



SCHOOL DEPARTMENT



REPORT OF THE SCHOOL COMMITTEE

Oversight and Administration

The Weston School Committee sets the budget, establishes educational policy, and hires and evaluates the superintendent for the Weston Public Schools. The committee is composed of five residents who are elected by the town to staggered three-year terms. The School Committee usually meets at least twice a month to conduct its regular business, with dates and times posted on the internet at www.weston.org and www.westonschools.org; and at the Town Hall, the Weston Public Library and Weston High School. These meetings are open to the public. Dr. Alan Oliff, Superintendent of the Weston Public Schools since 1998, is responsible for supervising and managing the daily operations of the schools.

Schools and Enrollment

The Weston schools are situated on two campuses. Weston Middle School, serving students in grades six through eight, and Weston High School, serving students in grades nine through twelve, are on the Wellesley Street campus on the south side of Weston. The three elementary schools are clustered near Weston center on Case Campus, which also comprises the school administration building, known as Case House, the Recreation Center, Memorial Pool and Weston Public Library. Country and Woodland Schools serve students from kindergarten through third grade; Field School serves students in fourth and fifth grade. Since 1999, Weston Windows, an integrated pre-school, with classrooms at Woodland and Country Schools, has fulfilled the town's mandate to educate children with special needs from the age of three.

Enrollment as of October 2006 was 2,345 students. This is 44 students, or 1 percent, more than the year before:

School Enrollment

	Enrollment on 10/1/06	Change vs Last Year	% change
Elementary Grades K-5	1,090	+20 Students	+1%
Middle School Grades 6-8	545	+2 Students	+0%
High School Grades 9-12	710	+ 22 Students	+3%
Total	2.345	+44	+1%

Overall, enrollment was projected to decline over the next several years, but this year's unexpected increases at both the elementary and secondary levels underscore the unpredictability of population forecasting. These increases challenge our commitment to maintaining class sizes and will affect future school budgets for years to come.

School Budget

The school system is sustained by the generous support of all of Weston's taxpayers. In May 2006 Town Meeting voters approved the budget and in so doing enabled the district to continue to provide exceptional educational services and resources for the entire community's benefit. The School Committee's 2006-2007 budget was \$27,075,333, a 4.86 percent increase over the previous year. This budget increase was driven substantially by five principal needs:

- Increased salaries dictated by collective bargaining agreements;
- Additional cost of meeting state and federal mandates, most notably No Child Left Behind;
- Decrease in Special Education Circuit Breaker reimbursement and other revenue offsets;
- Rising cost of utilities.

Program improvements contributed only .34 percent increase over the FY 2006 budget. These improvements enabled the district to update academic and athletic offerings and to provide services and materials that supported No Child Left Behind requirements. Partially mitigating these increases in the budget were personnel reductions and the levying of a "Student Activity Fee." Although this was the third year of such a fee, the level was reduced from the prior year. The School Committee continues to believe that a blanket fee should not be levied to fund school activities and is committed to find ways to further reduce or eliminate it in future years.

The School Committee believes that this budget adequately met the educational needs of the Town's children while reflecting the economic climate and fiscal constraints of the Town.

Facilities and Operations

The school community is very grateful to taxpayers for supporting the upgrade of our school buildings. The High School, Middle School, Country School and Woodland School have undergone significant renovations and expansions resulting in modern, bright educational facilities that should serve the community for decades to come. Unfortunately, delays and concerns about the quality of construction in the elementary schools project have led to litigation with the contractor and its surety. The School Administration and School Committee are working to resolve the dispute to support the Town's interests.

In May 2006, the School Committee enlisted the firm, Symmes, Manie and McKee Associates to work with the Field School Feasibility Study Committee (FSFSC) to perform a feasibility study, explore renovation and construction options, and make a recommendation to the School Committee. In December 2006, the School Committee voted to approve the FSFSC's recommendation to build a new facility, contingent on a site evaluation and a grade configuration study.

The School Committee and Board of Selectmen continue to seek ways to collaborate to serve the Town's interests. In 2006, the two boards spearheaded the creation of a new town-wide committee, the Permanent Building Committee (PBC), to oversee the design and construction of all town facilities. The PBC, approved by the May 2006 Town Meeting, is expected to improve the town's long term oversight and planning for its most important assets, its buildings.

Dr. Oliff restructured the Administration following the resignation of Judith Belliveau, Assistant Superintendent for Business and Operations, appointing Cynthia Mahr as Director of Finance and Operations as of July 2006. In addition, Gerard McCarty was appointed the Director of Facilities for the Town of Weston, a new position in the Administration and part of a joint assignment with the Town. Mr. McCarty is responsible for both school and municipal facilities, under the supervision of both the Superintendent and the Town Manager. Already, Mr. McCarty has made significant and positive contributions to management of School and Town facilities and is providing essential support to the PBC. Finally, Matthew Lucey was appointed Director of Technology and Libraries, managing municipal and school technological resources, also under the supervision of both the Superintendent and the Town Manager. These joint appointments are a significant advance in collaborative management between the School Department and Town Hall, which should result in more efficient and effective operations to the benefit of the Town.

The Town of Weston welcomes the appointment of our new Weston High School principal, Mr. Anthony Parker. Mr. Parker comes to us from Newton where he was the Headmaster of Newton North and taught History.

Curriculum and Other Initiatives

As part of the Learning Standards Initiative, the School Committee approved a plan

presented by the Assistant Superintendent for Curriculum and Instruction, Dr. Cheryl Maloney, in the fall of 2005. This Curriculum Review Plan establishes a ten-year schedule for reviewing the

curriculum in all disciplines and special programs. There are two types of reviews: 1) program reviews that will be conducted by outside teams of professionals framed by a charge from the School Committee and 2) internal progress reports designed to focus on new initiatives and overall programs.

In January 2006, Dr. Isa Zimmerman, Chair of the Technology Program Review team, presented her group's findings to the School Committee. Matthew Lucey, who was appointed the Director of Technology and Libraries as of July 2006, is overseeing the response to the committee's recommendations. The Elementary Math Curriculum Specialist, Debra Shein-Gerson, and the Chair of the

Mathematics Department, Dennis McCowan, presented a progress report on the K-12 mathematics curriculum in March 2006. This work established a foundation upon which an external K-12 Mathematics Program Review will develop its report and recommendations in March 2007. These and other reports and recommendations are available on the School's website, www.westonschools.org, on the Curriculum and Instruction page. In response to the January 2005 Foreign Language Review, Mandarin was introduced to the 2006-07 seventh grade curriculum. Demand was such that two sections were created. The Science Department implemented important additional improvements to its program in response to the November 2003 Science Review and has sponsored a series of exciting speakers, including biotech CEOs, a Nobel Prize winner, and entrepreneurs in the science industry.

Other initiatives included the introduction of a new high school elective on Contemporary Asia and Africa to address the long range plan goal to globalize the curriculum. In addition, Woodland, Country and Field Schools now each have a Library-Media Specialist who provides an important link between technology and the curriculum.

While Weston students overall perform above average on standardized tests, as our expectations of achievement continue to rise, there remain achievement gaps that we seek to address. For the youngest grades, the district provides early intervention in reading and mathematics. METCO Academic Liasons sponsor "Homework Clubs" to assist students who have academic or organizational needs at the Middle and High Schools. In addition, the Mathematics and Science Departments conduct MCAS review sessions for students identified as being at risk. Finally, students have the opportunity to take supplemental courses, known as "Topics", in Mathematics and English Language Arts, which provide additional time to absorb the lessons in the core curriculum.

Health and Wellness continue to be an area of interest and concern for the district. Initiatives in the Food Services Department have improved the quality and healthfulness of cafeteria offerings, and adjustments in vending machine products are contributing to a healthier environment.



Weston High School Principal Anthony Parker

The Creative Arts Council organized and sponsored an exciting interdisciplinary project at the high school. Every high school student and all faculty members received and read copies of the book, Mountains Beyond Mountains, by the Pulitzer Prize author, Tracy Kidder, and engaged in various relevant academic activities in subjects ranging from Health to Science. The Council then brought Mr. Kidder to the district to receive its annual Ben Sandalls Award. In addition, Mr. Kidder spoke first with faculty and then with the entire high school community about the book at an all-school assembly. The project was expanded in the spring of 2006 to the community, when Dr. Paul Farmer, the subject of Mountains Beyond Mountains, came to the high school to speak to the general public.

Special Education

Weston Public Schools remain committed to the inclusion of children with special needs in the general education classroom. Such an inclusion model provides a successful experience for all students and results in a cost effective program for students with special needs that is consistent with the high quality educational programs provided to all students in the district.

The pre-school special education population continues to increase and the severity of their needs also continues to grow. In response to these developments, the Weston Public Schools established an integrated pre-school for both typically developing and special needs children in 1999. Now in its eighth year, the program is well regarded by parents of both regular and special education children and its quality has been noted by the Department of Education. This program is one of the single best initiatives for offering a long-term cost-containment strategy with corresponding program effectiveness. With space that conforms to the age and needs of the pre-school students, the classrooms have occupied a wing of Country School since 1999; in 2006 two classrooms moved to Woodland School.

METCO

This year marks the 39th year of the Town of Weston's participation in the METCO Program. METCO was founded in 1966 and is the second oldest voluntary school desegregation program in the nation. It is partially funded by the Commonwealth of Massachusetts under the state's Racial Imbalance Act. The mission of the program is to provide access to quality suburban public school education for students of color from Boston, while enhancing the educational and social experience of suburban students by providing an integrated learning environment.

The Weston/METCO Program currently enrolls 167 students from grades Kindergarten to twelve and is supported by staff and volunteers, including a dedicated METCO administrator, academic counselors in each school, a volunteer organization of parents of Boston students; and a local Community Coordinating Committee, which includes representatives from Weston and Boston's parent community, the School Committee, faculty, and administration. These groups assist the program in the areas of student support, strategic planning, fundraising, social events, and State lobbying.

Weston's METCO students continue to succeed in academics, athletics, and the arts. An increasing number of METCO students are enrolled in Honors and Advanced Placement courses and participate in the performing arts. Eighty percent of METCO students in the class of 2006 attended four-year colleges and 96 percent continued their education in post-secondary institutions.

Academic Achievement and College Placement

The School Committee believes that many factors contribute to academic achievement. Some of these factors are teaching quality; materials and facilities; class size; support services; the variety and depth of academic, artistic, civic, athletic and social experiences offered to students;

and performance on standardized tests. Committee members consider all of these factors in making budget and policy decisions affecting the schools. When measuring achievement, cohort test results and college placement data provide longitudinal and latitudinal measurements that can provide a context for individual performance as well as a barometer for the district's effectiveness.

Students in the Weston Public Schools continue to score consistently high on the standardized testing programs given annually: the Educational Records Bureau (ERBs) and the Massachusetts Comprehensive Assessment System (MCAS). The district closely monitors student progress and program effectiveness, using these standardized test results as one indicator of success.

The 2001 legislation, No Child Left Behind (NCLB), requires states to assess student progress in reading and mathematics each year from grades three to eight and again in high school. The spring of 2006 was the first year that this pattern of two tests per grade was conducted in Massachusetts, as mathematics in grades three, five and seven, and English Language Arts in grades five, six and eight were added. Students were also tested in Science/Technology in grades five and eight; high school grades nine and ten piloted science examinations that will be required for graduation beginning with the class of 2010. With the exception of grade three, student results are ranked into four performance levels: Advanced, Proficient, Needs Improvement, and Warning/Failing.

Overall the MCAS results were consistent with previous exemplary performances. All Weston High School students passed the tenth grade examination, a state requirement for graduation, with over 95 percent in both Mathematics and English Language Arts scoring in the Proficient and Advanced categories. The NCLB legislation has targeted the year 2014 for universal achievement of Advanced and Proficient scores in Mathematics and English Language Arts. Furthermore, the Massachusetts Department of Education has decided to raise the passing score for graduation. Weston students who struggle with these high stakes tests are receiving additional support beginning in first grade to help them meet this goal.

Over the last nineteen years, the Weston Public Schools has utilized the testing program of the Educational Records Bureau (ERB) to assess our ability to maintain high standards for our students. These standardized tests evaluate ability, skill, and knowledge in Language Arts and Mathematics and provide scores and rankings for participating urban and suburban public and private schools across the United States. The results of the 2006 ERB examinations, which are given in grades three through seven, indicate strong performance by students throughout our district. In general, the scaled reading scores were lower than last year, though not statistically significantly so; but were equal to or higher than the average Suburban and Independent Schools measured, except for grade six, which was two points lower than the Independent score. Weston scaled scores in mathematics continue to increase slightly across the grades with the grade five score at the 10th percentile experiencing the most dramatic increase. Compared to Suburban and Independent schools, Weston scored higher at the 50 and 90 percentiles for the third year in a row.

The Class of 2006 comprised 155 students, of which 95 percent took the Scholastic Assessment Test (SAT). The average scores for this class (on a scale of 200 to 800) were 609 on the Critical Reading test (compared to a national average score of 503), 620 on the Writing portion (compared to the national average score of 497), and 632 on the Mathematics test (compared to a national average score of 518). This is the first year that the Critical Reading test was implemented to replace the portion previously called the Verbal test, and the first time that a writing portion was included.

The ACT (American College Test) has become an increasingly popular substitute for the SAT. The Class of 2006 was the first to have students use this assessment tool, with nineteen achieving a composite average score of 24 versus the national average of 21.

The SAT II achievement exams test knowledge and skill in specific subjects. The more competitive colleges and universities typically require their applicants to take the Writing and English Composition and Math SAT II tests. Performance by the Class of 2006 on these tests was very good. The average score on the Writing/English Test was 669, compared to the national average of 620, with 14 percent of the class taking the test. The average score on the Math L1C was 643, compared to national average of 593, with 38 percent of the class participating; and on the Math L2C was (a more advanced level of the test) was 704 versus 644 nationally, with 30 percent of the class taking the test.

Participation in and test results for Advanced Placement courses is another widely accepted measure of academic performance. The College Board's Advanced Placement Program strengthens the secondary school experience for students who are ready for college-level work by providing curricula, administering examinations, and reporting scores to colleges and universities. Participating institutions in turn grant credit, advanced placement, or both to students whose performance on the examinations meets the institution's standards. Since its first Advanced Placement calculus course was offered in the 1960-61 school year, Weston High School has increased its offering to fourteen courses, with Music Theory offered for the first time in the 2005-2006 school year. Participation rates are high and growing. In 2006, 32 percent of sophomores, 62 percent of juniors and 60 percent of seniors took at least one Advanced Placement course for a combined total of 412 AP tests, or 32 exams more than last year. As with other standardized tests, Weston High School students did very well. Eighty-seven percent of exams earned scores that would qualify for college or university credit. Sixty-one students, listed below, were awarded with the distinction of *Scholar* by the College Board.

While we are understandably proud of the achievements of the district and our students, as teachers and administrators, we know that effectively educating students for the 21st century cannot be measured by test results alone; it means producing curious life long learners eager to take on the challenges of our world. Fifty-three percent of the Class of 2006 will be attending the top 11 percent of the colleges and universities identified by Barron's Profile of American Colleges as the most competitive in terms of admissions. Furthermore, 59 nine of the middle fifth of the class will also be attending these schools. The full High School Performance and Participation Report for 2006 and the November 2006 Student Performance and Achievement Report on MCAS and ERB test results can be found on the school's website, www.westonschools.org.

Community Service Projects

Students in every school participated in community service projects during 2006. In addition to individual efforts, many for Hurricane Katrina relief, there were some school-wide efforts that may be noted. At the high school, 324 students who completed at least twenty hours of volunteer work received certificates of recognition for their work. The largest effort at the High School was the second *American Cancer Society Relay for Life*, which raised more than \$69 thousand.

Grade eight students continue the recycling program for cans, bottles and paper. Every spring, the Grade seven students create the Community Service Fair in which each student researches a non profit organization and creates a display describing the organization's activities. The Grade six dance raised \$1,550 for *The Jimmy Fund*; every grade six student served on a committee that had a vital role in the process. In May 2006, the Middle School hosted Weston seniors in classrooms, musical presentations, and interpersonal sharing.

The Field School continued its long-standing relationship with the Kasiisi School in Uganda. This year, the students greatly benefited from the experiences of Mrs. Barbara Stevens, who traveled to Uganda to visit the school on the *Weston Faculty Travelship* grant. Students at Country and Woodland Schools also raised funds for the Kasiisi School, along with providing donations to *Bristol Lodge* and *Buddy Dog Animal Shelter*. Country School first graders created an art show and reception for elderly residents of Norumbega Point; and kindergarteners donated stuffed animals to the Boston Medical Center as part of *The Good Grief Program*.

Volunteer Organizations

In addition to the generous taxpayer funding the district receives for its operating budget, private financial and volunteer support are also available to enhance the variety and quality of education in Weston.

The Weston Education Enrichment Fund Committee (WEEFC) is a subcommittee of the Weston School Committee. It provides financial grants to teachers, administrators, students and parents for projects and equipment that are beyond the scope of the operating budget. In 2006, its twenty-first year, WEEFC raised contributions of more than \$700 thousand at its auction fundraiser and through its regular campaign, reflecting both the generosity of our parent community and their commitment to public education. Approximately 168 grants were funded to provide a range of enrichment activities for Weston students. Since its inception, WEEFC has received contributions of more than \$3 million and funded more than two thousand projects. To effectively manage the fund raising and grant process, the Committee has become increasingly professional in its operations and continues to seek ways to improve practices.

The Weston Boosters organization continued its unfailing support for Weston's athletic and co-curricular programs. In addition, the town's youth benefited from the many non-school organizations that collaborate with the Schools. This year, the Weston Little League worked with a newly formed citizen's group, *The Thomas E. Skenderian Weston Youth Baseball Fund*, to construct a baseball dugout for the high school field to memorialize Mr. Thomas Skendarian, a parent and devoted baseball and softball coach. In addition, a privately funded memorial bench and display were erected outside the pool house in memory of Payson Corbiere, member of the Weston High School Class of 1992.

The schools also continued to benefit greatly from the efforts of the membership of the Weston Parent Teacher Organization (PTO). The PTO is a vital link between parents and the schools, facilitating communication and providing volunteers and resources to enhance school programs. The PTO's Creative Arts and Science Council committees organize and fund curriculum enrichment programs; school chairs organize volunteers and events for each school; *Westword* provides information on school events and news; and the PTO Calendar and Student Directory is an essential resource for every member of the community.

Finally, Weston is fortunate to have many eager volunteers who spend time in classrooms; plan and carry out special events; and serve on committees and School Councils. These individuals perform essential work to sustain and improve our school system, and by volunteering their time and expertise, reduce the financial burden of the town.

Recognition and Awards

Many students and staff were recognized in 2006 for excellence in a wide variety of activities. Some of them were:

Administration and Faculty

- Jonathan Beverly was named *Boston Globe Coach of the Year* for Division III Baseball;
- Peter Foley, Swim Team Coach and Athletic Director, received the *President's Award of Merit*

- for District "A" at the State Athletic Directors' Conference in March 2006; was named Co-Coach of the Year, an honor he shared with his son, Mike Foley, WHS Class of '92.; and was selected as an outstanding educator by the Eric R. Cohn Education Foundation;
- Patricia Jacobs, Elementary Science/Social Studies Specialist, was selected as a 2006 *Toyota Tapestry Large Grant Award* recipient for her proposed project, "Mix It Up, The History, Chemistry and Art of Face Paint in America";
 - Joel Lubin, Middle School math teacher, was honored with the 2005 *Edith May Sliffe Award* given annually by the Mathematical Association of America for distinguished junior high/middle school mathematics teaching;
 - Cheryl Maloney, Assistant Superintendent for Curriculum, received her PhD in April 2006;
 - Kimberly Roslonek, Middle School Counselor, was selected as a recipient of *The 2005-06 Goldin Foundation Excellence in Education Award*;
 - Cianna Marshall, Country School Grade 1 teacher, received an educators' grant from *Earthwatch*;
 - John Minigan, High School English and Drama teacher, published annotated adaptations of Shakespeare's *Twelfth Night* and *As You Like It*. In addition, his play, *Breaking the Shakespeare Code* was produced by *The Orlando Shakespeare Festival*;
 - John Monz was named *Boston Globe Coach of the Year* for Division IV Track;
 - Janis Townsend, Woodland School Nurse, was named *Massachusetts School Nurse of the Year* by the Massachusetts School Nurse Organization;
 - Patricia Wright, Field School Nurse, was selected to represent Massachusetts on *The National Board of Directors* for *The National Association of School Nursing*.

Students

Academics

- Nicholas Creamer was awarded a *Special Scholarship* by the National Merit Scholarship Corporation in recognition of his outstanding academic promise based on high scores on his PSAT;
- Jordan Bock, Amy Bond, Jessica Gottlieb, and Alex Legocki were finalists for the *Merit Scholarship* awarded by the National Merit Scholarship Corporation in recognition of their outstanding academic promise based on high scores on their PSATs;
- Melea Atkins, Stanley Chen, Collier Cobb, Nicholas Creamer, Rowan Frankel, Daniel Helfer, Zachary Kimball, Yan Kisen, Genevieve LaFrance, Vivian Liu, Alisan Oliver-Li, Elsbeth Paige-Jeffers, Andrew Remis, Daniel Shaer, Vinay Shah, Geoffrey Smith, Meghana Srinivasan, Allan Wang, and Jessica Young received *Letters of Commendation* from the National Merit Scholarship Corporation in recognition of their outstanding academic promise based on high scores on their PSATs;
- The College Board named the following 23 students *AP Scholar* for receiving scores of three or higher on three or more exams: John Becker, Joav Birjiniuk, Caitlin Bowen, Michelle Brush, Stanley Chen, Chester Curme, William Ferguson, Shannon Garland, Michael Hsu, Zachary Kimball, Yan Kier, Owen Liu, Cecilia Lui, William Newll, Melanie Quinn, Daniel Shaer, Peter Thompson, Allan Wang, Elizabeth Weiner, Samantha Weiner, Elizabeth Wen, Thomas Wetmore, and Ballie Yip;
- The College Board named the following 21 students *AP Scholar with Honor* for achieving a minimum grade of 3.25 on all exams taken and scoring at least three on four or more exams: Julie Angiolillo, Melea Atkins, Jessica Catlin, Sheldon Chang, Nicholas Creamer, Matthew Fixler, Miriam Fuchs, Eric Guardino, Alex Legocki, Vincent Maietta, Lauren Marguiles, Emily Naphtal, Elsbeth Paige-Jeffers, Andrew Remis, Jacob Rubens, Vinay Shah, James Stone, Hannah Sweet, Andrew Tamoney, Diana Wu, and Jessica Young;

- The College Board named the following 16 students *AP Scholar with Distinction* for earning an average grade of at least 3.5 on all exams and scoring a minimum of three on five or more exams: Jordan Bock, Amy Bond, Rowan Frankel, Allison Greenberg, Daniel Helfer, Zhiyuan Hu, Alexander Huckstep, Genevieve LaFrance, Vivian Liu, Alisan Oliver-Li, Jonathan Picard, Benjamin Rogers, Geoffrey Smith, Jonathan Spencer, John Tao, and Annelise Wiersema;
- The College Board named Vivian Liu *National AP Scholar* for earning an average grade of at least four on all exams taken and a minimum grade of four on eight or more exams.

Art

- Kristin Bersani received *The 2006 Boston Globe American Visions Award* for photography;
- Joshua Bookman received *The Boston Globe Scholastic Arts Award Gold Key*;



Student Art Project

- Colby Harris received *The 2006 Boston Globe Gold Key* for his photography portfolio;
- Alejandro Lazo received *Honorable Mention* from the *Art Association of New England Preparatory Schools*.
- Eileen McGuire received *The Boston Globe Scholastic Arts Award Silver Key*;
- Michael Alperin, Zhiyuan Hu and Jessica Young received *Honorable Mentions* by *The 2006 Boston Globe Scholastic Art Awards*;
- The works of five students, Stuart Butts, Garrett Einsic, Colby Harris, Alejandro Lazo, and Carolyn Luk, were selected for inclusion in the juried exhibit of *The Drexel University National High School Photography Competition*;
- The works of seven students, Kristin Bersani, P.J. Constantinides, Garrett Einsic, Colby Harris, Alejandro Lazo, Robert Sergi, and Jessica Young, were selected for inclusion in the juried exhibition of the *New England School of Photography's First Annual High School Photography Competition*.

Drama & English

- Alexandra Siegel, Zachary Kimball, Hannah Sweet and Ian Wrangham received acting awards at *The 2006 High School State Drama Festival*;
- Alli Clymer, Cristina Camayd, and Michelle Brush won *Costume Design Awards* at *The 2006 High School State Drama Festival*;
- Joav Birjiniuk, Shannon Garland, Alejandro Lazo, Alexander Engler, Laura Caso, Erika Grob, Wesley Talcott, Cara Guappone, Brian Cowe, Quinton Kappel, and Hannah Perls won the ensemble award for their production as *The Progeny* in the production of *Chairs* at *The 2006 High School State Drama Festival*;

- Peter Freeman and Robert Slotnick won the *Lighting Design Award* at *The 2006 High School State Drama Festival*;
- Alisan Oliver-Li and Devin Lafrance won the *Sound Design Award* at *The 2006 High School State Drama Festival*;
- Hannah Sweet was the state runner-up in *The Boston Shakespeare Competition* sponsored by *The English-Speaking Union of the United States*.

History

- The team of Byron Ho, Kevin Stirling, Anita Geevarghese, Camilla Caballero, and Marianna Papageorge won the *Districts* in the National History Day Competition;
- Fourth Grader, Elias Breindel, winner of the annual *Field School National Geographic Geography Bee*, qualified as a state finalist and competed on March 31, 2006.

Mathematics

- The Grade 3 Continental Math League finished first regionally in the *Euclidean Division*. Sagar Lal was the National student winner for having a perfect score for each meet.

Music

- Twenty students performed in *The Massachusetts Music Educators Association 2006 Northeast Senior District Festival* at Lowell High School in January 2006. Maureen French, Michael Helfer, and Ryan Heller performed in the Concert Band; Katie Griffith, Ryan Hedges, Joseph Wynant, Elizabeth Atkin, Misha Checkovich, Elizabeth Connolly, Ho-yen Leung, Daniel Spector, Eric Stix, and Alan Yee performed in the Orchestra; and Natlie Birren, Brad Braunstein, Laura Caso, Paul Dryden, Alex Engler Daniel Helfer and Matthew Helfer sang in the Chorus ;
- Eight students performed at Boston Symphony Hall on March 18, 2006 in the *2006 Massachusetts All-State Festival*. Joseph Wynant and Eric Stix performed in the Concert Band; Katherine Griffith and Daniel Spector performed in the Orchestra; and Natalie Birren, Paul Dryden, Daniel Helfer, and Mathew Helfer sang in the Chorus;
- Natalie Birren and Matthew Helfer were selected for *The National Association for Music Education 2007 All Eastern Honor Chorus*;
- Thirty-three Weston Middle and High School students were selected to perform in *The Massachusetts Music Educators Association 2006 Northeast Junior District Festival* Concert Band, Orchestra and Chorus at Lowell High School in April 2006.

Athletics

- The Boys' Swim Team won their 8th consecutive *State Championship*;
- Eleven members of the swim team were named *Boston Globe All Scholastics*, with Eliza Butts and Tucker Wetmore honored as *Swimmers of the Year*;
- Rowan Frankel and Daniel Helfer were selected as *Academic All Americans* by the *National Interscholastic Swimming Coaches Association*;
- Travis Anza, J.T. Toy and Tyler Wong were named to the *Metrowest Wrestling All Star Team*;
- Sophomore, Peter White, won the medallist title at the *Dual County League All-Star Golf Tournament* in October 2006;
- Nine Weston athletes were named *Dual County League All Stars* during the Fall 2006 season: Michael Buenaventura, Peter White, Brendan Meagher, and Nader Fotouhi for golf, Carly Leahy and Sarah Wheeler for Field Hockey; Ellen McCurdy for Girls' Soccer; and Andrew Dallos and Eoin Power for Boys' Soccer;

Clubs

- The High School Dance Team again won the *New England Varsity Hip Hop Championship* title at *The New England Challenge* sponsored by the *Universal Dance Association*, and Krystle Montgomery won first place in the *Varsity Solo* category. The win qualifies the team to compete at *The 2007 Universal Dance Association National Dance Team Championship Dance Competition* in Orlando, FL;
- The Middle School Chess Team, comprising Daniel Glauber, Jordan Gottlieb, Alexander Kaye, and Ernest Zeidman, won the first place *Hurvitz Cup* in *The 2006 Massachusetts State Team Championship*. The win qualifies them to compete in *The United States Chess Federation 2007 National Junior High Championship* in Sacramento, CA.

Retirements

The following valued members of the school community retired during 2006. Their contributions have significantly enhanced and supported the education of our students.

- Judith Belliveau, Assistant Superintendent for Business and Operations
- Robert DeSaulniers, Interim High School Principal
- Lorraine Eagan, Food Services Bookkeeper
- Barbara Haggerty, Elementary ESL Teacher
- Philip Johnson, Transportation Director
- Joel Lubin, Middle School Mathematics Teacher
- Lewis Michaud, Middle School Custodian
- Anthony R. Nolan, School Committee
- James Smith, High School History Teacher
- Bella Wong, School Committee

Conclusion

The Weston Public Schools maintains its reputation as an outstanding public school system and continues to provide an excellent education for its students amidst growing fiscal constraints. The townspeople's commitment to education and the focus of the School Committee and Administration on high standards enable our students to excel. The challenges ahead, both short- and long-term, include recruitment and retention of qualified staff, continued uncertainty about federal and state funding and mandates, and negotiations of all union contracts under difficult fiscal conditions. The School Committee is committed to ensuring the highest quality of education for our students with whatever resources the townspeople are willing to provide.

PUBLIC SCHOOL ENROLLMENTS*

	Oct. 1 1999	Oct. 1 2000	Oct. 1 2001	Oct. 1 2002	Oct. 1 2003	Oct. 1 2004	Oct. 1 2005	Oct. 1 2006
Kdg.	177	172	181	160	166	167	138	171
Grade 1	177	186	181	185	173	172	175	146
Grade 2	177	183	182	184	201	180	187	180
Grade 3	189	183	187	171	188	203	183	200
Grade 4	191	197	185	193	175	184	206	181
Grade 5	196	193	196	188	196	171	181	212
Grade 6	183	198	190	192	179	194	177	179
Grade 7	177	181	193	193	192	179	186	183
Grade 8	185	179	176	197	196	187	180	183
Grade 9	143	174	169	164	185	182	172	179
Grade 10	106	143	167	171	155	182	187	170
Grade 11	120	106	139	161	164	155	174	184
Grade 12	128	120	108	140	160	163	155	177
TOTAL	2,149	2,215	2,254	2,299	2,330	2,319	2,301	2,345

*These enrollments include nonresident as well as resident pupils registered in the schools.

PRIVATE SCHOOL ENROLLMENT**

	<u>FY99-00</u>	<u>FY00-01</u>	<u>FY01-02</u>	<u>FY02-03</u>	<u>FY03-04</u>	<u>FY04-05</u>	<u>FY05-06</u>
Residents in Private School	364	416	419	440	441	411	392
% of Residents in Private School	15.7%	17.2%	17.0%	17.3%	16.9%	16.4%	16.7%

**Source: annual January 1 census conducted by the Town.

AVERAGE NUMBER OF PUPILS PER CLASS - Grades K-5

<u>Grade</u>	<u>Class Size Policy</u>		<u>Actual</u>				
	<u>Range</u>	<u>Target</u>	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
K	17-21	19	17.8	20.8	20.9	19.7	19.0
1	17-21	19	20.6	19.2	19.1	19.4	18.3
2	18-22	20	20.4	22.3	20.0	20.8	20.0
3	18-22	20	19.0	20.9	20.3	20.3	22.2
4	20-24	22	21.5	21.9	20.4	20.6	22.6
5	20-24	22	23.5	21.8	21.4	22.6	21.2

DISTRIBUTION OF PROFESSIONAL STAFF BY SCHOOL LEVEL - 2006-2007

	<u>High School</u> <i>(Grades 9-12)</i>	<u>Middle School</u> <i>(Grades 6-8)</i>	<u>Elementary Schools</u> <i>(Grades K-5)</i>
Administration	2.00	1.00	3.00
Supervisors	3.10	3.10	.40
Art	4.10	1.60	2.20
Business	1.00	--	--
English, Drama, & Dance	9.80	10.50	--
Foreign Language	8.25	4.4	2.2
Grades K-5	--	--	51.65
Guidance	3.80	3.00	3.00
Home Economics	1.00	--	--
Industrial Arts	--	1.1	--
Math & Computers	11.38	8.25	2.3
Media Services	1.00	1.00	3.00
Music	1.75	1.54	3.86
Phys Ed./ Athletics/Health	5.10	4.55	3.53
Reading Specialist	--	--	2.60
Science	9.00	5.85	.5
Social Studies	9.00	5.1	.5
Special Education	3.15	2.5	10.10
Student Activities	--	--	--
TOTAL SCHOOLS	<hr/> 73.43	<hr/> 53.49	<hr/> 88.84

In addition, there are 22.22 positions serving all schools and the pre-school, and 8.69 positions

funded by State or Federal grants, for a total professional staff of 246.67

RECORD OF POST SECONDARY EDUCATION PLACEMENT

Class	Number of Graduates	% to 4 Year Colleges	% to Other Education	% of Total Continuing
1996	110	86	10	96
1997	100	86	7	96
1998	92	95	2	97
1999	108	93	3	96
2000	130	91	6	97
2001	119	89	4	93
2002	111	84	10	94
2003	140	91	5	96
2004	161	93	5	98
2005	162	95	2	97
2006	155	94	4	98
10 Yr. Avg.	128	91	5	96

PROFESSIONAL STAFF STATISTICS 2006-2007

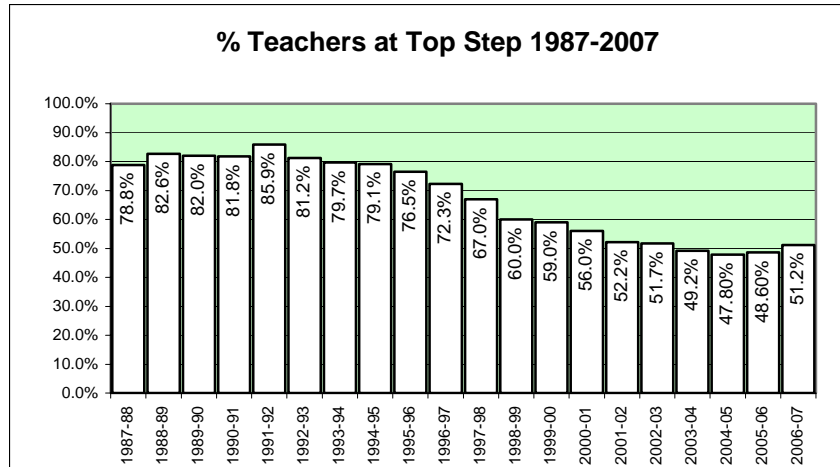
Educational services are provided to Weston students by 244 full and part time professionals - teachers, counselors, specialists, nurses, and administrators. Each one is a unique person with special talents and knowledge. The data below is an attempt to present a statistical picture of the Weston staff.

1. **Education:** Weston teachers are well educated: 78% have earned master's and doctoral degrees, and 40% have studied at least one year beyond the master's degree (master's + 30 credits). Fewer than half of the teachers were hired at the Bachelor degree level.

2. **Experience:** Approximately 48% of Weston teachers have twelve or more years of experience. Of the thirty-five new teachers hired this year, four were hired at Step 1. About a quarter were hired at the Bachelor degree level.

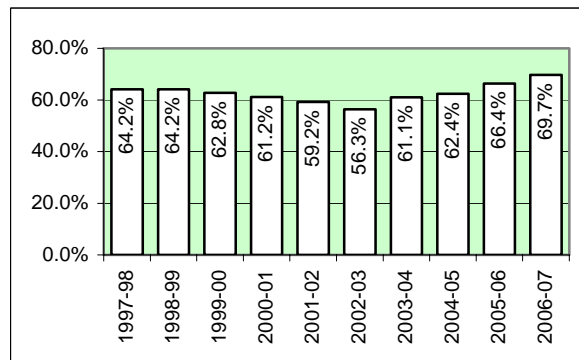
Teachers at Top Step

Fall 1995	76.5%	Fall 2001	52.2%
Fall 1996	72.3%	Fall 2002	51.7%
Fall 1997	67.0%	Fall 2003	49.2%
Fall 1998	60.0%	Fall 2004	47.8%
Fall 1999	59.0%	Fall 2005	48.6%
Fall 2000	56.0%	Fall 2006	51.2%



3. **Professional Teacher Status:** The percentage of staff with "professional teacher status" has gone up slightly this year. This year, we added 15 new professional staff. 16 departed (five were due to leaves-of-absence). Twenty teachers gained professional teacher status at the beginning of the school year.

School Year	Percentage	School Year	Percentage
Fall 1997	64.2%	Fall 2002	56.3%
Fall 1998	64.2%	Fall 2003	61.1%
Fall 1999	62.8%	Fall 2004	62.4%
Fall 2000	61.2%	Fall 2005	66.4%
Fall 2001	59.2%	Fall 2006	69.7%



4. **Turnover:** 6.5% of the total number of teachers left at the close of 2005-06, and of those who left, 87.5% left voluntarily.

School Year	Left	Left Voluntarily	School Year	Left	Left Voluntarily
1996-97	13.7%	83.3%	2001-02	14.3%	90.9%
1997-98	10.8%	90.0%	2002-03	10.0%	85.2%
1998-99	11.9%	82.6%	2003-04	13.5%	78.8%
1999-00	15.6%	80.1%	2004-05	13.1%	75.0%
2000-01	10.5%	90.9%	2005-06	6.5%	87.5%

CENSUS OF RESIDENTS AGE 0 - 5

As of January 1

BIRTH YEAR	CENSUS YEAR, JANUARY OF										
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
1991	129										
1992	150	169									
1993	128	134	160								
1994	120	127	135	153							
1995	134	137	144	152	173						
1996		103	113	121	145	156					
1997			133	144	157	187	187				
1998				119	141	163	170	177			
1999					119	135	143	145	161		
2000						100	105	117	119	138	
2001							121	127	140	157	166
2002								98	106	116	132
2003									90	98	111
2004										92	103
2005											68*
TOTALS	661	670	685	689	735	741	726	664	616	601	512



High School students plant a tree on Arbor Day

SCHOOL ENROLLMENT, PROFESSIONAL STAFF, AND EXPENDITURE PER PUPIL DATA

SCHOOL YEAR	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07
HIGH SCHOOL											
October 1 Enrollment	451	460	475	497	543	583	636	664	682	688	710
No. of Staff*	43.1	44.1	51.85	53.2	55.95	63.75	67.3	70.1	71.0	72.9	73.4
Pupil-Staff Ratio	10.5	10.4	9.2	9.3	9.7	9.2	9.4	9.5	9.6	9.4	9.7
MIDDLE SCHOOL											
October 1 Enrollment	400	455	504	545	558	559	582	567	560	543	545
No. of Staff*	36.1	40.35	44.4	49.75	51.00	54.15	55.6	55.1	55.2	54.3	53.5
Pupil-Staff Ratio	11.1	11.3	11.4	11.0	10.9	10.3	10.5	10.3	10.2	10.0	10.2
ELEMENTARY SCHOOLS											
October 1 Enrollment	1,016	1,056	1,083	1,107	1,114	1,112	1,081	1,099	1,077	1,070	1,090
No. of Staff*	70.5	72.95	74.8	77.55	83.75	87.5	86.75	85.15	87.1	89.0	88.8
Pupil-Staff Ratio	14.4	14.5	14.5	14.3	13.3	12.7	12.5	12.9	12.4	12.0	12.3
ALL SCHOOLS											
October 1 Enrollment	1,867	1,971	2,062	2,149	2,215	2,254	2,299	2,330	2,319	2,301	2,345
Total Prof. Staff**^	157.8	165.55	179.5	190.6	201.3	215.8	221.7	222.7	226.0	222.1	221.8
Total Pupil-Staff Ratio	11.8	11.9	11.5	11.3	11.0	10.4	10.4	10.5	10.2	10.4	10.6
Expenditure Per Student	\$8,009	\$8,170	\$8,469	\$8,740	\$9,223	\$9,724	\$10,083	\$10,132	\$10,592	\$11,222	\$11,602

*Includes Teachers, Specialists, and Building Administrators

**Includes Central Office Personnel

^Not including positions funded by State and Federal Grants

/Based on Estimated Expenditure for year in progress

REPORT OF THE WESTON INTERNATIONAL AFFILIATION

Established in 1950 by Town Meeting, the affiliation oversees the town's two international student exchange programs, one with the town of Rombas, France, and one with a preparatory school in Porto Alegre, Brazil. We also help welcome any student from abroad who attends Weston High School.

Every year, the committee selects one Weston student to go to each of the two countries, and welcomes one student from each of our affiliated communities. The affiliation pays round trip airfare for the Weston student going to France, and a pro-rated cost of round-trip airfare for the student going to Brazil, depending on the length of that student's stay. We assist our visitors by finding homes for them, helping with academic and social adjustments and expenses incurred while in Weston. These expenses include school accident insurance, some of the cost of the Close-Up trip to Washington, DC, or the full cost of the eighth grade trip there, yearbooks, special books and classroom supplies, sports deposits and other miscellaneous expenses. In 2006, we also helped to sponsor a group of Russian students and their teacher for a ten-day trip here.

Although we are an official town committee, we receive no tax money. Our funds come from an annual town-wide appeal, and from our spring brunch. Townspeople were generous as always in 2006, and we raised about seven thousand dollars from these two sources. Contributions are tax deductible.

The affiliation is also grateful for the support we receive from the community in the form of housing for our visitors. Approximately ten families a year open their homes and hearts to these teenagers. Lasting ties often form, some of which now extend thirty or forty years. Each student usually stays about two months with five different families, thus seeing several versions of what an American family looks like. New host families are welcomed by the affiliation. We encourage families who cannot serve as hosts to participate by inviting our international students to a dinner, weekend trip, sport event, the movies, or another family activity.

Highlights of 2006:

*Our visiting scholars for the current school year are:

Julia Jones from Porto Alegre, who has stayed with the families of Wendy and Jon Spector, Jalene and Ed Buckner, and Bill and Barbara Burgess

Pierre Gelmetti from Rombas, whose hosts have been the families of Wendy and David Teplow, Heidi Wyle and David Gifford, and Nan Thompson

Julia and Pierre were honored at the annual reception in September at which they were officially welcomed to the town by Superintendent Alan Oliff as well as Selectman Michael Harrity.

*In 2005-06, our exchange students were:

Juliette Lebrun from Rombas, whose hosts in 2005 were the Spectors, the Fizers, the Grobs, and the Endicotts.

Livia Silva from Porto Alegre, who stayed with the Bhamlas, the Powers, the Godens, and the Teplows.

*Weston students abroad:

Andy Dallos spent six weeks in Porto Alegre during June and July

Other highlights of the year:

- * Jim Smith, member of WIA and history teacher at the high school, helped organize a ten-day trip to Weston for a group of Russian students and their teacher. WIA sponsored the group and welcomed them at our spring brunch.

The committee extends special thanks to the host families in all three participating countries.

They provide the most essential ingredient for the success of this cultural exchange.

WESTON WAR MEMORIAL EDUCATIONAL FUND COMMITTEE

The Weston War Memorial Educational Fund Committee awarded five scholarships to Weston High School graduates in 2005. These awards, totaling \$13,000, were based on need, scholastic ability and good character.

The Committee wants to express our thanks to Richard DeVito and Richard DeVito, Jr. of Prime National Publishing Corporation in Weston, for their assistance with the automated stuffing and sealing of our annual town-wide mailing in October.

The Committee also thanks the many residents and friends who donate tax deductible contributions each year to keep this scholarship fund going. Please note that scholarship funds can only be taken from the interest earned in the account.

Principal Balance, June 30, 2004:	\$ 289,173.18
Annual Fund Appeal:	5,225.00
Gain on Sale of Investments:	20,063.32
Principal Balance, June 30, 2005	\$ 314,416.50

REPORT OF THE MINUTEMAN REGIONAL HIGH SCHOOL School of Applied Arts & Sciences

Class of 2006 Graduate Achievement Highlights

- 96% of the Class of 2006 enrolled in college, found employment in their fields of study or enlisted in the US military.
- Commercial & Human Services graduates achieved 98% placement rate with 76% enrolled in college and 21% employed in their field of study.
- Science Technology graduates achieved 98% placement with 81% enrolled in college, and 7% employed in their field of study. All Electromechanical Engineering, Environmental Science, Office Technology and Graphic Communications students are attending college.
- Construction-Trades graduates achieved a 92% placement rate with 35% enrolled in college, and 49% working in their field of study.
- 100% of Dental graduates passed the National Dental Board examination.
- 100% of Early Childhood Education graduates were certified by the Office for Child Care Services.
- 100% of Cosmetology graduates passed the state board examination to become a licensed hair stylist.
- Medical Occupations graduates achieved 100% placement in college.
- Three members of the Class of 2006 are Weston residents. One of them, a Landscape Management student won the President's Award of Academic Achievement

Academic Division Highlights

- Minuteman sophomores had a 98% pass rate on the English Language Arts MCAS Test taken in May 2006.
- Thirty-eight students took advantage of college level pre-calculus and calculus courses under an agreement with Middlesex Community College.
- Competing against academically diverse groups of area schools students on the Math Team ranked in first place in the state vocational conference for the third year in a row.
- A Latin course was expanded to serve the growing number of students interested in medical careers, biotechnology and science.
- The Special Education Department teamed with mainstream teachers to help students achieve one of the highest levels of special education MCAS "pass" scores in the state.

- Faculty members from English, Math, Science and several vocational fields designed a series of MCAS Science curriculum standards for use in each of the school's 22 vocational majors.
- The American Chemical Society awarded the "2006 Theodore William Richards Award for Excellence in Teaching Secondary School Chemistry" to a Minuteman teacher.

Science & Technology Division Highlights

- The school's high school pre-engineering program entered its seventh year and graduated its third class of students, with 100% attending college.
- Electromechanical Robotics students won 3rd place in the Skills USA Team Robotics and Automation National Competition;
- New business/industry projects included:
 - Verizon supported after-school technology training for middle school students,
 - Cognex Corporation of Natick provided weekly on-line interactive training on Visions Systems,
 - GTE helped with new physics units for biotechnology,
 - the Northeast Center for Telecommunications provided grant assistance,
 - Adept Robots donated \$80,000 for the Electromechanical Engineering/Robotics program.
- Approximately 82% of the division's graduating seniors received certification in their respective areas; approximately 92% were planning to continue their education or training upon graduation.
- During the summer, a Minuteman student served as an intern at Harvard University's Molecular Biology Laboratory.
- A pair Pre-Engineering students placed second in a national internet-based software design contest.
- Minuteman is now an authorized CertiPort Testing Center for Microsoft Office Specialist Certifications.

Construction - Power Mechanics - Building Trades Division Highlights

- The Automotive Technology Department won the industry's Most Outstanding Automotive Program in Massachusetts award for the sixth year in a row.
- Students in Carpentry, Electrical Wiring, Plumbing and HVAC completed construction of the 3000 square foot two-family Gambrel home for the Lexington Housing Authority in partnership with the Lexington Rotary Club.
- Underclassmen created four scaled New England style homes for display at the New England Home Show in Boston. Minuteman is the only participating vocational high school in MA.
- In Landscape Management, two graduates won the two most prestigious scholarships given by the Mass Arborist Association
- Electrical Wiring students completely wired two residential units in Lexington.
- Carpentry was invited to attend the Secretary's Award for Excellence in Environmental Education as an honorable mention. This award honors individual schools, teacher and students across the commonwealth who have distinguished themselves in environmental education initiatives.

Commercial & Human Services Division Highlights

- For the third year in a row, Culinary Arts students won first-place in the annual culinary competition at Newbury College thereby earning \$7,000 in scholarships for enrollment at Newbury College.
- As a community service project a team of junior Graphic Communications students worked with the Lahey Clinic in designing and printing a 2005 calendar incorporating artwork drawn by elementary age students who are patients in the "young hearts" clinic.
- A Culinary Arts Baking student won National First Place in the SkillsUSA skills competition in 2006 for the third consecutive year.

Overall School Highlights

- Three Minuteman Students were awarded Letters of Commendation in the National Merit Scholarship Program for their outstanding performance on the PSAT's.
- Thirty-three students earned John and Abigail Adams Scholarships awarded by the Massachusetts Department of Education for advanced scoring on the MCAS test, by scoring in the Advanced category in either the Mathematics or the English language arts section of the grade 10 MCAS test, in the Proficient or Advanced category on the other one, and having a combined score in the top 25% in their school district.

- Thirteen new members were inducted into the Minuteman chapter of the National Honor Society.
- Eight of the eleven Minuteman students who competed at the National SkillsUSA Championships earned first, second or third place medals. Awards were achieved in the following categories: Baking, Computer Programming, Tech Prep, Robotic & Automation Technology, Medical Assisting. Three students received national standing in Technical Computer Applications, Related Technical Math, and Job Interview.
- A Freshmen Exploratory program which runs during half of grade 9 allows students to develop a better understanding of their talents and interests while exposing them to diverse careers.
- New and/or updated college articulation and advance credit agreements over 78 different courses and programs at more than 17 colleges and universities.
- Programs and camps provided to member town residents enjoyed a high participation level.
- Major campus renovation and facility improvement projects included renovation of the school's Special Education administrative areas, renovation of elevators, upgrade of grades 9 & 10 Cosmetology Training Rooms, and updating of a Technical literacy Mac Lab and Training Room.
- This year's Art & Literary Magazine showcases 19 of 60 poets and 20 out of 40 artists who submitted entries were published. Originality is the primary criteria used in selecting work for although a mixture of styles is also sought. A third contest, open to juniors in the Graphics department, determines who designs the magazine's cover.

Additional information is available at www.minuteman.org

FINANCIAL REPORT

	FY 05	FY06	FY06 ACTUAL/ TRANSFER/		
REVENUES	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ENCUMBERED</u>	<u>RECEIPTS</u>	<u>AVAILABLE</u>
DISTRICT ASSESSMENTS	\$ 7,990,324	\$ 9,129,974	\$ 9,072,541	\$ -	\$ (57,433)
CHAPTER 70 AID	2,045,500	2,071,250	2,062,420	-	(8,830)
CURRENT TUITION	670,807	650,000	600,000	-	(50,000)
TRANSPORTATION REIMB	653,811	743,040	834,795	-	91,755
CHOICE	156,633	-	-	-	-
OTHER PROGRAM INCOME	222,201	214,026	289,529	-	75,503
CERTIFIED E&D/APPLIED					
SURPLUS	322,349	-	-	-	-
PREV YEAR'S TUITION	<u>3,282,714</u>	<u>2,890,865</u>	<u>2,839,870</u>	<u>-</u>	<u>(50,995)</u>
TOTAL	\$ 15,344,339	\$ 15,699,155	\$ 15,699,155	\$ -	\$ -
EXPENSES					
INSTRUCTIONAL PROGRAMS	697,165	712,822	641,612	8,295	79,505
ADMINISTRATION	802,512	825,132	921,196	8,614	(87,450)
BUILDING & SERVICES	2,116,110	2,075,580	2,284,092	79,975	(128,537)
SALARIES AND BENEFITS	<u>11,545,523</u>	<u>12,085,621</u>	<u>12,047,725</u>	<u>100,127</u>	<u>138,023</u>
TOTAL	\$ 15,161,310	\$ 15,699,155	\$ 15,894,625	\$ 197,011	\$ 1,541
EXCESS REVENUE	\$ 183,029	\$ -	\$ (195,470)	\$ (197,011)	\$ (1,541)