The mission of the Ann Arbor Public Schools is to ensure each student realizes his or her aspirations while advancing the common good, by creating a world-class system of innovative teaching and learning.

Our Strategic Plan

1. We will create a complete educational program featuring personalized learning that realizes student aspirations and meets international standards.

2. We will develop and implement a personalized learning plan for each student.

3. We will actualize the potential for excellence in all students through inspiration and support.

4. We will insure meaningful learning through effective instruction.

5. We will enhance the district’s professional learning system in order to provide relevant learning experiences and support for all staff in order to continually improve academic and social achievement for all students.

6. We will engage and inform our constituents to engender trust and support to accomplish our mission and objectives.

7. We will create and maintain physical learning environments that enable us to fulfill our mission.

8. We will ensure resources adequate to accomplish our mission and vision.
Care
Our District: A Community of Schools

Serving the City of Ann Arbor and eight surrounding townships covering 125 square miles

32 Schools
- 1 Preschool Center
- 19 Elementary Schools
- 2 K-8 Schools
- 5 Middle Schools
- 5 High Schools
- 1 Virtual Academy
2015 School Climate Report: Overall Quality of School

Students receive grades of A, B, C, D or E to report the quality of their work. What grade would you give the overall quality of this school? On this scale, A represents outstanding, C is average and E is failing.

**Letter Grade for Overall Quality of School**

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff (N=977)</td>
<td>40%</td>
<td>41%</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parents (N=4,062)</td>
<td>44%</td>
<td>39%</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle School Students (N=3,065)</td>
<td>30%</td>
<td>41%</td>
<td>21%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>High School Students (N=3,587)</td>
<td>28%</td>
<td>44%</td>
<td>21%</td>
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</tr>
</tbody>
</table>

**Note:** This question did not appear on the survey of elementary school students.
Parent & Community Engagement

- 2015 Bond Advisory
- Ann Arbor Parent Advisory Committee for Special Education
- Arab American Parent Student Support Group
- Black Parent Student Support Group
- Blue Ribbon Panel
- Citizens Millage Committee
- PTO Council
- PTO Thrift Shop
Ann Arbor Educational Foundation

- The mission of the Ann Arbor Public Schools Educational Foundation is to raise private donations in support of education excellence for Ann Arbor Public School students.

- AAPSEF has given over $1 million in teacher grants and student scholarships.

- Supports the development of STEAM programming and the implementation of Project Lead The Way.

- Helps to enhance AAPS programs impacted by budget forces and boost innovative programs to help maintain education excellence.
Of the 17,104 PreK-12 students we serve:

- 1 in 4 students from homes impacted by poverty
- 1 in 10 students from homes where English is *not* the first language spoken
- 1 in 10 students with special needs, requiring an IEP
Of the 17,104 PreK-12 students we serve:

Our students speak more than 64 languages, and hail from countries around the globe.
How are the children?
Student Achievement
2015 Graduation Rates

Ann Arbor Public Schools 89%
National 82%
State 80%
### 2015 Graduation Rates By Group Comparing AAPS to State

<table>
<thead>
<tr>
<th>Group</th>
<th>AAPS</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>80%</td>
<td>89%</td>
</tr>
<tr>
<td>White</td>
<td>84%</td>
<td>89%</td>
</tr>
<tr>
<td>African American</td>
<td>67%</td>
<td>84%</td>
</tr>
<tr>
<td>Asian</td>
<td>91%</td>
<td>97%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>72%</td>
<td>84%</td>
</tr>
<tr>
<td>Muti-Ethnic</td>
<td>75%</td>
<td>84%</td>
</tr>
<tr>
<td>Econ Disadv</td>
<td>68%</td>
<td>70%</td>
</tr>
<tr>
<td>Spec Ed</td>
<td>57%</td>
<td>72%</td>
</tr>
</tbody>
</table>
Graduation Rates
5-Year Trend

2011: 83.6%
2015: 88.6%

5% Increase
Graduation Rates
5-Year Trend By Ethnic Group

White: 87% to 89% (+2%)
Latino/Hispanic: 75% to 84% (+9%)
African American: 71% to 84% (+13%)
Asian: 94% to 97% (+3%)
Two or More Races: 73% to 84% (+11%)
Econ. Disadvantaged: 69% to 70% (+1%)
Special Education: 60% to 72% (+12%)
Michigan Merit Curriculum

- Michigan Merit Curriculum (MMC) was implemented beginning with Cohort 2011
- Changes in Graduation Requirements:

<table>
<thead>
<tr>
<th></th>
<th>Prior Years</th>
<th>Beginning 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Credits Needed</td>
<td>21</td>
<td>22</td>
</tr>
<tr>
<td>Arts</td>
<td>0.5</td>
<td>1.0</td>
</tr>
<tr>
<td>Math</td>
<td>2.0 in any Math course</td>
<td>4.0 must include Algebra I, Geometry, Algebra II</td>
</tr>
<tr>
<td>Science</td>
<td>2.0</td>
<td>3.0</td>
</tr>
</tbody>
</table>
Graduation Rates
4-Year, 5-Year, 6-Year Cohorts

<table>
<thead>
<tr>
<th>Year</th>
<th>4-Year</th>
<th>5-Year</th>
<th>6-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>88.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>89.3%</td>
<td>91.7%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>86.5%</td>
<td>90.8%</td>
<td>91.7%</td>
</tr>
<tr>
<td>2012</td>
<td>87.4%</td>
<td>90.0%</td>
<td>90.8%</td>
</tr>
<tr>
<td>2011</td>
<td>83.6%</td>
<td>87.9%</td>
<td>88.9%</td>
</tr>
</tbody>
</table>
5-Year Change 2011 to 2015
By High School

3%
Community (93% to 96%)

6%
Huron (87% to 94%)

4%
Pioneer (91% to 94%)

<1%
Skyline (94%-2012 to 95%)

25%
Pathways to Success* (37% to 62%)

*Pathways 2011 rate is Clemente & Stone
ACT Achievement
2014-15 ACT Composite Scores

Ann Arbor Public Schools 24.1
National 21
State 19.1
2014/15 ACT Highlights: 
Highest Performing Students

Out of 1,236 students taking the ACT:

468 scored 27 or above (38%)

- 9 students perfect score of 36
- 75 scored 34 – 35
- 98 scored 32 – 33
- 104 scored 30 – 31
- 182 scored 27 – 29
Student Learning Experience
School Enhancements:

A2 STEAM at Northside

• Beginning in '14-'15, transition building to a full STEAM focus, project-based learning environment
• Building renovation to expand to a K-8 school
• Increased from 175 K-5 students to more than 700 K-8 students for '16-'17
Program Enhancements:

STEAM across Ann Arbor

- Implement Project Lead the Way in all middle and high schools and in 5 additional elementary schools
- 2016-17 will be offered in all schools (K-12)
School Enhancements:
Pathways to Success Campus

• Transitioned two schools into the Pathways Campus, beginning in Fall, '14-'15
• Highlights of transformation include adding:
  ✓ a full complement of elective classes,
  ✓ 1:1 device technology infusion,
  ✓ Project Lead the Way,
  ✓ dual enrollment at Washtenaw Community College,
  ✓ evening session, and
• Partnership with Zingerman's for internship opportunities, 'Zing Train’
• Continue RAHS Clinic and Nursery services on-site
• Enrollment increased from approximately 150 students to more than 200 students
• Graduation rate is significantly improved
Program Enhancements:

International Baccalaureate

• The Ann Arbor Public Schools is pleased to announce the following official candidate International Baccalaureate World Schools:
  • Primary Years Programme (PYP) at Mitchell Elementary School, grades K-5;
  • Middle Years Programme (MYP) in partnership at Scarlett Middle School and Huron High School, grades 6-10;
  • Diploma Programme (DP) at Huron High School, grades 11 and 12
  • Full IB authorization is anticipated, Summer, 2017
Program Enhancements:

International Baccalaureate

International Baccalaureate learning experience features:

- **Inquiry** - students asking questions, students finding answers;
- **Global awareness** - connecting to the local, state, national and international community;
- **Action and Service** - learning by doing, making a positive impact;
- **World languages** - all students learning a world language;
- **Access and Equity** - intentional development of curriculum and supports connected to the needs of learners.
Program Enhancements:
World Language Enhancement

- French*
- Spanish*
- German*
- Latin*
- Chinese*
- Arabic
- American Sign Language

*offered through AP level
Program Enhancements: Early Childhood

- Young 5s expansion
- Preschool classrooms offered at Allen & Thurston
- Westerman Preschool & Family Center
AAPS ‘Arts Advantage’

• 100% of AAPS elementary students receive 60 minutes of art and 60 minutes of music weekly.
• 60% of Middle School students are enrolled in visual art classes and 72% in music classes.
• 40% of AAPS High School students are enrolled in visual art and 57% in music classes.
• In 2015 AAPS BOE was award the Kennedy Center National School Board Award for school boards that support Arts programming, which came with a $10,000 check for our Arts programs.
• AAPS performing arts groups regularly receive national and world distinctions
Community Education & Recreation
What Makes AAPS Rec & Ed Unique?

Rec & Ed’s budget is self-sustaining, with no district subsidy or tax payer dollars.

The city-school district Recreation Advisory Commission serves as a formal advisory body for Rec & Ed.

Rec & Ed staff serve on state and local committees that promote lifelong learning, recreation and wellness.

Rec & Ed is the largest school district-based community education and recreation organization in the state.

Since 2005, Rec & Ed has been accredited by LERN, the international lifelong learning organization (LERN.org).
Rec & Ed Departments

Team Sports  Lifelong Learning  Child Care  Early Childhood

Administration

34 Permanent Employees
936 Part-Time/Seasonal
600 Volunteers
Rec & Ed 2014-15 Totals and Trends

- Early Childhood: 3,529
- Adults: 16,146
- K-12: 18,983

Grand Total Registrations: 38,658
Total Scholarship Value: $197,481
Program Enhancements

Technology Infusion Across Ann Arbor

• Technology refresh in every classroom across the District
• Implement Phase III, Technology Bond
• Enhanced infrastructure, increasing connectivity

15,917 Total Devices

- 10% iMacs
- 20% MacBook Airs
- 15% MacBook Pros
- 30% iPads
- 5% Chromebooks
- 20% Windows

18,000+ Network Accounts Created
Athletics

• AAPS fields 34 sports

• AAPS athletic teams are distinguished for their academic as well as their physical performance
Physical Environment & Fiscal Responsibility
Student Enrollment

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-11</td>
<td>16,552</td>
</tr>
<tr>
<td>2011-12</td>
<td>16,637</td>
</tr>
<tr>
<td>2012-13</td>
<td>16,634</td>
</tr>
<tr>
<td>2013-14</td>
<td>16,449</td>
</tr>
<tr>
<td>2014-15</td>
<td>16,815</td>
</tr>
<tr>
<td>2015-16</td>
<td>17,104</td>
</tr>
</tbody>
</table>
AAPS Fund Balance Trend

- 2009-10: $17,331,456
- 2010-11: $20,500,576
- 2011-12: $16,634,969
- 2012-13: $9,426,763
- 2013-14: $8,818,884
- 2014-15: $16,762,959
- 2015-16 Budgeted: $17,100,048
- 2016-17 Projected: $17,439,822
AAPS Foundation Grant Trend
Not adjusted for inflation

Year | Grant Amount
--- | ---
2004-05 | $9,234
2005-06 | $9,409
2006-07 | $9,619
2007-08 | $9,667
2008-09 | $9,723
2009-10 | $9,336
2010-11 | $9,320
2011-12 | $9,020
2012-13 | $9,020
2013-14 | $9,050
2014-15 | $9,100
2015-16 | $9,170
2016-17 Proj. | $9,230
### AAPS Foundation Grant Trend

**Source:** Bureau of Labor Statistics

<table>
<thead>
<tr>
<th>Year</th>
<th>Value in Today's Dollars</th>
<th>Foundation Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-05</td>
<td>$9,234</td>
<td>$9,234</td>
</tr>
<tr>
<td>2005-06</td>
<td>$9,320</td>
<td>$9,320</td>
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<tr>
<td>2006-07</td>
<td>$9,020</td>
<td>$9,020</td>
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<tr>
<td>2007-08</td>
<td>$9,170</td>
<td>$9,170</td>
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<tr>
<td>2008-09</td>
<td>$9,020</td>
<td>$9,020</td>
</tr>
<tr>
<td>2009-10</td>
<td>$9,050</td>
<td>$9,050</td>
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<tr>
<td>2010-11</td>
<td>$9,100</td>
<td>$9,100</td>
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<tr>
<td>2011-12</td>
<td>$9,230</td>
<td>$9,230</td>
</tr>
<tr>
<td>2012-13</td>
<td>$9,251</td>
<td>$9,251</td>
</tr>
<tr>
<td>2013-14</td>
<td>$9,355</td>
<td>$9,355</td>
</tr>
<tr>
<td>2014-15</td>
<td>$9,549</td>
<td>$9,549</td>
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<tr>
<td>2015-16</td>
<td>$10,178</td>
<td>$10,178</td>
</tr>
<tr>
<td>2016-17 Proj.</td>
<td>$10,363</td>
<td>$10,363</td>
</tr>
<tr>
<td>2017-18</td>
<td>$11,641</td>
<td>$11,641</td>
</tr>
<tr>
<td>2018-19</td>
<td>$11,473</td>
<td>$11,473</td>
</tr>
<tr>
<td>2019-20</td>
<td>$11,362</td>
<td>$11,362</td>
</tr>
<tr>
<td>2020-21</td>
<td>$11,103</td>
<td>$11,103</td>
</tr>
</tbody>
</table>
# Ann Arbor Public Schools

## Current Bonds/Voter-Approved Revenue Streams

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Millages</strong></td>
<td>Operating 2009-2019</td>
<td>17.9676</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$55M</td>
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<tr>
<td></td>
<td>Supplemental (Hold Harmless) 2009-2019</td>
<td>4.3455</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>$19M</td>
</tr>
<tr>
<td></td>
<td>Sinking Fund 2013-2019</td>
<td>0.9992</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>$7.6M</td>
</tr>
<tr>
<td><strong>County-Wide Enhancement Millage</strong></td>
<td>Special Education Charter No expiration</td>
<td>2.8911</td>
<td></td>
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<tr>
<td></td>
<td>Special Education Non-charter 2012-2017</td>
<td>0.9850</td>
<td></td>
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<tr>
<td></td>
<td>Special Education Non-charter 2016-2026</td>
<td>1.5000</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Debt Levy</strong></td>
<td>2012 Technology Bond ($46M) 2012-2025</td>
<td>2.4500</td>
<td>Series 1</td>
<td>$27.4M</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>2015 Building &amp; Site Bonds ($33M) 2015-2025</td>
<td></td>
<td>Series 1:</td>
<td>$26.9M</td>
<td>Series 2:</td>
<td>$10.5M</td>
<td>Series 3:</td>
<td>$8.0M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### NOTES:
1. Subject to Headlee Amendment which requires property taxes to be reduced when taxable values increase by more than the rate of inflation
2. Changes annually according to property values & enrollment

5/13/16
2015 Bond Highlights: New Buses
2015 Bond Highlights: New Playground Equipment
2015 Bond Highlights: Athletic Field & Facility Upgrades
2015 Bond Highlights: Classroom Furnishings
2015 Bond Highlights: Auditorium Upgrades
Our Continued Work...

Recognize our quality schools and what it will take to sustain them as a community -

We are committed to continue the work to:

1) Ensure strong educational outcomes for all students - achievement for all remains our primary and critical mission

2) Innovate quality learning opportunities through enhancements of practice, programs, and schools

3) Prioritize long term fiscal sustainability of the organization
Our Continued Work...

4) Attract and retain talented, caring teachers, staff, and leadership

5) Monitor areas where expansion of facilities is anticipated to accommodate growth across Ann Arbor

6) Prioritize the repair, upgrading, and updating of 50+ year old school buildings and facilities

7) Attract and ensure strong Board of Education leadership into the future
Eleven Signs a City Will Succeed

#1 Divisive national politics seem a distant concern.
#2 You can pick out the local patriots.
#3 “Public-private partnerships” are real.
#4 People know the civic story.
#5 They have a downtown.
#6 They are near a research university.
#7 They have, and care about, a community college.
Eleven Signs a City Will Succeed

#8 They have unusual schools

“Early in our stay, we would ask what was the most distinctive school to visit at the K-12 level. If 4 or 5 answers came quickly to mind, that was a good sign.”
Eleven Signs a City Will Succeed

# 9 They make themselves open.
“frequently stressed the ways their communities were trying to attract and include new people”

# 10 They have big plans.

# 11 They have craft breweries.
...how are our children?