written notice to Lessor. The proof of coverage is to be received and approved by Lessor before the Lease commences.
- (b) Provide certified copies of declarations page, endorsements and policies if requested by Lessor in lieu of or in addition to certificates of insurance.
- (c) Replace certificates, policies, and endorsements for any such insurance expiring prior to expiration of Lease.
- (d) Maintain such insurance from the time Lease commences until Lease is terminated.
- (e) Place such insurance with insurer licensed to do business in Tennessee and having A.M. Best Company ratings of no less than A-.

If Lessee shall at any time fail to insure or keep insured as aforesaid, Lessor may do all things necessary to effect or maintain such insurance and all moneys expended by it for that purpose shall be repayable by Lessee as additional compensation in the month the premium or premiums are paid by Lessor. If any insurance policies required hereunder cannot be obtained for any reason, Lessor may require Lessee to cease any and all operations until coverage is obtained. If such insurance coverage is not obtained within a reasonable period of time, to be determined solely by Lessor, Lessor may terminate this Lease for default.

### **SECTION 13. INDEMNIFICATION AND HOLD HARMLESS.**

(a) Lessee shall indemnify and save harmless Lessor against and from any and all liabilities, obligations, damages, claims, costs, charges and expenses (including, without limitation, fees and expenses of attorneys, expert witnesses, architects, engineers and other consultants) which may be imposed upon, incurred by or asserted against Lessor, its officers, employees and/or agents, including, without limitation, arising out of this Lease, Permitted Use, Lessee's failure to comply with the terms of this Lease, or Lessee's failure to comply with applicable law.

(b) Should any action or proceeding be brought against Lessor by reason of any claim caused by Section 8(a)(2), Lessee, upon notice from Lessor, at Lessee's sole cost and expense, shall resist or defend the same with counsel of Lessee's choice at Lessee's sole cost and expense. Notwithstanding the above, Lessor may at its own option and expense, participate in the defense of any such action, provided however that Lessee shall not be responsible for any settlement or compromise made by Lessor without Lessee's prior written consent. To the extent of the proceeds received by Lessor under any insurance furnished to Lessor by Lessee, Lessee's

obligation to indemnify and save harmless Lessor against the hazard that is the subject of such insurance shall be deemed to be satisfied to the extent of the proceeds received by Lessor.

(c) Should Lessor, its officers, agents or employees be sued for any claims, damages, costs and attorney fees for injuries or damages arising, in part or in whole, from the negligent or intentional acts or omissions of Lessee, its officers, employees and /or agents, including its sub or independent contractors, in connection with the performance of this lease, Lessee, upon notice from Lessor, at Lessee's sole cost and expense, shall resist or defend the same with counsel of Lessee's choice at Lessee's sole cost and expense. Notwithstanding the above, Lessor may at its own option and expense, participate in the defense of any such action, provided however that Lessee shall not be responsible for any settlement or compromise made by Lessor without Lessee's prior written consent.

#### **SECTION 14. WAIVER OF LIABILITY FOR PERSONAL PROPERTY.**

Lessor assumes no responsibility for any damage or loss of Lessee's personal property. Lessee agrees to hold Lessor harmless from any damage or loss of Lessee's personal property located on the Premises.

#### **SECTION 15. CONFLICT OF INTEREST.**

Lessee declares that as of the effective date of this Lease, neither the Mayor nor any member of the Metropolitan Council, nor the director of any department of the Metropolitan Government, nor any other Metropolitan Governmental official or employee is directly or indirectly interested in this Lease and, furthermore, Lessee pledges that it will notify the administrator of Lessor in writing should any of the above-referenced persons become either directly or indirectly interested in this Lease. In addition, Lessee declares that as of the effective date of this Lease, neither it nor any of the principals therein have given or donated, or promised to give or donate, either directly or indirectly, to any official or employee of the Metropolitan Government or to anyone else for its benefit, any sum of money or other thing of value or aid or assist in obtaining this lease. Furthermore, Lessee pledges that neither it nor any officer or employee of the Metropolitan Government, or to anyone else for his benefit, has given any sum of money or other thing of value for aid or assistance in obtaining any amendment or modification to this Lease.

#### **SECTION 16. PERSONNEL POLICY.**

Lessee makes oath that, by its employment standards and practices, it does not subscribe to any personnel policy which permits or allows for the promotion, demotion, dismissal, or laying-off of any individual due to his age, race, creed, color, national origin, gender or disability.

#### **SECTION 17. DEFAULT AND TERMINATION.**

(a) Notice of Default. Upon actual notice of default, the non-defaulting party shall deliver written notice of default to the defaulting party, wherein, if such default remains uncured

for 30 days or the defaulting party has not attempted to cure within said 30 day period after the receipt of such notice, then this Lease may be terminated by the non-defaulting part ("Termination for Default").

(b) Termination for Default. The following shall constitute an event giving rise to a Termination for Default:

(i) Lessee has failed to perform its contracted duties and responsibilities in a timely and proper manner and is unable to cure such failure within the time provided in Section 17(a), or such period of time as specified by Lessor, taking into consideration the gravity and nature of the default, or if Lessee shall violate any of the terms of this Lease;

(ii) Lessee fails to abide by any applicable laws, ordinances, rules and regulations of the United States, State of Tennessee or the Metropolitan Government of Nashville and Davidson County' or

(iii) Lessee abandons or discontinues conducting its operation on the Premises, or:

(iv) Lessor has failed to perform its contracted duties and responsibilities in a timely and proper manner and is unable to cure such failure within the time provided in section 17(a), or such period of time as specified by Lessee, taking into consideration the gravity and nature of the default, or if Lessor shall violate any of the terms of this Lease.

(c) Should this Lease be terminated as provided by Section 17(a) hereinabove, Lessor may lease, upon such terms and in such manner as Lessor shall deem appropriate, the Premises, granting rights in the same similar to those terminated, and Lessee shall be liable to Lessor for any costs associated with the reletting of the Premises occasioned by Lessee's breach of this Lease. In addition, Lessee shall be liable to Lessor for administrative costs or other damages occasioned by its breach of the terms of this Lease incurred by Lessor in reletting the Premises.

(d) The rights and remedies of Lessor provided in Section 17 are non-exclusive and are in addition to any other rights and remedies provided by law or under this Lease. Lessee is not relieved of its liability to Lessor for damages sustained by virtue of a default of this Lease, Lessor reserves the right to cure any default without terminating this Lease and seek reimbursement for such expenses from Lessee, with the understanding that Lessor is under no obligation to correct any such default. Lessor's exercise of its right to cure shall not act as a waiver of its right to terminate this Lease for default as provided hereunder.

(e) Termination for Lessee Bankruptcy. It shall be grounds for Termination of this Lease upon the following:

(i) Should lessee file a voluntary petition in bankruptcy or be adjudicated bankrupt or insolvent, or shall file any petition or answer seeking any reorganization, arrangement, composition, readjustment, liquidation, dissolution or similar relief under any present or future bankruptcy or other applicable law, or shall seek or consent to or acquiesce in the appointment of any trustee, receiver or liquidator of Lessee or of all or any substantial part of



Lessee's property or its leasehold interest in the Premises, or shall make any general assignment for the benefit of creditors, or shall admit in writing its inability to pay its debts generally as they become due;

(ii) (a) A court of competent jurisdiction shall enter and order, judgment or decree approving a petition filed against Lessee seeking any reorganization, arrangement, composition, readjustment, liquidation, dissolution or similar relief under any present or future bankruptcy or other applicable law, or (b) any trustee, receiver or liquidator of Lessee or of all or any substantial part of Lessee's property or its leasehold interest in the Premises shall be appointed without the consent or acquiescence of Lessee; and such order, judgment, decree or appointment shall remain unvacated or unstayed for an aggregate of sixty (60) days (whether consecutive or nonconsecutive);

(f) Termination for Governmental Purpose: (i) This Lease may be terminated on June 30th of any year of the Term, upon not less than sixty (60) days written notice, should Lessor or superior governmental authority decide to use the Premises for a Superior Governmental Purpose; or (ii) If the Premises or any portion thereof are taken under the power of eminent domain, or sold under the threat of the exercise of said power (all of which are herein called "condemnation"), this Lease shall terminate as to the part so taken as of the date the condemning authority takes title or possession, whichever first occurs. If, as a result of a substantial part of the Premises being taken by condemnation, Lessee's access to the Premises being denied or a portion of the parking areas being taken by condemnation (either a permanent taking or temporary taking in excess of one year), Lessee is thereby unable to operate its school in substantially the same manner as previously operated, Lessee may, at Lessee's option, to be exercised in writing only within thirty (30) days after Lessor shall have given Lessee written notice of such taking (or in the absence of such notice, within thirty (30) days after the condemning authority shall have taken possession) terminate this Lease as of the date the condemning authority takes such possession. If Lessee does not terminate this Lease in accordance with the foregoing, this Lease shall remain in full force and effect as to the portion of the Premises remaining and the rent shall be equitably adjusted, and in the event of any temporary taking of one year or less, rent shall abate proportionately for the period of such taking to the extent any portion of the Premises' is untenable as a result of such temporary taking. Any award for the taking of all or any part of the Premises under the power of eminent domain or any payment made under threat of the exercise of such power shall be the property of Lessor. Lessee shall be entitled to pursue a separate ward for loss of or damage to Lessee's trade fixtures and removable personal property and for relocation expenses from such condemning authority. In the event that this Lease is not terminated by reason of such condemnation, Lessor shall, repair any damage to the Premises caused by such condemnation.

(g) Termination for Contract Revocation or Termination. Notwithstanding anything set forth herein to the contrary, this Lease shall terminate automatically if the Lessee's Agreement with Metropolitan Nashville Public Schools, Contract No. 18801 is terminated or revoked (unless MNPS and Lessee enter into a new, replacement Charter Agreement) as of the effective date of such termination or revocation.

(h) Termination Upon Notice. Notwithstanding anything set forth herein to the contrary, Lessor or Lessee may terminate this Lease on June 30<sup>th</sup> of any year of the term, upon not less than sixty (60) days written notice for any reason.

#### **SECTION 18. FIRE AND OTHER DAMAGE.**

Should structural or permanent portions of the Premises be partially damaged by fire or other casualty, Lessee shall give immediate notice thereof to Lessor and the same shall be repaired at the expense of Lessor without unreasonable delay unless, at Lessor's sole discretion, Lessor determines that repair or rebuilding is not feasible. From the date of such casualty until such area is so repaired, monthly payments hereunder shall be equitably adjusted to reflect the reduction in space; provided, however, that if an area shall be so slightly injured in any such casualty as not to be rendered unfit for occupancy, the compensation hereunder shall not cease or be abated during any repair period. Should the damages to the area be so extensive as to render it untenable, the compensation for such area shall cease, on a pro-rata basis, until such time it shall again be put in repair, but in the event of the area being damaged by fire or other casualty to such an extent as to render it necessary in the exclusive judgment of Lessor not to rebuild the same, then, at the option of Lessor or Lessee, and upon ten (10) days' written notice to the other of the damage this Lease, as it applies to said area, shall be canceled and of no further force or effect. Lessor's obligations to rebuild or repair under this section shall in any event be limited to restoring said area to substantially the condition that existed prior to the commencement of improvements by Lessor.

#### **SECTION 19. NOTICES, PAYMENT OF RENT AND AGENT FOR SERVICE OF PROCESS.**

Notices required herein may be given by registered or certified or express mail by depositing the same in the United States Mail or by private courier in the continental United States, postage prepaid. Either party shall have the right, by giving written notice to the other, to change the address at which its notices are to be received. All rents shall also be paid to the same address. Until any such change is made, notices to Lessor shall be delivered as follows:

LESSOR: METROPOLITAN NASHVILLE PUBLIC SCHOOLS  
 ATTN: JOE EDGENS  
 2601 BRANSFORD AVENUE  
 NASHVILLE, TN 37204  
 (615) 259-8516

Rents shall be paid to the same address, but shall be directed to Glenda Gregory in the Business Office.

Notices to Lessee shall be delivered as follows:

LESSEE: LEAD ACADEMY, Nonprofit LLC  
 ATTN: Gary Satyshur  
 1015 Davidson Rd.

Nashville, TN 37205

## **SECTION 20. SURRENDER.**

(a) Upon the expiration or earlier termination of this Lease, Lessee shall peaceably deliver up and surrender the Premises to Lessor in the same condition as on the Commencement Date, reasonable wear and tear excepted.

(b) Upon the expiration or earlier termination of this Lease, all permanent alterations, installations, changes, replacements, additions or improvements that (i) have been made by Lessee to the Premises and (ii) cannot be removed without material damage to the remainder of the premises, shall be deemed a part of the Premises and the same shall not be removed.

(c) All personal property of Lessor ("Lessor Property") shall remain upon the Premises for the duration of the Term. Upon the expiration or earlier termination of this Lease, all Lessor Property shall remain upon the Premises and shall be deemed to be part of the Premises and the property of Lessor thereafter. Lessee shall surrender all Lessor Property in as good a condition as on the date of receipt, reasonable wear and tear excepted.

## **SECTION 21. SEVERABILITY.**

If a court of competent jurisdiction holds that one or more clauses, sections or provisions of this Lease are unlawful, invalid or unenforceable, the parties hereto agree that all remaining clauses, sections and provisions shall continue in full force and effect.

## **SECTION 22. FORCE MAJEURE.**

Neither Lessor nor Lessee shall be deemed in violation of this Lease if it is prevented from performing any of the obligations hereunder by reason of strikes, boycotts, labor disputes, embargoes, shortage of material, act of God, acts of the public enemy, acts of superior governmental authority, weather conditions, riots, rebellion, sabotage, or any other circumstances for which it is not responsible or which is not within its control.

## **SECTION 23. NOTICE OF CLAIMS.**

Each party agrees to give the other party immediate notice in writing of any action or suit filed related in any way to this Lease, and of any claim made against it by any entity which may result in litigation related in any way to this Lease.

## **SECTION 24. AUTHORITY TO ENTER INTO LEASE AGREEMENT.**

The individuals executing this Lease personally warrant that they have full authority to execute this Lease on behalf of the entity for whom they are acting herein.

## **SECTION 25. ACKNOWLEDGEMENT.**

The parties hereto, or their authorized representatives, acknowledge that they have read this Lease, including any annexes or attachments thereto, and have sought and received whatever competent advice and counsel necessary for them to form a full and complete understanding of all rights and obligations herein.

#### **SECTION 26. APPLICABLE LAW AND VENUE.**

The parties agree that this Lease is executed in and is to be performed in the State of Tennessee, and that all provisions of this Lease and any dispute arising hereunder shall be governed by the laws of the State of Tennessee. Any dispute arising out of this Lease shall be litigated in the courts of Davidson County, Tennessee.

#### **SECTION 27. NO AGENCY.**

Anything herein to the contrary notwithstanding, Lessee is not the agent of Lessor. The parties hereto are neither partners nor joint venturers and neither shall the parties hold themselves out to be partners or joint venturers. The parties shall hold the status of Lessor and Lessee only.

#### **SECTION 28. NO ASSIGNMENT OR SUBLETTING WITHOUT CONSENT.**

The provisions of this Lease shall insure to the benefit of and shall be binding on the respective successors and assigns of the parties hereto. Neither this Lease nor any of the rights and obligations of Lessee hereunder shall be assigned or transferred in whole or in part to any person, firm or corporation without the prior written consent of Lessor; provided, however, that Lessee shall be entitled to permit third party organizations to use the Premises for limited and temporary periods of time not to exceed three consecutive days at any one time. Any such assignment or transfer shall not release Lessee from its obligations hereunder. Any approved assignee shall assume each and every obligation of Lessee hereunder, and Lessor may contract with or accept moneys from any such assignee without waiving any of its rights.

#### **SECTION 29. AMENDMENT.**

This lease is subject to modification, alteration, amendment or change only upon the mutual agreement of the parties. Any such amendment will become effective only after approval by Lessor and Lessee, reduced to writing and signed by the parties hereto. Any duly approved amendment, executed as prescribed herein, shall be of full force and effect, as through originally agreed to and incorporated here upon its filing with the Metropolitan Clerk.

#### **SECTION 30. COMPLIANCE WITH LAWS.**

Lessee agrees, subject to the terms of Section 8 above, to comply with all federal, state and local laws in the performance of this Lease, including, but not limited to all fire, building and life safety codes and The Americans with Disabilities Act ("ADA").

#### **SECTION 31. NO PARTNERSHIP.**

This Lease is not intended to create a partnership or joint venture between Lessor and Lessee, or to create a principal-and-agent relationship between them.

**SECTION 32. WAIVER.**

Any failure to act in response to any breach of any of the provisions of this Lease shall not be considered as a waiver of the right to act on any subsequent violation or violations, the right to terminate this Lease because of a material breach being a continuing one.

**SECTION 33. ENTIRE AGREEMENT.**

This Lease and the Annexes hereto constitute the totality of the agreement between the parties pertaining to the subject matter hereof, and supersede all prior agreements, understandings, negotiations and discussions, whether oral or written, of the parties, and there are no warranties, representations, or other agreements between the parties in connection with the subject matter hereof except as set forth specifically herein.

The Lessee fully understands that this Lease is not binding except and until all appropriate Lessor official signatures have been fully obtained, approval of this agreement by the Metropolitan Nashville Board of Public Education and upon its filing with the Metropolitan Clerk.



## STUDENT ASSIGNMENT SERVICES

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# PROPOSED ZONE CHANGES FOR 2012 - 2013

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**JULY, 2011**

**Mission:** Metropolitan Nashville Public Schools will provide every student with the foundation of knowledge, skills and character necessary to excel in higher education, work and life. We embrace and value a diverse student population and community. Different perspectives and backgrounds form the cornerstone of our strong public education system.

# Proposed Zone Changes for 2012 - 2013

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On June 23, 2011 the MNPS Administration presented the following proposed zone changes to the Community Task Force on Student Assignment. After receiving input from the taskforce we would now like to share these proposals with the school board during the board retreat on July 16, 2011.

## **Proposed Changes for Year Two (2012 – 2013) of the Ten Year Plan for Antioch and Cane Ridge Clusters**

The proposed changes for Antioch and Cane Ridge Clusters are consistent with the ten year plan that was shared with the school board and presented at public meetings prior to approving the first year of implementation. The proposed changes will not take effect until August 2012 for the 2012-13 school year.

The following documents help to provide additional specifics regarding the zone changes proposed for Antioch and Cane Ridge Clusters:

- Current 2011-12 cluster maps for Antioch and Cane Ridge.
- Maps for the proposed second year of implementation that would take place in 2012-2013.
- Chart showing specific changes for each map area.
- Projected demographic changes for each school in the plan (based on 2010-11 data).

Additional information can be found in the Ten Year Student Assignment Plan for Antioch and Cane Ridge. This document will be posted to the MNPS website and available in printed copies by request.

## **Proposed 2012-2013 Changes for Hunters Lane Cluster**

Amqui is currently over capacity due to the increased enrollment. MNPS Administration recommends rezoning some students from Amqui to Gateway to help alleviate the overcrowding at Amqui. MNPS is currently in the process of renovating the Gateway building that will add 6 additional classrooms. This construction is expected to be complete by August 2012. To maintain consistent feeder paths to middle school, this change will also require rezoning students from Neely's Bend MS to Goodlettsville MS.

The following documents help to provide additional specifics regarding the zone changes proposed for the Hunters Lane Cluster:

- Current 2011-12 cluster map for Hunters Lane.
- Proposed 2012-13 cluster map for Hunters Lane.
- Chart showing specific changes for each map area.
- Projected demographic changes for each school in the plan (based on 2010-11 data).



## Proposed 2012-2013 Changes for Pearl-Cohn Cluster

The Pearl-Cohn Cluster is currently the only cluster with a K-5, 6-8 tier configuration while the rest of the district is K-4, 5-8. Beginning with the 2012-13 school year the Pearl-Cohn Cluster will add the 5<sup>th</sup> grade to the middle schools (John Early Magnet MS and McKissack MS) and remove the 5<sup>th</sup> grade from the elementary schools (Buena Vista, Churchwell, Cockrill, and Park Avenue). This change will improve the educational structure at the schools, allow improved marketing for the new MSAP schools, and provide additional capacity for the schools to improve the diversity targets.

The school board approved moving Bass MS to McKissack MS for 2011-12, the McKissack building is more centrally located, in better physical condition and has additional capacity to add the 5<sup>th</sup> grade. The first year of the MSAP grant application process was very successful for both John Early and Churchwell. This high demand for the new magnet schools suggests that MNPS will need to review plans for building an addition to the John Early building which would add enough capacity for the 5<sup>th</sup> grade and additional space to reach the diversity targets.

## Proposed 2012-2013 Changes for Geographic Priority Zones (GPZ)

Geographic Priority Zones (GPZ) are used to help maintain diversity at several of the MNPS magnet schools. The following GPZ boundaries need to be modified due to changes in the Student Assignment Plan over the recent years.

**Stanford Montessori Design Center:** In 2008-09 a small area was rezoned out of the McGavock Cluster. Since this area is no longer a part of the McGavock Cluster, and Stanford is a Cluster Design Center, the area should also be removed from the Stanford GPZ.

**Creswell Middle Arts Magnet:** When Wharton Arts Magnet moved into the new Creswell building, the GPZ area was not updated. Creswell still uses the 30% GPZ priority from the Metro Center area even though the school is now in the Whites Creek Cluster. We have identified a new GPZ that is located around the new school and has similar demographics to the Metro Center GPZ.

**Carter-Lawrence Magnet:** Carter-Lawrence now has an attendance zone which is a subset of the GPZ. The GPZ is no longer needed because the attendance zone includes at least 30% of the Carter-Lawrence student population. The same GPZ is used for Rose Park Magnet which is still necessary because Rose Park Magnet does not have an attendance zone.



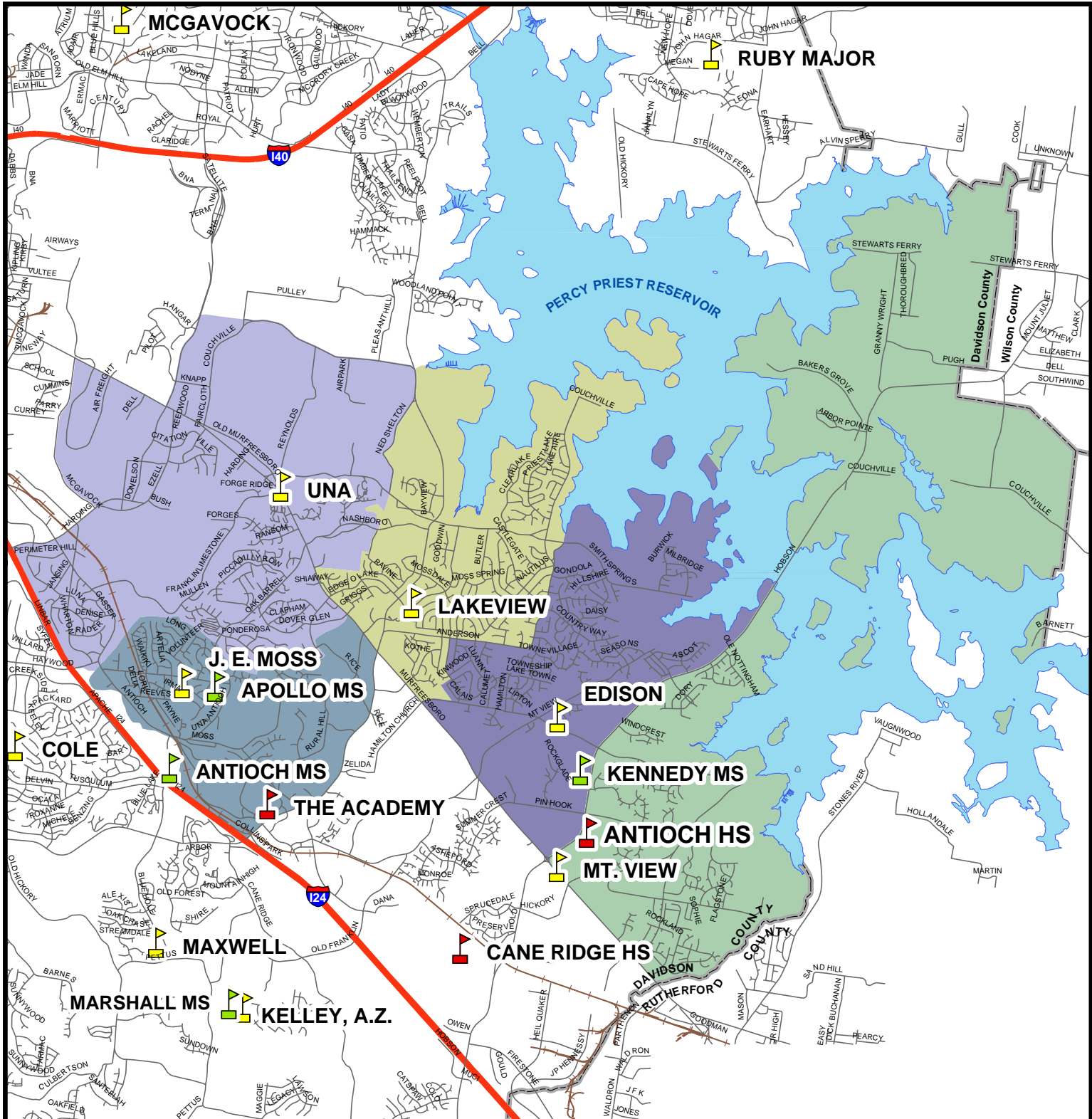
The Metropolitan Nashville Public Schools (MNPS) does not discriminate on the basis of race, religion, creed, gender, gender identity, sexual orientation, national origin, color, age, and/or disability in admission to, access to, or operation of its programs, services, or activities. MNPS does not discriminate in its hiring or employment practices.



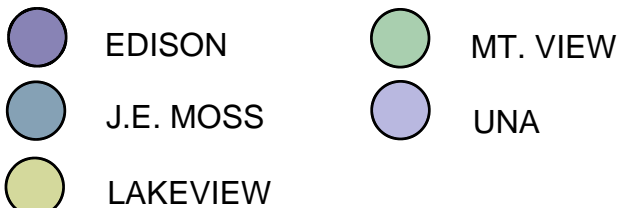
# Antioch High School Cluster

24

2011-2012



## Elementary Attendance Zones



LAKEVIEW MOSS	K-4	→	APOLLO MS	5-8	} →	ANTIOCH HS 9-12
EDISON MT. VIEW	K-4	→	KENNEDYMS	5-8		
UNA	K-4	→	MARGARET ALLEN MS	5-8		

This map shows the general geographic area zoned to each school. Actual zoning is based on specific street addresses and cannot always be determined visually, especially around the border of a zone.

Prepared by  
Student Assignment Services  
Metropolitan Nashville Public Schools  
June 2011

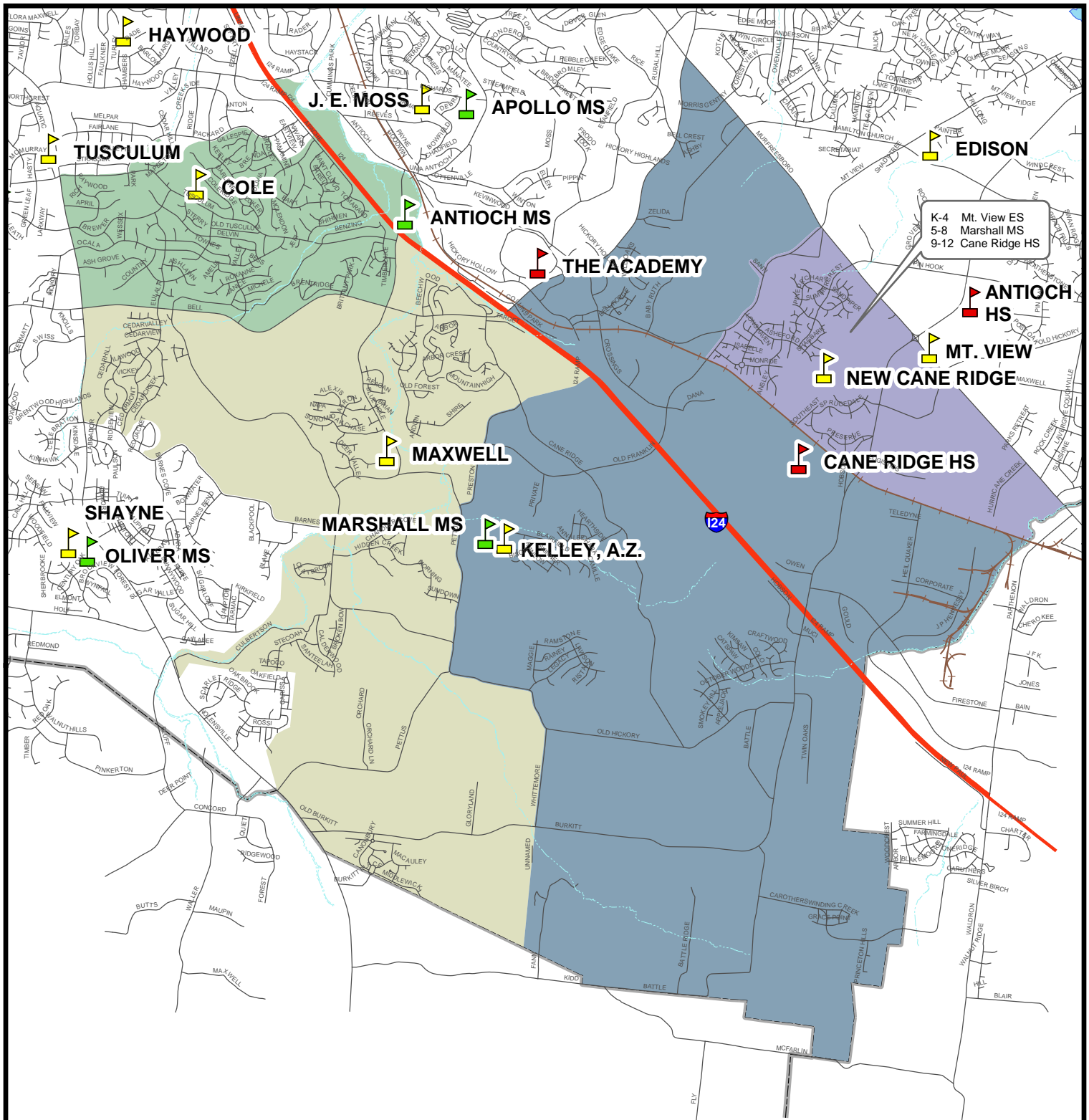
0 0.5 1 2 Miles



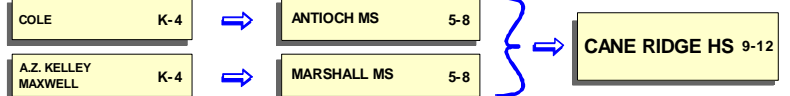
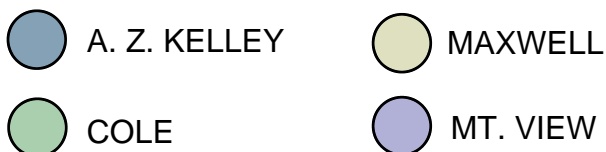
# Cane Ridge High School Cluster

25

2011-2012



## Elementary Attendance Zones



This map shows the general geographic area zoned to each school. Actual zoning is based on specific street addresses and cannot always be determined visually, especially around the border of a zone.

Prepared by  
Student Assignment Services  
Metropolitan Nashville Public Schools  
June 2011

0 0.25 0.5 1 Miles

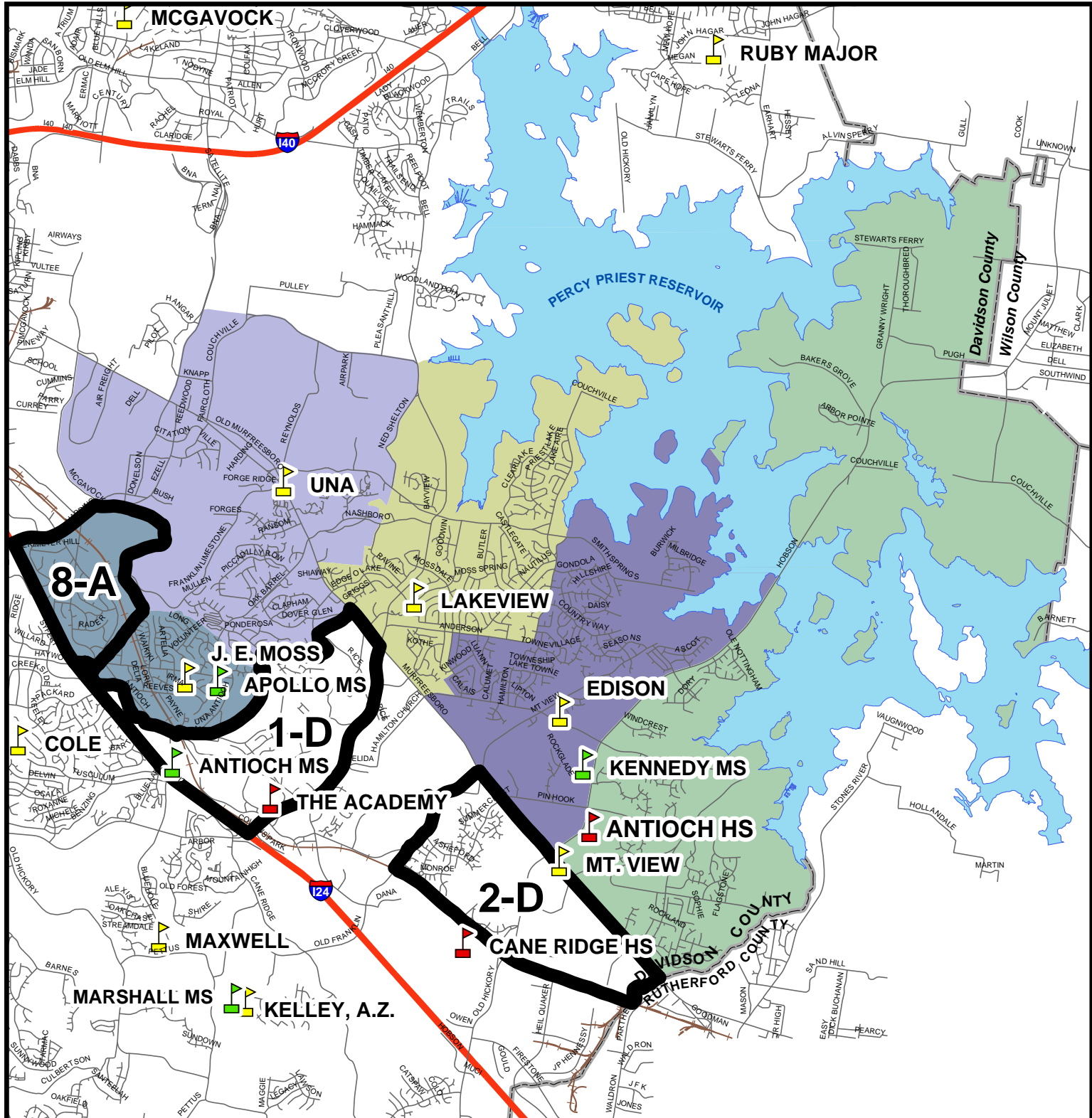




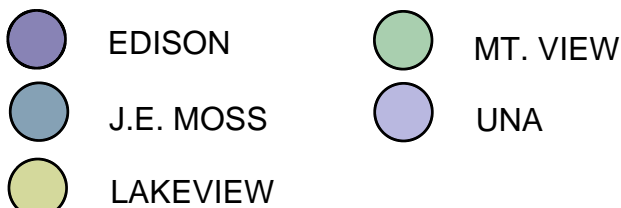
# Antioch High School Cluster

26

Proposed 2012-2013



## Elementary Attendance Zones



LAKEVIEW MOSS	K-4	⇒	APOLLO MS	5-8	} ⇒	ANTIOCH HS 9-12
EDISON MT. VIEW	K-4	⇒	KENNEDYMS	5-8		
UNA	K-4	⇒	MARGARET ALLEN MS 5-8			

This map shows the general geographic area zoned to each school. Actual zoning is based on specific street addresses and cannot always be determined visually, especially around the border of a zone.

Prepared by  
Student Assignment Services  
Metropolitan Nashville Public Schools  
June 2011

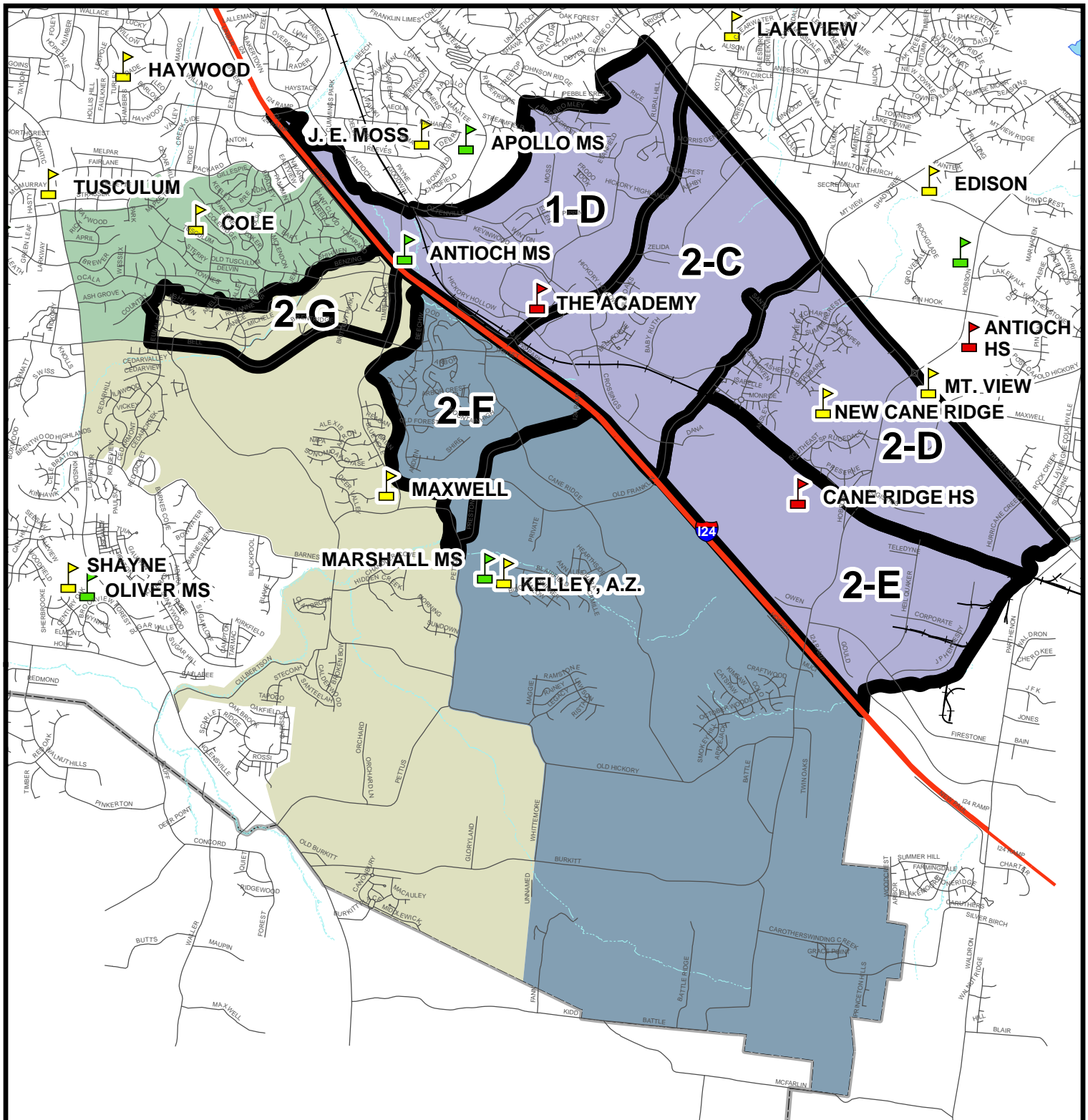
0 0.5 1 2 Miles



# Cane Ridge High School Cluster

27

Proposed 2012-2013



## Elementary Attendance Zones

- A. Z. KELLEY
- MAXWELL
- COLE
- NEW CANE RIDGE

COLE NEW ES CANE RIDGE	K-4	➡	ANTIOCH MS	5-8	} ➡ CANE RIDGE HS 9-12
A.Z. KELLEY MAXWELL	K-4	➡	MARSHALL MS	5-8	

This map shows the general geographic area zoned to each school. Actual zoning is based on specific street addresses and cannot always be determined visually, especially around the border of a zone.

Prepared by  
Student Assignment Services  
Metropolitan Nashville Public Schools  
June 2011

0 0.25 0.5 1 Miles



## ANTIOCH/CANE RIDGE CLUSTERS

<b>PROPOSED CHANGES FOR 2012-2013</b>			
<b>AREA</b>	<b>GRADES</b>	<b>FROM</b>	<b>TO</b>
1-D	K-4	J.E. Moss	New Cane Ridge ES
	5-8	Apollo MS	Antioch MS
	9-12	Antioch HS	Cane Ridge HS
2-D	K-4	Mt. View	New Cane Ridge ES
	5-8	Marshall MS	Antioch MS
8-A	K-4	Una	J.E. Moss
	5-8	Margaret Allen MS	Apollo MS

<b>PROPOSED CHANGES FOR 2012-2013</b>			
<b>AREA</b>	<b>GRADES</b>	<b>FROM</b>	<b>TO</b>
1-D	K-4	J.E. Moss	New Cane Ridge ES
	5-8	Apollo MS	Antioch MS
	9-12	Antioch HS	Cane Ridge HS
2-C	K-4	A.Z. Kelley	New Cane Ridge ES
	5-8	Marshall MS	Antioch MS
2-D	K-4	Mt. View	New Cane Ridge ES
	5-8	Marshall MS	Antioch MS
2-E	K-4	A.Z. Kelley	New Cane Ridge ES
	5-8	Marshall MS	Antioch MS
2-F	K-4	Maxwell	A.Z. Kelley
2-G	K-4	Cole	Maxwell
	5-8	Antioch MS	Marshall MS

# Antioch Cane Ridge Demographics Proposed 2012-2013

29

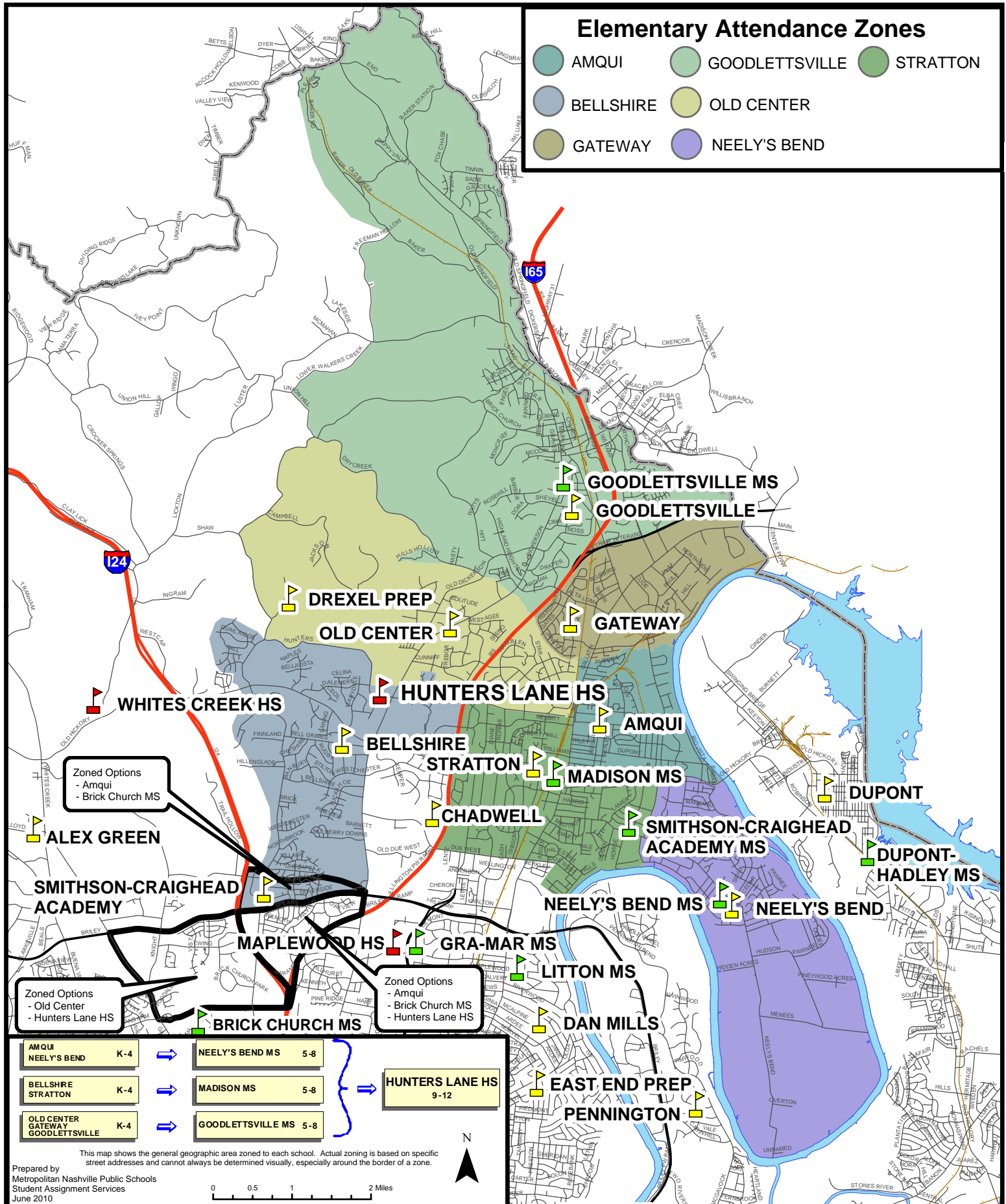
ANTIOCH		Asian		Black		Hispanic		Indian		Pacific Is.		White		Not Farm		Farm		Total	2010-11	Capacity	% of Cap.	2012-13	% of Cap.
	Moss (October 2010)	22	2.40%	285	31.40%	394	43.40%	1	0.10%			205	22.60%	88	9.70%	819	90.30%	907					
	Moss	-6		-109		-3		-1				-28		-43		-104		-147					
	Moss (2012-13)	16	2.11%	176	23.16%	391	51.45%					177	23.29%	45	5.92%	715	94.08%	760	907	794	114%	760	96%
	Edison (October 2010)	25	3.60%	311	45.30%	119	17.30%	1	0.10%		2	228	33.20%	258	37.60%	428	62.40%	686					
	Edison	1		11		24				-1		-4		7		24		31					
	Edison (2012-13)	26	3.63%	322	44.91%	143	19.94%	1	0.14%	1	0.14%	224	31.24%	265	36.96%	452	63.04%	717	686	575	119%	717	125%
	Lakeview (October 2010)	18	2.40%	355	47.40%	171	22.80%	3	0.40%		2	200	26.70%	205	27.40%	544	72.60%	749					
	Lakeview	-7		-31		61				-1		-30		-16		8		-8					
	Lakeview (2012-13)	11	1.48%	324	43.72%	232	31.31%	3	0.40%	1	0.13%	170	22.94%	189	25.51%	552	74.49%	741	749	692	108%	741	107%
	Mt. View (October 2010)	29	3.20%	388	43.10%	198	22.00%			1	0.10%	285	31.60%	309	34.30%	592	65.70%	901					
	Mt. View	-12		-154		-50						-62		-109		-169		-278					
	Mt. View (2012-13)	17	2.73%	234	37.56%	148	23.76%			1	0.16%	223	35.79%	200	32.10%	423	67.90%	623	901	754	119%	623	83%
	Una (October 2010)	42	4.30%	315	32.20%	329	33.70%	1	0.10%	1	0.10%	289	29.60%	166	17.00%	811	83.00%	977					
	Una	-7		-33		-90						-26		-13		-143		-156					
	Una (2012-13)	35	4.26%	282	34.35%	239	29.11%	1	0.12%	1	0.12%	263	32.03%	153	18.64%	668	81.36%	821	977	854	114%	821	96%
	Apollo MS (October 2010)	23	4.70%	180	36.80%	189	38.70%					97	19.80%	63	12.90%	426	87.10%	489					
	Apollo MS	22		184		124				1		143		136		338		474					
	Apollo MS (2012-13)	45	4.67%	364	37.80%	313	32.50%			1	0.10%	240	24.92%	199	20.66%	764	79.34%	963	489	977	50%	963	99%
	Kennedy MS (October 2010)	32	3.60%	450	51.10%	153	17.40%					246	27.90%	313	35.50%	568	64.50%	881					
	Kennedy MS	5		1		-4				1		-5		29		-31		-2					
	Kennedy MS (2012-13)	37	4.21%	451	51.31%	149	16.95%			1	0.11%	241	27.42%	342	38.91%	537	61.09%	879	881	932	95%	879	94%
	Margaret Allen MS (October 2010)	14	2.90%	159	33.50%	157	33.10%	1	0.20%	1	0.20%	143	30.10%	75	15.80%	400	84.20%	475					
	Margaret Allen MS	-8		-11		-44						-22		-13		-72		-85					
	Margaret Allen MS (2012-13)	6	1.54%	148	37.95%	113	28.97%	1	0.26%	1	0.26%	121	31.03%	62	15.90%	328	84.10%	390	475	562	85%	390	69%
	Antioch HS (October 2010)	47	3.40%	656	47.50%	332	24.00%	4	0.30%	4	0.30%	338	24.50%	464	33.60%	917	66.40%	1381					
	Antioch HS	18		119		92		-1		-1		96		146		177		323					
	Antioch HS (2012-13)	65	3.81%	775	45.48%	424	24.88%	3	0.18%	3	0.18%	434	25.47%	610	35.80%	1094	64.20%	1704	1381	2057	67%	1704	83%
CANE RIDGE		Asian		Black		Hispanic		Indian		Pacific Is.		White		Not Farm		Farm		Total	2010-11	Capacity	% of Cap.	2012-13	% of Cap.
	Cole (October 2010)	27	3.30%	168	20.50%	381	46.50%			2	0.20%	242	29.50%	116	14.10%	704	85.90%	820					
	Cole	-9		-43		-86						-54		-32		-160		-192					
	Cole (2012-13)	18	2.87%	125	19.90%	295	46.97%			2	0.32%	188	29.94%	84	13.38%	544	86.62%	628	820	834	98%	628	75%
	A.Z. Kelly (October 2010)	25	3.30%	382	50.40%	181	23.90%	1	0.10%			169	22.30%	210	27.70%	548	72.30%	758					
	A.Z. Kelly	-4		-85		-53						-14		-47		-109		-156					
	A.Z. Kelly (2012-13)	21	3.49%	297	49.34%	128	21.26%	1	0.17%			155	25.75%	163	27.08%	439	72.92%	602	758	575	132%	602	105%
	Maxwell (October 2010)	36	5.70%	244	38.40%	209	32.90%	1	0.20%	2	0.30%	143	22.50%	163	25.70%	472	74.30%	635					
	Maxwell	3		-77		2						10		-31		-31		-62					
	Maxwell (2012-13)	39	6.81%	167	29.14%	211	36.82%	1	0.17%	2	0.35%	153	26.70%	132	23.04%	441	76.96%	573	635	514	124%	573	111%
	New Cane Ridge ES (October 2010)																						
	New Cane Ridge ES	23		348		139		1				106		160		457		617					
	New Cane Ridge ES (2012-13)	23	3.73%	348	56.40%	139	22.53%	1	0.16%			106	17.18%	160	25.93%	457	74.07%	617		800		617	77%
	Antioch MS (October 2010)	16	3.70%	114	26.10%	204	46.70%					103	23.60%	61	14.00%	376	86.00%	437					
	Antioch MS	-1		207		21		1				34		71		191		262					
	Antioch MS (2012-13)	15	2.15%	321	45.92%	225	32.19%	1	0.14%			137	19.60%	132	18.88%	567	81.12%	699	437	809	54%	699	86%
	Marshall MS (October 2010)	36	3.40%	552	51.80%	264	24.80%	1	0.10%			213	20.00%	299	28.00%	767	72.00%	1066					
	Marshall MS			-208		-41		-1				-48		-99		-199		-298					
	Marshall MS (2012-13)	36	4.69%	344	44.79%	223	29.04%					165	21.48%	200	26.04%	568	73.96%	768	1066	967	110%	768	79%
	Cane Ridge HS (October 2010)	70	4.10%	938	54.50%	391	22.70%			1	0.10%	322	18.70%	634	36.80%	1088	63.20%	1722					
	Cane Ridge HS	-4		25		2		1		1		11				36		36					
	Cane Ridge HS ((2012-13)	66	3.75%	963	54.78%	393	22.35%	1	0.06%	2	0.11%	333	18.94%	634	36.06%	1124	63.94%	1758	1722	1973	87%	1758	89%



# Hunters Lane High School Cluster

30

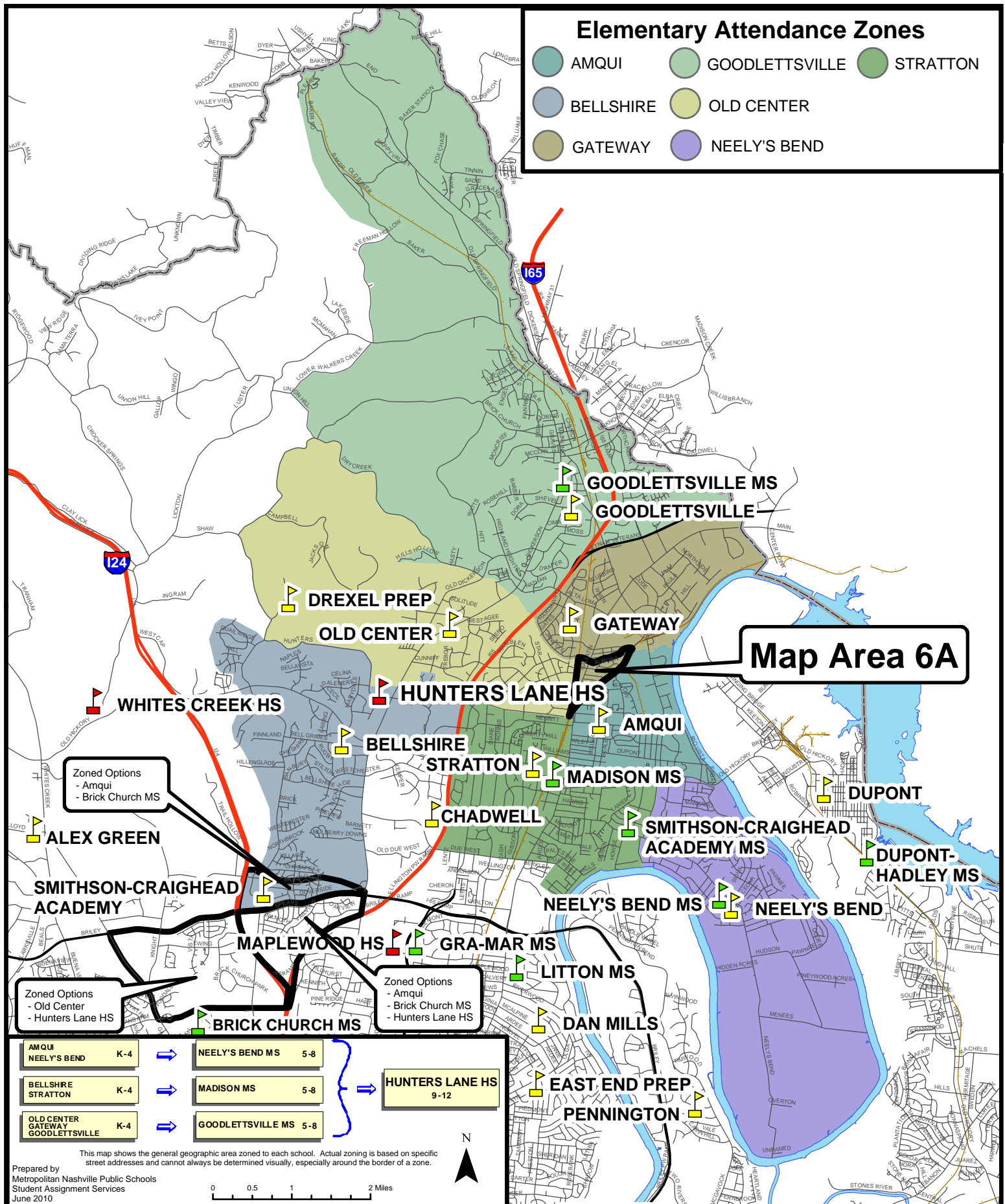
2011-2012



# Hunters Lane High School Cluster

31

Proposed 2012-2013





## HUNTERS LANE CLUSTER

<b>PROPOSED CHANGES FOR 2012-2013</b>			
<b>AREA</b>	<b>GRADES</b>	<b>FROM</b>	<b>TO</b>
6-A	K-4	Amqui	Gateway
	5-8	Neely's Bend MS	Goodlettsville MS

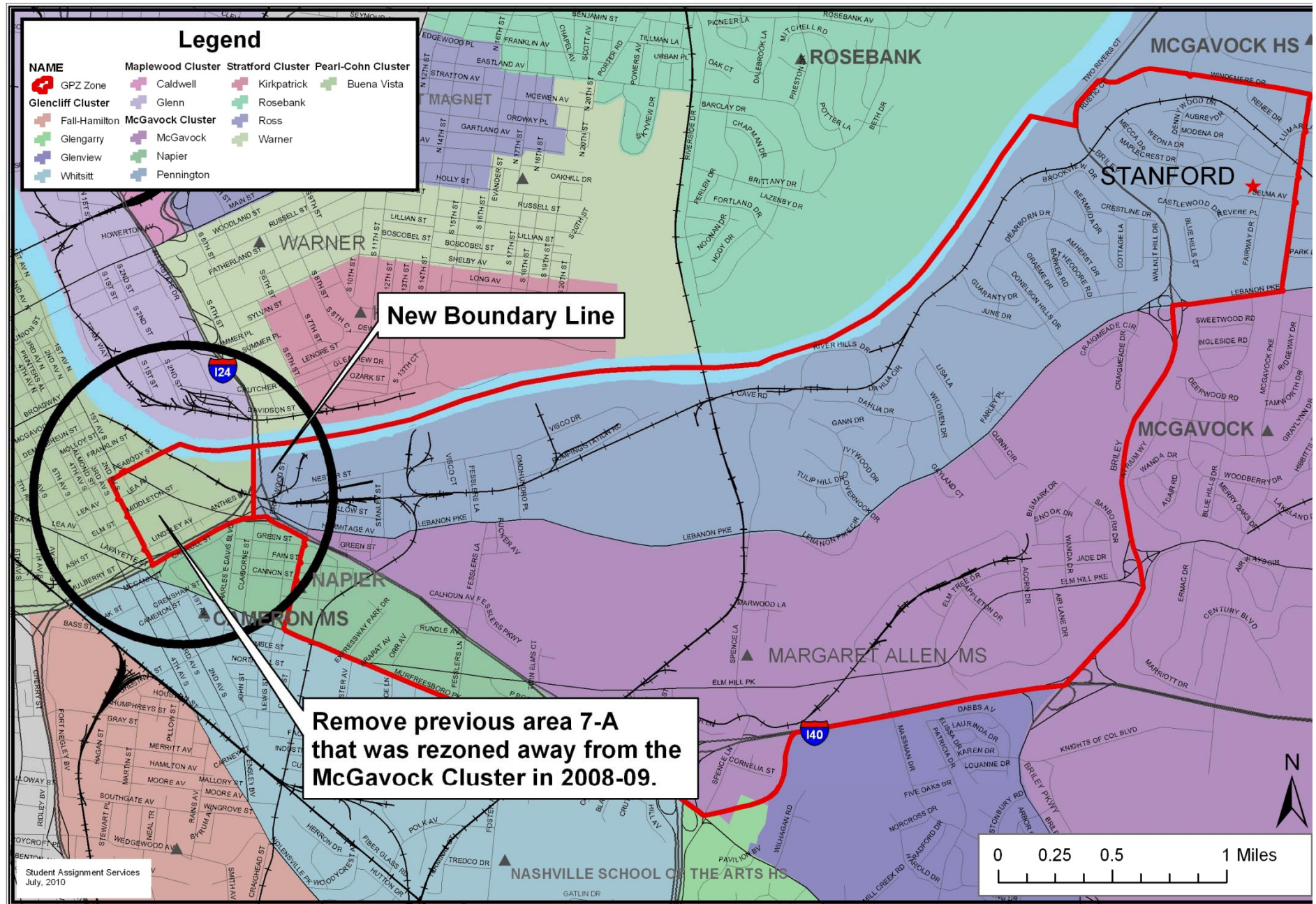
Hunters Lane Cluster	Asian		Black		Hispanic		Indian	Pacific Is.	White		Not FARM		FARM		Total	Capcity		Change		
AMQUI (2010-11)	4	0.6%	332	47.0%	221	31.3%			149	21.1%	88	12.5%	618	87.5%	706	652	108%			
Changes			-33		-18				-14		-7		-58		-65					
Proposed Estimate (2012-13)	4	0.6%	299	46.6%	203	31.7%			135	21.1%	81	12.6%	560	87.4%	641	652	98%			
																		Add 6 CRs		
GATEWAY (2010-11)	3	1.8%	79	47.6%	22	13.3%	1	0.6%	3	1.8%	58	34.9%	34	20.5%	132	79.5%	166		198	84%
Changes			33		18				14		7		58		65					
Proposed Estimate (2012-13)	3	1.3%	112	48.5%	40	17.3%	1	0.4%	3	1.3%	72	31.2%	41	17.7%	190	82.3%	231	318	73%	
NEELY'S BEND MS (2010-11)	4	0.6%	254	40.4%	194	30.8%	3	0.5%			174	27.7%	86	13.3%	543	86.3%	629	742	85%	
Changes			-21		-5				-12		-3		-35		-38					
Proposed Estimate (2012-13)	4	0.7%	233	39.4%	189	32.0%	3	0.5%			162	27.4%	83	14.0%	508	86.0%	591	742	80%	
GOODLETTSVILLE MS (2010-11)	21	4.4%	207	43.2%	59	12.3%		1	0.2%	191	39.9%	118	24.6%	361	75.4%	479	517	93%		
Changes			21		5				12		3		35		38					
Proposed Estimate (2012-13)	21	4.1%	228	44.1%	64	12.4%		1	0.2%	203	39.3%	121	23.4%	396	76.6%	517	517	100%		

# Proposed GPZ Changes

Proposed Changes to the Carter-Lawrence,  
Stanford and Creswell Geographic Priority  
Zones

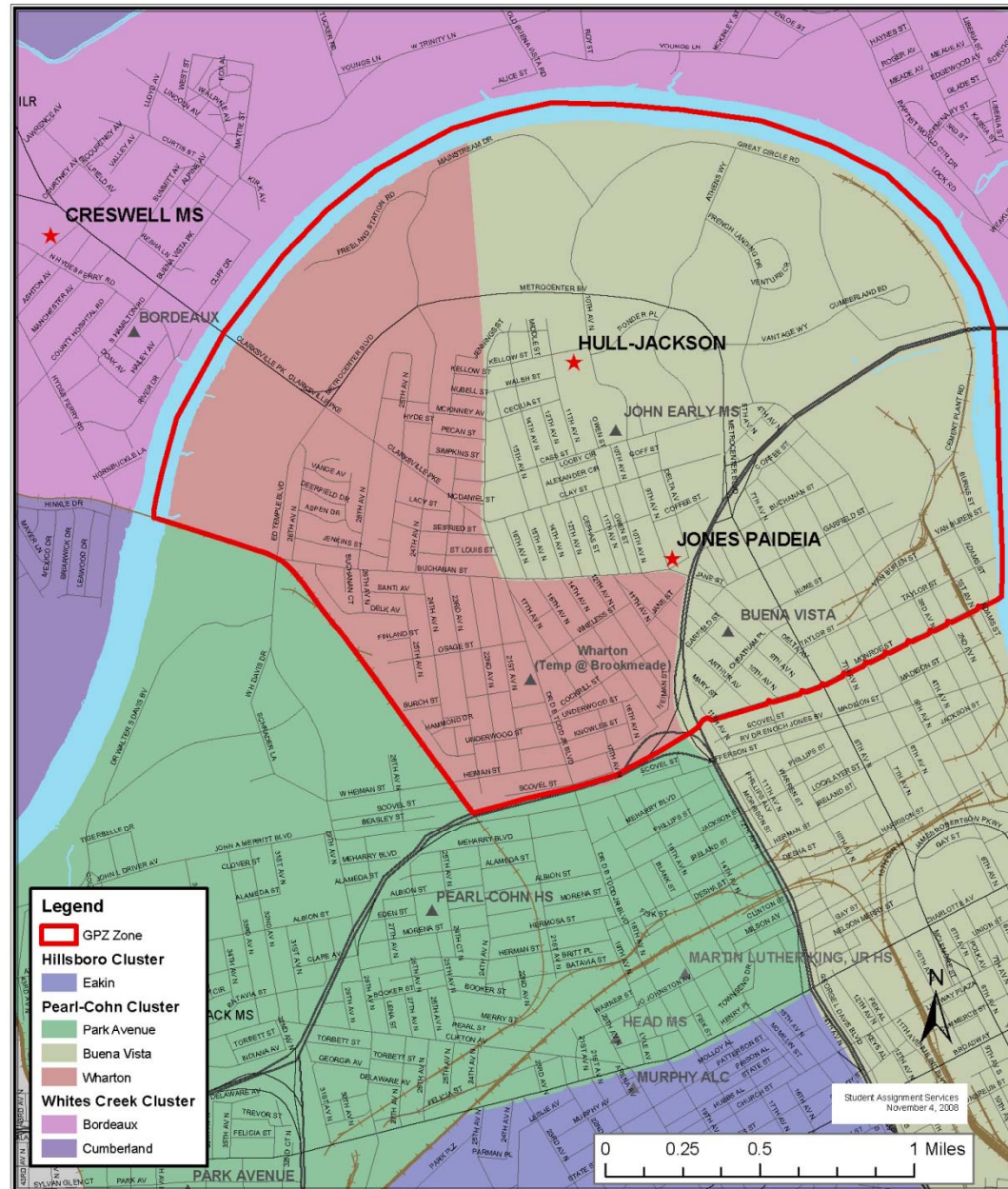
Student Assignment Task Force Meeting  
March 31, 2011

# Stanford Elementary Montessori Design Center Geographic Priority Zone

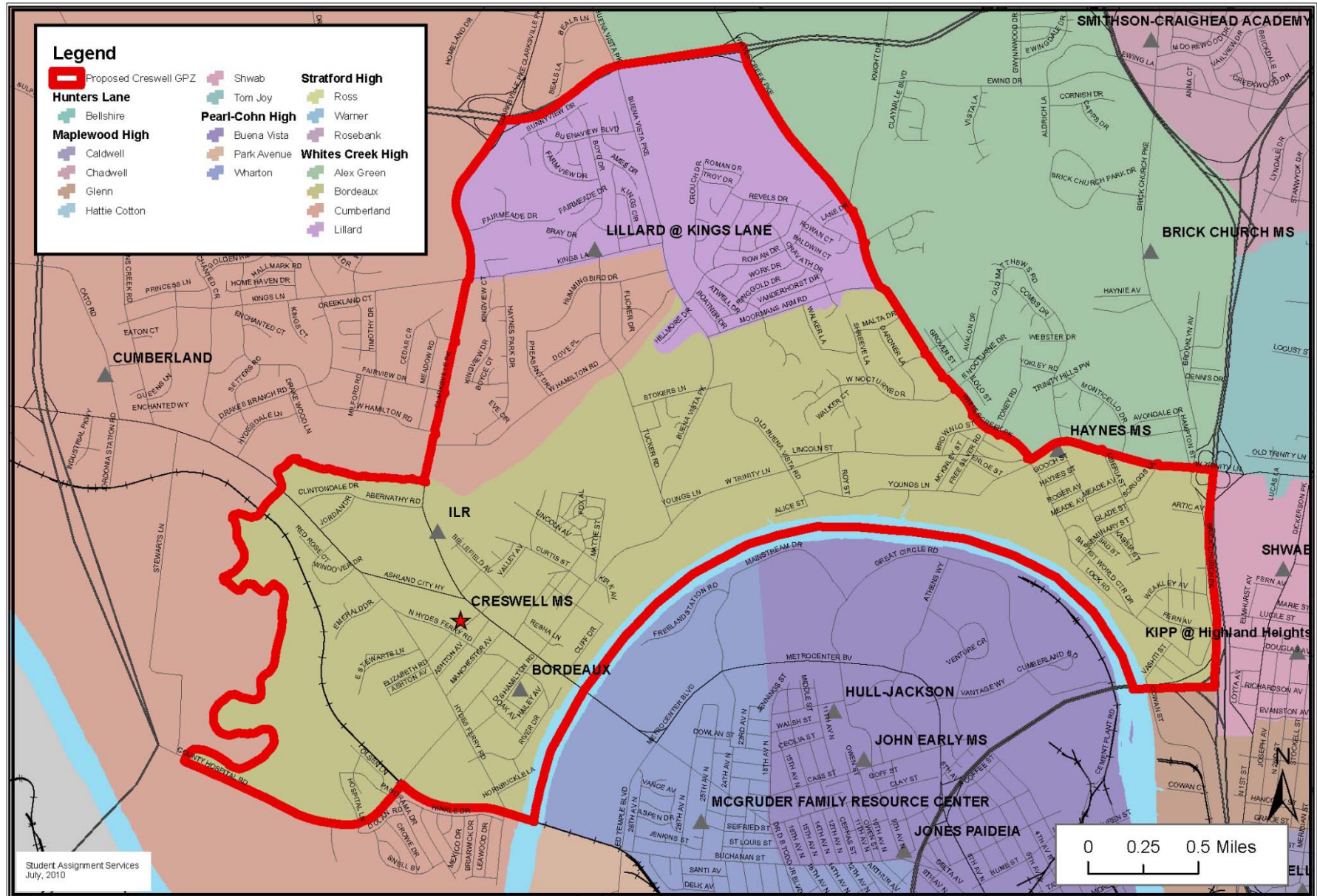




# Metro Center Geographic Priority Zone



# Proposed Changes Creswell Middle School Geographic Priority Zone

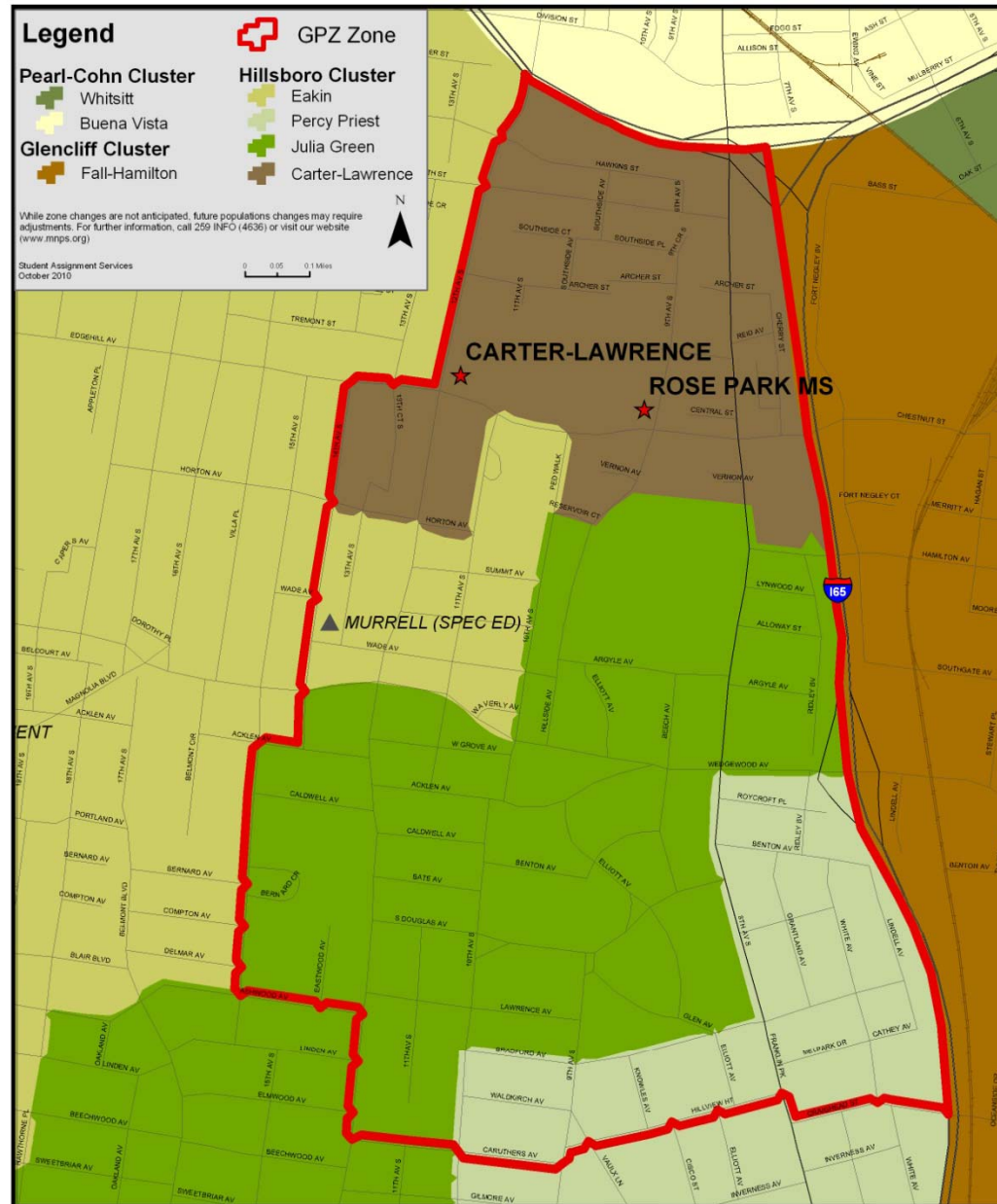




<b>Demographics Comparison Middle (5-8) School Students</b>				
<b>Race</b>	<b>Metro Center GPZ</b>		<b>Proposed Creswell GPZ</b>	
<b>Asian</b>	4	0.61%	5	0.83%
<b>Black</b>	635	96.80%	568	94.20%
<b>Hispanic</b>	7	1.07%	9	1.49%
<b>Indian</b>	0	0.00%	0	0.00%
<b>Pacific Is.</b>	0	0.00%	0	0.00%
<b>White</b>	10	1.52%	21	3.48%
<b>Total</b>	<b>656</b>		<b>603</b>	

Note: Student demographics based on Oct. 2010 data.

# Carter-Lawrence Elementary Magnet & Rose Park Middle Magnet Geographic Priority Zone







<b>Project Name:</b>	TLG – Process Driver: Central Office Effectiveness	<b>Project Co-Chair(s):</b>	Jesse Register 40 Marla Ucelli-Kashyap
<b>Reporting Period:</b>	5/2011-8/2011		

## TLG Status Report






What has been accomplished in the past 3 months?	
<b>Ongoing Monitoring and Adjustment of Central Office Structures, Roles, &amp; Resources</b>	
	Implementation of CSS Human Resources recommendations got underway –structure, process, and personnel
	Federal Programs restructuring was completed
	A new Lead Principal role was designed
<b>Culture Change &amp; Leadership Development</b>	
	The year-long series of organizational culture and alignment workshops for central office staff “middle management” led to development of shared operating norms, which were presented to the Senior Leadership Team
	The Senior Leadership Team deepened work with John Norris on collaborative culture and alignment of expectations regarding teamwork, supervisory messages, and mutual accountability
<b>Benchmarking and Measuring Effectiveness of Central Office Practice</b>	
	TLG reviewed survey and focus group data to identify “low hanging fruit” –areas for central office improvement and take appropriate action
	A new project management framework using Scorecard was designed and approved by the Director for fall 2011 implementation
	RTTT resources were secured for an emerging knowledge forum on effective central office practices
	Sites were selected and major sessions were designed for the forum, which will include participation of a majority of central office staff

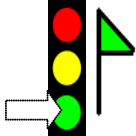
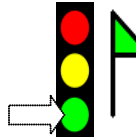
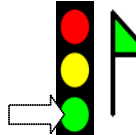
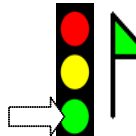
What accomplishments do you expect to achieve over the next 3 months (August, September, October 2011)?	
<b>Building Accountability for Results at Scale</b>	
	The results-based project management framework using Scorecard software will be phased in during fall term, including training of end users and briefings of other stakeholders
<b>Culture Change &amp; Leadership Development</b>	
	Work with Executive Directors and Directors will continue and spread to the next level of direct reports
	Senior Leadership Team will adopt a set of operating norms
	The new Lead Principal role will be implemented
<b>Benchmarking and Measuring Effectiveness of Central Office Practice</b>	
	Emerging Knowledge Forum design will be completed and the forum held by November 2011
	TLG members will review new climate and culture data and assess progress and gaps from previous year






<b>Project Name:</b>	TLG – Process Driver: Central Office Effectiveness	<b>Project Co-Chair(s):</b>	Jesse Register 41 Marla Ucelli-Kashyap
<b>Reporting Period:</b>	5/2011-8/2011		

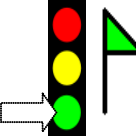
## TLG Status Report

Roadblocks/Barriers to Action for Improving Instruction	<ul style="list-style-type: none"> <li>Changing expectations and perceptions about direct links between actions of central office staff at all levels and support for principals, teachers, and student learning.</li> <li>Difficult to break down historic “silos” of individual departments and offices to increase collaboration, accountability, and effectiveness.</li> <li>Many new staff or staff in new roles.</li> <li>Combination of skill and will issues takes time to affect deeply; process to get there is uncomfortable for many.</li> </ul>
Implications for District Support	<ul style="list-style-type: none"> <li>Continue to devote resources to central office leadership development and drill down to next management layer.</li> <li>Acknowledge that cross-team, cross-functional, collaborative and data-informed decision-making, while leading to more effective and broadly owned work, can only succeed as part of a continuous improvement process requiring ongoing effort.</li> <li>Regularly examine qualitative data about service orientation of central office and other perceptions about c.o. supports.</li> </ul>
Implications for Community Support	<ul style="list-style-type: none"> <li>Need to communicate effectively and demonstrate that there are real people supporting schools, not “faceless bureaucrats”. Connect the dots between executive directors, supervisors, etc. and the supports provided to schools.</li> </ul>
Efforts for Increasing Outreach and Ownership	TLG members need to regularly assess feedback (through surveys and other measures) on central office effectiveness and service orientation.

 Issues exist that <b>MUST</b> be addressed immediately to protect the successful delivery of project  Issues exist which may impact successful delivery of project  No issues exist that could significantly impact delivery of project	 Last Report Status  Current Report Status	<b>Overall TLG Progress Scale</b> Excellent – Good – Satisfactory – Needs Improvement - Unsatisfactory
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TLG	Status	Lead(s) Start Date Est. End Date	Focus Areas (Expected Results)	Policy Alignment	Implications for Board Policy Modification	Overall TLG Progress
	<b>Overall TLG Status</b> 	Jesse Register/ Marla Ucelli-Kashyap 05/31/2010 05/31/2012	1. Ongoing Monitoring and Adjustment of Central Office Structures, Roles, & Resources 2. Accountability for Results at Scale 3. Collaborative & Supportive Leadership Culture 4. Study, Benchmark, Adapt, & Adopt Effective Central Office Practices	EE - 3 Treatment of Parents, Students & Citizens EE - 4 Staff Treatment EE - 10 Communication and Counsel to the Board EE - 12 Instructional Program		<b>Good</b>
#	Status	Focus Areas	Administrative Milestones (Bold = Complete)			Progress to Goal
1		Central Office Structures, Roles, & Resources	July 2010 <b>Complete Magellan Project implementation and final report to Board</b> July 2010 <b>Launch Federal Programs Organizational Alignment Project</b> Aug 2010 <b>Design and launch new approach to regular meetings of principals and clusters</b> Sept 2010 <b>Refinement of TLG focus area</b> Oct 2010 <b>Launch Human Capital Resource Alignment Project, Phase 1, Design</b> Jan 2011 <b>Begin restructuring of Federal Program Office</b> Jan 2011 <b>Complete Human Capital Phase 1</b> Mar 2011 <b>Begin implementation of Human Capital Phase 1 recommendations</b> Jun 2011 <b>Complete restructuring of Federal Programs including implementation of school improvement planning process changes</b> August 2011 <b>Begin Lead Principal implementation</b>			80%
2		Accountability for Results at Scale	Sept 2011 <b>Launch initial scorecard data analysis and review session in Executive Staff meeting</b> Jan 2012 <b>Begin initial bi-annual progress assessment and review session of MNPS Map of Programs for budget preparations</b> June 2012 <b>Commence second bi-annual progress assessment and review session of MNPS Map of Programs for summer planning</b> Nov 2011 <b>Complete Scorecard data input and go-live</b> Fall TBD <b>Link scorecard data to Director of Schools evaluation</b>			20%
3		Collaborative & Supportive Leadership Culture	July 2010 <b>Summer Principal Leadership Institute</b> Sept 2010 <b>Refinement of TLG focus area</b> Oct 2011 <b>Launch Retooling the Organizational Culture training for executive team, executive directors, and supervisors</b> Jan 2011 <b>Winter Principal Leadership Institute</b> May 2011 <b>Completed full year of Retooling the Organizational Culture training for executive team, executive directors, and supervisors</b> July 2011 <b>Summer Principal Leadership Institute</b>			60%

 Issues exist that <b>MUST</b> be addressed immediately to protect the successful delivery of project  Issues exist which may impact successful delivery of project  No issues exist that could significantly impact delivery of project	 Last Report Status  Current Report Status	<b>Overall TLG Progress Scale</b> Excellent – Good – Satisfactory – Needs Improvement - Unsatisfactory
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TLG	Status	Lead(s) Start Date Est. End Date	Focus Areas (Expected Results)	Policy Alignment	Implications for Board Policy Modification	Overall TLG Progress
	Overall TLG Status	Jesse Register/ Marla Ucelli-Kashyap 05/31/2010 05/31/2012	1. Ongoing Monitoring and Adjustment of Central Office Structures, Roles, & Resources 2. Accountability for Results at Scale 3. Collaborative & Supportive Leadership Culture 4. Study, Benchmark, Adapt, & Adopt Effective Central Office Practices	EE - 3 Treatment of Parents, Students & Citizens EE - 4 Staff Treatment EE - 10 Communication and Counsel to the Board EE - 12 Instructional Program		<b>Good</b>
#	Status	Focus Areas	Administrative Milestones (Bold = Complete)			Progress to Goal
4		Study, Benchmark, Adapt, & Adopt Effective Central Office Practices	<b>Spring 2010</b> Baseline climate and culture surveys <b>Sept 2010</b> Refinement of TLG focus area <b>Oct 2010</b> Review research and begin identification of possible districts for best practice learning and comparison <b>Jan 2011</b> Design and initial implementation of project management system for strategic initiatives <b>May 2011</b> Submit application for RTTT funds for Emerging Knowledge Forum on Effective System Practices October 2011 Hold Forum for central office staff with benchmark districts			60%



# TRANSFORMATIONAL LEADERSHIP GROUP ON CENTRAL OFFICE EFFECTIVENESS

Presentation to the Board of Education

August 9, 2011

Jesse Register, MNPS Director of Schools

Marla Ucelli-Kashyap, Director of District Redesign and  
Leadership, Annenberg Institute

# Overarching Goal of the COE-TLG

A high performance service and support organization that:

- Targets resources effectively
- Increases the district's ability to implement transformational practices at all levels of the system
- Drives instructional improvement
- Ensures these efforts lead to better adult, organizational, and student performance



# COE TLG: Evolving to Transform

- ▣ Organization → Effectiveness
- ▣ Structure and Resources → Implementation and Results
- ▣ Awareness → Behavior
- ▣ Episodic Reflection → Reciprocal Accountability
- ▣ Capacity, Capacity, Capacity



# COE's 2010-11 Focus Areas

1. Monitoring and adjustment of central office organizational structures, roles and resources
2. Culture change and leadership development
3. Benchmarking effectiveness of central office practices

# 1. Results: Central Office Structures, Roles, and Resources

- ▣ Federal Programs reorganized & right-sized; resources focused on schools
- ▣ Human Resources restructured; processes (e.g. application) streamlined
- ▣ Central office leaders, staff and principals, moving toward continuous improvement

## 2. Results: Culture Change and Leadership Development

- ▣ Senior Leadership Team and 50 + central office “middle managers” engaged in year-long “alignment and attunement” effort
- ▣ Conversations across “silos”
- ▣ Developed operating norms
- ▣ Principal Leadership Institutes – new levels of depth and ownership

### 3. Results: Benchmarking Central Office Effectiveness

- ▣ Researched and agreed on benchmark districts in key areas of central office practice
- ▣ Conceived and designed “emerging knowledge forum” to tap external knowledge and build shared learning across central office
- ▣ Developed project management tool to track key initiatives

# COE's 2011-12 Focus Areas

1. Build accountability for results at scale
2. Build collaborative and supportive leadership culture
3. Study, benchmark, adapt, and adopt effective central office practices



# 1. Accountability for Results at Scale<sup>52</sup>

- ▣ New web-based project management tool to link 5 Strategic Goals of MNPS with related programs and results
- ▣ Helps measure performance of both transformational and foundational programs
- ▣ Allows big picture and detail views → supporting strategic investments and course corrections
- ▣ Addresses need for greater coherence in system-wide change efforts

## 2. Collaborative and supportive leadership culture

- ▣ Expand training to retool the organizational culture deeper into ranks of central office
- ▣ Build on awareness, cross-departmental conversations, and norm-setting to operationalize shared expectations
- ▣ Implement Lead Principal position to strengthen connection between central office and schools

### 3. Benchmark effective central<sup>54</sup> office practices

- ▣ Host emerging knowledge forum for broad range of MNPS central office staff with colleagues from several improving districts
- ▣ Monitor and debrief results of climate and culture surveys for continuous improvement focus
- ▣ Link ongoing work of Executive Staff to transformational efforts of TLG through results-based project management

# Progress on the Central Challenge

“... transforming the central office requires leaders to engage in their own continuous learning from the work, paying attention to whether the outcomes that are intended for improvements in teaching and learning are being realized, and inquiring about why or why not.”

- Honig, *et al*, 2010

**2012-13 Version I (Balanced Calendar)**  
(With 10 PD Days and no intercession at mid-year)

JULY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

AUGUST						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SEPTEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

OCTOBER						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

DECEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

7/16-7/19 Teachers report for professional development

7/16-7/20 New student registration week

7/20-7/24 Teachers report for in-service

7/25 **PK-12 students report for school for half day**

7/26 **Teacher in-service day; students do not report**

7/27 First full day for grades 1-12; PK & K report for half day

8/2 **Teacher professional dev day; students do not report**

9/3 **Labor Day Holiday**

9/28 End of first quarter

10/1-10/5 Intercession

10/8-10/11 **Fall Break; students do not report**

10/12 **Teacher professional dev day; students do not report**

10/15 2nd quarter begins

11/6 **Parent conference day; students do not report**

11/21-11/23 **Thanksgiving Holidays**

12/17 Half day for exams grades 9-12

12/18 Half day for exams grades 9-12

12/19 Half day for exams grades 9-12

12/20 Half Day for all grades; 2nd quarter and fall semester end

12/21 **Teacher professional dev day; students do not report**

12/24-1/4 **Winter Holidays**

1/7 3rd quarter begins

1/21 **MLK Holiday**

2/18 **Teacher professional dev day; students do not report**

3/14 3rd quarter ends

3/15 **Teacher professional dev day; students do not report**

3/18-3/22 Intercession

3/26-3/29 Spring Break Holidays

4/1 4th quarter begins

5/27 **Memorial Day Holiday**

5/24 Half day for exams grades 9-12




5/28 Half day for exams grades 9-12

5/29 Half day for exams grades 9-12

5/30 Half Day for all grades; 4th quarter and school year end

5/31 In-service Day for teachers

6/6 Last day for assistant principals

 Grading period begins  
 Students out of school  
 Grading period ends

JANUARY						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

FEBRUARY						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

MARCH						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

APRIL						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JUNE						
S	M	T	W	T	F	S
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2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						



**2012-13 Version II (Balanced Calendar)**  
(Without 10 PD Days; no mid-year intercession)

JULY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

7/27-7/31 Teachers report for in-service  
 8/1 All students report for half day  
 8/2 **Teachers report for in-service; students do not report**  
 8/3 Grades 1-12 report for full day; half day for PK and K  
 9/3 **Labor Day Holiday**  
 10/4 First quarter ends

**10/5 Teacher planning day; students do not report**

AUGUST						
S	M	T	W	T	F	S
			1		3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

**10/8-10/10 Intercession**  
 10/11-10/12 **Fall Break; students do not report**  
 10/15 2nd quarter begins  
 11/6 **Parent conference day; students do not report**  
 11/21-11/23 **Thanksgiving Holidays**  
 12/14 Half day for exams grades 9-12  
 12/17 Half day for exams grades 9-12  
 12/18 Half day for exams grades 9-12  
 12/19 2nd quarter and first semester end

SEPTEMBER						
S	M	T	W	T	F	S
						1
2			4	5	6	7
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

**12/20 Teacher planning day; students do not report**

**12/21-1/4 Winter Holidays**

1/7 3rd quarter begins

1/21 **MLK Holiday**

**2/18 Teacher planning day; students do not report**

3/14 3rd quarter ends




**3/15 Teacher planning day; students do not report**

OCTOBER						
S	M	T	W	T	F	S
	1	2	3	4		6
7						13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

3/18-3/22 Intercession  
 3/25-3/29 Spring Break  
 5/21 Half day for exams grades 9-12  
 5/22 Half day for exams grades 9-12  
 5/23 Half day for exams grades 9-12  
 5/24 4th quarter and school year end  
 5/28 Teachers report for in-service

NOVEMBER						
S	M	T	W	T	F	S
				1	2	3
4	5		7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

DECEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

 Students do not report  
 Grading period begins  
 Grading period ends

JANUARY						
S	M	T	W	T	F	S
						5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

FEBRUARY						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

MARCH						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

APRIL						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JUNE						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

**Stockpiled Days:**

10/12, 12/14-12/18 (half day HS); 12/20; 2/18; 3/15; 5/21-5/23 (half day HS); 6 days for snow

**In-service Days:** 7/27, 7/30, 7/31, 8/2, 5/28

**Abbreviated Days:** 8/1, 12/19, 5/24

**1st quarter:** 45 days

**2nd quarter:** 44 days

**3rd quarter:** 47 days

**4th quarter:** 40 days

**Total:** 176 days

**158 Instructional days prior to TCAP on 5/1/13**

JULY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

AUGUST						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SEPTEMBER						
S	M	T	W	T	F	S
						1
2		3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

OCTOBER						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

DECEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

8/6 Teachers report for in-service  
 8/7 Teachers report for in-service  
 8/8 Teachers report for in-service  
 8/9 **All students report for half day**  
 8/10 **Teachers report for in-service; students do not report**  
 9/3 **Labor Day Holiday**  
 10/12 End of 1st quarter

10/15 **Teacher planning day; students do not report**

10/16-10/19 **Fall Break; students do not report**

10/22 2nd quarter begins  
 11/6 Parent conference day; students do not report

11/21-11/23 **Thanksgiving Holidays**

12/20 **End of 2nd quarter and 1st semester**

12/21 **Teacher planning day; students do not report**

12/20-1/4 **Winter Holidays**

1/7 3rd quarter begins

1/21 **MLK Holiday**

2/18 **Teacher professional development day; students do not report**

3/14 End of 3rd quarter

3/15 **Teacher planning day; students do not report**

3/18 4th quarter begins

3/25-3/29 **Spring Break; students do not report**

5/20 Half day for exams grades 9-12 only  
 5/21 Half day for exams grades 9-12 only  
 5/22 Half day for exams grades 9-12 only  
 5/23 Half day for all grades; end of school year  
 5/24 Teacher in-service day  
 5/31 Last day for assistant principals

**Stockpiled Days: 10/15, 12/17-12/19 (half day HS only), 1/4, 2/18, 3/15, 5/17-5/21 (half day HS only); 6 snow days available**

**In-service days: Aug. 6, 7, 8, 10, May 24**

**Abbreviated Days: 8/9, 12/20, 5/23**

**1st quarter: 45 days**




**2nd quarter: 40 days**

**3rd quarter: 47 days**

**4th quarter: 44 days**

**Total: 176 days**

**159 instructional days prior to TCAP on May 1**

 Grading period begins  
 Students do not report  
 Grading period ends

JANUARY						
S	M	T	W	T	F	S
						5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

FEBRUARY						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

MARCH						
S	M	T	W	T	F	S
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3	4	5	6	7	8	9
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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

APRIL						
S	M	T	W	T	F	S
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7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY						
S	M	T	W	T	F	S
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5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JUNE						
S	M	T	W	T	F	S
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2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

# 2012-13 Version III B - Traditional

59  
6/15/2011

JULY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				




AUGUST						
S	M	T	W	T	F	S
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5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SEPTEMBER						
S	M	T	W	T	F	S
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
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OCTOBER						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER						
S	M	T	W	T	F	S
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4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

DECEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

 Grading period begins  
 Students do not report  
 Grading period ends

8/6 Teachers report for in-service  
 8/7 Teachers report for in-service  
 8/8 Teachers report for in-service  
 8/9 **All students report for half day**  
 8/10 **Teachers report for in-service; students do not report**

9/3 **Labor Day Holiday**

10/12 End of 1st quarter

10/15 **Teacher planning day; students do not report**

10/16-10/19 **Fall Break; students do not report**

10/22 2nd quarter begins

11/6 Parent conference day; students do not report

11/21-11/23 **Thanksgiving Holidays**

12/20 **End of 2nd quarter and 1st semester**

12/21 **Teacher planning day; students do not report**

12/20-1/4 **Winter Holidays**

1/7 3rd quarter begins

1/21 **MLK Holiday**

2/18 **Teacher professional development day; students do not report**

3/14 End of 3rd quarter

3/15 **Teacher planning day; students do not report**

3/18-3/22 **Spring Break; students do not report**

3/25 4th quarter begins

3/28 **Spring Holiday**

5/21 Half day for exams grades 9-12 only

5/22 Half day for exams grades 9-12 only

5/23 Half day for exams grades 9-12 only

5/24 Half day for all grades; end of school year

5/28 Teacher in-service day

6/3 Last day for assistant principals

**Stockpiled Days: 10/15, 12/17-12/19 (half day HS only), 12/21, 2/18, 3/15, 5/17-5/21 (half day HS only); 6 snow days available**

**In-service days: Aug. 6, 7, 8, 10, May 28**

**Abbreviated Days: 8/9, 12/20, 5/24**

**1st quarter: 45 days**

**2nd quarter: 40 days**

**3rd quarter: 47 days**

**4th quarter: 44 days**

**Total: 176 days**

**158 instructional days prior to TCAP on May 1**

JANUARY						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

FEBRUARY						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

MARCH						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

APRIL						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JUNE						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

**Sales Tax Collections - General Purpose Fund**  
**As of July 20, 2011**

MONTH	TOTAL 2009-2010 COLLECTIONS	2010-2011 Projection	TOTAL 2010-2011 COLLECTIONS	\$ Change For Month - FY11 Projection	\$ Change For Month - FY10 Collections	% Change For Month - FY10 Collections	% Increase / Decrease Year- To-Date
September	\$ 13,549,470.42	\$ 13,504,199.74	\$ 13,759,751.80	\$ 255,552.06	\$ 210,281.38	1.53%	1.53%
October	13,607,056.13	13,561,593.05	14,003,184.20	\$ 441,591.15	\$ 396,128.07	2.83%	2.18%
November	13,832,867.96	13,786,650.41	14,310,506.02	\$ 523,855.61	\$ 477,638.06	3.34%	2.58%
December	13,763,476.22	13,717,490.52	14,239,262.46	\$ 521,771.94	\$ 475,786.24	3.34%	2.77%
January	13,251,726.93	13,207,451.06	13,159,053.92	\$ (48,397.14)	\$ (92,673.01)	-0.70%	2.11%
February	17,926,378.86	17,866,484.32	18,374,161.69	\$ 507,677.37	\$ 447,782.83	2.44%	2.18%
March	11,812,229.97	11,772,763.66	13,127,098.07	\$ 1,354,334.41	\$ 1,314,868.10	10.02%	3.20%
April	12,831,595.40	12,788,723.24	12,597,685.69	\$ (191,037.55)	\$ (233,909.71)	-1.86%	2.64%
May	14,911,069.26	14,861,249.29	15,196,517.46	\$ 335,268.17	\$ 285,448.20	1.88%	2.55%
June	13,979,764.91	13,933,056.56	14,636,144.49	\$ 703,087.93	\$ 656,379.58	4.48%	2.75%
July	13,374,778.98	13,330,091.97	14,869,972.90	\$ 1,539,880.93	\$ 1,495,193.92	10.06%	3.43%
August	15,428,494.93	15,376,946.17	-				
<b>TOTAL</b>	<b>\$ 168,268,909.97</b>	<b>\$ 167,706,700.00</b>	<b>\$158,273,338.70</b>	<b>\$5,943,584.87</b>	<b>\$5,432,923.66</b>		<b>3.43%</b>

FY11 Budget	167,706,700
FY10 Collections	168,268,910
Change between years	(562,210)
% Chg	-0.33411399%

**August 05, 2011**

Friday

8:00 AM - 10:30 AM

Professional Educator Collaborative Conference Information Session -- TSBA

**August 07, 2011**

Sunday

2:00 PM - 5:00 PM

First Day Festival

**August 09, 2011**

Tuesday

5:00 PM - 5:30 PM

Regular Board Meeting

**August 11, 2011**

Thursday

All Day

All Students Report Half Day

**August 12, 2011**

Friday

7:00 AM - 8:00 AM

Youth Safety Summit Committee meeting -- Martin

8:00 AM - 8:30 AM

TSBA Policy Update Workshop

**August 23, 2011**

Tuesday

5:00 PM - 5:30 PM

Regular Board Meeting