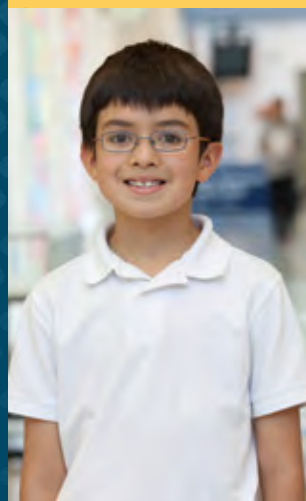


RENEWING OUR Commitment to You



2

0

1

2

ANNUAL REPORT
Atlanta Public Schools
2011-12





Letter from the Superintendent

August 10, 2012

Dear APS Supporters,

APS experienced what is arguably its most challenging year during 2011-12, considering the continued economic downturn, state standardized testing investigation results, accreditation threat, significant personnel changes and a transitioning district leadership team. But we continue to manage our way through these considerable challenges in a manner that I am hopeful will position the organization for an exceptional 2012-13 school year.

I believe we have effectively positioned the district to successfully take on the challenges that most certainly lie ahead by developing a realistic budget that forces us to live within our means as opposed to relying on reserves; initiating the first district-wide redistricting in nearly a decade; and transitioning new leadership for the Atlanta Board of Education.

We are emphasizing excellence throughout the district this year, starting with the move to the Common Core Georgia Performance Standards that are more rigorous than the former standards and make us part of the nationwide initiative to standardize

instruction that will eventually bring the United States into the 21st Century alongside other modern nations.

The Excellence Project will assess every district program's effectiveness, most especially those that impact student achievement. The renewed emphasis on customer service will enable all employees to provide the kind of consistent, excellent customer service that is the expectation in most industries these days.

Last year, we experienced an escalated level of stakeholder involvement at the numerous community and school board meetings and hearings. This input was invaluable in developing our new direction for the future.

We are providing more opportunities for continuing and escalating this stakeholder involvement this year with even more collaboration and communication with parents, partners and community members. This will be accomplished with face-to-face meetings, outreach through the district's established communications vehicles and the use of social media, the latter of which has come into its own over the past year.

Restoring and maintaining an organizational culture that emphasizes

integrity and ethical behavior is critical to rebuilding trust and pride with all stakeholders. Mandatory annual ethics training is part of this process, along with the expectation that all supervisors and managers stress strict adherence to these behaviors at staff meetings and daily interactions with employees.

We are also putting into place programs and structures to ensure educational equity across the district. Implementation of the cluster model facilitates this effort by fostering a continuity of foreign language courses and other academic programs from Kindergarten through 12th grade. The cluster model also provides for a greater degree of collaboration and professional development among the elementary, middle and high schools within the individual clusters of schools.

We are privileged to serve the students, staff, parents, partners and community members who compose the APS family. We look forward to your continued confidence and support during the new school year.

Sincerely,

Erroll B. Davis, Jr.
Superintendent, Atlanta Public Schools



Atlanta Airport Engineers surprised students at Fain Elementary School when they stopped by during National Engineers Week. Students pored over drafting plans and aerial prints of the Atlanta Airport, while the volunteers explained how engineering solves everyday problems and larger world challenges. They also helped the students build hoop gliders, and emphasized the importance of testing and modifying their designs until the gliders were flawless.

*Great things can be achieved when partners support public education. Atlanta Partners for Education (APFE) matches business and community partners with APS schools to impact student achievement. Visit the new partnership website:
www.atlantapartnersforeducation.org*

Renewing Our Commitment to You

APS has renewed its commitment to provide consistent excellent customer service to all stakeholders. We are improving our educational services for students by redirecting more resources to schools in a manner that is exceptional, engaging, ethical and equitable.

ORGANIZATIONAL EFFECTIVENESS

- Refocused the district on ethics, integrity and transparency
- APS replaced K-8 School Reform Teams and the Office of High Schools with regions and clusters to create a seamless academic and student support structure
- Reorganized our Curriculum and Instruction division to ensure quality leadership for all school regions
- Created a district, cluster and school profile aligned with the College and Career Readiness Performance Index, for better post-secondary preparation.
- Used stronger security measures for the CRCT to protect the testing environment
- Completed construction and renovations of several facilities: Continental Colony Elementary, Peyton Forest Elementary, Mays High School and Lakewood Stadium
- Celebrated 30 year partnership with Atlanta Partners For Education.

- Centralized text book management to ensure equitable distribution of materials

STUDENT ACHIEVEMENT

- Student performance improved in several areas of the CRCT since last year
- APS fourth- and eighth-graders produced the nation's largest gains in three of four categories tested on the National Assessment of Educational Progress
- High school students increased achievement in Math 1, Biology, U.S. History, Economics and 9th Grade Literature and Composition on End of Course Tests, which is administered to high school students annually.
- APS students reduced the achievement gap with the state average on End of Course Tests in Math 1 by 3 percentage points and U.S. History by 4 percentage points.
- Class of 2012 had more than 2,100 students who received over \$86 million in scholarships

QUALITY WORKFORCE

- Invested in Common Core professional learning for teachers, principals and other employees

- Established a Professional Learning Department to support improvement in teacher and leader quality

- Established daily common planning for all high school teachers to analyze student work, student performance data and adjust instruction based upon findings
- Created a Principal Mentor position to support novice principals
- Identified the first cohort of math and science recruits for the new Atlanta Urban Teacher Residency program
- Rolled out the teacher effectiveness dashboard to every school
- The Excellence Project is helping us identify and implement our most effective initiatives, and eliminate those that distract teachers and impose on their time.
- Through support from The G.E. Foundation a team of APS employees attended a common core conference to learn strategies for teaching the standards and raising student achievement



■ **We are placing many more students with disabilities in general education classes.**



■ **APS is implementing the Common Core Georgia Standards** as a step toward providing a more robust education for students and ensuring comparability across districts and schools



■ **Students in every APS cluster will have equal access to multiple languages**

New at APS in 2012-2013

APS community members came together last year to develop measurable goals and strategies to meet the educational needs of our students in keeping with available resources. As a result of these efforts, APS students can look forward to considerable enhancements across the district for the 2012-13 school year. These are a few of the changes and enhancements that will benefit all students.

- **Schools are now segmented into nine high school clusters** with corresponding middle and elementary schools in each cluster
- **Students across APS can attend the district's single gender academies, B.E.S.T. Academy and Coretta Scott King Young Women's Leadership Academy**
- **Schools have stronger collaboration** and common planning among teachers between school levels
- APS is launching a **weekly news show to keep parents informed**
- **All foreign language classes will advance within the same cluster.** This will allow our students to continue studying the same language as they matriculate through elementary school, middle school and high school.
- **All schools will have an assistant principal,** gifted teachers and student support services.
- **All middle schools will offer accelerated math**

OUR MISSION: Atlanta Public Schools educates all students through academic excellence, preparing them for success in life, service and leadership.

OUR VISION: The vision of Atlanta Public Schools is to be a student-centered, high-performing urban school district, where all students become successful, life-long learners and leaders.



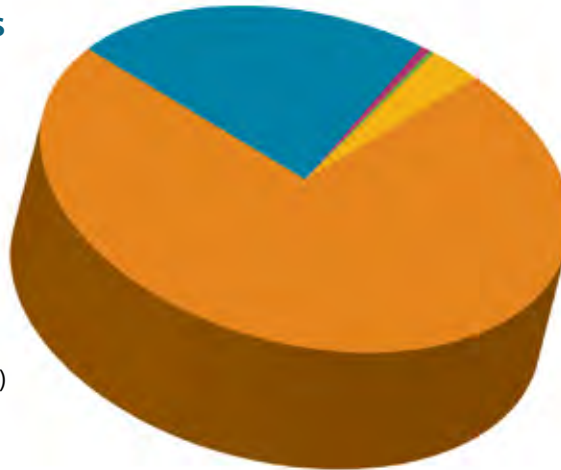
Snapshot of the 2011-12 Fiscal Year

Declining revenues prompted APS leaders to make tough economic decisions with a renewed emphasis on student educational needs. These hard economic realities prompted adoption of a revised district budget mid-year through FY12 with a focus on living within our means and reducing reliance on reserves to fund normal operations. These adjustments to last year's budget positioned the district to develop a FY13 budget to better meet the needs of our students.

FY12 GENERAL FUND REVENUE SOURCES

TOTAL: \$578,060,571

- State of Georgia (QBE) – \$130,247,925 (22.5%)
- Federal Sources – \$5,000,000 (.8%)
- Other Revenue – \$1,500,000 (.2%)
(Investment Interest, Rental of Facilities)
- Fund Balance Transfer – \$16,000,000 (3%)
- Local Taxes – \$425,312,646 (73.5%)

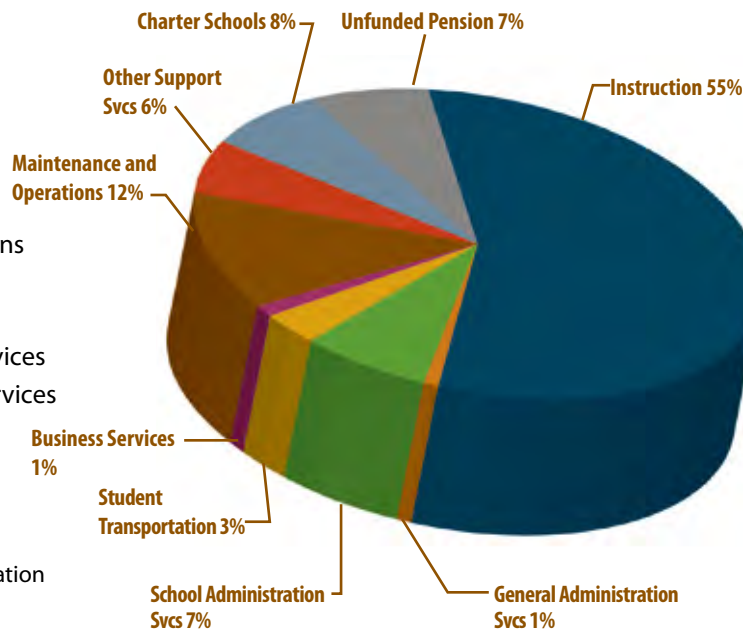


FY12 APPROPRIATIONS

- Instruction*
- Unfunded Pension
- Charter Schools
- Other Support Services
- Maintenance and Operations
- Business Services
- Student Transportation
- School Administration Services
- General Administration Services

*Instruction includes:

- Special Education
- Pupil Services
- Media Services
- Alternative and Vocational Education



FAST FACTS

ABOUT ATLANTA PUBLIC SCHOOLS 2012-13

Student enrollment	51,283
Elementary schools	50
Middle schools	15
Single-gender academies	4
High schools	21
Nontraditional programs	2
Charter schools	13
Evening school programs	2
Total APS learning sites	103

Ethnic Distribution of Students

African-American	78%
Caucasian	13%
Hispanic	6%
Multiracial	2%
Asian/American Indian/ Alaskan/Other	1%

Students eligible for free and reduced priced meals 74.76%

Number of 2012 graduates 2,093

Scholarships offered to class of 2012 \$87 million

Number of Title I Schools 95

FY13 General Fund Budget \$574 million



Stay Connected

Bookmark your way to APS to get the latest news straight from the source.

APS DISTRICT WEB SITE: Visit www.atlantapublicschools.us.

SCHOOL WEB SITES: Learn about school events, or check out the "Schools" section of the district Web site. Type www.atlantapublicschools.us

TALK UP APS: This continually updated blog serves as a digital newsletter with the latest news, links to media coverage, photo galleries, videos and more. Visit www.TalkUpAPS.com.

WPBA 30: View award-winning, educational programming.

APS 22: Comcast subscribers in Atlanta can access this station for around-the-clock educational programming.

WABE: Atlanta's National Public Radio (NPR) affiliate offers 24-hours of news, music and community affairs.

FACEBOOK: Visit www.facebook.com/atlantapublicschools.

PINTEREST: Join APS on the fastest growing social media site online, Pinterest. Over 250 "pins" including websites for students, teacher resources and education news stories. www.pinterest.com/apsupdate

TWITTER: Visit [@APSupdate](http://www.twitter.com) and click "follow."

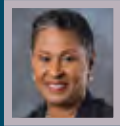
ATLANTA BOARD OF EDUCATION



Reuben R. McDaniel, III, Chair
At-Large Seat 8



Byron D. Amos, Vice Chair
District 2



Brenda J. Muhammad
District 1



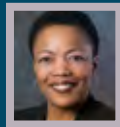
Cecily Harsch-Kinnane
District 3



Nancy M. Meister
District 4



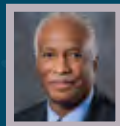
LaChandra Butler Burks
District 5



Yolanda K. Johnson
District 6



Courtney D. English
At-Large Seat 7



Emmett D. Johnson
At-Large Seat 9

Atlanta Public Schools
is educating today's
students for tomorrow's
world. We are
committed to ensuring
that all students
graduate from our
schools ready for success
in college and life.



RENEWING OUR COMMITMENT TO YOU 2011-12 ANNUAL REPORT

Atlanta Public Schools | Office of Communications

www.atlantapublicschools.us

ATLANTA PUBLIC SCHOOLS | 130 TRINITY AVENUE, S.W. | ATLANTA, GEORGIA 30303 | 404.802.3500