

Purpose Preparatory Academy Charter School Charter Amendment 2021



PURPOSE Preparatory Academy

**Respectfully Submitted on October 1, 2021 to
Metropolitan Nashville Public Schools by:
Purpose Preparatory Academy Charter School**

- Lagra Newman, Founder & Head of School
- Ryann Casey, Criminal Defense Attorney, Metro-Davidson County Public Defender's Office
- Vince Durnan, Director, University School of Nashville
- Perry Gooch, Senior Vice President, Investment Services and Office Leasing, Cushman & Wakefield
- Matt Hancock, Senior Director, Channel Innovation, Dollar General
- Dr. Jerri Haynes, Dean and Professor-College of Education, Tennessee State University
- Lara Henley, Information Protection & Security, HCA Healthcare
- Lauren King, Compassion Forward Analyst, Asurion
- Dale Mitchell, Vice President, Private Client Services, First Tennessee Bank
- Kathy Nelson, Senior Vice President and Financial Advisor, Pinnacle Bank
- Sallie Norton, Former Director of Reunions, Vanderbilt University and Former Director of Alumnae Relations, Harpeth Hall
- Charlane Oliver, Community Liaison, Congressman Jim Cooper
- Rohit Padmanabhan, CFA President and Chief Investment Officer, Lotus Asset Management
- Domonique Townsend, Founder and Chief Strategy and Continuous Improvement, We Optimize Work LLC
- Charlandra Watson, Director CS&Q, NAM Power Products

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PART I - GENERAL INFORMATION

MISSION: Through rigorous curriculum, high quality instruction, and positive character development, Purpose Preparatory Academy Charter School ensures that all kindergarten through grade four students achieve the academic skills, knowledge, and ethical foundation to be set on the path to college.

VISION: Purpose Preparatory Academy Charter School (“Purpose Prep”) provides an academically challenging, disciplined, and joyful elementary school to children of Nashville. With an intensive focus on the acquisition of essential literacy skills, Purpose Prep provides targeted and rigorous instruction in each core subject to meet the academic needs of every scholar. Purpose Prep holds scholars accountable for demonstrating excellent behavior by teaching them the character skills necessary for their success, specifically the school’s RISE with Purpose values – Purpose, Respect, Integrity, Self-Determination, and Excellence.



“Intelligence plus character - that is the goal of true education. The complete education gives one not only power of concentration, but worthy objectives upon which to concentrate.” This statement by Martin Luther King, Jr. captures Purpose Prep's vision of education. We instill in Purpose Prep scholars a strong academic and character foundation that firmly underpins school and life success. We nurture intelligence, grow character,

and set the objective high. Purpose Prep scholars read, write and speak at proficient and masterful levels in the elementary grades that set a foundation towards high levels of learning throughout middle and high school, and on the path to college. We welcome the heightened accountability required of a charter, and we drive all programmatic and administrative decisions to advance our mission.

AMENDMENT PETITION CATEGORY: The addition or removal of a grade level.

1) SCHOOL BACKGROUND

- a) Campus address: **220 Venture Circle Nashville, TN 37228**
- b) First school year in operation: **2013**
- c) Grade levels and enrollment currently serving: **K-4, 360**
- d) Grade levels and maximum enrollment to be served at maturation of charter agreement, if different: *N/A*
- e) End of current charter term: **2023**

2) BACKGROUND STATEMENTS

1. Authorized in 2012, Purpose Prep, a Pearl-Cohn Cluster charter elementary school, currently serves nearly 360 children in grades Kindergarten through four. **Purpose Prep seeks approval to add the fifth grade to our current grade structure.**

As part of MNPS' ReimagineEd Plan, the Pearl-Cohn Cluster district elementary schools added fifth grade to their instructional model this Fall 2021. With strong alignment to the goals of the ReimaginED initiative, specifically "to improve academic outcomes for all students," we believe that Purpose Prep should be provided the same opportunity of educational attainment through the fifth grade. We certainly find the value in this expansion and what it can mean for the continued growth and development of our students. Further:

- The design of said initiative is said to, "better serve our students by creating supportive, engaging learning environments... improving academic and social-emotional outcomes for all students in these clusters." Purpose Prep does this through individualized instruction, Community Meeting space(s) for students, and investing in enrichment programs that emphasize social-emotional wellness and financial literacy.
- The data cited by MNPS for ReimaginEd, "shows fifth grade students who remain in the elementary setting outperform their peers who are in a middle school setting...previous engagement efforts show that MNPS parents would like their fifth-grade students to remain in the elementary setting." These benefits should be granted for Purpose Prep students and families as well.

Furthermore, we know just how important foundational instruction is and its ability to set the tone for future positive learning experiences and academic achievement. Hence, just one year of interrupted, ineffective teaching can undo years of quality teaching and education. We support our families to transition into high-performing options following their child's education at Purpose Prep. While there are middle and high school options in Nashville made available to families, quality elementary school options are not made available to our families. As a result, Purpose Prep families' children are being set up for a year of regression and learning gaps. Moreover, our families have made the decision to attend Purpose Prep. By not providing them an option for fifth grade would force them to go to their zoned elementary school for one year and negate the choice options provided for them by the district, potentially reassigning them to the same school that they opted out of for Kindergarten through fourth grade. The continuity of academic and social progress is critical. Our students are making great strides at Purpose Prep and feel especially supported during this pandemic. Adding the fifth grade enables us to make the preparations in support of students' middle school transition and ensure continued progress, an ultimate benefit to all of our scholars.

The COVID-19 pandemic reset how we had to think about and deliver education. Not only did we have to move in the direction of remote learning in the 2020-21 school year, but we also had to reconsider the best instructional practices and new methods to keep students engaged and learning virtually. Although we were able to successfully provide technology, Wi-Fi access, make significant investments in online literacy and math instructional platforms, and offer support to our families, learning loss was still very much a reality. This pandemic exacerbates the need to add a fifth grade, and we are well equipped to support the academic and developmental well-being of our students prior to entering middle school and beyond. Now that we have safely returned to in-person instruction, it is even more imperative that we proceed with this process, scaling our educational

opportunities to meet the needs of our progressing fourth graders and eventual new-to-Purpose Prep fifth graders.

To properly plan for this addition, we have engaged in a readiness assessment at the board and leadership level. Through our partnership with Achievement Network, our instructional leadership team has engaged in curriculum, assessment, and data analysis planning. Further, we have created budget, facility, and operational scenarios that have affirmed our readiness to add fifth grade. To staff 5th grade, we will add six full-time highly qualified teachers to our team. To ensure a strong launch and transition into founding this additional grade level, we will continue our practice of placing at least one veteran teacher in each founding classroom. Experienced curriculum writers and instructional leaders will utilize spring and summer of 2022 to solidify research-based curriculum that builds upon our prior success and borrows from the highest-performing middle schools in the state & nation to accommodate the transition well in advance. Our current special education & ELL staffing meets the needs of our current population and model and has the caseload capacity to support this additional grade. Non-academic roles such as the Family Engagement Coordinator and our external partnership with counseling services will continue to be leveraged to provide family counseling, advocacy, and support in what will now be their 6th grade transition to middle school.

2. We anticipate several important benefits of this amendment, which will hold great value for our district and school community.
 - **We are proud of our academic impact and success within our community, which includes being the first elementary school in North Nashville to earn Tennessee Reward School Status for academic performance, ranked in the top 5% of schools in the state, in the history of our city.** We were created to provide quality education to families who did not otherwise have access, and our proven results reflect the significant strides we have made in delivering upon this mission. To add the fifth grade would positively impact the academic success of our current students and ensure stronger middle-school readiness and preparation.
 - **The internal demand within our community is strong.** As a result of Purpose Prep’s robust curriculum and the strong commitment to educate the entire child, families are eager to have their children enrolled here from Kindergarten through fifth grade. As evidenced by letters of support from families, they also realize their right to exercise power regarding school choice so as to ensure that their children have access to the best education option(s) available, Purpose Prep. Please refer to **Attachment D** to review their letters of support for ensuring their children have the opportunity to matriculate through Purpose Prep through the fifth grade.
 - **The family and the community demand for Purpose Prep is strong.** As the highest performing elementary school in the North Nashville area, and with literacy results that are unprecedented for our community, families are aware that we are doing the work here at Purpose Prep. Furthermore, through surveys, individual discussions with families and school wide family engagement events, families have both requested and supported efforts to add the fifth grade. Purpose Prep is also dedicated to reversing the narrative of North Nashville and its school-to-prison pipeline by instilling heightened levels of achievement in literacy, math, and overall scholarship as seen in our results. Further:
 - This decision impacts our families because many of them are zoned to an elementary school for fifth grade– this would mean, leaving fourth grade at Purpose Prep, attending fifth grade at another elementary school in their zone, and then going to middle school thereafter – three schools in three years. The lack of an option to stay at Purpose Prep for fifth grade would certainly have a detrimental effect on their school experience.

- Continuity of academic and social progress is critical. They are making great progress at Purpose Prep and feel especially supported during this pandemic. By having fifth grade, we will be able to make the preparations in support of their middle school transition and ensure continued progress. This would certainly benefit our scholars – which is the reason why this decision was made in the first place – to ensure elementary schools had an additional year to academically and socially prepare our children for middle school.
- Our families made the decision to attend Purpose Prep. By not providing them an option for fifth grade would force them to go to their zoned elementary school for one year and negate the choice options provided for them by the district, potentially reassigning them to the same school that they opted out of for Kindergarten through fourth grade.
- **Purpose Prep’s hiring model and teacher capacity has been built out over time to effectively serve fifth grade scholars.** With strong retention of staff, a two-teacher model in every classroom, and systems devoted to teacher development, mentorship, and support, our staffing structure is well equipped to add the fifth grade.
- **Our facility has specifically been built for our current capacity of students.** Our building is equipped with sufficient classrooms, a cafeteria and gymnasium, and office and teacher workroom spaces to meet our current needs and fifth grade addition requirements.
- **Our financial and operational model can fulfil the needs of our school at the fullest proposed capacity of 450 scholars, specifically given the purchase of several fixed operational costs.** Our operational framework is effectively supported through compliant and transparent systems and governed closely by our Board of Directors. These measures enable Purpose Prep’s continued strength and sustainability to support the fifth grade and a total student body of 450 students.

As an elementary charter school within MNPS, we are committed to providing our scholars and families with an excellent education throughout the total grade configuration, which in our cluster, is now through fifth grade – we have the space, capacity, and desire to ensure they continue to be successful before transitioning to middle school, and like the district schools, we want to be granted the opportunity of educating our scholars through fifth grade to maximize their elementary experience.

It is evident that after cultivating a successful school model, and given strong academic performance, including a record-breaking *Reward School* status honor and a sustainable operational and financial model, adding the fifth grade would have a profoundly positive effect on the success of our school district and community.

3. In planning for the addition of fifth grade, we have implemented conservative budgeting that allows us to maintain financial stability in our operating budget using our per-pupil allocation. This conservative budget model assumes student attrition, conservative revenue, and minimal fundraising, yet allows us to balance our budget and focus resources in alignment to our mission. Adding an additional grade equates to more students, which increases our Basic Education Program funding, and thus, enables us to fund the related expenses incurred from this change. We would need to add a total of 6 teachers to ensure a 15 to 1 student to teacher ratio, as well as increases to supplies, resources, furniture, and equipment to ensure classrooms and teachers are properly resourced. In addition, in preparation for adding grade 5, the 2020-21 academic year was a very strong year for us financially. Last year’s donor giving, grant awards, and fundraising initiatives are sources that have been identified as means to finance new programming, enrichment, staff and professional development, curriculum enhancement, and facility space, all necessary components

that properly accommodate adding the fifth grade. Please see **Attachment C** for our complete multi-year budget and cash flow for adding fifth grade. The budget and the accompanying financial documents, including our most recent audit contained in **Attachment A** that resulted in no findings, not only emphasize how our fiscal priorities align to our mission, academic program, and priorities, but also how Purpose Prep demonstrates financial viability.

4. We practice ongoing communication and engagement with all external and internal stakeholders. This was especially heightened during the 2020-21 academic year. For example, in March 2021, we engaged parents virtually and through surveys about our developing plans to add the fifth grade. Families expressed the desire to keep their children at Purpose Prep for fifth grade. Families appeared before MNPS' board in April '21 in support of this addition. Our coalition of supportive families are writing letters and will appear at the October 2021 hearing. Our Board also supports this decision and have voiced their support through letter writing. Like that of our families, board members will also be present at the October board meeting.

We have also found it helpful to collaborate with other schools in this work. For the past couple months, we have worked alongside Rocketship Public Schools and Smithson Craighead Academy to create a fifth-grade task force. Through meetings and shared best practices, tools, documents, etc., we are supporting one another through the amendment process.

Lastly, this undertaking has also afforded us the opportunity to further engage MNPS board members such as John Little, for which we are grateful. His advocacy of high-quality educational choice has been instrumental in understanding this process as well as obtaining buy-in from other board members who value the critical nature of our plan to expand to grade 5 and what that means for our community at large.

5. Purpose Prep's governing board approved the proposed amendment on October 1, 2021.



**Application to Amend a Charter Agreement
Signature Page**

By our signatures below, we hereby certify that the governing body of the charter school identified herein has approved the submission of this application to amend a charter agreement.

Contact Signature

Darren W. Armstrong, Dir. of Pub. Engagement & Strat. Affairs

Contact, Printed Name & Title

darmstrong@purposeprep.org

Contact Email Address

9.16.21

Date

Date

Board Chair Signature

Charlandra Watson, Board Chair

Charlandra.Watson@gmail.com

Contact Email Address

9/16/21

Date

This completed and signed form and all attachments shall be submitted to the governing body of the charter school identified herein as well as to the Tennessee Department of Education, Division of Choice, at Charter.Schools@tn.gov.

PART II - SUBPART B - GRADE LEVELS

AMENDMENT GRADE STRUCTURE: Authorized in 2012, Purpose Prep, a Pearl-Cohn Cluster charter elementary school, currently serves nearly 360 children in grades Kindergarten through four. **Purpose Prep seeks approval to add the fifth grade to our current grade structure.**

BENEFITS OF AMENDMENT:

As part of MNPS' ReimagineEd Plan, the Pearl-Cohn Cluster district elementary schools added fifth grade to their instructional model this Fall 2021. Purpose Prep desires to be in alignment with the goals of MNPS' ReimagineED Plan, specifically the grade level configuration of our neighboring schools, which is why through this amendment process we are requesting the addition of fifth grade.

We anticipate several benefits of this amendment, holding great value for our district and school community.

- **We are proud of our academic impact and success within our community, which includes being the first elementary school in North Nashville to earn Tennessee Reward School Status for academic performance, ranked in the top 5% of schools in the state, in the history of our city.** We were created to provide quality education to families who did not otherwise have access, and our proven results reflect the significant strides we have made in delivering upon this mission. To add the fifth grade would positively impact the academic success of our current students and ensure stronger middle-school readiness and preparation.
- **The internal demand within our community is strong.** As a result of Purpose Prep's robust curriculum and the strong commitment to educate the entire child, families are eager to have their children enrolled here from Kindergarten through fifth grade. As evidenced by letters of support from families, they also realize their right to exercise power regarding school choice so as to ensure that their children have access to the best education option(s) available, Purpose Prep. Please refer to **Attachment D** to review their letters of support for ensuring their children have the opportunity to matriculate through Purpose Prep through the fifth grade.
- **The family and the community demand and need for Purpose Prep adding fifth grade is strong.** As the highest performing elementary school in the North Nashville area, and with literacy results that are unprecedented for our community, families are aware that we are doing the work here at Purpose Prep. Furthermore, through surveys, individual discussions with families and school wide family engagement events, families have both requested and supported efforts to add the fifth grade. Purpose Prep is also dedicated to reversing the narrative of North Nashville and its school-to-prison pipeline by instilling heightened levels of achievement in literacy, math, and overall scholarship as seen in our results. Further:
 - This decision impacts our families because many of them are zoned to an elementary school for fifth grade— this would mean, leaving fourth grade at Purpose Prep, attending fifth grade at another elementary school in their zone, and then going to middle school thereafter – three schools in three years. The lack of an option to stay at Purpose Prep for fifth grade would certainly have a detrimental effect on their school experience.
 - Continuity of academic and social progress is critical. They are making great progress at Purpose Prep and feel especially supported during this pandemic. By having fifth grade, we will be able to make the preparations in support of their middle school transition and ensure continued progress. This would certainly benefit our scholars –

which is the reason why this decision was made in the first place – to ensure elementary schools had an additional year to academically and socially prepare our children for middle school.

- Our families made the decision to attend Purpose Prep. By not providing them an option for fifth grade would force them to go to their zoned elementary school for one year and negate the choice options provided for them by the district, potentially reassigning them to the same school that they opted out of for Kindergarten through fourth grade.
- **Purpose Prep’s hiring model and teacher capacity has been built out over time to effectively serve fifth grade scholars.** With strong retention of staff, a two-teacher model in every classroom, and systems devoted to teacher development, mentorship, and support, our staffing structure is well equipped to add the fifth grade.
- **Our facility has specifically been built for our current capacity of students.** Our building is equipped with sufficient classrooms, a cafeteria and gymnasium, and office and teacher workroom spaces to meet our current needs and fifth grade addition requirements.
- **Our financial and operational model can fulfil the needs of our school at the fullest proposed capacity of 450 scholars, specifically given the purchase of several fixed operational costs.** Our operational framework is effectively supported through compliant and transparent systems and governed closely by our Board of Directors. These measures enable Purpose Prep’s continued strength and sustainability to support the fifth grade and a total student body of 450 students.

As an elementary charter school within MNPS, we are committed to providing our scholars and families with an excellent education throughout the total grade configuration, which in our cluster, is now through fifth grade – we have the space, capacity, and desire to ensure they continue to be successful before transitioning to middle school, and like the district schools, we want to be granted the opportunity of educating our scholars through fifth grade to maximize their elementary experience.

It is evident that after cultivating a successful school model, and given strong academic performance, including a record-breaking *Reward School* status honor and a sustainable operational and financial model, adding the fifth grade would have a profoundly positive effect on the success of our school district and community.

PHYSICAL SPACE:

Purpose Prep is housed in a vibrant, meticulously maintained facility within our community of North Nashville. Our facility has specifically been built for a capacity of 450 students with fifteen classrooms, a cafeteria and gymnasium, and office and teacher workroom spaces. We currently occupy 12 of the available classrooms, and if granted the opportunity to add fifth grade, we would have our fifth-grade classrooms occupy the additional 3 classrooms available. Therefore, our current facility is sufficiently equipped to add three additional fifth grade classrooms.

STAFFING:

Purpose Prep has dramatically accelerated student achievement, by focusing intensively on academic skill development, most particularly within literacy, which is critical in the early grades. “Under-developed literacy skills are the number one reason why students are retained, assigned to special education, given long-term remedial services and why they fail to graduate from high

school.”¹ Our mission requires an impeccable academic foundation, most intensively within literacy, measurable at each grade level, and we devote the majority of our financial, temporal, and curricular resources towards that goal. Our successful instructional model informs our staffing model.

Purpose Prep’s staffing model provides two high-capacity teachers in every classroom so that the student to teacher ratio is 15 to 1. Given the literacy structure of three rotating groups, which further reduces the teacher to student ratio to 10 to 1, scholars receive additional intensive and differentiated instruction within literacy, specifically with foundational phonics skills. For 225 minutes daily, scholars in every grade level work closely with teachers to command strong reading and writing skills. We would preserve this effective structure when adding fifth grade.

Therefore, to staff 5th grade, we will add six full-time highly qualified teachers to our team to maintain our 15 to 1 student to teacher ratio within each classroom. To ensure a strong launch and transition into founding this additional grade level, we will continue our practice of placing at least one veteran teacher in each founding classroom. Experienced curriculum writers and instructional leaders will utilize spring and summer of 2022 to solidify research-based curriculum that builds upon our prior success and borrows from the highest-performing middle schools in the state & nation to accommodate the transition well in advance. Our current special education & ELL staffing meets the needs of our current population and model and has the caseload capacity to support this additional grade. Non-academic roles such as the Family Engagement Coordinator and our external partnership with counseling services will continue to be leveraged to provide family counseling, advocacy, and support in what will now be their 6th grade transition to middle school.

Further, we know that exemplary leadership able to execute on every detail is a critical component of a high performing school. Purpose Prep is founded, governed, and operated by an extraordinary team of Nashville’s educational, civic, and business leaders. The Board of Directors has proven to be capable of governing and managing the school in alignment with the mission and vision, establishing policies that protect the school’s academic and financial success. They have successfully managed the school’s growth over time, transitioning Purpose Prep from a founding school into a sustaining, enduring organization.

The Founder and Head of School, Lagra Newman, has been at the helm of Purpose Prep’s success since inception and has evolved to be an impactful educational leader within our city. With a strong background in education reform, extensive knowledge of school design and leadership capacity building, and deep insight into creating gap-closing results and a successful school, she not only continues to receive on-going development and guidance from professional organizations to continue to enhance her knowledge base, but she is also a mentor of schools and school leaders throughout the nation. The Purpose Prep Leadership Team is composed of several dynamic individuals who bring considerable experience to Purpose Prep. Our Director of Academics, Shauna Russell, is a nine-year Purpose Prep veteran with proven results for achieving academic success with our city’s most vulnerable children. As a founding teacher, her leadership and performance earned her MNPS’ Blue Ribbon Teacher Award in 2014 and 2016, and she was the recipient of the Tennessee Charter School Center’s honor of 2015 Elementary Charter School Teacher of the Year (Nashville/Chattanooga region). Her instructional leadership impact has also included serving as adjunct faculty for Weekend Warriors with Building Excellent Schools, and as an advisor for Relay’s Texas Instructional Leadership Professional Development program. In

¹ Ferrandino, V.L., and Tirozzi, G. (2004, May 5). Wanted: A Comprehensive Literacy Agenda preK-12. *Education Week*, 23(24), 29.

her current daily role, she continues to push teachers and students to excel, heavily focusing on instructional strategy and the value of metrics.

Purpose Prep has been extensively developed and supported over time by Building Excellent Schools, an organization with a proven track record of founding, developing, and delivering ongoing support to the nation's highest performing charter schools. Building Excellent Schools has set a high bar nationally for what achievement can be for underserved children, and Purpose Prep has replicated and nurtured these most successful practices with strong fidelity. Now, ten years later, Purpose Prep has transformed into a leader among other Building Excellent Schools. Setting the example for learning and instructional execution techniques, Purpose Prep leads as a mentor and supporter of schools throughout the nation. Purpose Prep is regularly visited by other schools (not limited to Tennessee schools) that study Purpose Preps' co-teaching methods, effective and appropriate pedagogy methods, student culture and achievement, leadership team dynamics, and parent/community engagement strategies. Additionally, through the local support of the Tennessee Charter School Center, Purpose Prep continues to receive assistance with the management of critical school activities including talent recruitment, board training, and other capacity-building services. Our organization has strategically evolved into a highly successful partner school to MNPS, and we can best continue this success and impact by adding fifth grade scholars.

EVIDENCE OF COMMUNITY NEED, DEMAND, AND SUPPORT:

The family and the community demand for Purpose Prep is strong. As the highest performing elementary school in the North Nashville area, and with literacy results that are unprecedented for our community, we are fully enrolled with a robust waitlist. Our model continues to be eagerly sought after and necessary for the children of our community. To ensure that families and community members within our target population for which Purpose Prep was designed are aware of our school, we engage in expansive and intensive outreach efforts throughout North Nashville.

Our families are appreciative that Purpose Prep is delivering on the outcomes of our mission and vision for their children, by providing the highest level of performance in our community. The opportunity to mobilize a community around high-quality educational options has been powerful, and we will continue to engage productively and positively with our community. A sampling of families from each grade level with unique experiences about Purpose Prep have written personalized letters of support on behalf of our school. These letters of support are included in **Attachment D**.

Community, political, educational and business leaders passionate about ensuring children of Nashville receive high-quality education have demonstrated support of Purpose Prep by visiting our school, attending our events, or lending their support through acts of volunteerism or philanthropy. A sampling of these community supporters is represented in the outline in **Figure 1.01**.

Figure 1.01: Sampling of Purpose Prep Supporters

Clint Story, Vice President- Business Relations, Citizens Bank	Bishop Joseph Walker, Pastor Mt. Zion Baptist Church
Erica Gilmore, Former At-Large Council Member, Metropolitan Nashville & Davidson County	Harry Allen, Founder & Chief Relationship Officer, Studio Bank
Harold Love, Representative, TN General Assembly	Johari Matthews Executive Director, Northwest YMCA <i>(Parent of Purpose Prep)</i>
Maya Buggs, Chief Executive Officer, Tennessee Charter School Center	Janiro Hawkins, Moderator Greater Richland Creek Missionary Baptist
Lonnell Matthews, Juvenile Circuit Clerk, Metropolitan Nashville & Davidson County <i>(Parent of Purpose Prep)</i>	Jalen Ramsey, Philanthropist & NFL Athlete, Los Angeles Rams
Kisha Cox, Principal of Jere Baxter Middle School, MNPS <i>(Parent of Purpose Prep Alumna)</i>	Risa Pope, Former Executive Principal, MNPS <i>(Grandparent of Purpose Prep)</i>
Rosevelt Noble, Director of the Bishop Johnson Black Cultural Center, Vanderbilt University	Courtney Hale, Founder, KnowledgeBANK
Jessica Kearn-Huff, Former Tennessee State University Basketball Coach	Zulfat Suara, Metropolitan Council of Nashville member
Patrick Walker-Reese, Founder, Aspire	Vesia Wilson-Hawkins, Education advocate and education blogger of “Volume & Light”

RECORD OF ACHIEVEMENT:

Purpose Prep is a proud partner with Metropolitan Nashville Public Schools providing an academically rigorous, highly structured, and joyful elementary school to the most underserved children in North Nashville. Unanimously approved by MNPS in June 2012 as part of the stated priority of the district to improve the academic success of children within the North Nashville community, specifically within the Pearl Cohn Cluster, which is one of the lowest performing cluster of schools in the city, Purpose Prep has established itself as a proof point for what is possible for our city. A Title I School with 75% of scholars who qualify for free and reduced lunch and 99% children of color, Purpose Prep is an outlier for performance within its community. As the highest performing elementary school in the Pearl Cohn Cluster, Purpose Prep has earned Reward School status twice. Notably, Purpose Prep made history in 2017 for being the first elementary school in North Nashville to ever have received Reward School

status for academic performance. Additionally, Purpose Prep’s academic outcomes with subgroups, particularly African-Americans and Economically Disadvantaged Students are particularly impressive and rank within the top schools in the district and state.

Further, over the course of the COVID-19 pandemic, Purpose Prep has and continues to support our families and scholars. By creating a virtual model equipped with synchronous and asynchronous



instruction, ensuring 100% of families were equipped with technology devices and wi-fi service, providing 1:1 tech assistance by our operational team, and coordinating food distribution and supplies drives, Purpose Prep pivoted swiftly to provide impactful supports to our community. Having reopened safety to scholars this Fall, we look forward to continuing to support families through this pandemic and towards even greater levels of

success.

Indeed, Purpose Prep is critical to the success within the community of Nashville and to Tennessee’s educational priorities. We are proud of the successes that our scholars have achieved and the progress that we are making towards our mission of ensuring an excellent education for the children of Nashville. We look forward to continuing to positively impact the lives of our scholars, their families, and our community in the years to come.

ACADEMICS:

Purpose Prep's rigorous focus on essential literacy and mathematics skills, character development, and high expectations are integral components of the school's model that have enabled students to persist and yield positive academic outcomes year-after-year. Purpose Prep has a proven track record of producing results based on the resources it has in place tailored specifically to meet the academic and social emotional needs of our students.

Figure 1.02: TN Ready 2016-2021 Reading & Math Proficiency Percentages: Pearl-Cohn Cluster

Pearl-Cohn Cluster Elementary Schools	Reading On Track/Mastered Total %s				Math On Track/Mastered Total %s			
	2016-17	2017-18	2018-19	2020-21	2016-17	2017-18	2018-19	2020-21
Purpose Prep	68.3	57.1	51.6	31.9	42.7	64.6	45.2	9.3
Buena Vista	13.8	7.3	9.2	N/A	11.4	7.5	11.5	N/A
Cockrill	18.5	15.2	13.2	12.8	28.9	16.1	17.4	N/A
Hull-Jackson Montessori	29.5	29.4	14	24	30.4	32.4	30.6	14
Jones Paideia Magnet	32.9	29.1	16.3	8.7	26.7	16.4	7.6	N/A
Park Avenue	13.1	15.8	14	12.7	28.3	13.2	18.9	N/A
Robert Churchwell Mus. Magnet	15.3	12.2	9.2	N/A	15.2	14.5	18.5	N/A

For consecutive academic years, even during one of the most difficult years in the history of schooling given the global pandemic of Covid-19, Purpose Prep is the top achieving elementary school, leading the Pearl-Cohn Cluster in both reading and math achievement, setting a school model standard of excellence. The above data not only displays the significant gains Purpose Prep has made as an elementary school, but also the impact Purpose Prep has had within the Nashville community. On average, over our eligible TN Ready period, Purpose Prep’s TN Ready reading and math achievement percentages are 52.2% and 40.5%, respectively. Comparatively, the remaining Cluster schools have consistently reported significantly lower achievement percentages for both subject areas. Cluster achievement averages over the extended period above are 15.89% and 15%, for reading and math, respectively. Notably, Purpose Prep’s average reading achievement score is 3.3 times that of the Cluster reading average, while Purpose Prep’s average math achievement score is 2.7 times that of the Cluster math average.

Clearly, Purpose Prep has made a demonstrable impact within the Pearl Cohn Cluster, and one that displays the transformative nature of our work of reversing the North Nashville status quo. Additionally, Purpose Prep is outpacing the district and state performance.

Figure 1.03: TN Ready 2016-2021 Reading & Math Proficiency Percentages: Purpose Prep, District, and State

Tennessee Performance Data	Reading On Track/Mastered Total %s				Math On Track/Mastered Total %s			
	2016-17	2017-18	2018-19	2020-21	2016-17	2017-18	2018-19	2020-21
Purpose Prep	68.3	57.1	51.6	31.9	42.7	64.6	45.2	9.3
Davidson County	25.4	24.7	27.7	N/A	29.2	21.9	34.1	N/A
State of Tennessee	34	32.8	35.5	6	40.1	33	45.3	9

As demonstrated from the data above, Purpose Prep’s reading average percentage of 52.2% is more than 2.5 times that of Davidson county’s average reading achievement percentage, 19.45%. Similarly, Davidson county’s average math achievement percentage, 21.3%, falls significantly short of Purpose Prep’s average math achievement percentage, 40.5%. As a state, Tennessee’s average reading and math achievement performance is 27.1% and 31.9%, respectively. Purpose

Prep's average reading achievement score is 25.1% higher than that of the state, and Purpose Prep's average math achievement score is about 8.6% higher than that of the state.

The following academic highlights further capture Purpose Prep's accomplishments and why we are committed to continuing to successfully educate at our current capacity:

Accomplishments per years of eligible TN Ready Results (3rd and 4th Grades from 2016-2021)

School Year 2016-2017

- In 2016, Purpose Prep was designated a Reward School by the state of Tennessee for academic performance, ranking within the top 5% of schools in the state for academic performance.
- Purpose Prep made history by being the 1st elementary school in North Nashville to achieve Reward School status for academic performance based on TN Ready Results.
- Among North Nashville elementary schools in the Pearl Cohn Cluster of Metro Nashville Public Schools (MNPS), Purpose Prep ranked #1 for both African American and economically disadvantaged students for both ELA and Math performance results.

School Year 2017-2018

- For a second year in a row, Purpose Prep earned recognition as a Reward School by the State of Tennessee.
- For the second year in a row, among North Nashville elementary schools in the Pearl Cohn Cluster, Purpose Prep ranked #1 for both African American and economically disadvantaged students for both ELA and Math performance results.
- Purpose Prep was ranked as the #1 elementary school for ELA and Math in MNPS for economically disadvantaged students.
- Purpose Prep was the highest performing elementary school in the Pearl Cohn Cluster of MNPS in both reading and math.

School Year 2018-2019

- Purpose Prep was ranked among the highest performing elementary schools for reading in the district.
- Purpose Prep was the #1 ranked non-selective MNPS school for its percentage of economically disadvantaged students who achieved "on or above grade level" status for ELA.
- Purpose Prep was the #1 ranked Title I MNPS school for its percentage of African American fourth grade students who achieved "on or above grade level" status for ELA.
- Purpose Prep was ranked in the top 10% of Tennessee schools (out of 2,085 schools) for African American students who achieved "on track or mastered" status for ELA.
- Purpose Prep was the highest performing elementary school in the Pearl Cohn Cluster of MNPS in both reading and math.

School Year 2019-2020 - *Although TN Ready data wasn't obtained during this period, we are proud to report the following accomplishments.*

- 100% of the entire student body received virtual, individualized tutoring.
- 100% of families' technology needs were met, 1:1 technology training included.
- 100% of teaching staff met in weekly content teams to develop robust instructional plans
- Online literacy and math instructional platforms were integral to the remote curricula, enabling teachers to have greater access to scholars' achievement data.
- Key on-site structures such as data meetings, team check-ins, and daily all-staff huddles were maintained in the virtual setting.

School Year 2020-2021

- Similar to state-wide trends, Purpose Prep’s academic performance in the 2020-2021 virtual school year declined in both ELA and Math. Even with drops, however, ELA performance averaged 31.9% On Track or Mastered, outperforming the district and in fourth grade, the state - all while remaining entirely virtual the whole year.
- Purpose Prep continues to be a top non-selective MNPS school for its percentage of economically disadvantaged students who achieved “on or above grade level” status for ELA. Last academic year, Purpose Prep’s economically disadvantaged student demographic outpaced the state’s average ELA performance as seen in Figure 1.02.

FINANCIAL HEALTH:

Purpose Prep has committed to conservatism and transparency as it relates to financial viability and health. Our model is based on budgeting all government revenues off of ADM (average daily membership), and our per pupil expenses off of total enrollment. The difference between our enrollment and ADM is at least 5%, so our revenues are under-budgeted, while our expenses are over-budgeted. Additionally, we have consistently met our enrollment goals by retaining current students and recruiting new students year over year. Since enrollment is the main driver for our largest revenue source, Basic Education Program (BEP) funding, it has been imperative for us to exceed our annual enrollment goals. Purposeful management of our public resources have allowed us to effectively develop and sustain one of the most successful school models in the state of Tennessee. Maintaining our current enrollment allows us to build upon our successful foundation to create sustainable and enduring practices for years to come.

In addition to government funds, we have successfully fundraised via foundation grants, individual donors, and school events to close the revenue gap to meet operational expenses each year of operation. Our financial model does not rely heavily on private fundraising for daily operations, but these funds do aid in bridging any gap and serve as a contingency for future planning. Our staffing plan has also been created to be conservative for both teaching and administrative staff. In the startup years, both teaching and administrative staff filled personnel gaps in house (vs. outsourcing externally). Roles were combined until we reached full growth, which is when new positions were created and hired. These practices have enabled us to grow sustainably and hone our current model.

Over the years, we have created sustainable long-term budgetary practices that enable us to meet the rigorous outcomes of our mission. Maintaining our current enrollment will continue to allow us to build upon our successful foundation to create sustainable and enduring practices for years to come.

In planning for the addition of fifth grade, we have implemented conservative budgeting that allows us to maintain financial stability in our operating budget using our per-pupil allocation. This conservative budget model assumes student attrition, conservative revenue, and minimal fundraising, yet allows us to balance our budget and focus resources in alignment to our mission. Please see **Attachment C** for our complete multi-year budget and cash flow for adding fifth grade. The budget and the accompanying financial documents, including our most recent audit contained in **Attachment A** that resulted in no findings, not only emphasize how our fiscal priorities align to our mission, academic program, and priorities, but also how Purpose Prep demonstrates financial viability.

OPERATIONAL SUSTAINABILITY:

Purpose Prep has a successful track record with implementing effective operational systems and ensuring compliance that reflects our commitment to operational excellence and sustainability. Over the past ten years, our organization has successfully managed several operational processes, including the challenges of start-up, an expanding student growth enrollment model, district coordination and compliance, and facility procurement and expansion. With staff retention above 70%, Purpose Prep provides a productive adult culture that facilitates staff's ability to grow their craft, collaborate with their colleagues, and lend their expertise in support of the mission. Operationally, we are well established to ensure continued sustainability by adding fifth grade.

PROPOSED ENROLLMENT SUMMARY:

Please see our enrollment table and anticipated demographics below.

Figure 1.04: Enrollment Table & Anticipated Demographics

Number of Students			
Grade Level	Year 8: 2020-21	Year 9: 2021-22	Year 10: 2022-23
K	60	60	90
1	60	60	60
2	90	60	60
3	90	90	60
4	60	90	90
5		90	90
Totals	360	450	450

Anticipated Demographic		
% of Economically Disadvantaged Students	% of Students with Disabilities	% of English Language Learners
74%	7%	4%