

Ann Arbor Public Schools Strategic Plan

2007 → 2012

Honoring our past, planning for our future... today

The Ann Arbor Public School district is engaged in a process which honors our long history of excellence in public education while acknowledging that, to succeed in the future, we must act now to strengthen and broaden the educational experience for every student.

A 32-member Strategic Planning Team — representing parents, students, teachers, administrators and community members — drafted the Ann Arbor Public Schools Strategic Plan. It is a plan that includes beliefs, mission, objectives and strategies.

Specific action plans, designed to achieve the strategies, have been created after months of research and investigation by eight teams comprised of more than 150 AAPS employees, parents and community members.

Unanimously approved by the Board of Education, implementation of the Ann Arbor Public Schools Strategic Plan is now underway. This document provides an overview

of the plan including the eight strategies and the results to be achieved within each strategy.

The Ann Arbor Public School District is indebted to the Strategic Planning Team for the tremendous amount of time and effort invested in their initial drafting of the plan as well as their thorough review of the action plans for each of the eight strategies. A special thank you is extended to the more than 150 members of the eight action teams who worked tirelessly for months on the development of the action plans. Their talent, determination and dedication produced an aggressive, exciting and challenging plan to move the district forward.

The Ann Arbor Public School district looks forward to the continued support and involvement of its employees, students, parents and community members as the 2007-2012 Strategic Plan is implemented.



Todd Roberts, Ed.D.
Superintendent



Mission

The mission of the Ann Arbor Public Schools, a world-class system of innovative teaching and learning, is to ensure each student realizes his/her aspirations while advancing the common good through a community dynamic distinguished by:

- Personalized learning that is curiosity driven, student directed, teacher inspired
- Challenging and provocative curriculum
- Individualized and group creative expression
- The nurturing of the human spirit
- Culturally congruent instruction
- Forging alliances with families and communities



Beliefs

We believe that...

- heritage shapes individual identity.
- all people have the right to learn without limits.
- a person's achievement cannot be predetermined.
- we are strongest when working together.
- everyone can make a valuable contribution to society.
- environmental stewardship is our moral obligation.
- the dignity of each person deserves respect.
- racism is destructive.
- communication leads to understanding, understanding fosters relationships and community is built on those relationships.
- we first create in ourselves what we seek to create in the world.
- all people deserve to live in a healthy, safe environment.
- diversity enriches a community.
- individual potential deserves fulfillment.
- all people have the innate desire for creative expression.

Parameters

- We will make all decisions and take all actions based strictly on the best interests of the student.
- We will not tolerate prejudice by anyone.
- We will not accept ineffective performance.
- We will not compromise excellence.
- We will ensure the safety and security of all those in the district.
- We will not engage in anything that does not support our primary-secondary educational programs.



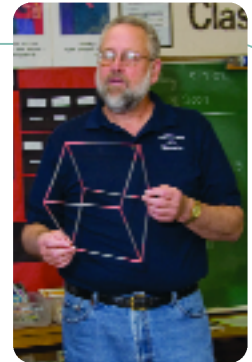


Objectives

- 100% of Ann Arbor Public School students will exceed international standards in achievement.
- Each student will progressively achieve his/her personalized educational goals
- Students will have and demonstrate concern for self and others.
- Each student will be a positive contributor to his/her community.
- All students will be accomplished in their lifelong pursuits.

Strategies

- We will create a complete educational program featuring personalized learning that realizes student aspirations and meets international standards.
- We will develop and implement a personalized learning plan for each student.
- We will actualize the potential for excellence in all students through inspiration and support.
- We will ensure meaningful learning through effective teaching.
- We will implement a system to ensure continuous development of staff capacity.
- We will inform and engender trust and support from our constituents to accomplish our mission and objectives.
- We will create and maintain physical learning environments that enable us to fulfill our mission.
- We will ensure resources adequate to accomplish our mission and objectives.



Strategies and Action Plan Overview

1



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

- Select high quality international standards for curriculum and instruction focused on creativity, problem solving, critical thinking and education for democracy.
- Develop a rigorous career and technical education curriculum or program that leads to college credit or formal certification.
- Use differentiated and personalized instructional strategies to match individual student learning styles.
- Develop a system for students, teachers, administrators and families to co-create a personalized learning plan based on student aspirations.

2



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

- Develop a model for personalized learning plans (PLPs), which reflects the principles of the Ann Arbor Public Schools community and takes into account the research-based critical elements of PLPs.
- Create a framework for implementing and maintaining PLPs.
- Establish multiple means of demonstrating student growth.
- Provide professional development for teachers regarding implementation of PLPs.
- Adopt multiple appropriate assessments to identify each student's learning style, interests and strengths for PLPs.
- Implement a structure to support PLPs whereby students learn to make decisions, set goals and achievement towards their goal.
- Create an ongoing student digital profile that will guide PLPs and monitor student progress.
- Create a structure for determining effectiveness of PLPs.

3



We will actualize the potential for excellence in all students

- All staff will participate yearly in systemic, significant amounts of professional development directed toward understanding the impact of, and eliminating Institutionalized Racism on, the culture of our district and the achievement of all of our students.
- Increase the number of African American and Latino students who are in AC/AP classes and earning A's and B's.
- Provide extended learning opportunities inside and outside the school day at all schools, PreK-12.
- Implement standard PreK-12 communication technology and tools to expedite communication between all staff and families.
- Select an age appropriate social and emotional learning curriculum(s) to implement district-wide that align(s) with district standardized expectations.
- All teachers will use instructional strategies that teach to individual learning styles.
- Create a welcoming environment in each school for all families.

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We will ensure meaningful learning through effective instruction.



- Enhance the current curricula to prepare students to be successful in a global society.
- Implement an ongoing program of cultural competency for all administrators, staff, teachers, students and parents.
- Establish a professional learning community for all teachers. In a professional learning community, teachers collaborate by working together to remain current in their field through ongoing study and practice with a focus on continuous improvement.
- Provide teachers with constructive feedback and meaningful support in the classroom throughout the school year.
- Develop positive staff-student relationships that provide a sense of belonging and student engagement for all students.
- Increase participation in rigorous, advanced courses and develop support for students to ensure their success in these courses.
- Implement instructional programs and strategies that ensure measured academic success for all students.
- Initiate a process of creating ongoing assessment that measures learning outcomes not already assessed by standardized tests and which support instruction.

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We will implement a system to ensure continuous development of staff capacity.

- Establish time within the work week for staff collaboration.
- Build a staff with expertise to meet the changing needs of the student population.
- Align hiring and staffing practices to reflect the Ann Arbor School District and the local community's desire for diversity, innovative ideas, community participation and respect for individuals.
- Provide learning opportunities that are aligned with district goals, outcomes, state guidelines and the Ann Arbor Public Schools Strategic Plan.
- Offer learning opportunities along a continuum of proficiency for all staff members within each job classification.

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



- Ensure a system of accountability based on a culture of excellence.
- Formalize the district's commitment to inclusion-excellence for all.
- Enhance customer service for students, parents and staff in the district to build our culture of excellence.
- Enhance the current methods of district promotion and public relations.
- Enhance the district website and individual school websites so they reflect the AAPS culture of excellence.
- Recruit significantly more volunteers to meet AAPS needs.
- Implement exemplary two-way communication between district staff and families to promote strong, positive relationships.
- Increase the effectiveness of parent groups/school district partnerships.



- Develop financially beneficial business partnerships.
- Actively involve educational institutions and community organizations.

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

- Conduct a comprehensive assessment of all AAPS buildings and grounds that includes the following elements: facility adequacy to meet curriculum needs, demographics, lifecycle evaluations of systems and equipment, site safety, security, accessibility/universal design, energy/utilities and life safety/codes.
- Allow for appropriate community use of AAPS facilities while ensuring the order and safety of classrooms and other building spaces.
- Implement energy-saving measures as recommended by district guidelines.
- Create a master building and grounds maintenance schedule with monthly and annual tasks for each AAPS site.



- Develop new construction, renovation and maintenance goals.
- Create safe and accessible connections from school facilities to each designated entry/exit point on the site.
- Make physical learning environments meet curriculum and demographic needs.



AAPS Strategic Planning Team

Community Members

Brandt Coultas
Bill Miller
Dennis Sparks
Victor Turner
Scott Westerman

Internal Facilitators

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Joan Fitzgibbon
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Sarah Tucker (06/07)

AAPS Staff

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Lorin Cartwright
Lisa Doster
Jen Hein
Cindy Johengen
Jane Landefeld
Jay MacArthur
Rick Redding
Todd Roberts
Jane Rossi
Joanne Williams
Tamber Woodworth

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Ensuring resources adequate to accomplish our mission and vision.

- The community relations effort should create awareness about the value that AAPS brings to the community and create a sense of urgency around the economic needs of AAPS in order to continue to provide that value.
- Renewal of key millages and passage of an enhancement millage.
- Leverage resources and technology so that the AAPS can make optimal use of its resources to achieve its goals.
- Commit staff and resources to lobby more effectively at the state level.
- Pursue partners that can contribute to AAPS in a substantial way, either to bridge the anticipated financial gap or to leverage a company's investment in education in terms of intellectual capital, technology innovation and other resources.
- Expand our current partnership program.



Statement of Nondiscrimination

No person shall be excluded from participating in, be denied the benefits of, or be subjected to discrimination in any educational program or activity available in any school on the basis of race, color, sex, religion, creed, political belief, age, national origin, linguistic and language differences, sexual orientation, socioeconomic status, height, weight, marital or familial status, disability.



ANN ARBOR PUBLIC SCHOOLS

www.a2schools.org

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