



Western Michigan University
ScholarWorks at WMU

Dissertations

Graduate College

12-1989

An Alternative Model for School District Organization in Michigan

William M. Johanns
Western Michigan University

Follow this and additional works at: <https://scholarworks.wmich.edu/dissertations>



Part of the Curriculum and Social Inquiry Commons, Disability and Equity in Education Commons, and the Educational Assessment, Evaluation, and Research Commons

Recommended Citation

Johanns, William M., "An Alternative Model for School District Organization in Michigan" (1989).
Dissertations. 2112.

<https://scholarworks.wmich.edu/dissertations/2112>

This Dissertation-Open Access is brought to you for free and open access by the Graduate College at ScholarWorks at WMU. It has been accepted for inclusion in Dissertations by an authorized administrator of ScholarWorks at WMU. For more information, please contact wmu-scholarworks@wmich.edu.



**AN ALTERNATIVE MODEL FOR SCHOOL DISTRICT
ORGANIZATION IN MICHIGAN**

by

William M. Johanns

**A Dissertation
Submitted to the
Faculty of The Graduate College
in partial fulfillment of the
requirements for the
Degree of Doctor of Education
Department of Educational Leadership**

**Western Michigan University
Kalamazoo, Michigan
December 1989**

AN ALTERNATIVE MODEL FOR SCHOOL DISTRICT ORGANIZATION IN MICHIGAN

William M. Johanns, Ed.D.

Western Michigan University, 1989

School districts should be organized in an efficient manner while also being equitable to all. Reorganization of school districts could help meet these criteria. At present Michigan has 529 school districts varying in size from 75 to 200,000 students. Due to the large variation in number of students in districts, it is very difficult to achieve equity. During the period 1940 to 1964, progress toward equity occurred when school district reorganizations dropped the number of districts from 6,239 to 545. But since that time few reorganizations have taken place; consequently, Michigan residents continue to bear a high cost in efficiency and effectiveness.

The purpose of this study is to reorganize Michigan school districts into a reasonable and organized model. Reorganizing school districts would make districts more efficient due to reductions in administrative staff, better utilization of buildings and staff, increased savings by purchasing in bulk and combined transportation.

The method used for the study was to gather data about school district buildings, school district population, and school district administrative makeup. This data was gathered from publications

produced by and for the Michigan State Department of Education. This data was used to produce the proposed county school district model. It was also used to produce a five-year projected county school district model.

This study found that school districts in the State of Michigan could be reduced to 83 from the present 529. This model also reduces the number of administrators across the state by 1,549. It also reduces the number of buildings needed across the state by 484.

Recommendations for further study include studies conducted on four individual counties in the state. This study would be done on location and with local personnel. It would include a mock reorganization of existing school districts into a county system and would precede the actual statewide enactment of county systems. Another recommendation is to study how effective school districts are when their population exceeds 80,000. A final recommendation is to study possible incentives that could be provided by the legislature to encourage school district reorganization.

INFORMATION TO USERS

The most advanced technology has been used to photograph and reproduce this manuscript from the microfilm master. UMI films the text directly from the original or copy submitted. Thus, some thesis and dissertation copies are in typewriter face, while others may be from any type of computer printer.

The quality of this reproduction is dependent upon the quality of the copy submitted. Broken or indistinct print, colored or poor quality illustrations and photographs, print bleedthrough, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send UMI a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

Oversize materials (e.g., maps, drawings, charts) are reproduced by sectioning the original, beginning at the upper left-hand corner and continuing from left to right in equal sections with small overlaps. Each original is also photographed in one exposure and is included in reduced form at the back of the book. These are also available as one exposure on a standard 35mm slide or as a 17" x 23" black and white photographic print for an additional charge.

Photographs included in the original manuscript have been reproduced xerographically in this copy. Higher quality 6" x 9" black and white photographic prints are available for any photographs or illustrations appearing in this copy for an additional charge. Contact UMI directly to order.



University Microfilms International
A Bell & Howell Information Company
300 North Zeeb Road, Ann Arbor, MI 48106-1346 USA
313/761-4700 800/521-0600

Order Number 9015282

**An alternative model for school district organization in
Michigan**

Johanns, William Mathias, Ed.D.

Western Michigan University, 1989

Copyright ©1989 by Johannis, William Mathias. All rights reserved.

U·M·I

300 N. Zeeb Rd.
Ann Arbor, MI 48106

Copyright by
William Mathias Johannis
1989

DEDICATION

This book is dedicated to my wife, Lois, who has pushed, prodded, and supported me through three degrees. Without her encouragement and support, I would not have completed this enormous task.

I owe you much for this support.

Love and Thanks.

ACKNOWLEDGEMENTS

Dr. Larry Schlack played an integral role in my completing this dissertation. With his leadership and guidance, I have been able to complete a task only few dream about. For this reason, I am forever grateful to Dr. Schlack.

Also playing an important role in this project were other committee members, Drs. Charles Warfield and John Nangle. Their support was appreciated.

William M. Johanns

TABLE OF CONTENTS

| | |
|---|-------|
| ACKNOWLEDGEMENTS | ii |
| LIST OF TABLES | ix |
| LIST OF FIGURES | xxxii |
| CHAPTER | |
| I. STATEMENT OF THE PROBLEM | 1 |
| Introduction | 1 |
| Objectives | 3 |
| Limitations of the Study | 4 |
| Definition of Terms | 4 |
| II. REVIEW OF THE LITERATURE | 5 |
| Introduction | 5 |
| History of School District Reorganization in the United States | 5 |
| Recent Reorganization Plans | 8 |
| History of School District Organization in Michigan | 9 |
| School Size | 16 |
| Elementary School Size | 16 |
| Junior High School Size | 17 |
| High School Size | 18 |

TABLE OF CONTENTS--CONTINUED

| | | |
|------|--|----|
| | School District Student Population in Relation to Cost Effectiveness | 19 |
| | School District Size as it Relates to Curriculum, Quality of Teaching Staff, and Student Achievement | 20 |
| III. | DESIGN AND METHODOLOGY | 33 |
| IV. | FINDINGS | 40 |
| | Introduction | 40 |
| | Description of Data | 42 |
| | Alcona County | 42 |
| | Alger County | 43 |
| | Allegan County | 47 |
| | Alpena County | 53 |
| | Antrim County | 56 |
| | Arenac County | 61 |
| | Baraga County | 65 |
| | Barry County | 68 |
| | Bay County | 75 |
| | Benzie County | 77 |
| | Berrien County | 80 |
| | Branch County | 88 |
| | Calhoun County | 93 |
| | Cass County | 99 |

TABLE OF CONTENTS--CONTINUED

| | |
|--------------------------------------|-----|
| Charlevoix County | 103 |
| Cheboygan County | 110 |
| Chippewa County | 112 |
| Clare County | 116 |
| Clinton County | 120 |
| Crawford County | 125 |
| Delta County | 128 |
| Dickinson County | 135 |
| Eaton County | 137 |
| Emmett County | 142 |
| Genesee County | 146 |
| Gladwin County | 156 |
| Gogebic County | 161 |
| Grand Traverse County | 165 |
| Gratiot County | 169 |
| Hillsdale County | 174 |
| Houghton and Keewenaw Counties | 179 |
| Huron County | 184 |
| Ingham County | 192 |
| Ionia County | 199 |
| Iosco County | 201 |

TABLE OF CONTENTS--CONTINUED

| | |
|-------------------------|-----|
| Iron County | 205 |
| Isabella County | 209 |
| Jackson County | 213 |
| Kalamazoo County | 222 |
| Kalkaska County | 226 |
| Kent County | 229 |
| Lake County | 242 |
| Lapeer County | 243 |
| Leelanau County | 247 |
| Lenawee County | 251 |
| Livingston County | 258 |
| Luce County | 265 |
| Mackinac County | 266 |
| Macomb County | 270 |
| Manistee County | 280 |
| Marquette County | 285 |
| Mason County | 290 |
| Mecosta County | 294 |
| Menominee County | 298 |
| Midland County | 302 |
| Missaukee County | 309 |

TABLE OF CONTENTS--CONTINUED

| | |
|---------------------------|-----|
| Monroe County | 310 |
| Montcalm County | 316 |
| Montmorency County | 321 |
| Muskegon County | 325 |
| Newaygo County | 332 |
| Oakland County | 336 |
| Oceana County | 349 |
| Ogemaw County | 354 |
| Ontonagon County | 357 |
| Osceola County | 361 |
| Oscoda County | 365 |
| Otsego County | 371 |
| Ottawa County | 375 |
| Presque Isle County | 381 |
| Roscommon County | 385 |
| Saginaw County | 386 |
| St. Clair County | 396 |
| St. Joseph County | 399 |
| Sanilac County | 407 |
| Schoolcraft County | 412 |
| Shiawassee County | 413 |

TABLE OF CONTENTS--CONTINUED

| | |
|--|-----|
| Tuscola County | 418 |
| Van Buren County | 424 |
| Washtenaw County | 430 |
| Wayne County | 437 |
| Wexford County | 451 |
| V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS ... | 459 |
| Introduction | 459 |
| Summary | 459 |
| Conclusions | 460 |
| Discussion of Findings | 467 |
| Recommendations for Further Study | 467 |
| BIBLIOGRAPHY | 469 |

LIST OF TABLES

| | |
|---|----|
| 1. The Total Number of School Districts in Michigan by Selected Year. | 15 |
| 2. Included in the Following Information for Alcona County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 44 |
| 3. The Number of Administrators in Alcona County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 45 |
| 4. The Number of School Buildings in Alcona County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 45 |
| 5. Included in the Following Information for Alger County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 48 |
| 6. The Number of Administrators in Alger County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 49 |
| 7. The Number of School Buildings in Alger County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 49 |
| 8. Included in the Following Information for Allegan County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 54 |
| 9. The Number of Administrators in Allegan County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 55 |
| 10. The Number of School Buildings in Allegan County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 55 |
| 11. Included in the Following Information for Alpena County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 57 |

LIST OF TABLES--CONTINUED

| | |
|--|----|
| 12. The Number of Administrators in Alpena County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 58 |
| 13. The Number of School Buildings in Alpena County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 58 |
| 14. Included in the Following Information for Antrim County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 62 |
| 15. The Number of Administrators in Antrim County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 63 |
| 16. The Number of School Buildings in Antrim County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 63 |
| 17. Included in the Following Information for Arenac County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 66 |
| 18. The Number of Administrators in Arenac County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 67 |
| 19. The Number of School Buildings in Arenac County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 67 |
| 20. Included in the Following Information for Baraga County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 69 |
| 21. The Number of Administrators in Baraga County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 70 |
| 22. The Number of School Buildings in Baraga County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 70 |

LIST OF TABLES--CONTINUED

| | |
|--|----|
| 23. Included in the Following Information for Barry County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 73 |
| 24. The Number of Administrators in Barry County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 74 |
| 25. The Number of School Buildings in Barry County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 74 |
| 26. Included in the Following Information for Bay County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 78 |
| 27. The Number of Administrators in Bay County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 79 |
| 28. The Number of School Buildings in Bay County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 79 |
| 29. Included in the Following Information for Benzie County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 81 |
| 30. The Number of Administrators in Benzie County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 82 |
| 31. The Number of School Buildings in Benzie County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 82 |
| 32. Included in the Following Information for Berrien County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 89 |
| 33. The Number of Administrators in Berrien County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 91 |

LIST OF TABLES--CONTINUED

| | |
|--|-----|
| 34. The Number of School Buildings in Berrien County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 91 |
| 35. Included in the Following Information for Branch County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 94 |
| 36. The Number of Administrators in Branch County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 95 |
| 37. The Number of School Buildings in Branch County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 95 |
| 38. Included in the Following Information for Calhoun County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 100 |
| 39. The Number of Administrators in Calhoun County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 101 |
| 40. The Number of School Buildings in Calhoun County; Present, Proposed Model, Five-Year Projected Model, and the net Loss and Gain Between These Categories. | 101 |
| 41. Included in the Following Information for Cass County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 104 |
| 42. The Number of Administrators in Cass County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 105 |
| 43. The Number of School Buildings in Cass County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 105 |
| 44. Included in the Following Information for Charlevoix County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 108 |

LIST OF TABLES--CONTINUED

| | |
|--|-----|
| 45. The Number of Administrators in Charlevoix County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 109 |
| 46. The Number of School Buildings in Charlevoix County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 109 |
| 47. Included in the Following Information for Cheboygan County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 113 |
| 48. The Number of Administrators in Cheboygan County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 114 |
| 49. The Number of School Buildings in Cheboygan County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 114 |
| 50. Included in the Following Information for Chippewa County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 117 |
| 51. The Number of Administrators in Chippewa County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 118 |
| 52. The Number of School Buildings in Chippewa County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 118 |
| 53. Included in the Following Information for Clare County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 121 |
| 54. The Number of Administrators in Clare County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 122 |
| 55. The Number of School Buildings in Clare County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 122 |

LIST OF TABLES--CONTINUED

| | |
|--|-----|
| 56. Included in the Following Information for Clinton County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 126 |
| 57. The Number of Administrators in Clinton County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 127 |
| 58. The Number of School Buildings in Clinton County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 127 |
| 59. Included in the Following Information for Crawford County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 129 |
| 60. The Number of Administrators in Crawford County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 130 |
| 61. The Number of School Buildings in Crawford County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 130 |
| 62. Included in the Following Information for Delta County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 133 |
| 63. The Number of Administrators in Delta County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 134 |
| 64. The Number of School Buildings in Delta County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 134 |
| 65. Included in the Following Information for Dickinson County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 138 |
| 66. The Number of Administrators in Dickinson County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 139 |

LIST OF TABLES--CONTINUED

| | |
|---|-----|
| 67. The Number of School Buildings in Dickinson County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 139 |
| 68. Included in the Following Information for Eaton County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 143 |
| 69. The Number of Administrators in Eaton County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 144 |
| 70. The Number of School Buildings in Eaton County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 144 |
| 71. Included in the Following Information for Emmett County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 147 |
| 72. The Number of Administrators in Emmett County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 148 |
| 73. The Number of School Buildings in Emmett County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 148 |
| 74. Included in the Following Information for Genesee County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 157 |
| 75. The Number of Administrators in Genesee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 159 |
| 76. The Number of School Buildings in Genesee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 159 |
| 77. Included in the Following Information for Gladwin County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 162 |

LIST OF TABLES--CONTINUED

| | |
|--|-----|
| 78. The Number of Administrators in Gladwin County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 163 |
| 79. The Number of School Buildings in Gladwin County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 163 |
| 80. Included in the Following Information for Gogebic County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 166 |
| 81. The Number of Administrators in Gogebic County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 167 |
| 82. The Number of School Buildings in Gogebic County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 167 |
| 83. Included in the Following Information for Grand Traverse County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 170 |
| 84. The Number of Administrators in Grand Traverse County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 171 |
| 85. The Number of School Buildings in Grand Traverse County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 171 |
| 86. Included in the Following Information for Gratiot County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 175 |
| 87. The Number of Administrators in Gratiot County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 176 |
| 88. The Number of School Buildings in Gratiot County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 176 |

LIST OF TABLES--CONTINUED

| | |
|---|-----|
| 89. Included in the Following Information for Hillsdale County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 180 |
| 90. The Number of Administrators in Hillsdale County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 181 |
| 91. The Number of School Buildings in Hillsdale County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 181 |
| 92. Included in the Following Information for Houghton and Keewenaw Counties: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 185 |
| 93. The Number of Administrators in Houghton and Keewenaw Counties; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories ... | 186 |
| 94. The Number of School Buildings in Houghton and Keewenaw Counties; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 186 |
| 95. Included in the Following Information for Huron County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 190 |
| 96. The Number of Administrators in Huron County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 191 |
| 97. The Number of School Buildings in Huron County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 191 |
| 98. Included in the Following Information for Ingham County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 197 |
| 99. The Number of Administrators in Ingham County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 198 |

LIST OF TABLES--CONTINUED

| | | |
|------|--|-----|
| 100. | The Number of School Buildings in Ingham County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 198 |
| 101. | Included in the Following Information for Ionia County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 202 |
| 102. | The Number of Administrators in Ionia County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 203 |
| 103. | The Number of School Buildings in Ionia County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 203 |
| 104. | Included in the Following Information for Iosco County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 206 |
| 105. | The Number of Administrators in Iosco County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 207 |
| 106. | The Number of School Buildings in Iosco County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 207 |
| 107. | Included in the Following Information for Iron County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 210 |
| 108. | The Number of Administrators in Iron County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 211 |
| 109. | The Number of School Buildings in Iron County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 211 |
| 110. | Included in the Following Information for Isabella County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 214 |

LIST OF TABLES--CONTINUED

| | |
|--|-----|
| 111. The Number of Administrators in Isabella County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 215 |
| 112. The Number of School Buildings in Isabella County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 215 |
| 113. Included in the Following Information for Jackson County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 220 |
| 114. The Number of Administrators in Jackson County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 221 |
| 115. The Number of School Buildings in Jackson County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 221 |
| 116. Included in the Following Information for Kalamazoo County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 227 |
| 117. The Number of Administrators in Kalamazoo County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 228 |
| 118. The Number of School Buildings in Kalamazoo County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 228 |
| 119. Included in the Following Information for Kalkaska County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 230 |
| 120. The Number of Administrators in Kalkaska County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 231 |
| 121. The Number of School Buildings in Kalkaska County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 231 |

LIST OF TABLES--CONTINUED

| | | |
|------|--|-----|
| 122. | Included in the Following Information for Kent County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 239 |
| 123. | The Number of Administrators in Kent County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 241 |
| 124. | The Number of School Buildings in Kent County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 241 |
| 125. | Included in the Following Information for Lake County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 244 |
| 126. | The Number of Administrators in Lake County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 245 |
| 127. | The Number of School Buildings in Lake County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 245 |
| 128. | Included in the Following Information for Lapeer County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 248 |
| 129. | The Number of Administrators in Lapeer County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 249 |
| 130. | The Number of School Buildings in Lapeer County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 249 |
| 131. | Included in the Following Information for Leelanau County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 252 |
| 132. | The Number of Administrators in Leelanau County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 253 |

LIST OF TABLES--CONTINUED

| | |
|---|-----|
| 133. The Number of School Buildings in Leelanau County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 253 |
| 134. Included in the Following Information for Lenawee County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 259 |
| 135. The Number of Administrators in Lenawee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 260 |
| 136. The Number of School Buildings in Lenawee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 260 |
| 137. Included in the Following Information for Livingston County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 263 |
| 138. The Number of Administrators in Livingston County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 264 |
| 139. The Number of School Buildings in Livingston County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 264 |
| 140. Included in the Following Information for Luce County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 267 |
| 141. The Number of Administrators in Luce County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 268 |
| 142. The Number of School Buildings in Luce County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 268 |
| 143. Included in the Following Information for Mackinac County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 271 |

LIST OF TABLES--CONTINUED

| | | |
|------|---|-----|
| 144. | The Number of Administrators in Mackinac County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 272 |
| 145. | The Number of School Buildings in Mackinac County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 272 |
| 146. | Included in the Following Information for MaComb County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 281 |
| 147. | The Number of Administrators in MaComb County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 283 |
| 148. | The Number of School Buildings in MaComb County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 283 |
| 149. | Included in the Following Information for Manistee County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 286 |
| 150. | The Number of Administrators in Manistee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 287 |
| 151. | The Number of School Buildings in Manistee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 287 |
| 152. | Included in the Following Information for Marquette County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 291 |
| 153. | The Number of Administrators in Marquette County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 292 |
| 154. | The Number of School Buildings in Marquette County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 292 |

LIST OF TABLES—CONTINUED

| | | |
|------|---|-----|
| 155. | Included in the Following Information for Mason County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 295 |
| 156. | The Number of Administrators in Mason County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 296 |
| 157. | The Number of School Buildings in Mason County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 296 |
| 158. | included in the Following Information for Mecosta County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 299 |
| 159. | The Number of Administrators in Mecosta County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 300 |
| 160. | The Number of School Buildings in Mecosta County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 300 |
| 161. | Included in the Following Information for Menominee County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 303 |
| 162. | The Number of Administrators in Menominee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 304 |
| 163. | The Number of School Buildings in Menominee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 304 |
| 164. | Included in the Following Information for Midland County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 307 |
| 165. | The Number of Administrators in Midland County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 308 |

LIST OF TABLES--CONTINUED

| | | |
|------|---|-----|
| 166. | The Number of School Buildings in Midland County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 308 |
| 167. | Included in the Following Information for Missaukee County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 311 |
| 168. | The Number of Administrators in Missaukee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 312 |
| 169. | The Number of School Buildings in Missaukee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 312 |
| 170. | Included in the Following Information for Monroe County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 317 |
| 171. | The Number of Administrators in Monroe County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 318 |
| 172. | The Number of School Buildings in Monroe County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 318 |
| 173. | Included in the Following Information for Montcalm County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 322 |
| 174. | The Number of Administrators in Montcalm County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 323 |
| 175. | The Number of School Buildings in Montcalm County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 323 |
| 176. | Included in the Following Information for Montmorency County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 326 |

LIST OF TABLES--CONTINUED

| | | |
|------|---|-----|
| 177. | The Number of Administrators in Montmorency County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 327 |
| 178. | The Number of School Buildings in Montmorency County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 327 |
| 179. | Included in the Following Information for Muskegon County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 333 |
| 180. | The Number of Administrators in Muskegon County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 334 |
| 181. | The Number of School Buildings in Muskegon County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 334 |
| 182. | Included in the Following Information for Newaygo County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 337 |
| 183. | The Number of Administrators in Newaygo County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 338 |
| 184. | The Number of School Buildings in Newaygo County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 338 |
| 185. | Included in the Following Information for Oakland County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 350 |
| 186. | The Number of Administrators in Oakland County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 352 |
| 187. | The Number of School Buildings in Oakland County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 352 |

LIST OF TABLES--CONTINUED

| | | |
|------|---|-----|
| 188. | Included in the Following Information for Oceana County: Present School Districts, Total County, Proposed Model, and the Five Year Projected Model. | 355 |
| 189. | The Number of Administrators in Oceana County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 356 |
| 190. | The Number of School Buildings in Oceana County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 356 |
| 191. | Included in the Following Information for Ogemaw County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 358 |
| 192. | The Number of Administrators in Ogemaw County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 359 |
| 193. | The Number of School Buildings in Ogemaw County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 359 |
| 194. | Included in the Following Information for Ontonagon County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 362 |
| 195. | The Number of Administrators in Ontonagon County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 363 |
| 196. | The Number of School Buildings in Ontonagon County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 363 |
| 197. | Included in the Following Information for Osceola County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 366 |
| 198. | The Number of Administrators in Osceola County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 367 |

LIST OF TABLES--CONTINUED

| | |
|---|-----|
| 199. The Number of School Buildings in Osceola County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 367 |
| 200. Included in the Following Information for Oscoda County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 369 |
| 201. The Number of Administrators in Oscoda County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 370 |
| 202. The Number of School Buildings in Oscoda County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 370 |
| 203. Included in the Following Information for Otsego County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 373 |
| 204. The Number of Administrators in Otsego County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 374 |
| 205. The Number of School Buildings in Otsego County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 374 |
| 206. Included in the Following Information for Ottawa County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 379 |
| 207. The Number of Administrators in Ottawa County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 380 |
| 208. The Number of School Buildings in Ottawa County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 380 |
| 209. Included in the Following Information for Presque Isle County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 383 |

LIST OF TABLES—CONTINUED

| | | |
|------|--|-----|
| 210. | The Number of Administrators in Presque Isle County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 384 |
| 211. | The Number of School Buildings in Presque Isle County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 384 |
| 212. | Included in the Following Information for Roscommon County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 387 |
| 213. | The Number of Administrators in Roscommon County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 388 |
| 214. | The Number of School Buildings in Roscommon County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 388 |
| 215. | Included in the Following Information for Saginaw County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 394 |
| 216. | The Number of Administrators in Saginaw County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 395 |
| 217. | The Number of School Buildings in Saginaw County; Present, propose Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 395 |
| 218. | Included in the Following Information for St. Clair County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 400 |
| 219. | The Number of Administrators in St. Clair County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 401 |
| 220. | The Number of School Buildings in St. Clair County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 401 |

LIST OF TABLES--CONTINUED

| | | |
|------|---|-----|
| 221. | Included in the Following Information for St. Joseph County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 405 |
| 222. | The Number of Administrators in St. Joseph County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 406 |
| 223. | The Number of School Buildings in St. Joseph County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 406 |
| 224. | Included in the Following Information for Sanilac County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 410 |
| 225. | The Number of Administrators in Sanilac County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 411 |
| 226. | The Number of School Buildings in Sanilac County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 411 |
| 227. | Included in the Following Information for Schoolcraft County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 414 |
| 228. | The Number of Administrators in Schoolcraft County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 415 |
| 229. | The Number of School Buildings in Schoolcraft County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 415 |
| 230. | Included in the Following Information for Shiawassee County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 419 |
| 231. | The Number of Administrators in Shiawassee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 420 |

LIST OF TABLES—CONTINUED

| | | |
|------|--|-----|
| 232. | The Number of School Buildings in Shiawassee County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 420 |
| 233. | Included in the Following Information for Tuscola County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 425 |
| 234. | The Number of Administrators in Tuscola County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 426 |
| 235. | The Number of School Buildings in Tuscola County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 426 |
| 236. | Included in the Following Information for Van Buren County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 431 |
| 237. | The Number of Administrators in Van Buren County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 432 |
| 238. | The Number of School Buildings in Van Buren County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 432 |
| 239. | Included in the Following Information for Washtenaw County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 438 |
| 240. | The Number of Administrators in Washtenaw County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 439 |
| 241. | The Number of School Buildings in Washtenaw County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 439 |
| 242. | Included in the Following Information for Wayne County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 452 |

xxx

LIST OF TABLES--CONTINUED

| | | |
|------|---|-----|
| 243. | The Number of Administrators in Wayne County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 454 |
| 244. | The Number of School Buildings in Wayne County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 454 |
| 245. | Included in the Following Information for Wexford County: Present School Districts, Total County, Proposed Model, and the Five-Year Projected Model. | 457 |
| 246. | The Number of Administrators in Wexford County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 458 |
| 247. | The Number of School Buildings in Wexford County; Present, Proposed Model, Five-Year Projected Model, and the net Loss or Gain Between These Categories. | 458 |

LIST OF FIGURES

| | |
|--|-----|
| 1. Present School District Organization in Michigan | 461 |
| 2. Proposed School District Organization of Michigan | 462 |

CHAPTER I

STATEMENT OF THE PROBLEM

Introduction

There are 529 school districts in Michigan with enrollments ranging between 75 and 200,000. Little or nothing is being done to address the lack of resources and school district size. In the last five years only two school districts (Battle Creek Public and Springfield Public Schools) have reorganized to form a larger school district.

Michigan's former State Superintendent of Schools, Phillip Runkel, stated that school district reorganization needs to take place in Michigan (Education USA, 1985). In an interview with Booth Newspapers, 1987, Runkel said that Michigan should change to a county-based school system.

Gerald Faverman, Chairman of the Board of Public Sector Consultants, Inc., Lansing, Michigan (1988), stated that Michigan had too many school districts which results in wasted resources. Faverman thinks the answer is to reduce the number of school districts from 529 to 100.

A report by The Michigan Department of Public Instruction (1989) stated that of the 503 responding Michigan districts, 47 percent failed to meet state high school graduation requirements.

In addition, surveys conducted in 1983, 1984, and 1985 of randomly selected Michigan residents indicate that a majority support school district reorganization (Michigan Department of Public Instruction; 1983, 1984, 1985). Further support for school district reorganization is presented in a 1986 study which indicates that 63 percent of all polled Michigan School Superintendents favored reorganization (McMahon, 1986).

With the previous statements in mind, why has there been so little effort by anyone in Michigan, including the State Board of Education, to reorganize schools in Michigan? There are generally two major reasons for this reluctance: first, the political hotcake involved with this issue, and second, the lack of any type of alternative to the present organization. The political implications will have to be dealt with when the process is initiated and it will take many courageous people to see it through. The second reason for reluctance is addressed in this document with the presentation of an alternative to the present organizational scheme.

There are many reasons to explore school district reorganization in light of the large variance in enrollment between Michigan school districts. A very important reason is equal educational opportunity, which is defined as attained when there is roughly equal opportunity for different segments of the population to compete for the benefits of the educational system (Tesconi & Hurwitz, Jr., 1974). This means that students shall have equal access to programs, curriculum, materials, instructors, and service. Another reason is the inability of school districts with small student enrollments to offer adequate educational programs (Conant, 1967). An additional reason according to Harrow and Drizeban (1972) was found in

their reorganization studies in Florida that smaller school districts have greater administrative costs.

In addition, due to the current trend of decreasing student population, many buildings are being operated at less than capacity. This may put a financial burden on the district particularly in light of the higher cost of energy experienced in the last few years and the increasing lack of funds for districts.

Objectives

The purpose of this study is to develop an alternative model for the organization of Michigan school districts. This model will utilize existing county lines as the new school district boundaries. The end result will be eighty-three school districts, not including Detroit City Schools. Detroit City Schools are not included in the county because of its already very large student population.

The data used to develop this model are the following: school district population, high school population of the district, junior high school population of the district, elementary school population of the district, number of school buildings in the district, number of administrators in the district, State Equalized Valuation (SEV) for the district, and SEV per student for the district (Michigan Education Directory, 1986; Michigan Department of Education Bulletin 1014, 1986).

A five-year projected model will also be included and will be derived from population trends within the last five years.

Limitations of the Study

Current and projected non-public school enrollments are not included. The study is confined to public school districts, their boundaries and enrollments.

Grade configurations are based on high school (grades 9-12), junior high school (grades 7-8), and elementary school (grades K-6) despite the current existence in some parts of the state of middle schools with grade configurations of 6-7-8 or 5-6-7-8.

Definition of Terms

School District--A public school administrative unit in Michigan which offers thirteen years of education from Kindergarten through twelfth grade.

Reorganization or Consolidation--the combining of two or more school districts into a single large administrative unit.

High School--an administrative unit of the district containing grades 9 through 12.

Junior High School--an administrative unit of the district containing grades 7 and 8.

Elementary School--an administrative unit of the district containing grades K through 6.

CHAPTER II

REVIEW OF THE LITERATURE

Introduction

Chapter I introduced the research problem and objectives for this document. This chapter will review the existing knowledge which is pertinent to this subject. The following aspects will be addressed:

1. Studies related to the history of school consolidation in the United States.
2. Studies related to the history of school consolidation in the State of Michigan.
3. Studies related to the optimum size of schools (High school, junior high school, elementary school).
4. Studies related to school district size and cost effectiveness.
5. Studies related to differences in student achievement versus school size.

History of School Reorganization in the United States

Prior to 1859, the population of the United States was primarily rural with many areas being sparsely populated. Education during this period meant providing basic instruction in reading, writing, and math (Illinois Committee on School Organizations, 1974). During this period school district formation was determined by the prevalent societal conditions. In these early stages of district development most students attended school only during the winter months due to working on their parents' farm.

Most of the earlier districts operated one-teacher schools and within walking distance of the student's home. As roads improved and transportation became available, new school district size generally increased.

In 1845, according to Abel (1923), the City of Detroit consolidated many smaller existing districts into one city district and under the governance of the Detroit City Board of Education.

The growth of school district reorganization in the United States is divided into four periods. The first period started in 1840 and lasted until 1880 with its concentration mainly in larger cities. The second period started in 1894 and lasted until 1910. This period saw rapid enactment and improvement of reorganization and transportation laws. The third period, 1923 to 1945, saw renewed vigor by states to assist school districts in reorganization. This vigor took the form of funding of school districts for transportation. The fourth period, 1945 to the present, saw procedures used that would determine the best arrangement of school districts within the county. According to Abel (1923), this procedure involved a proposed plan of a countywide survey group, an approval of this plan by the state agency, and ratification of this plan by the citizens of the county.

The first school district reorganization for the purpose of securing better educational opportunities occurred in Montague, Massachusetts in 1875 (Monahan, 1965).

In the early 1900s, three basic plans were addressed when considering consolidation: township, multiple-district county, and

county organization. The township plan provided for a school at the center of the township for all township students with transportation provided to and from school. The multiple-district county plan, which was initiated in Minnesota, provided that county commissioners, on petition of twenty-five percent of the residents, appointed a school commission of seven. One of the seven members was appointed county superintendent of schools. This commission, after studying certain aspects of the present schools, would make proposals for consolidating these schools. Usually the proposals divided the county into school districts ranging from four to six square miles. These proposals would be voted on by the county residents and, if approved, implementation of the plan would occur (Cubberly, 1914).

The county school district provided that the school district would coincide with county lines and be administered by one governmental unit within the county. This plan originally allowed for individual districts to exist within the confines of the county, but in 1947, this concept began to change. Florida, as an example, was the first to make one school district of the existing school districts within a county.

Implementation of these plans varied throughout the United States but the primary goal was to streamline rural education through the aggregation in some fashion of large numbers of students. This would enhance the development of benefits to rural schools.

The basis of the reorganization movement in the United States was to make life more satisfying to residents in rural areas (Lindstrom, 1960; Taylor, 1968).

The ten-year period 1918 to 1928 saw over 1,000 school district reorganizations in the United States. This period is significant because it was the first ten years in which data was collected by the United States Office of Education concerning reorganizations (Covert, 1930).

Consolidation (reorganization) evolved as a method to facilitate the educational process with its primary purpose being the provision of programs and services. As needs changed, more technical knowledge and skill training was necessary. The result was a movement away from one-room schools to a larger unit where these needs could be met (Schroeder, 1969).

The first major state reorganization legislation occurred in Illinois in 1945, but was ruled unconstitutional in 1947 (Judge, 1982).

In 1931-32, there were 127,530 school districts in the United States according to the Rural School Survey Report. By 1948, there were only 89,000 school districts. This drop continued with 55,000 districts in 1958, 31,000 districts in 1961 and, by 1972, there were only 16,555 school districts in the United States (Mullins, 1973).

Accordingly, the National Education Association (1949) pointed out that records kept by the United States Office of Education indicate significant change in the size of individual schools from 1930 to 1952.

Recent Reorganization Plans

The State of Arkansas, as of June 1987 and according to state law, stated that any school district in Arkansas not meeting new standards,

such as providing kindergartens, art programs, and counseling, must be annexed to a qualified district (Education USA, 1985).

Nebraska has enacted reorganization legislation which states that by 1989, 666 rural elementary districts must merge with districts having high schools.

In 1985, the State Superintendent of Education in Illinois stated that reorganization was needed in Illinois to provide a minimum high school enrollment of 500 students. His statement was spurred by a recent study of Illinois high schools in which national test scores indicated the best scores consistently occurred in high schools with student population between 500 and 1,200 (Illinois Board of Education, 1985). This proposal would require approximately 55 percent of the existing Illinois high schools to reorganize.

History of School District Organization in Michigan

Michigan became a state in 1837 with fifty-five school districts already in existence. At this time, legislation was passed for the organization of school districts and in accordance with this act, John D. Pierce was appointed the first State Superintendent of Public Instruction. The act provided for a township board of inspectors which later became the township board. Townships were divided into nine school districts of four square miles. Many of these original districts still exist.

Union School Districts were organized in 1843 under legislation that provided for grading of schools. They were formed from two or

more smaller districts. Among the first Union Districts were Jonesville, Flint, Coldwater, Marshall, and Battle Creek (Michigan Department of Public Instruction, 1881).

A general graded act was passed in 1859 which empowered school districts to be graded if the district had 100 or more students between the ages of five and twenty (Michigan Department of Instruction, 1881). This new act provided the impetus for many new school districts to be formed. By 1880, there were 6,352 school districts where there existed only fifty-five, fifty years prior. This number increased to 7,362 by 1912.

The State Superintendent of Public Instruction in 1862 recommended substitution of the township system in place of the district system, but the recommendation was not acted upon by the Legislature. In addition, he recommended permissive reorganization for township and town schools (Michigan Department of Public Instruction, 1862).

High schools in Michigan were originally branches of universities but were underfunded and few existed. Most high schools were private until 1874. In 1874, the Michigan Supreme Court ruled that the Village of Kalamazoo could levy taxes for a high school. From that point on, high schools increased in numbers.

The Graded School Act made no provisions for secondary education in sparsely populated areas which had serious effects on the Upper Peninsula. In 1891, the Legislature enacted the Township School District Act which allowed for township school districts in the Upper Peninsula (Thaden, 1957).

In 1900, the State Superintendent presented recommendations concerning school district reorganization. He stated that no township should contain more than six school districts. A report by the State Superintendent indicated that 1,115 school districts existed at this time, where 900 would be sufficient (Michigan Department of Public Instruction, 1900).

Legislation in 1903 was enacted which allowed school districts formed under the Township Unit Act to vote for a transportation tax. This would allow districts to use funds derived from mill tax to transport students.

The 1903 legislation also allowed districts to vote a tax sufficient to pay tuition and transportation for qualified students to any high school the school board selects (Michigan Department of Public Instruction, 1903).

The State Superintendent recommended school district reorganization in 1906. He suggested three plans of redistricting: the first is that smaller and weaker districts should be consolidated and that the number in each township shall be reduced to five. A fifth district will be made at the center of the township and a high school building erected large enough to accommodate the children of all grades living in the district and all the high school pupils from the entire township. The second plan, known as the Ohio Plan, consists of the abandonment of all the district schools in a township and the massing of all the pupils into one central school. The third plan is that suggested by the law passed at the last Legislature of Michigan known as the Humphrey Rural High

School Bill. This law is only applicable to townships in which there is not an existing village or graded school (Wood, 1967).

Two acts passed by the Legislature in 1911 were very important to school reorganization. One act amended the Township's Unit Law by providing that women could vote on the question of organizing under the law. This act also provided that graded districts of 900 or less could be included in the township unit district. The other act provided that township boards could change boundaries of primary districts (Michigan Department of Public Instruction, 1911).

In 1917, the Legislature enacted the Rural Agricultural School District Act which permitted the combining of three or more contiguous rural districts into a single district. The contiguous districts had to have a total assessed valuation of not less than \$700,000 or a total land area of no less than eighteen sections (Thaden, 1957).

In 1931, it became possible for any primary school district in any township, regardless of location, to be annexed to any township school district after each district had voted in favor of annexation. Also, the board of education of a rural agricultural school or township school was given authority to pay tuition and provide transportation for any or all pupils to a nearby graded township, city, or rural agricultural school district. Such sending schools were entitled to receive the regular state aid for transportation of pupils as was provided for rural agricultural schools (Michigan Department of Public Instruction, 1931).

Community School Districts came into existence in the late 1930s in Michigan. This organization was generally accepted because it was

possible to offer more complete instructional programs at less cost. This reorganization did not necessarily require the transportation of children to a central location.

The State Superintendent requested a law in 1940 which would allow debts to be paid by the property upon which it was originally levied following reorganization. Districts hesitated to reorganize because of existing debts for which they were not responsible (Michigan Department of Public Instruction, 1940).

A study of Michigan's educational system was conducted by the Michigan Public Education Study Commission. It recommended that all currently organized districts of less than 10,000 population should be reorganized around permanent natural centers of population and have at least three million dollars of state equalized real and personal property valuations. This commission recommended that the 6,239 districts existing in 1942 be reduced to 253 (Fitzwater, 1957). These recommendations were not incorporated into new legislation; however, they did stimulate reorganization activity. The number of districts was reduced by 966 during the period 1944 to 1949.

In 1943, 1,117 primary districts closed and were incorporated into districts with twelve grades (Michigan Department of Public Instruction, 1948).

In 1950, the State Superintendent reported there were 1,000 closed school districts in the State, each retaining a board of education and having a budget, but hiring other districts to educate their students. He

recommended annexing the closed districts to neighboring operating districts (Michigan Department of Public Instruction, 1950).

The first departure from permissive legislation was produced in 1955 when the Michigan Legislature passed a law to legislate closed school districts out of existence. The law stated that within two years every district that did not operate a school would be attached to an operating district. This resulted in the elimination of 200 school districts in the State of Michigan (Thaden, 1957).

The State Superintendent recommended, in his 1962 report, that attention be focused on the problem of small high schools. The report explained that 130 of 136 school districts having less than 200 secondary students could be eliminated through reorganization without causing students to travel long distances. The Superintendent further recommended that extensive regional reorganization studies be initiated, and encouraged that small districts be counseled to work cooperatively with their neighbors (Michigan Department of Public Instruction, 1962).

Public Act 289 was passed by the Michigan Legislature in 1964. This act assigned responsibility for developing plans for improved school district organization to the county. Reorganization studies were mandatory under Act 289. At the time of passage of Act 289, there were 545 school districts classified as K-12 and 893 non K-12 districts in Michigan (Michigan Department of Public Instruction, 1964). The Act helped to reduce the number of school districts to 743 in 1967. From 1967 forward, reorganization occurred occasionally.

At this time, there are 529 school districts in the State of Michigan. These districts vary in student population from 75 to nearly 200,000. Even though continued reorganization has been encouraged by the State Superintendent, very little action has taken place. Table 1 indicates the fluctuation in number of school districts in Michigan since 1836.

Table 1
The total number of school districts in Michigan
by selected year

| <u>Year</u> | <u>Number</u> |
|-------------|---------------|
| 1836 | 55 |
| 1840 | 1,506 |
| 1850 | 3,097 |
| 1860 | 4,087 |
| 1870 | 5,108 |
| 1880 | 6,352 |
| 1890 | 6,426 |
| 1900 | 6,520 |
| 1910 | 6,593 |
| 1920 | 6,761 |
| 1930 | 6,832 |
| 1940 | 6,274 |
| 1950 | 4,860 |
| 1960 | 2,360 |
| 1970 | 624 |
| 1980 | 535 |

School Size

An important factor to consider when reorganizing school districts is school size. A comprehensive review of the literature was done in the Summary of Research of Size of Schools and Districts (1974). One of its basic conclusions was:

Schools and school districts that are small can achieve quality in educational programs but only if sufficient funds are available and are properly spent to compensate for the diseconomies of smallness (p. 78).

There are numerous studies that will be cited in this chapter that support school reorganization, especially when dealing with the smaller districts. The advantages of reorganization revolve around the topics of economic advantages, richness of the curriculum, additional educational opportunities, greater achievement on test scores, improved quality of programs, and better trained professional staff.

Elementary School Size

The National Education Association (1949) concluded that 475 students in an elementary school was the optimum number, because this number provided for economy of operation and yet offers a complete program.

In 1954, the National Association of Elementary Principals recommended that 500 students was the appropriate size for an elementary school.

The Research Division of the National Education Association surveyed 721 elementary principals and found that the median response to a desirable elementary school size was 421 (Robinson, 1961).

In a survey of Ohio Elementary Principals, it was found that they preferred an elementary school size to range between 300 and 500 students (Purdy, 1967).

The American Federation of Teachers in a policy statement in 1974 stated 500 students was the ideal size for an elementary school.

Junior High School Size

The National Commission on School District Reorganization (1947) concluded that 300 students is the minimum that should be in a junior high school.

A study in the State of Kentucky found that the minimum number of students in a junior high school should be 300 (Street, Powell, and Hamblen, 1952).

The National Association of Secondary School Principals Committee on Junior High Education concluded that junior high schools should have 750 to 1,100 students (Vars, 1955).

A study by Morphet, Johns, and Roller (1967) stated that junior high schools should house between 300 and 900 students.

In a policy statement, the American Federation of Teachers (1974) stated a range of 750 to 800 students for junior high schools.

High School Size

In 1934, Dawson stated that high schools should contain 175 students and above to be able to offer a proper curriculum.

A study of per pupil costs and curriculum offerings in Mississippi high schools found that 700 students was the minimum necessary to provide the needed services (McLure, 1947).

Oliver (1949), in a survey of educational experts, superintendents, and principals, found a range of 500 to 700 students in a high school to be of ideal size.

Woodham (1951), in a study of Florida high schools, found that in order for the high school to have an adequate curriculum and to be cost effective, it had to house at least 300 students.

Barker (1962) concluded that the optimum size for a high school should be 750 to 900 students. He found that schools of this size were large enough to have a full time specialist in each subject field and operate at a low cost per student, yet still provide an excellent extra-curricular program.

A study of 4,773 high schools in Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, and Virginia, with sizes ranging between 13 and 4,169 students, was conducted by Jackson (1966). He concluded that the proper size for senior high schools was from 890 to 1,250 students which would enable districts to have proper teacher certification, proper teacher preparation, and an adequate curriculum.

Scholarly students have little choice in selecting their programs in smaller schools and may be required to take courses of little use to them. This is particularly true in the vocational areas such as Industrial Arts and Home Economics (O'Neal & Bechner, 1980).

School District Student Population In Relation to Cost Effectiveness

Several studies have been conducted which relate district student population to how cost effective the program is. At issue is what size of a district or school is most economical.

Butterworth and Dawson (1952) concluded that cost per student in high school decreased rapidly up to 200 students and continued to decrease but less rapidly up to 500 students.

According to the American Association of School Administrators and Department of Rural Education Association (1962), costs in high schools with fewer than 10 teachers were excessive.

Smith (1963) studied the relationship of high school size to 21 selected costs: pupil, teacher, administration, and instructional factors. He found that schools with fewer than 200 students were paying a premium for an inferior program. Considering all factors, a size range between 800 and 1,200 students was judged to be the optimum.

Harrow and Drizeban (1972) concluded in their study of Florida's reorganization, that smaller school districts had greater administrative costs.

According to Sabulas and Hickrod (1977), expenditures per student decrease as the size of the school increases up to a certain level at which the greater complexity of the school increases expenditures.

"Consolidating into a larger district could make many schools more efficient, because there would be reductions in administrative staff, better utilization of buildings and teachers, and increased savings due to bulk purchasing and combined transportation costs" (Dean, 1982).

School District Size as it Relates to Curriculum, Quality of Teaching Staff, and Student Achievement

A research study was conducted by Turner and Thrasher (1970) that indicates a relationship between the size of a school and the following: the number of subjects and courses offered, the amount and type of special services and enrichment programs, library programs and librarians, and the number of counselors. They found that larger schools gave students a broader and deeper quality educational opportunity at a lower cost.

A report from the National Institute of Education found larger schools to have sufficient numbers of students to justify specialized classes, employ better teachers who are more qualified, and generally offer a range of classes and co-curricular activities (Sher and Tompkins, 1976).

Fonstad (1973) attempted to find evidence to support the claims of Sher and Tompkins. He examined 137 studies on the subject and found that 90 percent of those studies that considered each factor as per pupil costs and curricular offerings favored large school districts. These studies

also indicated that teachers with extensive experience and training in specialized areas were more likely to be found in large school districts than in small school districts.

The national study, A Nation at Risk, made strong recommendations for higher level academic classes to be offered in high school. Due to enrollment and financial constraints of most small school districts, these recommendations will not be implemented (Gardner, 1983).

School district size has, according to many educational researchers, significant effect in the quality of teachers available to teach in that district. This subject is well summarized in the report of an Ohio Legislative Committee (Bureau of Elementary and Secondary Education, 1959). The report states that high schools with less than 400 students were characterized by: teachers with fewer hours of preparation, more teachers teaching outside their major field, and teachers being paid lower salaries. This report also found that high schools with 1,000 students: paid higher salaries, had teachers teaching in their major teaching field, had lower turnover of teachers, had higher availability of academic courses, offered a more complete curriculum, and had meaningful vocational programs (Bureau of Elementary and Secondary Education, 1959).

Sher and Thompkins (1976) conducted research on the relationship between school size and academic achievement. They found a positive relationship between large schools and student achievement.

Turner and Thrasher (1970) also found a definite relationship between school size and quality of education as measured by the percentage of graduates who enter colleges. They concluded that larger schools gave children a broader, richer, higher quality education.

With the literature full of research that indicates that very small schools do not provide what larger schools do, these questions relative to reorganization will be discussed.

First: If there is an educational benefit to larger schools, why isn't more reorganization occurring?

Many researchers have conducted studies to find why few reorganizations are occurring; the following are their findings.

Conant (1959) concluded that more leadership was needed from the state government to support reorganization.

In many states the procedure for school district reorganization is very cumbersome and difficult to set in motion. As an example, generally a favorable vote has been required in each of the districts to be merged, which usually hinders reorganization efforts (Hawley & Zimmer, 1966).

Conant (1967) found that school districts with small numbers of students would consolidate if convinced the change would improve quality of education and opportunity to students.

Educational Research Service (1971) found that the strongest deterrent to reorganization of school districts may be community resistance. It was also found that resistance may come from school

employees who fear that reorganization will require fewer professional but more highly qualified staff than in the separate districts.

The American Association of School Administrators Commission (1965) found the following fears concerning reorganization of school districts: local control will be destroyed, neighborhood schools may be abandoned and children transported far away from home, parental influence will be weakened, school taxes would increase, the destruction of the relationship between home and school, and the community would be weakened.

Lack of leadership is also an obstacle to reorganization. Several studies of leadership in school district reorganization have been completed in the midwestern states. Farley (1953) found that a highly complex series of leadership activities are involved in a statewide program of school district reorganization, and that one of the major reasons for the persistence of large numbers of inadequate and ineffective school districts seem to have been the lack of effective leadership.

In summary, little school district reorganization has been occurring due to a lack of leadership, students transported out of home community, perceived loss of local control, procedures used in reorganization, misconceptions about reorganized districts, and fear of increased taxes.

Second: What are the advantages and disadvantages of school district reorganization?

The Connecticut Study Committee suggested the following were advantages of reorganization: deployment of personnel; better preparation of all students for the decisions and responsibilities of citizenship in an increasingly complex world; provision of enough testing; guidance and evaluation services; sufficient instruction for the mentally, physically, socially, and emotionally handicapped; provision of financial advantages for teachers' salaries; capital investment; materials; and transportation (Connecticut Department of Education, 1961).

The Illinois Committee on School Organization (1974) listed the same advantages as did the Connecticut Study Committee.

Mullins (1975) gave the following reasons as the most frequently listed by proponents of school district reorganization.

First, a more economical and efficient operation would be provided due to reductions in administrative staff, better utilization of facilities and staff, savings as a result of bulk purchasing, and lower combined transportation costs. Second, confusion and lack of articulation created by separate elementary and high school districts would be eliminated. Third, comprehensive curriculum and educational programs could only be offered in schools large enough to support them. Fourth, inequalities and inequities of educational opportunity for poor school districts situated side by side could be eliminated.

Some of the disadvantages to school district reorganization are the following: first, cost economies in instruction and attendant functions occur from larger numbers of students, but cost diseconomies from transportation outweigh the economics as more students must be transported to school (Sher and Thompkins, 1976). Second, larger school districts are not necessarily better; as a district grows larger, a monolithic bureaucracy is created (Educational Cooperative Services, 1977). Third, reorganization of a school district could result in the domination of the district by the most powerful portion of it (loss of local control) (William, 1965; Jacobson, 1957). Fourth, change just to change is unjust; if the districts are operating smoothly now, reorganization isn't necessary (Educational Cooperative Services, 1977).

Third: Research results of prior school district reorganization in the United States.

McMahon (1986) researched the prior studies on reorganization and the following are the findings.

Many studies have been made of the results of reorganization and most writers seem to be unanimous in determining that the results of reorganization have been positive. A bulletin issued by the United States Office of Education in 1953 discussing the educational changes which had occurred in certain reorganized school districts, pointed out that the number of one-teacher schools had been reduced and that important changes had been made in both the elementary and secondary curriculums. But the most significant change was in the

higher college level of preparation of the staff from that of the staff the old district had at the time of reorganization (Fitzwater, 1953).

Keisel (1953, p. 10) made the following statement concerning results of reorganization in California, "Every study which has been made thus far in this country has pointed to the desirability of unified districts instead of encouraging separately organized elementary and secondary school districts."

Rosmond, Good, and others described advantages that were realized in reorganized districts in Maine.

1. Units of sufficient size to equalize educational opportunities have been formed in all areas not geographically isolated.
2. School programs have been improved at both elementary and secondary levels.
3. A greater uniformity of school taxes has been achieved.
4. Public funds expended for the support of schools are buying a better quality of education than was achieved prior to district reorganization (Maine School District Commission, p. 22, 1953).

Taxes during five years have increased only eight percent as against eleven percent in non-reorganized districts. In addition, greatly improved programs and additional transportation aid had been provided in reorganized districts.

Bough (1963) studied educational opportunities in Indiana before and after school district reorganization. The following seven conclusions were reached:

1. School district reorganization resulted in schools that were equal to or superior to the original schools in all respects.
2. Reorganization provided the greatest gains in education by means of a broader scope of class and extra-class offerings.
3. It (reorganization) resulted in an improved administrative structure.
4. It resulted in more qualified instructional staffs with more time to improve the quality of classroom instruction.
5. It resulted in an increase in number and quality of special services provided for studies.
6. It provided for increased efforts to provide for individual differences of students and maximum development of each student.
7. Students in schools with limited class and extra-class offerings took advantage of increased educational opportunities offered in reorganized schools (p. 52).

First (1960) studied the consolidation of three school districts in Michigan. Before consolidation, Elkton and Pigeon both were operating high schools accredited by the North Central Association and the University of Michigan. Bay Port had its own small high school, too. Across the rest of the area, elementary students converged upon the twenty-one one- and two-room schools. At that time, of the sixty-three country schools operating in Huron County, twenty-two had no hand-washing facilities and three were completely without their own water supply. Fifty-one had privies instead of indoor toilets, and fifty-one were constructed of combustible materials and lacked modern fire control features. After ten years of study and direction, the voters passed the consolidation issue by a small margin. The merger was said to

combine a solid tax base, an enlarged high school enrollment, and a school-minded adult populace interested in better education within the reach of available finances.

Schultz (1959) discovered there may be no inherent value in either bigness or smallness; the larger the school district, at least up to 1,200 and probably up to 2,000 or more pupils, the better the school opportunities and the greater the economy of operation. In his study of reorganized school districts in Iowa, the author found that the indoor gymnasium, well-equipped auditorium, ample restroom facilities, and sufficient storage space were among the rewards of reorganization and consolidation. Well-stocked libraries with plenty of light and space became a reality, but the outstanding feature was that the attractive, more usable surroundings made it easier for teachers to give their best to the students and for students to give their best to their studies.

The purpose of Kent's study (1957) was to determine the extent and adequacy of selected educational characteristics in nine reorganized high schools in Indiana which completed reorganization by August, 1953. The following conclusions were drawn from the study:

1. In all areas under consideration, the nine reorganized high schools were superior to the twenty-three original high schools.
2. The greatest gains associated with consolidation occurred in providing more adequate physical facilities.
3. The instructional staffs of the nine reorganized high schools were not superior in training and experience, but they were working under conditions more favorable to satisfactory achievement.
4. Based upon the ratings of the Evaluative Criteria in the areas of program of studies, activity program, and school

plant, the nine reorganized high schools appeared to be average or above in providing educational opportunity (p. 197).

One of the most comprehensive research studies of the effects of school district reorganization was conducted by Kreitlow in Wisconsin. Kreitlow (1971) began a study in 1949 with the objective of determining what actually happened after reorganization took place. He took children who, in 1949, were in the first grade of newly reorganized school districts and, in five, matched control communities and determined the effects of reorganization in terms of educational opportunities, achievement, cost, and social impact when these children were in the first, sixth, ninth, and twelfth grades. His examination of the schools and the children in 1960, when they were in the twelfth grade, concluded the following: (a) greater educational opportunities were found in the reorganized schools than in the non-reorganized schools, (b) the students in the reorganized schools showed greater achievement than students in the control schools, (c) the cost in the reorganized schools was found to be twelve dollars per student higher than in the control schools, and (d) the impact of reorganization on the community was found to be negligible.

Buck (1954) listed three questions that should be answered concerning any reorganization proposal:

1. When youth are lifted out of the primary contact of home and neighborhood, what, if any, are the effects on discipline and delinquency?
2. Is the leadership based among youth actually broadened (as claimed) by the reorganization, or does the highly

competitive situation actually squeeze out many capable youth?

3. Since the school is often the center of the secular life of the community and a strong force which draws parents into relations with each other, to what extent does reorganization alter the patterns of adult association? (p. 29).

Fitzwater (1953) reported the results of a study concerning 552 districts in eight states. He reported that the new teaching staffs had higher levels of college preparation than those employed in the old districts before reorganization. He also found staffs were improved by adding nurses, psychologists, guidance counselors, physicians, speech correctionists, and dental hygienists. He described marked improvement in music, art, and vocational education programs.

Hamilton and Lowe (1962) studied the academic achievement of students in reorganized and non-reorganized districts and found the preponderance of evidence indicated that greater academic achievement is likely to take place in larger schools. They learned that larger facilities often mean greater possibilities for specialization in remedial work, foreign languages, vocal and instrumental music, industrial arts, citizenship, health education, and other areas. Services in such specialized areas were found to be characteristic of larger school districts and are regarded by many educators as being of vital importance in producing well-rounded children and in equalizing educational opportunities.

The Research Department of the Illinois Education Association obtained and analyzed data from 118 districts which recently were organized as one unit from kindergarten through the twelfth grade. An

analysis of the remainder of the total of 244 districts reorganized under the community unit law was also made when information was available from state records. Selected teachers and county superintendents who were associated with the reorganized districts were also questioned. The findings revealed that improvement in the educational program had been made but that a number of reorganized districts were inadequate (Illinois Education Association, 1952).

Another major study investigated the achievements of reorganized schools in Missouri (Green, 1953). This study followed the general plan of comparing, first, the educational services before and after reorganization, and, second, certain administrative aspects of reorganized and non-reorganized schools. The latter comparisons were made by means of a checklist developed from information which was gathered at the time of the first comparisons.

A study of the progress in school district reorganization was made by the Nebraska Department of Education (1964). The investigation was limited principally to two counties in south central Nebraska, but it dealt with various phases of reorganization. Its findings, in general, parallel those reported for the studies of Illinois and Missouri.

The three studies found, in summary, that assessed valuation of school districts was increased greatly as a result of reorganization. Tax levies tended to remain constant in Illinois and Missouri but were reduced in Nebraska. The cost of instruction rose in Illinois and Missouri. Transportation costs were found to be affected most in Illinois, particularly by sparsity of population, salaries of school bus drivers, and a

limitation of transportation to home-school trips. The studies found that reorganized schools were offering additional and expanded educational services.

In summary, the results of reorganization appear to be: the instructional staff has higher college preparation; school programs have been improved at the elementary and secondary levels; greater uniformity of school taxes have been achieved; public funds are buying better quality education; there is a broader scope of class and extra-class offerings; there is improved administrative structure; improvement of facilities; greater educational opportunity; greater achievement by students; an increase in the number and quality of special services; increased efforts to provide for individual differences and maximum development of each student; greater possibilities for specialization in remedial work, foreign language, music, industrial arts, etc.; and greater uniformity of taxes.

CHAPTER III

DESIGN AND METHODOLOGY

Data for this model were collected from The Michigan Education Directory (1981, 1986) and Bulletin 1014 (1981, 1986) which is produced by the Michigan State Board of Education. The Michigan Directory lists the total student population, the number of students in each building, the number of buildings and the number of administrators in each of the 529 school districts. Bulletin 1014 lists the 83 counties and all of the school districts in each county. It also supplied the data on State Equalized Valuation (SEV) for each district in the state.

The first step in building the alternative model was to collect all pertinent data for individual schools and school districts in the State of Michigan. To accomplish this task three tables were developed for each county that allowed the collected data to be set in a reasonable and organized fashion. Table I for each county reflects the following information:

1. Individual school district name.
2. Total student population for each district in the county.
3. Total number of high schools in each district.
4. Total number of junior high schools in each district.
5. Total number of elementary schools in each district.
6. Total number of superintendents in each district.
7. Total number of assistant superintendents in each district.

8. Total number of high school principals in each district.
9. Total number of assistant high school principals in each district.
10. Total number of junior high school principals in each district.
11. Total number of assistant junior high school principals in each district.
12. Total number of elementary principals in each district.
13. State Equalized Valuation for each district.
14. State Equalized Valuation per student for each district.
15. Total county student population.
16. Total number of high schools in the county.
17. Total number of junior high schools in the county.
18. Total number of elementary schools in the county.
19. Total number of superintendents in the county.
20. Total number of assistant superintendents in the county.
21. Total number of high school principals in the county.
22. Total number of assistant high school principals in the county.
23. Total number of junior high school principals in the county.
24. Total number of assistant junior high school principals in the county.
25. Total number of elementary school principals in the county.
26. Total State Equalized Valuation for the county.
27. Total State Equalized Valuation per student for the county.

The totals for the preceding numbers 15 through 25 were derived by summing the data in like categories. An example is to add all the superintendents in the county. If there are five districts in the county, there would be five superintendents in the county. Number 26 is derived

by summing the State Equalized Valuations of all districts in the county, then dividing the total county student population into it. The product is the county State Equalized Valuation per student.

The county model was developed by using the totals in each category. Certain parameters, in accordance with research or present Michigan norms, were then applied to these categories to establish the appropriate number of buildings or administrators in the county district.

Table II for each county reflects the number of administrators in the county. Due to lack of specific research about student-administrator ratio, present Michigan norms were used. These norms were established by utilizing the Michigan Education Directory (1986) which lists student populations and number of administrators at each level (high school, junior high school, and elementary school) in individual districts. The following ratios between student population and administrators are the norms for Michigan school districts.

1. Superintendent
1 for each district
2. Assistant superintendent
one = 0 to 4,000 students in district
two = 4,001 to 7,000 students in district
three = 7,001 to 10,000 students in district
four = 10,001 to 13,000 students in district
five = 13,001 to 16,000 students in district

six = 16,001 and more students in district

3. High school principal
one = 0 to 1,400 students per school
4. Assistant high school principal
one = 0 to 1,400 students per school
5. Junior high school principal
one = 0 to 600 students per school
6. Assistant junior high school principal
one = 600 to 800 students per school
7. Elementary school principal
one = 0 to 600 students per school

Table III for each county reflects the number of school buildings in the county. The number of buildings in the county is derived using research which indicates the most effective student population per building at a particular level (high school, junior high school, elementary school). The summed student populations of present districts give the total student population for the county. The total county student high school population was divided by 1,000, where possible. The majority of research cited in Chapter II indicates a range of 700 to 1,200 as most effective. One thousand was chosen because it is near the midpoint of the effectiveness range. Using the previous process, the number of high schools necessary to serve the county is established. Similarly, the county data for both junior high schools and elementary schools were divided by

500, which indicates the number of buildings each of these levels would need. A student population of 500 was chosen for the ideal building size for junior high and elementary schools according to a majority of the research. There are, however, a few counties, due to a lack of student population, where the prescribed sizes could not be adhered to.

The county data which determined the number of high schools in the county would also indicate the number of high school and assistant high school principals in the county. For example, if the county model showed a need for ten high schools, there would be one principal and one assistant principal for each or ten high school and assistant high school principals. This number was derived by using the Michigan Education Directory (1986) which lists data for student population in high schools in Michigan. It was found that 87 percent of high schools between 500 and 1,200 student population had one principal and one assistant. Similarly, the Michigan Education Directory (1986) indicated that the majority of junior high schools and elementary schools with populations between 300 and 600 had one principal.

The county State Equalized Valuation was derived by summing all district State Equalized Valuations in the county. The State Equalized Valuation per student was derived by dividing the total county student population into the total county State Equalized Valuation.

The five-year projections for the county school system model was derived in the following manner. Due to a lack of individual school district projected data, Form 1014 for 1981 was used to get the total population for the county in 1981. The difference between the total county

populations for years 1981 and 1986 was found by subtracting the population in 1981 from population in 1986 to find if there was an increase or decrease in population. This number was then divided by the county population for 1981. The percent resulting is the percent change in county population over the five-year period 1981 to 1986. The percent was then applied to the 1986 county population. The resulting number was then added to or subtracted from the 1986 county population and would be the 1991 county population. This is assuming that the trends in student populations between 1981 and 1986 continue through 1991. This number is called the projected county student population and in order to break the population down to levels (high school, junior high school, elementary), it was divided by 13. This would show the number of students in each grade in the county. This number was then multiplied by 4 to give the high school student population for the county. The high school population was divided by 2 which results in the junior high student population for the county. To the junior high population, 3.5 was multiplied and the resulting number is the number of elementary students in the county.

State Equalized Valuation for the five-year projected model was established using the 1981 total county SEV and the 1986 total county SEV. The 1981 SEV was subtracted from the 1986 SEV and the difference was divided by the 1981 SEV.

This indicated the total percent of change. It was then divided by 5 which indicates the percent change per year. This percent ranged between 1.5 and 5 percent and was used to find the SEV for 1991. The 1986 SEV was the base and was compounded for five years using the indicated percent.

The same criteria that was used relative to school size and number of administrators in the proposed county model would be applied to the five-year projected model.

Tables were developed for each county which indicated the following information:

School Buildings

1. Present number of school buildings at each level in the county.
2. Proposed number of school buildings at each level in the county.
3. Five-year projected number of school buildings at each level in the county.
4. The difference between the present number and proposed number of school buildings at each level in the county (+ means more buildings than at present; - means fewer buildings than at present).
5. The difference in the number of school buildings between the proposed and five-year projected model (+ means more than proposed; - means fewer than proposed).

Administrative Positions

1. Present number of administrators at each level in the county.
2. Proposed number of administrators at each level in the county.
3. Five-year projected number of administrators at each level in the county.
4. The difference between the present number and proposed number of administrators at each level in the county (+ means more administrators than at present; - means fewer administrators than at present).
5. The difference in the number of administrators between the proposed and five-year projected model (+ means more than proposed; - means fewer than proposed).

CHAPTER IV

FINDINGS

Introduction

The data described in Chapter III were collected and set in two forms. The first is a written description of each county with the following information:

1. A written description of each district in the county.
2. A written description of the proposed county model.
3. A written description of the five-year projected county model.

The second is the organization of data into three tables for each county.

The first table for each county contains the following:

1. School - Name of the present school district.
2. TPOP - Total population of the present school district.
3. SUPT - Number of superintendents in the present school district.
4. ASUPT - Number of assistant superintendents in the present school district.
5. HS - Number of high schools in the present school district.
6. HSPOP - Total student population in the high school in the present school district.
7. HSP - Number of high school principals in the present school district.

8. HSAP - Number of high school assistant principals in the present school district.

9. JH - Number of junior high schools in the present district.

10. JHPOP - Total student population in the junior high school in the present school district.

11. JHP - Number of junior high school principals in the present district.

12. JHAP - Number of assistant junior high school principals in the present district.

13. EL - Number of elementary buildings in the present district.

14. ELPOP - Total student population in the elementary school in the present district.

15. EP - Number of elementary principals in the present district.

16. SEV - State Equalized Valuation for the present district.

17. SEV-ST - State Equalized Valuation per student for the present district.

18. Numbers from that column moved to indicated column, either forward or back.

In addition, the first table will include the totals of each category listed above. For example, the total student population of the county and the total number of superintendents in the county at present. It will also include the information for each category in the proposed county model and the five-year projected county model.

The second table for each county lists the total administrative positions (superintendent, assistant superintendent, high school principal, assistant high school principal, junior high school principal, assistant junior high school principal, elementary school principal) in the present county makeup, in the proposed county model and the five-year proposed county model. In addition, Table II will display the differences in number in each

category between the present makeup and the proposed county model. It also lists the difference between the proposed county model and the five-year projected county model.

The third table for each county lists the number of school buildings (high school, junior high school, elementary school) in the present county makeup, the proposed county model, and the five-year projected county model. In addition, Table III displays the difference in numbers in each category between the present and proposed county model. It also lists the difference between the proposed and five-year projected model.

Description of Data

The following descriptions and tables of the present county makeup, the proposed county model, and the five-year projected model readily indicate many of the most obvious differences between them. It is expected that the proposed models will shed light on ways to change our present system to improve education in the State of Michigan.

Alcona County

Alcona County is located in the northeastern quarter of the lower peninsula and encompasses approximately 720 square miles.

At present, there is one school district (Alcona Community Schools) serving Alcona County. Alcona Schools serves 1,086 students; of this total, 553 students are in the high school/junior high school combination, and 533 students are in the three elementary schools. Alcona's administration is composed of one superintendent, one high school principal, one

assistant high school principal, and one elementary school principal. The SEV of Alcona Schools is \$143,642,544.00 with an SEV per student of \$135,768.00.

In the proposed model, Alcona County School District would serve 1,086 students; of this total, 553 students would be in the 7-12 school, and 553 students would be in the one elementary school. In this model, the administration would be composed of one superintendent, one assistant superintendent, one 7-12 school principal, one assistant principal, and one elementary school principal. SEV for the proposed district would be \$143,642,544.00 with an SEV per student of \$135,768.00. This model reduces the number of school buildings from the existing four to two, and increases the number of administrators from the existing four to five.

Five-year projections for the proposed Alcona County School District indicate a student population of 936. SEV is projected to be \$166,521,077.00 with an SEV per student of \$177,907.00. The projected model indicates that the number of school buildings would remain at two and school administrators would remain at five.

Tables 2, 3, and 4 exhibit information about the existing school district in Alcona County, the proposed model for the Alcona County School District, and a five-year projected model for the Alcona County School District.

Alger County

Alger County is located in the middle of the Upper Peninsula and encompasses approximately 484 square miles.

Table 2
Included is the following information for Alcona County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|--------------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| LINCOLN ALCONA COMMUNITY | 1,086 | 1 | 0 | 1 | 553 | 1 | 1 | 0 | + | 0 | 0 | 3 | 333 | 1 | \$ 143,643,544 | \$ 135,768 |
| TOTAL COUNTY | 1,086 | 1 | 0 | 1 | 553 | 1 | 1 | 0 | 0 | 0 | 0 | 3 | 333 | 1 | \$ 143,643,544 | \$ 135,768 |
| PROPOSED MODEL | 1,086 | 1 | 1 | 1 | 553 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 333 | 1 | \$ 143,643,544 | \$ 135,768 |
| 5YR PROJECTED MODEL | 936 | 1 | 1 | 1 | 432 | 1 | 1 | 0 | + | 0 | 0 | 1 | 304 | 1 | \$ 165,531,077 | \$ 177,607 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 3
The number of administrators in Alcona County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 1 | 0 | 1 | 1 | 0 | 0 | 1 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| 4. 1 MINUS 2 | = | +1 | = | = | = | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 4
The number of school buildings in Alcona County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 1 | 0 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 0 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 0 | 1 |
| 4. 1 MINUS 2 | = | = | -2 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

At present, there are four school districts (Burt Township School District, Mathias Township School District, Munising Public Schools, Rock River Limestone School District) serving Alger County. Burt Township Schools serve 84 students; of this total 84 students are in K-12 school. Burt Township's administration is composed of one superintendent who is also the K-12 principal. The SEV of Burt Township Schools is \$8,856,432.00 with an SEV per student of \$119,681.00.

Mathias Township Schools serve 155 students; of this total, 155 students are in the K-12 school. Mathias Township's administration is composed of one superintendent, who is the K-12 principal. The SEV of Mathias Township Schools is \$6,050,226.00 with an SEV per student of \$39,033.00.

Munising Public Schools serve 1,102 students; of this total, 390 student are in the high school, 262 students are in the junior high school, and 450 students in the elementary school. Munising's administration is composed of one superintendent, one high school principal, and one K-8 school principal. The SEV of Munising Schools is \$49,420,239.00 with an SEV per student of \$44,845.00.

Rock River Limestone Schools serve 390 students; of this total, 200 students are in the high school-junior high school combination, and 190 students are in the elementary. Rock River Limestone's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Rock River Limestone Schools is \$14,739,952.00 with an SEV per student of \$37,794.00.

In the proposed model, Alger County School District would serve 1,731 students; of this total, 601 students would be in the high school, 364 students would be in the junior high school, and 766 students would be in the two elementary schools. In this model, the administration would be composed of the superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. SEV for the proposed district would be \$79,066,849.00 with an SEV per student of \$45,676.00. This model reduces the number of school buildings from the existing seven to four and the number of administrators from the existing eight to seven.

Five-year projections for the proposed Alger County School District indicate a student population of 1,556. SEV is projected to be \$87,296,190.00 with an SEV per student of \$56,102.00. The projected model indicates that the number of school buildings will decrease by one to three and school administrators will decrease by one to six.

Tables 5, 6, and 7 exhibit information about the existing school district in Alger County, the proposed model for the Alger County School District, and a five-year projected model for the Alger County School District.

Allegan County

Allegan County is located in the southwestern portion of the lower peninsula and encompasses approximately 816 square miles.

Table 5
Included is the following information for Alger County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|------|----|-------|------|------|----|-------|-----|---------------|------------|
| BURT TOWNSHIP | 84 | 1 | 0 | 1 | 84 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 8,856,432 | \$ 110,641 |
| MATHIAS TOWNSHIP | 155 | 1 | 0 | 1 | 155 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 6,850,226 | \$ 38,033 |
| MAUNISING | 1,102 | 1 | 0 | 1 | 390 | 1 | 0 | 262 | 1 | 0 | 1 | 450 | 1 | \$ 49,420,339 | \$ 44,845 |
| ROCK RIVER | 390 | 1 | 0 | 1 | 200 | 1 | 0 | + | 0 | 0 | 1 | 190 | 1 | \$ 14,739,952 | \$ 37,794 |
| TOTAL COUNTY | 1,731 | 4 | 0 | 4 | 829 | 2 | 0 | 262 | 1 | 0 | 2 | 640 | 2 | \$ 79,066,840 | \$ 45,676 |
| PROPOSED MODEL | 1,731 | 1 | 1 | 1 | 601 | 1 | 1 | 364 | 1 | 0 | 2 | 765 | 2 | \$ 79,066,840 | \$ 45,676 |
| SVR PROJECTED MODEL | 1,556 | 1 | 1 | 1 | 476 | 1 | 1 | 238 | 0 | 0 | 2 | 842 | 2 | \$ 87,968,190 | \$ 56,102 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 6
The number of administrators in Alger County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 0 | 2 | 0 | 1 | 0 | 1 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 2 |
| 4. 1 MINUS 2 | -3 | +1 | -1 | +1 | -1 | = | +1 |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | = |

Table 7
The number of school buildings in Alger County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 1 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 0 | 2 |
| 4. 1 MINUS 2 | -3 | = | = |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

At present, there are nine school districts (Plainwell Community Schools, Otsego Public Schools, Allegan Public Schools, Wayland Union Schools, Fennville Public Schools, Martin Public Schools, Hopkins Public Schools, Saugatuck Public Schools, Hamilton Community Schools) serving Allegan County. Plainwell Community Schools serve 2,462 students; of this total, 842 students are in the high school, 575 are in the junior high school, and 1,045 students are in the three elementary schools. Plainwell's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Plainwell Schools is \$135,220,644.00 with an SEV per student of \$54,932.00.

Otsego Public Schools serve 2,300 students; of this total, 750 students are in the high school, 560 students are in the junior high school, and 990 students are in the two elementary schools. Otsego's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Otsego Schools is \$123,564,210.00 with an SEV per student of \$53,723.00.

Allegan Public Schools serve 2,700 students; of this total, 550 students are in the high school, 630 students are in the junior high school, and 1,365 students are in the four elementary schools. Allegan's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school

principals. The SEV of Allegan Schools is \$130,188,660.00 with an SEV per student of \$48,218.00.

Wayland Union Schools serve 2,305 students; of this total, 766 students are in the high school, 351 students are in the junior high school, and 1,138 students are in the four elementary schools. Wayland Union's administration is composed of one superintendent, one assistant superintendent, one junior high school principal, and two elementary school principals. The SEV of Wayland Union Schools is \$107,681,045.00 with an SEV per student of \$46,716.00.

Fennville Public Schools serve 1,520 students; of this total, 535 students are in the high school-junior high school combination, and 985 students are in the two elementary schools. Fennville's administration is composed of one superintendent and two elementary school principals. The SEV of Fennville Schools is \$69,836,580.00 with an SEV per student of \$45,945.00.

Martin Public Schools serve 790 students; of this total, 395 students are in the high school-junior high school combination, and 395 students are in the elementary school. Martin's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Martin Schools is \$36,625,085.00 with an SEV per student of \$46,360.00.

Hopkins Public Schools serve 1,070 students; of this total, 505 students are in the high school-junior high school combination, and 565 students are in the two elementary schools. Hopkins' administration is composed of one superintendent, one assistant superintendent, one high

school-junior high school principal, and two-elementary school principals. The SEV of Hopkins Schools is \$51,700,383.00 with an SEV per student of \$48,318.00.

Saugatuck Public Schools serve 553 students; of this total, 300 students are in the high school-junior high school combination, and 253 students are in the elementary school. Saugatuck's administration is composed of one superintendent, one assistant superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Saugatuck Schools is \$76,542,531.00 with an SEV per student of \$138,413.00.

Hamilton Community Schools serve 1,650 students; of this total, 720 students are in the high school-junior high school combination, and 930 students are in the five elementary schools. Hamilton's administration is composed of one superintendent, one high school-junior high school principal, one assistant principal, and five elementary school principals. The SEV of Hamilton Schools is \$133,380,600.00 with an SEV per student of \$80,836.00.

In the proposed model, Allegan County School District would serve 15,350 students; of this total, 4,546 students would be in the five high schools, 2,933 students would be in the six junior high schools, and 7,871 students would be in the sixteen elementary schools. In this model, the administration would be composed of one superintendent, four assistant superintendents, five high school principals, five assistant high school principals, six junior high school principals, and sixteen elementary school principals. SEV for the proposed district would be \$864,739,738.00 with an

SEV per student of \$56,334.00. This model reduces the number of school buildings from the existing thirty-seven to twenty-seven and the number of administrators from the existing fifty-four to thirty-seven.

Five-year projections for the proposed Allegan County School District indicate a student population of 14,430. SEV is projected to be \$1,002,470,359.00 with an SEV per student of \$69,471.00. The projected model indicates that the number of school buildings will decrease by 1 to 26 and school administrators will decrease by one to thirty-six.

Tables 8, 9, and 10 exhibit information about the existing school district in Allegan County, the proposed model for the Allegan County School District, and a five-year projected model for the Allegan County School District.

Alpena County

Alpena County is located in the northeastern part of the lower peninsula and encompasses approximately 672 square miles.

At present, there is one school district (Alpena Public Schools) serving Alpena County. Alpena Public Schools serve 5,938 students; of this total, 2,204 students are in the high school, 969 are in the junior high school, and 2,765 students are in the 10 elementary schools. Alpena's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, one junior high school principal, one assistant junior high school principal, and seven elementary school principals. The SEV of Alpena Schools is \$392,510,136.0 with an SEV per student of \$166,101.00.

Table B
Included is the following information for Allegan County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|-----------------------|--------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|------------------|------------|
| PLAINWELL COMMUNITY | 2,462 | 1 | 1 | 1 | 842 | 1 | 1 | 1 | 575 | 1 | 0 | 3 | 1,045 | 3 | \$ 135,220,644 | \$ 54,932 |
| OTSEGO PUBLIC SCHOOLS | 2,300 | 1 | 1 | 1 | 750 | 1 | 1 | 1 | 560 | 1 | 0 | 2 | 990 | 2 | \$ 123,564,210 | \$ 53,723 |
| ALLEGAN PUBLIC | 2,700 | 1 | 1 | 1 | 550 | 1 | 1 | 1 | 630 | 1 | 0 | 4 | 1,365 | 3 | \$ 130,188,660 | \$ 48,218 |
| WAYLAND UNION | 2,305 | 1 | 1 | 1 | 766 | 1 | 1 | 1 | 351 | 1 | 0 | 4 | 1,138 | 2 | \$ 107,681,045 | \$ 46,716 |
| FENNVILLE PUBLIC | 1,520 | 1 | 0 | 1 | 535 | 1 | 0 | 0 | + | 0 | 0 | 2 | 985 | 2 | \$ 69,836,580 | \$ 45,945 |
| MARTIN PUBLIC | 790 | 1 | 0 | 1 | 395 | 1 | 0 | 0 | + | 0 | 0 | 1 | 395 | 1 | \$ 36,625,085 | \$ 46,360 |
| HOPKINS PUBLIC | 1,070 | 1 | 1 | 1 | 505 | 1 | 0 | 0 | + | 0 | 0 | 2 | 565 | 2 | \$ 51,700,383 | \$ 48,318 |
| SAUGATUCK PUBLIC | 553 | 1 | 1 | 1 | 300 | 1 | 0 | 0 | + | 0 | 0 | 1 | 253 | 1 | \$ 76,542,531 | \$ 138,413 |
| HAMILTON COMMUNITY | 1,650 | 1 | 1 | 1 | 720 | 1 | 1 | 0 | + | 0 | 0 | 5 | 930 | 5 | \$ 133,380,600 | \$ 80,836 |
| TOTAL COUNTY | 15,350 | 9 | 6 | 9 | 4,546 | 9 | 5 | 4 | 2,933 | 4 | 0 | 24 | 7,871 | 21 | \$ 864,739,738 | \$ 56,334 |
| PROPOSED MODEL | 15,350 | 1 | 4 | 5 | 4,546 | 5 | 5 | 6 | 2,933 | 6 | 0 | 16 | 7,871 | 16 | \$ 864,739,738 | \$ 56,334 |
| SYR PROJECTED MODEL | 14,430 | 1 | 4 | 5 | 4,440 | 5 | 5 | 5 | 2,220 | 5 | 0 | 16 | 7,770 | 16 | \$ 1,002,470,359 | \$ 69,471 |

Table 9
The number of administrators in Allegan County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 9 | 6 | 9 | 5 | 4 | 0 | 21 |
| 2. PROPOSED MODEL NUMBER | 1 | 4 | 5 | 5 | 6 | 0 | 16 |
| 3. SYR PROJECTED NUMBER | 1 | 4 | 5 | 5 | 5 | 0 | 16 |
| 4. 1 MINUS 2 | -8 | -2 | -4 | = | +2 | = | -5 |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | = |

Table 10
The number of school buildings in Allegan County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 9 | 4 | 24 |
| 2. PROPOSED MODEL NUMBER | 5 | 6 | 16 |
| 3. SYR PROJECTED NUMBER | 5 | 5 | 16 |
| 4. 1 MINUS 2 | -4 | +2 | -8 |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

In the proposed model, Alpena County School District would serve 5,938 students; of this total, 2,204 students would be in the two high schools, 969 students would be in the two junior high schools, and 2,765 students would be in the six elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and six elementary school principals. SEV for the proposed district would be \$392,510,136.00 with an SEV per student of \$66,101.00. This model reduces the number of school buildings from the existing twelve to ten and the number of administrators from the existing eighteen to fifteen.

Five-year projections for the proposed Alpena County School District indicate a student population of 4,823. SEV is projected to be \$433,362,906.00 with an SEV per student of \$89,853.00. The projected model indicates that the number of school buildings will decrease by one to nine and school administrators will decrease by one to fourteen.

Tables 11, 12, and 13 exhibit information about the existing school district in Alpena County, the proposed model for the Alpena County School District, and a five-year projected model for the Alpena County School District.

Antrim County

Antrim County is located in the northwestern quarter of the lower peninsula and encompasses approximately 492 square miles.

Table 11
Included is the following information for Alpena County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| ALPENA PUBLIC | 5,938 | 1 | 3 | 1 | 2,204 | 1 | 4 | 1 | 969 | 1 | 1 | 10 | 2,765 | 7 | \$ 392,510,136 | \$ 66,101 |
| TOTAL COUNTY | 5,938 | 1 | 3 | 1 | 2,204 | 1 | 4 | 1 | 969 | 1 | 1 | 10 | 2,765 | 7 | \$ 392,510,136 | \$ 66,101 |
| PROPOSED MODEL | 5,938 | 1 | 2 | 2 | 2,204 | 2 | 2 | 2 | 969 | 2 | 0 | 6 | 2,767 | 6 | \$ 392,510,136 | \$ 66,101 |
| 5YR PROJECTED MODEL | 4,823 | 1 | 2 | 2 | 1,484 | 2 | 2 | 2 | 742 | 2 | 0 | 5 | 2,597 | 5 | \$ 433,362,906 | \$ 89,853 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 12
The number of administrators in Alpena County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 1 | 3 | 1 | 4 | 1 | 1 | 7 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 6 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 5 |
| 4. 1 MINUS 2 | = | -1 | +1 | -2 | +1 | -1 | -1 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | -1 |

Table 13
The number of school buildings in Alpena County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 1 | 1 | 10 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 6 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 5 |
| 4. 1 MINUS 2 | +1 | +1 | -4 |
| 5. 2 MINUS 3 | = | = | -1 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

At present, there are 6 school districts (Alba Public Schools, Central Lake Public Schools, Bellaire Public Schools, Elk Rapids Schools, Ellsworth Community Schools, Mancelona Public Schools). Alba Public Schools serve 178 students; of this total, 178 students are in the K-12 school. Alba's administration is composed of one superintendent, who is also the K-12 principal. The SEV of Alba Schools is \$20,378,383.00 with an SEV per student of \$114,485.00.

Central Lake Schools serve 520 students; of this total, 260 students are in the high school-junior high school combination and 260 students are in the elementary school. Central Lake's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Central Lake Schools is \$52,354,780.00 with an SEV per student of \$100,682.00.

Bellaire Public Schools serve 552 students; of this total, 252 students are in the high school-junior high school combination and 300 students are in the elementary school. Bellaire's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Bellaire Schools is \$79,588,236.00 with an SEV per student of \$144,181.00.

Elk Rapids Schools serve 1,067 students; of this total, 339 students are in the high school, 327 students are in the junior high school, and 401 students are in the elementary school. Elk Rapids's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Elk Rapids Schools is \$145,409,160.00 with an SEV per student of \$136,278.00.

Ellsworth Community Schools serve 224 students; of this total, 102 students are in the high school-junior high school combination and 122 students are in the elementary school. Ellsworth's administration is composed of one superintendent, one high school-junior high school principal and one elementary school principal. The SEV of Ellsworth Schools is \$23,132,032.00 with an SEV per student of \$103,268.00.

Mancelona Public Schools serve 1,050 students; of this total, 300 students are in the high school, 250 students are in the junior high school, and 500 students are in the elementary school. Mancelona's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Mancelona Schools is \$98,872,660.00 with an SEV per student of \$94,164.00.

In the proposed model, Antrim County School District would serve 3,591 students; of this total, 1,114 students would be in the high school, 799 students would be in the two junior high schools, and 1,672 students would be in the four elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, two junior high school principals, and four elementary school principals. SEV for the proposed district would be \$419,735,256.00 with an SEV per student of \$116,885.00. This model reduces the number of school buildings from the existing thirteen to seven and the number of administrators from the existing nineteen to ten.

Five-year projections for the proposed Antrim County School District indicate a student population of 3,401. SEV is projected to be \$510,672,117.00 with an SEV per student of \$150,153.00. The projected model indicates that the number of school buildings will decrease by one to six and school administrators will decrease by one to nine.

Tables 14, 15, and 16 exhibit information about the existing school district in Antrim County, the proposed model for the Antrim County School District, and a five-year projected model for the Antrim County School District.

Arenac County

Arenac County is located in the northeastern quarter of the lower peninsula and encompasses approximately 360 square miles.

At present, there are 3 school districts (Arenac Eastern School District, Au Gres Sims School District, Standish Sterling Community School District) serving Arenac County. Arenac Eastern Schools serve 509 students; of this total 272 students are in the high school-junior high school combination and 237 students are in the elementary school. Arenac Eastern's administration is composed of one superintendent and one K-12 principal. The SEV of Arenac Schools is \$26,963,145.00 with an SEV per student of \$52,972.00.

Table 14
Included is the following information for Antrim County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| ALBA PUBLIC | 178 | 1 | 0 | 1 | 178 | 1 | 0 | 0 | ← | 0 | 0 | 0 | ← | 0 | \$ 20,378,368 | \$ 144,485 |
| CENTRAL LAKE PUBLIC | 520 | 1 | 0 | 1 | 260 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 260 | 1 | \$ 52,354,780 | \$ 100,682 |
| BELLAIRE PUBLIC | 552 | 1 | 0 | 1 | 252 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 300 | 1 | \$ 79,588,236 | \$ 144,181 |
| ELK RAPIDS SCHOOLS | 1,067 | 1 | 0 | 1 | 339 | 1 | 0 | 1 | 327 | 1 | 0 | 1 | 401 | 1 | \$145,409,160 | \$ 136,278 |
| ELLSWORTH COMMUNITY | 224 | 1 | 0 | 1 | 102 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 122 | 1 | \$ 23,132,032 | \$ 103,268 |
| MANCELONA PUBLIC | 1,050 | 1 | 0 | 1 | 300 | 1 | 0 | 1 | 250 | 1 | 0 | 1 | 500 | 1 | \$ 98,872,660 | \$ 94,164 |
| TOTAL COUNTY | 3,591 | 6 | 0 | 6 | 1,114 | 6 | 0 | 2 | 799 | 2 | 0 | 5 | 1,672 | 5 | \$ 419,735,256 | \$ 116,885 |
| PROPOSED MODEL | 3,591 | 1 | 1 | 1 | 1,114 | 1 | 1 | 2 | 799 | 2 | 0 | 4 | 1,672 | 4 | \$ 419,735,256 | \$ 116,885 |
| 5YR PROJECTED MODEL | 3,401 | 1 | 1 | 1 | 1,044 | 1 | 1 | 1 | 522 | 1 | 0 | 4 | 1,835 | 4 | \$ 510,672,117 | \$ 150,153 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HSPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 15
The number of administrators in Antrim County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 6 | 0 | 6 | 0 | 2 | 0 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 2 | 0 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 4 |
| 4. 1 MINUS 2 | -5 | +1 | -5 | +1 | = | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | = |

Table 16
The number of school buildings in Antrim County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 6 | 2 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 4 |
| 4. 1 MINUS 2 | -5 | = | -1 |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Au Gres Sims Schools serve 521 students; of this total, 251 students are in the high school-junior high school combination and 270 students are in the elementary school. Au Gres Sims' administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Au Gres Sims Schools is \$64,396,486.00 with an SEV per student of \$123,601.00.

Standish Sterling Community Schools serve 2,177 students; of this total, 696 students are in the high school, 349 students are in the junior high school, and 1,132 students are in the two elementary schools. Standish Sterling's administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Standish Sterling Schools is \$111,306,730.00 with an SEV per student of \$51,128.00.

In the proposed model, Arenac County School District would serve 3,207 students; of this total, 1,046 students would be in the high school, 522 students would be in the junior high school, and 1,639 students would be in the three elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. SEV for the proposed district would be \$202,666,361.00 with an SEV per student of \$63,194.00. This model reduces the number of school buildings from the existing eight to five and the number of administrators from the existing eleven to eight.

Five-year projections for the proposed Arenac County School District indicate a student population of 2,952. SEV is projected to be \$246,574,616.00 with an SEV per student of \$83,527.00. The projected model indicates that the number of school buildings will remain at five and school administrators will remain at eight.

Tables 17, 18, and 19 exhibit information about the existing school district in Arenac County, the proposed model for the Arenac County School District, and a five-year projected model for the Arenac County School District.

Baraga County

Baraga County is located in the western part of the upper peninsula and encompasses approximately 780 square miles.

At present, there are two school districts (Baraga Township School District, L Anse Area Schools) serving Baraga County. Baraga Township Schools serve 606 students; of this total, 300 students are in the high school-junior high school combination and 306 students are in the two elementary schools. Baraga's administration is composed of one superintendent, one high school-junior high school principal, and two elementary school principals. The SEV of Baraga Schools of \$22,642,420.00 with an SEV per student of \$37,363.00.

L Anse Area Schools serve 1,059 students; of this total, 405 students are in the high school, 200 students are in the junior high school, and 455 students are in the elementary school. L Anse's administration is composed of one superintendent, one high school-junior high school principal, one

Table 17

Included is the following information for Arenac County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| ARENAC EASTERN | 509 | 1 | 0 | 1 | 272 | 1 | 0 | 0 | + | 0 | 0 | 1 | 237 | + | \$ 26,953,145 | \$ 52,972 |
| AU GIES SIMS | 521 | 1 | 0 | 1 | 251 | 1 | 0 | 0 | + | 0 | 0 | 1 | 270 | 1 | \$ 64,356,466 | \$ 122,601 |
| STANDISH STERLING | 2,177 | 1 | 0 | 1 | 696 | 1 | 1 | 1 | 349 | 1 | 0 | 2 | 1,132 | 2 | \$ 111,366,710 | \$ 51,128 |
| TOTAL COUNTY | 3,207 | 3 | 0 | 3 | 1,046 | 3 | 1 | 1 | 522 | 1 | 0 | 4 | 1,639 | 3 | \$ 202,666,361 | \$ 67,194 |
| PROPOSED MODEL | 3,207 | 1 | 1 | 1 | 1,046 | 1 | 1 | 1 | 522 | 1 | 0 | 3 | 1,639 | 3 | \$ 202,666,361 | \$ 67,194 |
| SVR PROJECTED MODEL | 2,952 | 1 | 1 | 1 | 908 | 1 | 1 | 1 | 454 | 1 | 0 | 3 | 1,590 | 3 | \$ 246,574,616 | \$ 83,527 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 18
The number of administrators in Arenac County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 0 | 3 | 1 | 1 | 0 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 3 |
| 4. 1 MINUS 2 | -2 | +1 | -2 | = | = | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 19
The number of school buildings in Arenac County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 1 | 4 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 3 |
| 4. 1 MINUS 2 | -2 | = | -1 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

assistant principal, and one elementary school principal. The SEV of L Anse Schools is \$40,218,194.00 with an SEV per student of \$37,977.00.

In the proposed model, Baraga County School District would serve 1,665 students; of this total, 605 students would be in the high school, 300 students would be in the junior high school, and 761 students would be in the two elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. SEV for the proposed district would be \$62,860,614.00 with an SEV per student of \$37,754.00. This model reduces the number of school buildings from the existing six to four and the number of administrators will remain at seven.

Five-year projections for the proposed Baraga County School District indicate a student population of 1,475. SEV is projected to be \$72,872,680.00 with an SEV per student of \$49,405.00. The projected model indicates that the number of school buildings will decrease by one to three and school administrators will decrease by one to six.

Tables 20, 21, and 22 exhibit information about the existing school district in Baraga County, the proposed model for the Baraga County School District, and a five-year projected model for the Baraga County School District.

Barry County

Barry County is located in the southwestern part of the lower peninsula and encompasses approximately 576 square miles.

Table 20
Included is the following information for Baraga County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|---------------|-----------|
| BARAGA SCHOOLS | 606 | 1 | 0 | 1 | 300 | 1 | 0 | 0 | ← | 0 | 0 | 2 | 306 | 2 | \$ 22,642,420 | \$ 37,363 |
| L ANSE AREA SCHOOLS | 1,059 | 1 | 0 | 1 | 405 | 1 | 0 | 1 | 200 | ← | 0 | 1 | 455 | 1 | \$ 40,218,194 | \$ 37,977 |
| TOTAL COUNTY | 1,665 | 2 | 0 | 2 | 705 | 2 | 0 | 1 | 200 | 0 | 0 | 3 | 761 | 3 | \$ 62,860,614 | \$ 37,754 |
| PROPOSED MODEL | 1,665 | 1 | 1 | 1 | 605 | 1 | 1 | 1 | 300 | 1 | 0 | 2 | 761 | 2 | \$ 62,860,614 | \$ 37,754 |
| 5YR PROJECTED MODEL | 1,475 | 1 | 1 | 1 | 452 | 1 | 1 | 0 | ← | 0 | 0 | 2 | 797 | 2 | \$ 72,872,680 | \$ 49,405 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HSPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 21

The number of administrators in Baraga County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 2 | 0 | 2 | 0 | 0 | 0 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 2 |
| 4. 1 MINUS 2 | -1 | +1 | -1 | +1 | +1 | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | = |

Table 22

The number of school buildings in Baraga County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 2 | 1 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 0 | 2 |
| 4. 1 MINUS 2 | -1 | = | -1 |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

At present, there are three school districts (Delton Kellogg School District, Hastings Area School District, Thornapple Kellogg School District) serving Barry County. Delton Kellogg Schools serve 1,850 students; of this total, 568 students are in the high school, 288 are in the junior high school, and 994 students are in the elementary school. Delton Kellogg's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Delton Kellogg Schools is \$98,828,921.00 with an SEV per student of \$53,421.00.

Hastings Area Schools serve 3,186 students; of this total, 1,065 students are in the high school, 540 students are in the junior high school, and 1,581 students are in the four elementary schools. Hastings' administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Hastings Area Schools is \$157,632,237.00 with an SEV per student of \$49,476.00.

Thornapple Kellogg Schools serve 1,902 students; of this total, 600 students are in the high school, 480 students are in the junior high school, and 822 students are in the two elementary schools. Thornapple Kellogg's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school

principals. The SEV of Thornapple Kellogg Schools is \$92,522,058.00 with an SEV per student of \$48,644.00.

In the proposed model, Barry County School District would serve 6,938 students; of this total 2,233 students would be in the two high schools, 1,304 students would be in the three junior high schools, and 3,401 students would be in the seven elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, three junior high school principals, and seven elementary school principals. SEV for the proposed district would be \$348,983,216.00 with an SEV per student of \$50,300.00. This model reduces the number of school buildings from the existing thirteen to twelve and the number of administrators from the existing twenty-two to seventeen.

Five-year projections for the proposed Barry County School District indicate a student population of 5,938. SEV is projected to be \$424,591,442.00 with an SEV per student of \$71,504.00. The projected model indicates that the number of school buildings will decrease by one to eleven and school administrators will decrease by one to sixteen.

Tables 23, 24, and 25 exhibit information about the existing school district in Barry County, the proposed model for the Barry County School District, and a five-year projected model for the Barry County School District.

Table 23

Included is the following information for Barry County; present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| DELTON KELLOGG | 1,850 | 1 | 1 | 1 | 568 | 1 | 1 | 1 | 388 | 1 | 0 | 1 | 994 | 1 | \$ 98,828,921 | \$ 53,421 |
| HASTINGS PUBLIC | 3,186 | 1 | 1 | 1 | 1,065 | 1 | 1 | 1 | 540 | 1 | 0 | 4 | 1,581 | 4 | \$ 157,637,237 | \$ 49,476 |
| THORNAPPLE KELLOGG | 1,302 | 1 | 1 | 1 | 600 | 1 | 1 | 1 | 480 | 1 | 0 | 2 | 822 | 2 | \$ 92,527,058 | \$ 48,644 |
| TOTAL COUNTY | 6,938 | 3 | 3 | 3 | 2,233 | 3 | 3 | 3 | 1,304 | 3 | 0 | 7 | 3,401 | 7 | \$ 348,983,216 | \$ 50,300 |
| PROPOSED MODEL | 6,938 | 1 | 2 | 2 | 2,233 | 2 | 2 | 3 | 1,104 | 3 | 0 | 7 | 3,401 | 7 | \$ 348,983,216 | \$ 50,300 |
| 5YR PROJECTED MODEL | 5,938 | 1 | 2 | 2 | 1,824 | 2 | 2 | 2 | 912 | 2 | 0 | 7 | 3,202 | 7 | \$ 424,591,442 | \$ 71,504 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 24

The number of administrators in Barry County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 3 | 3 | 3 | 3 | 0 | 7 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 3 | 0 | 7 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 7 |
| 4. 1 MINUS 2 | -2 | -1 | -1 | -1 | = | = | = |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | = |

Table 25

The number of school buildings in Barry County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 3 | 7 |
| 2. PROPOSED MODEL NUMBER | 2 | 3 | 7 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 7 |
| 4. 1 MINUS 2 | -1 | = | = |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

Bay County

Bay County is located in the southeastern portion of the lower peninsula and encompasses approximately 440 square miles.

At present, there are four school districts (Bay City School District, Bangor Township Schools, Essexville Hampton School District, Pinconning Area Schools) serving Bay County. Bay City Schools serve 10,880 students; of this total, 4,204 students are in the three high schools, 1,709 are in the three junior high schools, and 4,967 students are in the fifteen elementary schools. Bay City's administration is composed of one superintendent, four assistant superintendents, three high school principals, ten assistant high school principals, three junior high school principals, and twelve elementary school principals. The SEV of Bay City Schools is \$729,851,250.00 with an SEV per student of \$67,081.00.

Bangor Township Schools serve 1,400 students; of this total, 550 students are in the high school, 500 students are in the junior high school, and 350 students are in the elementary school. Bangor Township's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Bangor Township Schools is \$167,735,100.00 with an SEV per student of \$119,810.00.

Essexville Hampton Schools serve 1,850 students; of this total, 720 students are in the high school, 415 students are in the junior high school, and 715 students are in the three elementary schools. Essexville Hampton's administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school

principal, and three elementary school principals. The SEV of Essexville Hampton Schools is \$352,509,613.00 with an SEV per student of \$190,545.00.

Pinconning Area Schools serve 2,759 students; of this total, 1,229 students are in the high school-junior high school combination and 1,530 students are in the four elementary schools. Pinconning's administration is composed of one superintendent, one assistant superintendent, one high school-junior high school principal, two assistant principals, and four elementary school principals. The SEV of Pinconning Schools is \$132,793,104.00 with an SEV per student of \$48,130.00.

In the proposed model, Bay County School District would serve 16,889 students; of this total, 6,294 students would be in the six high schools, 3,033 students would be in the six junior high schools, and 7,562 students would be in the fifteen elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, six high school principals, six assistant high school principals, six junior high school principals, and fifteen elementary school principals. SEV for the proposed district would be \$1,382,889,067.00 with an SEV per student of \$81,881.00. This model reduces the number of school buildings from the existing thirty-four to twenty-seven and the number of administrators from the existing fifty-four to forty.

Five-year projections for the proposed Bay County School District indicate a student population of 13,344. SEV is projected to be \$1,682,495,997.00 with an SEV per student of \$126,086.00. The projected model indicates that the number of school buildings will decrease by five

to twenty-two and school administrators will decrease by seven to thirty-three.

Tables 26, 27, and 28 exhibit information about the existing school district in Bay County, the proposed model for the Bay County School District, and a five-year projected model for the Bay County School District.

Benzie County

Benzie County is located in the northwestern portion of the lower peninsula and encompasses approximately 256 square miles.

At present, there are two school districts (Benzie County Central School District, Frankfort Area Schools) serving Benzie County. Benzie County Central Schools serve 1,531 students; of this total 463 students are in the high school, 274 are in the junior high school, and 794 students are in the two elementary schools. Benzie Central's administration is composed of one superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Benzie County Central Schools is \$141,699,782.00 with an SEV per student of \$92,553.00.

Frankfort Area Schools serve 600 students; of this total, 251 students are in the high school-junior high school combination and 349 students are in the elementary school. Frankfort's administration is composed of one superintendent, one high school principal, and one elementary school principal. The SEV of Frankfort Area Schools is \$81,168,273.00 with an SEV per student of \$135,280.00.

Table 26
Included is the following information for Bay County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSAP | JH | JHPOP | JHAP | EL | ELPOP | ELP | SEV | SEV ST | | |
|---------------------|--------|------|--------|----|-------|------|----|-------|-------|----|-------|-----|-------|--------|------------------|------------|
| BAY CITY SCHOOLS | 10,880 | 1 | 4 | 3 | 4,204 | 3 | 10 | 3 | 1,709 | 3 | 0 | 15 | 4,967 | 12 | \$ 729,851,250 | \$ 67,081 |
| BANGOR TOWNSHIP | 1,400 | 1 | 0 | 1 | 550 | 1 | 0 | 1 | 500 | 1 | 0 | 1 | 350 | 1 | \$ 167,735,100 | \$ 119,810 |
| ESSEXVILLE HAMPTON | 1,850 | 1 | 0 | 1 | 720 | 1 | 1 | 1 | 415 | 1 | 0 | 3 | 715 | 3 | \$ 352,509,613 | \$ 190,545 |
| PINCONNING AREA | 2,759 | 1 | 1 | 1 | 1,229 | 1 | 2 | 0 | 4 | 0 | 0 | 4 | 1,530 | 4 | \$ 132,793,104 | \$ 48,130 |
| TOTAL COUNTY | 16,889 | 4 | 4 | 6 | 6,703 | 6 | 13 | 5 | 2,634 | 5 | 0 | 23 | 7,562 | 20 | \$ 1,382,889,067 | \$ 81,881 |
| PROPOSED MODEL | 16,889 | 1 | 6 | 6 | 6,394 | 6 | 6 | 6 | 3,033 | 6 | 0 | 15 | 7,562 | 15 | \$ 1,382,889,067 | \$ 81,881 |
| SVR PROJECTED MODEL | 13,344 | 1 | 5 | 4 | 4,104 | 4 | 4 | 4 | 2,052 | 4 | 0 | 14 | 7,188 | 14 | \$ 1,682,495,997 | \$ 126,086 |

LEGEND

| | |
|--|--|
| TPOP = TOTAL POPULATION | JHPOP = JUNIOR HIGH POPULATION |
| SUPT = SUPERINTENDENT | JHP = JUNIOR HIGH PRINCIPAL |
| ASUPT = ASSISTANT SUPERINTENDENT | JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL |
| HS = HIGH SCHOOLS | EL = ELEMENTARIES |
| HSPOP = HIGH SCHOOL POPULATION | ELPOP = ELEMENTARY POPULATION |
| HSP = HIGH SCHOOL PRINCIPAL | ELP = ELEMENTARY PRINCIPAL |
| HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL | SEV = STATE EQUALIZED VALUATION |
| JH = JUNIOR HIGHS | SEV ST = STATE EQUALIZED VALUATION PER STUDENT |

Table 27

The number of administrators in Bay County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 5 | 6 | 13 | 5 | 0 | 23 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 6 | 6 | 6 | 0 | 15 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 4 | 4 | 4 | 0 | 14 |
| 4. 1 MINUS 2 | -3 | +1 | = | -7 | +1 | = | -8 |
| 5. 2 MINUS 3 | = | = | -2 | -2 | -2 | = | -1 |

Table 28

The number of school buildings in Bay County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 6 | 5 | 23 |
| 2. PROPOSED MODEL NUMBER | 6 | 6 | 15 |
| 3. SYR PROJECTED NUMBER | 4 | 4 | 14 |
| 4. 1 MINUS 2 | = | +1 | -8 |
| 5. 2 MINUS 3 | -2 | -2 | -1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

In the proposed model, Benzie County School District would serve 2,131 students; of this total 631 students would be in the high school, 357 students would be in the junior high school, and 1,143 students would be in the two elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. SEV for the proposed district would be \$222,868,055.00 with an SEV per student of \$104,583.00. This model reduces the number of school buildings from the existing six to four with the number of administrators from the existing eight to seven.

Five-year projections for the proposed Benzie County School District indicate a student population of 1,811. SEV is projected to be \$271,153,065.00 with an SEV per student of \$151,397.00. The projected model indicates that the number of school buildings will remain at four and school administrators will remain at seven.

Tables 29, 30, and 31 exhibit information about the existing school districts in Benzie County, the proposed model for the Benzie County School District, and a five-year projected model for the Benzie County School District.

Berrien County

Berrien County is located in the southwestern portion of the lower peninsula and encompasses approximately 480 square miles.

Table 29
Included is the following information for Benzie County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|-----------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| BENZIE COUNTY CENTRAL | 1,531 | 1 | 0 | 1 | 463 | 1 | 0 | 1 | 274 | 1 | 0 | 2 | 794 | 2 | \$ 141,699,782 | \$ 92,553 |
| FRANKFORT AREA | 600 | 1 | 0 | 1 | 251 | 1 | 0 | 0 | 4 | 0 | 0 | 1 | 349 | 1 | \$ 81,169,273 | \$ 135,200 |
| TOTAL COUNTY | 2,131 | 2 | 0 | 2 | 714 | 2 | 0 | 1 | 274 | 1 | 0 | 3 | 1,143 | 3 | \$ 222,869,055 | \$ 104,583 |
| PROPOSED MODEL | 2,131 | 1 | 1 | 1 | 631 | 1 | 1 | 1 | 357 | 1 | 0 | 2 | 1,143 | 2 | \$ 222,869,055 | \$ 104,583 |
| 5YR PROJECTED MODEL | 1,811 | 1 | 1 | 1 | 556 | 1 | 1 | 1 | 278 | 1 | 0 | 2 | 977 | 2 | \$ 271,353,055 | \$ 149,725 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 30

The number of administrators in Benzie County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 2 | 0 | 2 | 0 | 1 | 0 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 4. 1 MINUS 2 | -1 | +1 | -1 | +1 | = | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 31

The number of school buildings in Benzie County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 2 | 1 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 2 |
| 4. 1 MINUS 2 | -1 | = | -1 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

At present, there are fourteen school districts (Benton Harbor Area Schools, St. Joseph Public Schools, Lakeshore School District, River Valley School District, Galien Township School District, New Buffalo Area School District, Brandywine Public School District, Berrien Springs Public School District, Eau Claire Public Schools, Niles Community Schools, Buchanan Community School District, Watervliet School District, Coloma Community Schools, Bridgman Public Schools) serving Berrien County. Benton Harbor Schools serve 7,261 students; of this total, 1,843 students are in the high school, 1,103 are in the two junior high schools, and 4,315 students are in the fifteen elementary schools. Benton Harbor's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, two junior high school principals, and fourteen elementary school principals. The SEV of Benton Harbor Schools is \$258,584,475.00 with an SEV per student of \$35,612.00.

St. Joseph Schools serve 2,538 students; of this total, 972 students are in the high school, 441 students are in the junior high school, and 1,125 students are in the three elementary schools. St. Joseph's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant principal, one junior high school principal, and three elementary school principals. The SEV of St. Joseph Schools is \$227,859,390.00 with an SEV per student of \$89,779.00.

Lakeshore Schools serve 2,743 students; of this total, 954 students are in the high school, 681 students are in the junior high school, and 1,108 students are in the three elementary schools. Lakeshore's administration is

composed of one superintendent, one high school principal, one assistant principal, one junior high school principal, and three elementary school principals. The SEV of Lakeshore Schools is \$164,911,710.00 with an SEV per student of \$60,120.00.

River Valley Schools serve 1,582 students; of this total, 520 students are in the high school, 277 students are in the junior high school, and 785 students are in the three elementary schools. River Valley's administration is composed of one superintendent, one high school principal, one junior high school principal, and three elementary school principals. The SEV of River Valley Schools is \$118,793,880.00 with an SEV per student of \$75,090.00.

Galien Township Schools serve 600 students; of this total, 200 students are in the high school, 100 students are in the junior high school, and 300 students are in the elementary school. Galien Township's administration is composed of one superintendent and one K-12 principal. The SEV of Galien Township Schools is \$30,340,150.00 with an SEV per student of \$50,566.00.

New Buffalo Schools serve 853 students; of this total, 409 students are in the high school-junior high school combination and 444 students are in the elementary schools. New Buffalo's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of New Buffalo Schools is \$94,050,589.00 with an SEV per student of \$110,258.00.

Brandywine Schools serve 1,655 students; of this total, 815 students are in the high school-junior high school combination and 840 students are

in the elementary school. Brandywine's administration is composed of one superintendent, one high school-junior high school principal, one assistant high school principal, and one elementary school principal. The SEV of Brandywine Schools is \$66,655,672.00 with an SEV per student of \$40,275.00.

Berrien Springs Schools serve 1,770 students; of this total, 525 students are in the high school, 450 students are in the junior high school, and 795 students are in the two elementary schools. Berrien Springs' administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Berrien Springs Schools is \$103,256,775.00 with an SEV per student of \$58,337.00.

Eau Claire Schools serve 1,136 students; of this total, 578 students are in the high school-junior high school combination and 558 students are in the elementary school. Eau Claire's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Eau Claire Schools is \$39,607,464.00 with an SEV per student of \$34,865.00.

Niles Community Schools serve 4,515 students; of this total, 1,375 students are in the high school, 750 students are in the junior high school, and 2,390 students are in the six elementary schools. Niles Community's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant principal, one junior high school principal, and six elementary school principals. The SEV

of Niles Community Schools is \$204,493,644.00 with an SEV per student of \$45,292.00.

Buchanan Community Schools serve 1,898 students; of this total, 584 students are in the high school, 292 students are in the junior high school, and 1,022 students are in the three elementary schools. Buchanan's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Buchanan Community Schools is \$88,594,506.00 with an SEV per student of \$46,677.00.

Watervliet Schools serve 1,264 students; of this total, 600 students are in the high school-junior high school combination and 664 students are in the two elementary schools. Watervliet's administration is composed of one superintendent, one high school-junior high school principal, and two elementary school principals. The SEV of Watervliet Schools is \$57,930,444.00 with an SEV per student of \$45,831.00.

Coloma Community Schools serve 2,350 students; of this total, 614 students are in the high school, 991 students are in the three junior high schools, and 745 students are in the two elementary schools. Coloma's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant principal, three junior high school principals, and two elementary school principals. The SEV of Coloma Community Schools is \$97,897,272.00 with an SEV per student of \$41,658.00.

Bridgman Public Schools serve 780 students; of this total, 260 students are in the high school, 260 students are in the junior high school, and 260 students are in the elementary school. Bridgman's administration is composed of one superintendent, one high school principal, one junior high school principals, and one elementary school principal. The SEV of Bridgman Public Schools is \$556,813,620.00 with an SEV per student of \$713,863.00.

In the proposed model, Berrien County School District would serve 30,945 students; of this total, 9,450 students would be in the nine high schools, 6,144 students would be in the twelve junior high schools, and 15,351 students would be in the thirty-one elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, nine high school principals, nine assistant high school principals, twelve junior high school principals, and thirty-one elementary school principals. SEV for the proposed district would be \$2,109,789,591.00 with an SEV per student of \$68,178.00. This model reduces the number of school buildings from the existing sixty-seven to fifty-two and the number of administrators from the existing ninety-nine to sixty-eight.

Five-year projections for the proposed Berrien County School District indicate a student population of 26,370. SEV is projected to be \$2,445,824,375.00 with an SEV per student of \$92,750. The projected model indicates that the number of school buildings will decrease by eight to forty-four and school administrators will decrease by nine to fifty-nine.

Tables 32, 33, and 34 exhibit information about the existing school district in Berrien County, the proposed model for the Berrien County School District, and a five-year projected model for the Berrien County School District.

Branch County

Branch County is located in the southwestern portion of the lower peninsula and encompasses approximately 440 square miles.

At present, there are three school districts (Coldwater Community Schools, Bronson Community School District, Quincy Community School District) serving Branch County. Coldwater Schools serve 3,295 students; of this total 950 students are in the high school, 860 students are in the junior high school, and 1,485 students are in the four elementary schools. Coldwater's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of Coldwater Schools is \$198,216,346.00 with an SEV per student of \$60,156.00.

Bronson Community Schools serve 1,200 students; of this total, 400 students are in the high school, 200 students are in the junior high school, and 600 students are in the two elementary schools. Bronson's administration is composed of one superintendent, one high school-junior high school principal, one assistant high school principal, and two

Table 32
Included is the following information for Berrien County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| BENTON HARBOR | 7,261 | 1 | 3 | 1 | 1,643 | 1 | 4 | 2 | 1,103 | 2 | 0 | 15 | 1,315 | 14 | \$ 238,564,735 | \$ 25,612 |
| ST. JOSEPH | 2,538 | 1 | 1 | 1 | 972 | 1 | 1 | 1 | 441 | 1 | 0 | 3 | 1,125 | 3 | \$ 227,859,390 | \$ 68,779 |
| LAKESHORE | 2,743 | 1 | 0 | 1 | 954 | 1 | 1 | 1 | 681 | 1 | 0 | 3 | 1,108 | 3 | \$ 164,911,710 | \$ 60,120 |
| RIVER VALLEY | 1,582 | 1 | 0 | 1 | 520 | 1 | 0 | 1 | 277 | 1 | 0 | 3 | 785 | 3 | \$ 118,793,880 | \$ 75,090 |
| GALLEN TOWNSHIP | 600 | 1 | 0 | 1 | 200 | 1 | 0 | 1 | 100 | + | 0 | 1 | 300 | + | \$ 30,340,150 | \$ 50,566 |
| NEW BUFFALO AREA | 853 | 1 | 0 | 1 | 409 | 1 | 0 | 0 | + | 0 | 0 | 1 | 444 | 1 | \$ 94,050,589 | \$ 110,258 |
| BRANDYWINE | 1,655 | 1 | 0 | 1 | 815 | 1 | 0 | 0 | + | 0 | 0 | 1 | 840 | 1 | \$ 66,655,672 | \$ 40,275 |
| BERRIEN SPRINGS | 1,710 | 1 | 1 | 1 | 525 | 1 | 0 | 1 | 450 | 1 | 0 | 2 | 705 | 1 | \$ 102,256,725 | \$ 58,317 |
| EAU CLAIRE | 1,136 | 1 | 0 | 1 | 578 | 1 | 0 | 0 | + | 0 | 0 | 1 | 558 | 1 | \$ 39,607,444 | \$ 34,865 |
| NILES | 4,515 | 1 | 1 | 1 | 1,375 | 1 | 1 | 1 | 750 | 1 | 0 | 6 | 2,300 | 6 | \$ 204,493,644 | \$ 45,292 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS
 JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 32
Included is the following information for Berrien County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|--------|-----|------|----|-------|-----|------|----|--------|-----|------------------|------------|
| BUCHANAN | 1,898 | 1 | 1 | 1 | 584 | 1 | 1 | 1 | 292 | 1 | 0 | 3 | 1,022 | 2 | \$ 88,594,586 | \$ 46,277 |
| WATERLIET | 1,264 | 1 | 0 | 1 | 600 | 1 | 1 | 0 | 4 | 0 | 0 | 2 | 644 | 2 | \$ 57,930,444 | \$ 45,831 |
| COLOMA | 2,350 | 1 | 1 | 1 | 614 | 1 | 1 | 3 | 991 | 3 | 0 | 2 | 745 | 2 | \$ 97,897,232 | \$ 41,658 |
| BRIDGEMAN | 780 | 1 | 0 | 1 | 260 | 1 | 0 | 1 | 260 | 1 | 0 | 1 | 260 | 1 | \$ 55,613,620 | \$ 713,663 |
| TOTAL COUNTY | 30,945 | 14 | 8 | 14 | 10,249 | 14 | 10 | 13 | 5,845 | 12 | 0 | 44 | 15,351 | 41 | \$ 2,109,789,291 | \$ 69,178 |
| PROPOSED MODEL | 30,945 | 1 | 6 | 9 | 9,450 | 9 | 9 | 12 | 6,146 | 12 | 0 | 31 | 15,351 | 31 | \$ 2,109,789,291 | \$ 68,178 |
| SVR PROJECTED MODEL | 26,370 | 1 | 6 | 8 | 8,112 | 8 | 8 | 8 | 4,055 | 8 | 0 | 28 | 14,203 | 28 | \$ 2,445,894,375 | \$ 92,700 |

LEGEND

TPPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS
 JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 33

The number of administrators in Berrien County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 14 | 8 | 14 | 10 | 12 | 0 | 41 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 9 | 9 | 12 | 0 | 31 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 8 | 8 | 8 | 0 | 28 |
| 4. 1 MINUS 2 | -13 | -2 | -5 | -1 | = | = | -10 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -4 | = | -3 |

Table 34

The number of school buildings in Berrien County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 14 | 12 | 43 |
| 2. PROPOSED MODEL NUMBER | 9 | 12 | 31 |
| 3. SYR PROJECTED NUMBER | 8 | 8 | 28 |
| 4. 1 MINUS 2 | -5 | = | -12 |
| 5. 2 MINUS 3 | -1 | -4 | -3 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

elementary school principals. The SEV of Bronson Schools is \$73,735,747.00 with an SEV per student of \$61,446.00.

Quincy Community Schools serve 1,320 students; of this total, 373 students are in the high school, 321 students are in the junior high school, and 626 students are in the one elementary school. Quincy's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Quincy Schools is \$68,130,930.00 with an SEV per student of \$51,614.00.

In the proposed model, Branch County School District would serve 5,815 students; of this total, 1,723 students would be in the two high schools, 1,381 students would be in the two junior high schools, and 2,711 students would be in the six elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, two assistant junior high school principals, and six elementary school principals. SEV for the proposed district would be \$340,083,023.00 with an SEV per student of \$58,483.00. This model reduces the number of school buildings from the existing twelve to ten and the number of administrators from the existing eighteen to seventeen.

Five-year projections for the proposed Branch County School District indicate a student population of 5,059. SEV is projected to be \$375,479,137.00 with an SEV per student of \$75,020.00. The projected

model indicates that the number of school buildings will decrease by one to nine and school administrators will decrease by one to sixteen.

Tables 35, 36, and 37 exhibit information about the existing school district in Branch County, the proposed model for the Branch County School District, and a five-year projected model for the Branch County School District.

Calhoun County

Calhoun County is located in the southwestern portion of the lower peninsula and encompasses approximately 638 square miles.

At present there are ten school districts (Albion Public Schools, Battle Creek Public Schools, Athens Area Schools, Harper Creek Community Schools, Homer Community Schools, Lakeview School District, Marshall Public Schools, Pennfield School District, Tekonsha Community Schools, Union City Community School District) serving Calhoun County. Albion Schools serve 2,492 students; of this total, 620 students are in the high school, 544 students are in the junior high school, and 1,065 students are in the four elementary schools. Albion's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of Albion Schools is \$92,051,988.00 with an SEV per student of \$36,939.00.

Battle Creek Schools serve 9,721 students; of this total, 1,910 students are in the two high schools, 2,152 students are in the five junior

Table 35
Included is the following information for Branch County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| COLDWATER | 3,295 | 1 | 1 | 1 | 950 | 1 | 1 | 1 | 860 | 1 | 1 | 4 | 1,485 | 4 | \$ 198,216,346 | \$ 60,156 |
| BRONSON | 1,200 | 1 | 0 | 1 | 400 | 1 | 1 | 0 | 200 | + | 0 | 2 | 600 | 1 | \$ 73,735,747 | \$ 61,446 |
| QUINCY | 1,320 | 1 | 0 | 1 | 373 | 1 | 0 | 1 | 321 | 1 | 0 | 1 | 626 | 1 | \$ 68,130,930 | \$ 51,614 |
| TOTAL COUNTY | 5,815 | 3 | 1 | 3 | 1,723 | 3 | 2 | 2 | 1,381 | 2 | 1 | 7 | 2,711 | 6 | \$ 340,083,023 | \$ 58,483 |
| PROPOSED MODEL | 5,815 | 1 | 2 | 2 | 1,723 | 2 | 2 | 3 | 1,381 | 3 | 0 | 6 | 2,711 | 6 | \$340,083,023 | \$ 58,483 |
| 5YR PROJECTED MODEL | 5,059 | 1 | 2 | 2 | 1,556 | 2 | 2 | 2 | 1,167 | 2 | 0 | 5 | 2,334 | 5 | \$ 375,479,137 | \$ 74,220 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HSPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 36

The number of administrators in Branch County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 1 | 3 | 2 | 2 | 1 | 6 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 3 | 0 | 6 |
| 3. 5YR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 5 |
| 4. 1 MINUS 2 | -2 | +1 | -1 | = | +1 | -1 | = |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | -1 |

Table 37

The number of school buildings in Branch County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 2 | 7 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 6 |
| 3. 5YR PROJECTED NUMBER | 2 | 2 | 5 |
| 4. 1 MINUS 2 | -1 | = | -1 |
| 5. 2 MINUS 3 | = | = | -1 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

high schools, and 5,659 students are in the sixteen elementary schools. Battle Creek's administration is composed of one superintendent, six assistant superintendents, two high school principals, four assistant high school principals, five junior high school principals, five assistant junior high school principals, and sixteen elementary school principals. The SEV of Battle Creek Schools is \$388,713,627.00 with an SEV per student of \$39,987.00.

Athens Area Schools serve 886 students; of this total, 290 students are in the high school, 149 students are in the junior high school, and 447 students are in the one elementary school. Athens Area's administration is composed of one superintendent, one high school principal, and one junior high school-elementary school principal. The SEV of Athens Area Schools is \$40,996,992.00 with an SEV per student of \$46,272.00.

Harper Creek Community Schools serve 2,608 students; of this total, 831 students are in the high school, 432 students are in the junior high school, and 1,115 students are in the three elementary schools. Harper Creek's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and three elementary school principals. The SEV of Harper Creek Schools is \$108,132,896.00 with an SEV per student of \$41,462.00.

Homer Community Schools serve 1,127 students; of this total, 333 students are in the high school, 272 students are in the junior high school, and 507 students are in the one elementary school. Homer's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school

principal. The SEV of Homer Community Schools is \$41,781,271.00 with an SEV per student of \$37,073.00.

Lakeview Schools serve 3,384 students; of this total, 1,070 students are in the high school, 527 students are in the junior high school, and 1,596 students are in the four elementary schools. Lakeview's administration is composed of one superintendent, three assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of Lakeview Schools is \$204,884,280.00 with an SEV per student of \$60,545.00.

Marshall Public Schools serve 2,362 students; of this total, 900 students are in the high school, 690 students are in the junior high school, and 815 students are in the three elementary schools. Marshall's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and three elementary school principals. The SEV of Marshall Schools is \$135,014,282.00 with an SEV per student of \$57,161.00.

Pennfield Schools serve 1,668 students; of this total, 560 students are in the high school, 450 students are in the junior high school, and 675 students are in the three elementary schools. Pennfield's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Pennfield Schools is \$75,845,620.00 with an SEV per student of \$45,471.00.

Tekonsha Community Schools serve 505 students; of this total, 200 students are in the high school, 100 students are in the junior high school, and 250 students are in the one elementary school. Tekonsha's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Tekonsha Schools is \$21,267,065.00 with an SEV per student of \$42,113.00.

Union City Community Schools serve 1,301 students; of this total, 420 students are in the high school, 374 students are in the junior high school, and 469 students are in the one elementary school. Union City's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Union City Schools is \$51,018,715.00 with an SEV per student of \$39,215.00.

In the proposed model, Calhoun County School District would serve 26,054 students; of this total, 7,134 students would be in the seven high schools, 5,690 students would be in the eleven junior high schools, and 12,598 students would be in the twenty-five elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, seven high school principals, seven assistant high school principals, eleven junior high school principals, and twenty-five elementary school principals. SEV for the proposed district would be \$1,159,733,744.00 with an SEV per student of \$44,512.00. This model reduces the number of school buildings from the existing sixty-two to forty-three and the number of administrators from the existing one hundred and three to fifty-seven.

Five-year projections for the proposed Calhoun County School District indicate a student population of 23,027. SEV is projected to be \$1,280,493,764.00 with an SEV per student of \$55,608.00. The projected model indicates that the number of school buildings will decrease by four to thirty-nine and school administrators will decrease by four to fifty-three.

Tables 38, 39, and 40 exhibit information about the existing school district in Calhoun County, the proposed model for the Calhoun County School District, and a five-year projected model for the Calhoun County School District.

Cass County

Cass County is located in the southwestern portion of the lower peninsula and encompasses approximately 440 square miles.

At present there are four school districts (Cassopolis Public Schools, Dowagiac Union Schools, Edwardsburg Public Schools, Marcellus Community Schools) serving Cass County. Cassopolis Schools serve 1,535 students; of this total, 493 students are in the high school, 453 students are in the junior high school, and 589 students are in the one elementary school. Cassopolis' administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Cassopolis Schools is \$111,550,710.00 with an SEV per student of \$72,671.00.

Dowagiac Union Schools serve 3,250 students; of this total, 876 students are in the high school, 1,016 students are in the two junior high schools, and 1,358 students are in the four elementary schools. Dowagiac's

Table 38
Included is the following information for Calhoun County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|-------|-----|------|----|-------|-----|------|----|--------|-----|------------------|-----------|
| ALBION | 2,229 | 1 | 2 | 1 | 620 | 1 | 1 | 1 | 544 | 1 | 1 | 4 | 1,065 | 4 | \$ 92,051,988 | \$ 36,939 |
| BATTLE CREEK | 9,721 | 1 | 6 | 2 | 1,910 | 2 | 4 | 5 | 2,152 | 5 | 5 | 16 | 5,659 | 16 | \$ 388,713,627 | \$ 39,987 |
| ATHENS | 886 | 1 | 0 | 1 | 290 | 1 | 0 | 1 | 149 | 1 | 0 | 1 | 447 | + | \$ 40,996,992 | \$ 46,272 |
| HARPER CREEK | 2,378 | 1 | 1 | 1 | 831 | 1 | 1 | 1 | 432 | 1 | 0 | 3 | 1,115 | 3 | \$ 108,132,856 | \$ 41,462 |
| HOMER | 1,112 | 1 | 0 | 1 | 333 | 1 | 0 | 1 | 272 | 1 | 0 | 1 | 507 | 1 | \$ 41,781,271 | \$ 37,073 |
| LAKEVIEW | 3,193 | 1 | 2 | 1 | 1,070 | 1 | 1 | 1 | 527 | 1 | 1 | 4 | 1,596 | 4 | \$ 204,884,280 | \$ 60,545 |
| MARSHALL | 2,405 | 1 | 1 | 1 | 900 | 1 | 1 | 1 | 690 | 1 | 1 | 3 | 815 | 3 | \$ 135,014,282 | \$ 57,161 |
| PENFIELD | 1,685 | 1 | 1 | 1 | 560 | 1 | 1 | 1 | 450 | 1 | 0 | 3 | 675 | 3 | \$ 75,845,628 | \$ 45,471 |
| TEKONSHA | 550 | 1 | 1 | 1 | 200 | 1 | 0 | 1 | 100 | + | 0 | 1 | 250 | 1 | \$ 21,267,065 | \$ 42,113 |
| UNION CITY | 1,269 | 1 | 1 | 1 | 420 | 1 | 0 | 1 | 374 | 1 | 0 | 1 | 469 | 1 | \$ 51,018,715 | \$ 39,215 |
| TOTAL COUNTY | 25,422 | 10 | 15 | 12 | 7,134 | 12 | 9 | 14 | 5,690 | 13 | 8 | 37 | 12,598 | 36 | \$ 1,159,733,744 | \$ 44,512 |
| PROPOSED MODEL | 25,422 | 1 | 6 | 7 | 7,134 | 7 | 7 | 11 | 5,690 | 11 | 0 | 25 | 12,598 | 25 | \$ 1,159,733,744 | \$ 44,512 |
| SYR PROJECTED MODEL | 23,027 | 1 | 6 | 7 | 7,084 | 7 | 7 | 7 | 3,542 | 7 | 0 | 25 | 12,401 | 25 | \$ 1,432,769,527 | \$ 62,434 |

Table 39

The number of administrators in Calhoun County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 10 | 16 | 11 | 9 | 13 | 8 | 36 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 7 | 7 | 11 | 0 | 25 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 7 | 7 | 7 | 0 | 25 |
| 4. 1 MINUS 2 | -9 | -10 | -4 | -2 | -2 | -8 | -11 |
| 5. 2 MINUS 3 | = | = | = | = | -4 | = | = |

Table 40

The number of school buildings in Calhoun County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 11 | 13 | 36 |
| 2. PROPOSED MODEL NUMBER | 7 | 11 | 25 |
| 3. SYR PROJECTED NUMBER | 7 | 7 | 25 |
| 4. 1 MINUS 2 | -4 | -2 | -11 |
| 5. 2 MINUS 3 | = | -4 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, two junior high school principals, and four elementary school principals. The SEV of Dowagiac Union Schools is \$178,148.090.00 with an SEV per student of \$54,814.00.

Edwardsburg Schools serve 1,787 students; of this total, 499 students are in the high school, 271 students are in the junior high school, and 1,017 students are in the two elementary schools. Edwardsburg's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Edwardsburg Schools is \$93,544,672.00 with an SEV per student of \$52,347.00.

Marcellus Community Schools serve 900 students; of this total, 428 students are in the high school-junior high school combination, and 472 students are in the one elementary school. Marcellus' administration is composed of one superintendent, one high school principal, assistant high school-junior high school principal, and one elementary school principal. The SEV of Marcellus Community Schools is \$58,780,359.00 with an SEV per student of \$65,311.00.

In the proposed model, Cass County School District would serve 7,472 students; of this total, 2,154 students would be in the two high schools, 1,882 students would be in the four junior high schools, and 3,436 students would be in the seven elementary schools. In this model, the administration would be composed of one superintendent, three assistant superintendents, two high school principals, two assistant high school

principals, four junior high school principals, and seven elementary school principals. SEV for the proposed district would be \$442,023,831.00 with an SEV per student of \$59,157.00. This model reduces the number of school buildings from the existing sixteen to thirteen and the number of administrators from the existing twenty-four to nineteen.

Five-year projections for the proposed Cass County School District indicate a student population of 6,617. SEV is projected to be \$512,426,767.00 with an SEV per student of \$77,440.00. The projected model indicates that the number of school buildings will decrease by two to eleven and school administrators will decrease by two to seventeen.

Tables 41, 42, 43 and exhibit information about the existing school district in Cass County, the proposed model for the Cass County School District, and a five-year projected model for the Cass County School District.

Charlevoix County

Charlevoix County is located in the northwestern portion of the lower peninsula and encompasses approximately 360 square miles.

At present there are five school districts (Beaver Island Community Schools, Boyne City Public School District, Boyne Falls Public School District, Charlevoix Public Schools, East Jordan Public School District) serving Charlevoix County. Beaver Island Schools serve 75 students; of this total, 75 students are in the K-12 school building. Beaver Island's administration is composed of one superintendent and one K-12 school principal. The SEV

Table 41
Included is the following information for Cass County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| CASSAPOLIS | 1,461 | 1 | 0 | 1 | 403 | 1 | 0 | 1 | 453 | 1 | 0 | 1 | 589 | 1 | \$ 115,442,210 | \$ 69,502 |
| DOWAGIAC UNION | 3,350 | 1 | 0 | 1 | 876 | 1 | 1 | 2 | 1,016 | 2 | 0 | 4 | 1,358 | 4 | \$ 175,072,500 | \$ 53,870 |
| EDWARDSBURG | 1,747 | 1 | 0 | 1 | 493 | 1 | 0 | 1 | 271 | 1 | 0 | 2 | 1,017 | 2 | \$ 93,705,386 | \$ 53,838 |
| MARCELLUS | 900 | 1 | 0 | 1 | 428 | 1 | 0 | 0 | + | 0 | 0 | 1 | 472 | 1 | \$ 55,628,100 | \$ 61,809 |
| TOTAL COUNTY | 7,558 | 4 | 0 | 4 | 2,396 | 4 | 1 | 4 | 1,740 | 4 | 0 | 8 | 3,436 | 8 | \$ 442,023,831 | \$ 59,157 |
| PROPOSED MODEL | 7,558 | 1 | 3 | 2 | 2,196 | 2 | 2 | 4 | 1,640 | 4 | 0 | 7 | 3,436 | 7 | \$ 442,023,831 | \$ 59,157 |
| 5YR PROJECTED MODEL | 6,617 | 1 | 3 | 2 | 2,036 | 2 | 2 | 2 | 1,018 | 2 | 0 | 7 | 3,563 | 7 | \$ 512,436,767 | \$ 77,440 |

LEGEND

TPPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS
 JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 42
The number of administrators in Cass County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 0 | 4 | 1 | 4 | 0 | 8 |
| 2. PROPOSED MODEL NUMBER | 1 | 3 | 2 | 2 | 4 | 0 | 7 |
| 3. 5YR PROJECTED NUMBER | 1 | 3 | 2 | 2 | 2 | 0 | 7 |
| 4. 1 MINUS 2 | -3 | +3 | -2 | +1 | = | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | -2 | = | = |

Table 43
The number of school buildings in Cass County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 4 | 8 |
| 2. PROPOSED MODEL NUMBER | 2 | 4 | 7 |
| 3. 5YR PROJECTED NUMBER | 2 | 2 | 7 |
| 4. 1 MINUS 2 | -2 | = | -1 |
| 5. 2 MINUS 3 | = | -2 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

of Beaver Island Schools is \$19,925,369.00 with an SEV per student of \$265,671.00.

Boyne City Schools serve 1,159 students; of this total, 365 students are in the high school, 261 students are in the junior high school, and 534 students are in the one elementary school. Boyne City's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Boyne City Schools is \$110,587,344.00 with an SEV per student of \$95,416.00.

Boyne Falls Schools serve 282 students; of this total, 282 students are in the K-12 school. Boyne Falls' administration is composed of one superintendent and one K-12 school principal. The SEV of Boyne Falls Schools is \$25,661,376.00 with an SEV per student of \$90,997.00.

Charlevoix Schools serve 1,400 students; of this total, 516 students are in the high school, 351 students are in the junior high school, and 533 students are in the one elementary school. Charlevoix's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, assistant junior high school principal, and one elementary school principal. The SEV of Charlevoix Schools is \$170,938,008.00 with an SEV per student of \$122,098.00.

East Jordan Schools serve 1,050 students; of this total, 450 students are in the high school-junior high school and 600 students are in the one elementary school. East Jordan's administration is composed of one superintendent, assistant superintendent, one high school-junior high

school principal, and one elementary school principal. The SEV of East Jordan Schools is \$72,545,088.00 with an SEV per student of \$69,090.00.

In the proposed model, Charlevoix County School District would serve 3,966 students; of this total, 1,381 students would be in the two high schools, 863 students would be in the two junior high schools, and 1,722 students would be in the four elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, two high school principals, two assistant high school principals, two junior high school principals, and four elementary school principals. SEV for the proposed district would be \$399,657,185.00 with an SEV per student of \$100,770.00. This model reduces the number of school buildings from the existing ten to eight and the number of administrators from the existing sixteen to twelve.

Five-year projections for the proposed Charlevoix County School District indicate a student population of 3,681. SEV is projected to be \$486,244,074.00 with an SEV per student of \$132,095.00. The projected model indicates that the number of school buildings will decrease by two to six and school administrators will decrease by three to nine.

Tables 44, 45, and 46 exhibit information about the existing school district in Charlevoix County, the proposed model for the Charlevoix County School District, and a five-year projected model for the Charlevoix County School District.

Table 44

Included is the following information for Charlevoix County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| BEAVER ISLAND | 75 | 1 | 0 | 1 | 75 | 1 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 19,925,309 | \$ 265,671 |
| BOYNE CITY | 1,159 | 1 | 0 | 1 | 364 | 1 | 0 | 1 | 261 | 1 | 0 | 1 | 531 | 1 | \$ 110,587,344 | \$ 95,416 |
| BOYNE FALLS | 282 | 1 | 0 | 1 | 282 | 1 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 25,681,376 | \$ 90,997 |
| CHARLEVOIX | 1,400 | 1 | 1 | 1 | 516 | 1 | 0 | 1 | 351 | 1 | 0 | 1 | 531 | 1 | \$ 170,938,008 | \$ 132,698 |
| EAST JORDAN | 1,059 | 1 | 0 | 1 | 450 | 1 | 0 | 0 | + | 0 | 0 | 1 | 600 | 1 | \$ 72,545,088 | \$ 69,090 |
| TOTAL COUNTY | 3,966 | 5 | 1 | 5 | 1,632 | 5 | 0 | 2 | 612 | 2 | 0 | 3 | 1,722 | 3 | \$ 399,657,185 | \$ 100,770 |
| PROPOSED MODEL | 3,966 | 1 | 1 | 2 | 1,381 | 2 | 2 | 2 | 863 | 2 | 0 | 4 | 1,222 | 4 | \$ 399,657,185 | \$ 100,770 |
| 5YR PROJECTED MODEL | 3,681 | 1 | 1 | 1 | 1,132 | 1 | 1 | 1 | 566 | 1 | 0 | 4 | 1,083 | 4 | \$ 486,244,074 | \$ 132,095 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 45
The number of administrators in Charlevoix County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 5 | 1 | 5 | 0 | 2 | 0 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 | 2 | 2 | 0 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 4 |
| 4. 1 MINUS 2 | -4 | = | -3 | +2 | = | = | +1 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -1 | = | = |

Table 46
The number of school buildings in Charlevoix County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 5 | 2 | 3 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 4 |
| 4. 1 MINUS 2 | -3 | = | +1 |
| 5. 2 MINUS 3 | -1 | -1 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Cheboygan County

Cheboygan County is located in the northeastern portion of the lower peninsula and encompasses approximately 720 square miles.

At present there are four school districts (Cheboygan Area Schools, Inland Lakes School District, Mackinaw City Public Schools, Wolverine Community School District) serving Cheboygan County. Cheboygan Schools serve 2,659 students; of this total, 957 students are in the high school, 421 students are in the junior high school, and 1,281 students are in the four elementary schools. Cheboygan's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Cheboygan Schools is \$152,731,224.00 with an SEV per student of \$57,439.00.

Inland Lakes Schools serve 800 students; of this total, 400 students are in the high school-junior high school combination and 400 students are in the one elementary school. Inland Lakes' administration is composed of one superintendent, one high school principal-junior high school principal, and one elementary school principal. The SEV of Inland Lakes Schools is \$78,341,796.00 with an SEV per student of \$97,927.00.

Mackinaw City Schools serve 202 students; of this total, 107 students are in the high school-junior high school combination and 95 students are in the one elementary school. Mackinaw City's administration is composed of one superintendent, one high school principal, and one elementary school principal. The SEV of Mackinaw City Schools is \$40,009,092.00 with an SEV per student of \$198,064.00.

Wolverine Community Schools serve 360 students; of this total, 161 students are in the high school-junior high school combination and 199 students are in the one elementary school. Wolverine's administration is composed of one superintendent and one K-12 principal. The SEV of Wolverine Schools is \$20,970,300.00 with an SEV per student of \$58,250.00.

In the proposed model, Cheboygan County School District would serve 4,021 students; of this total, 1,404 students would be in the two high schools, 642 students would be in the junior high school, and 1,975 students would be in the four elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, one junior high school principals, one assistant junior high school principal, and four elementary school principals. SEV for the proposed district would be \$292,052,412.00 with an SEV per student of \$72,631.00. This model reduces the number of school buildings from the existing twelve to seven and the number of administrators from the existing seventeen to thirteen.

Five-year projections for the proposed Cheboygan County School District indicate a student population of 4,006. SEV is projected to be \$372,741,108.00 with an SEV per student of \$93,045.00. The projected model indicates that the number of school buildings will remain at seven and school administrators will remain at thirteen.

Tables 47, 48, and 49 exhibit information about the existing school district in Cheboygan County, the proposed model for the Cheboygan

County School District, and a five-year projected model for the Cheboygan County School District.

Chippewa County

Chippewa County is located in the eastern portion of the upper peninsula and encompasses approximately 1,350 square miles.

At present there are six school districts (Sault Ste Marie Area Schools, Detour Area Schools, Pickford Public Schools, Rudyard Area Schools, Brimley Area Schools, Whitefish Schools) serving Chippewa County. Sault Ste Marie Schools serve 3,550 students; of this total, 1,202 students are in the two high schools, 552 students are in the junior high school, and 1,796 students are in the six elementary schools. Sault Ste Marie's administration is composed of one superintendent, one assistant superintendent, two high school principals, two assistant high school principals, one junior high school principal, and six elementary school principals. The SEV of Sault Ste Marie Schools is \$131,965,260.00 with an SEV per student of \$37,173.00.

Detour Area Schools serve 333 students; of this total, 333 students are in the K-12 school. Detour's administration is composed of one superintendent and one K-12 principal. The SEV of Detour Area Schools is \$43,458,730.00 with an SEV per student of \$130,506.00.

Pickford Public Schools serve 407 students; of this total, 203 students are in the high school-junior high school combination and 204 students are in the one elementary school. Pickford's administration is composed of one superintendent, one high school-junior high school principal, and one

Table 47
Included is the following information for Cheboygan County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| CHEBOYGAN | 2,659 | 1 | 1 | 1 | 957 | 1 | 1 | 1 | 421 | 1 | 0 | 4 | 1,281 | 4 | \$ 152,731,224 | \$ 57,439 |
| INLAND | 800 | 1 | 0 | 1 | 400 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 400 | 1 | \$ 78,341,796 | \$ 97,927 |
| MACKINAW | 202 | 1 | 0 | 1 | 107 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 95 | 1 | \$ 40,009,092 | \$ 198,064 |
| WOLVERINE | 360 | 1 | 0 | 1 | 161 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 199 | ← | \$ 20,970,300 | \$ 58,250 |
| TOTAL COUNTY | 4,021 | 4 | 1 | 4 | 1,625 | 4 | 1 | 1 | 421 | 1 | 0 | 7 | 1,975 | 6 | \$ 292,052,412 | \$ 72,631 |
| PROPOSED MODEL | 4,021 | 1 | 2 | 2 | 1,404 | 2 | 2 | 1 | 642 | 1 | 1 | 4 | 1,975 | 4 | \$ 292,052,412 | \$ 72,631 |
| SYR PROJECTED MODEL | 4,006 | 1 | 2 | 2 | 1,232 | 2 | 2 | 1 | 616 | 1 | 1 | 4 | 2,158 | 4 | \$ 372,741,108 | \$ 93,045 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 48

The number of administrators in Cheboygan County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 1 | 4 | 1 | 1 | 0 | 6 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 1 | 1 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 1 | 1 | 4 |
| 4. 1 MINUS 2 | -3 | +1 | -2 | +1 | = | +1 | -2 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 49

The number of school buildings in Cheboygan County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 1 | 6 |
| 2. PROPOSED MODEL NUMBER | 2 | 1 | 4 |
| 3. SYR PROJECTED NUMBER | 2 | 1 | 4 |
| 4. 1 MINUS 2 | -2 | = | -2 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

elementary school principal. The SEV of Pickford Schools is \$20,481,472.00 with an SEV per student of \$50,323.00.

Rudyard Area Schools serve 780 students; of this total, 354 students are in the high school-junior high school and 426 students are in the one elementary school. Rudyard's administration is composed of one superintendent, one high school principal-junior high school principal, and one elementary school principal. The SEV of Rudyard Schools is \$32,033,136.00 with an SEV per student of \$41,068.00.

Brimley Area Schools serve 464 students; of this total, 134 students are in the high school, 70 students are in the junior high school, and 260 students are in the one elementary school. Brimley's administration is composed of one superintendent, one high school principal-junior high school principal, and one elementary school principal. The SEV of Brimley Area Schools is \$20,386,392.00 with an SEV per student of \$43,936.00.

Whitefish Schools serve 61 students; of this total, 61 students are in the K-12 school. Whitefish's administration is composed of one superintendent. The SEV of Whitefish Schools is \$16,762,248.00 with an SEV per student of \$274,790.00.

In the proposed model, Chippewa County School District would serve 5,595 students; of this total, 1,832 students would be in the two high schools, 867 students would be in the two junior high schools, and 2,896 students would be in the six elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and six elementary school

principals. SEV for the proposed district would be \$265,087,238.00 with an SEV per student of \$47,379.00. This model reduces the number of school buildings from the existing eighteen to ten and the number of administrators from the existing twenty-five to fifteen.

Five-year projections for the proposed Chippewa County School District indicate a student population of 4,915. SEV is projected to be \$307,308,762.00 with an SEV per student of \$62,524.00. The projected model indicates that the number of school buildings will remain at ten and school administrators will remain at fifteen.

Tables 50, 51, and 52 exhibit information about the existing school district in Chippewa County, the proposed model for the Chippewa County School District, and a five-year projected model for the Chippewa County School District.

Clare County

Clare County is located in the northwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present there are three school districts (Clare Public Schools, Farwell Area Schools, Harrison Community Schools) serving Clare County. Clare Public Schools serve 1,465 students; of this total, 520 students are in the high school, 424 students are in the junior high school, and 521 students are in the one elementary school. Clare's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Clare Public Schools is \$77,122,404.00 with an SEV per student of \$52,643.00.

Table 50

Included is the following information for Chippewa County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| SAULT STE. MARIE | 3,550 | 1 | 1 | 2 | 1,202 | 2 | 2 | 1 | 532 | 1 | 0 | 6 | 1,796 | 6 | \$ 131,965,160 | \$ 31,173 |
| DETOUR | 333 | 1 | 0 | 1 | 333 | 1 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 43,458,730 | \$ 135,566 |
| PICKFORD | 407 | 1 | 0 | 1 | 203 | 1 | 0 | 0 | + | 0 | 0 | 1 | 204 | 1 | \$ 20,481,472 | \$ 50,323 |
| RUDYARD | 780 | 1 | 0 | 1 | 354 | 1 | 0 | 0 | + | 0 | 0 | 1 | 425 | 1 | \$ 32,033,136 | \$ 41,068 |
| BRUMLEY | 464 | 1 | 0 | 1 | 134 | 1 | 0 | 1 | 70 | + | 0 | 1 | 260 | 1 | \$ 20,386,392 | \$ 49,936 |
| WHITEFISH | 61 | 1 | 0 | 1 | 61 | + | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 16,762,248 | \$ 274,790 |
| TOTAL COUNTY | 5,595 | 6 | 1 | 7 | 2,077 | 6 | 2 | 2 | 632 | 1 | 0 | 9 | 2,896 | 9 | \$ 365,087,238 | \$ 47,379 |
| PROPOSED MODEL | 5,595 | 1 | 2 | 2 | 1,832 | 2 | 2 | 2 | 807 | 2 | 0 | 6 | 2,896 | 6 | \$ 365,087,238 | \$ 47,379 |
| 5YR PROJECTED MODEL | 4,915 | 1 | 2 | 2 | 1,512 | 2 | 2 | 2 | 756 | 2 | 0 | 6 | 2,647 | 6 | \$107,308,762 | \$ 62,544 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 51

The number of administrators in Chippewa County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 6 | 1 | 6 | 2 | 1 | 0 | 9 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 0 | 6 | 6 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 6 |
| 4. 1 MINUS 2 | -5 | +1 | -4 | = | -1 | +6 | -3 |
| 5. 2 MINUS 3 | = | = | = | = | +2 | -6 | = |

Table 52

The number of school buildings in Chippewa County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 7 | 1 | 9 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 6 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 6 |
| 4. 1 MINUS 2 | -5 | +1 | -3 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Farwell Area Schools serve 1,400 students; of this total, 450 students are in the high school, 400 students are in the junior high school, and 550 students are in the one elementary school. Farwell's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Farwell Area Schools is \$130,212,808.00 with an SEV per student of \$93,000.00.

Harrison Community Schools serve 1,899 students; of this total, 623 students are in the high school, 304 students are in the junior high school, and 972 students are in the three elementary schools. Harrison's administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Harrison Community Schools is \$127,004,994.00 with an SEV per student of \$66,879.00.

In the proposed model, Clare County School District would serve 4,764 students; of this total, 1,593 students would be in the two high schools, 1,128 students would be in the two junior high schools, and 2,043 students would be in the five elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, two assistant junior high school principals, and five elementary school principals. SEV for the proposed district would be \$334,340,206.00 with an SEV per student of \$70,180.00. This model reduces the number of school buildings from the

existing eleven to eight and the number of administrators from the existing seventeen to thirteen.

Five-year projections for the proposed Clare County School District indicate a student population of 4,192. SEV is projected to be \$387,591,932.00 with an SEV per student of \$92,858.00. The projected model indicates that the number of school buildings will remain at eight and school administrators will increase by one to fourteen.

Tables 53, 54, and 55 exhibit information about the existing school district in Clare County, the proposed model for the Clare County School District, and a five-year projected model for the Clare County School District.

Clinton County

Clinton County is located in the southeastern portion of the lower peninsula and encompasses approximately 576 square miles.

At present there are six school districts (Dewitt Public Schools, Fowler Public Schools, Bath Community Schools, Ovid Elsie Area Schools, Pewano Westphalia Community Schools, St. Johns Public Schools) serving Clinton County. Dewitt Public Schools serve 1,733 students; of this total, 587 students are in the high school, 433 students are in the junior high school, 713 and students are in the two elementary schools. Dewitt's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school

Table 53

Included is the following information for Clare County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| CLARE | 1,465 | 1 | 1 | 1 | 520 | 1 | 1 | 1 | 424 | 1 | 0 | 1 | 521 | 1 | \$ 77,122,404 | \$ 52,643 |
| FARWELL | 1,400 | 1 | 0 | 1 | 450 | 1 | 0 | 1 | 400 | 1 | 0 | 1 | 550 | 1 | \$ 130,212,808 | \$ 93,000 |
| HARRISON | 1,899 | 1 | 0 | 1 | 623 | 1 | 1 | 1 | 304 | 1 | 0 | 3 | 972 | 3 | \$ 127,004,994 | \$ 66,879 |
| TOTAL COUNTY | 4,764 | 3 | 1 | 3 | 1,593 | 3 | 2 | 3 | 1,128 | 3 | 0 | 5 | 2,043 | 5 | \$ 334,340,206 | \$ 70,180 |
| PROPOSED MODEL | 4,764 | 1 | 2 | 2 | 1,593 | 2 | 2 | 2 | 1,128 | 2 | 0 | 4 | 2,043 | 4 | \$ 334,340,206 | \$ 70,180 |
| 5YR PROJECTED MODEL | 4,192 | 1 | 2 | 2 | 1,288 | 2 | 2 | 1 | 644 | 1 | 1 | 5 | 2,354 | 5 | \$ 387,591,932 | \$ 92,858 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 54

The number of administrators in Clare County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 1 | 3 | 2 | 3 | 0 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 1 | 1 | 5 |
| 4. 1 MINUS 2 | -2 | +1 | -1 | = | -1 | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | -1 | +1 | +1 |

Table 55

The number of school buildings in Clare County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 3 | 5 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 4 |
| 3. SYR PROJECTED NUMBER | 2 | 1 | 5 |
| 4. 1 MINUS 2 | -1 | -1 | -1 |
| 5. 2 MINUS 3 | = | -1 | +1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

principals. The SEV of Dewitt Public Schools is \$72,559,440.00 with an SEV per student of \$41,869.00.

Fowler Public Schools serve 653 students; of this total, 255 students are in the high school, 127 students are in the junior high school, and 271 students are in the elementary school. Fowler's administration is composed of one superintendent, one high school principal, and one K-8 principal. The SEV of Fowler Public Schools is \$32,561,078.00 with an SEV per student of \$49,863.00.

Bath Community Schools serve 1,001 students; of this total, 308 students are in the high school, 154 students are in the junior high school, and 539 students are in the one elementary school. Bath's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Bath Community Schools is \$44,456,116.00 with an SEV per student of \$44,411.00.

Ovid Elsie Area Schools serve 1,980 students; of this total, 660 students are in the high school, 330 students are in the two junior high schools, and 990 students are in the three elementary schools. Ovid Elsie's administration is composed of one superintendent, one high school principal, one assistant high school principal, two junior high school principals, and three elementary school principals. The SEV of Ovid Elsie Area Schools is \$101,120,760.00 with an SEV per student of \$51,070.00.

Pewano Westphalia Community Schools serve 732 students; of this total, 527 students are in the high school-junior high school combination and 205 students are in the one elementary school. Pewano Westphalia's

administration is composed of one superintendent, one high school -junior high school principal, one assistant principal, and one elementary school principal. The SEV of Pewano Westphalia Community Schools is \$48,163,888.00 with an SEV per student of \$65,797.00.

St. Johns Public Schools serve 3,650 students; of this total, 1,375 students are in the two high schools, 810 students are in the junior high school, and 1,465 students are in the seven elementary schools. St. Johns' administration is composed of one superintendent, three assistant superintendents, two high school principals, two assistant high school principals, one junior high school principal, and four elementary school principals. The SEV of St. Johns Public Schools is \$198,833,670.00 with an SEV per student of \$54,474.00.

In the proposed model, Clinton County School District would serve 9,749 students; of this total, 3,537 students would be in the three high schools, 2,029 students would be in the four junior high schools, and 4,183 students would be in the eight elementary schools. In this model, the administration would be composed of one superintendent, three assistant superintendents, three high school principals, three assistant high school principals, four junior high school principals, and eight elementary school principals. SEV for the proposed district would be \$497,694,952.00 with an SEV per student of \$51,050.00. This model reduces the number of school buildings from the existing 25 to 16 and the number of administrators from the existing 38 to 24.

Five-year projections for the proposed Clinton County School District indicate a student population of 8,744. SEV is projected to be

\$576,964,854.00 with an SEV per student of \$65,984.00. The projected model indicates that the number of school buildings will remain at 16 and school administrators will decrease by 1 to 23.

Tables 56, 57, and 58 exhibit information about the existing school district in Clinton County, the proposed model for the Clinton County School District, and a five-year projected model for the Clinton County School District.

Crawford County

Crawford County is located in the northeastern portion of the lower peninsula and encompasses approximately 576 square miles.

At present there is one school district (Crawford-Ausable Schools) serving Crawford County. Crawford-Ausable Schools serve 1,818 students; of this total, 588 students are in the high school, 432 students are in the junior high school, and 798 students are in the two elementary schools. Crawford-Ausable's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Crawford-Ausable Schools is \$163,920,120.00 with an SEV per student of \$90,165.00.

The proposed model would be exactly the same as the existing school district with one exception; one assistant principal would be added to the high school administration.

Five-year projections for the proposed Crawford County School District indicate a student population of 1,727. SEV is projected to be

Table 56

Included is the following information for Clinton County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| DEWITT | 1,733 | 1 | 1 | 1 | 587 | 1 | 1 | 1 | 433 | 1 | 0 | 2 | 713 | 1 | \$ 72,559,440 | \$ 41,889 |
| FOWLER | 653 | 1 | 0 | 1 | 255 | 1 | 0 | 1 | 127 | 1 | 0 | 1 | 217 | + | \$ 32,551,078 | \$ 49,863 |
| BATH | 1,001 | 1 | 0 | 1 | 308 | 1 | 0 | 1 | 154 | 1 | 0 | 1 | 539 | 1 | \$ 46,456,116 | \$ 44,411 |
| OVID | 1,360 | 1 | 0 | 1 | 660 | 1 | 1 | 2 | 310 | 2 | 0 | 3 | 990 | 3 | \$ 101,120,760 | \$ 51,071 |
| PEWANO-WEST | 732 | 1 | 0 | 1 | 527 | 1 | 1 | 0 | + | 0 | 0 | 1 | 205 | 1 | \$ 48,163,888 | \$ 65,797 |
| ST. JOINS | 3,650 | 1 | 3 | 2 | 1,315 | 2 | 2 | 1 | 810 | 1 | 0 | 7 | 1,465 | 4 | \$ 198,833,070 | \$ 54,474 |
| TOTAL COUNTY | 9,749 | 6 | 4 | 7 | 3,712 | 7 | 5 | 6 | 1,854 | 6 | 0 | 15 | 4,183 | 10 | \$ 497,694,562 | \$ 51,050 |
| PROPOSED MODEL | 9,749 | 1 | 3 | 4 | 3,537 | 4 | 4 | 4 | 2,039 | 4 | 0 | 8 | 4,183 | 8 | \$ 497,694,562 | \$ 51,050 |
| 5YR PROJECTED MODEL | 8,744 | 1 | 3 | 3 | 2,688 | 3 | 3 | 3 | 1,344 | 3 | 0 | 10 | 4,712 | 10 | \$ 576,964,854 | \$ 65,983 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 57

The number of administrators in Clinton County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 6 | 4 | 7 | 5 | 6 | 0 | 10 |
| 2. PROPOSED MODEL NUMBER | 1 | 3 | 4 | 4 | 4 | 0 | 8 |
| 3. SYR PROJECTED NUMBER | 1 | 3 | 3 | 3 | 3 | 0 | 10 |
| 4. 1 MINUS 2 | -5 | -1 | -3 | -1 | -2 | = | -2 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -1 | = | +2 |

Table 58

The number of school buildings in Clinton County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 7 | 6 | 14 |
| 2. PROPOSED MODEL NUMBER | 4 | 4 | 8 |
| 3. SYR PROJECTED NUMBER | 3 | 3 | 10 |
| 4. 1 MINUS 2 | -3 | -2 | -6 |
| 5. 2 MINUS 3 | -1 | -1 | +2 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

\$199,433,889.00 with an SEV per student of \$115,748.00. The projected model indicates that the number of school buildings will remain the same and school administrators will remain the same.

Tables 59, 60, and 61 exhibit information about the existing school district in Crawford County, the proposed model for the Crawford County School District, and a five-year projected model for the Crawford County School District.

Delta County

Delta County is located in the middle portion of the upper peninsula and encompasses approximately 1,021 square miles.

At present there are six school districts (Escanaba Area Public Schools, Gladstone Area Schools, Rapid River Public Schools, Big Bay De Noc School District, Bark River Harris School District, Mid Peninsula School District.) serving Delta County. Escanaba Schools serve 3,970 students; of this total, 1,310 students are in the high school, 625 students are in the junior high school, and 2,035 students are in the nine elementary schools. Escanaba's administration is composed of one superintendent, two assistant superintendents, one high school principal, three assistant high school principals, one junior high school principal, and five elementary school principals. The SEV of Escanaba Schools is \$204,197,880.00 with an SEV per student of \$51,435.00.

Gladstone Area Schools serve 2,046 students; of this total, 616 students are in the high school, 268 students are in the junior high school, and 1,162 students are in the three elementary schools. Gladstone's

Table 59
Included is the following information for Crawford County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHAP | EL | ELPOP | ELP | SEV | SEVST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|------|----|-------|-----|-----|----------------|
| CRAWFORD-AUSABLE | 1,816 | 1 | 1 | 1 | 588 | 1 | 0 | 1 | 432 | 1 | 0 | 2 | 798 | 2 | \$ 163,920,120 |
| TOTAL COUNTY | 1,818 | 1 | 1 | 1 | 588 | 1 | 0 | 1 | 432 | 1 | 0 | 2 | 798 | 2 | \$ 163,920,120 |
| PROPOSED MODEL | 1,818 | 1 | 1 | 1 | 588 | 1 | 1 | 1 | 432 | 1 | 0 | 2 | 798 | 2 | \$ 163,920,120 |
| 5YR PROJECTED MODEL | 1,727 | 1 | 1 | 1 | 518 | 1 | 1 | 1 | 264 | 1 | 0 | 2 | 924 | 2 | \$ 199,433,889 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEVST = STATE EQUALIZED VALUATION PER STUDENT

Table 60

The number of administrators in Crawford County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 1 | 1 | 1 | 0 | 1 | 0 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 4. 1 MINUS 2 | = | = | = | +1 | = | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 61

The number of school buildings in Crawford County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 1 | 1 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 2 |
| 4. 1 MINUS 2 | = | = | = |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Gladstone Area Schools is \$62,821,460.00 with an SEV per student of \$30,704.00.

Rapid River Public Schools serve 610 students; of this total, 302 students are in the high school-junior high school combination and 308 students are in the one elementary school. Rapid River's administration is composed of one superintendent, one high school principal-junior high school principal and one elementary school principal. The SEV of Rapid River Public Schools is \$34,247,367.00 with an SEV per student of \$56,143.00.

Big Bay De Noc Schools serve 405 students; of this total, 405 students are in the K-12 school. Big Bay De Noc's administration is composed of one superintendent and one K-12 principal. The SEV of Big Bay De Noc Schools is \$33,542,644.00 with an SEV per student of \$82,821.00.

Bark River Harris Schools serve 660 students; of this total, 310 students are in the high school-junior high school combination and 350 students are in the one elementary school. Bark River's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Bark River Harris Schools is \$21,744,729.00 with an SEV per student of \$32,946.00.

Mid Peninsula Schools serve 455 students; of this total, 210 students are in the high school-junior high school combination and 245 students are in the one elementary school. Mid Peninsula's administration is composed

of one superintendent, one high school principal-junior high school principal, and one elementary school principal. The SEV of Mid Peninsula Schools is \$20,779,825.00 with an SEV per student of \$45,669.00.

In the proposed model, Delta County School District would serve 8,146 students; of this total, 2,601 students would be in the three high schools, 1,228 students would be in the two junior high schools, and 4,317 students would be in the nine elementary schools. In this model, the administration would be composed of one superintendent, three assistant superintendents, three high school principals, three assistant high school principals, three junior high school principals, and nine elementary school principals. SEV for the proposed district would be \$377,333,905.00 with an SEV per student of \$46,321.00. This model reduces the number of school buildings from the existing twenty-three to fifteen and the number of administrators from the existing thirty-two to twenty-two.

Five-year projections for the proposed Delta County School District indicate a student population of 7,186. SEV is projected to be \$416,607,120.00 with an SEV per student of \$57,974.00. The projected model indicates that the number of school buildings will decrease by two to thirteen and school administrators will decrease by two to twenty.

Tables 62, 63, and 64 exhibit information about the existing school district in Delta County, the proposed model for the Delta County School District, and a five-year projected model for the Delta County School District.

Table 62
Included is the following information for Delta County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|------|----|-------|-------|------|----|-------|-------|-----|--------------------------|
| ESCANABA | 3,970 | 1 | 2 | 1 | 1,310 | 1 | 3 | 1 | 425 | 1 | 0 | 9 | 2,035 | \$ | \$ 204,197,860 \$ 51,435 |
| GLADSTONE | 2,045 | 1 | 1 | 1 | 616 | 1 | 1 | 268 | 1 | 0 | 3 | 1,162 | 3 | \$ | \$ 62,831,460 \$ 30,704 |
| RAPID RIVER | 610 | 1 | 0 | 1 | 302 | 1 | 0 | 0 | 0 | 0 | 1 | 308 | 1 | \$ | \$ 34,247,367 \$ 56,143 |
| BIG BAY DE NOC | 405 | 1 | 0 | 1 | 405 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | \$ | \$ 33,542,644 \$ 82,821 |
| BARK RIVER | 660 | 1 | 0 | 1 | 310 | 1 | 0 | 0 | 0 | 0 | 1 | 350 | 1 | \$ | \$ 21,744,729 \$ 32,946 |
| MID PENINSULA | 455 | 1 | 0 | 1 | 210 | 1 | 0 | 0 | 0 | 0 | 1 | 245 | 1 | \$ | \$ 20,779,835 \$ 45,669 |
| TOTAL COUNTY | 8,146 | 6 | 3 | 6 | 2,266 | 6 | 4 | 2 | 893 | 2 | 0 | 15 | 4,317 | \$ | \$ 377,333,005 \$ 46,321 |
| PROPOSED MODEL | 8,146 | 1 | 3 | 3 | 2,601 | 3 | 3 | 3 | 1,228 | 3 | 0 | 9 | 4,317 | \$ | \$ 377,333,005 \$ 46,321 |
| 5YR PROJECTED MODEL | 7,186 | 1 | 3 | 3 | 2,208 | 3 | 3 | 2 | 1,104 | 2 | 0 | 8 | 3,874 | \$ | \$ 416,607,120 \$ 57,974 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 63

The number of administrators in Delta County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 6 | 3 | 6 | 4 | 2 | 0 | 11 |
| 2. PROPOSED MODEL NUMBER | 1 | 3 | 3 | 3 | 3 | 0 | 9 |
| 3. SYR PROJECTED NUMBER | 1 | 3 | 3 | 3 | 2 | 0 | 8 |
| 4. 1 MINUS 2 | -5 | = | -3 | -1 | +1 | = | -2 |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | -1 |

Table 64

The number of school buildings in Delta County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 6 | 2 | 15 |
| 2. PROPOSED MODEL NUMBER | 3 | 3 | 9 |
| 3. SYR PROJECTED NUMBER | 3 | 2 | 8 |
| 4. 1 MINUS 2 | -3 | +1 | -6 |
| 5. 2 MINUS 3 | = | -1 | -1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Dickinson County

Dickinson County is located in the middle portion of the upper peninsula and encompasses approximately 704 square miles.

At present there are four school districts (Iron Mountain City School District, Norway Vulcan Area Schools, Breitung Township School District, North Dickinson County School District) serving Dickinson County. Iron Mountain City Schools serve 1,250 students; of this total, 450 students are in the high school, 151 students are in the junior high school, and 649 students are in the two elementary schools. Iron Mountain's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Iron Mountain City Schools is \$77,195,664.00 with an SEV per student of \$61,756.00.

Norway Vulcan Area Schools serve 810 students; of this total, 320 students are in the high school, 235 students are in the junior high school, and 255 students are in the one elementary school. Norway Vulcan's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Norway Vulcan Area Schools is \$54,349,148.00 with an SEV per student of \$67,097.00.

Breitung Township Schools serve 1,928 students; of this total, 611 students are in the high school, 316 students are in the junior high school, and 1,001 students are in the four elementary schools. Breitung's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school

principal, one junior high school principal, and two elementary school principals. The SEV of Breitung Township Schools is \$114,366,780.00 with an SEV per student of \$59,318.00.

North Dickinson County Schools serve 516 students; of this total, 516 students are in the K-12 school. North Dickinson's administration is composed of one superintendent and one K-12 school principal. The SEV of North Dickinson Schools is \$30,364,092.00 with an SEV per student of \$58,845.00.

In the proposed model, Dickinson County School District would serve 4,504 students; of this total, 1,546 students would be in the two high schools, 780 students would be in the two junior high schools, and 2,178 students would be in the five elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and five elementary school principals. SEV for the proposed district would be \$276,275,684.00 with an SEV per student of \$61,340.00. This model reduces the number of school buildings from the existing fourteen to nine and the number of administrators from the existing nineteen to fourteen.

Five-year projections for the proposed Dickinson County School District indicate a student population of 3,999. SEV is projected to be \$336,131,612.00 with an SEV per student of \$84,054.00. The projected model indicates that the number of school buildings will decrease by one to eight and school administrators will remain at fourteen.

Tables 65, 66, and 67 exhibit information about the existing school district in Dickinson County, the proposed model for the Dickinson County School District, and a five-year projected model for the Dickinson County School District.

Eaton County

Eaton County is located in the southwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present there are seven school districts (Bellevue Community School District, Charlotte Public Schools, Eaton Rapids Public Schools, Grand Ledge Public Schools, Maple Valley School District, Olivet Community Schools, Pottersville Public Schools.) serving Eaton County. Bellevue Community Schools serve 1,092 students; of this total, 336 students are in the high school, 168 students are in the junior high school, and 588 students are in the one elementary school. Bellevue's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Bellevue Community Schools is \$41,174,168.00 with an SEV per student of \$40,013.00.

Charlotte Public Schools serve 3,448 students; of this total, 1,149 students are in the high school, 855 students are in the junior high school, and 1,444 students are in the four elementary schools. Charlotte's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, junior high school principal, and four elementary school

Table 65

Included is the following information for Dickinson County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HIS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|-----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| IRON MOUNTAIN | 1,250 | 1 | 1 | 1 | 450 | 1 | 0 | 1 | 151 | 1 | 0 | 2 | 649 | 2 | \$ 77,195,664 | \$ 61,756 |
| NORWAY VULCAN | 810 | 1 | 0 | 1 | 320 | 1 | 0 | 1 | 235 | 1 | 0 | 1 | 255 | 1 | \$ 54,349,148 | \$ 67,097 |
| BREITUNG | 1,928 | 1 | 1 | 1 | 611 | 1 | 1 | 1 | 316 | 1 | 0 | 4 | 1,001 | 2 | \$ 114,366,780 | \$ 59,318 |
| NORTH DICKINSON | 516 | 1 | 0 | 1 | 516 | 1 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 30,864,092 | \$ 58,845 |
| TOTAL COUNTY | 4,504 | 4 | 2 | 4 | 1,468 | 4 | 1 | 3 | 702 | 3 | 0 | 7 | 1,995 | 5 | \$ 276,275,684 | \$ 61,340 |
| PROPOSED MODEL | 4,504 | 1 | 2 | 2 | 1,546 | 2 | 2 | 2 | 780 | 2 | 0 | 4 | 2,178 | 4 | \$ 276,275,684 | \$ 61,340 |
| 5YR PROJECTED MODEL | 3,999 | 1 | 2 | 2 | 1,228 | 2 | 2 | 1 | 614 | 1 | 1 | 4 | 2,157 | 4 | \$ 336,131,612 | \$ 84,053 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 66

The number of administrators in Dickinson County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 2 | 4 | 1 | 3 | 0 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 5 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 1 | 1 | 5 |
| 4. 1 MINUS 2 | -3 | = | -2 | +1 | -1 | = | = |
| 5. 2 MINUS 3 | = | = | = | = | -1 | +1 | = |

Table 67

The number of school buildings in Dickinson County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 3 | 7 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 5 |
| 3. SYR PROJECTED NUMBER | 2 | 1 | 5 |
| 4. 1 MINUS 2 | -2 | -1 | -2 |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

principals. The SEV of Charlotte Public Schools is \$162,592,030.00 with an SEV per student of \$47,155.00.

Eaton Rapids Public Schools serve 2,825 students; of this total, 950 students are in the high school, 700 students are in the junior high school, and 1,175 students are in the three elementary schools. Eaton Rapids' administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Eaton Rapids Public Schools is \$128,723,518.00 with an SEV per student of \$45,565.00.

Grand Ledge Public Schools serve 4,693 students; of this total, 1,444 students are in the high school, 722 students are in the two junior high schools, and 2,527 students are in the five elementary schools. Grand Ledge's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant principals, two junior high school principals, and five elementary school principals. The SEV of Grand Ledge Public Schools is \$296,728,344.00 with an SEV per student of \$63,227.00.

Maple Valley Schools serve 1,650 students; of this total, 735 students are in the high school-junior high school combination and 915 students are in the three elementary schools. Maple Valley's administration is composed of one superintendent, one high school-junior high school principal, one assistant principal, and two elementary school principals. The SEV of Maple Valley Schools is \$60,501,610.00 with an SEV per student of \$36,667.00.

Olivet Community Schools serve 1,110 students; of this total, 325 students are in the high school, 200 students are in the junior high school, and 575 students are in the one elementary school. Olivet's administration is composed of one superintendent, one high school principal, and one K-8 principal. The SEV of Olivet Community Schools is \$59,745,280.00 with an SEV per student of \$54,313.00.

Pottersville Public Schools serve 798 students; of this total, 358 students are in the high school-junior high school combination and 440 students are in the one elementary school. administration is composed of one superintendent, one high school principal, assistant high school-junior high school principal and one elementary school principal. The SEV of Pottersville Public Schools is \$28,735,875.00 with an SEV per student of \$36,009.00.

In the proposed model, Eaton County School District would serve 15,606 students; of this total, 4,933 students would be in the five high schools, 3,009 students would be in the five junior high schools, and 7,664 students would be in the sixteen elementary schools. In this model, the administration would be composed of one superintendent, five assistant superintendents, five high school principals, five assistant high school principals, six junior high school principals, and sixteen elementary school principals. SEV for the proposed district would be \$778,200,825.00 with an SEV per student of \$49,865.00. This model reduces the number of school buildings from the existing thirty-one to twenty-seven and the number of administrators from the existing forty-six to thirty-eight.

Five-year projections for the proposed Eaton County School District indicate a student population of 13,636. SEV is projected to be \$859,196,591.00 with an SEV per student of \$63,009.00. The projected model indicates that the number of school buildings will decrease by four to twenty-three and school administrators will decrease by five to thirty-three.

Tables 68, 69, and 70 exhibit information about the existing school district in Eaton County, the proposed model for the Eaton County School District, and a five-year projected model for the Eaton County School District.

Emmet County

Emmet County is located in the northwestern portion of the lower peninsula and encompasses approximately 420 square miles.

At present there are four school districts (Harbor Springs School District, Littlefield Public School District, Pellston Public School District, Public Schools of Petoskey) serving Emmet County. Harbor Springs Schools serve 824 students; of this total, 265 students are in the high school, 233 students are in the junior high school, and 326 students are in the one elementary school. Harbor Springs' administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Harbor Springs Schools is \$158,621,229.00 with an SEV per student of \$192,501.00.

Littlefield Public Schools serve 471 students; of this total, 138 students are in the high school, 82 students are in the junior high school, and 251

Table 68

Included is the following information for Eaton County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | A-SUPT | IIS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SELV | SELV ST |
|---------------------|--------|------|--------|-----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| BELLEVUE | 1,092 | 1 | 0 | 1 | 316 | 1 | 0 | 1 | 168 | 1 | 0 | 1 | 588 | 1 | \$ 41,174,168 | \$ 40,013 |
| CHARLOTTE | 3,448 | 1 | 1 | 1 | 1,149 | 1 | 1 | 1 | 855 | 1 | 0 | 4 | 1,484 | 4 | \$ 182,592,030 | \$ 47,155 |
| EATON RAPIDS | 2,875 | 1 | 1 | 1 | 950 | 1 | 1 | 1 | 700 | 1 | 0 | 3 | 1,175 | 3 | \$ 128,721,518 | \$ 45,565 |
| GRAND LEDGE | 4,693 | 1 | 2 | 1 | 1,444 | 1 | 2 | 2 | 722 | 2 | 0 | 5 | 2,537 | 5 | \$ 296,728,344 | \$ 63,227 |
| MAPLE VALLEY | 1,650 | 1 | 0 | 1 | 735 | 1 | 1 | 0 | + | 0 | 0 | 3 | 915 | 2 | \$ 60,501,610 | \$ 36,667 |
| OLIVET | 1,100 | 1 | 0 | 1 | 325 | 1 | 0 | 1 | 200 | 1 | 0 | 1 | 515 | + | \$ 59,745,280 | \$ 54,313 |
| POTTERVILLE | 798 | 1 | 0 | 1 | 358 | 1 | 0 | 0 | + | 0 | 0 | 1 | 440 | 1 | \$ 28,735,875 | \$36,009 |
| TOTAL COUNTY | 15,606 | 7 | 4 | 7 | 4,559 | 7 | 5 | 6 | 2,645 | 6 | 0 | 18 | 7,664 | 16 | \$ 778,200,825 | \$49,865 |
| PROPOSED MODEL | 15,606 | 1 | 5 | 5 | 4,933 | 5 | 5 | 6 | 3,009 | 6 | 0 | 16 | 7,664 | 16 | \$ 778,200,825 | \$ 49,865 |
| SVR PROJECTED MODEL | 13,636 | 1 | 5 | 4 | 4,192 | 4 | 4 | 4 | 2,096 | 4 | 0 | 15 | 7,348 | 15 | \$ 659,186,591 | \$ 63,009 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SELV = STATE EQUALIZED VALUATION
 SELV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 69
The number of administrators in Eaton County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 7 | 4 | 7 | 5 | 6 | 0 | 16 |
| 2. PROPOSED MODEL NUMBER | 1 | 5 | 5 | 5 | 6 | 0 | 16 |
| 3. SYR PROJECTED NUMBER | 1 | 5 | 4 | 4 | 4 | 0 | 15 |
| 4. 1 MINUS 2 | -6 | +1 | -2 | = | = | = | = |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -2 | = | -1 |

Table 70
The number of school buildings in Eaton County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 7 | 6 | 18 |
| 2. PROPOSED MODEL NUMBER | 5 | 6 | 16 |
| 3. SYR PROJECTED NUMBER | 4 | 4 | 15 |
| 4. 1 MINUS 2 | -2 | = | -2 |
| 5. 2 MINUS 3 | -1 | -2 | -1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

students are in the one elementary school. Littlefield's administration is composed of one superintendent, one high school principal-junior high school principal, and one elementary school principal. The SEV of Littlefield Public Schools is \$25,538,361.00 with an SEV per student of \$54,221.00.

Pellston Public Schools serve 705 students; of this total, 280 students are in the high school-junior high school combination and 425 students are in the one elementary school. Pellston's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Pellston Public Schools is \$62,216,592.00 with an SEV per student of \$88,250.00.

Petoskey Public Schools serve 2,231 students; of this total, 831 students are in the high school, 532 students are in the junior high school, and 868 students are in the three elementary schools. Petoskey's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Petoskey Public Schools is \$222,851,300.00 with an SEV per student of \$99,888.00.

In the proposed model, Emmet County School District would serve 4,231 students; of this total, 1,421 students would be in the two high schools, 940 students would be in the two junior high schools, and 1,870 students would be in the four elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school

principals, two junior high school principals, and four elementary school principals. SEV for the proposed district would be \$469,227,483.00 with an SEV per student of \$110,902.00. This model reduces the number of school buildings from the existing thirteen to eight and the number of administrators from the existing seventeen to thirteen.

Five-year projections for the proposed Emmet County School District indicate a student population of 3,892. SEV is projected to be \$570,886,979.00 with an SEV per student of \$147,097.00. The projected model indicates that the number of school buildings will decrease by two to six and school administrators will decrease by three to ten.

Tables 71, 72, and 73 exhibit information about the existing school district in Emmet County, the proposed model for the Emmet County School District, and a five-year projected model for the Emmet County School District.

Genesee County

Genesee County is located in the southeastern portion of the lower peninsula and encompasses approximately 648 square miles.

At present there are twenty-one school districts (Flint City School District, Grand Blanc Community Schools, Mt. Morris Consolidated Schools, Goodrich Area Schools, Bendle Public Schools, Genesee School District, Carman-Ainsworth Schools, Fenton Area Public Schools, Kearsley Community Schools, Flushing Community Schools, Atherton Community School District, Davison Community Schools, Clio Area School District, Swartz Creek Community Schools, Lake Fenton Schools, Westwood Heights

Table 71
Included is the following information for Emmet County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| HARBOR SPRINGS | 824 | 1 | 0 | 1 | 265 | 1 | 0 | 1 | 233 | 1 | 0 | 1 | 326 | 1 | \$ 158,621,329 | \$ 192,501 |
| LITTLEFIELD | 471 | 1 | 0 | 1 | 138 | 1 | 0 | 1 | 82 | ← | 0 | 1 | 251 | 1 | \$ 25,538,362 | \$ 54,221 |
| PELLSTON | 705 | 1 | 0 | 1 | 280 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 425 | 1 | \$ 62,216,592 | \$ 88,250 |
| PETOSKEY | 2,231 | 1 | 1 | 1 | 831 | 1 | 1 | 1 | 532 | 1 | 0 | 3 | 868 | 2 | \$ 222,851,300 | \$ 99,888 |
| TOTAL COUNTY | 4,231 | 4 | 1 | 4 | 1,328 | 4 | 1 | 3 | 847 | 2 | 0 | 6 | 1,870 | 5 | \$ 469,227,483 | \$ 110,902 |
| PROPOSED MODEL | 4,231 | 1 | 2 | 2 | 1,421 | 2 | 2 | 2 | 940 | 2 | 0 | 4 | 1,870 | 4 | \$ 469,227,483 | \$ 110,902 |
| SYR PROJECTED MODEL | 3,892 | 1 | 1 | 1 | 1,196 | 1 | 1 | 1 | 598 | 1 | 0 | 4 | 2,093 | 4 | \$ 570,886,979 | \$ 146,681 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 72

The number of administrators in Emmet County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 1 | 4 | 1 | 2 | 0 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 1 | 1 | 1 | 0 | 4 |
| 4. 1 MINUS 2 | -3 | +1 | -2 | +1 | = | = | -1 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -1 | = | = |

Table 73

The number of school buildings in Emmet County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 2 | 6 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 4 |
| 4. 1 MINUS 2 | -2 | = | -2 |
| 5. 2 MINUS 3 | -1 | -1 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

School District, Bentley Community School District, Beecher Community School District, Linden Community School District, Montrose Community Schools, Lakeville Community Schools) serving Genesee County. Flint City Schools serve 30,572 students; of this total, 9,764 students are in the seven high schools, 4,513 students are in the six junior high schools, and 16,295 students are in the thirty-nine elementary schools. Flint's administration is composed of one superintendent, seven assistant superintendents, seven high school principals, nineteen assistant high school principals, six junior high school principals, six assistant junior high school principals, and thirty-nine elementary school principals. The SEV of Flint City Schools is \$1,323,531,320.00 with an SEV per student of \$39,698.00.

Grand Blanc Schools serve 5,660 students; of this total, 2,087 students are in the high school, 1,427 students are in the junior high school, and 2,146 students are in the four elementary schools. Grand Blanc's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, one junior high school principal, two assistant junior high school principals, and four elementary school principals. The SEV of Grand Blanc Schools is \$428,302,980.00 with an SEV per student of \$76,510.00.

Mt. Morris Consolidated Schools serve 3,106 students; of this total, 905 students are in the high school, 504 students are in the junior high school, and 1,697 students are in the four elementary schools. Mt. Morris' administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school

principals. The SEV of Mt. Morris Consolidated Schools is \$109,457,130.00 with an SEV per student of \$32,146.00.

Goodrich Area Schools serve 1,530 students; of this total, 570 students are in the high school, 480 students are in the junior high school, and 480 students are in the one elementary school. Goodrich's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Goodrich Area Schools is \$81,113,480.00 with an SEV per student of \$53,896.00.

Bendle Public Schools serve 1,765 students; of this total, 365 students are in the high school, 375 students are in the junior high school, and 1,025 students are in the four elementary schools. Bendle's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and elementary two school principals. The SEV of Bendle Public Schools is \$49,834,045.00 with an SEV per student of \$26,023.00.

Genesee Schools serve 830 students; of this total, 260 students are in the high school, 160 students are in the junior high school, and 410 students are in the one elementary school. Genesee's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Genesee Schools is \$21,666,490.00 with an SEV per student of \$25,855.00.

Carmen-Ainsworth Schools serve 5,669 students; of this total, 1,995 students are in the two high schools, 1,317 students are in the three junior high schools, and 2,357 students are in the six elementary schools.

Carmen-Ainsworth's administration is composed of one superintendent, three assistant superintendent, two high school principal, two assistant high school principals, three junior high school principals, and six elementary school principals. The SEV of Carmen-Ainsworth Schools is \$533,665,830.00 with an SEV per student of \$98,281.00.

Fenton Area Schools serve 1,488 students; of this total, 543 students are in the high school, 505 students are in the junior high school, and 440 students are in the one elementary school. Fenton's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Fenton Area Schools is \$158,128,776.00 with an SEV per student of \$56,394.00.

Kearsley Community Schools serve 3,298 students; of this total, 1,231 students are in the high school, 824 students are in the junior high school, and 1,243 students are in the three elementary schools. Kearsley's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, and three elementary school principals. The SEV of Kearsley Community Schools is \$156,192,104.00 with an SEV per student of \$44,222.00.

Flushing Community Schools serve 3,985 students; of this total, 1,150 students are in the high school, 730 students are in the junior high school, and 2,105 students are in the four elementary schools. Flushing's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school

principals, one junior high school principal, and four elementary school principals. The SEV of Flushing Community Schools is \$235,218,816.00 with an SEV per student of \$58,338.00.

Atherton Community Schools serve 1,183 students; of this total, 415 students are in the high school, 365 students are in the junior high school, and 403 students are in the one elementary school. Atherton's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Atherton Community Schools is \$84,886,977.00 with an SEV per student of \$74,397.00.

Davison Community Schools serve 4,867 students; of this total, 1,709 students are in the high school, 780 students are in the junior high school, and 2,378 students are in the five elementary schools. Davison's administration is composed of one superintendent, two assistant superintendents, one high school principal, four assistant high school principals, one junior high school principal, and four elementary school principals. The SEV of Davison Community Schools is \$208,778,544.00 with an SEV per student of \$43,641.00.

Clio Area Schools serve 4,607 students; of this total, 1,477 students are in the high school, 1,460 students are in the junior high school, and 1,670 students are in the three elementary schools. Clio's administration is composed of one superintendent, two assistant superintendents, one high school principal, four assistant high school principals, one junior high school principal, two assistant junior high school principals, and three

elementary school principals. The SEV of Clio Area Schools is \$175,021,572.00 with an SEV per student of \$38,156.00.

Swartz Creek Community Schools serve 4,787 students; of this total, 1,276 students are in the high school, 1,538 students are in the two junior high schools, and 1,973 students are in the five elementary schools. Swartz Creek's administration is composed of one superintendent, two assistant superintendents, one high school principal, three assistant high school principals, two junior high school principals, two assistant junior high school principals, and five elementary school principals. The SEV of Swartz Creek Community Schools is \$306,845,511.00 with an SEV per student of \$64,749.00.

Lake Fenton Schools serve 1,488 students; of this total, 543 students are in the high school, 505 students are in the junior high school, and 490 students are in the one elementary school. Lake Fenton's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Lake Fenton Schools is \$104,316,162.00 with an SEV per student of \$71,157.00.

Westwood Heights Schools serve 1,307 students; of this total, 45 students are in the high school, 216 students are in the junior high school, and 676 students are in the two elementary schools. Westwood Heights' administration is composed of one superintendent, one assistant superintendent, one high school principal-junior high school principal, one assistant principal and one elementary school principal. The SEV of

Westwood Heights Schools is \$80,345,964.00 with an SEV per student of \$66,788.00.

Bentley Community Schools serve 1,310 students; of this total, 480 students are in the high school, 400 students are in the junior high school, and 430 students are in the one elementary school. Bentley's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Bentley Community Schools is \$65,740,820.00 with an SEV per student of \$51,612.00.

Beecher Community Schools serve 3,715 students; of this total, 975 students are in the high school, 1,265 students are in the two junior high schools, and 1,475 students are in the four elementary schools. Beecher's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, two junior high school principals, and four elementary school principals. The SEV of Beecher Community Schools is \$100,984,320.00 with an SEV per student of \$26,298.00.

Linden Community Schools serve 2,403 students; of this total, 839 students are in the high school, 613 students are in the junior high school, and 951 students are in the two elementary schools. Linden's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school

principals. The SEV of Linden Community Schools is \$117,375,699.00 with an SEV per student of \$49,463.00.

Montrose Community Schools serve 1,833 students; of this total, 564 students are in the high school, 282 students are in the junior high school, and 987 students are in the one elementary school. Montrose's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Montrose Community Schools is \$64,484,224.00 with an SEV per student of \$35,392.00.

Lakeville Community Schools serve 2,841 students; of this total, 934 students are in the high school, 652 students are in the junior high school, and 1,255 students are in the four elementary schools. Lakeville's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Lakeville Community Schools is \$111,735,492.00 with an SEV per student of \$38,148.00.

In the proposed model, Genesee County School District would serve 88,244 students; of this total, 28,497 students would be in the twenty-eight high schools, 18,911 students would be in the thirty-two junior high schools, and 40,836 students would be in the eighty-two elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, twenty-eight high school principals, twenty-eight assistant high school principals, thirty-eight

junior high school principals, and eighty-two elementary school principals. SEV for the proposed district would be \$4,515,626,256.00 with an SEV per student of \$51,172.00. This model reduces the number of school buildings from the existing one hundred and fifty-four to one hundred and forty-eight and the number of administrators from the existing two hundred and fifty-nine to one hundred and eighty-three.

Five-year projections for the proposed Genesee County School District indicate a student population of 74,504. SEV is projected to be \$5,234,848,448.00 with an SEV per student of \$70,262.00. The projected model indicates that the number of school buildings will decrease by twenty-two to one hundred and twenty-six to and school administrators will decrease by twenty-seven to one hundred and fifty-six.

Tables 74, 75, and 76 exhibit information about the existing school district in Genesee County, the proposed model for the Genesee County School District, and a five-year projected model for the Genesee County School District.

Gladwin County

Gladwin County is located in the northeastern portion of the lower peninsula and encompasses approximately 480 square miles.

At present there are two school districts (Beaverton Rural Schools, Gladwin Community Schools) serving Gladwin County. Beaverton Rural Schools serve 1,800 students; of this total, 580 students are in the high school, 300 students are in the junior high school, and 920 students are in the two elementary schools. Beaverton's administration is composed of

Table 74
Included is the following information for Genesse County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSF | HSAP | JH | JHPOP | JHIF | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|------------------|--------|------|--------|----|-------|-----|------|----|-------|------|------|----|--------|-----|------------------|-----------|
| FLINT CITY | 30,572 | 1 | 7 | 7 | 9,764 | 7 | 19 | 6 | 4,513 | 6 | 6 | 39 | 16,295 | 39 | \$ 1,323,531,320 | \$ 39,698 |
| GRAND BLANC | 5,660 | 1 | 3 | 1 | 2,087 | 1 | 4 | 1 | 1,427 | 1 | 2 | 4 | 2,146 | 4 | \$ 428,302,980 | \$ 76,510 |
| MT. MORRIS | 3,106 | 1 | 1 | 1 | 905 | 1 | 1 | 1 | 504 | 1 | 0 | 4 | 1,697 | 4 | \$ 109,457,130 | \$ 32,146 |
| GOODRICH | 1,530 | 1 | 0 | 1 | 570 | 1 | 0 | 1 | 480 | 1 | 0 | 1 | 480 | 1 | \$ 81,112,480 | \$ 53,896 |
| BENDLE | 1,765 | 1 | 1 | 1 | 765 | 1 | 0 | 1 | 375 | 1 | 0 | 4 | 1,025 | 2 | \$ 49,834,045 | \$ 26,023 |
| GENESEE | 830 | 1 | 0 | 1 | 260 | 1 | 0 | 1 | 160 | ← | 0 | 1 | 410 | 1 | \$ 21,666,490 | \$ 25,855 |
| CARMEN-AINSWORTH | 5,669 | 1 | 3 | 2 | 1,995 | 2 | 2 | 3 | 1,317 | 3 | 0 | 6 | 2,357 | 6 | \$ 533,665,830 | \$ 98,281 |
| FENTON | 1,488 | 1 | 1 | 1 | 543 | 1 | 0 | 1 | 505 | 1 | 0 | 1 | 440 | 1 | \$ 158,128,776 | \$ 56,394 |
| KEARSLEY | 3,298 | 1 | 2 | 1 | 1,231 | 1 | 2 | 1 | 824 | 1 | 0 | 3 | 1,243 | 3 | \$ 156,192,104 | \$ 44,222 |
| FLUSHING | 3,985 | 1 | 2 | 1 | 1,150 | 1 | 2 | 1 | 730 | 1 | 0 | 4 | 2,105 | 4 | \$ 235,218,816 | \$ 58,338 |
| ATHERTON | 1,183 | 1 | 0 | 1 | 415 | 1 | 0 | 1 | 365 | 1 | 0 | 1 | 403 | 1 | \$ 84,886,977 | \$ 74,397 |
| DAVISON | 4,857 | 1 | 2 | 1 | 1,709 | 1 | 4 | 1 | 780 | 1 | 0 | 5 | 2,378 | 4 | \$ 208,778,544 | \$ 44,641 |
| CLIO | 4,607 | 1 | 2 | 1 | 1,477 | 1 | 4 | 1 | 1,460 | 1 | 2 | 3 | 1,670 | 3 | \$ 175,021,572 | \$ 38,156 |
| SWARTZ CREEK | 4,787 | 1 | 2 | 1 | 1,276 | 1 | 3 | 2 | 1,538 | 1 | 3 | 5 | 1,973 | 5 | \$ 306,845,511 | \$ 64,749 |
| LAKE FENTON | 1,488 | 1 | 1 | 1 | 543 | 1 | 0 | 1 | 505 | 1 | 0 | 1 | 440 | 1 | \$ 104,316,162 | \$ 71,157 |
| WESTWOOD HEIGHTS | 1,707 | 1 | 1 | 1 | 415 | 1 | 1 | 1 | 216 | ← | 0 | 2 | 676 | 1 | \$ 80,345,964 | \$ 66,788 |
| BENTLEY | 1,310 | 1 | 1 | 1 | 480 | 1 | 0 | 1 | 400 | 1 | 0 | 1 | 430 | 1 | \$ 65,740,820 | \$ 51,612 |

Table 74
Included is the following information for Genesee County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|-------|----|--------|-----|------|----|--------|-----|------|----|--------|-----|------------------|-----------|
| BEECHER | 3,715 | 1 | 2 | 1 | 975 | 1 | 1 | 2 | 1,265 | 2 | 0 | 4 | 1,475 | 4 | \$ 100,984,320 | \$ 26,298 |
| LINDEN | 2,403 | 1 | 1 | 1 | 839 | 1 | 1 | 1 | 613 | 1 | 0 | 2 | 951 | 2 | \$ 117,375,699 | \$ 49,463 |
| MONTROSE | 1,833 | 1 | 1 | 1 | 564 | 1 | 1 | 1 | 282 | 1 | 0 | 1 | 987 | 1 | \$ 64,484,224 | \$ 35,392 |
| LAKEVILLE | 2,841 | 1 | 1 | 1 | 934 | 1 | 1 | 1 | 652 | 1 | 0 | 4 | 1,255 | 2 | \$ 111,735,492 | \$ 38,148 |
| TOTAL COUNTY | 88,244 | 21 | 34 | 28 | 28,497 | 28 | 46 | 30 | 18,911 | 27 | 13 | 95 | 40,836 | 90 | \$ 4,515,626,256 | \$ 51,172 |
| PROPOSED MODEL | 88,244 | 1 | 6 | 28 | 28,497 | 28 | 28 | 38 | 18,911 | 38 | 0 | 82 | 40,836 | 82 | \$ 4,515,626,256 | \$ 51,172 |
| 5YR PROJECTED MODEL | 74,504 | 1 | 6 | 23 | 22,924 | 23 | 23 | 23 | 11,462 | 23 | 0 | 80 | 40,118 | 80 | \$ 5,234,848,448 | \$ 70,262 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 75

The number of administrators in Genesee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 21 | 34 | 28 | 46 | 27 | 13 | 89 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 28 | 28 | 38 | 0 | 82 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 23 | 23 | 23 | 0 | 80 |
| 4. 1 MINUS 2 | -20 | -28 | = | -18 | +11 | -13 | -7 |
| 5. 2 MINUS 3 | = | = | -5 | -5 | -15 | = | -2 |

Table 76

The number of school buildings in Genesee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 28 | 27 | 85 |
| 2. PROPOSED MODEL NUMBER | 28 | 38 | 82 |
| 3. SYR PROJECTED NUMBER | 23 | 23 | 80 |
| 4. 1 MINUS 2 | = | +11 | -3 |
| 5. 2 MINUS 3 | -5 | -15 | -2 |

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

one superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Beaverton Rural Schools is \$91,525,240.00 with an SEV per student of \$50,847.00.

Gladwin Community Schools serve 2,050 students; of this total, 730 students are in the high school, 755 students are in the junior high school, and 505 students are in the one elementary school. Gladwin Community administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Gladwin Community Schools is \$147,192,432.00 with an SEV per student of \$69,072.00.

In the proposed model, Gladwin County School District would serve 3,850 students; of this total, 1,310 students would be in the two high schools, 1,055 students would be in the two junior high schools, and 1,485 students would be in the three elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and three elementary school principals. SEV for the proposed district would be \$238,717,672.00 with an SEV per student of \$62,004.00. The number of school buildings will remain at the present seven and the number of administrators will increase from the existing nine to eleven.

Five-year projections for the proposed Gladwin County School District indicate a student population of 3,695. SEV is projected to be \$263,563,599.00 with an SEV per student of \$71,329.00. The projected

model indicates that the number of school buildings will decrease by one to six and school administrators will decrease by two to nine.

Tables 77, 78, and 79 exhibit information about the existing school district in Gladwin County, the proposed model for the Gladwin County School District, and a five-year projected model for the Gladwin County School District.

Gogebic County

Gogebic County is located in the western portion of the upper peninsula and encompasses approximately 1,200 square miles.

At present there are five school districts (Bessemer City School District, Ironwood Area Schools, Marenisco School District, Wakefield Township School District, Watersmeet Township School District) serving Gogebic County. Bessemer City Schools serve 500 students; of this total, 200 students are in the high school-junior high school combination and 300 students are in the one elementary school. Bessemer's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Bessemer City Schools is \$25,209,480.00 with an SEV per student of \$50,418.00.

Ironwood Area Schools serve 1,550 students; of this total, 623 students are in the high school, 231 students are in the junior high school, and 796 students are in the three elementary schools. Ironwood's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary

Table 77
Included is the following information for Gladwin County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| BEAVERTON | 1,800 | 1 | 0 | 1 | 580 | 1 | 0 | 1 | 300 | 1 | 0 | 2 | 920 | 2 | \$ 91,525,240 | \$ 50,847 |
| GLADWIN | 2,050 | 1 | 0 | 1 | 730 | 1 | 0 | 1 | 755 | 1 | 0 | 1 | 565 | 1 | \$ 147,192,432 | \$ 69,072 |
| TOTAL COUNTY | 3,850 | 2 | 0 | 2 | 1,310 | 2 | 0 | 2 | 1,055 | 2 | 0 | 3 | 1,485 | 3 | \$ 238,717,672 | \$ 62,004 |
| PROPOSED MODEL | 3,850 | 1 | 1 | 2 | 1,310 | 2 | 2 | 2 | 1,055 | 2 | 0 | 3 | 1,485 | 3 | \$ 238,717,672 | \$ 62,004 |
| SYR PROJECTED MODEL | 3,695 | 1 | 1 | 1 | 1,136 | 1 | 1 | 1 | 568 | 1 | 0 | 4 | 1,591 | 4 | \$ 263,563,599 | \$ 71,329 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 78

The number of administrators in Gladwin County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 2 | 0 | 2 | 0 | 2 | 0 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 | 2 | 2 | 0 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 4 |
| 4. 1 MINUS 2 | -1 | +1 | = | +2 | = | = | = |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -1 | = | +1 |

Table 79

The number of school buildings in Gladwin County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 2 | 2 | 3 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 4 |
| 4. 1 MINUS 2 | = | = | = |
| 5. 2 MINUS 3 | -1 | -1 | +1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

school principals. The SEV of Ironwood Area Schools is \$70,336,036.00 with an SEV per student of \$45,348.00.

Marenisco Schools serve 132 students; of this total, 132 students are in the K-12 school. Marenisco's administration is composed of one superintendent, and one K-12 school principal. The SEV of Marenisco Schools is \$14,991,285.00 with an SEV per student of \$113,570.00.

Wakefield Township Schools serve 610 students; of this total, 334 students are in the high school-junior high school combination and 276 students are in the one elementary school. Wakefield Township administration is composed of one superintendent and one K-12 school principal. The SEV of Wakefield Township Schools is \$26,286,556.00 with an SEV per student of \$43,092.00.

Watersmeet Township Schools serve 191 students; of this total, 191 students are in the K-12 school. Watersmeet's administration is composed of one superintendent, and one K-12 school principal. The SEV of Watersmeet Township Schools is \$29,294,348.00 with an SEV per student of \$153,373.00.

In the proposed model, Gogebic County School District would serve 2,983 students; of this total, 1,015 students would be in the high school, 467 students would be in the junior high school, and 1,501 students would be in the three elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principals, one assistant high school principals, one junior high school principals, and three elementary school principals. SEV for the proposed district would be \$166,117,705.00 with an SEV per student of

\$55,688.00. This model reduces the number of school buildings from the existing eleven to five and the number of administrators from the existing fifteen to eight.

Five-year projections for the proposed Gogebic County School District indicate a student population of 2,714. SEV is projected to be \$183,407,369.00 with an SEV per student of \$67,727.00. The projected model indicates that the number of school buildings will remain at five and school administrators will remain at eight.

Tables 80, 81, and 82 exhibit information about the existing school district in Gogebic County, the proposed model for the Gogebic County School District, and a five-year projected model for the Gogebic County School District.

Grand Traverse County

Grand Traverse County is located in the northwestern portion of the lower peninsula and encompasses approximately 408 square miles.

At present there are three school districts (Traverse City School District, Buckley Community School District, Kingsley Area Schools) serving Grand Traverse County. Traverse City Schools serve 9,206 students; of this total, 2,200 students are in the high school, 2,350 students are in the junior high school, and 4,656 students are in the fourteen elementary schools. Traverse City's administration is composed of one superintendent, four assistant superintendents, one high school principal, four assistant high school principals, one junior high school principal, three assistant junior high school principal, and fourteen elementary school principals. The SEV

Table 80

Included is the following information for Gage County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|------|------|----|-------|-----|----------------|------------|
| BESSEMER | 500 | 1 | 0 | 1 | 200 | 1 | 0 | 0 | + | 0 | 0 | 1 | 300 | 1 | \$ 25,209,400 | \$ 50,418 |
| IRONWOOD | 1,550 | 1 | 1 | 1 | 521 | 1 | 0 | 1 | 231 | 1 | 0 | 3 | 795 | 2 | \$ 70,316,036 | \$ 45,348 |
| MARENISCO | 132 | 1 | 0 | 1 | 70 | 1 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 14,991,285 | \$ 113,670 |
| WAKEFIELD | 610 | 1 | 0 | 1 | 324 | 1 | 0 | 0 | + | 0 | 0 | 1 | 276 | + | \$ 26,286,556 | \$ 43,092 |
| WATERSMEET | 191 | 1 | 0 | 1 | 191 | 1 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 20,294,349 | \$ 153,373 |
| TOTAL COUNTY | 2,983 | 5 | 0 | 5 | 1,360 | 5 | 0 | 1 | 231 | 1 | 0 | 5 | 1,372 | 3 | \$ 166,117,705 | \$ 55,688 |
| PROPOSED MODEL | 2,983 | 1 | 1 | 1 | 1,015 | 1 | 1 | 1 | 467 | 1 | 0 | 3 | 1,501 | 3 | \$ 166,117,705 | \$ 55,688 |
| 5YR PROJECTED MODEL | 2,714 | 1 | 1 | 1 | 832 | 1 | 1 | 1 | 416 | 1 | 0 | 3 | 1,456 | 3 | \$ 183,407,369 | \$ 67,578 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHIP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 81
The number of administrators in Gogebic County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 5 | 1 | 5 | 0 | 1 | 0 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 3 |
| 4. 1 MINUS 2 | -4 | = | -4 | +1 | = | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 82
The number of school buildings in Gogebic County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 5 | 1 | 4 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 3 |
| 4. 1 MINUS 2 | -4 | = | -1 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

of Traverse City Schools is \$849,835,800.00 with an SEV per student of \$92,313.00.

Buckley Community Schools serve 328 students; of this total, 92 students are in the high school, 56 students are in the junior high school, and 180 students are in the one elementary school. Buckley's administration is composed of one superintendent and one K-12 school principal. The SEV of Buckley Community Schools is \$28,107,336.00 with an SEV per student of \$85,693.00.

Kingsley Area Schools serve 870 students; of this total, 430 students are in the high school-junior high school combination and 440 students are in the one elementary school. Kingsley's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Kingsley Area Schools is \$56,089,886.00 with an SEV per student of \$64,471.00.

In the proposed model, Grand Traverse County School District would serve 10,404 students; of this total, 2,579 students would be in the three high schools, 2,549 students would be in the four junior high schools, and 5,276 students would be in the eleven elementary schools. In this model, the administration would be composed of one superintendent, three assistant superintendents, three high school principals, three assistant high school principals, four junior high school principals, four assistant junior high school principals, and eleven elementary school principals. SEV for the proposed district would be \$934,033,022.00 with an SEV per student of \$89,776.00. This model reduces the number of school buildings from the

existing twenty-one to nineteen and the number of administrators from the existing thirty-three to twenty-six.

Five-year projections for the proposed Grand Traverse County School District indicate a student population of 10,249. SEV is projected to be \$1,136,393,987.00 with an SEV per student of \$110,878.00. The projected model indicates that the number of school buildings will decrease by two to seventeen and school administrators will decrease by two to twenty-six.

Tables 83, 84, and 85 exhibit information about the existing school district in Grand Traverse County, the proposed model for the Grand Traverse County School District, and a five-year projected model for the Grand Traverse County School District.

Gratiot County

Gratiot County is located in the southwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present there are six school districts (Alma Public Schools, Ashley Community Schools, Breckenridge Community Schools, Fulton Schools, Ithaca Public Schools, St. Louis Public Schools) serving Gratiot County. Alma Public Schools serve 2,737 students; of this total, 857 students are in the high school, 849 students are in the junior high school, and 1,031 students are in the three elementary schools. Alma's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and three elementary

Table 83
Included is the following information for Grand Traverse County; present school districts; total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHAP | EL | ELPOP | ELP | SEV | SEVST |
|---------------------|--------|------|-------|----|-------|-----|------|----|-------|------|----|-------|-------|-----|-----------------------------|
| TRAVERSE CITY | 9,206 | 1 | 4 | 1 | 2,200 | 1 | 4 | 1 | 2,350 | 1 | 3 | 14 | 4,656 | 14 | \$ 849,835,600 \$ 92,313 |
| BUCKLEY | 328 | 1 | 0 | 1 | 92 | 1 | 0 | 1 | 56 | + | 0 | 1 | 180 | + | \$ 28,107,316 \$ 85,693 |
| KINGSLEY | 870 | 1 | 0 | 1 | 410 | 1 | 0 | 0 | + | 0 | 0 | 1 | 440 | 1 | \$ 56,089,886 \$ 64,471 |
| TOTAL COUNTY | 10,404 | 3 | 4 | 3 | 2,712 | 3 | 4 | 2 | 2,406 | 1 | 3 | 16 | 5,276 | 15 | \$ 914,033,022 \$ 89,776 |
| PROPOSED MODEL | 10,404 | 1 | 3 | 3 | 2,579 | 3 | 3 | 5 | 2,549 | 5 | 0 | 11 | 5,276 | 11 | \$ 914,033,022 \$ 89,776 |
| 5YR PROJECTED MODEL | 10,349 | 1 | 3 | 3 | 3,153 | 3 | 3 | 3 | 1,576 | 3 | 0 | 11 | 5,571 | 11 | \$ 1,176,393,987 \$ 110,878 |

LEGEND

| | |
|--|---|
| TPOP = TOTAL POPULATION | JHPOP = JUNIOR HIGH POPULATION |
| SUPT = SUPERINTENDENT | JHP = JUNIOR HIGH PRINCIPAL |
| ASUPT = ASSISTANT SUPERINTENDENT | JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL |
| HS = HIGH SCHOOLS | EL = ELEMENTARIES |
| HSPOP = HIGH SCHOOL POPULATION | ELPOP = ELEMENTARY POPULATION |
| HSP = HIGH SCHOOL PRINCIPAL | ELP = ELEMENTARY PRINCIPAL |
| HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL | SEV = STATE EQUALIZED VALUATION |
| JH = JUNIOR HIGHS | SEVST = STATE EQUALIZED VALUATION PER STUDENT |

Table 84

The number of administrators in Grand Traverse County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 4 | 3 | 4 | 1 | 3 | 15 |
| 2. PROPOSED MODEL NUMBER | 1 | 3 | 3 | 3 | 5 | 0 | 11 |
| 3. SYR PROJECTED NUMBER | 1 | 3 | 3 | 3 | 3 | 0 | 11 |
| 4. 1 MINUS 2 | -2 | -1 | = | -1 | +4 | -3 | -4 |
| 5. 2 MINUS 3 | = | = | = | = | -2 | = | = |

Table 85

The number of school buildings in Grand Traverse County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 1 | 15 |
| 2. PROPOSED MODEL NUMBER | 3 | 5 | 11 |
| 3. SYR PROJECTED NUMBER | 3 | 3 | 11 |
| 4. 1 MINUS 2 | = | +4 | -4 |
| 5. 2 MINUS 3 | = | -2 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

school principals. The SEV of Alma Public Schools is \$132,514,028.00 with an SEV per student of \$46,366.00.

Ashley Community Schools serve 477 students; of this total, 238 students are in the high school-junior high school combination and 239 students are in the one elementary school. Ashley's administration is composed of one superintendent, and one K-12 school principal. The SEV of Ashley Community Schools is \$20,976,900.00 with an SEV per student of \$42,810.00.

Breckenridge Community Schools serve 1,250 students; of this total, 608 students are in the high school-junior high school combination and 642 students are in the two elementary schools. Breckenridge's administration is composed of one superintendent, one high school-junior high school principal, one assistant principal, and one elementary school principal. The SEV of Breckenridge Community Schools is \$90,139,598.00 with an SEV per student of \$70,093.00.

Fulton Schools serve 1,033 students; of this total, 431 students are in the high school, 200 students are in the junior high school, and 402 students are in the one elementary school. Fulton's administration is composed of one superintendent, one high school principal, and one K-8 school principal. The SEV of Fulton Schools is \$59,803,939.00 with an SEV per student of \$64,793.00.

Ithaca Public Schools serve 1,750 students; of this total, 809 students are in the high school-junior high school combination and 885 students are in the two elementary schools. Ithaca's administration is composed of one superintendent, one assistant superintendent, one high school-junior high

school principal, and two elementary school principals. The SEV of Ithaca Public Schools is \$105,780,000.00 with an SEV per student of \$61,500.00.

St. Louis Public Schools serve 1,610 students; of this total, 580 students are in the high school, 490 students are in the junior high school, and 540 students are in the three elementary schools. St. Louis' administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of St. Louis Public Schools is \$75,063,924.00 with an SEV per student of \$50,076.00.

In the proposed model, Gratiot County School District would serve 8,857 students; of this total, 3,242 students would be in the three high schools, 1,876 students would be in the three junior high schools, and 3,739 students would be in the eight elementary schools. In this model, the administration would be composed of one superintendent, three assistant superintendents, three high school principals, three assistant high school principals, three junior high school principals, three assistant junior high school principals, and eight elementary school principals. SEV for the proposed district would be \$484,278,389.00 with an SEV per student of \$54,677.00. This model reduces the number of school buildings from the existing twenty-two to fifteen and the number of administrators from the existing thirty to twenty-two.

Five-year projections for the proposed Gratiot County School District indicate a student population of 7,927. SEV is projected to be \$561,411,381.00 with an SEV per student of \$70,822.00. The projected

model indicates that the number of school buildings will decrease by one to fourteen and school administrators will decrease by one to twenty-one.

Tables 86, 87, and 88 exhibit information about the existing school district in Gratiot County, the proposed model for the Gratiot County School District, and a five-year projected model for the Gratiot County School District.

Hillsdale County

Hillsdale County is located in the southeastern portion of the lower peninsula and encompasses approximately 600 square miles.

At present there are eight school districts (Camden Frontier Schools, Hillsdale Community Public Schools, Jonesville Community Schools, Litchfield Community Schools, North Adams-Jerome Public Schools, Pittsford Area Schools, Reading Community Schools, Waldron Area Schools) serving Hillsdale County. Camden Frontier Schools serve 700 students; of this total, 250 students are in the high school, 125 students are in the junior high school, and 325 students are in the one elementary school. Camden Frontier's administration is composed of one superintendent, and one K-12 school principal. The SEV of Camden Frontier Schools is \$35,218,764.00 with an SEV per student of \$49,326.00.

Hillsdale Community Schools serve 2,310 students; of this total, 673 students are in the high school, 559 students are in the junior high school, and 1,078 students are in the three elementary schools. Hillsdale's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school

Table 86

Included is the following information for Gratiot County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| ALMA | 2,737 | 1 | 2 | 1 | 857 | 1 | 1 | 1 | 849 | 1 | 0 | 3 | 1,031 | 3 | \$ 132,514,028 | \$ 46,366 |
| ASHLEY | 471 | 1 | 0 | 1 | 238 | 1 | 0 | 0 | + | 0 | 0 | 1 | 239 | + | \$ 20,976,900 | \$ 42,810 |
| BRECKENRIDGE | 1,250 | 1 | 0 | 1 | 608 | 1 | 1 | 0 | + | 0 | 0 | 2 | 642 | 1 | \$ 90,139,398 | \$ 70,093 |
| FULTON | 1,033 | 1 | 0 | 1 | 431 | 1 | 0 | 1 | 200 | 1 | 0 | 1 | 402 | + | \$ 59,803,939 | \$ 64,793 |
| ITHACA | 1,750 | 1 | 1 | 1 | 809 | 1 | 0 | 1 | 56 | + | 0 | 2 | 885 | 2 | \$ 105,780,000 | \$ 61,500 |
| ST. LOUIS | 1,610 | 1 | 1 | 1 | 580 | 1 | 0 | 1 | 490 | 1 | 0 | 3 | 540 | 2 | \$ 75,063,224 | \$ 50,076 |
| TOTAL COUNTY | 8,857 | 6 | 4 | 6 | 3,523 | 6 | 2 | 4 | 1,595 | 3 | 0 | 12 | 3,739 | 8 | \$ 484,278,389 | \$ 54,677 |
| PROPOSED MODEL | 8,857 | 1 | 3 | 2 | 3,242 | 3 | 3 | 4 | 1,876 | 4 | 0 | 8 | 3,239 | 8 | \$ 484,278,389 | \$ 54,677 |
| SYR PROJECTED MODEL | 7,927 | 1 | 3 | 3 | 2,416 | 3 | 3 | 3 | 1,218 | 3 | 0 | 8 | 4,273 | 8 | \$ 561,411,381 | \$ 70,822 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 87
The number of administrators in Gratiot County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 6 | 5 | 6 | 2 | 3 | 1 | 8 |
| 2. PROPOSED MODEL NUMBER | 1 | 3 | 3 | 3 | 4 | 0 | 8 |
| 3. SYR PROJECTED NUMBER | 1 | 3 | 3 | 3 | 3 | 0 | 8 |
| 4. 1 MINUS 2 | -5 | -1 | -3 | +1 | +1 | -1 | = |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | = |

Table 88
The number of school buildings in Gratiot County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 6 | 4 | 12 |
| 2. PROPOSED MODEL NUMBER | 3 | 4 | 8 |
| 3. SYR PROJECTED NUMBER | 3 | 3 | 8 |
| 4. 1 MINUS 2 | -3 | = | -4 |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

principal, one junior high school principal, and three elementary school principals. The SEV of Hillsdale Community Schools is \$120,822,496.00 with an SEV per student of \$45,218.00.

Jonesville Community Schools serve 1,075 students; of this total, 570 students are in the high school-junior high school combination and 505 students are in the one elementary school. Jonesville's administration is composed of one superintendent, one high school principal-junior high school principal, and one elementary school principal. The SEV of Jonesville Community Schools is \$58,437,282.00 with an SEV per student of \$51,171.00.

Litchfield Community Schools serve 650 students; of this total, 230 students are in the high school, 100 students are in the junior high school, and 320 students are in the one elementary school. Litchfield's administration is composed of one superintendent, one K-12 school principal, and one elementary school principal. The SEV of Litchfield Community Schools is \$34,491,368.00 with an SEV per student of \$56,723.00.

North Adams-Jerome Schools serve 633 students; of this total, 333 students are in the high school-junior high school combination and 300 students are in the one elementary school. North Adams-Jerome's administration is composed of onesuperintendent, one high school-junior high school principal, and one elementary school principal. The SEV of North Adams-Jerome Schools is \$31,499,520.00 with an SEV per student of \$49,920.00.

Pittsford Area Schools serve 680 students; of this total, 315 students are in the high school-junior high school combination and 365 students are in the one elementary school. Pittsford's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Pittsford Area Schools is \$34,953,900.00 with an SEV per student of \$49,580.00.

Reading Community Schools serve 926 students; of this total, 503 students are in the high school-junior high school combination and 423 students are in the one elementary school. Reading's administration is composed of one superintendent, one high school principal-junior high school principal, and one elementary school principal. The SEV of Reading Community Schools is \$46,471,500.00 with an SEV per student of \$51,750.00.

Waldron Area Schools serve 481 students; of this total, 222 students are in the high school-junior high school combination and 259 students are in the one elementary school. Waldron's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Waldron Area Schools is \$29,124,666.00 with an SEV per student of \$61,058.00.

In the proposed model, Hillsdale County School District would serve 7,455 students; of this total, 2,449 students would be in the three high schools, 1,431 students would be in the three junior high schools, and 3,575 students would be in the eight elementary schools. In this model, the administration would be composed of one superintendent, three assistant superintendents, three high school principals, three assistant high

school principals, three junior high school principals, and eight elementary school principals. SEV for the proposed district would be \$391,469,496.00 with an SEV per student of \$52,510.00. This model reduces the number of school buildings from the existing twenty-one to thirteen and the number of administrators from the existing twenty-eight to twenty.

Five-year projections for the proposed Hillsdale County School District indicate a student population of 6,865. SEV is projected to be \$432,213,955.00 with an SEV per student of \$62,959.00. The projected model indicates that the number of school buildings will decrease by two to eleven and school administrators will decrease by three to seventeen.

Tables 89, 90, and 91 exhibit information about the existing school district in Hillsdale County, the proposed model for the Hillsdale County School District, and a five-year projected model for the Hillsdale County School District.

Houghton and Keweenaw Counties

Houghton and Keweenaw Counties are located in the western portion of the upper peninsula and encompasses 884 square miles.

At present there are seven school districts (Hancock Public Schools, Adams Township School District, Public Schools of Calumet, Chassell Township School District, Osceola Township School District, Houghton-Portage Township School District, Lake Linden Hubbell School District) serving Houghton and Keweenaw Counties. Hancock Public Schools serve 1,001 students; of this total, 452 students are in the high school-junior high school combination and 549 students are in the three

Table 89
Included is the following information for Hillsdale County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| CAMDEN FRONTIER | 700 | 1 | 0 | 1 | 250 | 1 | 0 | 1 | 125 | + | 0 | 1 | 325 | + | \$ 35,218,764 | \$ 49,326 |
| HILLSDALE | 2,310 | 1 | 1 | 1 | 673 | 1 | 1 | 1 | 559 | 1 | 0 | 3 | 1,078 | 3 | \$ 120,822,496 | \$ 45,216 |
| JONESVILLE | 1,075 | 1 | 0 | 1 | 570 | 1 | 0 | 0 | + | 0 | 0 | 1 | 505 | 1 | \$ 58,437,282 | \$ 51,171 |
| LITCHFIELD | 650 | 1 | 0 | 1 | 210 | 1 | 0 | 1 | 100 | + | 0 | 1 | 320 | 1 | \$ 34,941,168 | \$ 56,723 |
| NORTH ADAMS | 693 | 1 | 0 | 1 | 333 | 1 | 0 | 0 | + | 0 | 0 | 1 | 300 | 1 | \$ 31,499,320 | \$ 49,920 |
| PITTSFORD | 680 | 1 | 0 | 1 | 315 | 1 | 0 | 0 | + | 0 | 0 | 1 | 365 | 1 | \$ 34,953,000 | \$ 49,580 |
| READING | 926 | 1 | 0 | 1 | 503 | 1 | 0 | 0 | + | 0 | 0 | 1 | 423 | 1 | \$ 46,471,500 | \$ 51,750 |
| WALDRON | 481 | 1 | 0 | 1 | 222 | 1 | 0 | 0 | + | 0 | 0 | 1 | 259 | 1 | \$ 29,124,666 | \$ 61,058 |
| TOTAL COUNTY | 7,455 | 8 | 1 | 8 | 2,096 | 8 | 1 | 3 | 784 | 1 | 0 | 10 | 3,575 | 9 | \$ 391,469,496 | \$ 52,510 |
| PROPOSED MODEL | 7,455 | 1 | 3 | 3 | 2,449 | 3 | 3 | 3 | 1,431 | 3 | 0 | 7 | 3,575 | 7 | \$ 391,469,496 | \$ 52,510 |
| SVR PROJECTED MODEL | 6,865 | 1 | 3 | 2 | 2,112 | 2 | 2 | 2 | 1,056 | 2 | 0 | 7 | 3,699 | 7 | \$ 432,213,955 | \$ 62,958 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 90

The number of administrators in Hillsdale County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 8 | 1 | 8 | 1 | 1 | 0 | 9 |
| 2. PROPOSED MODEL NUMBER | 1 | 3 | 3 | 3 | 3 | 0 | 7 |
| 3. SYR PROJECTED NUMBER | 1 | 3 | 2 | 2 | 2 | 0 | 7 |
| 4. 1 MINUS 2 | -7 | +2 | -5 | +2 | +2 | = | -2 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -1 | = | = |

Table 91

The number of school buildings in Hillsdale County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 8 | 3 | 8 |
| 2. PROPOSED MODEL NUMBER | 3 | 3 | 7 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 7 |
| 4. 1 MINUS 2 | -5 | = | -1 |
| 5. 2 MINUS 3 | -1 | -1 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

elementary schools. Hancock's administration is composed of one superintendent, one assistant superintendent, one high school principal-junior high school principal, and three elementary school principals. The SEV of Hancock Public Schools is \$45,505,110.00 with an SEV per student of \$45,010.00.

Adams Township Schools serve 467 students; of this total, 156 students are in the high school-junior high school combination and 311 students are in the one elementary school. Adams' administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Adams Township Schools is \$17,053,944.00 with an SEV per student of \$38,152.00.

Calumet Schools serve 1,758 students; of this total, 567 students are in the high school, 425 students are in the junior high school, and 766 students are in the two elementary schools. Calumet's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Calumet Schools is \$59,309,594.00 with an SEV per student of \$34,847.00.

Chassell Township Schools serve 344 students; of this total, 154 students are in the high school-junior high school combination and 180 students are in the one elementary school. Chassell's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Chassell Township Schools is \$15,204,996.00 with an SEV per student of \$46,929.00.

Osceola Township Schools serve 329 students; of this total, 159 students are in the high school-junior high school combination and 170 students are in the one elementary school. Osceola's administration is composed of one superintendent, one high school principal-junior high school principal, and one elementary school principal. The SEV of Osceola Township Schools is \$12,321,504.00 with an SEV per student of \$39,492.00.

Houghton-Portage Township Schools serve 1,092 students; of this total, 504 students are in the high school-junior high school combination and 588 students are in the one elementary school. Houghton-Portage's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Houghton-Portage Township Schools is \$56,800,085.00 with an SEV per student of \$47,137.00.

Lake Linden Hubbell Schools serve 653 students; of this total, 263 students are in the high school-junior high school combination and 390 students are in the one elementary school. Lake Linden's administration is composed of one superintendent, one high school principal, and one elementary school principal. The SEV of Lake Linden Hubbell Schools is \$26,589,620.00 with an SEV per student of \$39,686.00.

In the proposed model, Houghton and Keweenaw County School Districts would serve 5,634 students; of this total, 1,694 students would be in the two high schools, 986 students would be in the two junior high schools, and 2,954 students would be in the six elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high

school principals, two junior high school principals, and six elementary school principals. SEV for the proposed district would be \$232,784,853.00 with an SEV per student of \$41,317.00. This model reduces the number of school buildings from the existing eighteen to ten and the number of administrators from the existing twenty-eight to fifteen.

Five-year projections for the proposed Houghton and Keweenaw County School Districts indicate a student population of 5,299. SEV is projected to be \$257,013,287.00 with an SEV per student of \$48,502.00. The projected model indicates that the number of school buildings will remain at ten and the number of school administrators will remain at fifteen.

Tables 92, 93, and 94 exhibit information about the existing school district in Houghton and Keweenaw Counties, the proposed model for the Houghton and Keweenaw County School Districts, and a five-year projected model for the Houghton and Keweenaw County School Districts.

Huron County

Huron County is located in the southeastern portion of the lower peninsula and encompasses approximately 600 square miles.

At present there are eight school districts (Bad Axe Public Schools, Caseville Public Schools, Elkton Pigeon Bayport School District, Harbor Beach Community Schools, North Huron School District, Owendale Gagetown Area School District, Port Hope Community Schools, Uby Community Schools) serving Huron County. Bad Axe Public Schools serve

Table 92
Included is the following information for Houghton and Keewenaw County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|------|------|----|-------|-----|----------------|-----------|
| HANCOCK | 1,001 | 1 | 1 | 1 | 452 | 1 | 0 | 0 | + | 0 | 0 | 3 | 549 | 3 | \$ 45,585,110 | \$ 45,010 |
| ADAMS | 467 | 1 | 0 | 1 | 136 | 1 | 0 | 0 | + | 0 | 0 | 1 | 311 | 1 | \$ 17,053,344 | \$ 36,152 |
| CALUMET | 1,758 | 1 | 1 | 1 | 567 | 1 | 1 | 1 | 435 | 1 | 0 | 2 | 766 | 2 | \$ 59,105,594 | \$ 34,847 |
| CHASSELL | 374 | 1 | 0 | 1 | 154 | 1 | 0 | 0 | + | 0 | 0 | 1 | 180 | 1 | \$ 15,204,996 | \$ 46,929 |
| OSCEOLA | 379 | 1 | 0 | 1 | 159 | 1 | 0 | 0 | + | 0 | 0 | 1 | 170 | 1 | \$ 12,371,504 | \$ 39,492 |
| HOUGHTON-PORTAGE | 1,092 | 1 | 0 | 1 | 504 | 1 | 0 | 0 | + | 0 | 0 | 1 | 588 | 1 | \$ 56,800,085 | \$ 47,137 |
| LAKE LINDEN | 653 | 1 | 0 | 1 | 263 | 1 | 0 | 0 | + | 0 | 0 | 1 | 390 | 1 | \$ 26,589,620 | \$ 39,686 |
| TOTAL COUNTY | 5,634 | 7 | 2 | 7 | 2,255 | 7 | 1 | 1 | 435 | 1 | 0 | 10 | 2,954 | 10 | \$ 232,768,853 | \$ 41,317 |
| PROPOSED MODEL | 5,634 | 1 | 2 | 2 | 1,694 | 2 | 2 | 2 | 986 | 2 | 0 | 6 | 2,954 | 6 | \$ 232,768,853 | \$ 41,317 |
| SVR PROJECTED MODEL | 5,299 | 1 | 2 | 2 | 1,638 | 2 | 2 | 2 | 814 | 2 | 0 | 6 | 2,857 | 6 | \$ 257,013,287 | \$ 48,502 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HSPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS
JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 93

The number of administrators in Houghton and Keewenaw County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 7 | 2 | 7 | 1 | 1 | 0 | 10 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 6 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 6 |
| 4. 1 MINUS 2 | -6 | = | -5 | +1 | +1 | 0 | -4 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 94

The number of school buildings in Houghton and Keewenaw County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 7 | 1 | 10 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 6 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 6 |
| 4. 1 MINUS 2 | -5 | +1 | -4 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

1,534 students; of this total, 472 students are in the high school, 236 students are in the junior high school, and 826 students are in the one elementary school. Bad Axe's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Bad Axe Public Schools is \$94,623,354.00 with an SEV per student of \$62,706.00.

Caseville Public Schools serve 286 students; of this total, 102 students are in the high school-junior high school combination and 137 students are in the one elementary school. Caseville's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Caseville Public Schools is \$58,849,934.00 with an SEV per student of \$205,769.00.

Elkton Pigeon Bayport Schools serve 1,406 students; of this total, 360 students are in the high school, 339 students are in the junior high school, and 707 students are in the three elementary schools. Elkton Pigeon's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Elkton Pigeon Bayport Schools is \$201,720,750.00 with an SEV per student of \$146,706.00.

Harbor Beach Community Schools serve 922 students; of this total, 425 students are in the high school-junior high school combination and 361 are in the one elementary school. Harbor Beach's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Harbor Beach

Community Schools is \$103,554,750.00 with an SEV per student of \$109,005.00.

North Huron Schools serve 816 students; of this total, 264 students are in the high school, 240 students are in the junior high school, and 312 students are in the one elementary school. North Huron's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of North Huron Schools is \$106,748,614.00 with an SEV per student of \$134,954.00.

Owendale Gagetown Area Schools serve 395 students; of this total, 195 students are in the high school-junior high school combination and 200 students are in the one elementary school. Owendale Gagetown's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Owendale Gagetown Schools is \$47,798,280.00 with an SEV per student of \$128,490.00.

Port Hope Community Schools serve 150 students; of this total, 150 students are in the K-12 school. Port Hope's administration is composed of one superintendent and one K-12 school principal. The SEV of Port Hope Community Schools is \$25,862,760.00 with an SEV per student of \$184,734.00.

Ubyly Community Schools serve 845 students; of this total, 450 students are in the high school-junior high school combination and 395 students are in the one elementary school. Ubyly's administration is composed of one superintendent, one assistant superintendent, one high

school principal, and one elementary school principal. The SEV of Ugly Community Schools is \$75,588,120.00 with an SEV per student of \$91,290.00.

In the proposed model, Huron County School District would serve 6,354 students; of this total, 2,104 students would be in the two high schools, 1,235 students would be in the two junior high schools, and 3,015 students would be in the six elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, two assistant junior high school principals, and six elementary school principals. SEV for the proposed district would be \$714,746,562.00 with an SEV per student of \$.00. This model reduces the number of school buildings from the existing twenty to eleven and the number of administrators from the existing twenty-nine to sixteen.

Five-year projections for the proposed Huron County School District indicate a student population of 5,819. SEV is projected to be \$869,598,479.00 with an SEV per student of \$149,441.00. The projected model indicates that the number of school buildings will decrease by one to ten and school administrators will decrease by one to fifteen.

Tables 95, 96, and 97 exhibit information about the existing school district in Huron County, the proposed model for the Huron County School District, and a five-year projected model for the Huron County School District.

Table 95
Included is the following information for Huron County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEVST |
|-----------------------|-------|-------|----|-------|-------|------|----|-------|-------|------|----|-------|-------|-----|---------------------------|
| BAD AXE | 1,534 | 1 | 0 | 1 | 472 | 1 | 0 | 1 | 236 | 1 | 0 | 1 | 826 | 1 | \$ 94,623,354 \$ 62,706 |
| CASEVILLE | 286 | 1 | 0 | 1 | 102 | 1 | 0 | 0 | 47 | + | 0 | 1 | 137 | 1 | \$ 59,849,934 \$ 205,769 |
| ELKTON PIGEON BAYPORT | 1,406 | 1 | 1 | 1 | 380 | 1 | 0 | 1 | 339 | 1 | 0 | 3 | 707 | 2 | \$ 201,720,750 \$ 146,706 |
| HARBOR BEACH | 922 | 1 | 0 | 1 | 435 | 1 | 0 | 0 | 136 | + | 0 | 1 | 361 | 1 | \$ 103,554,750 \$ 109,005 |
| NORTH HAVEN | 816 | 1 | 0 | 1 | 264 | 1 | 0 | 1 | 240 | 1 | 0 | 1 | 312 | 1 | \$ 106,748,614 \$ 134,954 |
| OWENDALE GAGETOWN | 395 | 1 | 0 | 1 | 195 | 1 | 0 | 0 | + | 0 | 0 | 1 | 200 | 1 | \$ 47,788,280 \$ 128,490 |
| PORT HOPE | 150 | 1 | 0 | 1 | 150 | 1 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 25,862,760 \$ 184,734 |
| LUBLEY | 845 | 1 | 1 | 1 | 450 | 1 | 0 | 0 | + | 0 | 0 | 1 | 395 | 1 | \$ 75,588,120 \$ 91,290 |
| TOTAL COUNTY | 6,354 | 8 | 2 | 6 | 2,418 | 8 | 0 | 3 | 998 | 3 | 0 | 9 | 2,938 | 8 | \$ 714,746,552 \$ 112,487 |
| PROPOSED MODEL | 6,354 | 1 | 2 | 2 | 2,104 | 2 | 2 | 3 | 1,235 | 3 | 0 | 6 | 3,015 | 6 | \$ 714,746,552 \$ 112,487 |
| SVR PROJECTED MODEL | 5,819 | 1 | 2 | 2 | 1,788 | 2 | 2 | 2 | 804 | 2 | 0 | 6 | 3,137 | 6 | \$ 869,598,479 \$ 149,441 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEVST = STATE EQUALIZED VALUATION PER STUDENT

Table 96
The number of administrators in Huron County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 8 | 2 | 8 | 0 | 3 | 0 | 8 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 3 | 0 | 6 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 6 |
| 4. 1 MINUS 2 | -7 | = | -6 | +2 | = | = | -2 |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | = |

Table 97
The number of school buildings in Huron County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 8 | 5 | 9 |
| 2. PROPOSED MODEL NUMBER | 2 | 3 | 6 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 6 |
| 4. 1 MINUS 2 | -6 | -2 | -3 |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Ingham County

Ingham County is located in the southeastern portion of the lower peninsula and encompasses approximately 576 square miles.

At present there are twelve school districts (East Lansing School District, Lansing Public School District, Dansville Ag School, Haslett Public School, Holt Public Schools, Leslie Public Schools, Mason Public Schools, Okemos Public Schools, Stockbridge Community Schools, Waverly Schools Webberville Community Schools, Williamston Community Schools) serving Ingham County. East Lansing Schools serve 4,816 students; of this total, 1,940 students are in the high school, 936 students are in the two junior high schools, and 1,940 students are in the seven elementary schools. East Lansing's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, two junior high school principals, and seven elementary school principals. The SEV of East Lansing Schools is \$368,401,893.00 with an SEV per student of \$86,297.00.

Lansing Public Schools serve 26,070 students; of this total, 6,892 students are in the three high schools, 4,395 students are in the four junior high schools, and 14,783 students are in the thirty-eight elementary schools. Lansing's administration is composed of one superintendent, five assistant superintendents, three high school principals, twelve assistant high school principals, and thirty-eight elementary school principals. The SEV of Lansing Public Schools is \$1,264,661,994.00 with an SEV per student of \$49,397.00.

Dansville Ag Schools serve 987 students; of this total, 319 students are in the high school, 223 students are in the junior high school, and 445 students are in the one elementary school. Dansville's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Dansville Ag Schools is \$50,845,437.00 with an SEV per student of \$52,799.00.

Haslett Public Schools serve 1,829 students; of this total, 564 students are in the high school, 402 students are in the junior high school, and 863 students are in the three elementary schools. Haslett's administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Haslett Public Schools is \$107,110,053.00 with an SEV per student of \$54,343.00.

Holt Public Schools serve 4,500 students; of this total, 1,120 students are in the high school, 1,480 students are in the two junior high schools, and 1,900 students are in the five elementary schools. Holt's administration is composed of one superintendent, three assistant superintendents, one high school principal, two assistant principals, two junior high school principals, two assistant junior high school principals, and five elementary school principals. The SEV of Holt Public Schools is \$171,903,564.00 with an SEV per student of \$38,133.00.

Leslie Public Schools serve 1,638 students; of this total, 504 students are in the high school, 252 students are in the junior high school, and 882 students are in the one elementary school. Leslie's administration is

composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Leslie Public Schools is \$59,114,904.00 with an SEV per student of \$36,763.00.

Mason Public Schools serve 3,260 students; of this total, 1,140 students are in the high school, 772 students are in the junior high school, and 1,348 students are in the four elementary schools. Mason's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant principal, one junior high school principal, and four elementary school principals. The SEV of Mason Public Schools is \$171,345,720.00 with an SEV per student of \$51,688.00.

Okemos Public Schools serve 3,045 students; of this total, 1,085 students are in the high school, 785 students are in the junior high school, and 1,175 students are in the four elementary schools. Okemos' administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Okemos Public Schools is \$259,168,965.00 with an SEV per student of \$80,965.00.

Stockbridge Community Schools serve 1,885 students; of this total, 570 students are in the high school, 450 students are in the junior high school, and 865 students are in the three elementary schools. Stockbridge's administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school

principal, and two elementary school principals. The SEV of Stockbridge Community Schools is \$89,168,240.00 with an SEV per student of \$48,461.00.

Waverly Schools serve 3,211 students; of this total, 842 students are in the high school, 1,080 students are in the two junior high schools, and 1,289 students are in the four elementary schools. Waverly's administration is composed of one superintendent, three assistant superintendents, one high school principal, two assistant high school principals, two junior high school principals, two assistant junior high school principals, and four elementary school principals. The SEV of Waverly Schools is \$417,687,520.00 with an SEV per student of \$129,235.00.

Webberville Community Schools serve 781 students; of this total, 367 students are in the high school-junior high school combination and 414 students are in the one elementary school. Webberville's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Webberville Community Schools is \$33,034,853.00 with an SEV per student of \$41,449.00.

Williamston Community Schools serve 1,471 students; of this total, 548 students are in the high school, 374 students are in the junior high school, and 549 students are in the one elementary school. Williamston's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Williamston

Community Schools is \$90,936,090.00 with an SEV per student of \$60,990.00.

In the proposed model, Ingham County School District would serve 53,493 students; of this total, 15,769 students would be in the sixteen high schools, 11,271 students would be in the sixteen junior high schools, and 26,453 students would be in the fifty-three elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, sixteen high school principals, sixteen assistant high school principals, sixteen junior high school principals, sixteen assistant junior high school principals, and fifty-three elementary school principals. SEV for the proposed district would be \$3,083,379,233.00 with an SEV per student of \$.00. This model reduces the number of school buildings from the existing 103 to 91 and the number of administrators from the existing 163 to 114.

Five-year projections for the proposed Ingham County School District indicate a student population of 50,958. SEV is projected to be \$3,574,481,606.00 with an SEV per student of \$70,145.00. The projected model indicates that the number of school buildings will decrease by five to eighty-six and school administrators will decrease by five to one hundred and nine.

Tables 98, 99, and 100 exhibit information about the existing school district in Ingham County, the proposed model for the Ingham County School District, and a five-year projected model for the Ingham County School District.

Table 98
Included is the following information for Ingham County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|--------|-----|------|----|--------|-----|------|----|--------|-----|------------------|------------|
| EAST LANSING | 4,816 | 1 | 3 | 1 | 1,940 | 1 | 4 | 2 | 936 | 2 | 0 | 7 | 1,940 | 7 | \$ 368,401,893 | \$ 86,297 |
| LANSING | 26,070 | 1 | 5 | 3 | 6,892 | 3 | 12 | 4 | 4,395 | 4 | 8 | 38 | 14,783 | 38 | \$ 1,264,661,994 | \$ 49,397 |
| DANSVILLE | 987 | 1 | 0 | 1 | 319 | 1 | 0 | 1 | 223 | 1 | 0 | 1 | 445 | 1 | \$ 50,845,437 | \$ 52,799 |
| HASLETT | 1,829 | 1 | 0 | 1 | 564 | 1 | 1 | 1 | 402 | 1 | 0 | 3 | 863 | 3 | \$ 107,110,053 | \$ 54,343 |
| HOLT | 4,500 | 1 | 3 | 1 | 1,120 | 1 | 2 | 2 | 1,480 | 2 | 2 | 5 | 1,900 | 5 | \$ 171,903,564 | \$ 38,133 |
| LESLIE | 1,638 | 1 | 0 | 1 | 504 | 1 | 0 | 1 | 251 | 1 | 0 | 1 | 882 | 1 | \$ 59,114,904 | \$ 36,763 |
| MASON | 3,260 | 1 | 1 | 1 | 1,140 | 1 | 1 | 1 | 772 | 1 | 0 | 4 | 1,348 | 4 | \$ 171,645,720 | \$ 51,588 |
| OKEMOS | 3,045 | 1 | 1 | 1 | 1,085 | 1 | 1 | 1 | 785 | 1 | 0 | 4 | 1,175 | 4 | \$ 259,168,965 | \$ 80,965 |
| STOCKBRIDGE | 1,885 | 1 | 0 | 1 | 570 | 1 | 1 | 1 | 450 | 1 | 0 | 3 | 865 | 2 | \$ 89,168,240 | \$ 48,461 |
| WAVERLY | 3,211 | 1 | 3 | 1 | 842 | 1 | 2 | 2 | 1,080 | 2 | 0 | 4 | 1,289 | 4 | \$ 417,687,520 | \$ 129,235 |
| WEBBERVILLE | 781 | 1 | 0 | 1 | 367 | 1 | 0 | 0 | + | 0 | 0 | 1 | 414 | 1 | \$ 33,034,853 | \$ 41,449 |
| WILLIAMSTON | 1,471 | 1 | 1 | 1 | 548 | 1 | 0 | 1 | 374 | 1 | 0 | 1 | 549 | 1 | \$ 90,936,090 | \$ 60,990 |
| TOTAL COUNTY | 53,493 | 12 | 17 | 14 | 15,869 | 14 | 24 | 17 | 11,149 | 17 | 10 | 72 | 26,453 | 71 | \$ 3,083,379,233 | \$ 57,640 |
| PROPOSED MODEL | 53,493 | 1 | 6 | 16 | 15,769 | 16 | 16 | 22 | 11,271 | 22 | 0 | 53 | 26,453 | 53 | \$ 3,083,379,233 | \$ 57,640 |
| 5YR PROJECTED MODEL | 50,968 | 1 | 6 | 16 | 15,680 | 16 | 16 | 15 | 7,840 | 15 | 0 | 55 | 27,448 | 55 | \$ 3,574,481,606 | \$ 70,131 |

Table 99

The number of administrators in Ingham County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 12 | 17 | 14 | 18 | 17 | 10 | 71 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 16 | 16 | 22 | 0 | 53 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 16 | 16 | 15 | 0 | 55 |
| 4. 1 MINUS 2 | -11 | -11 | +2 | -2 | +5 | -10 | -18 |
| 5. 2 MINUS 3 | = | = | = | = | -7 | = | +2 |

Table 100

The number of school buildings in Ingham County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 14 | 17 | 72 |
| 2. PROPOSED MODEL NUMBER | 16 | 22 | 53 |
| 3. SYR PROJECTED NUMBER | 16 | 15 | 55 |
| 4. 1 MINUS 2 | +2 | +5 | -19 |
| 5. 2 MINUS 3 | = | -7 | +2 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Ionia County

Ionia County is located in the southwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present there are five school districts (Ionia Public Schools, Belding Area School District, Lakewood Public Schools, Portland Public School District, Saranac Community Schools) serving Ionia County. Ionia Public Schools serve 2,900 students; of this total, 892 students are in the high school, 446 students are in the junior high school, and 1,562 students are in the four elementary schools. Ionia's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principal. The SEV of Ionia Public Schools is \$109,740,227.00 with an SEV per student of \$37,841.00.

Belding Area Schools serve 2,088 students; of this total, 776 students are in the high school, 459 students are in the junior high school, and 853 students are in the three elementary schools. Belding's administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Belding Area Schools is \$94,451,029.00 with an SEV per student of \$45,235.00.

Lakewood Public Schools serve 2,598 students; of this total, 803 students are in the high school, 228 students are in the junior high school, and 1,567 students are in the five elementary schools. Lakewood's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school

principal, one junior high school principal, and five elementary school principals. The SEV of Lakewood Public Schools is \$124,942,950.00 with an SEV per student of \$48,091.00.

Portland Public Schools serve 1,969 students; of this total, 640 students are in the high school, 336 students are in the junior high school, and 993 students are in the two elementary schools. Portland's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Portland Public Schools is \$94,446,280.00 with an SEV per student of \$47,966.

Saranac Community Schools serve 1,028 students; of this total, 409 students are in the high school, 244 students are in the junior high school, and 375 students are in the one elementary school. Saranac's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary principal. The SEV of Saranac Community Schools is \$42,756,000.00 with an SEV per student of \$41,591.00.

In the proposed model, Ionia County School District would serve 10,583 students; of this total, 3,520 students would be in the four high schools, 1,713 students would be in the three junior high schools, and 5,350 students would be in the eleven elementary schools. In this model, the administration would be composed of one superintendent, four assistant superintendents, four high school principals, four assistant high school principals, three junior high school principals, three assistant junior

high school principals and eleven elementary school principals. SEV for the proposed district would be \$466,336,486.00 with an SEV per student of \$44,064.00. This model reduces the number of school buildings from the existing twenty-five to nineteen and the number of administrators from the existing thirty-seven to twenty-eight.

Five-year projections for the proposed Ionia County School District indicate a student population of 9,363. SEV is projected to be \$540,611,798.00 with an SEV per student of \$57,739.00. The projected model indicates that the number of school buildings will decrease by two to seventeen and school administrators will decrease by four to twenty-four.

Tables 101, 102, and 103 exhibit information about the existing school district in Ionia County, the proposed model for the Ionia County School District, and a five-year projected model for the Ionia County School District.

Iosco County

Iosco County is located in the northeastern portion of the lower peninsula and encompasses approximately 400 square miles.

At present there are four school districts (Oscoda Area Schools, Hale Area Schools, Tawas Area Schools, Whittemore Prescott Area School District) serving Iosco County. Oscoda Area Schools serve 3,350 students; of this total, 900 students are in the high school, 800 students are in the junior high school, and 1,650 students are in the four elementary schools. Oscoda's administration is composed of one superintendent, one high

Table 101

Included is the following information for Ionia County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|-------|----|-------|-----|------|----|-------|------|------|----|-------|-----|----------------|-----------|
| IONIA | 2,900 | 1 | 1 | 1 | 892 | 1 | 1 | 1 | 446 | 1 | 0 | 4 | 1,552 | 4 | \$ 109,240,237 | \$ 37,841 |
| BELDING | 2,048 | 1 | 0 | 1 | 776 | 1 | 1 | 1 | 459 | 1 | 0 | 3 | 833 | 3 | \$ 94,451,039 | \$ 45,235 |
| LAKESWOOD | 2,598 | 1 | 1 | 1 | 893 | 1 | 1 | 1 | 228 | 1 | 0 | 5 | 1,567 | 5 | \$ 124,042,890 | \$ 48,091 |
| PORTLAND | 1,969 | 1 | 1 | 1 | 640 | 1 | 1 | 1 | 336 | 1 | 0 | 2 | 933 | 2 | \$ 94,446,280 | \$ 47,596 |
| SARANAC | 1,078 | 1 | 0 | 1 | 409 | 1 | 0 | 1 | 244 | 1 | 0 | 1 | 375 | 1 | \$ 42,756,000 | \$ 41,591 |
| TOTAL COUNTY | 10,593 | 5 | 3 | 5 | 3,520 | 5 | 4 | 5 | 1,713 | 5 | 0 | 15 | 5,330 | 15 | \$ 466,336,486 | \$ 44,064 |
| PROPOSED MODEL | 10,593 | 1 | 4 | 4 | 3,520 | 4 | 4 | 4 | 1,713 | 4 | 0 | 11 | 5,330 | 11 | \$ 466,336,486 | \$ 44,064 |
| 5YR PROJECTED MODEL | 9,383 | 1 | 4 | 3 | 2,880 | 3 | 3 | 3 | 1,440 | 3 | 0 | 10 | 5,049 | 10 | \$ 540,611,798 | \$ 57,739 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 102

The number of administrators in Ionia County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 5 | 3 | 5 | 4 | 5 | 0 | 15 |
| 2. PROPOSED MODEL NUMBER | 1 | 4 | 4 | 4 | 4 | 0 | 11 |
| 3. SYR PROJECTED NUMBER | 1 | 4 | 3 | 3 | 3 | 0 | 10 |
| 4. 1 MINUS 2 | -4 | -1 | -1 | = | -1 | = | -4 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -1 | = | -1 |

Table 103

The number of school buildings in Ionia County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 5 | 5 | 15 |
| 2. PROPOSED MODEL NUMBER | 5 | 4 | 11 |
| 3. SYR PROJECTED NUMBER | 3 | 3 | 10 |
| 4. 1 MINUS 2 | -1 | -1 | -4 |
| 5. 2 MINUS 3 | -1 | -1 | -1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and three elementary school principals. The SEV of Oscoda Area Schools is \$189,970,431.00 with an SEV per student of \$56,707.00.

Hale Area Schools serve 723 students; of this total, 365 students are in the high school-junior high school combination and 358 students are in the one elementary school. Hale's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Hale Area Schools is \$75,771,531.00 with an SEV per student of \$104,801.00.

Tawas Area Schools serve 1,598 students; of this total, 562 students are in the high school, 290 students are in the junior high school, and 746 students are in the two elementary schools. Tawas' administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Tawas Area Schools is \$147,429,950.00 with an SEV per student of \$92,259.00.

Whittemore Prescott Area Schools serve 1,340 students; of this total, 400 students are in the high school, 310 students are in the junior high school, and 600 students are in the two elementary schools. Whittemore Prescott's administration is composed of one superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Whittemore Prescott Schools is \$73,801,495.00 with an SEV per student of \$55,075.00.

In the proposed model, Iosco County School District would serve 6,981 students; of this total, 2,106 students would be in the two high schools, 1,521 students would be in the three junior high schools, and 3,354 students would be in the seven elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, three junior high school principals, and seven elementary school principals. SEV for the proposed district would be \$486,973,407.00 with an SEV per student of \$69,756.00. This model reduces the number of school buildings from the existing sixteen to twelve and the number of administrators from the existing twenty to seventeen.

Five-year projections for the proposed Iosco County School District indicate a student population of 6,476. SEV is projected to be \$537,657,990.00 with an SEV per student of \$83,023.00. The projected model indicates that the number of school buildings will decrease by one to eleven and school administrators will decrease by one to sixteen.

Tables 104, 105, and 106 exhibit information about the existing school district in Iosco County, the proposed model for the Iosco County School District, and a five-year projected model for the Iosco County School District.

Iron County

Iron County is located in the western portion of the upper peninsula and encompasses approximately 1,260 square miles.

Table 104

Included is the following information for Isco County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| OSCODA | 3,350 | 1 | 0 | 1 | 900 | 1 | 1 | 1 | 800 | 1 | 1 | 4 | 1,650 | 3 | \$ 189,970,481 | \$ 56,707 |
| HALE | 723 | 1 | 0 | 1 | 365 | 1 | 0 | 0 | 4 | 0 | 0 | 1 | 358 | 1 | \$ 75,271,531 | \$ 104,801 |
| TAWAS | 1,598 | 1 | 0 | 1 | 582 | 1 | 0 | 1 | 290 | 1 | 0 | 2 | 746 | 1 | \$ 147,419,950 | \$ 92,259 |
| WHITTEMORE | 1,340 | 1 | 0 | 1 | 400 | 1 | 0 | 1 | 310 | 1 | 0 | 2 | 600 | 2 | \$ 73,801,495 | \$ 55,075 |
| TOTAL COUNTY | 6,981 | 4 | 0 | 4 | 2,227 | 4 | 1 | 3 | 1,400 | 3 | 1 | 9 | 3,354 | 7 | \$ 486,973,407 | \$ 69,756 |
| PROPOSED MODEL | 6,981 | 1 | 2 | 2 | 2,106 | 2 | 2 | 3 | 1,521 | 3 | 0 | 7 | 3,354 | 7 | \$ 486,973,407 | \$ 69,756 |
| 5YR PROJECTED MODEL | 6,476 | 1 | 2 | 2 | 1,992 | 2 | 2 | 2 | 956 | 2 | 0 | 7 | 3,488 | 7 | \$ 537,657,990 | \$ 83,023 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 105

The number of administrators in losco County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 0 | 4 | 1 | 3 | 1 | 7 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 3 | 0 | 7 |
| 3. SVR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 7 |
| 4. 1 MINUS 2 | -3 | +2 | -2 | +1 | = | -1 | = |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | = |

Table 106

The number of school buildings in losco County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 3 | 7 |
| 2. PROPOSED MODEL NUMBER | 2 | 3 | 7 |
| 3. SVR PROJECTED NUMBER | 2 | 2 | 7 |
| 4. 1 MINUS 2 | -2 | = | = |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

At present there are two school districts (Forest Park School District, West Iron County School District) serving Iron County. Forest Park Schools serve 779 students; of this total, 239 students are in the high school, 112 students are in the junior high school, and 428 students are in the one elementary school. Forest Park's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Forest Park Schools is \$73,948,771.00 with an SEV per student of \$94,927.00.

West Iron County Schools serve 1,450 students; of this total, 425 students are in the high school, 225 students are in the junior high school, and 800 students are in the two elementary schools. West Iron's administration is composed of one superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of West Iron County Schools is \$83,029,590.00 with an SEV per student of \$57,261.00.

In the proposed model, Iron County School District would serve 2,229 students; of this total, 664 students would be in the high school, 337 students would be in the junior high school, and 1,228 students would be in the three elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendents, one high school principals, one assistant high school principals, one junior high school principals, and three elementary school principals. SEV for the proposed district would be \$156,978,361.00 with an SEV per student of \$70,425.00. This model reduces the number of school buildings from the

existing seven to five and the number of administrators will remain at the existing eight.

Five-year projections for the proposed Iron County School District indicate a student population of 2,009. SEV is projected to be \$173,316,794.00 with an SEV per student of \$86,270.00. The projected model indicates that the number of school buildings will decrease by one to four and school administrators will decrease by one to seven.

Tables 107, 108, and 109 exhibit information about the existing school district in Iron County, the proposed model for the Iron County School District, and a five-year projected model for the Iron County School District.

Isabella County

Isabella County is located in the southwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present there are three school districts (Mt. Pleasant City School District, Beal City Schools, Sheperd Public School District) serving Isabella County. Mt. Pleasant City Schools serve 3,607 students; of this total, 1,227 students are in the high school, 562 students are in the junior high school, and 1,818 students are in the six elementary schools. Mt. Pleasant's administration is composed of one superintendent, three assistant superintendent, one high school principal, two assistant high school principal, one junior high school principal, and six elementary school principals. The SEV of Mt. Pleasant City Schools is \$259,664,808.00 with an SEV per student of \$71,989.00.

Table 107

Included is the following information for Iron County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| FOREST PARK | 779 | 1 | 0 | 1 | 239 | 1 | 0 | 1 | 112 | ~ | 0 | 1 | 428 | 1 | \$ 73,846,771 | \$ 94,927 |
| WEST IRON COUNTY | 1,450 | 1 | 0 | 1 | 425 | 1 | 0 | 1 | 225 | 1 | 0 | 2 | 800 | 2 | \$ 83,023,500 | \$ 57,241 |
| TOTAL COUNTY | 2,229 | 2 | 0 | 2 | 664 | 2 | 0 | 2 | 337 | 1 | 0 | 3 | 1,228 | 3 | \$ 156,870,271 | \$ 70,475 |
| PROPOSED MODEL | 2,229 | 1 | 1 | 1 | 664 | 1 | 1 | 1 | 337 | 1 | 0 | 3 | 1,228 | 3 | \$ 156,870,271 | \$ 70,475 |
| 5YR PROJECTED MODEL | 2,009 | 1 | 1 | 1 | 616 | 1 | 1 | 1 | 308 | 1 | 0 | 2 | 1,085 | 2 | \$ 172,316,794 | \$ 85,289 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 108

The number of administrators in Iron County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 2 | 0 | 2 | 0 | 1 | 0 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 4. 1 MINUS 2 | -1 | +1 | -1 | +1 | = | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | -1 |

Table 109

The number of school buildings in Iron County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 2 | 2 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 2 |
| 4. 1 MINUS 2 | -1 | -1 | = |
| 5. 2 MINUS 3 | = | = | -1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Beal City Schools serve 526 students; of this total, 300 students are in the high school-junior high school combination and 226 students are in the one elementary school. Beal City's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Beal City Schools is \$29,423,175.00 with an SEV per student of \$55,937.00.

Sheperd Public Schools serve 1,706 students; of this total, 800 students are in the high school-junior high school combination and 906 students are in the two elementary schools. Sheperd's administration is composed of one superintendent, one high school-junior high school principal, one assistant high school principal, and two elementary school principals. The SEV of Sheperd Public Schools is \$71,696,700.00 with an SEV per student \$42,026.00.

In the proposed model, Isabella County School District would serve 5,839 students; of this total, 1,961 students would be in the two high schools, 928 students would be in the two junior high schools, and 2,950 students would be in the six elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and six elementary school principals. SEV for the proposed district would be \$360,784,683.00 with an SEV per student of \$61,788.00. This model reduces the number of school buildings from the existing thirteen to ten and the number of administrators from the existing twenty-two to fifteen.

Five-year projections for the proposed Isabella County School District indicate a student population of 5,119. SEV is projected to be \$418,248,329.00 with an SEV per student of \$81,705.00. The projected model indicates that the number of school buildings will remain at ten and school administrators will remain at fifteen.

Tables 110, 111, and 112 exhibit information about the existing school district in Isabella County, the proposed model for the Isabella County School District, and a five-year projected model for the Isabella County School District.

Jackson County

Jackson County is located in the southeastern portion of the lower peninsula and encompasses approximately 720 square miles.

At present there are twelve school districts (Western School District, Vandercook Lake Public School District, Columbia School District, Grass Lake Community Schools, Concord Community Schools, East Jackson Public Schools, Hanover Horton Schools, Michigan Center School District, Napoleon Community Schools, Northwest School District, Springport Public Schools, Jackson Public Schools) serving Jackson County. Western Schools serve 1,889 students; of this total, 668 students are in the high school, 415 students are in the junior high school, and 806 students are in the three elementary schools. Western's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and

Table 110

Included is the following information for Isabella County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| MT. PLEASANT | 3,607 | 1 | 3 | 1 | 1,227 | 1 | 2 | 1 | 582 | 1 | 0 | 6 | 1,818 | 6 | \$ 339,664,808 | \$ 71,989 |
| BEAL CITY | 528 | 1 | 0 | 1 | 300 | 1 | 0 | 0 | + | 0 | 0 | 1 | 226 | 1 | \$ 29,423,175 | \$ 55,937 |
| SHEPHERD | 1,708 | 1 | 0 | 1 | 800 | 1 | 1 | 0 | + | 0 | 0 | 2 | 906 | 2 | \$ 71,662,700 | \$ 42,026 |
| TOTAL COUNTY | 5,839 | 3 | 3 | 3 | 2,327 | 3 | 3 | 1 | 582 | 1 | 0 | 9 | 2,950 | 9 | \$ 380,784,683 | \$ 61,788 |
| PROPOSED MODEL | 5,839 | 1 | 2 | 2 | 1,981 | 2 | 2 | 2 | 928 | 2 | 0 | 6 | 2,950 | 6 | \$ 360,784,683 | \$ 61,788 |
| SVR PROJECTED MODEL | 5,119 | 1 | 2 | 2 | 1,572 | 2 | 2 | 2 | 786 | 2 | 0 | 6 | 2,761 | 6 | \$ 418,246,329 | \$ 81,705 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 111

The number of administrators in Isabella County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 3 | 3 | 3 | 1 | 0 | 9 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 6 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 6 |
| 4. 1 MINUS 2 | -2 | -1 | -1 | -1 | +1 | 0 | -3 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 112

The number of school buildings in Isabella County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 1 | 9 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 6 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 6 |
| 4. 1 MINUS 2 | -1 | +1 | -3 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

three elementary school principals. The SEV of Western Schools is \$90,256,416.00 with an SEV per student of \$45,264.00.

Vandercook Lake Public Schools serve 1,053 students; of this total, 324 students are in the high school, 162 students are in the junior high school, and 567 students are in the two elementary schools. Vandercook's administration is composed of one superintendent, one high school-junior high school principal, and two elementary school principals. The SEV of Vandercook Lake Public Schools is \$28,972,352.00 with an SEV per student of \$27,488.00.

Columbia Schools serve 1,908 students; of this total, 665 students are in the high school, 304 students are in the junior high school, and 939 students are in the two elementary schools. Columbia's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Columbia Schools is \$130,723,502.00 with an SEV per student of \$67,418.00.

Grass Lake Community Schools serve 807 students; of this total, 407 students are in the high school-junior high school combination and 400 students are in the one elementary school. Grass Lake's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Grass Lake Community Schools is \$46,494,615.00 with an SEV per student of \$59,685.00.

Concord Community Schools serve 1,025 students; of this total, 300 students are in the high school, 250 students are in the junior high school,

and 475 students are in the one elementary school. Concord's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Concord Community Schools is \$40,621,400.00 with an SEV per student of \$39,400.00.

East Jackson Public Schools serve 1,370 students; of this total, 383 students are in the high school, 329 students are in the junior high school, and 658 students are in the two elementary schools. East Jackson's administration is composed of one superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of East Jackson Public Schools is \$56,858,898.00 with an SEV per student of \$39,873.00.

Hanover Horton Schools serve 1,136 students; of this total, 338 students are in the high schools, 361 students are in the junior high school, and 437 students are in the two elementary schools. Hanover Horton's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Hanover Horton Schools is \$63,587,475.00 with an SEV per student of \$54,117.00.

Michigan Center Schools serve 1,415 students; of this total, 452 students are in the high school, 277 students are in the junior high school, and 686 students are in the three elementary schools. Michigan Center's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school

principal, and one elementary school principal. The SEV of Michigan Center Schools is \$57,837,600.00 with an SEV per student of \$40,165.00.

Napoleon Community Schools serve 1,443 students; of this total, 490 students are in the high school, 344 students are in the junior high school, and 609 students are in the one elementary school. Napoleon's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Napoleon Community Schools is \$70,887,541.00 with an SEV per student of \$46,001.00.

Northwest Schools serve 3,080 students; of this total, 1,000 students are in the high school, 720 students are in the junior high school, and 1,360 students are in the two elementary schools. The SEV of Northwest Schools is \$170,564,160.00 with an SEV per student of \$53,976.00.

Springport Public Schools serve 975 students; of this total, 300 students are in the high school, 150 students are in the junior high school, and 525 students are in the one elementary school. Springport's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Springport Public Schools is \$50,148,502.00 with an SEV per student of \$50,249.00.

Jackson Public Schools serve 8,658 students; of this total, 2,664 students are in the high school, 1,332 students are in the junior high school, and 4,662 students are in the eight elementary schools. Jackson's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant principals, one

junior high school principal, one assistant junior high school principal, and eight elementary school principals. The SEV of Jackson Public Schools is \$463,484,362.00 with an SEV per student of \$53,881.00.

In the proposed model, Jackson County School District would serve 24,759 students; of this total, 7,856 students would be in the seven high schools, 4,779 students would be in the nine junior high schools, and 12,124 students would be in the twenty-five elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, seven high school principals, seven assistant high school principals, nine junior high school principals, and twenty-five elementary school principals. SEV for the proposed district would be \$1,270,436,823.00 with an SEV per student of \$51,312.00. This model reduces the number of school buildings from the existing 51 to 41 and the number of administrators from the existing 74 to 55.

Five-year projections for the proposed Jackson County School District indicate a student population of 21,369. SEV is projected to be \$1,402,664,903.00 with an SEV per student of \$65,640.00. The projected model indicates that the number of school buildings will decrease by four to thirty-seven and school administrators will decrease by four to fifty-one.

Tables 113, 114, and 115 exhibit information about the existing school district in Jackson County, the proposed model for the Jackson County School District, and a five-year projected model for the Jackson County School District.

Table 113
Included is the following information for Jackson County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOD | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPDP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|-------|-----|------|----|-------|-----|------|----|--------|-----|------------------|-----------|
| WESTERN | 1,880 | 1 | 1 | 1 | 668 | 1 | 1 | 1 | 415 | 1 | 0 | 3 | 806 | 3 | \$ 90,256,416 | \$ 45,264 |
| VANDERCOOK LAKE | 1,053 | 1 | 0 | 1 | 324 | 1 | 0 | 1 | 162 | ← | 0 | 2 | 567 | 2 | \$ 28,572,352 | \$ 27,488 |
| COLUMBIA | 1,908 | 1 | 1 | 1 | 665 | 1 | 1 | 1 | 304 | 1 | 0 | 2 | 939 | 2 | \$ 130,723,502 | \$ 67,418 |
| GRASS LAKE | 807 | 1 | 0 | 1 | 407 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 400 | 1 | \$ 46,494,615 | \$ 59,685 |
| CONCORD | 1,025 | 1 | 0 | 1 | 300 | 1 | 0 | 1 | 250 | 1 | 0 | 1 | 475 | 1 | \$ 40,621,400 | \$ 39,400 |
| EAST JACKSON | 1,370 | 1 | 0 | 1 | 383 | 1 | 0 | 1 | 329 | 1 | 0 | 2 | 658 | 2 | \$ 56,858,898 | \$ 39,873 |
| HANOVER HORTON | 1,136 | 1 | 0 | 1 | 338 | 1 | 0 | 1 | 361 | 1 | 0 | 2 | 437 | 1 | \$ 63,587,475 | \$ 54,117 |
| MICHIGAN CENTER | 1,415 | 1 | 1 | 1 | 452 | 1 | 0 | 1 | 277 | 1 | 0 | 3 | 686 | 1 | \$ 57,837,600 | \$ 40,165 |
| NAPOLEON | 1,443 | 1 | 0 | 1 | 490 | 1 | 0 | 1 | 344 | 1 | 0 | 1 | 609 | 1 | \$ 70,887,541 | \$ 46,001 |
| NORTHWEST | 3,080 | 1 | 1 | 1 | 1,000 | 1 | 1 | 1 | 720 | 1 | 1 | 2 | 1,360 | 2 | \$ 170,564,160 | \$ 53,976 |
| SPRINGPORT | 975 | 1 | 0 | 1 | 300 | 1 | 0 | 1 | 150 | ← | 0 | 1 | 525 | 1 | \$ 50,148,502 | \$ 50,249 |
| JACKSON | 8,658 | 1 | 3 | 1 | 2,664 | 1 | 4 | 1 | 1,332 | 1 | 1 | 8 | 4,662 | 8 | \$ 463,484,362 | \$ 53,881 |
| TOTAL COUNTY | 24,759 | 12 | 7 | 12 | 7,991 | 12 | 7 | 11 | 4,644 | 9 | 2 | 28 | 12,124 | 25 | \$ 1,270,436,823 | \$ 51,312 |
| PROPOSED MODEL | 24,759 | 1 | 6 | 7 | 7,856 | 7 | 7 | 9 | 4,779 | 9 | 0 | 25 | 12,124 | 25 | \$ 1,270,436,023 | \$ 51,312 |
| SYR PROJECTED MODEL | 21,369 | 1 | 6 | 7 | 6,572 | 7 | 7 | 7 | 3,286 | 7 | 0 | 23 | 11,511 | 23 | \$ 1,402,664,908 | \$ 65,640 |

Table 114

The number of administrators in Jackson County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 12 | 7 | 12 | 7 | 9 | 2 | 25 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 7 | 7 | 9 | 0 | 25 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 7 | 7 | 7 | 0 | 23 |
| 4. 1 MINUS 2 | -11 | -1 | -5 | = | = | -2 | = |
| 5. 2 MINUS 3 | = | = | = | = | -2 | = | -2 |

Table 115

The number of school buildings in Jackson County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 12 | 11 | 28 |
| 2. PROPOSED MODEL NUMBER | 7 | 9 | 25 |
| 3. SYR PROJECTED NUMBER | 7 | 7 | 23 |
| 4. 1 MINUS 2 | -5 | -2 | -3 |
| 5. 2 MINUS 3 | = | -2 | -2 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Kalamazoo County

Kalamazoo County is located in the southwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present there are nine school districts (Kalamazoo City School District, Climax-Scotts Community Schools, Comstock Public Schools, Galesburg-Augusta Community Schools, Gull Lake Community Schools, Parchment School District, Portage Public Schools, Schoolcraft Community Schools, Vicksburg Community Schools) serving Kalamazoo County. Kalamazoo City Schools serve 12,025 students; of this total, 3,700 students are in the two high schools, 1,850 students are in the three junior high schools, and 6,475 students are in the nineteen elementary schools. Kalamazoo's administration is composed of one superintendent, four assistant superintendents, two high school principals, eight assistant high school principals, three junior high school principals, three assistant junior high school principals, and nineteen elementary school principals. The SEV of Kalamazoo City Schools is \$944,986,185.00 with an SEV per student of \$78,585.00.

Climax-Scotts Community Schools serve 675 students; of this total, 225 students are in the high school, 227 students are in the junior high school, and 223 students are in the one elementary school. Climax-Scotts' administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Climax-Scotts Community Schools is \$39,009,594.00 with an SEV per student of \$57,791.00.

Comstock Public Schools serve 2,582 students; of this total, 803 students are in the high school, 630 students are in the junior high school, and 1,149 students are in the four elementary schools. Comstock's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Comstock Public Schools is \$223,354,250.00 with an SEV per student of \$86,504.00.

Galesburg-Augusta Community Schools serve 1,284 students; of this total, 447 students are in the high school, 309 students are in the junior high school, and 528 students are in the two elementary schools. Galesburg-Augusta's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Galesburg-Augusta Community Schools is \$64,154,638.00 with an SEV per student of \$49,964.00.

Gull Lake Community Schools serve 2,442 students; of this total, 808 students are in the high school, 826 students are in the two junior high schools, and 808 students are in the three elementary schools. Gull Lake's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, two junior high school principals, and three elementary school principals. The SEV of Gull Lake Community Schools is \$179,972,115.00 with an SEV per student of \$73,698.00.

Parchment Schools serve 1,833 students; of this total, 708 students are in the high school, 399 students are in the junior high school, and 726 students are in the three elementary schools. Parchment's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Parchment Schools is \$102,188,824.00 with an SEV per student of \$55,749.00.

Portage Public Schools serve 7,956 students; of this total, 2,448 students are in the two high schools, 1,224 students are in the three junior high schools, and 4,284 students are in the seven elementary schools. Portage's administration is composed of one superintendent, four assistant superintendents, two high school principals, six assistant high school principals, three junior high school principals, and seven elementary school principals. The SEV of Portage Public Schools is \$624,671,676.00 with an SEV per student of \$78,515.00.

Schoolcraft Community Schools serve 786 students; of this total, 259 students are in the high school, 255 students are in the junior high schools, and 272 students are in the one elementary school. Schoolcraft's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Schoolcraft Community Schools is \$54,297,380.00 with an SEV per student of \$69,080.00.

Vicksburg Community Schools serve 2,500 students; of this total, 900 students are in the high schools, 400 students are in the junior high school,

and 1,200 students are in the three elementary schools. Vicksburg's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Vicksburg Community Schools is \$141,837,741.00 with an SEV per student of \$56,735.00.

In the proposed model, Kalamazoo County School District would serve 32,083 students; of this total, 10,298 students would be in the ten high schools, 6,120 students would be in the twelve junior high schools, and 15,665 students would be in the thirty-two elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, ten high school principals, ten assistant high school principals, twelve junior high school principals, and thirty-two elementary school principals. SEV for the proposed district would be \$2,374,472,403.00 with an SEV per student of \$74,005.00. This model reduces the number of school buildings from the existing 68 to 54 and the number of administrators from the existing 112 to 71.

Five-year projections for the proposed Kalamazoo County School District indicate a student population of 28,603. SEV is projected to be \$2,888,908,741.00 with an SEV per student of \$101,000.00. The projected model indicates that the number of school buildings will decrease by five to forty-nine and school administrators will decrease by six to sixty-five.

Tables 116, 117, and 118 exhibit information about the existing school district in Kalamazoo County, the proposed model for the

Kalamazoo County School District, and a five-year projected model for the Kalamazoo County School District.

Kalkaska County

Kalkaska County is located in the northwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present there are two school districts (Forest Area Community School District, Kalkaska Public Schools) serving Kalkaska County. Forest Area Community Schools serve 628 students; of this total, 300 students are in the high school-junior high school combination and 328 students are in the two elementary schools. Forest Area's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Forest Area Schools is \$39,160,719.00 with an SEV per students of \$62,357.00.

Kalkaska Public Schools serve 2,000 students; of this total, 596 students are in the high school, 466 students are in the junior high school, and 938 students are in the three elementary schools. Kalkaska's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant principal, one junior high school principal, and three elementary school principals. The SEV of Kalkaska Public Schools is \$215,877,222.00 with an SEV per student of \$107,938.00.

In the proposed model, Kalkaska County School District would serve 2,628 students; of this total, 796 students would be in the high school, 566 students would be in the junior high school, and 1,266 students would be

Table 116
Included is the following information for Kalamazoo County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|-------|----|--------|-----|------|----|-------|-----|------|----|--------|-----|------------------|------------|
| KALAMAZOO | 12,025 | 1 | 4 | 2 | 3,700 | 2 | 8 | 3 | 1,850 | 3 | 3 | 19 | 6,475 | 19 | \$ 944,986,185 | \$ 78,585 |
| CLIMAX SCOTTS | 675 | 1 | 0 | 1 | 225 | 1 | 0 | 1 | 227 | 1 | 0 | 1 | 223 | 1 | \$ 39,009,594 | \$ 57,791 |
| COMSTOCK | 2,582 | 1 | 1 | 1 | 803 | 1 | 1 | 1 | 630 | 1 | 0 | 4 | 1,149 | 4 | \$ 223,354,250 | \$ 86,504 |
| GALESBURG-AUGUSTA | 1,284 | 1 | 1 | 1 | 447 | 1 | 0 | 1 | 309 | 1 | 0 | 2 | 528 | 2 | \$ 64,154,638 | \$ 49,964 |
| GULL LAKE | 2,442 | 1 | 1 | 1 | 808 | 1 | 1 | 2 | 826 | 2 | 0 | 3 | 808 | 3 | \$ 179,972,115 | \$ 73,698 |
| PARCHMENT | 1,833 | 1 | 1 | 1 | 708 | 1 | 1 | 1 | 399 | 1 | 0 | 3 | 726 | 3 | \$ 102,188,824 | \$ 55,749 |
| PORTAGE | 2,956 | 1 | 4 | 2 | 2,448 | 2 | 6 | 3 | 1,224 | 3 | 0 | 7 | 4,284 | 7 | \$ 624,671,676 | \$ 78,515 |
| SCHOOLCRAFT | 786 | 1 | 0 | 1 | 259 | 1 | 0 | 1 | 255 | 1 | 0 | 1 | 272 | 1 | \$ 54,297,380 | \$ 69,080 |
| VICKSBURG | 2,500 | 1 | 2 | 1 | 900 | 1 | 1 | 1 | 400 | 1 | 0 | 3 | 1,200 | 3 | \$ 141,837,741 | \$ 56,735 |
| TOTAL COUNTY | 32,083 | 9 | 14 | 11 | 10,298 | 11 | 18 | 14 | 6,120 | 14 | 3 | 43 | 15,665 | 43 | \$ 2,374,472,403 | \$ 74,005 |
| PROPOSED MODEL | 32,083 | 1 | 6 | 10 | 10,298 | 10 | 10 | 12 | 6,120 | 12 | 0 | 31 | 15,665 | 31 | \$ 2,374,472,403 | \$ 74,005 |
| 5YR PROJECTED MODEL | 28,603 | 1 | 6 | 9 | 8,800 | 9 | 9 | 9 | 4,400 | 9 | 0 | 31 | 15,403 | 31 | \$ 2,888,908,741 | \$ 101,000 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HSPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 117

The number of administrators in Kalamazoo County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 9 | 14 | 11 | 18 | 14 | 3 | 43 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 10 | 10 | 12 | 0 | 32 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 9 | 9 | 9 | 0 | 31 |
| 4. 1 MINUS 2 | -8 | -8 | -1 | -8 | -2 | -3 | -11 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -3 | = | -1 |

Table 118

The number of school buildings in Kalamazoo County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 11 | 14 | 43 |
| 2. PROPOSED MODEL NUMBER | 10 | 12 | 32 |
| 3. SYR PROJECTED NUMBER | 9 | 9 | 31 |
| 4. 1 MINUS 2 | -1 | -2 | -11 |
| 5. 2 MINUS 3 | -1 | -3 | -1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

in the three elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendents, one high school principals, one assistant high school principals, one junior high school principals, and three elementary school principals. SEV for the proposed district would be \$255,037,941.00 with an SEV per student of \$97,046.00. This model reduces the number of school buildings from the existing eight to five and the number of administrators from the existing eleven to eight.

Five-year projections for the proposed Kalkaska County School District indicate a student population of 2,613. SEV is projected to be \$295,658,872.00 with an SEV per student of \$113,149.00. The projected model indicates that the number of school buildings will remain at five and school administrators will remain at eight.

Tables 119, 120, and 121 exhibit information about the existing school district in Kalkaska County, the proposed model for the Kalkaska County School District, and a five-year projected model for the Kalkaska County School District.

Kent County

Kent County is located in the southwestern portion of the lower peninsula and encompasses approximately 564 square miles.

At present there are nineteen school districts (Grand Rapids City School District, Godwin Heights Public Schools, Northview Public School District, Wyoming Public Schools, Byron Center Public Schools, Caledonia Community Schools, Cedar Springs Public Schools, Comstock Park Public

Table 119
Included is the following information for Kalkaska County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| FOREST AREA | 628 | 1 | 0 | 1 | 300 | 1 | 0 | 0 | + | 0 | 0 | 2 | 328 | 1 | \$ 39,160,710 | \$ 62,357 |
| KALKASKA | 2,000 | 1 | 1 | 1 | 596 | 1 | 1 | 1 | 466 | 1 | 0 | 3 | 938 | 3 | \$ 215,877,222 | \$ 107,938 |
| TOTAL COUNTY | 2,628 | 2 | 1 | 2 | 896 | 2 | 1 | 1 | 466 | 1 | 0 | 5 | 1,266 | 4 | \$ 255,037,941 | \$ 97,046 |
| PROPOSED MODEL | 2,628 | 1 | 1 | 1 | 796 | 1 | 1 | 1 | 566 | 1 | 0 | 3 | 1,266 | 3 | \$ 255,037,941 | \$ 97,046 |
| 5YR PROJECTED MODEL | 2,613 | 1 | 1 | 1 | 804 | 1 | 1 | 1 | 402 | 1 | 0 | 3 | 1,407 | 3 | \$ 295,658,872 | \$ 113,148 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 120

The number of administrators in Kalkaska County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 2 | 1 | 2 | 1 | 1 | 0 | 4 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 3 |
| 4. 1 MINUS 2 | -1 | = | -1 | = | = | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 121

The number of school buildings in Kalkaska County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 2 | 1 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 3 |
| 4. 1 MINUS 2 | -1 | = | -2 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Schools, East Grand Rapids Public Schools, Forest Hills Public Schools, Godfrey Lee Public School District, Grandville Public Schools, Kelloggsville Public Schools, Kenowa Hills Public Schools, Kent City Community Schools, Kentwood Public Schools, Lowell Area School District, Rockford Public Schools, Sparta Area Schools) serving Kent County. Grand Rapids City Schools serve 31,551 students; of this total, 5,725 students are in the four high schools, 2,932 students are in the five junior high schools, and 22,894 students are in the forty-seven elementary schools. Grand Rapids' administration is composed of one superintendent, eight assistant superintendents, four high school principals, sixteen assistant high school principals, five junior high school principals, and forty-seven elementary school principals. The SEV of Grand Rapids City Schools is \$1,526,083,674.00 with an SEV per student of \$48,891.00.

Godwin Heights Public Schools serve 1,978 students; of this total, 575 students are in the high school, 455 students are in the junior high school, and 948 students are in the three elementary schools. Godwin Heights' administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Godwin Heights Public Schools is \$238,970,850.00 with an SEV per student of \$121,305.00.

Northview Public Schools serve 2,610 students; of this total, 970 students are in the high school, 760 students are in the two junior high schools, and 880 students are in the three elementary schools. Northview's administration is composed of one superintendent, one assistant

superintendent, one high school principal, two junior high school principals, and three elementary school principals. The SEV of Northview Public Schools is \$15,000,300.00 with an SEV per student of \$57,175.00.

Wyoming Public Schools serve 4,880 students; of this total, 1,519 students are in the two high schools, 777 students are in the two junior high schools, and 2,594 students are in the eight elementary schools. Wyoming's administration is composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and eight elementary school principals. The SEV of Wyoming Public Schools is \$361,710,221.00 with an SEV per student of \$54,319.00.

Byron Center Public Schools serve 1,322 students; of this total, 417 students are in the high school, 312 students are in the junior high school, and 593 students are in the four elementary schools. Byron Center's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Byron Center Public Schools is \$117,055,540.00 with an SEV per student of \$85,442.00.

Caledonia Community Schools serve 2,000 students; of this total, 650 students are in the high school, 310 students are in the junior high school, and 1,040 students are in the three elementary schools. Caledonia's administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Caledonia

Community Schools is \$166,548,915.00 with an SEV per student of \$83,735.00.

Cedar Springs Public Schools serve 2,300 students; of this total, 700 students are in the high school, 525 students are in the junior high school, and 1,075 students are in the two elementary schools. Cedar Springs' administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Cedar Springs Public Schools is \$96,928,150.00 with an SEV per student of \$37,642.00.

Comstock Park Public Schools serve 1,287 students; of this total, 396 students are in the high school, 198 students are in the junior high school, and 693 students are in the two elementary schools. Comstock Park's administration is composed of one superintendent, one high school-junior high school principal, and two elementary school principals. The SEV of Comstock Park Public Schools is \$65,938,634.00 with an SEV per student of \$37,874.00.

East Grand Rapids Public Schools serve 2,231 students; of this total, 825 students are in the high school, 500 students are in the junior high school, and 906 students are in the three elementary schools. East Grand Rapids' administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant principal, one junior high school principal, and three elementary school principals. The SEV of East Grand Rapids Public Schools is \$176,398,896.00 with an SEV per student of \$78,191.00.

Forest Hills Public Schools serve 4,768 students; of this total, 1,657 students are in the two high schools, 1,124 students are in the two junior high schools, and 1,987 students are in the five elementary schools. Forest Hills' administration is composed of one superintendent, three assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and five elementary school principals. The SEV of Forest Hills Public Schools is \$492,953,670.00 with an SEV per student of \$102,315.00.

Godfrey Lee Public Schools serve 941 students; of this total, 256 students are in the high school, 195 students are in the junior high school, and 490 students are in the one elementary school. Godfrey Lee's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Godfrey Lee Public Schools is \$57,514,038.00 with an SEV per student of \$26,119.00.

Grandville Public Schools serve 3,575 students; of this total, 1,200 students are in the high school, 575 students are in the junior high school, and 1,800 students are in the five elementary schools. Grandville's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, and five elementary school principals. The SEV of Grandville Public Schools is \$278,682,480.00 with an SEV per student of \$69,324.00.

Kelloggsville Public Schools serve 1,638 students; of this total, 504 students are in the high school, 252 students are in the junior high school,

and 992 students are in the four elementary schools. Kelloggsville's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and three elementary school principals. The SEV of Kelloggsville Public Schools is \$129,853,404.00 with an SEV per student of \$75,321.00.

Kenowa Hills Public Schools serve 2,275 students; of this total, 750 students are in the high school, 500 students are in the junior high school, and 1,025 students are in the four elementary schools. Kenowa's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Kenowa Hills Public Schools is \$241,952,256.00 with an SEV per student of \$105,014.00.

Kent City Community Schools serve 1,325 students; of this total, 542 students are in the high school-junior high school combination and 783 students are in the two elementary schools. Kent City's administration is composed of one superintendent, one assistant superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Kent City Community Schools is \$50,722,958.00 with an SEV per student of \$36,179.00.

Kentwood Public Schools serve 5,731 students; of this total, 1,923 students are in the high school, 1,380 students are in the two junior high schools, and 2,428 students are in the seven elementary schools. Kentwood's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high

school principals, two junior high school principals, and seven elementary school principal. The SEV of Kentwood Public Schools is \$480,444,516.00 with an SEV per student of \$83,007.00.

Lowell Area Schools serve 2,705 students; of this total, 806 students are in the high school, 620 students are in the junior high school, and 1,225 students are in the three elementary schools. Lowell's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Lowell Area Schools is \$156,509,617.00 with an SEV per student of \$53,471.00.

Rockford Public Schools serve 3,710 students; of this total, 1,150 students are in the high school, 650 students are in the junior high school, and 1,910 students are in the seven elementary schools. Rockford's administration is composed of one superintendent, three assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, and seven elementary school principals. The SEV of Rockford Public Schools is \$226,374,408.00 with an SEV per student of \$57,252.00.

Sparta Area Schools serve 2,318 students; of this total, 718 students are in the high school, 850 students are in the junior high school, and 750 students are in the three elementary schools. Sparta's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and one elementary

school principal. The SEV of Sparta Area Schools is \$112,939,086.00 with an SEV per student of \$43,222.00.

In the proposed model, Kent County School District would serve 89,445 students; of this total, 21,157 students would be in the twenty-one high schools, 12,395 students would be in the seventeen junior high schools, and 44,893 students would be in the ninety elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, twenty-one high school principals, twenty-one assistant high school principals, twenty-five junior high school principals, and ninety elementary school principals. SEV for the proposed district would be \$4,992,581,613.00 with an SEV per student of \$63,644.00. This model reduces the number of school buildings from the existing one hundred and seventy-six to one hundred and twenty-eight and the number of administrators from the existing two hundred and forty-one to one hundred and seventy-three.

Five-year projections for the proposed Kent County School District indicate a student population of 67,525. SEV is projected to be \$6,371,939,862.00 with an SEV per student of \$94,364.00. The projected model indicates that the number of school buildings will decrease by fourteen to one hundred and fourteen and school administrators will decrease by thirty-one to one hundred and forty-two.

Tables 122, 123, and 124 exhibit information about the existing school district in Kent County, the proposed model for the Kent County School District, and a five-year projected model for the Kent County School District.

Table 122
Included is the following information for Kent County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HISPOP | HSP | HSAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|-------------------|--------|------|--------|----|--------|-----|------|----|-------|------|------|----|--------|-----|------------------|------------|
| GRAND RAPIDS | 31,551 | 1 | 6 | 4 | 5,725 | 4 | 16 | 5 | 2,032 | 5 | 0 | 47 | 22,894 | 47 | \$ 1,526,083,674 | \$ 48,891 |
| GODWIN HEIGHTS | 1,978 | 1 | 1 | 1 | 575 | 1 | 1 | 1 | 455 | 1 | 0 | 3 | 948 | 3 | \$ 238,970,850 | \$ 121,105 |
| NORTHVIEW | 2,610 | 1 | 1 | 1 | 970 | 1 | 0 | 2 | 760 | 2 | 0 | 3 | 860 | 3 | \$ 15,000,100 | \$ 57,175 |
| WYOMING | 4,880 | 1 | 2 | 2 | 1,519 | 2 | 2 | 2 | 777 | 2 | 0 | 8 | 2,584 | 8 | \$ 361,710,221 | \$ 54,319 |
| BYRON CENTER | 1,322 | 1 | 0 | 1 | 417 | 1 | 0 | 1 | 312 | 1 | 0 | 4 | 533 | 1 | \$ 117,055,540 | \$ 85,442 |
| CALEDONIA | 2,000 | 1 | 0 | 1 | 650 | 1 | 1 | 1 | 310 | 1 | 0 | 3 | 1,040 | 2 | \$ 166,548,915 | \$ 83,735 |
| CEDAR SPRINGS | 2,300 | 1 | 0 | 1 | 700 | 1 | 1 | 1 | 535 | 1 | 0 | 2 | 1,075 | 2 | \$ 96,928,150 | \$ 37,642 |
| COMSTOCK PARK | 1,287 | 1 | 0 | 1 | 396 | 1 | 0 | 1 | 198 | + | 0 | 2 | 693 | 2 | \$ 65,918,634 | \$ 37,874 |
| EAST GRAND RAPIDS | 2,231 | 1 | 2 | 1 | 815 | 1 | 1 | 1 | 500 | 1 | 0 | 3 | 906 | 3 | \$ 176,398,896 | \$ 78,191 |
| FOREST HILLS | 4,768 | 1 | 3 | 2 | 1,657 | 2 | 2 | 2 | 1,124 | 2 | 0 | 5 | 1,987 | 5 | \$ 492,953,670 | \$ 102,215 |
| GODFREY LEE | 911 | 1 | 0 | 1 | 256 | 1 | 0 | 1 | 195 | + | 0 | 1 | 400 | 1 | \$ 57,514,038 | \$ 26,119 |
| GRANDVILLE | 3,575 | 1 | 2 | 1 | 1,200 | 1 | 2 | 1 | 575 | 1 | 0 | 5 | 1,800 | 5 | \$ 278,692,480 | \$ 69,324 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HISPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 122
Included is the following information for Kent County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|-------|----|--------|-----|------|----|--------|-----|------|-----|--------|-----|------------------|------------|
| KELLOGSVILLE | 1,838 | 1 | 1 | 1 | 504 | 1 | 0 | 1 | 252 | 1 | 0 | 4 | 882 | 3 | \$ 128,853,404 | \$ 75,321 |
| KENOWA HILLS | 2,235 | 1 | 1 | 1 | 750 | 1 | 1 | 1 | 500 | 1 | 0 | 4 | 1,025 | 3 | \$ 241,952,256 | \$ 105,814 |
| KENT CITY | 1,325 | 1 | 1 | 1 | 542 | 1 | 0 | 0 | 4 | 0 | 0 | 2 | 783 | 1 | \$ 50,722,958 | \$ 36,179 |
| KENTWOOD | 5,731 | 1 | 3 | 1 | 1,923 | 1 | 4 | 2 | 1,380 | 2 | 0 | 7 | 2,418 | 7 | \$ 480,444,516 | \$ 83,007 |
| LOWELL | 2,705 | 1 | 1 | 1 | 860 | 1 | 1 | 1 | 620 | 1 | 0 | 3 | 1,225 | 3 | \$ 156,509,617 | \$ 53,471 |
| ROCKFORD | 3,710 | 1 | 3 | 1 | 1,150 | 1 | 2 | 1 | 650 | 1 | 0 | 7 | 1,910 | 7 | \$ 226,374,408 | \$ 57,252 |
| SPARTA | 2,318 | 1 | 1 | 1 | 718 | 1 | 1 | 1 | 850 | 1 | 1 | 3 | 750 | 1 | \$ 112,935,086 | \$ 43,232 |
| TOTAL COUNTY | 78,445 | 19 | 30 | 24 | 21,337 | 24 | 35 | 26 | 12,215 | 24 | 1 | 116 | 44,893 | 107 | \$ 4,592,581,613 | \$ 63,644 |
| PROPOSED MODEL | 78,445 | 1 | 6 | 21 | 21,157 | 21 | 21 | 25 | 12,395 | 25 | 0 | 90 | 44,893 | 90 | \$ 4,092,581,613 | \$ 63,644 |
| SVR PROJECTED MODEL | 67,525 | 1 | 6 | 21 | 18,276 | 21 | 21 | 21 | 10,388 | 21 | 0 | 72 | 36,351 | 72 | \$ 6,371,939,862 | \$ 94,364 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 123

The number of administrators in Kent County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 19 | 30 | 24 | 36 | 24 | 1 | 107 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 21 | 21 | 25 | 0 | 90 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 21 | 21 | 21 | 0 | 72 |
| 4. 1 MINUS 2 | -18 | -24 | -3 | -15 | +1 | -1 | -17 |
| 5. 2 MINUS 3 | = | = | = | = | -4 | = | -18 |

Table 124

The number of school buildings in Kent County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 24 | 24 | 116 |
| 2. PROPOSED MODEL NUMBER | 21 | 25 | 90 |
| 3. SYR PROJECTED NUMBER | 21 | 21 | 72 |
| 4. 1 MINUS 2 | -3 | +1 | -26 |
| 5. 2 MINUS 3 | = | -4 | -18 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

Lake County

Lake County is located in the northwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present, there is one school district (Baldwin Community Schools) serving Lake County. Baldwin Community Schools serve 995 students; of this total 270 students are in the high school, 230 are in the junior high school, and 495 students are in the elementary school. Baldwin's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Baldwin Schools is \$121,604,680.00 with an SEV per student of \$122,215.00.

In the proposed model, Lake County School District would serve 995 students; of this total, 500 students would be in the high school-junior high school and 495 students would be in the elementary school. In this model the administration would be composed of one superintendent, one assistant superintendent, one high school-junior high school principal, one assistant high school principal, and one elementary school principal. SEV for the proposed district would be \$121,604,680.00 with an SEV per student of \$122,215.00. This model reduces the number of school buildings from the existing three to two and increases the number of administrators from the existing four to five.

Five-year projections for the proposed Lake County School District indicate a student population of 1,095. SEV is projected to be \$140,973,192.00, with an SEV per student of \$128,742.00. The projected

model indicates that the number of school buildings will remain at two and school administrators will remain at five.

Tables 125, 126, and 127 exhibit information about the existing school district in Lake County, the proposed model for the Lake County School District, and a five-year projected model for the Lake County School District.

Lapeer County

Lapeer County is located in the southeastern portion of the lower peninsula and encompasses approximately 624 square miles.

At present, there are five school districts (Lapeer Community Schools, Almont Community Schools, Dryden Community, Imlay Community Schools, North Branch Area Schools) serving Lapeer County. Lapeer Community Schools serve 7,561 students; of this total, 2,462 students are in the two high schools, 1,323 students are in the two junior high schools, and 3,776 students are in the ten elementary schools. Lapeer's administration is composed of one superintendent, three assistant superintendents, two high schools principals, six assistant high school principals, two junior high schools principals, and ten elementary school principals. The SEV of Lapeer Community Schools is \$361,739,079.00 with an SEV per student of \$45,099.00.

Almont Community Schools serve 1,400 students; of this total, 587 students are in the high school-junior high school combination and 813 students are in the one elementary school. Almont's administration is composed of one superintendent, one high school-junior high school

Table 125
Included is the following information for Lake County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| BALDWIN | 995 | 1 | 0 | 1 | 270 | 1 | 0 | 1 | 230 | 1 | 0 | 1 | 495 | 1 | \$ 121,604,680 | \$ 122,215 |
| TOTAL COUNTY | 995 | 1 | 0 | 1 | 270 | 1 | 0 | 1 | 230 | 1 | 0 | 1 | 495 | 1 | \$ 121,604,680 | \$ 122,215 |
| PROPOSED MODEL | 995 | 1 | 1 | 1 | 270 | 1 | 1 | ← | 230 | 0 | 0 | 1 | 495 | 1 | \$ 121,604,680 | \$ 122,215 |
| SYR PROJECTED MODEL | 1,095 | 1 | 1 | 1 | 336 | 1 | 1 | ← | 168 | 0 | 0 | 1 | 591 | 1 | \$ 140,973,152 | \$ 111,053 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HSPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 126
The number of administrators in Lake County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 1 | 0 | 1 | 0 | 1 | 0 | 1 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| 4. 1 MINUS 2 | = | +1 | = | +1 | -1 | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 127
The number of school buildings in Lake County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 1 | 1 | 1 |
| 2. PROPOSED MODEL NUMBER | 1 | 0 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 0 | 1 |
| 4. 1 MINUS 2 | = | -1 | = |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

principal, and one elementary school principal. The SEV of Almont Community Schools is \$66,411,375.00 with an SEV per student of \$51,125.00.

Dryden Community Schools serve 650 students; of this total, 350 students are in the high school-junior high school combination and 300 students are in the one elementary school. Dryden's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Dryden Community Schools is \$41,274,659.00 with an SEV per student of \$60,967.00.

Imlay City Community Schools serve 1,959 students; of this total, 1,059 students are in the high school-junior high school combination and 900 students are in the two elementary schools. Imlay City's administration is composed of one superintendent, one high school-junior high school principal, one assistant principal, and two elementary school principals. The SEV of Imlay City Schools is \$100,869,651.00 with an SEV per student of \$51,543.00.

North Branch Area Schools serve 2,242 students; of this total, 504 students are in the high school, 564 students are in the junior high school, and 1,174 students are in the two elementary schools. North Branch's administration is composed of one superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of North Branch Area Schools is \$93,240,714.00 with an SEV per student of \$40,242.00.

In the proposed model, Lapeer County School District would serve 13,812 students; of this total, 4,298 students would be in the four high schools, 2,531 students would be in the four junior high schools, and 6,963 students would be in the fourteen elementary schools. In this model, the administration would be composed of one superintendent, five assistant superintendents, four high schools principals, four assistant high school principals, four junior high school principals, and fourteen elementary school principals. SEV for the proposed district would be \$663,535,478.00 with an SEV per student of \$48,040.00. This model reduces the number of school buildings from the existing twenty-five to twenty-two and the number of administrators from the existing forty to thirty-two.

Five-year projections for the proposed Lapeer County School District indicate a student population of 12,267. SEV is projected to be \$732,596,783.00 with an SEV per student of \$59,720. The projected model indicates that the number of school buildings will decrease by one to twenty-one and school administrators will decrease by one to thirty-one.

Tables 128, 129, and 130 exhibit information about the existing school district in Lapeer County, the proposed model for the Lapeer County School District, and a five-year projected model for the Lapeer County School District.

Leelanau County

Leelanau County is located in the northwestern portion of the lower peninsula and encompasses approximately 150 square miles.

Table 128
Included is the following information for Lapeer County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| LAPEER | 7,561 | 1 | 3 | 2 | 2,462 | 2 | 6 | 2 | 1,323 | 2 | 0 | 10 | 3,776 | 10 | \$ 361,739,079 | \$ 45,099 |
| ALMONT | 1,400 | 1 | 0 | 1 | 587 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 813 | 1 | \$ 66,411,375 | \$ 51,125 |
| DRYDEN | 650 | 1 | 0 | 1 | 350 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 300 | 1 | \$ 41,274,659 | \$ 60,967 |
| IMLAY CITY | 1,959 | 1 | 0 | 1 | 1,059 | 1 | 1 | 0 | ← | 0 | 0 | 2 | 900 | 2 | \$ 100,869,651 | \$ 51,543 |
| NORTH BRANCH | 2,242 | 1 | 0 | 1 | 504 | 1 | 0 | 1 | 564 | 1 | 0 | 2 | 1,174 | 2 | \$ 93,240,714 | \$ 40,242 |
| TOTAL COUNTY | 13,812 | 5 | 3 | 6 | 4,962 | 6 | 7 | 3 | 1,887 | 3 | 0 | 16 | 6,963 | 16 | \$ 663,535,478 | \$ 48,040 |
| PROPOSED MODEL | 13,812 | 1 | 5 | 4 | 4,298 | 4 | 4 | 5 | 2,551 | 5 | 0 | 14 | 6,963 | 14 | \$ 663,535,478 | \$ 48,040 |
| 5YR PROJECTED MODEL | 12,267 | 1 | 5 | 4 | 3,772 | 4 | 4 | 4 | 1,886 | 4 | 0 | 13 | 6,609 | 13 | \$ 732,596,783 | \$ 59,720 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 129

The number of administrators in Lapeer County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 5 | 3 | 6 | 7 | 3 | 0 | 16 |
| 2. PROPOSED MODEL NUMBER | 1 | 5 | 4 | 4 | 4 | 0 | 14 |
| 3. SYR PROJECTED NUMBER | 1 | 5 | 4 | 4 | 4 | 0 | 13 |
| 4. 1 MINUS 2 | -4 | +2 | -2 | -3 | +1 | = | -2 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | -1 |

Table 130

The number of school buildings in Lapeer County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 6 | 3 | 16 |
| 2. PROPOSED MODEL NUMBER | 4 | 4 | 14 |
| 3. SYR PROJECTED NUMBER | 4 | 4 | 13 |
| 4. 1 MINUS 2 | -2 | +1 | -2 |
| 5. 2 MINUS 3 | = | = | -1 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

At present, there are four school districts (Glen Lake Community School District, Leland Public School District, Northport Public School District, Suttons Bay Public School District) serving Leelanau County. Glen Lake Community Schools serve 583 students; of this total, 210 students are in the high school-junior high school combination and 373 students are in the one elementary school. Glen Lake's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Glen Lake Community Schools is \$117,895,165.00 with an SEV per student of \$202,221.00.

Leeland Public Schools serve 325 students; of this total, 325 students are in the K-12 school. Leeland's administration is composed of one superintendent who is also the K-12 principal. The SEV of Leeland Public Schools is \$91,807,634.00 with an SEV per student of \$282,485.00.

Northport Public Schools serve 235 students; of this total, 235 students are in the K-12 school. Northport's administration is composed of one superintendent and one K-12 principal. The SEV of Northport Public Schools is \$68,842,851.00 with an SEV per student of \$292,948.00.

Suttons Bay Public Schools serve 750 students; of this total, 375 students are in the high school-junior high school combination and 375 students are in the one elementary school. Suttons Bay's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Suttons Bay Public Schools is \$69,886,121.00 with an SEV per student of \$93,181.00.

In the proposed model, Leelanau County School District would serve 1,893 students; of this total, 563 students would be in the high school, 281

students would be in the junior high school, and 1,049 students would be in the two elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. SEV for the proposed district would be \$348,431,771.00 with an SEV per student of \$184,063.00. This model reduces the number of school buildings from the existing six to four and the number of administrators from the existing nine to seven.

Five-year projections for the proposed Leelanau County School District indicate a student population of 1,763. SEV is projected to be \$403,927,918.00 with an SEV per student of \$229,113.00. The projected model indicates that the number of school buildings will remain at four and school administrators will remain at seven.

Tables 131, 132, and 133 exhibit information about the existing school district in Leelanau County, the proposed model for the Leelanau County School District, and a five-year projected model for the Leelanau County School District.

Lenawee County

Lenawee County is located in the southeastern portion of the lower peninsula and encompasses approximately 750 square miles.

At present, there are twelve school districts (Adrian City School District, Addison Community Schools, Blissfield Community Schools, Britton Macon Area School District, Clinton Community Schools, Dearfield Public Schools, Hudson Area Schools, Madison School District, Morenci Area

Table 131
Included is the following information for Leelanau County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| GLEN LAKE | 583 | 1 | 0 | 1 | 210 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 373 | 1 | \$ 117,895,165 | \$ 202,221 |
| LELAND | 325 | 1 | 0 | 1 | 325 | ← | 0 | 0 | ← | 0 | 0 | 0 | ← | 0 | \$ 91,807,634 | \$ 282,485 |
| NORTHPORT | 235 | 1 | 0 | 1 | 235 | 1 | 0 | 0 | ← | 0 | 0 | 0 | ← | 0 | \$ 68,842,851 | \$ 292,948 |
| SUTTONS BAY | 750 | 1 | 0 | 1 | 375 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 375 | 1 | \$ 69,886,121 | \$ 93,181 |
| TOTAL COUNTY | 1,893 | 4 | 0 | 4 | 1,145 | 3 | 0 | 0 | 0 | 0 | 0 | 2 | 748 | 2 | \$ 348,431,771 | \$ 184,063 |
| PROPOSED MODEL | 1,893 | 1 | 1 | 1 | 563 | 1 | 1 | 1 | 281 | 1 | 0 | 2 | 1,049 | 2 | \$ 348,431,771 | \$ 184,063 |
| SVR PROJECTED MODEL | 1,763 | 1 | 1 | 1 | 540 | 1 | 1 | 1 | 270 | 1 | 0 | 2 | 953 | 2 | \$ 403,927,913 | \$ 229,113 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 132

The number of administrators in Leelanau County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 0 | 3 | 0 | 0 | 0 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 4. 1 MINUS 2 | -3 | +1 | -2 | +1 | +1 | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 133

The number of school buildings in Leelanau County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 0 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 2 |
| 4. 1 MINUS 2 | -3 | +1 | = |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Schools, Onsted Community Schools, Sand Creek Community Schools, Tecumseh Public Schools) serving Lenawee County. Adrian City Schools serve 4,768 students; of this total, 1,500 students are in the high school, 1,203 students are in the two junior high schools, and 2,065 students are in the eight elementary schools. Adrian's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, two junior high school principals, and eight elementary school principals. The SEV of Adrian City Schools is \$232,553,558.00 with an SEV per student of \$43,298.00.

Addison Community Schools serve 1,300 students; of this total, 430 students are in the high school, 335 students are in the junior high school, and 535 students are in the one elementary school. Addison's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Addison Community Schools is \$91,791,072.00 with an SEV per student of \$76,112.00.

Blissfield Community Schools serve 1,494 students; of this total, 489 students are in the high school, 355 students are in the junior high school, and 650 students are in the two elementary schools. Blissfield's administration is composed of one superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Blissfield Community Schools is \$126,764,664.00 with an SEV per student of \$87,848.00.

Britton Macon Area Schools serve 441 students; of this total, 182 students are in the high school, 70 students are in the junior high school,

and 189 students are in the one elementary school. Britton Macon's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Britton Macon Area Schools is \$38,718,528.00 with an SEV per student of \$91,968.00.

Clinton Community Schools serve 1,170 students; of this total, 388 students are in the high school, 385 students are in the junior high school, and 397 students are in the one elementary school. Clinton's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Clinton Community Schools is \$66,976,416.00 with an SEV per student of \$57,888.00.

Dearfield Public Schools serve 410 students; of this total, 140 students are in the high school, 60 students are in the junior high school, and 210 students are on the one elementary school. Dearfield's administration is composed of one superintendent who also acts as the 7-12 principal and one elementary school principal. The SEV of Dearfield Public Schools is \$28,632,072.00 with an SEV per student of \$57,036.00.

Hudson Area Schools serve 1,205 students; of this total, 405 students are in the high school, 195 students are in the junior high school, and 605 students are in the one elementary school. Hudson's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Hudson Area Schools is \$55,699,982.00 with an SEV per student of \$45,581.00.

Madison Schools serve 675 students; of this total, 310 students are in the high school-junior high school combination and 365 students are in the one elementary school. Madison's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Madison Schools is \$51,184,628.00 with an SEV per student of \$70,697.00.

Morenci Area Schools serve 1,048 students; of this total, 311 students are in the high school, 258 students are in the junior high school, and 479 students are in the one elementary school. Morenci's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV for Morenci Area Schools is \$50,124,588.00 with an SEV per student of \$47,332.00.

Onsted Community Schools serve 1,600 students; of this total, 532 students are in the high school, 533 students are in the junior high school, and 535 students are in the one elementary school. Onsted's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Onsted Community Schools is \$82,147,524.00 with an SEV per student of \$52,058.00.

Sand Creek Community Schools serve 809 students; of this total, 380 students are in the high school-junior high school combination and 429 students are in the one elementary school. Sand Creek's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Sand Creek

Community Schools is \$54,237,808.00 with an SEV per student of \$67,126.00.

Tecumseh Public Schools serve 3,124 students; of this total, 977 students are in the high school, 515 students are in the junior high school, and 1,632 students are in the six elementary schools. Tecumseh's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and six elementary school principals. The SEV of Tecumseh Public Schools is \$163,866,240.00 with an SEV per student of \$51,840.00.

In the proposed model, Lenawee County School District would serve 18,044 students; of this total, 5,815 students would be in the six high schools, 4,138 students would be in the six junior high schools, and 8,091 students would be in the sixteen elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, six high school principals, six assistant high school principals, eight junior high school principals, and sixteen elementary school principals. SEV for the proposed district would be \$1,042,697,080.00 with an SEV per student of \$57,786.00. This model reduces the number of school buildings from the existing forty-eight to twenty-eight and the number of administrators from the existing sixty-five to forty-seven.

Five-year projections for the proposed Lenawee County School District indicate a student population of 16,309. SEV is projected to be \$1,208,771,692.00 with an SEV per student of 74,116. The projected model

indicates that the number of school buildings will decrease by one to twenty-seven and school administrators will decrease by eight to thirty-nine.

Tables 134, 135, and 136 exhibit information about the existing school district in Lenawee County, the proposed model for the Lenawee County School District, and a five-year projected model for the Lenawee County School District.

Livingston County

Livingston County is located in the southeastern portion of the lower peninsula and encompasses approximately 576 square miles.

At present, there are five school districts (Brighton Area Schools, Fowlersville Community Schools, Hartland Consolidated Schools, Howell Public Schools, Pinckney Community Schools) serving Livingston County. Brighton Area Schools serve 4,895 students; of this total, 1,809 students are in the high school, 1,135 students are in the two junior high schools, and 1,951 students are in the four elementary schools. Brighton's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, two junior high school principals, and four elementary school principals. The SEV of Brighton Area Schools is \$315,222,820.00 with an SEV per student of \$64,396.00.

Fowlersville Community Schools serve 1,902 students; of this total, 655 students are in the high school, 465 students are in the junior high school, and 782 students are in the one elementary school. Fowlersville's

Table 134
Included is the following information for Lenawee County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPDP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|------------------|-----------|
| ADRIAN | 4,768 | 1 | 3 | 1 | 1,500 | 1 | 4 | 2 | 1,203 | 2 | 0 | 8 | 2,065 | 8 | \$ 232,553,558 | \$ 43,298 |
| ADDISON | 1,300 | 1 | 0 | 1 | 430 | 1 | 0 | 1 | 335 | 1 | 0 | 1 | 535 | 1 | \$ 91,791,072 | \$ 76,112 |
| BLISSFIELD | 1,494 | 1 | 0 | 1 | 489 | 1 | 0 | 1 | 355 | 1 | 0 | 2 | 650 | 1 | \$ 126,764,664 | \$ 87,848 |
| BRITTON | 441 | 1 | 0 | 1 | 182 | 1 | 0 | 1 | 70 | ← | 0 | 1 | 189 | 1 | \$ 38,718,528 | \$ 91,968 |
| CLINTON | 1,170 | 1 | 0 | 1 | 388 | 1 | 0 | 1 | 385 | 1 | 0 | 1 | 397 | 1 | \$ 66,976,416 | \$ 57,888 |
| DEERFIELD | 410 | 1 | 0 | 1 | 140 | ← | 0 | 1 | 60 | ← | 0 | 1 | 210 | 1 | \$ 28,632,072 | \$ 57,036 |
| HUDSON | 1,205 | 1 | 0 | 1 | 405 | 1 | 0 | 1 | 195 | 1 | 0 | 1 | 605 | 1 | \$ 55,699,982 | \$ 45,581 |
| MADISON | 675 | 1 | 0 | 1 | 310 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 365 | 1 | \$ 51,184,628 | \$ 70,697 |
| MORENCI | 1,048 | 1 | 0 | 1 | 311 | 1 | 0 | 1 | 258 | 1 | 0 | 1 | 479 | 1 | \$ 50,124,588 | \$ 47,332 |
| ONSTED | 1,600 | 1 | 0 | 1 | 532 | 1 | 0 | 1 | 533 | 1 | 0 | 1 | 535 | 1 | \$ 82,147,524 | \$ 52,058 |
| SAND CREEK | 809 | 1 | 0 | 1 | 380 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 429 | 1 | \$ 54,237,808 | \$ 67,126 |
| TECUMSEH | 3,124 | 1 | 1 | 1 | 977 | 1 | 1 | 1 | 515 | 1 | 0 | 6 | 1,632 | 6 | \$ 163,866,240 | \$ 51,840 |
| TOTAL COUNTY | 18,044 | 12 | 4 | 12 | 6,044 | 11 | 5 | 11 | 3,909 | 9 | 0 | 25 | 8,091 | 25 | \$ 1,042,697,080 | \$ 57,766 |
| PROPOSED MODEL | 18,044 | 1 | 6 | 6 | 5,815 | 6 | 6 | 8 | 4,138 | 8 | 0 | 16 | 8,091 | 16 | \$ 1,042,697,080 | \$ 57,766 |
| SVR PROJECTED MODEL | 16,309 | 1 | 6 | 5 | 5,016 | 5 | 5 | 5 | 2,508 | 5 | 0 | 17 | 8,785 | 17 | \$ 1,208,771,692 | \$ 74,116 |

Table 135

The number of administrators in Lenawee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 12 | 4 | 11 | 5 | 9 | 0 | 24 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 6 | 6 | 8 | 0 | 16 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 5 | 5 | 5 | 0 | 17 |
| 4. 1 MINUS 2 | -11 | +2 | -5 | +1 | -1 | = | -8 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -3 | = | +1 |

Table 136

The number of school buildings in Lenawee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 11 | 11 | 25 |
| 2. PROPOSED MODEL NUMBER | 6 | 8 | 16 |
| 3. SYR PROJECTED NUMBER | 5 | 5 | 17 |
| 4. 1 MINUS 2 | -5 | -3 | -9 |
| 5. 2 MINUS 3 | -1 | -3 | +1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Fowlersville Community Schools is \$97,705,440.00 with an SEV per student of \$51,369.00.

Hartland Consolidated Schools serve 3,375 students; of this total, 1,260 students are in the high school, 600 students are in the junior high school, and 1,515 students are in the three elementary schools. Hartland's administration is composed of one superintendent, one assistant superintendent, one high school principal, two assistant high school principals, one junior high school principal, and three elementary school principals. The SEV of Hartland Consolidated Schools is \$175,484,016.00 with an SEV per student of \$51,995.00.

Howell Public Schools serve 5,495 students; of this total, 1,790 students are in the high school, 1,396 students are in the two junior high schools, and 2,309 students are in the four elementary schools. Howell's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant principals, two junior high school principals, and four elementary school principals. The SEV of Howell Public Schools is \$335,903,855.00 with an SEV per student of \$61,129.00.

Pinckney Community Schools serve 3,257 students; of this total, 1,028 students are in the high school, 893 students are in the junior high school, and 1,336 students are in the four elementary schools. Pinckney's administration is composed of one superintendent, three assistant

superintendents, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Pinckney Community Schools is \$206,445,330.00 with an SEV per student of \$63,385.00.

In the proposed model, Livingston County School District would serve 18,924 students; of this total, 6,542 students would be in the six high schools, 4,489 students would be in the nine junior high schools, and 7,893 students would be in the sixteen elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, six high school principals, six assistant high school principals, nine junior high school principals, and sixteen elementary school principals. SEV for the proposed district would be \$1,130,761,461.00 with an SEV per student of \$59,752.00. In this model, the number of school buildings remain constant at the existing level of twenty-eight and the number of administrators are reduced from the existing fifty-five to forty-seven.

Five-year projections for the proposed Livingston County School District indicate a student population of 16,969. SEV is projected to be \$1,443,170,004.00 with an SEV per student of \$85,047.00. The projected model indicates that the number of school buildings will remain at twenty-eight and school administrators will decrease by seven to forty.

Tables 137, 138, and 139 exhibit information about the existing school district in Livingston County, the proposed model for the Livingston County School District, and a five-year projected model for the Livingston County School District.

Table 137
Included is the following information for Livingston County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|-------|----|-------|-----|------|----|-------|------|------|----|-------|-----|------------------|-----------|
| BRIGHTON | 4,895 | 1 | 3 | 1 | 1,809 | 1 | 4 | 2 | 1,135 | 2 | 0 | 4 | 1,951 | 4 | \$ 315,222,820 | \$ 64,386 |
| FOWLERVILLE | 1,902 | 1 | 1 | 1 | 655 | 1 | 0 | 1 | 465 | 1 | 0 | 1 | 782 | 1 | \$ 97,705,440 | \$ 51,369 |
| HARTLAND | 3,335 | 1 | 1 | 1 | 1,260 | 1 | 2 | 1 | 600 | 1 | 0 | 3 | 1,515 | 3 | \$ 175,484,016 | \$ 51,995 |
| HOWELL | 5,495 | 1 | 3 | 1 | 1,790 | 1 | 4 | 2 | 1,396 | 2 | 0 | 4 | 2,309 | 4 | \$ 335,903,855 | \$ 61,129 |
| PINCKNEY | 3,257 | 1 | 3 | 1 | 1,028 | 1 | 1 | 1 | 893 | 1 | 0 | 4 | 1,376 | 4 | \$ 206,445,310 | \$ 63,385 |
| TOTAL COUNTY | 18,924 | 5 | 11 | 5 | 6,542 | 5 | 11 | 7 | 4,489 | 7 | 0 | 16 | 7,893 | 16 | \$ 1,130,761,461 | \$ 59,752 |
| PROPOSED MODEL | 18,924 | 1 | 6 | 6 | 6,542 | 6 | 6 | 9 | 4,489 | 9 | 0 | 16 | 7,893 | 16 | \$ 1,130,761,461 | \$ 59,752 |
| SVR PROJECTED MODEL | 16,969 | 1 | 6 | 5 | 5,220 | 5 | 5 | 5 | 2,610 | 5 | 0 | 18 | 9,139 | 18 | \$ 1,443,170,004 | \$ 85,047 |

LEGEND

| | |
|--|--|
| TPOP = TOTAL POPULATION | JHIPOP = JUNIOR HIGH POPULATION |
| SUPT = SUPERINTENDENT | JHP = JUNIOR HIGH PRINCIPAL |
| ASUPT = ASSISTANT SUPERINTENDENT | JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL |
| HS = HIGH SCHOOLS | EL = ELEMENTARIES |
| HSPOP = HIGH SCHOOL POPULATION | ELPOP = ELEMENTARY POPULATION |
| HSP = HIGH SCHOOL PRINCIPAL | ELP = ELEMENTARY PRINCIPAL |
| HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL | SEV = STATE EQUALIZED VALUATION |
| JH = JUNIOR HIGHS | SEV ST = STATE EQUALIZED VALUATION PER STUDENT |

Table 138

The number of administrators in Livingston County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 5 | 11 | 5 | 11 | 7 | 0 | 16 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 6 | 6 | 9 | 0 | 16 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 5 | 5 | 5 | 0 | 18 |
| 4. 1 MINUS 2 | -4 | -5 | +1 | -5 | +2 | = | = |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -4 | = | +2 |

Table 139

The number of school buildings in Livingston County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 5 | 7 | 16 |
| 2. PROPOSED MODEL NUMBER | 6 | 9 | 16 |
| 3. SYR PROJECTED NUMBER | 5 | 5 | 18 |
| 4. 1 MINUS 2 | +1 | +2 | = |
| 5. 2 MINUS 3 | -1 | -4 | +2 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Luce County

Luce County is located in the eastern portion of the upper peninsula and encompasses approximately 900 square miles.

At present, there is one school district (Tahquamenon Area Schools) serving Luce County. Tahquamenon Area Schools serve 1,425 students; of this total, 425 students are in the high school, 365 students are in the junior high school, and 635 students are in the two elementary schools. Tahquamenon's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Tahquamenon Area Schools is \$67,243,072.00 with an SEV per student of \$47,188.00.

In the proposed model, Luce County School District would serve 1,425 students; of this total, 790 students would be in the high school-junior high school combination and 635 students would be in the two elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school-junior high school principal, one assistant high school principal, and two elementary school principals. SEV for the proposed district would be \$67,243,072.00 with an SEV per student of \$47,188.00. This model reduces the number of school buildings from the existing four to three and the number of administrators would remain at six.

Five-year projections for the proposed Luce County School District indicate a student population of 1,255. SEV is projected to be \$68,941,043.00 with an SEV per student of \$54,933.00. The projected

model indicates that the number of school buildings will remain at three and school administrators will remain at six.

Tables 140, 141, and 142 exhibit information about the existing school district in Luce County, the proposed model for the Luce County School District, and a five-year projected model for the Luce County School District.

Mackinac County

Mackinac County is located in the eastern portion of the upper peninsula and encompasses approximately 800 square miles.

At present, there are four school districts (St. Ignace City School District, Les Chaneaux Community School District, Engadine Consolidated Schools, Mackinac Island Public Schools) serving Mackinac County. St. Ignace City Schools serve 818 students; of this total, 380 students are in the high school, 275 students are in the junior high school, and 163 students are in the one elementary school. St. Ignace's administration is composed of one superintendent, one high school principal, and one K-8 school principal. The SEV of St. Ignace City Schools is \$35,436,269.00 with an SEV per student of \$43,320.00.

Les Chaneaux Community Schools serve 391 students; of this total, 224 students are in the high school, 49 students are in the junior high school, and 118 students are in the one elementary school. Les Chaneaux's administration is composed of one superintendent and one K-12 school principal. The SEV of Les Chaneaux Community Schools is \$42,041,810.00 with an SEV per student of \$107,523.00.

Table 140

Included is the following information for Luce County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|------|----|-------|-----|------|----|-------|-----|-----|-------------------------|
| TAHQAMENON | 1,435 | 1 | 1 | 1 | 425 | 1 | 0 | 1 | 385 | 1 | 0 | 2 | 635 | 2 | \$ 67,240,072 \$ 41,188 |
| TOTAL COUNTY | 1,435 | 1 | 1 | 1 | 425 | 1 | 0 | 1 | 385 | 1 | 0 | 2 | 635 | 2 | \$ 67,240,072 \$ 41,188 |
| PROPOSED MODEL | 1,435 | 1 | 1 | 1 | 790 | 1 | 1 | 0 | + | 0 | 0 | 2 | 635 | 2 | \$ 67,240,072 \$ 47,188 |
| 5YR PROJECTED MODEL | 1,255 | 1 | 1 | 1 | 576 | 1 | 1 | 0 | + | 0 | 0 | 2 | 679 | 2 | \$ 68,941,043 \$ 54,973 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 141

The number of administrators in Luce County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 1 | 1 | 1 | 0 | 1 | 0 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 2 |
| 4. 1 MINUS 2 | = | = | = | +1 | -1 | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 142

The number of school buildings in Luce County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 1 | 1 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 0 | 2 |
| 4. 1 MINUS 2 | = | -1 | = |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Engadine Consolidated Schools serve 420 students; of this total, 140 students are in the high school, 70 students are in the junior high school, and 210 students are in the one elementary school. Engadine's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Engadine Consolidated Schools is \$46,530,631.00 with an SEV per student of \$110,787.00.

Mackinac Island Schools serve 109 students; of this total, 109 students are in the K-12 school. Mackinac's administration is composed of one superintendent who is also the K-12 school principal. The SEV of Mackinac Island Schools is \$29,170,024.00 with an SEV per student of \$267,614.00.

In the proposed model, Mackinac County School District would serve 1,738 students; of this total, 781 students would be in the high school, 410 students would be in the junior high school, and 547 students would be in the one elementary school. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. SEV for the proposed district would be \$153,178,734.00 with an SEV per student of \$88,125.00. This model reduces the number of school buildings from the existing ten to three and the number of administrators from the existing nine to six.

Five-year projections for the proposed Mackinac County School District indicate a student population of 1,648. SEV is projected to be \$160,992,388.00 with an SEV per student of \$97,689.00. The projected

model indicates that the number of school buildings will increase by one to four and school administrators will increase by one to seven.

Tables 143, 144, and 145 exhibit information about the existing school district in Mackinac County, the proposed model for the Mackinac County School District, and a five-year projected model for the Mackinac County School District.

MaComb County

MaComb County is located in the southeastern portion of the lower peninsula and encompasses approximately 540 square miles.

At present, there are twenty-one school districts (Centerline Public Schools, East Detroit City School District, Roseville Community Schools, Anchor Bay School District, Armada Area Schools, Clintondale Community Schools, Chippewa Valley Schools, Fitzgerald Public Schools, Fraser Public Schools, Lakeshore Public Schools, Lakeview Public Schools, L Anse Creuse Public Schools, Mt. Clemons Community Schools, New Haven Community Schools, Richmond Community Schools, Romeo Community Schools, South Lake Schools, Utica Community Schools, Van Dyke Public Schools, Warren Consolidated Schools, Warren Woods Public Schools) serving Macomb County. Centerline Public Schools serve 2,952 students; of this total, 1,136 students are in the high school, 654 students are in the junior high school, and 1,162 students are in the four elementary schools. Centerline's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school

Table 143

Included is the following information for Mackinac County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-----|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| ST. IGNACE | 816 | 1 | 0 | 1 | 380 | 1 | 0 | 1 | 271 | 1 | 0 | 1 | 163 | + | \$ 35,482,269 | \$ 43,320 |
| LES CHENEAUX | 391 | 1 | 0 | 1 | 224 | 1 | 0 | 1 | 49 | + | 0 | 1 | 118 | + | \$ 42,041,810 | \$ 107,523 |
| ENGADINE | 420 | 1 | 0 | 1 | 140 | 1 | 0 | 1 | 70 | + | 0 | 1 | 210 | 1 | \$ 46,530,631 | \$ 110,787 |
| MACINAC | 109 | 1 | 0 | 1 | 109 | + | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 29,170,024 | \$ 267,614 |
| TOTAL COUNTY | 1,736 | 4 | 0 | 4 | 853 | 3 | 0 | 3 | 394 | 1 | 0 | 3 | 491 | 1 | \$ 153,178,734 | \$ 88,135 |
| PROPOSED MODEL | 1,736 | 1 | 1 | 1 | 781 | 1 | 1 | 1 | 410 | 1 | 0 | 1 | 547 | 1 | \$ 153,178,734 | \$ 88,135 |
| 5YR PROJECTED MODEL | 1,646 | 1 | 1 | 1 | 504 | 1 | 1 | 1 | 252 | 1 | 0 | 2 | 892 | 2 | \$ 160,992,388 | \$ 97,669 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 144

The number of administrators in Mackinac County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 0 | 3 | 0 | 1 | 0 | 1 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 4. 1 MINUS 2 | -3 | +1 | -2 | +1 | = | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | +1 |

Table 145

The number of school buildings in Mackinac County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 3 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 2 |
| 4. 1 MINUS 2 | -3 | -2 | -2 |
| 5. 2 MINUS 3 | = | = | +1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

principal, and four elementary school principals. The SEV of Centerline Public Schools is \$315,444,810.00 with an SEV per student of \$106,858.00.

East Detroit City Schools serve 7,326 students; of this total, 2,252 students are in the high school, 1,126 students are in the two junior high schools, and 3,942 students are in the eight elementary schools. East Detroit's administration is composed of one superintendent, three assistant superintendents, one high school principal, six assistant high school principals, two junior high school principals, and eight elementary school principals. The SEV of East Detroit City Schools is \$36,764,798.00 with an SEV per student of \$50,184.00.

Roseville Community Schools serve 7,570 students; of this total, 2,566 students are in the two high schools, 1,248 students are in the two junior high schools, and 3,777 students are in the twelve elementary schools. Roseville's administration is composed of one superintendent, three assistant superintendents, two high school principals, four assistant high school principals, two junior high school principals, two assistant junior high school principals, and twelve elementary school principals. The SEV of Roseville Schools is \$463,738,200.00 with an SEV per student of \$61,260.00.

Anchor Bay Schools serve 4,300 students; of this total, 1,327 students are in the high school, 1,120 students are in the two junior high schools, and 1,868 students are in the four elementary schools. Anchor Bay's administration is composed of one superintendent, two assistant superintendents, one high school principal, three assistant high school principals, two junior high school principals, and four elementary school

principals. The SEV of Anchor Bay Schools is \$193,654,800.00 with an SEV per student of \$45,036.00.

Armada Area Schools serve 1,500 students; of this total, 490 students are in the high school, 390 students are in the junior high school, and 620 students are in the one elementary school. Armada's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Armada Area Schools is \$93,165,000.00 with an SEV per student of \$62,110.00.

Clintondale Community Schools serve 4,008 students; of this total, 1,229 students are in the high school, 723 students are in the junior high school, and 2,056 students are in the four elementary schools. Clintondale's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, two assistant junior high school principals, and four elementary school principals. The SEV of Clintondale Community Schools is \$134,596,650.00 with an SEV per student of \$33,582.00.

Chippewa Valley Schools serve 6,838 students; of this total, 2,025 students are in the high school, 1,161 students are in the two junior high schools, and 3,652 students are in the six elementary schools. Chippewa Valley's administration is composed of one superintendent, two assistant superintendents, one high school principal, four assistant high school principals, two junior high school principals, two assistant junior high school principals, and six elementary school principals. The SEV of

Chippewa Valley Schools is \$380,425,290.00 with an SEV per student of \$55,634.00.

Fitzgerald Schools serve 3,200 students; of this total, 1070 students are in the high school, 727 students are in the junior high school, and 1,403 students are in the three elementary schools. Fitzgerald's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and three elementary school principals. The SEV of Fitzgerald Schools is \$261,123,200.00 with an SEV per student of \$81,601.00.

Fraser Public Schools serve 5,514 students; of this total, 1,871 students are in the high school, 958 students are in the junior high school, and 2,293 students are in the seven elementary schools. Fraser's administration is composed of one superintendent, two assistant superintendents, one high school principal, four assistant high school principals, one junior high school principal, one assistant junior high school principal, and seven elementary school principals. The SEV of Fraser Public Schools is \$351,087,400.00 with an SEV per student of \$63,672.00.

Lakeshore Public Schools serve 4,180 students; of this total, 1,650 students are in the high school-junior high school combination and 2,385 students are in the five elementary schools. Lakeshore's administration is composed of one superintendent, two assistant superintendents, one high school principal, four assistant principals, and five elementary school principals. The SEV of Lakeshore Public Schools is \$214,149,760.00 with an SEV per student of \$51,232.00.

Lakeview Public Schools serve 3,189 students; of this total, 1,176 students are in the high school, 648 students are in the junior high school, and 1,157 students are in the four elementary schools. Lakeview's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of Lakeview Public Schools is \$269,936,090.00 with an SEV per student of \$84,646.00.

L Anse Creuse Schools serve 7,154 students; of this total, 2,808 students are in the three high schools, 1,239 students are in the two junior high schools, and 3,405 students are in the seven elementary schools. L Anse Creuse's administration is composed of one superintendent, four assistant superintendent, three high school principals, five assistant high school principals, two junior high school principals, one assistant junior high school principal, and seven elementary school principals. The SEV of L Anse Creuse Schools is \$466,905,810.00 with an SEV per student of \$65,265.00.

Mt. Clemons Community Schools serve 4,128 students; of this total, 1,249 students are in the high school, 1,353 students are in the two junior high schools, and 1,535 students are in the five elementary schools. Mt Clemons' administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, two junior high school principals, two assistant junior high school principals, and five elementary school principals. The SEV of Mt.

Clemons Community Schools is \$234,049,340.00 with an SEV per student of \$56,698.00.

New Haven Community Schools serve 1,041 students; of this total, 320 students are in the high school, 160 students are in the junior high school, and 560 students are in the one elementary school. New Haven's administration is composed of one superintendent, one high school principal, and one K-8 school principal. The SEV of New Haven Community Schools is \$63,546,804.00 with an SEV per student of \$61,044.00.

Richmond Community Schools serve 1,794 students; of this total, 705 students are in the high school, 1,089 students are in the K-8 school. Richmond's administration is composed of one superintendent, one high school principal, one assistant high school principal, one K-8 school principal, and one assistant principal. The SEV of Richmond Community Schools is \$126,842,970.00 with an SEV per student of \$70,704.00.

Romeo Community Schools serve 3,960 students; of this total, 1,120 students are in the high school, 1,099 students are in the two junior high schools, and 1,741 students are in the four elementary schools. Romeo's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, two junior high school principals, two assistant junior high school principals, and four elementary school principals. The SEV of Romeo Community Schools is \$257,958,360.00 with an SEV per student of \$65,141.00.

South Lake Schools serve 2,169 students; of this total, 842 students are in the high school, 378 students are in the junior high school, and 949

students are in the three elementary schools. South Lake's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of South Lake Schools is \$3,124,509,500.00 with an SEV per student of \$144,053.00.

Utica Community Schools serve 24,169 students; of this total, 6,645 students are in the four high schools, 5,495 students are in the seven junior high schools, and 10,904 students are in the twenty-three elementary schools. Utica's administration is composed of one superintendent, four assistant superintendents, four high school principals, sixteen assistant high school principals, seven junior high school principals, seven assistant junior high schools principals, and twenty-three elementary school principals. The SEV of Utica Community Schools is \$1,326,225,500.00 with an SEV per student of \$54,873.00.

Van Dyke Public Schools serve 4,700 students; of this total, 1,310 students are in the high school, 750 students are in the junior high school, and 2,640 students are in the eight elementary schools. Van Dyke's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school principal, and eight elementary school principals. The SEV of Van Dyke Schools is \$225,383,800.00 with an SEV per student of \$47,954.00.

Warren Consolidated Schools serve 19,865 students; of this total, 4,969 students are in the four high schools, 5,360 students are in the seven junior high schools, and 8,536 students are in the nineteen elementary

schools. Warren Consolidated's administration is composed of one superintendent, three assistant superintendents, four high school principals, eleven assistant high school principals, seven junior high school principals, seven assistant junior high school principals, and nineteen elementary school principals. The SEV of Warren Consolidated Schools is \$2,076,230,200.00 with an SEV per student of \$104,517.00.

Warren Woods Schools serve 3,651 students; of this total, 1,729 students are in the high school, 800 students are in the junior high school, and 1,122 students are in the three elementary schools. Warren Woods' administration is composed of one superintendent, one assistant superintendent, one high school principal, four assistant high school principals, one junior high school principal, one assistant junior high school principal, and three elementary school principals. The SEV of Warren Woods Schools is \$318,922,150.00 with an SEV per student of \$87,352.00.

In the proposed model, MaComb County School District would serve 123,208 students; of this total, 39,489 students would be in the forty high schools, 26,478 students would be in the fifty-three junior high schools, and 55,706 students would be in the one hundred and twelve elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, forty high school principals, forty assistant high school principals, fifty-three junior high school principals, and one hundred and twelve elementary school principals. SEV for the proposed district would be \$6,467,645,100.00 with an SEV per student of \$59,005.00. This model increases the number of school

buildings from the existing 199 to 205 and decreases the number of administrators from the existing 366 to 305.

Five-year projections for the proposed MaComb County School District indicate a student population of 100,898. SEV is projected to be \$10,000,247,273.00 with an SEV per student of \$100,012.00. The projected model indicates that the number of school buildings and school administrators will be.

Tables 146, 147, and 148 exhibit information about the existing school district in MaComb County, the proposed model for the MaComb County School District, and a five-year projected model for the MaComb County School District.

Manistee County

Manistee County is located is the northwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present, there are four school districts (Bear Lake School District, Kaleva Norman-Dickson School District, Onekama Consolidated Schools, Manistee Area Public Schools) serving Manistee County. Bear Lake Schools serve 572 students; of this total, 176 students are in the high school, 88 students are in the junior high school, and 308 students are in the one elementary school. Bear Lake's administration is composed of one superintendent and one K-12 principal. The SEV of Bear Lake Schools is \$28,331,160.00 with an SEV per student of \$49,530.00.

Kaleva Norman-Dickson Schools serve 720 students; of this total, 375 students are in the high school, 165 students are in the junior high school,

Table 146
Included is the following information for MaComb County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|-----------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| CENTERLINE | 2,952 | 1 | 2 | 1 | 1,126 | 1 | 2 | 1 | 654 | 1 | 1 | 4 | 1,162 | 4 | \$ 315,444,810 | \$ 106,858 |
| EAST DETROIT | 7,326 | 1 | 3 | 1 | 2,252 | 1 | 6 | 2 | 1,126 | 2 | 0 | 8 | 3,941 | 8 | \$ 36,764,798 | \$ 50,184 |
| ROSEVILLE | 7,570 | 1 | 3 | 2 | 2,566 | 2 | 4 | 2 | 1,248 | 2 | 2 | 12 | 3,777 | 12 | \$ 463,738,200 | \$ 61,260 |
| ANCHOR BAY | 4,300 | 1 | 2 | 1 | 1,327 | 1 | 3 | 2 | 1,120 | 2 | 0 | 4 | 1,868 | 4 | \$ 193,654,800 | \$ 45,036 |
| ARMADA | 1,500 | 1 | 0 | 1 | 490 | 1 | 0 | 1 | 390 | 1 | 0 | 1 | 620 | 1 | \$ 93,165,000 | \$ 62,110 |
| CLINTONDALE | 4,008 | 1 | 2 | 1 | 1,229 | 1 | 2 | 1 | 723 | 2 | 1 | 4 | 2,056 | 4 | \$ 134,596,650 | \$ 33,582 |
| CHIPPEWA VALLEY | 6,818 | 1 | 2 | 1 | 2,025 | 1 | 4 | 2 | 1,161 | 1 | 2 | 6 | 3,652 | 6 | \$ 380,425,290 | \$ 55,634 |
| FITZGERALD | 3,200 | 1 | 1 | 1 | 1,070 | 1 | 1 | 1 | 727 | 1 | 1 | 3 | 1,403 | 3 | \$ 261,123,200 | \$ 81,601 |
| FRASER | 5,514 | 1 | 2 | 1 | 1,871 | 1 | 4 | 1 | 958 | 1 | 1 | 7 | 2,293 | 7 | \$ 351,087,400 | \$ 63,672 |
| LAKESHORE | 4,180 | 1 | 2 | 1 | 1,650 | 1 | 4 | 0 | 0 | 0 | 0 | 5 | 2,385 | 5 | \$ 214,149,760 | \$ 51,232 |
| LAKEVIEW | 3,189 | 1 | 2 | 1 | 1,176 | 1 | 2 | 1 | 648 | 1 | 1 | 4 | 1,157 | 4 | \$ 269,936,090 | \$ 84,646 |
| L ANSE CREUSE | 7,154 | 1 | 4 | 3 | 2,808 | 3 | 5 | 2 | 1,239 | 2 | 1 | 7 | 3,405 | 7 | \$ 466,905,810 | \$ 65,265 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HSPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 146
Included is the following information for Macomb County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A-SUPT | HIS | HISPOP | HSP | HSPAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|---------|------|--------|-----|--------|-----|-------|----|--------|------|------|-----|--------|-----|------------------|------------|
| MT. CLEMENS | 4,128 | 1 | 2 | 1 | 1,249 | 1 | 2 | 2 | 1,333 | 2 | 2 | 5 | 1,535 | 5 | \$ 234,042,340 | \$ 56,098 |
| NEW HAVEN | 1,041 | 1 | 0 | 1 | 320 | 1 | 0 | 1 | 160 | 1 | 0 | 1 | 560 | + | \$ 63,546,804 | \$ 61,044 |
| RICHMOND | 1,794 | 1 | 0 | 1 | 705 | 1 | 1 | 2 | 1,089 | 2 | 1 | 0 | + | 0 | \$ 136,842,970 | \$ 70,704 |
| ROMEO | 3,006 | 1 | 2 | 1 | 1,120 | 1 | 2 | 1 | 1,099 | 1 | 2 | 4 | 1,741 | 4 | \$ 257,958,160 | \$ 65,141 |
| SOUTHLAKE | 2,169 | 1 | 1 | 1 | 842 | 1 | 1 | 1 | 378 | 1 | 0 | 3 | 949 | 3 | \$ 3,114,509,500 | \$ 144,053 |
| UTICA | 24,169 | 1 | 4 | 4 | 6,645 | 4 | 16 | 7 | 5,405 | 7 | 7 | 23 | 10,904 | 23 | \$ 1,316,235,500 | \$ 54,073 |
| VAN DYKE | 4,700 | 1 | 2 | 1 | 1,310 | 1 | 2 | 1 | 750 | 1 | 1 | 0 | 2,640 | 0 | \$ 205,393,800 | \$ 42,354 |
| WARREN CONSOLIDATED | 19,855 | 1 | 3 | 4 | 5,989 | 4 | 11 | 7 | 5,360 | 7 | 7 | 10 | 8,316 | 19 | \$ 2,016,230,200 | \$ 104,517 |
| WARREN WOODS | 2,651 | 1 | 1 | 1 | 1,739 | 1 | 4 | 1 | 800 | 1 | 1 | 3 | 1,122 | 3 | \$ 318,922,150 | \$ 87,352 |
| TOTAL COUNTY | 121,208 | 21 | 40 | 30 | 39,489 | 30 | 76 | 39 | 26,478 | 39 | 30 | 130 | 55,706 | 110 | \$ 6,487,445,100 | \$ 59,005 |
| PROPOSED MODEL | 121,208 | 1 | 6 | 40 | 39,489 | 40 | 40 | 53 | 26,478 | 53 | 0 | 112 | 55,706 | 112 | \$ 6,487,445,100 | \$ 59,005 |
| SVR PROJECTED MODEL | 100,898 | 1 | 6 | 31 | 31,044 | 31 | 31 | 31 | 15,522 | 31 | 0 | 109 | 54,332 | 109 | \$10,001,447,273 | \$ 100,001 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSPAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 147

The number of administrators in MaComb County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 21 | 40 | 30 | 76 | 39 | 30 | 130 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 40 | 40 | 53 | 0 | 112 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 31 | 31 | 31 | 0 | 109 |
| 4. 1 MINUS 2 | -20 | -34 | +10 | -36 | +14 | -30 | -18 |
| 5. 2 MINUS 3 | = | = | -9 | -9 | -22 | = | -3 |

Table 148

The number of school buildings in MaComb County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 30 | 39 | 130 |
| 2. PROPOSED MODEL NUMBER | 40 | 53 | 112 |
| 3. SYR PROJECTED NUMBER | 31 | 31 | 109 |
| 4. 1 MINUS 2 | +10 | +14 | -18 |
| 5. 2 MINUS 3 | -9 | -22 | -3 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

and 180 students are in the one elementary school. Kaleva Norman's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Kaleva Norman-Dickson Schools is \$70,320,476.00 with an SEV per student of \$67,667.00.

Onekama Consolidated Schools serve 520 students; of this total, 160 students are in the high school, 80 students are in the junior high school, and 280 students are in the one elementary school. Onekama's administration is composed of one superintendent, one high school principal, and one K-8 school principal. The SEV of Onekama Consolidated Schools is \$59,596,611.00 with an SEV per student of \$114,608.00.

Manistee Area Schools serve 1,879 students; of this total, 657 students are in the high school, 320 students are in the junior high school, and 902 students are in the three elementary schools. Manistee's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Manistee Area Schools is \$149,614,626.00 with an SEV per student of \$79,624.00.

In the proposed model, Manistee County School District would serve 3,691 students; of this total, 1,368 students would be in the two high schools, 653 students would be in the junior high school, and 1,670 students would be in the four elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, two high school principals, two assistant high school

principals, one junior high school principal, one assistant junior high school principal, and four elementary school principals. SEV for the proposed district would be \$307,862,873.00 with an SEV per student of \$83,409.00. This model reduces the number of school buildings from the existing fourteen to seven and the number of administrators from the existing seventeen to twelve.

Five-year projections for the proposed Manistee County School District indicate a student population of 3,301. SEV is projected to be \$356,897,447.00 with an SEV per student of \$108,117.00. The projected model indicates that the number of school buildings will decrease by one to six and school administrators will decrease by three to nine.

Tables 149, 150, and 151 exhibit information about the existing school district in Manistee County, the proposed model for the Manistee County School District, and a five-year projected model for the Manistee County School District.

Marquette County

Marquette County is located in the middle portion of the upper peninsula and encompasses approximately 1,940 square miles.

At present, there are six school districts (N.I.C.E. Community Schools, Gwinn Area Community Schools, Negaunee Public Schools, Republic Michigamme Schools, Marquette City Schools, Ishpeming Public School District) serving Marquette County. N.I.C.E. Community Schools serve 1,781 students; of this total, 548 students are in the high school, 274 students are in the two junior high schools, and 959 students are in the

Table 149
Included is the following information for Manistee County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| BEAR LAKE | 572 | 1 | 0 | 1 | 176 | 1 | 0 | 1 | 88 | ← | 0 | 1 | 308 | ← | \$ 28,731,160 | \$ 49,530 |
| KALEVA NORMAN | 720 | 1 | 0 | 1 | 375 | 1 | 0 | 1 | 165 | 1 | 0 | 1 | 180 | 1 | \$ 70,320,476 | \$ 97,667 |
| ONEKAMA | 520 | 1 | 0 | 1 | 160 | 1 | 0 | 1 | 80 | 1 | 0 | 1 | 280 | ← | \$ 59,596,611 | \$ 114,608 |
| MANISTEE | 1,879 | 1 | 1 | 1 | 657 | 1 | 1 | 1 | 320 | 1 | 0 | 3 | 902 | 3 | \$ 149,614,626 | \$ 79,624 |
| TOTAL COUNTY | 3,691 | 4 | 1 | 4 | 1,368 | 4 | 1 | 4 | 653 | 3 | 0 | 6 | 1,670 | 4 | \$ 307,862,873 | \$ 83,409 |
| PROPOSED MODEL | 3,691 | 1 | 1 | 2 | 1,368 | 2 | 2 | 1 | 653 | 1 | 1 | 4 | 1,670 | 4 | \$ 307,862,873 | \$ 83,409 |
| 5YR PROJECTED MODEL | 3,301 | 1 | 1 | 1 | 1,012 | 1 | 1 | 1 | 506 | 1 | 0 | 4 | 1,783 | 4 | \$ 356,897,447 | \$ 108,117 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 150

The number of administrators in Manistee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 1 | 4 | 1 | 3 | 0 | 4 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 | 2 | 1 | 1 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 4 |
| 4. 1 MINUS 2 | -3 | = | -2 | +1 | -2 | +1 | = |
| 5. 2 MINUS 3 | = | = | -1 | -1 | = | -1 | = |

Table 151

The number of school buildings in Manistee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 4 | 5 |
| 2. PROPOSED MODEL NUMBER | 2 | 1 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 4 |
| 4. 1 MINUS 2 | -2 | -3 | -1 |
| 5. 2 MINUS 3 | -1 | = | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

three elementary schools. N.I.C.E.'s administration is composed of one superintendent, one assistant superintendent, one high school principal, two junior high school principals, and two elementary school principals. The SEV of N.I.C.E. Community Schools is \$74,132,850.00 with an SEV per student of \$41,624.00.

Gwinn Area Schools serve 3,030 students; of this total, 685 students are in the high school, 427 students are in the junior high school, and 1,918 students are in the four elementary schools. Gwinn's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Gwinn Area Schools is \$66,079,587.00 with an SEV per student of \$21,808.00.

Negaunee Public Schools serve 1,735 students; of this total, 546 students are in the high school, 400 students are in the junior high school, and 789 students are in the two elementary schools. Negaunee's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Negaunee Public Schools is \$67,403,528.00 with an SEV per student of \$38,849.00.

Republic Michigamme Schools serve 340 students; of this total, 175 students are in the high school-junior high school combinatoin and 165 students are in the one elementary school. Republic Michigamme's administration is composed of one superintendent, one assistant superintendent, one high school-junior high school principal, and one

elementary school principal. The SEV of Republic Michigamme Schools is \$24,331,587.00 with an SEV per student of \$71,563.00.

Marquette City Schools serve 4,840 students; of this total, 1,670 students are in the two high schools, 1,103 students are in the two junior high schools, and 2,067 students are in the six elementary schools. Marquette's administration is composed of one superintendent, two assistant superintendents, two high school principals, four assistant high school principals, two junior high school principals, and six elementary school principals. The SEV of Marquette City Schools is \$341,887,920.00 with an SEV per student of \$70,638.00.

Ishpeming Public Schools serve 1,277 students; of this total, 370 students are in the high school, 456 students are in the junior high school, and 451 students are in the two elementary schools. Ishpeming's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Ishpeming Schools is \$52,246,656.00 with an SEV per student of \$40,913.00.

In the proposed model, Marquette County School District would serve 13,003 students; of this total, 3,936 students would be in the four high schools, 2,718 students would be in the six junior high schools, and 6,349 students would be in the thirteen elementary schools. In this model, the administration would be composed of one superintendent, five assistant superintendents, four high school principals, four assistant high school principals, six junior high school principals, and thirteen elementary school principals. SEV for the proposed district would be \$626,082,128.00

with an SEV per student of \$48,149.00. This model reduces the number of school buildings from the existing thirty-two to twenty-one and the number of administrators from the existing forty-nine to thirty-five.

Five-year projections for the proposed Marquette County School District indicate a student population of 12,623. SEV is projected to be \$691,245,258.00 with an SEV per student of \$54,760.00. The projected model indicates that the number of school buildings will remain at twenty-one and school administrators will remain at thirty-five.

Tables 152, 153, and 154 exhibit information about the existing school district in Marquette County, the proposed model for the Marquette County School District, and a five-year projected model for the Marquette County School District.

Mason County

Mason County is located in the northwestern portion of the lower peninsula and encompasses approximately 504 square miles.

At present, there are four school districts (Mason County Central School District, Mason County Eastern School District, Freesoil Community School District, Ludington Area School District) serving Mason County. Mason County Central Schools serve 1,375 students; of this total, 422 students are in the high school, 425 students are in the junior high school, and 528 students are in the one elementary school. Mason County Central's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school

Table 152
Included is the following information for Marquette County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|-------|-----|------|----|-------|------|----|-------|-------|-----|----------------|
| N.I.C.E. | 1,781 | 1 | 1 | 1 | 548 | 1 | 0 | 2 | 274 | 2 | 0 | 3 | 959 | 2 | \$ 74,132,850 |
| GWINN | 3,030 | 1 | 1 | 1 | 685 | 1 | 1 | 1 | 427 | 1 | 0 | 4 | 1,918 | 1 | \$ 66,079,587 |
| N.L.GAUNEE | 1,735 | 1 | 1 | 1 | 546 | 1 | 0 | 1 | 400 | 1 | 0 | 2 | 789 | 2 | \$ 67,489,528 |
| REPUBLIC | 340 | 1 | 1 | 1 | 175 | 1 | 0 | 0 | + | 0 | 0 | 1 | 165 | 1 | \$ 24,331,587 |
| MARQUETTE | 4,840 | 1 | 2 | 2 | 1,670 | 2 | 4 | 2 | 1,103 | 2 | 1 | 6 | 2,067 | 6 | \$ 341,687,010 |
| ISHPEWING | 1,277 | 1 | 1 | 1 | 370 | 1 | 0 | 1 | 455 | 1 | 0 | 2 | 451 | 1 | \$ 52,246,556 |
| TOTAL COUNTY | 13,003 | 6 | 7 | 7 | 3,878 | 7 | 5 | 7 | 2,716 | 7 | 1 | 18 | 6,349 | 16 | \$ 626,082,128 |
| PROPOSED MODEL | 13,003 | 1 | 5 | 4 | 3,915 | 4 | 4 | 6 | 2,718 | 6 | 0 | 13 | 6,349 | 13 | \$ 626,082,128 |
| 5YR PROJECTED MODEL | 12,633 | 1 | 4 | 4 | 3,884 | 4 | 4 | 4 | 1,942 | 4 | 0 | 13 | 6,797 | 13 | \$ 691,245,258 |

LEGEND

TPPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS
 JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 153

The number of administrators in Marquette County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 6 | 7 | 7 | 5 | 7 | 1 | 16 |
| 2. PROPOSED MODEL NUMBER | 1 | 5 | 4 | 4 | 6 | 0 | 13 |
| 3. SYR PROJECTED NUMBER | 1 | 5 | 4 | 4 | 4 | 0 | 13 |
| 4. 1 MINUS 2 | -5 | -2 | -3 | -1 | -1 | -1 | -3 |
| 5. 2 MINUS 3 | = | = | = | = | -2 | = | = |

Table 154

The number of school buildings in Marquette County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 7 | 7 | 18 |
| 2. PROPOSED MODEL NUMBER | 4 | 6 | 13 |
| 3. SYR PROJECTED NUMBER | 4 | 4 | 13 |
| 4. 1 MINUS 2 | -3 | -1 | -5 |
| 5. 2 MINUS 3 | = | -2 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

principal, and one elementary school principal. The SEV of Mason County Central Schools is \$86,978,529.00 with an SEV per student of \$63,257.00.

Mason County Eastern Schools serve 610 students; of this total, 280 students are in the high school-junior high school combination and 330 students are in the one elementary school. Mason County Eastern's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Mason County Eastern Schools is \$39,383,424.00 with an SEV per student of \$64,562.00.

Freesoil Community Schools serve 190 students; of this total, 190 students are in the K-12 school. Freesoil's administration is composed of one superintendent who also acts as the principal of the district. The SEV of Freesoil Community Schools is \$12,289,062.00 with an SEV per student of \$64,679.00.

Ludington Area Schools serve 2,608 students; of this total, 859 students are in the high school, 419 students are in the junior high school, and 1,330 students are in the six elementary schools. Ludington's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Ludington Area Schools is \$441,005,630.00 with an SEV per student of \$169,097.00.

In the proposed model, Mason County School District would serve 4,783 students; of this total, 1,532 students would be in the two high schools, 965 students would be in the two junior high schools, and 2,286

students would be in the five elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and five elementary school principals. SEV for the proposed district would be \$579,656,645.00 with an SEV per student of \$121,191.00. This model reduces the number of school buildings from the existing fourteen to nine and the number of administrators from the existing seventeen to fourteen.

Five-year projections for the proposed Mason County School District indicate a student population of 4,428. SEV is projected to be \$671,980,920.00 with an SEV per student of \$151,757. The projected model indicates that the number of school buildings will remain at nine and school administrators will remain at fourteen.

Tables 155, 156, and 157 exhibit information about the existing school district in Mason County, the proposed model for the Mason County School District, and a five-year projected model for the Mason County School District.

Mecosta County

Mecosta County is located in the northwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present, there are three school districts (Big Rapids Public Schools, Chippewa Hills School District, Morley Stanwood Community Schools) serving Mecosta County. Big Rapids Public Schools serve 1,298 students; of this total, 450 students are in the high school-junior high school

Table 155

Included is the following information for Mason County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|----------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| MASON COUNTY CENTRAL | 1,375 | 1 | 1 | 1 | 422 | 1 | 0 | 1 | 425 | 1 | 0 | 1 | 528 | 1 | \$ 86,978,519 | \$ 63,257 |
| MASON COUNTY EASTERN | 610 | 1 | 0 | 1 | 260 | 1 | 0 | 0 | + | 0 | 0 | 1 | 310 | 1 | \$ 39,383,424 | \$ 64,562 |
| FREESOIL | 190 | 1 | 0 | 1 | 100 | + | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 12,289,062 | \$ 64,079 |
| LUDINGTON | 2,608 | 1 | 1 | 1 | 859 | 1 | 1 | 1 | 419 | 1 | 0 | 6 | 1,330 | 3 | \$ 441,005,630 | \$ 169,097 |
| TOTAL COUNTY | 4,783 | 4 | 2 | 4 | 1,751 | 3 | 1 | 2 | 844 | 2 | 0 | 8 | 2,188 | 5 | \$ 579,656,645 | \$ 121,191 |
| PROPOSED MODEL | 4,783 | 1 | 2 | 2 | 1,532 | 2 | 2 | 2 | 965 | 2 | 0 | 5 | 2,285 | 5 | \$ 579,656,645 | \$ 121,191 |
| SVR PROJECTED MODEL | 4,418 | 1 | 2 | 2 | 1,360 | 2 | 2 | 2 | 680 | 2 | 0 | 5 | 2,188 | 5 | \$ 671,980,920 | \$ 151,757 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 156

The number of administrators in Mason County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 2 | 3 | 1 | 2 | 0 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 5 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 5 |
| 4. 1 MINUS 2 | -3 | = | -1 | +1 | = | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 157

The number of school buildings in Mason County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 2 | 8 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 5 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 5 |
| 4. 1 MINUS 2 | -2 | = | -3 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

combination and 848 students are in the three elementary schools. Big Rapids' administration is composed of one superintendent, one assistant superintendent, one high school-junior high school principal, and three elementary school principals. The SEV of Big Rapids Public Schools is \$125,533,569.00 with an SEV per student of \$96,713.00.

Chippewa Hills Schools serve 2,431 students; of this total, 783 students are in the high school, 397 students are in the junior high school, and 1,251 students are in the four elementary schools. Chippewa Hills' administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Chippewa Hills Schools is \$220,733,888.00 with an SEV per student of \$90,799.00.

Morley Stanwood Community Schools serve 1,270 students; of this total, 591 students are in the high school, 305 students are in the junior high school, and 374 students are in the one elementary school. Morley Stanwood's administration is composed of one superintendent, one high school principal, and one K-8 school principal. The SEV of Morley Stanwood Community Schools is \$78,540,826.00 with an SEV per student of \$61,843.00.

In the proposed model, Mecosta County School District would serve 4,999 students; of this total, 1,674 students would be in the two high schools, 852 students would be in the two junior high schools, and 2,473 students would be in the five elementary schools. In this model, the administration would be composed of one superintendent, two assistant

superintendents, two high school principals, two assistant high school principals, two junior high school principals, and five elementary school principals. SEV for the proposed district would be \$424,808,283.00 with an SEV per student of \$84,978.00. This model reduces the number of school buildings from thirteen to nine and the number of administrators from the existing seventeen to fourteen.

Five-year projections for the proposed Mecosta County School District indicate a student population of 4,124. SEV is projected to be \$469,099,955.00 with an SEV per student of \$113,748.00. The projected model indicates that the number of school buildings will decrease by one to eight and school administrators will decrease by one to thirteen.

Tables 158, 159, and 160 exhibit information about the existing school district in Mecosta County, the proposed model for the Mecosta County School District, and a five-year projected model for the Mecosta County School District.

Menominee County

Menominee County is located in the middle portion of the upper peninsula and encompasses approximately 888 square miles.

At present, there are four school districts (Carney Nadeau Public School, Menominee Area Public Schools, North Central Area Schools, Stephenson Area Public Schools) serving Menominee County. Carney Nadeau Public Schools serve 330 students; of this total, 330 students are in the K-12 school. Carney Nadeau's administration is composed of one

Table 158
Included is the following information for Mecosta County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| BIG RAPIDS | 1,298 | 1 | 1 | 1 | 450 | 1 | 0 | 0 | + | 0 | 0 | 3 | 848 | 3 | \$ 125,533,569 | \$ 96,713 |
| CHIPPEWA HILLS | 2,431 | 1 | 1 | 1 | 783 | 1 | 1 | 1 | 397 | 1 | 0 | 4 | 1,251 | 3 | \$ 220,733,888 | \$ 90,799 |
| MORLEY STANWOOD | 1,270 | 1 | 0 | 1 | 591 | 1 | 0 | 1 | 305 | 1 | 0 | 1 | 374 | + | \$ 78,540,826 | \$ 61,843 |
| TOTAL COUNTY | 4,999 | 3 | 2 | 3 | 1,824 | 3 | 1 | 2 | 702 | 2 | 0 | 8 | 2,473 | 6 | \$ 424,808,283 | \$ 84,978 |
| PROPOSED MODEL | 4,999 | 1 | 2 | 2 | 1,674 | 2 | 2 | 2 | 852 | 2 | 0 | 5 | 2,473 | 5 | \$ 424,808,283 | \$ 84,978 |
| SYR PROJECTED MODEL | 4,124 | 1 | 2 | 2 | 1,268 | 2 | 2 | 2 | 637 | 2 | 0 | 4 | 2,219 | 4 | \$ 469,099,955 | \$ 113,748 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HSPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 159

The number of administrators in Mecosta County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 2 | 3 | 1 | 2 | 0 | 6 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 5 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 4 |
| 4. 1 MINUS 2 | -2 | = | -1 | +1 | = | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | -1 |

Table 160

The number of school buildings in Mecosta County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 2 | 8 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 5 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 4 |
| 4. 1 MINUS 2 | -1 | = | -3 |
| 5. 2 MINUS 3 | = | = | -1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

superintendent and one K-12 school principal. The SEV of Carney Naudeau Public Schools is \$17,788,368.00 with an SEV per student of \$53,904.00.

Menominee Area Schools serve 2,269 students; of this total, 874 students are in the high school, 525 students are in the junior high school, and 870 students are in the three elementary schools. Menominee's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Menominee Area Schools is \$116,887,050.00 with an SEV per student of \$51,514.00.

North Central Area Schools serve 637 students; of this total, 196 students are in the high school, 98 students are in the junior high school, and 343 students are in the one elementary school. North Central's administration is composed of one superintendent, one high school principal, and one K-8 school principal. The SEV of North Central Area Schools is \$28,065,984.00 with an SEV per student of \$44,059.00.

Stephenson Area Schools serve 1,162 students; of this total, 550 students are in the high school-junior high school combination and 612 students are in the three elementary schools. Stephenson's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Stephenson Area Schools is \$72,600,336.00 with an SEV per student of \$62,478.00.

In the proposed model, Menominee County School District would serve 4,398 students; of this total, 1,542 students would be in the two high schools, 856 students would be in the two junior high schools, and 2,000

students would be in the four elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and four elementary school principals. SEV for the proposed district would be \$235,341,738.00 with an SEV per student of \$53,511.00. This model reduces the number of school buildings from the existing twelve to eight and the number of administrators from the existing fifteen to thirteen.

Five-year projections for the proposed Menominee County School District indicate a student population of 4,048. SEV is projected to be \$259,836,295.00 with an SEV per student of \$64,188. The projected model indicates that the number of school buildings will remain at eight and school administrators will remain at thirteen.

Tables 161, 162, and 163 exhibit information about the existing school district in Menominee County, the proposed model for the Menominee County School District, and a five-year projected model for the Menominee County School District.

Midland County

Midland County is located in the southeastern portion of the lower peninsula and encompasses approximately 528 square miles.

At present, there are four school districts (Midland Public Schools, Bullock Creek School District, Coleman Community School District, Meridan Public Schools) serving Midland County. Midland Public Schools serve 8,808 students; of this total, 2,350 students are in the two high schools,

Table 161

Included is the following information for Menominee County; present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| CARNEY-NADEAU | 330 | 1 | 0 | 1 | 330 | 1 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 13,788,368 | \$ 53,904 |
| MENOMINEE | 2,269 | 1 | 1 | 1 | 874 | 1 | 1 | 1 | 525 | 1 | 0 | 3 | 870 | 2 | \$ 116,887,050 | \$ 51,514 |
| NORTH CENTRAL | 637 | 1 | 0 | 1 | 196 | 1 | 0 | 1 | 90 | + | 0 | 1 | 343 | 1 | \$ 28,055,984 | \$ 44,059 |
| STEPHENSON | 1,162 | 1 | 0 | 1 | 550 | 1 | 0 | 0 | + | 0 | 0 | 3 | 612 | 1 | \$ 72,600,336 | \$ 62,478 |
| TOTAL COUNTY | 4,398 | 4 | 1 | 4 | 1,650 | 4 | 1 | 2 | 623 | 1 | 0 | 7 | 1,825 | 4 | \$ 235,341,738 | \$ 53,511 |
| PROPOSED MODEL | 4,398 | 1 | 2 | 2 | 1,542 | 2 | 2 | 2 | 856 | 2 | 0 | 4 | 2,000 | 4 | \$ 235,341,738 | \$ 53,511 |
| SVR PROJECTED MODEL | 4,049 | 1 | 2 | 2 | 1,244 | 2 | 2 | 2 | 622 | 2 | 2 | 4 | 2,182 | 4 | \$ 259,836,395 | \$ 64,188 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 162

The number of administrators in Menominee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 1 | 4 | 1 | 1 | 0 | 4 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 4 |
| 4. 1 MINUS 2 | -3 | +1 | -2 | +1 | +1 | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 163

The number of school buildings in Menominee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 2 | 7 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 4 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 4 |
| 4. 1 MINUS 2 | -2 | = | -3 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

2,300 students are in the three junior high schools, and 4,158 students are in the fifteen elementary schools. Midland's administration is composed of one superintendent, four assistant superintendents, two high school principals, four assistant high school principals, three junior high school principals, three assistant junior high school principals, and fifteen elementary school principals. The SEV for Midland Public Schools is \$1,073,873,000.00 with an SEV per student of \$121,920.00.

Bullock Creek Schools serve 1,799 students; of this total, 602 students are in the high school, 316 students are in the junior high school, and 881 students are in the four elementary schools. Bullock Creek's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Bullock Creek Schools is \$105,417,994.00 with an SEV per student of \$58,598.00.

Coleman Community Schools serve 1,237 students; of this total, 368 students are in the high school, 284 students are in the junior high school, and 585 students are in the one elementary school. Coleman's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Coleman Community Schools is \$49,322,223.00 with an SEV per student of \$39,872.00.

Meridan Public Schools serve 1,908 students; of this total, 626 students are in the high school, 324 students are in the junior high school, and 958 students are in the four elementary schools. Meridan's

administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Meridan Public Schools is \$83,098,794.00 with an SEV per student of \$43,552.00.

In the proposed model, Midland County School District would serve 13,752 students; of this total, 3,946 students would be in the four high schools, 3,224 students would be in the five junior high schools, and 6,582 students would be in the fourteen elementary schools. In this model, the administration would be composed of one superintendent, five assistant superintendents, four high school principals, four assistant high school principals, five junior high school principals, five assistant junior high school principals, and fourteen elementary school principals. SEV for the proposed district would be \$1,311,712,011.00 with an SEV per student of \$95,383.00. This model reduces the number of school buildings from the existing thirty-three to twenty-three and the number of administrators from the existing fifty to thirty-four.

Five-year projections for the proposed Midland County School District indicate a student population of 12,342. SEV is projected to be \$1,520,633,727.00 with an SEV per student of \$123,208.00. The projected model indicates that the number of school buildings will decrease by one to twenty-two and school administrators will decrease by two to thirty-two.

Tables 164, 165, and 166 exhibit information about the existing school district in Midland County, the proposed model for the Midland

Table 164

Included is the following information for Midland County; present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|------------------|------------|
| MIDLAND | 8,608 | 1 | 4 | 2 | 2,150 | 2 | 4 | 3 | 2,100 | 3 | 3 | 15 | 4,158 | 15 | \$ 1,073,873,000 | \$ 121,910 |
| BULLOCK | 1,799 | 1 | 1 | 1 | 602 | 1 | 1 | 1 | 516 | 1 | 0 | 4 | 881 | 2 | \$ 105,417,994 | \$ 58,538 |
| COLEMAN | 1,237 | 1 | 0 | 1 | 368 | 1 | 0 | 1 | 284 | 1 | 0 | 1 | 585 | 1 | \$ 49,322,223 | \$ 39,872 |
| MERIDIAN | 1,908 | 1 | 1 | 1 | 616 | 1 | 1 | 1 | 314 | 1 | 0 | 4 | 958 | 2 | \$ 81,608,794 | \$ 42,552 |
| TOTAL COUNTY | 13,752 | 4 | 6 | 5 | 3,946 | 5 | 6 | 6 | 3,224 | 6 | 3 | 24 | 6,582 | 20 | \$ 1,311,712,011 | \$ 95,383 |
| PROPOSED MODEL | 13,752 | 1 | 5 | 4 | 3,946 | 4 | 4 | 6 | 3,224 | 6 | 0 | 14 | 6,582 | 14 | \$ 1,311,712,011 | \$ 95,383 |
| 5YR PROJECTED MODEL | 13,342 | 1 | 5 | 4 | 3,796 | 4 | 4 | 4 | 1,698 | 4 | 0 | 14 | 6,649 | 14 | \$ 1,320,633,227 | \$ 122,207 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 165

The number of administrators in Midland County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 6 | 5 | 6 | 6 | 3 | 20 |
| 2. PROPOSED MODEL NUMBER | 1 | 5 | 4 | 4 | 6 | 0 | 14 |
| 3. SYR PROJECTED NUMBER | 1 | 5 | 4 | 4 | 4 | 0 | 14 |
| 4. 1 MINUS 2 | -3 | -1 | -1 | -2 | = | -3 | -6 |
| 5. 2 MINUS 3 | = | = | = | = | -2 | = | = |

Table 166

The number of school buildings in Midland County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 5 | 6 | 24 |
| 2. PROPOSED MODEL NUMBER | 4 | 6 | 14 |
| 3. SYR PROJECTED NUMBER | 4 | 4 | 14 |
| 4. 1 MINUS 2 | -1 | = | -10 |
| 5. 2 MINUS 3 | = | -2 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

County School District, and a five-year projected model for the Midland County School District.

Missaukee County

Missaukee County is located in the northwestern portion of the lower peninsula and encompasses approximately 600 square miles.

At present, there are two school districts (Lake City Area School District, McBain Rural Agricultural School District) serving Missaukee County. Lake City Area Schools serve 1,084 students; of this total, 312 students are in the high school, 272 students are in the junior high school, and 500 students are in the one elementary school. Lake City's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Lake City Area Schools is \$92,896,384.00 with an SEV per student of \$85,697.00.

McBain Rural Agricultural Schools serve 600 students; of this total, 275 students are in the high school-junior high school combination and 325 students are in the one elementary school. McBain's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of McBain Rural Agricultural Schools is \$44,690,878.00 with an SEV per student of \$74,484.00.

In the proposed model, Missaukee County School District would serve 1,684 students; of this total, 496 students would be in the high school, 363 students would be in the junior high school, and 825 students would be in

the two elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. SEV for the proposed district would be \$137,587,262.00 with an SEV per student of \$81,702.00. This model reduces the number of school buildings from the existing five to four and the number of administrators from the existing seven to six.

Five-year projections for the proposed Missaukee County School District indicate a student population of 1,544. SEV is projected to be \$151,907,454.00 with an SEV per student of \$98,385. The projected model indicates that the number of school buildings will remain at four and school administrators will remain at six.

Tables 167, 168, and 169 exhibit information about the existing school district in Missaukee County, the proposed model for the Missaukee County School District, and a five-year projected model for the Missaukee County School District.

Monroe County

Monroe County is located in the southeastern portion of the lower peninsula and encompasses approximately 575 square miles.

At present, there are nine school districts (Monroe Public Schools, Airport Community School District, Bedford Public School District, Dundee Community Schools, Ida Public School District, Jefferson Schools-Monroe County, Mason Consolidated School District, Summerfield School District, Whitford Agricultural School District) serving Monroe County. Monroe

Table 167
Included is the following information for Missaukee County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| LAKE CITY | 1,084 | 1 | 0 | 1 | 312 | 1 | 0 | 1 | 272 | 1 | 0 | 1 | 500 | 1 | \$ 92,886,384 | \$ 85,697 |
| MC BAIN RURAL AGR. | 600 | 1 | 0 | 1 | 275 | 1 | 0 | 0 | 4 | 0 | 0 | 1 | 325 | 1 | \$ 46,690,878 | \$ 74,464 |
| TOTAL COUNTY | 1,684 | 2 | 0 | 2 | 587 | 2 | 0 | 1 | 272 | 1 | 0 | 2 | 825 | 2 | \$ 137,587,262 | \$ 81,702 |
| PROPOSED MODEL | 1,684 | 1 | 1 | 1 | 496 | 1 | 0 | 1 | 363 | 1 | 0 | 2 | 825 | 2 | \$ 137,587,262 | \$ 81,702 |
| 5YR PROJECTED MODEL | 1,544 | 1 | 1 | 1 | 472 | 1 | 0 | 1 | 236 | 1 | 0 | 2 | 816 | 2 | \$ 151,907,454 | \$ 98,385 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HSPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 168

The number of administrators in Missaukee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 2 | 0 | 2 | 0 | 1 | 0 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 0 | 1 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 0 | 1 | 0 | 2 |
| 4. 1 MINUS 2 | -1 | +1 | -1 | = | = | = | = |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 169

The number of school buildings in Missaukee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 2 | 1 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 2 |
| 4. 1 MINUS 2 | -1 | = | = |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

Public Schools serve 7,189 students; of this total, 2,212 students are in the high school, 1,106 students are in the two junior high schools, and 3,871 students are in the ten elementary schools. Monroe's administration is composed of one superintendent, four assistant superintendents, one high school principal, four assistant high school principal, two junior high school principal, and ten elementary school principals. The SEV of Monroe Public Schools is \$788,432,607.00 with an SEV per student of \$107,901.00.

Airport Community Schools serve 2,459 students; of this total, 741 students are in the high school, 612 students are in the junior high school, and 1,106 students are in the five elementary schools. Airport's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and five elementary school principals. The SEV of Airport Community Schools is \$104,829,720.00 with an SEV per student of \$63,690.00.

Bedford Public Schools serve 4,750 students; of this total, 1,275 students are in the high school, 1,314 students are in the junior high school, and 2,161 students are in the three elementary schools. Bedford's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, two assistant junior high school principal, and three elementary school principals. The SEV of Bedford Public Schools is \$219,134,448.00 with an SEV per student of \$47,268.00.

Dundee Community Schools serve 1,644 students; of this total, 522 students are in the high school, 537 students are in the junior high school,

and 585 students are in the one elementary school. Dundee's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Dundee Community Schools is \$101,919,872.00 with an SEV per student of \$64,384.00.

Ida Public Schools serve 1,707 students; of this total, 586 students are in the high school, 523 students are in the junior high school, and 598 students are in the one elementary school. Ida's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Ida Public Schools is \$90,547,688.00 with an SEV per student of \$53,452.00.

Jefferson School-Monroe County Schools serve 2,700 students; of this total, 800 students are in the high school, 700 students are in the junior high school, and 1,200 students are in the two elementary schools. Jefferson's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and two elementary school principals. The SEV of Jefferson School-Monroe County Schools is \$523,729,440.00 with an SEV per student of \$54,646.00.

Mason Consolidated Schools serve 1,680 students; of this total, 510 students are in the high school, 425 students are in the junior high school, and 745 students are in the two elementary schools. Mason Consolidated's

administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Mason Consolidated Schools is \$119,674,740.00 with an SEV per student of \$199,440.00.

Summerfield Schools serve 1,009 students; of this total, 319 students are in the high school, 254 students are in the junior high school, and 436 students are in the one elementary school. Summerfield's administration is composed of one superintendent, one assistant superintendent, one high school principal, and one K-8 school principal. The SEV of Summerfield Schools is \$50,465,945.00 with an SEV per student of \$50,315.00.

Whitford Agricultural Schools serve 845 students; of this total, 450 students are in the high school-junior high school combination and 395 students are in the one elementary school. Whitford's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Whitford Agricultural Schools is \$67,828,534.00 with an SEV per student of \$88,549.00.

In the proposed model, Monroe County School District would serve 23,983 students; of this total, 7,265 students would be in the seven high schools, 5,621 students would be in the ten junior high schools, and 11,097 students would be in the twenty-three elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, seven high school principals, seven assistant high school principals, ten junior high school principals, and twenty-three

elementary school principals. SEV for the proposed district would be \$2,126,562,994.00 with an SEV per student of \$88,669.00. This model reduces the number of school buildings from the existing forty-four to forty and the number of administrators from the existing seventy-seven to fifty-four.

Five-year projections for the proposed Monroe County School District indicate a student population of 20,438. SEV is projected to be \$2,587,289,039.00 with an SEV per student of \$126,592.00. The projected model indicates that the number of school buildings will decrease by six to thirty-four and school administrators will decrease by seven to forty-seven.

Tables 170, 171, and 172 exhibit information about the existing school district in Monroe County, the proposed model for the Monroe County School District, and a five-year projected model for the Monroe County School District.

Montcalm County

Montcalm County is located in the southwestern portion of the lower peninsula and encompasses approximately 672 square miles.

At present, there are seven school districts (Carson City Crystal Area School District, Montabella Community School District, Greenville Public Schools, Tri County Area Schools, Lakeview Community Schools, Central Montcalm Public Schools, Vestaburg Community Schools) serving Montcalm County. Carson City Crystal Area Schools serve 1,480 students; of this total, 389 students are in the high school, 383 students are in the junior high school, and 708 students are in the three elementary schools.

Table 170
Included is the following information for Monroe County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|-------|-----|------|----|-------|-----|------|----|--------|-----|------------------|------------|
| MONROE | 7,189 | 1 | 4 | 1 | 2,212 | 1 | 4 | 2 | 1,106 | 2 | 0 | 10 | 3,871 | 10 | \$ 788,432,607 | \$ 107,901 |
| AIRPORT | 2,459 | 1 | 1 | 1 | 741 | 1 | 1 | 1 | 612 | 1 | 0 | 5 | 1,106 | 5 | \$ 164,827,720 | \$ 63,690 |
| BEDFORD | 4,750 | 1 | 2 | 1 | 1,275 | 1 | 2 | 1 | 1,314 | 1 | 2 | 3 | 2,161 | 3 | \$ 219,134,448 | \$ 47,268 |
| DUNDEE | 1,644 | 1 | 1 | 1 | 522 | 1 | 1 | 1 | 537 | 1 | 0 | 1 | 585 | 1 | \$ 101,919,872 | \$ 64,384 |
| IDA | 1,707 | 1 | 1 | 1 | 586 | 1 | 1 | 1 | 528 | 1 | 0 | 1 | 598 | 1 | \$ 90,547,688 | \$ 53,452 |
| ERIE MASON CONS. | 1,680 | 1 | 1 | 1 | 510 | 1 | 1 | 1 | 435 | 1 | 0 | 2 | 745 | 2 | \$ 119,674,740 | \$ 199,440 |
| JEFFERSON | 2,700 | 1 | 1 | 1 | 800 | 1 | 1 | 1 | 700 | 1 | 1 | 2 | 1,200 | 2 | \$ 522,729,440 | \$ 54,646 |
| SUMMERFIELD | 1,009 | 1 | 1 | 1 | 319 | 1 | 0 | 1 | 254 | 1 | 0 | 1 | 436 | + | \$ 50,465,945 | \$ 50,315 |
| WHITEFORD AGR. | 845 | 1 | 0 | 1 | 450 | 1 | 0 | 0 | + | 0 | 0 | 1 | 395 | 1 | \$ 67,816,534 | \$ 88,549 |
| TOTAL COUNTY | 23,937 | 9 | 12 | 9 | 7,415 | 9 | 11 | 9 | 5,471 | 9 | 2 | 26 | 11,097 | 25 | \$ 2,116,510,994 | \$ 88,669 |
| PROPOSED MODEL | 23,983 | 1 | 6 | 7 | 7,265 | 7 | 7 | 10 | 5,621 | 10 | 0 | 22 | 11,097 | 23 | \$ 2,116,510,994 | \$ 88,669 |
| SVR PROJECTED MODEL | 20,438 | 1 | 6 | 6 | 6,288 | 6 | 6 | 6 | 3,144 | 6 | 0 | 22 | 11,096 | 22 | \$ 2,387,289,039 | \$ 126,592 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 171

The number of administrators in Monroe County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 9 | 12 | 9 | 10 | 9 | 3 | 25 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 7 | 7 | 10 | 0 | 23 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 6 | 6 | 6 | 0 | 22 |
| 4. 1 MINUS 2 | -8 | -6 | -2 | -3 | +1 | -3 | -2 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -4 | = | -1 |

Table 172

The number of school buildings in Monroe County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 9 | 9 | 26 |
| 2. PROPOSED MODEL NUMBER | 7 | 10 | 23 |
| 3. SYR PROJECTED NUMBER | 6 | 6 | 22 |
| 4. 1 MINUS 2 | -2 | +1 | -3 |
| 5. 2 MINUS 3 | -1 | -4 | -1 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Carson City's administration is composed of one superintendent, one high school principal, one junior high school principal, and three elementary school principals. The SEV of Carson City Crystal Area Schools is \$74,882,512.00 with an SEV per student of \$50,392.00.

Montabella Community Schools serve 1,312 students; of this total, 400 students are in the high school, 206 students are in the junior high school, and 706 students are in the two elementary schools. Montabella's administration is composed of one superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Montabella Community Schools is \$77,631,256.00 with an SEV per student of \$57,208.00.

Greenville Public Schools serve 3,548 students; of this total, 740 students are in the high school, 1,150 students are in the junior high school, and 1,658 students are in the four elementary schools. Greenville's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of Greenville Public Schools is \$191,269,386.00 with an SEV per student of \$51,458.00.

Tri County Area Schools serve 1,608 students; of this total, 498 students are in the high school, 383 students are in the junior high school, and 727 students are in the two elementary schools. Tri County's administration is composed of one superintendent, one high school principal, one junior high school principal, and two elementary school

principals. The SEV of Tri County Area Schools is \$77,752,836.00 with an SEV per student of \$50,034.00.

Lakeview Community Schools serve 1,730 students; of this total, 550 students are in the high school, 550 students are in the junior high school, and 630 students are in the two elementary schools. Lakeview's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Lakeview Community Schools is \$102,271,262.00 with an SEV per student of \$59,014.00.

Central Montcalm Schools serve 2,069 students; of this total, 611 students are in the high school, 352 students are in the junior high school, and 1,106 students are in the two elementary schools. Central Montcalm's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Central Montcalm Schools is \$85,786,945.00 with an SEV per student of \$38,765.00.

Vestaburg Community Schools serve 741 students; of this total, 228 students are in the high school, 114 students are in the junior high school, and 399 students are in the one elementary schools. Vestaburg's administration is composed of one superintendent, one 7-12 school principal, and one elementary school principal. The SEV of Vestaburg Community Schools is \$27,986,371.00 with an SEV per student of \$35,381.00.

In the proposed model, Montcalm County School District would serve 12,488 students; of this total, 3,416 students would be in the three high schools, 3,138 students would be in the six junior high schools, and 5,934 students would be in the twelve elementary schools. In this model, the administration would be composed of one superintendent, four assistant superintendents, three high school principals, three assistant high school principals, six junior high school principals, and twelve elementary school principals. SEV for the proposed district would be \$637,580,568.00 with an SEV per student of \$51,055.00. This model reduces the number of school buildings from the existing thirty to twenty-one and the number of administrators from the existing forty-one to twenty-nine.

Five-year projections for the proposed Montcalm County School District indicate a student population of 11,988. SEV is projected to be \$703,940,465.00 with an SEV per student of \$58,720.00. The projected model indicates that the number of school buildings will remain at twenty-one and school administrators will increase by one to thirty.

Tables 173, 174, and 175 exhibit information about the existing school district in Montcalm County, the proposed model for the Montcalm County School District, and a five-year projected model for the Montcalm County School District.

Montmorency County

Montmorency County is located in the northeastern portion of the lower peninsula and encompasses approximately 576 square miles.

Table 173

Included is the following information for Montcalm County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | A. SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|---------|----|-------|-----|------|----|-------|------|------|----|-------|-----|----------------|-----------|
| CARSON CITY CRYSTAL | 1,480 | 1 | 0 | 1 | 389 | 1 | 0 | 1 | 383 | 1 | 0 | 3 | 708 | 3 | \$ 74,882,512 | \$ 50,392 |
| MONTABELLA | 1,312 | 1 | 0 | 1 | 400 | 1 | 0 | 1 | 206 | 1 | 0 | 2 | 706 | 2 | \$ 77,691,156 | \$ 57,408 |
| GREENVILLE | 3,548 | 1 | 2 | 1 | 740 | 1 | 1 | 1 | 1,150 | 1 | 1 | 4 | 1,658 | 4 | \$ 191,289,386 | \$ 51,658 |
| TRICOUNTY | 1,608 | 1 | 0 | 1 | 408 | 1 | 0 | 1 | 383 | 1 | 0 | 2 | 727 | 2 | \$ 77,282,816 | \$ 50,094 |
| LAKEVIEW | 1,730 | 1 | 0 | 1 | 550 | 1 | 0 | 1 | 550 | 1 | 0 | 2 | 630 | 1 | \$ 102,271,562 | \$ 59,014 |
| CENTRAL MONTCALM | 2,069 | 1 | 1 | 1 | 611 | 1 | 1 | 1 | 352 | 1 | 0 | 2 | 1,106 | 2 | \$ 85,786,945 | \$ 78,765 |
| VESTABURG | 741 | 1 | 0 | 1 | 228 | 1 | 0 | 1 | 114 | + | 0 | 1 | 399 | 1 | \$ 27,986,371 | \$ 35,381 |
| TOTAL COUNTY | 12,488 | 7 | 3 | 7 | 3,416 | 7 | 2 | 7 | 9,118 | 6 | 1 | 16 | 5,934 | 15 | \$ 637,580,568 | \$ 51,055 |
| PROPOSED MODEL | 12,488 | 1 | 4 | 3 | 3,416 | 3 | 3 | 6 | 9,118 | 6 | 0 | 12 | 5,934 | 12 | \$ 637,580,568 | \$ 51,055 |
| SVR PROJECTED MODEL | 11,908 | 1 | 4 | 4 | 3,688 | 4 | 4 | 4 | 1,844 | 4 | 0 | 13 | 6,455 | 13 | \$ 701,940,455 | \$ 58,720 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHIP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 174

The number of administrators in Montcalm County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 7 | 3 | 7 | 2 | 6 | 1 | 15 |
| 2. PROPOSED MODEL NUMBER | 1 | 4 | 3 | 3 | 6 | 0 | 12 |
| 3. SYR PROJECTED NUMBER | 1 | 4 | 4 | 4 | 4 | 0 | 13 |
| 4. 1 MINUS 2 | -6 | +1 | -4 | +1 | = | -1 | -3 |
| 5. 2 MINUS 3 | = | = | +1 | +1 | -2 | = | +1 |

Table 175

The number of school buildings in Montcalm County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 7 | 6 | 16 |
| 2. PROPOSED MODEL NUMBER | 3 | 6 | 12 |
| 3. SYR PROJECTED NUMBER | 4 | 4 | 13 |
| 4. 1 MINUS 2 | -4 | = | -4 |
| 5. 2 MINUS 3 | +1 | -2 | +1 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

At present, there are two school districts (Atlanta Community Schools, Hillman Community Schools) serving Montmorency County. Atlanta Community Schools serve 527 students; of this total, 258 students are in the high school-junior high school combination and 269 students are in the one elementary school. Atlanta's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Atlanta Community Schools is \$47,760,192.00 with an SEV per student of \$90,626.00.

Hillman Community Schools serve 635 students; of this total, 305 students are in the high school-junior high school combination and 330 students are in the three elementary schools. Hillman's administration is composed of one superintendent, one high school principal, and one elementary school principal. The SEV of Hillman Community Schools is \$63,655,776.00 with an SEV per student of \$100,245.00.

In the proposed model, Montmorency County School District would serve 1,162 students; of this total, 563 students would be in the high school-junior high school combination and 599 students would be in the elementary school. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school-junior high school principal, and one elementary school principal. SEV for the proposed district would be \$111,415,968.00 with an SEV per student of \$95,882.00. This model reduces the number of school buildings from the existing six to two and the number of administrators from the existing six to five.

Five-year projections for the proposed Montmorency County School District indicate a student population of 1,092. SEV is projected to be \$123,012,231.00 with an SEV per student of \$112,648. The projected model indicates that the number of school buildings will remain at two and school administrators will remain at five.

Tables 176, 177, and 178 exhibit information about the existing school district in Montmorency County, the proposed model for the Montmorency County School District, and a five-year projected model for the Montmorency County School District.

Muskegon County

Muskegon County is located in the southwestern portion of the lower peninsula and encompasses approximately 480 square miles.

At present, eleven school districts (Muskegon City School District, City of Muskegon Heights School District, Mona Shores School District, Oakridge Public Schools, Fruitport Community Schools, Holton Public Schools, Montague Area Public Schools, Orchard View Schools, Ravenna Public Schools, Reeths Puffer Schools, North Muskegon Public Schools, Whitehall School District) serving Muskegon County. Muskegon City Schools serve 7,140 students; of this total, 1,282 students are in the high school, 1,870 students are in the three junior high schools, and 3,988 students are in the twelve elementary schools. Muskegon City's administration is composed of one superintendent, three assistant superintendents, one high school principal, three assistant high school principals, three junior high school principals, and twelve elementary

Table 176
Included is the following information for Montgomery County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPPOP | HSP | HISAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|--------|-----|-------|----|-------|------|------|----|-------|-----|----------------|------------|
| ATLANTA | 527 | 1 | 0 | 1 | 258 | 1 | 0 | 0 | + | 0 | 0 | 1 | 269 | 1 | \$ 47,760,192 | \$ 99,626 |
| HILLMAN | 635 | 1 | 0 | 1 | 305 | 1 | 0 | 0 | + | 0 | 0 | 3 | 310 | 1 | \$ 63,655,776 | \$ 100,245 |
| TOTAL COUNTY | 1,162 | 2 | 0 | 2 | 563 | 2 | 0 | 0 | 0 | 0 | 0 | 4 | 599 | 2 | \$ 111,415,968 | \$ 99,882 |
| PROPOSED MODEL | 1,162 | 1 | 1 | 1 | 374 | 1 | 1 | + | 189 | 0 | 0 | 1 | 599 | 1 | \$ 111,415,968 | \$ 99,882 |
| SVR PROJECTED MODEL | 1,092 | 1 | 1 | 1 | 316 | 1 | 1 | + | 168 | 0 | 0 | 1 | 588 | 1 | \$ 123,012,231 | \$ 112,648 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HISAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 177

The number of administrators in Montmorency County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 2 | 0 | 2 | 0 | 0 | 0 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| 4. 1 MINUS 2 | -1 | +1 | -1 | +1 | 0 | 0 | -1 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 178

The number of school buildings in Montmorency County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 2 | 0 | 4 |
| 2. PROPOSED MODEL NUMBER | 1 | 0 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 0 | 1 |
| 4. 1 MINUS 2 | -1 | = | -3 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

school principals. The SEV of Muskegon City Schools is \$272,725,653.00 with an SEV per student of \$34,189.00.

Muskegon Heights Schools serve 2,848 students; of this total, 842 students are in the high school, 470 students are in the junior high school, and 1,536 students are in the five elementary schools. Muskegon Heights' administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Muskegon Heights Schools is \$66,430,140.00 with an SEV per student of \$19,390.00.

Mona Shores Schools serve 3,558 students; of this total, 942 students are in the high school, 907 students are in the junior high school, and 1,709 students are in the four elementary schools. Mona Shores' administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of Mona Shores Schools is \$251,042,508.00 with an SEV per student of \$69,618.00.

Oakridge Schools serve 1,596 students; of this total, 464 students are in the high school, 410 students are in the junior high school, and 722 students are in the two elementary schools. Oakridge's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Oakridge Schools is \$42,244,590.00 with an SEV per student of \$25,665.00.

Fruitport Community Schools serve 2,750 students; of this total, 850 students are in the high school, 650 students are in the junior high school, and 1,250 students are in the two elementary schools. Fruitport's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Fruitport Community Schools is \$100,540,635.00 with an SEV per student of \$30,329.00.

Holton Public Schools serve 1,057 students; of this total, 295 students are in the high school, 170 students are in the junior high school, and 592 students are in the one elementary school. Holton's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Holton Public Schools is \$34,024,592.00 with an SEV per student of \$31,978.00.

Montague Area Schools serve 1,353 students; of this total, 415 students are in the high school, 444 students are in the junior high school, and 494 students are in the one elementary school. Montague's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Montague Area Schools is \$83,157,300.00 with an SEV per student of \$58,356.00.

Orchard View Schools serve 2,650 students; of this total, 692 students are in the high school, 540 students are in the junior high school, and 1,418 students are in the three elementary schools. Orchard View's

administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Orchard View Schools is \$95,662,152.00 with an SEV per student of \$33,672.00.

Ravenna Public Schools serve 1,066 students; of this total, 328 students are in the high school, 164 students are in the junior high school, and 574 students are in the one elementary school. Ravenna's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Ravenna Public Schools is \$47,996,048.00 with an SEV per student of \$42,512.00.

Reeths Puffer Schools serve 3,787 students; of this total, 991 students are in the high school, 882 students are in the junior high school, and 1,914 students are in the six elementary schools. Reeths Puffer's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of Reeths Puffer Schools is \$186,340,457.00 with an SEV per student of \$48,691.00.

North Muskegon Schools serve 726 students; of this total, 406 students are in the high school-junior high school combination and 330 students are in the one elementary school. North Muskegon's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of

North Muskegon Schools is \$55,872,410.00 with an SEV per student of \$86,090.00.

Whitehall Schools serve 1,704 students; of this total, 579 students are in the high school, 536 students are in the junior high school, and 589 students are in the one elementary school. Whitehall's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Whitehall Schools is \$94,374,792.00 with an SEV per student of \$54,052.00.

In the proposed model, Muskegon County School District would serve 30,235 students; of this total, 7,951 students would be in the eight high schools, 7,178 students would be in the fourteen junior high schools, and 15,106 students would be in the thirty elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, eight high school principals, eight assistant high school principals, fourteen junior high school principals, and thirty elementary school principals. SEV for the proposed district would be \$1,330,411,277.00 with an SEV per student of \$44,002.00. This model reduces the number of school buildings from the existing sixty-five to fifty-two and the number of administrators from the existing ninety-six to sixty-seven.

Five-year projections for the proposed Muskegon County School District indicate a student population of 27,190. SEV is projected to be \$1,542,311,302.00 with an SEV per student of \$56,723.00. The projected

model indicates that the number of school buildings will decrease by six to forty-six and school administrators will decrease by six to sixty-one.

Tables 179, 180, and 181 exhibit information about the existing school district in Muskegon County, the proposed model for the Muskegon County School District, and a five-year projected model for the Muskegon County School District.

Newaygo County

Newaygo County is located in the northwestern portion of the lower peninsula and encompasses approximately 864 square miles.

At present, five school districts (Fremont Public Schools, Grant Public School District, Hesperia Community School District, Newaygo Public School District, White Cloud Public Schools) serving Newaygo County. Fremont Public Schools serve 2,175 students; of this total, 710 students are in the high school, 525 students are in the junior high school, and 940 students are in the three elementary schools. Fremont's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Fremont Public Schools is \$144,374,150.00 with an SEV per student of \$66,378.00.

Grant Public Schools serve 1,618 students; of this total, 485 students are in the high school, 350 students are in the junior high school, and 783 students are in the two elementary schools. Grant's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of

Table 179
Included is the following information for Muskegon County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSIP | HSAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|-------|------|------|----|-------|------|------|----|--------|-----|-----------------|-----------|
| MUSKEGON | 7,140 | 1 | 3 | 1 | 1,282 | 1 | 3 | 3 | 1,070 | 3 | 0 | 12 | 3,988 | 12 | \$ 272,725,653 | \$ 34,189 |
| MUSKEGON HEIGHTS | 2,848 | 1 | 2 | 1 | 842 | 1 | 1 | 1 | 470 | 1 | 0 | 5 | 1,536 | 4 | \$ 66,430,140 | \$ 19,390 |
| MONA SHORES | 3,558 | 1 | 1 | 1 | 942 | 1 | 1 | 1 | 907 | 1 | 1 | 4 | 1,709 | 4 | \$ 351,042,508 | \$ 69,618 |
| OAKRIDGE | 1,596 | 1 | 1 | 1 | 464 | 1 | 0 | 1 | 410 | 1 | 0 | 2 | 722 | 2 | \$ 42,244,590 | \$ 25,665 |
| FRUITPORT | 2,750 | 1 | 1 | 1 | 850 | 1 | 1 | 1 | 650 | 1 | 0 | 2 | 1,250 | 2 | \$ 100,540,635 | \$ 30,329 |
| HOLTON | 1,057 | 1 | 1 | 1 | 295 | 1 | 0 | 1 | 170 | 1 | 0 | 1 | 592 | 1 | \$ 34,024,592 | \$ 31,978 |
| MONTAGUE | 1,353 | 1 | 1 | 1 | 415 | 1 | 0 | 1 | 444 | 1 | 0 | 1 | 494 | 1 | \$ 83,157,300 | \$ 58,356 |
| ORCHARD VIEW | 2,650 | 1 | 1 | 1 | 692 | 1 | 1 | 1 | 540 | 1 | 0 | 3 | 1,418 | 3 | \$ 95,662,152 | \$ 33,672 |
| RAVENNA | 1,066 | 1 | 0 | 1 | 328 | 1 | 0 | 1 | 164 | 1 | 0 | 1 | 574 | 1 | \$ 47,996,048 | \$ 42,512 |
| REETHS PUFFER | 3,787 | 1 | 1 | 1 | 991 | 1 | 1 | 1 | 882 | 1 | 1 | 6 | 1,914 | 4 | \$ 186,340,457 | \$ 48,691 |
| NORTH MUSKEGON | 726 | 1 | 0 | 1 | 406 | 1 | 0 | 0 | + | 0 | 0 | 1 | 320 | 1 | \$ 55,872,410 | \$ 86,090 |
| WHITEHALL | 1,704 | 1 | 1 | 1 | 579 | 1 | 0 | 1 | 536 | 1 | 0 | 1 | 589 | 1 | \$ 94,374,792 | \$ 54,052 |
| TOTAL COUNTY | 30,235 | 12 | 13 | 12 | 8,222 | 12 | 8 | 13 | 7,043 | 13 | 2 | 39 | 15,106 | 36 | \$1,330,411,277 | \$ 44,002 |
| PROPOSED MODEL | 30,235 | 1 | 6 | 8 | 7,951 | 8 | 8 | 14 | 7,178 | 14 | 0 | 30 | 15,106 | 30 | \$1,330,411,277 | \$ 44,002 |
| 5YR PROJECTED MODEL | 27,190 | 1 | 6 | 8 | 8,364 | 8 | 8 | 8 | 4,189 | 8 | 0 | 30 | 14,637 | 30 | \$1,542,311,302 | \$ 56,723 |

Table 180

The number of administrators in Muskegon County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 12 | 13 | 14 | 8 | 13 | 2 | 36 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 8 | 8 | 14 | 0 | 30 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 8 | 8 | 8 | 0 | 30 |
| 4. 1 MINUS 2 | -11 | -7 | -6 | = | +1 | -2 | -6 |
| 5. 2 MINUS 3 = | = | = | = | = | -6 | = | = |

Table 181

The number of school buildings in Muskegon County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 12 | 14 | 39 |
| 2. PROPOSED MODEL NUMBER | 8 | 14 | 30 |
| 3. SYR PROJECTED NUMBER | 8 | 8 | 30 |
| 4. 1 MINUS 2 | -4 | = | -9 |
| 5. 2 MINUS 3 | = | -6 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

Grant Public Schools is \$63,942,312.00 with an SEV per student of \$39,519.00.

Hesperia Community Schools serve 1,024 students; of this total, 573 students are in the high school-junior high school combination and 451 students are in the one elementary school. Hesperia's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Hesperia Community Schools is \$37,501,065.00 with an SEV per student of \$36,622.00.

Newaygo Public Schools serve 1,310 students; of this total, 410 students are in the high school, 390 students are in the junior high school, and 510 students are in the one elementary schools. Newaygo's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Newaygo Public Schools is \$90,065,976.00 with an SEV per student of \$68,752.00.

White Cloud Public Schools serve 1,050 students; of this total, 500 students are in the high school-junior high school combination and 550 students are in the one elementary school. White Cloud's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of White Cloud Public Schools is \$57,481,688.00 with an SEV per student of \$54,744.00.

In the proposed model, Newaygo County School District would serve 7,177 students; of this total, 2,321 students would be in the three high schools, 1,622 students would be in the three junior high schools, and

3,234 students would be in the seven elementary schools. In this model, the administration would be composed of one superintendent, three assistant superintendents, three high school principals, three assistant high school principals, three junior high school principals, and seven elementary school principals. SEV for the proposed district would be \$393,365,191.00 with an SEV per student of \$54,809.00. This model reduces the number of school buildings from the existing sixteen to thirteen and the number of administrators from the existing twenty-one to twenty.

Five-year projections for the proposed Newaygo County School District indicate a student population of 6,467. SEV is projected to be \$434,306,956.00 with an SEV per student of \$67,157.00. The projected model indicates that the number of school buildings will decrease by two to eleven and school administrators will decrease by three to seventeen.

Tables 182, 183, and 184 exhibit information about the existing school district in Newaygo County, the proposed model for the Newaygo County School District, and a five-year projected model for the Newaygo County School District.

Oakland County

Oakland County is located in the southeastern portion of the lower peninsula and encompasses approximately 870 square miles.

At present, there are twenty-eight school districts (Birmingham City School District, Ferndale City School District, Pontiac City School District, School District of Royal Oak, Berkley City School District, Southfield Public School District, Avondale School District, Bloomfield Hills School District,

Table 182
Included is the following information for Newaygo County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| FREMONT | 2,175 | 1 | 1 | 1 | 710 | 1 | 1 | 1 | 525 | 1 | 0 | 3 | 940 | 2 | \$ 144,374,150 | \$ 66,378 |
| GRANT | 1,618 | 1 | 0 | 1 | 485 | 1 | 0 | 1 | 350 | 1 | 0 | 2 | 783 | 1 | \$ 63,942,312 | \$ 39,519 |
| HESPERIA | 1,024 | 1 | 0 | 1 | 573 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 451 | 1 | \$ 37,501,065 | \$ 36,622 |
| NEWAYGO | 1,310 | 1 | 0 | 1 | 410 | 1 | 0 | 1 | 390 | 1 | 0 | 1 | 510 | 1 | \$ 90,065,976 | \$ 68,752 |
| WHITE CLOUD | 1,050 | 1 | 0 | 1 | 500 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 550 | 1 | \$ 57,481,688 | \$ 54,744 |
| TOTAL COUNTY | 7,177 | 5 | 1 | 5 | 2,678 | 5 | 1 | 3 | 1,265 | 3 | 0 | 8 | 3,234 | 6 | \$ 393,365,191 | \$ 54,809 |
| PROPOSED MODEL | 7,177 | 1 | 3 | 3 | 2,321 | 3 | 3 | 3 | 1,622 | 3 | 0 | 7 | 3,234 | 7 | \$ 393,365,191 | \$ 54,809 |
| 5YR PROJECTED MODEL | 6,467 | 1 | 3 | 2 | 1,988 | 2 | 2 | 2 | 944 | 2 | 0 | 7 | 3,479 | 7 | \$ 434,306,956 | \$ 67,157 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 183

The number of administrators in Newaygo County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | ASUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|-------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 5 | 1 | 5 | 1 | 3 | 0 | 6 |
| 2. PROPOSED MODEL NUMBER | 1 | 3 | 3 | 3 | 3 | 0 | 7 |
| 3. SYR PROJECTED NUMBER | 1 | 3 | 2 | 2 | 2 | 0 | 7 |
| 4. 1 MINUS 2 | -4 | +2 | -2 | +2 | = | = | +1 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -1 | = | = |

Table 184

The number of school buildings in Newaygo County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 5 | 3 | 8 |
| 2. PROPOSED MODEL NUMBER | 3 | 3 | 7 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 7 |
| 4. 1 MINUS 2 | -2 | = | -1 |
| 5. 2 MINUS 3 | -1 | -1 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

Clarenceville School District, Novi Community Schools, Oxford Area Community School District, Hazel Park City School District, Madison Public Schools, Troy Public School District, West Bloomfield School District, Brandon School District, Clarkston Community School District, Farmington Public School District, Holly Area School District, Huron Valley Schools, Lake Orion Community Schools, South Lyon Community Schools, Oak Park City School District, Rochester Community School District, Clawson City School District, Lamphere Public Schools, Walled Lake Consolidated School District, Waterford School District) serving Oakland County. Birmingham City Schools serve 7,821 students; of this total, 2,983 students are in the two high schools, 1,938 students are in the four junior high schools, and 2,900 students are in the ten elementary schools. Birmingham's administration is composed of one superintendent, four assistant superintendents, two high school principals, eight assistant high school principals, four junior high school principals, and ten elementary school principals. The SEV of Birmingham Schools is \$1,382,072,886.00 with an SEV per student of \$186,213.00.

Ferndale City Schools serve 4,822 students; of this total, 1,464 students are in the high school, 821 students are in the two junior high schools, and 2,537 students are in the eight elementary schools. Ferndale's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, two junior high school principals, and eight elementary principals. The SEV of Ferndale City Schools is \$245,486,460.00 with an SEV per student of \$40,630.00.

Pontiac City Schools serve 16,420 students; of this total, 3,895 students are in the two high schools, 3,985 students are in the six junior high schools, and 8,540 students are in the twenty-one elementary schools. Pontiac's administration is composed of one superintendent, four assistant superintendents, two high school principals, eight assistant high school principals, six junior high school principals, six assistant junior high school principals, and twenty-one elementary principals. The SEV of Pontiac City Schools is \$940,116,494.00 with an SEV per student of \$51,308.00.

Royal Oak City Schools serve 9,473 students; of this total, 4,043 students are in the three high schools, 1,296 students are in the three junior high schools, and 4,134 students are in the thirteen elementary schools. Royal Oak's administration is composed of one superintendent, four assistant superintendents, three high school principals, twelve assistant high school principals, three junior high school principals, and thirteen elementary school principals. The SEV of Royal Oak City Schools is \$762,875,170.00 with an SEV per student of \$94,826.00.

Berkley City Schools serve 4,530 students; of this total, 1,525 students are in the high school, 1,004 students are in the two junior high schools, and 2,001 students are in the five elementary schools. Berkley's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, two junior high school principals, and five elementary principals. The SEV of Berkley City Schools is \$310,270,737.00 with an SEV per student of \$57,639.00.

Southfield Public Schools serve 8,759 students; of this total, 3,142 students are in the two high schools, 2,258 students are in the three junior high schools, and 3,359 students are in the eleven elementary schools. Southfield's administration is composed of one superintendent, four assistant superintendents, two high school principals, eight assistant high school principals, three junior high school principals, and eleven elementary school principals. The SEV of Southfield Public Schools is \$1,435,538,610.00 with an SEV per student of \$166,035.00.

Avondale Schools serve 2,603 students; of this total, 800 students are in the high school, 400 students are in the junior high school, and 1,403 students are in the four elementary schools. Avondale's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Avondale Schools is \$210,977,352.00 with an SEV per student of \$82,542.00.

Bloomfield Hills Schools serve 6,020 students; of this total, 2,530 students are in the two high schools, 1,585 students are in the three junior high schools, and 1,905 students are in the six elementary schools. Bloomfield Hills' administration is composed of one superintendent, three assistant superintendents, two high school principals, eight assistant high school principals, three junior high school principals, and six elementary school principals. The SEV of Bloomfield Hills Schools is \$1,119,135,060.00 with an SEV per student of \$187,932.00.

Clarenceville Schools serve 2,063 students; of this total, 655 students are in the high school, 341 students are in the junior high school, and 1,067

students are in the two elementary schools. Clarenceville's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Clarenceville Schools is \$136,034,244.00 with an SEV per student of \$59,769.00.

Novi Community Schools serve 3,210 students; of this total, 1,180 students are in the high school, 941 students are in the two junior high schools, and 1,089 students are in the three elementary schools. Novi's administration is composed of one superintendent, one assistant superintendent, one high school principal, two assistant high school principals, two junior high school principals, and three elementary school principals. The SEV of Novi Community Schools is \$373,798,656.00 with an SEV per student of \$112,896.00.

Oxford Area Schools serve 2,804 students; of this total, 1,044 students are in the high school, 469 students are in the junior high school, and 1,291 students are in the three elementary schools. Oxford's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, and three elementary school principals. The SEV of Oxford Area Schools is \$183,320,878.00 with an SEV per student of \$66,014.00.

Hazel Park City Schools serve 6,832 students; of this total, 2,100 students are in the high school, 1,050 students are in the three junior high schools, and 3,682 students are in the eight elementary schools. Hazel

Park's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, three junior high school principals, and eight elementary school principals. The SEV of Hazel Park City Schools is \$191,686,492.00 with an SEV per student of \$29,563.00.

Madison Public Schools serve 2,900 students; of this total, 770 students are in the high school, 700 students are in the junior high school, and 1,430 students are in the three elementary schools. Madison's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and three elementary school principals. The SEV of Madison Public Schools \$118,6254,924.00 with an SEV per student of \$37,757.00.

Troy Public Schools serve 10,816 students; of this total, 3,586 students are in the two high schools, 2,648 students are in the four junior high schools, 4,582 students are in the twelve elementary schools. Troy's administration is composed of one superintendent, four assistant superintendents, two high school principals, eight assistant high school principals, four junior high school principals, and twelve elementary school principals. The SEV of Troy Public Schools is \$121,745,779.00 with an SEV per student of \$113,451.00.

West Bloomfield Schools serve 4,497 students; of this total, 1,735 students are in the high school, 1,128 students are in the two junior high schools, and 1,634 students are in the four elementary schools. West Bloomfield's administration is composed of one superintendent, five

assistant superintendents, one high school principal, four assistant high school principals, two junior high school principals, and four elementary school principals. The SEV of West Bloomfield Schools is \$489,432,588.00 with an SEV per student of \$108,138.00.

Brandon Schools serve 2,703 students; of this total, 1,177 students are in the high schools, 574 students are in the junior high school, and 952 students are in the two elementary schools. Brandon's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, and two elementary school principals. The SEV of Brandon Schools is \$132,374,080.00 with an SEV per student of \$46,220.00.

Clarkston Community Schools serve 5,894 students; of this total, 1,618 students are in the high school, 1,638 students are in the two junior high schools, and 2,638 students are in the five elementary schools. Clarkston's administration is composed of one superintendent, four assistant superintendents, one high school principal, four assistant high school principals, two junior high school principals, two assistant junior high school principals, and five elementary school principals. The SEV of Clarkston Schools is \$332,746,116.00 with an SEV per student of \$56,802.00.

Farmington Public Schools serve 9,623 students; of this total, 3,740 students are in the three high schools, 2,280 students are in the four junior high schools, and 3,602 students are in the eleven elementary schools. Farmington's administration is composed of one superintendent, six assistant superintendents, three high school principals, seven assistant high

school principals, four junior high school principals, and eleven elementary school principals. The SEV of Farmington Schools is \$1,270,143,264.00 with an SEV per student of \$128,453.00.

Holly Area Schools serve 3,890 students; of this total, 957 students are in the high school, 1,045 students are in the junior high school, and 1,888 students are in the three elementary schools. Holly's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, three assistant junior high school principals, and three elementary school principals. The SEV of Holly Area Schools is \$186,582,033.00 with an SEV per student of \$48,051.00.

Huron Valley Schools serve 1,741 students; of this total, 684 students are in the high school, 436 students are in the junior high school, and 621 students are in the two elementary schools. Huron Valley's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Huron Valley Schools is \$496,223,010.00 with an SEV per student of \$52,245.00.

Lake Orion Community Schools serve 4,953 students; of this total, 1,342 students are in the high school, 1,725 students are in the two junior high schools, and 1,886 students are in the five elementary schools. Lake Orion's administration is composed of one superintendent, four assistant superintendents, one high school principal, three assistant high school principals, two junior high school principals, two assistant junior high school principals, and five elementary school principals. The SEV of Lake

Orion Community Schools is \$281,587,600.00 with an SEV per student of \$53,200.00.

South Lyon Community Schools serve 3,842 students; of this total, 1,270 students are in the high school, 936 students are in the junior high school, and 1,636 students are in the four elementary schools. South Lyon's administration is composed of one superintendent, two assistant superintendents, one high school principal, three assistant high school principals, one junior high school principal, two assistant junior high school principals, and four elementary school principals. The SEV of South Lyon Community Schools is \$254,060,010.00 with an SEV per student of \$61,770.00.

Oak Park City Schools serve 3,574 students; of this total, 1,131 students are in the high school, 924 students are in the junior high school, and 1,519 students are in the four elementary schools. Oak Park's administration is composed of one superintendent, one assistant superintendent, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of Oak Park City Schools is \$331,852,800.00 with an SEV per student of \$95,360.00.

Rochester Community Schools serve 9,666 students; of this total, 2,745 students are in the two high schools, 2,595 students are in the three junior high schools, and 4,326 students are in the eight elementary schools. Rochester's administration is composed of one superintendent, three assistant superintendents, two high school principals, six assistant high school principals, three junior high school principals, three assistant junior

high school principals, and eight elementary school principals. The SEV of Rochester Community Schools is \$861,470,990.00 with an SEV per student of \$87,326.00.

Clawson City Schools serve 2,205 students; of this total, 725 students are in the high school, 549 students are in the junior high school, and 931 students are in the two elementary schools. Clawson's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Clawson City Schools is \$150,493,306.00 with an SEV per student of \$74,281.00.

Lamphere Schools serve 2,512 students; of this total, 972 students are in the high school, 618 students are in the junior high school, and 922 students are in the four elementary schools. Lamphere's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Lamphere Schools is \$383,798,839.00 with an SEV per student of \$167,087.00.

Walled Lake Consolidated Schools serve 8,866 students; of this total, 3,013 students are in the two high schools, 1,519 students are in the two junior high schools, and 4,334 students are in the eleven elementary schools. Walled Lake's administration is composed of one superintendent, two assistant superintendents, two high school principals, eight assistant high school principals, two junior high school principals, and eleven elementary school principals. The SEV of Walled Lake Consolidated Schools is \$722,587,866.00 with an SEV per student of \$81,501.00.

Waterford Schools serve 12,387 students; of this total, 3,138 students are in the two high schools, 3,229 students are in the three junior high schools, and 6,020 students are in the eighteen elementary schools. Waterford's administration is composed of one superintendent, four assistant superintendents, two high school principals, eight assistant high school principals, three junior high school principals, six assistant junior high school principals, and eighteen elementary school principals. The SEV of Waterford Schools is \$773,392,308.00 with an SEV per student of \$63,285.00.

In the proposed model, Oakland County School District would serve 165,426 students; of this total, 53,964 students would be in the fifty-three high schools, 38,633 students would be in the seventy-six junior high schools, and 72,829 students would be in the one hundred and forty-six elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, fifty-three high school principals, fifty-three assistant high school principals, seventy-six junior high school principals, and one hundred and forty-six elementary school principals. SEV for the proposed district would be \$15,293,528,542.00 with an SEV per student of \$92,450.00. This model reduces the number of school buildings from the existing 292 to 275 and the number of administrators from the existing 538 to 335.

Five-year projections for the proposed Oakland County School District indicate a student population of 137,636. SEV is projected to be \$17,729,391,143.00 with an SEV per student of \$128,819.00. The projected model indicated that the number of school buildings will decrease by

forty-three to two hundred and thirty-two and school administrators will decrease by fifty-two to two hundred and eighty-three.

Tables 185, 186, and 187 exhibit information about the existing school district in Oakland County, the proposed model for the Oakland County School District, and a five-year projected model for the Oakland County School District.

Oceana County

Oceana County is located in the southwestern portion of the lower peninsula and encompasses approximately 552 square miles.

At present, there are four school districts (Hart Public School District, Pentwater Public School District, Shelby Public Schools, Walkerville Rural Community School District) serving Oceana County. Hart Public Schools serve 1,409 students; of this total, 459 students are in the high school, 249 students are in the junior high school, and 701 students are in the three elementary schools. Hart's administration is composed of one superintendent, one high school principal, one junior high school principal, and three elementary school principals. The SEV for Hart Public Schools is \$77,689,653.00 with the SEV per student of \$55,138.00.

Pentwater Public Schools serve 388 students; of this total, 116 students are in the high school, 59 students are in the junior high school, and 213 students are in the one elementary school. Pentwater's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school

Table 185
Included is the following information for Oakland County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPDP | HSP | HSAP | JH | JHPDP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|------------------|--------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|------------------|------------|
| BIRMINGHAM | 7,821 | 1 | 4 | 2 | 2,983 | 2 | 8 | 4 | 1,938 | 4 | 0 | 10 | 2,900 | 10 | \$ 1,382,072,886 | \$ 186,213 |
| FERNDALE | 4,822 | 1 | 3 | 1 | 1,464 | 1 | 4 | 2 | 821 | 2 | 0 | 8 | 2,537 | 8 | \$ 245,486,460 | \$ 40,630 |
| PONTIAC | 16,420 | 1 | 4 | 2 | 3,895 | 2 | 8 | 6 | 3,985 | 6 | 12 | 21 | 8,540 | 21 | \$ 940,116,484 | \$ 51,308 |
| ROYAL OAK | 9,473 | 1 | 4 | 3 | 4,043 | 3 | 12 | 3 | 1,296 | 3 | 0 | 13 | 4,134 | 13 | \$ 762,875,170 | \$ 94,826 |
| BERKLEY | 4,530 | 1 | 3 | 1 | 1,525 | 1 | 4 | 2 | 1,004 | 2 | 0 | 5 | 2,001 | 5 | \$ 310,270,737 | \$ 57,639 |
| SOUTHFIELD | 8,759 | 1 | 4 | 2 | 3,142 | 2 | 8 | 3 | 2,258 | 3 | 0 | 11 | 3,359 | 11 | \$ 1,435,538,610 | \$ 166,035 |
| AVONDALE | 2,603 | 1 | 1 | 1 | 800 | 1 | 1 | 1 | 400 | 1 | 0 | 4 | 1,403 | 4 | \$ 210,977,352 | \$ 82,542 |
| BLOOMFIELD HILLS | 6,020 | 1 | 3 | 2 | 2,530 | 2 | 8 | 3 | 1,585 | 3 | 0 | 6 | 1,905 | 6 | \$ 1,119,135,060 | \$ 187,932 |
| CLARENCEVILLE | 2,063 | 1 | 1 | 1 | 655 | 1 | 1 | 1 | 341 | 1 | 0 | 2 | 1,067 | 2 | \$ 136,034,244 | \$ 59,769 |
| NOVI | 3,210 | 1 | 1 | 1 | 1,180 | 1 | 2 | 2 | 941 | 2 | 0 | 3 | 1,089 | 3 | \$ 373,798,656 | \$ 112,896 |
| OXFORD | 2,804 | 1 | 2 | 1 | 1,044 | 1 | 2 | 1 | 469 | 1 | 0 | 3 | 1,291 | 3 | \$ 183,320,878 | \$ 66,014 |
| HAZEL PARK | 6,832 | 1 | 3 | 1 | 2,100 | 1 | 4 | 3 | 1,050 | 3 | 0 | 8 | 3,682 | 8 | \$ 191,686,492 | \$ 29,563 |
| MADISON | 2,900 | 1 | 2 | 1 | 770 | 1 | 1 | 1 | 700 | 1 | 1 | 3 | 1,430 | 3 | \$ 118,254,924 | \$ 37,757 |
| TROY | 10,816 | 1 | 4 | 2 | 3,586 | 2 | 8 | 4 | 2,648 | 4 | 0 | 12 | 4,582 | 12 | \$ 121,745,779 | \$ 113,451 |
| WEST BLOOMFIELD | 4,497 | 1 | 5 | 1 | 1,735 | 1 | 4 | 2 | 1,128 | 2 | 0 | 4 | 1,634 | 4 | \$ 489,432,588 | \$ 108,138 |
| BRANDON | 2,703 | 1 | 2 | 1 | 1,177 | 1 | 2 | 1 | 574 | 1 | 0 | 2 | 952 | 2 | \$ 132,374,080 | \$ 46,220 |

Table 185
Included is the following information for Oakland County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|---------|------|--------|----|--------|-----|------|----|--------|-----|------|-----|--------|-----|------------------|------------|
| CLARKSTON | 5,894 | 1 | 4 | 1 | 1,618 | 1 | 4 | 2 | 1,638 | 2 | 2 | 5 | 2,638 | 5 | \$ 332,746,116 | \$ 56,802 |
| FARMINGTON | 9,623 | 1 | 6 | 3 | 3,740 | 3 | 7 | 4 | 2,281 | 4 | 0 | 11 | 3,602 | 11 | \$ 1,270,143,264 | \$ 128,453 |
| HOLLY | 3,890 | 1 | 2 | 1 | 957 | 1 | 2 | 1 | 1,045 | 1 | 3 | 3 | 1,888 | 3 | \$ 186,582,023 | \$ 48,051 |
| HURON | 1,741 | 1 | 1 | 1 | 684 | 1 | 1 | 1 | 436 | 1 | 0 | 2 | 621 | 2 | \$ 496,223,010 | \$ 52,245 |
| LAKE ORION | 4,953 | 1 | 4 | 1 | 1,342 | 1 | 3 | 2 | 1,725 | 2 | 2 | 5 | 1,886 | 5 | \$ 281,587,600 | \$ 53,200 |
| SOUTH LYON | 3,842 | 1 | 2 | 1 | 1,270 | 1 | 3 | 1 | 936 | 1 | 2 | 4 | 1,636 | 4 | \$ 254,060,010 | \$ 61,770 |
| OAK PARK | 3,574 | 1 | 1 | 1 | 1,131 | 1 | 2 | 1 | 924 | 1 | 1 | 4 | 1,519 | 4 | \$ 331,852,800 | \$ 95,360 |
| ROCHESTER | 9,666 | 1 | 3 | 2 | 2,745 | 2 | 6 | 3 | 2,595 | 3 | 3 | 8 | 4,326 | 8 | \$ 861,470,990 | \$ 87,326 |
| CLAWSON CITY | 2,205 | 1 | 1 | 1 | 725 | 1 | 1 | 1 | 549 | 1 | 0 | 2 | 931 | 2 | \$ 150,493,306 | \$ 74,281 |
| LAMPHERE | 2,512 | 1 | 2 | 1 | 972 | 1 | 1 | 1 | 618 | 1 | 0 | 4 | 922 | 4 | \$ 383,798,839 | \$ 167,087 |
| WALLED LAKE | 8,866 | 1 | 2 | 2 | 3,013 | 2 | 8 | 2 | 1,519 | 2 | 0 | 11 | 4,334 | 11 | \$ 722,587,866 | \$ 81,501 |
| WATERFORD | 12,387 | 1 | 4 | 2 | 3,138 | 2 | 8 | 3 | 3,229 | 3 | 6 | 18 | 6,020 | 18 | \$ 773,392,308 | \$ 63,285 |
| TOTAL COUNTY | 165,426 | 28 | 78 | 40 | 53,964 | 40 | 124 | 61 | 38,633 | 61 | 51 | 192 | 72,829 | 192 | \$15,293,528,542 | \$ 92,450 |
| PROPOSED MODEL | 165,426 | 1 | 6 | 54 | 53,964 | 54 | 54 | 77 | 38,633 | 77 | 0 | 146 | 72,829 | 146 | \$15,293,528,542 | \$ 92,450 |
| SYR PROJECTED MODEL | 137,636 | 1 | 6 | 42 | 42,348 | 42 | 42 | 42 | 21,179 | 42 | 0 | 148 | 74,109 | 148 | \$17,729,391,143 | \$ 128,810 |

Table 186

The number of administrators in Oakland County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 23 | 78 | 40 | 124 | 60 | 51 | 192 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 53 | 53 | 76 | 0 | 146 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 42 | 42 | 42 | 0 | 148 |
| 4. 1 MINUS 2 | -22 | -72 | -13 | -71 | -16 | -51 | -46 |
| 5. 2 MINUS 3 | = | = | -11 | -11 | -34 | = | = 2 |

Table 187

The number of school buildings in Oakland County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 40 | 60 | 192 |
| 2. PROPOSED MODEL NUMBER | 53 | 76 | 146 |
| 3. SYR PROJECTED NUMBER | 42 | 42 | 148 |
| 4. 1 MINUS 2 | -13 | -16 | -46 |
| 5. 2 MINUS 3 | -11 | -34 | + 2 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

principal. The SEV for Pentwater Public Schools is \$47,231,856.00 with an SEV per student of \$121,731.00.

Shelby Schools serve 1,306 students; of this total, 423 students are in the high school, 277 students are in the junior high school, and 606 students are in the three elementary schools. Shelby's administration is composed of one superintendent, one high school principal, one junior high school principal, and three elementary school principals. The SEV of Shelby Schools is \$62,998,767.00 with an SEV per student of \$48,237.00.

Walkerville Rural Community Schools serve 400 students; of this total, 200 students are in the high school-junior high school combination and 200 students are in the one elementary school. Walkerville's administration is composed of one superintendent and one K-12 school principal. The SEV of Walkerville Rural Community Schools is \$16,570,523.00 with an SEV per student of \$41,426.00.

In the proposed model, Oceana County School District would serve 3,503 students; of this total, 1,132 students would be in the high school, 651 students would be in the junior high school, and 1,720 students would be in the four elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and four elementary school principals. SEV for the proposed district would be \$204,490,799.00 with an SEV per student of \$58,375.00. This model reduces the number of school buildings from the existing fifteen to six and the number of administrators from the existing eighteen to ten.

Five-year projections for the proposed Oceana County School District indicate a student population of 3,208. SEV is projected to be \$248,794,324.00 with an SEV per student of \$77,554.00. The projected model indicates that the number of school buildings will remain at six and school administrators will decrease by one to nine.

Tables 188, 189, and 190 exhibit information about the existing school district in Oceana County, the proposed model for the Oceana County School District, and a five-year projected model for the Oceana County School District.

Ogemaw County

Ogemaw County is located in the northeastern portion of the lower peninsula and encompasses approximately 576 square miles.

At present, there is one school district (West Branch Rose City Area Schools) serving Ogemaw County. West Branch Rose City Schools serve 2,482 students; of this total, 816 students are in the high school, 555 students are in the junior high school, and 1,111 students are in the two elementary schools. West Branch's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of West Branch Rose City Schools is \$201,196,500.00 with an SEV per student of \$81,062.00.

In the proposed model, Ogemaw County School District would serve 2,482 students; of this total, 816 students would be in the high school, 555 students would be in the junior high school, and 1,111 students would be

Table 188

Included is the following information for Oceana County; present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHIP | JHAP | EL | ELPOP | EIP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|------|------|----|-------|-----|----------------|------------|
| HART | 1,403 | 1 | 0 | 1 | 455 | 1 | 0 | 1 | 249 | 1 | 0 | 3 | 701 | 3 | \$ 72,489,653 | \$ 55,118 |
| PENTWATER | 388 | 1 | 0 | 1 | 116 | 1 | 0 | 1 | 50 | 1 | 0 | 1 | 213 | 1 | \$ 47,231,455 | \$ 121,731 |
| SHELBY | 1,106 | 1 | 0 | 1 | 423 | 1 | 0 | 1 | 277 | 1 | 0 | 3 | 666 | 3 | \$ 62,598,767 | \$ 48,337 |
| WALKERVILLE | 400 | 1 | 0 | 1 | 200 | 1 | 0 | 0 | + | 0 | 0 | 1 | 200 | + | \$ 16,570,532 | \$ 41,416 |
| TOTAL COUNTY | 3,197 | 4 | 0 | 4 | 1,195 | 4 | 0 | 3 | 585 | 3 | 0 | 8 | 1,720 | 7 | \$ 204,490,795 | \$ 58,375 |
| PROPOSED MODEL | 3,193 | 1 | 1 | 1 | 1,132 | 1 | 1 | 1 | 651 | 1 | 1 | 4 | 1,720 | 4 | \$ 204,490,795 | \$ 58,375 |
| 5YR PROJECTED MODEL | 3,208 | 1 | 1 | 1 | 984 | 1 | 1 | 1 | 492 | 1 | 0 | 4 | 1,722 | 4 | \$ 248,794,324 | \$ 72,554 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 189

The number of administrators in Oceana County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 0 | 4 | 0 | 3 | 0 | 7 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 1 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 4 |
| 4. 1 MINUS 2 | -3 | +1 | -3 | +1 | -2 | +1 | -3 |
| 5. 2 MINUS 3 | = | = | = | = | = | -1 | = |

Table 190

The number of school buildings in Oceana County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 3 | 8 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 4 |
| 4. 1 MINUS 2 | -3 | -2 | -4 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

in the two elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. SEV for the proposed district would be \$201,196,500.00 with an SEV per student of \$81,062.00. In this model, the number of school buildings remain the same as exist now and the number of administrators is increased by one to seven.

Five-year projections for the proposed Ogemaw County School District indicate a student population of 2,367. SEV is projected to be \$211,459,543.00 with an SEV per student of \$89,336.00. The projected model indicates that the number of school buildings will increase by one to five and school administrators will increase by one to eight.

Tables 191, 192, and 193 exhibit information about the existing school district in Ogemaw County, the proposed model for the Ogemaw County School District, and a five-year projected model for the Ogemaw County School District.

Ontonagon County

Ontonagon County is located in the western portion of the upper peninsula and encompasses approximately 1,244 square miles.

At present, there are three school districts (Ewen-Trout Creek Consolidated School District, Ontonagon Area Schools, White Pine School District) serving Ontonagon County. Ewen-Trout Creek Schools serve 495 students; of this total, 250 students are in the high school-junior high school combination and 245 students are in the one elementary school.

Table 191
Included is the following information for Ogemaw County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| WEST BRANCH | 2,482 | 1 | 1 | 1 | 816 | 1 | 1 | 1 | 555 | 1 | 0 | 2 | 1,111 | 1 | \$ 201,196,500 | \$ 81,682 |
| TOTAL COUNTY | 2,482 | 1 | 1 | 1 | 816 | 1 | 1 | 1 | 555 | 1 | 0 | 2 | 1,111 | 1 | \$ 201,196,500 | \$ 81,682 |
| PROPOSED MODEL | 2,482 | 1 | 1 | 1 | 816 | 1 | 1 | 1 | 555 | 1 | 0 | 2 | 1,111 | 2 | \$ 201,196,500 | \$ 81,682 |
| 5YR PROJECTED MODEL | 2,167 | 1 | 1 | 1 | 728 | 1 | 1 | 1 | 384 | 1 | 0 | 3 | 1,278 | 3 | \$ 211,459,543 | \$ 89,336 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 192

The number of administrators in Ogemaw County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 1 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 3 |
| 4. 1 MINUS 2 | = | = | = | = | = | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | +1 |

Table 193

The number of school buildings in Ogemaw County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 1 | 1 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 3 |
| 4. 1 MINUS 2 | = | = | = |
| 5. 2 MINUS 3 | = | = | +1 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

Ewen-Trout Creek's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Ewen-Trout Creek Schools is \$31,376,898.00 with an SEV per student of \$63,387.00.

Ontonagon Area Schools serve 979 students; of this total, 510 students are in the high school, 313 students are in the junior high school, and 156 students are in the one elementary school. Ontonagon's administration is composed of one superintendent, one assistant superintendent, one high school principal, and one K-8 school principal. The SEV of Ontonagon Area Schools is \$45,709,126.00 with an SEV per student of \$46,689.00.

White Pine Schools serve 296 students; of this total, 165 students are in the high school-junior high school combination and 131 students are in the elementary schools. White Pine's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of White Pine Schools is \$23,526,279.00 with an SEV per student of \$79,480.00.

In the proposed model, Ontonagon County School District would serve 1,770 students; of this total, 787 students would be in the high school, 451 students would be in the junior high school, and 531 students would be in the elementary school. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. SEV for the proposed district would be \$100,612,301.00 with an SEV per student of

\$56,843.00. This model reduces the number of school buildings from the existing seven to three and the number of administrators from the existing ten to six.

Five-year projections for the proposed Ontonagon County School District indicate a student population of 1,180. SEV is projected to be \$105,744,539.00 with an SEV per student of \$89,614.00. The projected model indicates that the number of school buildings will decrease by one to two and school administrators will decrease by one to five.

Tables 194, 195, and 196 exhibit information about the existing school district in Ontonagon County, the proposed model for the Ontonagon County School District, and a five-year projected model for the Ontonagon County School District.

Osceola County

Osceola County is located in the northwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present, there are four school districts (Evert Public Schools, Marion Public Schools, Pine River Area Schools, Reed City Public Schools) serving Osceola County. Evert Public Schools serve 1,200 students; of this total, 590 students are in the high school-junior high school combination and 610 students are in the one elementary school. Evert's administration is composed of one superintendent, one high school-junior high school principal, one assistant high school principal, and one elementary school principal. The SEV of Evert Public Schools is \$85,379,764.00 with an SEV per student of \$71,149.00.

Table 194
Included is the following information for Ontonagon County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | JHSP | JHAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|------|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| EWEN-TROUT CREEK | 495 | 1 | 0 | 1 | 250 | 1 | 0 | 0 | + | 0 | 0 | 1 | 245 | 1 | \$ 31,376,898 | \$ 63,387 |
| ONTONAGON | 979 | 1 | 1 | 1 | 510 | 1 | 1 | 1 | 313 | 1 | 0 | 1 | 158 | + | \$ 45,709,126 | \$ 46,689 |
| WHITE PINE | 296 | 1 | 0 | 1 | 165 | 1 | 0 | 0 | + | 0 | 0 | 1 | 131 | 1 | \$ 23,526,379 | \$ 79,480 |
| TOTAL COUNTY | 1,770 | 3 | 1 | 3 | 925 | 3 | 0 | 1 | 313 | 1 | 0 | 3 | 531 | 2 | \$ 100,612,101 | \$ 56,843 |
| PROPOSED MODEL | 1,770 | 1 | 1 | 1 | 787 | 1 | 1 | 1 | 451 | 1 | 0 | 1 | 531 | 1 | \$ 100,612,101 | \$ 56,843 |
| SVR PROJECTED MODEL | 1,180 | 1 | 1 | 1 | 360 | 1 | 1 | + | 180 | 0 | 0 | 1 | 640 | 1 | \$ 105,744,539 | \$ 89,613 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 195

The number of administrators in Ontonagon County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 1 | 3 | 0 | 1 | 0 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| 4. 1 MINUS 2 | -2 | = | -2 | +1 | = | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | = |

Table 196

The number of school buildings in Ontonagon County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 1 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 0 | 1 |
| 4. 1 MINUS 2 | -2 | = | -2 |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

Marion Public Schools serve 805 students; of this total, 415 students are in the high school-junior high school combination and 390 students are in the one elementary school. Marion's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Marion Public Schools is \$51,180,259.00 with an SEV per student of \$63,577.00.

Pine River Area Schools serve 1,265 students; of this total, 602 students are in the high school-junior high school combination and 663 students are in the one elementary school. Pine River's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Pine River Area Schools is \$74,577,096.00 with an SEV per student of \$58,954.00.

Reed City Schools serve 1,700 students; of this total, 580 students are in the high school, 415 students are in the junior high school, and 705 students are in the one elementary school. Reed City's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Reed City Schools is \$115,119,375.00 with an SEV per student of \$67,717.00.

In the proposed model, Osceola County School District would serve 4,970 students; of this total, 1,653 students would be in the two high schools, 949 students would be in the two junior high schools, and 2,368 students would be in the five elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school

principals, two junior high school principals, and five elementary school principals. SEV for the proposed district would be \$326,256,494.00 with an SEV per student of \$65,645.00. In this model, the school buildings remain at the existing nine and the number of administrators is reduced from the existing seventeen to fourteen.

Five-year projections for the proposed Osceola County School District indicate a student population of 4,690. SEV is projected to be \$360,213,531.00 with an SEV per student of \$76,804.00. The projected model indicates that the number of school buildings will remain at nine and school administrators will remain at fourteen.

Tables 197, 198, and 199 exhibit information about the existing school district in Osceola County, the proposed model for the Osceola County School District, and a five-year projected model for the Osceola County School District.

Oscoda County

Oscoda County is located in the northeastern portion of the lower peninsula and encompasses approximately 576 square miles.

At present, there are two school districts (Mio Au Sable Schools, Fairview Area School District) serving Oscoda County. Mio Au Sable Schools serve 734 students; of this total, 371 students are in the high school-junior high school combination and 363 students are in the one elementary school. Mio Au Sable's administration is composed of one superintendent, one high school-junior high school principal, and one

Table 197
Included is the following information for Oscoda County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A. SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|---------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| EVART | 1,200 | 1 | 0 | 1 | 550 | 1 | 1 | 0 | + | 0 | 0 | 1 | 610 | 1 | \$ 85,379,764 | \$ 71,140 |
| MARION | 805 | 1 | 0 | 1 | 415 | 1 | 0 | 0 | + | 0 | 0 | 1 | 390 | 1 | \$ 51,180,259 | \$ 63,577 |
| PINE RIVER | 1,265 | 1 | 0 | 1 | 602 | 1 | 1 | 0 | + | 0 | 0 | 1 | 663 | 1 | \$ 74,577,096 | \$ 58,054 |
| REED CITY | 1,700 | 1 | 1 | 1 | 580 | 1 | 1 | 1 | 415 | 1 | 0 | 1 | 705 | 1 | \$ 115,119,375 | \$ 67,717 |
| TOTAL COUNTY | 4,970 | 4 | 1 | 4 | 2,187 | 4 | 3 | 1 | 415 | 1 | 0 | 4 | 2,368 | 4 | \$ 326,256,494 | \$ 65,645 |
| PROPOSED MODEL | 4,970 | 1 | 2 | 2 | 1,653 | 2 | 2 | 2 | 949 | 2 | 0 | 5 | 2,368 | 5 | \$ 326,256,494 | \$ 65,645 |
| 5YR PROJECTED MODEL | 4,690 | 1 | 2 | 2 | 1,440 | 2 | 2 | 2 | 720 | 2 | 0 | 5 | 2,310 | 5 | \$ 300,213,531 | \$ 76,004 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 198

The number of administrators in Oscoda County: present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | ASUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|-------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 4 | 1 | 4 | 3 | 1 | 0 | 4 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 5 |
| 3. 5YR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 5 |
| 4. 1 MINUS 2 | -3 | +1 | -2 | -1 | +1 | = | +1 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 199

The number of school buildings in Oscoda County: present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 4 | 1 | 4 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 5 |
| 3. 5YR PROJECTED NUMBER | 2 | 2 | 5 |
| 4. 1 MINUS 2 | -2 | +1 | +1 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

elementary school principal. The SEV of Mio Au Sable Schools is \$67,347,148.00 with an SEV per student of \$91,753.00.

Fairview Area Schools serve 390 students; of this total, 180 students are in the high school-junior high school combination and 210 students are in the one elementary school. Fairview's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Fairview Area Schools is \$60,062,004.00 with an SEV per student of \$54,005.00.

In the proposed model, Oscoda County School District would serve 1,124 students; of this total, 531 students would be in the high school-junior high school combination and 573 students would be in the one elementary school. In this model, the administration would be one superintendent, one assistant superintendent, one high school principal, and one elementary school principal. SEV of the proposed district would be \$127,409,152.00 with an SEV per student of \$113,353.00. This model reduces the number of school buildings from the existing four to two and the number of administrators from the existing six to five.

Five-year projections for the proposed Oscoda County School District indicate a student population of 934. SEV is projected to be \$140,669,998.00 with an SEV per student of \$150,610.00. The projected model indicates that the number of school buildings will remain at two and school administrators will remain at five.

Tables 200, 201, and 202 exhibit information about the existing school district in Oscoda County, the proposed model for the Oscoda

Table 200
Included is the following information for Oscoda County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A-SUPT | HS | HISPOP | HISAP | JH | JHPOP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|--------|-------|----|-------|------|----|-------|-----|----------------|------------|
| MIO AU SABLE | 734 | 1 | 0 | 1 | 371 | 1 | 0 | 0 | 0 | 1 | 363 | 1 | \$ 67,347,140 | \$ 91,753 |
| FAIRVIEW | 390 | 1 | 0 | 1 | 180 | 1 | 0 | 0 | 0 | 1 | 210 | 1 | \$ 60,662,004 | \$ 154,005 |
| TOTAL COUNTY | 1,124 | 2 | 0 | 2 | 551 | 2 | 0 | 0 | 0 | 2 | 573 | 2 | \$ 127,409,152 | \$ 113,353 |
| PROPOSED MODEL | 1,124 | 1 | 1 | 1 | 368 | 1 | 1 | 183 | 0 | 0 | 1 | 573 | \$ 127,409,152 | \$ 113,353 |
| SVR PROJECTED MODEL | 934 | 1 | 1 | 1 | 284 | 1 | 0 | 153 | 0 | 0 | 1 | 407 | \$ 140,669,998 | \$ 150,609 |

LEGEND

| | |
|--|--|
| TPOP = TOTAL POPULATION | JHPOP = JUNIOR HIGH POPULATION |
| SUPT = SUPERINTENDENT | JHP = JUNIOR HIGH PRINCIPAL |
| ASUPT = ASSISTANT SUPERINTENDENT | JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL |
| HS = HIGH SCHOOLS | EL = ELEMENTARIES |
| HSPOP = HIGH SCHOOL POPULATION | ELPOP = ELEMENTARY POPULATION |
| HSP = HIGH SCHOOL PRINCIPAL | ELP = ELEMENTARY PRINCIPAL |
| HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL | SEV = STATE EQUALIZED VALUATION |
| JH = JUNIOR HIGHS | SEV ST = STATE EQUALIZED VALUATION PER STUDENT |

Table 201

The number of administrators in Oscoda County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | ASUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|-------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 2 | 0 | 2 | 0 | 0 | 0 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 1 |
| 4. 1 MINUS 2 | -1 | +1 | -1 | +1 | = | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 202

The number of school buildings in Oscoda County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 2 | 0 | 2 |
| 2. PROPOSED MODEL NUMBER | 1 | 0 | 1 |
| 3. SYR PROJECTED NUMBER | 1 | 0 | 1 |
| 4. 1 MINUS 2 | -1 | = | -1 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

County School District, and a five-year projected model for the Oscoda County School District.

Otsego County

Otsego County is located in the northeastern portion of the lower peninsula and encompasses approximately 529 square miles.

At present, there are three school districts (Gaylord Community Schools, Johannesburg-Lewiston Schools, Vanderbilt Area Schools) serving Otsego County. Gaylord Community Schools serve 2,724 students; of this total, 989 students are in the high school, 585 students are in the junior high school, and 1,150 students are in the three elementary schools. Gaylord's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Gaylord Community Schools is \$273,854,976.00 with an SEV per student of \$100,534.00.

Johannesburg-Lewiston Schools serve 650 students; of this total, 220 students are in the high school-junior high school combination and 430 students are in the two elementary schools. Johannesburg-Lewiston's administration is composed of one superintendent, one high school-junior high school principal, and two elementary school principals. The SEV of Johannesburg-Lewiston Schools is \$116,207,401.00 with an SEV per student of \$178,780.00.

Vanderbilt Area Schools serve 300 students; of this total, 300 students are in the K-12 school. Vanderbilt's administration is composed of one

superintendent and one K-12 school principal. The SEV of Vanderbilt Area Schools is \$29,706,222.00 with an SEV per student of \$99,020.00.

In the proposed model, Otsego County School District would serve 3,674 students; of this total, 1,229 students would be in the high school, 704 students would be in the junior high school, and 1,741 students would be in the four elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and four elementary school principals. SEV for the proposed district would be \$419,768,599.00 with an SEV per student of \$114,253.00. This model reduces the number of school buildings from the existing nine to six and the number of administrators from the existing fourteen to ten.

Five-year projections for the proposed Otsego County School District indicate a student population of 3,649. SEV is projected to be \$510,712,684.00 with an SEV per student of \$139,959. The projected model indicates that the number of school buildings will remain at six and school administrators will decrease by one to nine.

Tables 203, 204, and 205 exhibit information about the existing school district in Otsego County, the proposed model for the Otsego County School District, and a five-year projected model for the Otsego County School District.

Table 203
Included is the following information for Osage County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| GAYLORD | 27,24 | 1 | 1 | 1 | 989 | 1 | 1 | 1 | 585 | 1 | 0 | 3 | 1,150 | 3 | \$ 373,814,976 | \$ 100,534 |
| JOHANNESBURG-LEW | 650 | 1 | 0 | 1 | 220 | 1 | 0 | 0 | + | 0 | 0 | 2 | 492 | 2 | \$ 116,307,401 | \$ 178,780 |
| VANDERBILT | 300 | 1 | 0 | 1 | 100 | 1 | 0 | 0 | + | 0 | 0 | 0 | + | 0 | \$ 35,766,323 | \$ 99,020 |
| TOTAL COUNTY | 3,674 | 3 | 1 | 3 | 1,509 | 3 | 1 | 1 | 585 | 1 | 0 | 5 | 1,580 | 5 | \$ 489,768,599 | \$ 114,359 |
| PROPOSED MODEL | 3,674 | 1 | 1 | 1 | 1,229 | 1 | 1 | 1 | 704 | 1 | 1 | 4 | 1,741 | 4 | \$ 489,768,599 | \$ 114,359 |
| SVR PROJECTED MODEL | 3,649 | 1 | 1 | 1 | 1,120 | 1 | 1 | 1 | 560 | 1 | 0 | 4 | 1,599 | 4 | \$ 510,712,684 | \$ 138,059 |

LEGEND

TPOP = TOTAL POPULATION
SUPT = SUPERINTENDENT
ASUPT = ASSISTANT SUPERINTENDENT
HS = HIGH SCHOOLS
HSPOP = HIGH SCHOOL POPULATION
HSP = HIGH SCHOOL PRINCIPAL
HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION
JHP = JUNIOR HIGH PRINCIPAL
JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
EL = ELEMENTARIES
ELPOP = ELEMENTARY POPULATION
ELP = ELEMENTARY PRINCIPAL
SEV = STATE EQUALIZED VALUATION
SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 204

The number of administrators in Otsego County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 1 | 3 | 1 | 1 | 0 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 1 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 4 |
| 4. 1 MINUS 2 | -2 | = | -2 | = | = | +1 | -1 |
| 5. 2 MINUS 3 | = | = | = | = | = | -1 | = |

Table 205

The number of school buildings in Otsego County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 1 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 4 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 4 |
| 4. 1 MINUS 2 | -2 | = | -1 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Ottawa County

Ottawa County is located in the southwestern portion of the lower peninsula and encompasses approximately 550 square miles.

At present, there are nine school districts (Grand Haven City School District, Holland City School District, Allendale Public School District, West Ottawa Public School District, Coopersville Public School District, Jenison Public Schools, Hudsonville Public School District, Spring Lake Public School District, Zeeland Public Schools) serving Ottawa County. Grand Haven City Schools serve 4,763 students; of this total, 1,183 students are in the high school, 1,178 students are in the junior high school, and 2,402 students are in the nine elementary schools. Grand Haven's administration is composed of one superintendent, three assistant superintendents, one high school principal, two assistant high school principal, one junior high school principal, two assistant junior high school principals, and nine elementary schools. The SEV of Grand Haven Schools is \$614,915,280.00 with an SEV per student of \$129,102.00.

Holland City Schools serve 4,485 students; of this total, 925 students are in the high school, 1,053 students are in the two junior high schools, and 2,507 students are in the nine elementary schools. Holland's administration is composed of one superintendent, three assistant superintendents, one high school principal, two assistant high school principals, two junior high school principals, and nine elementary school principals. The SEV of Holland City Schools is \$394,712,480.00 with an SEV per student of \$88,007.00.

Allendale Public Schools serve 1,190 students; of this total, 364 students are in the high school, 182 students are in the junior high school, and 644 students are in the one elementary school. Allendale's administration is composed of one superintendent, one assistant superintendent, one 7-12 school principal, one assistant principal, and one elementary school principal. The SEV of Allendale Schools is \$43,013,880.00 with an SEV per student of \$36,146.00.

West Ottawa Schools serve 4,274 students; of this total, 1,371 students are in the high school, 1,005 students are in the junior high school, and 1,898 students are in the seven elementary schools. West Ottawa's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, two assistant junior high school principals, and seven elementary school principals. The SEV of West Ottawa Schools is \$309,484,000.00 with an SEV per student of \$72,410.00.

Coopersville Public Schools serve 1,942 students; of this total, 640 students are in the high school, 418 students are in the junior high school, and 884 students are in the three elementary schools. Coopersville's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Coopersville Public Schools is \$108,065,160.00 with an SEV per student of \$55,646.00.

Jenison Public Schools serve 4,318 students; of this total, 1,347 students are in the high school, 737 students are in the junior high school,

and 2,234 students are in the six elementary schools. Jenison's administration is composed of one superintendent, three assistant superintendents, one high school principal, three assistant high school principals, one junior high school principal, one assistant junior high school principal, and six elementary school principals. The SEV of Jenison Public Schools is \$208,698,094.00 with an SEV of \$48,332.00.

Hudsonville Public Schools serve 2,314 students; of this total, 789 students are in the high school, 360 students are in the junior high school, and 1,165 students are in the six elementary schools. Hudsonville's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Hudsonville Public Schools is \$180,888,720.00 with an SEV per student of \$78,171.00.

Spring Lake Public Schools serve 1,790 students; of this total, 985 students are in the high school-junior high school combination and 805 students are in the two elementary schools. Spring Lake's administration is composed of one superintendent, one assistant superintendent, one high school-junior high school principal, one assistant principal, and two elementary school principals. The SEV of Spring Lake Public Schools is \$111,487,921.00 with an SEV per student of \$62,283.00.

Zeeland Public Schools serve 2,450 students; of this total, 735 students are in the high school, 535 students are in the junior high school, and 1,180 students are in the four elementary schools. Zeeland's administration is composed of one superintendent, one assistant

superintendent, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Zeeland Schools is \$204,394,050.00 with an SEV per student of \$83,246.00.

In the proposed model, Ottawa County School District would serve 27,526 students; of this total, 8,011 students would be in the eight high schools, 5,796 students would be in the eleven junior high schools, and 13,719 students would be in the twenty-eight elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, eight high school principals, eight assistant high school principals, eleven junior high school principals, and twenty-eight elementary school principals. SEV for the proposed district would be \$2,175,659,585.00 with an SEV per student of \$79,040.00. This model reduces the number of school buildings from the existing sixty-five to forty-seven and the number of administrators from the existing one hundred and two to sixty-two.

Five-year projections for the proposed Ottawa County School District indicate a student population of 25,961. SEV is projected to be \$2,776,754,215.00 with an SEV per student of \$106,953.00. The projected model indicates that the number of school buildings will decrease by three to forty-four and school administrators will decrease by three to fifty-nine.

Tables 206, 207, and 208 exhibit information about the existing school district in Ottawa County, the proposed model for the Ottawa County School District, and a five-year projected model for the Ottawa County School District.

Table 206
Included is the following information for Ottawa County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | IIS | HSP | HSAP | JH | JHPOP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|-----|-------|------|----|-------|------|----|-------|--------|-----|----------------------------|
| GRAND HAVEN | 4,763 | 1 | 3 | 1 | 1,183 | 1 | 2 | 1,178 | 1 | 2 | 9 | 2,402 | 9 | \$ 614,915,280 \$ 120,102 |
| HOLLAND | 4,485 | 1 | 3 | 1 | 915 | 1 | 2 | 1,033 | 2 | 0 | 9 | 2,507 | 9 | \$ 394,715,460 \$ 48,007 |
| ALLENDALE | 1,190 | 1 | 1 | 1 | 364 | 1 | 1 | 182 | + | 0 | 1 | 644 | 1 | \$ 42,013,880 \$ 36,146 |
| WEST OTTAWA | 4,274 | 1 | 2 | 1 | 1,371 | 1 | 2 | 1,005 | 1 | 2 | 7 | 1,899 | 7 | \$ 309,484,000 \$ 72,410 |
| COOPERSVILLE | 1,942 | 1 | 1 | 1 | 640 | 1 | 1 | 418 | 1 | 0 | 3 | 884 | 1 | \$ 108,065,160 \$ 55,646 |
| JENISON | 4,318 | 1 | 3 | 1 | 1,347 | 1 | 3 | 737 | 1 | 1 | 6 | 2,234 | 6 | \$ 308,698,024 \$ 48,332 |
| HUDSONVILLE | 2,314 | 1 | 1 | 1 | 789 | 1 | 1 | 360 | 1 | 0 | 6 | 1,165 | 2 | \$ 180,888,720 \$ 78,171 |
| SPRINGLAKE | 1,790 | 1 | 1 | 1 | 985 | 1 | 1 | 0 | + | 0 | 2 | 805 | 2 | \$ 111,487,921 \$ 62,283 |
| ZEELAND | 2,450 | 1 | 1 | 1 | 735 | 1 | 1 | 535 | 1 | 0 | 4 | 1,180 | 4 | \$ 304,394,050 \$ 83,426 |
| TOTAL COUNTY | 27,526 | 9 | 16 | 9 | 8,339 | 9 | 17 | 5,468 | 8 | 5 | 43 | 13,719 | 41 | \$2,175,655,585 \$ 79,040 |
| PROPOSED MODEL | 27,526 | 1 | 6 | 8 | 8,011 | 8 | 11 | 5,796 | 11 | 0 | 28 | 13,719 | 28 | \$2,175,655,585 \$ 79,040 |
| SVR PROJECTED MODEL | 25,961 | 1 | 6 | 8 | 7,848 | 8 | 8 | 3,094 | 8 | 0 | 28 | 13,979 | 28 | \$7,776,754,215 \$ 106,958 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOT = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 207

The number of administrators in Ottawa County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 9 | 16 | 9 | 17 | 8 | 6 | 41 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 8 | 8 | 11 | 0 | 28 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 8 | 8 | 8 | 0 | 28 |
| 4. 1 MINUS 2 | -8 | -10 | -1 | -9 | -3 | -6 | -13 |
| 5. 2 MINUS 3 | = | = | = | = | -3 | = | = |

Table 208

The number of school buildings in Ottawa County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 9 | 9 | 47 |
| 2. PROPOSED MODEL NUMBER | 8 | 11 | 28 |
| 3. SYR PROJECTED NUMBER | 8 | 8 | 28 |
| 4. 1 MINUS 2 | -1 | +2 | -19 |
| 5. 2 MINUS 3 | = | -3 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Presque Isle County

Presque Isle is located in the northeastern portion of the lower peninsula and encompasses approximately 320 square miles.

At present, there are three school districts (Onaway Area Community Schools, Posen Consolidated School District, Rogers City Area Schools) serving Presque Isle County. Onaway Area Community Schools serve 1,000 students; of this total, 320 students are in the high school, 160 students are in the junior high school, and 520 students are in the two elementary schools. Onaway Area's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Onaway Area Community Schools is \$84,615,544.00 with an SEV per student of \$84,615.00.

Posen Consolidated Schools serve 375 students; of this total, 205 students are in the high school-junior high school combination and 170 students are in the one elementary school. Posen's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Posen Consolidated Schools is \$34,225,672.00 with an SEV per student of \$91,268.00.

Rogers City Area Schools serve 888 students; of this total, 523 students are in the high school-junior high school combination and 365 students are in the one elementary school. Rogers City's administration is composed of one superintendent, one high school-junior high school

principal, and one elementary school principal. The SEV of Rogers City Area Schools is \$77,502,089.00 with an SEV per student of \$87,277.00.

In the proposed model, Presque Isle County School District would serve 2,265 students; of this total, 806 students would be in the high school, 402 students would be in the junior high school, and 1,055 students would be in the two elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. SEV for the proposed district would be \$196,343,265.00 with an SEV per student of \$86,762.00. This model reduces the number of school buildings from the existing eight to four and the number of administrators from the existing thirteen to seven.

Five-year projections for the proposed Presque Isle County School District indicate a student population of 1,968. SEV is projected to be \$227,615,656.00 with an SEV per student of \$115,658.00. The projected model indicates that the number of school buildings will remain at four and school administrators will remain at seven.

Tables 209, 210, and 211 exhibit information about the existing school district in Presque Isle County, the proposed model for the Presque Isle County School District, and a five-year projected model for the Presque Isle County School District.

Table 209
Included is the following information for Presque Isle County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHAP | EL | ELPOP | ELP | SEV | SEVST |
|---------------------|-------|------|--------|----|-------|-----|------|----|-------|------|----|-------|-------|-----|---------------------------|
| ONAWAY | 1,050 | 1 | 1 | 1 | 320 | 1 | 0 | 1 | 160 | 1 | 0 | 2 | 520 | 1 | \$ 84,615,544 \$ 84,615 |
| POSEN | 375 | 1 | 0 | 1 | 205 | 1 | 0 | 0 | + | 0 | 0 | 1 | 170 | 1 | \$ 34,225,932 \$ 91,268 |
| ROGERS CITY | 888 | 1 | 1 | 1 | 523 | 1 | 1 | 0 | + | 0 | 0 | 1 | 365 | 1 | \$ 77,503,089 \$ 87,277 |
| TOTAL COUNTY | 2,453 | 3 | 2 | 3 | 1,048 | 3 | 1 | 1 | 160 | 1 | 0 | 4 | 1,055 | 3 | \$ 196,340,355 \$ 86,762 |
| PROPOSED MODEL | 2,453 | 1 | 1 | 1 | 806 | 1 | 1 | 1 | 402 | 1 | 0 | 2 | 1,055 | 2 | \$ 196,340,355 \$ 86,762 |
| SVR PROJECTED MODEL | 1,958 | 1 | 1 | 1 | 604 | 1 | 1 | 1 | 302 | 1 | 0 | 2 | 1,062 | 2 | \$ 227,615,656 \$ 115,658 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEVST = STATE EQUALIZED VALUATION PER STUDENT

Table 210

The number of administrators in Presque Isle County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 2 | 3 | 1 | 1 | 0 | 3 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| 4. 1 MINUS 2 | -2 | -1 | -2 | = | = | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 211

The number of school buildings in Presque Isle County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 1 | 4 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 2 |
| 4. 1 MINUS 2 | -2 | = | -2 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

Roscommon County

Roscommon County is located in the northeastern portion of the lower peninsula and encompasses approximately 576 square miles.

At present, there are two school districts (Gerrish Higgins School District, Houghton Lake Community Schools) serving Roscommon County. Gerrish Higgins Schools serve 1,580 students; of this total, 488 students are in the high school, 375 students are in the junior high school, and 717 students are in the two elementary schools. Gerrish Higgins' administration is composed of one superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Gerrish Higgins Schools is \$189,797,337.00 with an SEV per student of \$120,124.00.

Houghton Lake Community Schools serve 1,695 students; of this total, 588 students are in the high school, 384 students are in the junior high schools, and 723 students are in the three elementary schools. Houghton Lake's administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Houghton Lake Community Schools is \$200,902,850.00 with an SEV per student of \$118,526.00.

In the proposed model, Roscommon County School District would serve 3,275 students; of this total, 1,076 students would be in the high school, 759 students would be in the two junior high schools, and 1,440 students would be in the three elementary schools. In this model, the administration would be composed of one superintendent, one assistant

superintendent, one high school principal, one assistant high school principal, two junior high school principals, and three elementary school principals. SEV for the proposed district would be \$390,700,187.00 with an SEV per student of \$119,297.00. This model reduces the number of school buildings from the existing nine to six and the number of administrators from the existing eleven to nine.

Five-year projections for the proposed Roscommon County School District indicate a student population of 3,245. SEV is projected to be \$452,928,597.00 with an SEV per student of \$139,577.00. The projected model indicates that the number of school buildings will remain at six and school administrators will remain at nine.

Tables 212, 213, and 214 exhibit information about the existing school district in Roscommon County, the proposed model for the Roscommon County School District, and a five-year projected model for the Roscommon County School District.

Saginaw County

Saginaw County is located in the southeastern portion of the lower peninsula and encompasses approximately 768 square miles.

At present, there are thirteen school districts (Saginaw City School District, Carrollton School District, Saginaw Township Community Schools, Buena Vista School District, Cheasaning Union Schools, Birch Run Area Schools, Bridgeport-Spaulling Community School District, Frankenmuth School District, Freeland Community School District, Hemlock Public School District, Merrill Community School District, St. Charles Community Schools,

Table 212
Included is the following information for Roscommon County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|--------|----|-------|------|----|-------|-----|------|----|-------|-------|-----|----------------|
| GERRISH-HIGGINS | 1,580 | 1 | 0 | 1 | 488 | 1 | 0 | 1 | 375 | 1 | 0 | 2 | 717 | 2 | \$ 189,797,337 |
| HOUGHTON LAKE | 1,695 | 1 | 0 | 1 | 588 | 1 | 1 | 1 | 384 | 1 | 0 | 3 | 723 | 2 | \$ 200,902,850 |
| TOTAL COUNTY | 3,275 | 2 | 0 | 2 | 1,076 | 2 | 1 | 2 | 759 | 2 | 0 | 5 | 1,440 | 4 | \$ 390,700,187 |
| PROPOSED MODEL | 3,275 | 1 | 1 | 1 | 1,076 | 1 | 1 | 2 | 759 | 2 | 0 | 3 | 1,440 | 3 | \$ 390,700,187 |
| 5YR PROJECTED MODEL | 3,245 | 1 | 1 | 1 | 996 | 1 | 1 | 1 | 498 | 1 | 0 | 4 | 1,749 | 4 | \$ 452,928,597 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSP = HIGH SCHOOL POPULATION

HSAP = HIGH SCHOOL PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 213

The number of administrators in Roscommon County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 2 | 0 | 2 | 1 | 2 | 0 | 4 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 2 | 0 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 1 | 0 | 4 |
| 4. 1 MINUS 2 | -1 | +1 | -1 | = | = | = | -1 |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | +1 |

Table 214

The number of school buildings in Roscommon County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 2 | 2 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 3 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 4 |
| 4. 1 MINUS 2 | -1 | = | -2 |
| 5. 2 MINUS 3 | = | -1 | +1 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

Swan Valley School District) serving Saginaw County. Saginaw City Schools serve 14,765 students; of this total, 2,889 students are in the two high schools, 3,277 students are in the five junior high schools, and 8,599 students are in the twenty-six elementary schools. Saginaw City's administration is composed of one superintendent, eight assistant superintendents, two high school principals, eight assistant high school principals, five junior high school principals, and twenty-six elementary school principals. The SEV of Saginaw City Schools is \$624,874,760.00 with an SEV per student of \$36,145.00.

Carrollton Schools serve 1,275 students; of this total, 702 students are in the high school-junior high school combination and 573 students are in the one elementary school. Carrollton's administration is composed of one superintendent, one high school-junior high school principal, one assistant principal, and one elementary school principal. The SEV of Carrollton Schools is \$49,056,848.00 with an SEV per student of \$39,058.00.

Saginaw Township Community Schools serve 5,288 students; of this total, 2,151 students are in the two high schools, 1,201 students are in the two junior high schools, and 1,936 students are in the six elementary schools. Saginaw Township's administration is composed of one superintendent, three assistant superintendents, two high school principals, four assistant high school principals, two junior high school principals, and six elementary school principals. The SEV of Saginaw Township Community Schools is \$463,155,495.00 with an SEV per student of \$89,395.00.

Buena Vista Schools serve 2,290 students; of this total, 715 students are in the high school, 454 students are in the junior high school, and 1,121 students are in the four elementary schools. Buena Vista's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, and four elementary school principals. The SEV of Buena Vista Schools is \$155,109,944.00 with an SEV per student of \$78,776.00.

Chesaning Union Schools serve 2,881 students; of this total, 980 students are in the high school, 875 students are in the junior high school, and 1,026 students are in the four elementary schools. Chesaning Union's administration is composed of one superintendent, one assistant superintendent, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school principal, and three elementary school principals. The SEV of Chesaning Union Schools is \$139,206,210.00 with an SEV per student of \$48,235.00.

Birch Run Area Schools serve 2,581 students; of this total, 785 students are in the high school, 780 students are in the junior high school, and 1,016 students are in the two elementary schools. Birch Run's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and two elementary school principals. The SEV of Birch Run Area Schools is \$81,656,258.00 with an SEV per student of \$38,921.00.

Bridgeport-Spaulling Community Schools serve 3,810 students; of this total, 1,010 students are in the high school, 1,271 students are in the

junior high school, and 1,529 students are in the five elementary schools. Bridgeport-Spaulding's administration is composed of one superintendent, four assistant superintendents, one high school principal, two assistant high school principals, one junior high school principals, two assistant junior high school principals, and five elementary school principals. The SEV of Bridgeport-Spaulding Community Schools is \$140,317,280.00 with an SEV per student of \$36,560.00.

Frankenmuth Schools serve 1,161 students; of this total, 602 students are in the high school, 289 students are in the junior high school, and 270 students are in the one elementary school. Frankenmuth's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Frankenmuth Schools is \$163,391,188.00 with an SEV per student of \$147,332.00.

Freeland Community Schools serve 1,513 students; of this total, 509 students are in the high school, 579 students are in the junior high school, and 425 students are in the one elementary school. Freeland's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Freeland Community Schools is \$80,287,235.00 with an SEV per student of \$53,347.00.

Hancock Public Schools serve 1,927 students; of this total, 526 students are in the high school, 450 students are in the junior high school,

and 951 students are in the two elementary schools. Hancock's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Hancock Public Schools is \$122,928,250.00 with an SEV per student of \$68,675.00.

Merrill Community Schools serve 1,156 students; of this total, 412 students are in the high school, 330 students are in the junior high school, and 414 students are in the one elementary school. Merrill's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Merrill Community Schools is \$66,272,076.00 with an SEV per student of \$58,596.00.

St. Charles Community Schools serve 1,426 students; of this total, 500 students are in the high school, 300 students are in the junior high school, and 626 students are in the two elementary schools. St. Charles' administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of St. Charles Community Schools is \$67,045,726.00 with an SEV per student of \$45,765.00.

Swan Valley Schools serve 1,744 students; of this total, 513 students are in the high school, 475 students are in the junior high school, and 756 students are in the two elementary schools. Swan Valley's administration is composed of one superintendent, one assistant superintendent, one

high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Swan Valley Schoois is \$102,517,552.00 with an SEV per student of \$58,783.00.

In the proposed model, Saginaw County School District would serve 41,817 students; of this total, 12,060 students would be in the twelve high schools, 10,515 students would be in the twenty junior high schools, and 19,242 students would be in the thirty-eight elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, twelve high school principals, twenty junior high school principals, and thirty-eight elementary school principals. SEV for the proposed district would be \$2,255,818,822.00 with an SEV per student of \$53,945.00. This model reduces the number of school buildings from the existing eighty-nine to seventy and the number of administrators from the existing one hundred fifty-three to eighty-nine.

Five-year projections for the proposed Saginaw County School District indicate a student population of 36,032. SEV is projected to be \$2,744,548,517.00 with an SEV per student of \$76,169.00. The projected model indicates that the number of school buildings will decrease by ten to sixty and school administrators will decrease by eleven to seventy-eight.

Tables 215, 216, and 217 exhibit information about the existing school district in Saginaw County, the proposed model for the Saginaw County School District, and a five-year projected model for the Saginaw County School District.

Table 215
Included is the following information for Saginaw County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|--------|-----|------|----|--------|-----|------|----|--------|-----|-----------------|------------|
| SAGINAW CITY | 14,765 | 1 | 8 | 2 | 2,889 | 2 | 8 | 5 | 3,277 | 5 | 0 | 26 | 8,599 | 26 | \$ 624,874,760 | \$ 36,145 |
| CARROLLTON | 1,275 | 1 | 0 | 1 | 702 | 1 | 1 | 0 | ← | 0 | 0 | 1 | 573 | 1 | \$ 40,056,848 | \$ 30,058 |
| SAGINAW TWP | 5,288 | 1 | 3 | 2 | 2,151 | 2 | 4 | 2 | 1,201 | 2 | 0 | 6 | 1,936 | 6 | \$ 463,155,495 | \$ 89,395 |
| BUENA VISTA | 2,290 | 1 | 2 | 1 | 715 | 1 | 2 | 1 | 454 | 1 | 0 | 4 | 1,121 | 4 | \$ 155,109,944 | \$ 78,776 |
| CHESANING UNION | 2,881 | 1 | 1 | 1 | 980 | 1 | 2 | 1 | 875 | 1 | 1 | 4 | 1,026 | 3 | \$ 139,206,210 | \$ 48,235 |
| BIRCH RUN | 2,581 | 1 | 1 | 1 | 785 | 1 | 1 | 1 | 780 | 1 | 1 | 2 | 1,016 | 2 | \$ 81,656,258 | \$ 38,921 |
| BRIDGEPORT | 3,810 | 1 | 4 | 1 | 1,010 | 1 | 2 | 1 | 1,271 | 1 | 2 | 5 | 1,529 | 5 | \$ 140,317,280 | \$ 36,560 |
| FRANKENMUTH | 1,161 | 1 | 1 | 1 | 602 | 1 | 1 | 1 | 289 | 1 | 0 | 1 | 270 | 1 | \$ 163,391,188 | \$ 147,332 |
| FREELAND | 1,513 | 1 | 1 | 1 | 509 | 1 | 0 | 1 | 579 | 1 | 0 | 1 | 425 | 1 | \$ 80,787,235 | \$ 53,347 |
| HEMLOCK | 1,927 | 1 | 2 | 1 | 526 | 1 | 1 | 1 | 450 | 1 | 0 | 2 | 951 | 2 | \$ 122,928,250 | \$ 68,675 |
| MERRILL | 1,156 | 1 | 0 | 1 | 412 | 1 | 0 | 1 | 330 | 1 | 0 | 1 | 414 | 1 | \$ 66,272,076 | \$ 58,596 |
| ST CHARLES | 1,426 | 1 | 1 | 1 | 500 | 1 | 0 | 1 | 300 | 1 | 0 | 2 | 626 | 2 | \$ 67,045,726 | \$ 45,765 |
| SWAN VALLEY | 1,744 | 1 | 1 | 1 | 513 | 1 | 1 | 1 | 475 | 1 | 0 | 2 | 756 | 2 | \$ 102,517,552 | \$ 58,783 |
| TOTAL COUNTY | 41,817 | 13 | 25 | 15 | 12,060 | 15 | 23 | 17 | 10,515 | 17 | 4 | 57 | 19,242 | 56 | \$2,255,818,822 | \$ 53,945 |
| PROPOSED MODEL | 41,817 | 1 | 6 | 12 | 12,060 | 12 | 12 | 21 | 10,515 | 21 | 0 | 38 | 19,242 | 38 | \$2,255,818,822 | \$ 53,945 |
| SYR PROJECTED MODEL | 36,032 | 1 | 6 | 11 | 11,084 | 11 | 11 | 11 | 5,542 | 11 | 0 | 39 | 19,406 | 39 | \$2,744,548,517 | \$ 76,169 |

Table 216

The number of administrators in Saginaw County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 13 | 25 | 15 | 23 | 17 | 4 | 56 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 12 | 12 | 20 | 0 | 38 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 11 | 11 | 11 | 0 | 38 |
| 4. 1 MINUS 2 | -12 | -19 | -3 | -11 | +3 | -4 | -18 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -9 | = | = |

Table 217

The number of school buildings in Saginaw County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 15 | 17 | 57 |
| 2. PROPOSED MODEL NUMBER | 12 | 20 | 38 |
| 3. SYR PROJECTED NUMBER | 11 | 11 | 38 |
| 4. 1 MINUS 2 | -3 | +3 | -19 |
| 5. 2 MINUS 3 | -1 | -9 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

St. Clair County

St. Clair County is located in the southeastern portion of the lower peninsula and encompasses approximately 650 square miles.

At present, there are seven school districts (Port Huron Area School District, Algonac Community School District, Capac Community School District, East China Township School District, Marysville Public School District, Memphis Community Schools, Yale Public Schools) serving St. Clair County. Port Huron Area Schools serve 12,860 students; of this total, 3,398 students are in the two high schools, 2,828 students are in the four junior high schools, and students are in the fifteen elementary schools. Port Huron's administration is composed of one superintendent, five assistant superintendents, two high school principals, eight assistant high school principals, four junior high school principals, four assistant junior high school principals, and fifteen elementary school principals. The SEV of Port Huron Schools is \$532,165,114.00 with an SEV per student of \$41,381.00.

Algonac Community Schools serve 2,707 students; of this total, 900 students are in the high school, 675 students are in the junior high school, and 1,132 students are in the five elementary schools. Algonac's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of Algonac Community Schools is \$172,319,004.00 with an SEV per student of \$63,656.00.

Capac Community Schools serve 1,390 students; of this total, 573 students are in the high school, 306 students are in the junior high school, and 511 students are in the one elementary school. Capac's administration is composed of one superintendent, one high school principal, one junior high school principals, and one elementary school principals. The SEV of Capac Community Schools is \$84,949,302.00 with an SEV per student of \$61,114.00.

East China Township Schools serve 4,284 students; of this total, 1,157 students are in the two high schools, 1,074 students are in the two junior high schools, and 2,053 students are in the six elementary schools. East China's administration is composed of one superintendent, three assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and six elementary school principals. The SEV of East China Township Schools is \$891,321,354.00 with an SEV per student of \$208,058.00.

Marysville Public Schools serve 2,180 students; of this total, 750 students are in the high school, 570 students are in the junior high school, and 860 students are in the two elementary schools. Marysville's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Marysville Public Schools is \$160,851,777.00 with an SEV per student of \$73,785.00.

Memphis Community Schools serve 921 students; of this total, 308 students are in the high school, 385 students are in the junior high school,

and 238 students are in the one elementary school. Memphis' administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Memphis Community Schools is \$44,443,665.00 with an SEV per student of \$48,255.00.

Yale Public Schools serve 2,036 students; of this total, 672 students are in the high school, 365 students are in the junior high school, and 999 students are in the three elementary schools. Yale's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Yale Public Schools is \$164,365,603.00 with an SEV per student of \$80,279.00.

In the proposed model, St. Clair County School District would serve 26,378 students; of this total, 7,758 students would be in the eight high schools, 6,193 students would be in the twelve junior high schools, and 12,417 students would be in the twenty-five elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, eight high school principals, eight assistant high school principals, twelve junior high school principals, and twenty-five elementary school principals. SEV for the proposed district would be \$2,050,415,819.00 with an SEV per student of \$77,732.00. This model reduces the number of school buildings from the existing fifty-three to forty-five and the number of administrators from the existing eighty-seven to sixty.

Five-year projections for the proposed St. Clair County School District indicate a student population of 23,488. SEV is projected to be \$2,494,644,257.00 with an SEV per student of \$106,209.00. The projected model indicates that the number of school buildings will decrease by six to thirty-nine and school administrators will decrease by seven to fifty-three.

Tables 218, 219, and 220 exhibit information about the existing school district in St. Clair County, the proposed model for the St. Clair County School District, and a five-year projected model for the St. Clair County School District.

St. Joseph County

St. Joseph County is located in the southwestern portion of the lower peninsula and encompasses approximately 504 square miles.

At present, there are eight school districts (Sturgis Public School District, Burr Oak Community School District, Centreville Public Schools, Colon Community School District, Constantine Public School District, Mendon Community School District, White Pigeon Community School District, Three Rivers Community Schools) serving St. Joseph County. Sturgis Public Schools serve 2,510 students; of this total, 882 students are in the high school, 620 students are in the junior high school, and 1,008 students are in the five elementary schools. Sturgis' administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and three elementary

Table 218
Included is the following information for St Clair County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A-SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|-------|-----|------|----|-------|-----|------|----|--------|-----|-----------------|------------|
| PORT HURON | 12,860 | 1 | 5 | 2 | 3,398 | 2 | 8 | 4 | 2,818 | 4 | 4 | 15 | 6,634 | 15 | \$ 531,165,114 | \$ 41,781 |
| ALGONAC | 2,707 | 1 | 1 | 1 | 900 | 1 | 1 | 1 | 675 | 1 | 1 | 5 | 1,132 | 4 | \$ 172,319,004 | \$ 63,656 |
| CAPAC | 1,390 | 1 | 0 | 1 | 573 | 1 | 0 | 1 | 306 | 1 | 0 | 1 | 511 | 1 | \$ 84,949,382 | \$ 61,114 |
| EAST CHINA | 4,284 | 1 | 3 | 2 | 1,157 | 2 | 2 | 2 | 1,074 | 2 | 0 | 6 | 2,053 | 6 | \$ 89,132,1354 | \$ 208,058 |
| MARYSVILLE | 2,180 | 1 | 1 | 1 | 750 | 1 | 1 | 1 | 570 | 1 | 0 | 2 | 860 | 2 | \$ 160,851,777 | \$ 73,785 |
| MEMPHIS | 921 | 1 | 0 | 1 | 308 | 1 | 0 | 1 | 375 | 1 | 0 | 1 | 238 | 1 | \$ 44,443,665 | \$ 48,255 |
| VALE | 2,016 | 1 | 1 | 1 | 672 | 1 | 1 | 1 | 365 | 1 | 0 | 3 | 999 | 2 | \$ 164,365,683 | \$ 80,729 |
| TOTAL COUNTY | 26,378 | 7 | 11 | 9 | 7,758 | 9 | 13 | 11 | 6,193 | 11 | 5 | 33 | 12,427 | 31 | \$2,050,415,819 | \$ 77,732 |
| PROPOSED MODEL | 26,378 | 1 | 6 | 6 | 7,758 | 8 | 8 | 12 | 6,193 | 12 | 0 | 25 | 12,427 | 25 | \$2,050,415,819 | \$ 77,732 |
| 5YR PROJECTED MODEL | 23,483 | 1 | 6 | 7 | 7,224 | 7 | 7 | 7 | 3,612 | 7 | 0 | 25 | 12,652 | 25 | \$2,494,644,337 | \$ 106,209 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 219

The number of administrators in St Clair County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 7 | 11 | 9 | 13 | 11 | 5 | 31 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 8 | 8 | 12 | 0 | 25 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 7 | 7 | 7 | 0 | 25 |
| 4. 1 MINUS 2 | -6 | -5 | -1 | -5 | +1 | -5 | -6 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -5 | = | = |

Table 220

The number of school buildings in St Clair County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 9 | 11 | 33 |
| 2. PROPOSED MODEL NUMBER | 8 | 12 | 25 |
| 3. SYR PROJECTED NUMBER | 7 | 7 | 25 |
| 4. 1 MINUS 2 | -1 | +1 | -8 |
| 5. 2 MINUS 3 | -1 | -5 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

school principals. The SEV of Sturgis Public Schools is \$151,373,475.00 with an SEV per student of \$60,308.

Burr Oak Community Schools serve 380 students; of this total, 190 students are in the high school-junior high school combination and 190 students are in the one elementary school. Burr Oak's administration is composed of one superintendent and one K-12 school principal. The SEV of Burr Oak Community Schools is \$15,633,610.00 with an SEV per student of \$41,141.00.

Centreville Public Schools serve 975 students; of this total, 325 students are in the high school, 250 students are in the junior high school, and 400 students are in the one elementary school. Centreville's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Centreville Public Schools is \$46,641,312.00 with an SEV per student of \$47,837.00.

Colon Community Schools serve 990 students; of this total, 428 students are in the high school-junior high school combination and 562 students are in the two elementary schools. Colon's administration is composed of one superintendent, one high school-junior high school principal, and two elementary school principals. The SEV of Colon Community Schools is \$59,647,524.00 with an SEV per student of \$60,250.00.

Constantine Public Schools serve 1,414 students; of this total, 464 students are in the high school, 232 students are in the junior high school, and 718 students are in the two elementary schools. Constantine's

administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Constantine Public Schools is \$87,458,925.00 with an SEV per student of \$61,852.00.

Mendon Community Schools serve 727 students; of this total, 362 students are in the high school-junior high school combination and 365 students are in the one elementary school. Mendon's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Mendon Schools is \$45,622,740.00 with an SEV per student of \$62,754.00.

White Pigeon Community Schools serve 1,346 students; of this total, 489 students are in the high school, 105 students are in the junior high school, and 752 students are in the two elementary schools. White Pigeon's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of White Pigeon Community Schools is \$91,070,670.00 with an SEV per student of \$67,660.00.

Three Rivers Community Schools serve 3,057 students; of this total, 957 students are in the high school, 725 students are in the junior high school, and 1,374 students are in the five elementary schools. Three Rivers' administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and five elementary school principals. The SEV of Three Rivers

Community Schools is \$190,215,004.00 with an SEV per student of \$62,222.00.

In the proposed model, St. Joseph County School District would serve 11,399 students; of this total, 3,772 students would be in the four high schools, 2,258 students would be in the four junior high schools, and 5,369 students would be in the eleven elementary schools. In this model, the administration would be composed of one superintendent, four assistant superintendents, four high school principals, four assistant high school principals, four junior high school principals, and eleven elementary school principals. SEV for the proposed district would be \$687,663,260.00 with an SEV per student of \$60,326.00. This model reduces the number of school buildings from the existing thirty-two to nineteen and the number of administrators from the existing forty-five to twenty-eight.

Five-year projections for the proposed St. Joseph County School District indicate a student population of 10,334. SEV is projected to be \$759,235,804.00 with an SEV per student of \$73,469.00. The projected model indicates that the number of school buildings will decrease by two to seventeen and school administrators will decrease by three to twenty-five.

Tables 221, 222, and 223 exhibit information about the existing school district in St. Joseph County, the proposed model for the St. Joseph County School District, and a five-year projected model for the St. Joseph County School District.

Table 221
Included is the following information for St Joseph County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| STURGIS | 2,510 | 1 | 1 | 1 | 882 | 1 | 1 | 1 | 620 | 1 | 1 | 5 | 1,008 | 3 | \$ 151,373,475 | \$ 60,308 |
| BURR OAK | 380 | 1 | 0 | 1 | 190 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 190 | ← | \$ 15,633,610 | \$ 41,141 |
| CENTREVILLE | 975 | 1 | 0 | 1 | 325 | 1 | 0 | 1 | 250 | 1 | 0 | 1 | 400 | 1 | \$ 46,641,312 | \$ 47,837 |
| COLON | 990 | 1 | 0 | 1 | 428 | 1 | 1 | 0 | ← | 0 | 0 | 2 | 562 | 2 | \$ 59,647,524 | \$ 60,250 |
| CONSTANTINE | 1,414 | 1 | 0 | 1 | 464 | 1 | 1 | 1 | 232 | 1 | 0 | 2 | 718 | 1 | \$ 87,458,925 | \$ 61,852 |
| MENDON | 727 | 1 | 0 | 1 | 362 | 1 | 0 | 0 | ← | 0 | 0 | 1 | 365 | 1 | \$ 456,227,40 | \$ 62,754 |
| WHITE PIGEON | 1,346 | 1 | 1 | 1 | 489 | 1 | 0 | 1 | 105 | 1 | 0 | 2 | 752 | 2 | \$ 91,070,670 | \$ 67,660 |
| THREE RIVERS | 2,057 | 1 | 1 | 1 | 957 | 1 | 1 | 1 | 726 | 1 | 1 | 5 | 1,374 | 5 | \$ 190,215,004 | \$ 62,222 |
| TOTAL COUNTY | 11,399 | 8 | 3 | 8 | 4,097 | 8 | 4 | 5 | 1,933 | 5 | 2 | 19 | 5,369 | 15 | \$ 687,663,260 | \$ 60,326 |
| PROPOSED MODEL | 11,399 | 1 | 4 | 4 | 3,772 | 4 | 4 | 4 | 2,258 | 4 | 0 | 11 | 5,369 | 11 | \$ 687,663,260 | \$ 60,326 |
| 5YR PROJECTED MODEL | 10,334 | 1 | 4 | 3 | 3,176 | 3 | 3 | 3 | 1,588 | 3 | 0 | 11 | 5,570 | 11 | \$ 759,235,804 | \$ 73,469 |

Table 222

The number of administrators in St Joseph County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 8 | 3 | 8 | 4 | 5 | 2 | 15 |
| 2. PROPOSED MODEL NUMBER | 1 | 4 | 4 | 4 | 4 | 0 | 11 |
| 3. SYR PROJECTED NUMBER | 1 | 4 | 3 | 3 | 3 | 0 | 11 |
| 4. 1 MINUS 2 | -7 | +1 | -4 | = | -1 | -2 | -4 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -1 | = | = |

Table 223

The number of school buildings in St Joseph County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 8 | 5 | 18 |
| 2. PROPOSED MODEL NUMBER | 4 | 4 | 11 |
| 3. SYR PROJECTED NUMBER | 3 | 3 | 11 |
| 4. 1 MINUS 2 | -4 | -1 | -7 |
| 5. 2 MINUS 3 | -1 | -1 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

Sanilac County

Sanilac County is located in the southeastern portion of the lower peninsula and encompasses approximately 900 square miles.

At present, there are seven school districts (Brown City Community School District, Carsonville-Port Sanilac Schools, Croswell Lexington Community School District, Deckerville Community School District, Marlette Community Schools, Peck Community School District, Sandusky Community School District) serving Sanilac County. Brown City Community Schools serve 1,071 students; of this total, 362 students are in the high school, 162 students are in the junior high school, and 547 students are in the two elementary schools. Brown City's administration is composed of one superintendent, one 7-12 school principal, and one elementary school principal. The SEV of Brown City Community Schools is \$54,122,860.00 with an SEV per student of \$50,534.00.

Carsonville-Port Sanilac Schools serve 700 students; of this total, 340 students are in the high school-junior high school combination and 360 students are in the one elementary school. Carsonville-Port Sanilac's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Carsonville-Port Sanilac Schools is \$44,602,956.00 with an SEV per student of \$63,718.00.

Croswell-Lexington Community Schools serve 2,218 students; of this total, 724 students are in the high school, 710 students are in the junior high school, and 784 students are in the two elementary schools. Croswell-Lexington's administration is composed of one superintendent,

one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principals, and two elementary school principals. The SEV of Croswell-Lexington Community Schools is \$141,430,089.00 with an SEV per student of \$63,764.00.

Deckerville Community Schools serve 1,030 students; of this total, 480 students are in the high school-junior high school combination and 550 students are in the one elementary school. Deckerville's administration is composed of one superintendent, one high school principal, and one elementary school principal. The SEV of Deckerville Community Schools is \$79,543,783.00 with an SEV per student of \$77,226.00.

Marlette Community Schools serve 1,400 students; of this total, 700 students are in the high school-junior high school combination and 700 students are in the one elementary school. Marlett's administration is composed of one superintendent, one high school-junior high school principal, one assistant principal, and one elementary school principal. The SEV of Marlette Community Schools is \$85,073,280.00 with an SEV per student of \$60,766.00.

Peck Community Schools serve 570 students; of this total, 200 students are in the high school, 80 students are in the junior high school, and 290 students are in the one elementary school. Peck's administration is composed of one superintendent, one 7-12 school principal, and one elementary school principal. The SEV of Peck Community Schools is \$28,772,192.00 with an SEV per student of \$50,477.00.

Sandusky Community Schools serve 1,363 students; of this total, 405 students are in the high school, 312 students are in the junior high school,

and 646 students are in the one elementary school. Sandusky's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Sandusky Community Schools is \$94,432,348.00 with an SEV per student of \$69,282.00.

In the proposed model, Sanilac County School District would serve 8,352 students; of this total, 2,705 students would be in the three high schools, 1,770 students would be in the three junior high schools, and 3,877 students would be in the eight elementary schools. In this model, the administration would be composed of one superintendent, three assistant superintendents, three high school principals, three assistant high school principals, three junior high school principals, and eight elementary school principals. SEV for the proposed district would be \$527,977,508.00 with and SEV per student of \$63,215.00. This model reduces the number of school buildings from the existing twenty to fourteen and the number of administrators from the existing twenty-seven to twenty-one.

Five-year projections for the proposed Sanilac County School District indicate a student population of 7,517. SEV is projected to be \$612,070,636.00 with an SEV per student of \$81,424.00. The projected model indicates that the number of school buildings will decrease by one to thirteen and school administrators will decrease by one to twenty.

Tables 224, 225, and 226 exhibit information about the existing school district in Sanilac County, the proposed model for the Sanilac County School District, and a five-year projected model for the Sanilac County School District.

Table 224

Included is the following information for Sanilac County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPDP | SUPT | ASUPT | HS | HSPDP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| BROWN CITY | 1,071 | 1 | 0 | 1 | 362 | 1 | 0 | 1 | 162 | + | 0 | 2 | 547 | 1 | \$ 54,122,860 | \$ 50,534 |
| CARSONVILLE | 700 | 1 | 0 | 1 | 340 | 1 | 0 | 0 | + | 0 | 0 | 1 | 360 | 1 | \$ 48,602,956 | \$ 63,718 |
| CROSWELL-LEX | 2,218 | 1 | 0 | 1 | 724 | 1 | 1 | 1 | 710 | 1 | 1 | 2 | 784 | 2 | \$ 141,410,089 | \$ 63,764 |
| DECKERVILLE | 1,010 | 1 | 0 | 1 | 480 | 1 | 0 | 0 | + | 0 | 0 | 1 | 550 | 1 | \$ 70,540,783 | \$ 77,226 |
| MARLETTE | 1,400 | 1 | 0 | 1 | 700 | 1 | 1 | 0 | + | 0 | 0 | 1 | 700 | 1 | \$ 85,072,280 | \$ 60,768 |
| PECK | 570 | 1 | 0 | 1 | 200 | 1 | 0 | 1 | 80 | + | 0 | 1 | 290 | 1 | \$ 28,772,192 | \$ 50,477 |
| SANDUSKY | 1,343 | 1 | 0 | 1 | 405 | 1 | 0 | 1 | 312 | 1 | 0 | 1 | 646 | 1 | \$ 94,432,348 | \$ 69,282 |
| TOTAL COUNTY | 8,352 | 7 | 0 | 7 | 3,211 | 7 | 2 | 4 | 1,564 | 2 | 1 | 9 | 3,877 | 8 | \$ 52,977,508 | \$ 63,215 |
| PROPOSED MODEL | 8,352 | 1 | 3 | 3 | 2,705 | 3 | 3 | 3 | 1,710 | 3 | 0 | 8 | 3,877 | 8 | \$ 52,977,508 | \$ 63,215 |
| 5YR PROJECTED MODEL | 7,517 | 1 | 3 | 3 | 2,312 | 3 | 3 | 2 | 1,156 | 2 | 0 | 8 | 4,049 | 8 | \$ 61,020,636 | \$ 81,424 |

LEGEND

TPDP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPDP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 225

The number of administrators in Sanilac County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 7 | 0 | 7 | 2 | 2 | 1 | 8 |
| 2. PROPOSED MODEL NUMBER | 1 | 3 | 3 | 3 | 3 | 0 | 8 |
| 3. 5YR PROJECTED NUMBER | 1 | 3 | 3 | 3 | 2 | 0 | 8 |
| 4. 1 MINUS 2 | -6 | +3 | -4 | +1 | +1 | -1 | = |
| 5. 2 MINUS 3 | = | = | = | = | -1 | = | = |

Table 226

The number of school buildings in Sanilac County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 7 | 4 | 9 |
| 2. PROPOSED MODEL NUMBER | 3 | 3 | 8 |
| 3. 5YR PROJECTED NUMBER | 3 | 2 | 8 |
| 4. 1 MINUS 2 | -4 | -1 | -1 |
| 5. 2 MINUS 3 | = | -1 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Schoolcraft County

Schoolcraft County is located in the middle portion of the upper peninsula and encompasses approximately 1,073 square miles.

At present, there is one school district (Manistique Area Schools) serving Schoolcraft County. Manistique Area Schools serve 1,395 students; of this total, 470 students are in the high school, 260 students are in the junior high school, and 665 students are in the five elementary schools. Manistique's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and five elementary school principals. The SEV for Manistique Area Schools is \$79,669,440.00 with an SEV per student of \$57,110.00.

In the proposed model, Schoolcraft County School District would serve 1,395 students; of this total, 730 students would be in the 7-12 school and 665 students would be in the two elementary schools. In this model, the administration would be composed of one superintendent, one assistant superintendent, one 7-12 school principal, one assistant 7-12 school principal, and two elementary school principals. SEV for the proposed district would be \$79,669,440.00 with an SEV per student of \$57,110.00. This model reduces the number of school buildings from the existing eight to three and the number of administrators from the existing nine to six.

Five-year projections for the proposed Schoolcraft County School District indicate a student population of 1,310. SEV is projected to be \$87,961,499.00 with an SEV per student of \$67,146.00. The projected

model indicates that the number of school buildings will remain at three and school administrators will remain at six.

Tables 227, 228, and 229 exhibit information about the existing school district in Schoolcraft County, the proposed model for the Schoolcraft County School District, and a five-year projected model for the Schoolcraft County School District.

Shiawassee County

Shiawassee County is located in the southeastern portion of the lower peninsula and encompasses approximately 528 square miles.

At present, there are eight school districts (Byron Area Schools, Durand Area Schools, Laingsburg Community Schools, Morrice Area Schools, New Lothrop Area Public School District, Perry Public School District, Corunna Public School District, Owosso Public Schools) serving Shiawassee County. Byron Area Schools serve 1,243 students; of this total, 432 students are in the high school, 288 students are in the junior high school, and 533 students are in the one elementary school. Byron's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Byron Area Schools is \$53,851,803.00 with an SEV per student of \$43,324.00.

Durand Area Schools serve 2,732 students; of this total, 860 students are in the high school, 469 students are in the junior high school, and 1,403 students are in the four elementary schools. Durand's administration is

Table 227
Included is the following information for Schoolcraft County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|---------------|-----------|
| MANISTIQUE | 1,395 | 1 | 1 | 1 | 410 | 1 | 0 | 1 | 260 | 1 | 0 | 5 | 655 | 5 | \$ 79,669,440 | \$ 57,110 |
| TOTAL COUNTY | 1,395 | 1 | 1 | 1 | 410 | 1 | 0 | 1 | 260 | 1 | 0 | 5 | 655 | 5 | \$ 79,669,440 | \$ 57,110 |
| PROPOSED MODEL | 1,395 | 1 | 1 | 1 | 410 | 1 | 1 | + | 260 | 0 | 0 | 2 | 655 | 2 | \$ 79,669,440 | \$ 57,110 |
| 5YR PROJECTED MODEL | 1,310 | 1 | 1 | 1 | 400 | 1 | 1 | + | 200 | 0 | 0 | 2 | 710 | 2 | \$ 87,967,499 | \$ 67,145 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 228

The number of administrators in Schoolcraft County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 1 | 1 | 1 | 0 | 1 | 0 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 1 | 1 | 1 | 0 | 0 | 2 |
| 4. 1 MINUS 2 | = | = | = | +1 | -1 | = | -3 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 229

The number of school buildings in Schoolcraft County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 1 | 1 | 5 |
| 2. PROPOSED MODEL NUMBER | 1 | 0 | 2 |
| 3. SYR PROJECTED NUMBER | 1 | 0 | 2 |
| 4. 1 MINUS 2 | = | -1 | -3 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and four elementary school principals. The SEV of Durand Area Schools is \$96,861,996.00 with an SEV per student of \$35,454.00.

Laingsburg Community Schools serve 1,120 students; of this total, 344 students are in the high school, 172 students are in the junior high school, and 604 students are in the one elementary school. Laingsburg's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Laingsburg Community Schools is \$42,782,931.00 with an SEV per student of \$38,199.00.

Morrice Area Schools serve 771 students; of this total, 403 students are in the high school-junior high school combination and 368 students are in the one elementary school. Morrice's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Morrice Area Schools is \$28,922,052.00 with an SEV per student of \$37,512.00.

New Lothrop Area Schools serve 1,200 students; of this total, 540 students are in the high school, 175 students are in the junior high school, and 485 students are in the two elementary schools. New Lothrop's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of New Lothrop Area Schools is \$49,826,560.00 with an SEV per student of \$41,522.00.

Perry Public Schools serve 1,912 students; of this total, 546 students are in the high school, 471 students are in the junior high school, and 895 students are in the three elementary schools. Perry's administration is composed of one superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Perry Public Schools is \$66,771,850.00 with an SEV per student of \$34,922.00.

Coranna Public Schools serve 2,544 students; of this total, 905 students are in the high school, 623 students are in the junior high school, and 1,016 students are in the three elementary schools. Coranna's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and three elementary school principals. The SEV of Coranna Public Schools is \$115,569,308.00 with an SEV per student of \$45,424.00.

Owosso Public Schools serve 4,603 students; of this total, 1,526 students are in the high school, 744 students are in the junior high school, and 2,333 students are in the five elementary schools. Owosso's administration is composed of one superintendent, two assistant superintendents, one high school principal, three assistant high school principals, one junior high school principal, one assistant junior high school principal, and five elementary school principals. The SEV of Owosso Public Schools is \$218,372,336.00 with an SEV per student of \$47,441.00.

In the proposed model, Shiawassee County School District would serve 16,125 students; of this total, 5,422 students would be in the six high

schools, 3,076 students would be in the six junior high schools, and 7,627 students would be in the sixteen elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, six high school principals, six assistant high school principals, six junior high school principals, and sixteen elementary school principals. SEV for the proposed district would be \$672,909,836.00 with an SEV per student of \$41,730.00. This model reduces the number of school buildings from the existing thirty-five to twenty-eight and the number of administrators from the existing fifty-three to forty-one.

Five-year projections for the proposed Shiawassee County School District indicate a student population of 14,635. SEV is projected to be \$818,697,705.00 with an SEV per student of \$55,941.00. The projected mode indicates that the number of school buildings will decrease by two to twenty-six and school administrators will decrease by three to thirty-eight.

Tables 230, 231, and 232 exhibit information about the existing school district in Shiawassee County, the proposed model for the Shiawassee County School District, and a five-year projected model for the Shiawassee County School District.

Tuscola County

Tuscola County is located in the southeastern portion of the lower peninsula and encompasses approximately 840 square miles.

At present, there are nine school districts (Akron Fairgrove Schools, Caro Community Schools, Cass City Public School District, Kingston Community School District, Mayville Community School District, Millington

Table 230

Included is the following information for Shiawassee County; present school districts, total county, proposed model, and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| BYRON | 1,240 | 1 | 0 | 1 | 412 | 1 | 0 | 1 | 288 | 1 | 0 | 1 | 523 | 1 | \$ 53,851,833 | \$ 43,324 |
| DURAND | 2,732 | 1 | 1 | 1 | 880 | 1 | 1 | 1 | 469 | 1 | 0 | 4 | 1,403 | 4 | \$ 96,861,596 | \$ 35,454 |
| LAINGSBURG | 1,120 | 1 | 1 | 1 | 344 | 1 | 0 | 1 | 172 | 1 | 0 | 1 | 604 | 1 | \$ 42,782,931 | \$ 28,199 |
| MORRICE | 771 | 1 | 0 | 1 | 403 | 1 | 0 | 0 | 4 | 0 | 0 | 1 | 368 | 1 | \$ 28,922,032 | \$ 37,512 |
| NEWLOTHROP | 1,200 | 1 | 0 | 1 | 540 | 1 | 0 | 1 | 175 | 1 | 0 | 2 | 485 | 1 | \$ 49,816,500 | \$ 41,522 |
| PERRY | 1,912 | 1 | 0 | 1 | 546 | 1 | 1 | 1 | 471 | 1 | 0 | 3 | 895 | 1 | \$ 66,771,830 | \$ 34,932 |
| CORUNNA | 2,544 | 1 | 1 | 1 | 905 | 1 | 1 | 1 | 623 | 1 | 1 | 3 | 1,016 | 3 | \$ 115,560,308 | \$ 45,424 |
| OWOSSO | 4,603 | 1 | 2 | 1 | 1,526 | 1 | 3 | 1 | 744 | 1 | 1 | 5 | 2,333 | 5 | \$ 218,372,326 | \$ 47,441 |
| TOTAL COUNTY | 16,125 | 8 | 5 | 8 | 5,536 | 8 | 6 | 7 | 2,942 | 7 | 2 | 20 | 7,627 | 17 | \$ 672,909,836 | \$ 41,730 |
| PROPOSED MODEL | 16,125 | 1 | 6 | 6 | 5,422 | 6 | 6 | 6 | 3,076 | 6 | 0 | 17 | 7,627 | 17 | \$ 672,909,836 | \$ 41,730 |
| 5YR PROJECTED MODEL | 16,635 | 1 | 6 | 5 | 4,500 | 5 | 5 | 4 | 2,250 | 4 | 0 | 18 | 7,885 | 18 | \$ 816,697,705 | \$ 55,941 |

LEGEND

TPOP = TOTAL POPULATION

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HS = HIGH SCHOOLS

HSPOP = HIGH SCHOOL POPULATION

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JH = JUNIOR HIGHS

JHPOP = JUNIOR HIGH POPULATION

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

EL = ELEMENTARIES

ELPOP = ELEMENTARY POPULATION

ELP = ELEMENTARY PRINCIPAL

SEV = STATE EQUALIZED VALUATION

SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 231

The number of administrators in Shiawassee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 8 | 5 | 8 | 6 | 7 | 2 | 17 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 6 | 6 | 6 | 0 | 16 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 5 | 5 | 5 | 0 | 16 |
| 4. 1 MINUS 2 | -7 | +1 | -2 | = | -1 | -2 | -1 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -1 | = | = |

Table 232

The number of school buildings in Shiawassee County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 8 | 7 | 20 |
| 2. PROPOSED MODEL NUMBER | 6 | 6 | 16 |
| 3. SYR PROJECTED NUMBER | 5 | 5 | 16 |
| 4. 1 MINUS 2 | -2 | -1 | -4 |
| 5. 2 MINUS 3 | -1 | -1 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

Community Schools, Reese Public Schools, Unionville Sebawaing Area Schools, Vassar Public Schools) serving Tuscola County. Akron Fairgrove Schools serve 705 students; of this total, 237 students are in the high school, 220 students are in the junior high school, and 248 students are in the one elementary school. Akron Fairgrove's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Akron Fairgrove Schools is \$93,313,526.00 with an SEV per student of \$132,359.00.

Caro Community Schools serve 2,318 students; of this total, 728 students are in the high school, 420 students are in the junior high school, and 1,170 students are in the two elementary schools. Caro's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Caro Schools is \$114,104,706.00 with an SEV per student of \$49,225.00.

Cass City Schools serve 1,762 students; of this total, 540 students are in the high school, 270 students are in the junior high school, and 952 students are in the three elementary schools. Cass City's administration is composed of one superintendent, one high school principal, one junior high school principal, and three elementary school principals. The SEV of Cass City Schools is \$111,149,682.00 with an SEV per student of \$63,081.00.

Kingston Community Schools serve 738 students; of this total, 368 students are in the high school-junior high school combination and 370

students are in the one elementary school. Kingston's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Kingston Schools is \$34,716,625.00 with an SEV per student of \$47,041.00.

Mayville Community Schools serve 1,400 students; of this total, 478 students are in the high school, 340 students are in the junior high school, and 582 students are in the one elementary school. Mayville's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Mayville Schools is \$57,155,154.00 with an SEV per student of \$40,825.00.

Millington Community Schools serve 2,110 students; of this total, 800 students are in the high school, 525 students are in the junior high school, and 785 students are in the two elementary schools. Millington's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Millington Community Schools is \$77,562,992.00 with an SEV per student of \$36,759.00.

Reese Public Schools serve 1,150 students; of this total, 450 students are in the high school, 300 students are in the junior high school, and 400 students are in the one elementary school. Reese's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of

Reese Public Schools is \$111,469,645.00 with an SEV per student of \$96,930.00.

Unionville-Sebewaing Schools serve 1,010 students; of this total, 425 students are in the high school, 280 students are in the junior high school, and 305 students are in the one elementary school. Unionville-Sebewaing's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Unionville-Sebewaing Schools is \$136,205,346.00 with an SEV per student of \$134,856.00.

Vassar Public Schools serve 1,910 students; of this total, 641 students are in the high school, 313 students are in the junior high school, and 956 students are in the two elementary schools. Vassar's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Vassar Public Schools is \$92,637,512.00 with an SEV per student of \$48,501.00.

In the proposed model, Tuscola County School District would serve 13,103 students; of this total, 4,545 students would be in the five high schools, 2,790 students would be in the six junior high schools, and 5,768 students would be in the twelve elementary schools. In this model, the administration would be composed of one superintendent, five assistant superintendents, five high school principals, five assistant high school principals, six junior high school principals, and twelve elementary school principals. SEV for the proposed district would be \$828,315,188.00 with an SEV per student of \$63,215.00. This model reduces the number of school

buildings from the existing thirty-one to twenty-three and the number of administrators from the existing forty-six to thirty-four.

Five-year projections for the proposed Tuscola County School District indicate a student population of 11,618. SEV is projected to be \$1,007,772,078.00 with an SEV per student of \$86,742.00. The projected model indicates that the number of school buildings will decrease by three to twenty and school administrators will decrease by four to thirty.

Tables 233, 234, and 235 exhibit information about the existing school district in Tuscola County, the proposed model for the Tuscola County School District, and a five-year projected model for the Tuscola County School District.

Van Buren County

Van Buren County is located in the southwestern portion of the lower peninsula and encompasses approximately 600 square miles.

At present, there are eleven school districts (South Haven Public Schools, Bangor Public Schools, Covert Public Schools, Decatur Public Schools, Bloomingdale Public School District, Gobles Public School District, Hartford Public School District, Lawrence Public School District, Lawton Community School District, Mattawan Consolidated School District, Paw Paw Public School District) serving Van Buren County. South Haven Public Schools serve 2,641 students; of this total, 860 students are in the high school, 950 students are in the junior high school, and 831 students are in the four elementary schools. South Haven's administration is composed of one superintendent, two assistant superintendents, one high school

Table 233
Included is the following information for Tuscola County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|------------------|------------|
| AKRON-FAIRGROVE | 705 | 1 | 0 | 1 | 237 | 1 | 0 | 1 | 220 | 1 | 0 | 1 | 248 | 1 | \$ 9,233,256 | \$ 132,359 |
| CARO | 2,318 | 1 | 1 | 1 | 728 | 1 | 1 | 1 | 420 | 1 | 0 | 2 | 1,170 | 2 | \$ 11,410,706 | \$ 49,225 |
| CASS CITY | 1,262 | 1 | 0 | 1 | 540 | 1 | 0 | 1 | 270 | 1 | 0 | 3 | 952 | 3 | \$ 11,149,482 | \$ 63,081 |
| KINGSTON | 738 | 1 | 0 | 1 | 368 | 1 | 0 | 0 | 4 | 0 | 0 | 1 | 370 | 1 | \$ 3,476,625 | \$ 47,041 |
| MAYVILLE | 1,400 | 1 | 0 | 1 | 478 | 1 | 0 | 1 | 340 | 1 | 0 | 1 | 582 | 1 | \$ 57,155,154 | \$ 40,825 |
| MILLINGTON | 2,110 | 1 | 1 | 1 | 800 | 1 | 1 | 1 | 525 | 1 | 0 | 2 | 785 | 2 | \$ 77,584,592 | \$ 36,739 |
| REESE | 1,150 | 1 | 0 | 1 | 450 | 1 | 0 | 1 | 300 | 1 | 0 | 1 | 400 | 1 | \$ 11,149,645 | \$ 9,930 |
| UNIONVILLE | 1,010 | 1 | 0 | 1 | 425 | 1 | 0 | 1 | 280 | 1 | 0 | 1 | 305 | 1 | \$ 13,620,746 | \$ 13,4856 |
| VASSAR | 1,910 | 1 | 1 | 1 | 641 | 1 | 1 | 1 | 313 | 1 | 0 | 2 | 956 | 2 | \$ 9,637,512 | \$ 46,501 |
| TOTAL COUNTY | 13,103 | 9 | 3 | 9 | 4,657 | 9 | 3 | 8 | 2,688 | 8 | 0 | 14 | 5,768 | 14 | \$ 82,831,508 | \$ 63,215 |
| PROPOSED MODEL | 13,103 | 1 | 5 | 5 | 4,545 | 5 | 5 | 6 | 2,790 | 6 | 0 | 12 | 5,768 | 12 | \$ 82,831,508 | \$ 63,215 |
| 5YR PROJECTED MODEL | 11,618 | 1 | 5 | 4 | 3,572 | 4 | 4 | 4 | 1,786 | 4 | 0 | 12 | 6,260 | 12 | \$ 1,007,732,078 | \$ 86,742 |

LEGEND

TPOP = TOTAL POPULATION
 SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS
 JHPOP = JUNIOR HIGH POPULATION
 JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED V

Table 234

The number of administrators in Tuscola County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 9 | 3 | 9 | 3 | 8 | 0 | 14 |
| 2. PROPOSED MODEL NUMBER | 1 | 5 | 5 | 5 | 6 | 0 | 12 |
| 3. SYR PROJECTED NUMBER | 1 | 5 | 4 | 4 | 4 | 0 | 12 |
| 4. 1 MINUS 2 | -8 | +2 | -4 | +2 | -2 | = | -2 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -2 | = | = |

Table 235

The number of school buildings in Tuscola County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 9 | 8 | 14 |
| 2. PROPOSED MODEL NUMBER | 5 | 6 | 12 |
| 3. SYR PROJECTED NUMBER | 4 | 4 | 12 |
| 4. 1 MINUS 2 | -4 | -2 | -2 |
| 5. 2 MINUS 3 | -1 | -2 | = |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of South Haven Public Schools is \$134,751,040.00 with an SEV per student of \$44,992.00.

Bangor Public Schools serve 1,400 students; of this total, 550 students are in the high school, 500 students are in the junior high school, and 350 students are in the one elementary school. Bangor's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Bangor Public Schools is \$59,230,125.00 with an SEV per student of \$40,375.00.

Covert Public Schools serve 725 students; of this total, 225 students are in the high school, 105 students are in the junior high school, and 395 students are in the one elementary school. Covert's administration is composed of one superintendent, one 7-12 school principal, and one elementary school principal. The SEV of Covert Public Schools is \$95,926,242.00 with an SEV per student of \$136,842.00.

Decatur Public Schools serve 1,200 students; of this total, 368 students are in the high school, 184 students are in the junior high school, and 648 students are in the two elementary schools. Decatur's administration is composed of one superintendent, one 7-12 school principal, and two elementary school principals. The SEV of Decatur Public Schools is \$52,142,578.00 with an SEV per student of \$45,659.00.

Bloomington Public Schools serve 1,200 students; of this total, 525 students are in the high school-junior high school combination and 675

students are in the three elementary schools. Bloomingdale's administration is composed of one superintendent, one high school-junior high school principal, one assistant principal, and one elementary school principal. The SEV of Bloomingdale Public Schools is \$49,911,738.00 with an SEV per student of \$43,554.00.

Gobles Public Schools serve 1,038 students; of this total, 475 students are in the high school-junior high school combination and 563 students are in the one elementary schools. Gobles' administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Gobles Public Schools is \$44,047,093.00 with an SEV per student of \$44,537.00.

Hartford Public Schools serve 1,430 students; of this total, 380 students are in the high school, 330 students are in the junior high school, and 720 students are in the two elementary schools. Hartford's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and two elementary school principals. The SEV of Hartford Public Schools is \$46,631,198.00 with an SEV per student of \$30,458.00.

Lawrence Public Schools serve 722 students; of this total, 220 students are in the high school, 110 students are in the junior high school, and 392 students are in the one elementary school. Lawrence's administration is composed of one superintendent, one 7-12 school principal, and one elementary school principal. The SEV of Lawrence Public Schools is \$30,768,752.00 with an SEV per student of \$42,616.00.

Lawton Community Schools serve 920 students; of this total, 260 students are in the high school, 280 students are in the junior high school, and 380 students are in the one elementary school. Lawton's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Lawton Community Schools is \$50,072,343.00 with an SEV per student of \$53,439.00.

Mattawan Consolidated Schools serve 2,170 students; of this total, 676 students are in the high school, 680 students are in the junior high school, and 814 students are in the one elementary school. Mattawan's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and one elementary school principal. The SEV of Mattawan Consolidated Schools is \$96,612,456.00 with an SEV per student of \$44,196.00.

Paw Paw Public Schools serve 2,191 students; of this total, 669 students are in the high school, 451 students are in the junior high school, and 1,071 students are in the three elementary schools. Paw Paw's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Paw Paw Public Schools is \$109,280,624.00 with an SEV per student of \$52,088.00.

In the proposed model, Van Buren County School District would serve 15,637 students; of this total, 4,875 students would be in the five high schools, 3,923 students would be in the eight junior high schools, and 6,839 students would be in the fourteen elementary schools. In this model, the administration would be composed of one superintendent, five assistant superintendents, five high school principals, five assistant high school principals, eight junior high school principals, and fourteen elementary school principals. SEV for the proposed district would be \$769,374,189.00 with an SEV per student of \$49,202.00. This model reduces the number of school buildings from the existing forty to twenty-seven and the number of administrators from the existing sixty-one to thirty-eight.

Five-year projections for the proposed Van Buren County School District indicate a student population of 14,612. SEV is projected to be \$981,938,092.00 with an SEV per student of \$67,200.00. The projected model indicates that the number of school buildings will decrease by two to twenty-five and school administrators will decrease by two to thirty-six.

Tables 236, 237, and 238 exhibit information about the existing school district in Van Buren County, the proposed model for the Van Buren County School District, and a five-year projected model for the Van Buren County School District.

Washtenaw County

Washtenaw County is located in the southeastern portion of the lower peninsula and encompasses approximately 720 square miles.

Table 236
Included is the following information for Van Buren County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|----------------------------|--------|------|--------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|------------|
| SOUTH HAVEN | 2,641 | 1 | 2 | 1 | 860 | 1 | 1 | 1 | 950 | 1 | 1 | 4 | 831 | 4 | \$ 134,751,040 | \$ 44,992 |
| BANGOR | 1,400 | 1 | 1 | 1 | 550 | 1 | 1 | 1 | 500 | 1 | 0 | 1 | 350 | 1 | \$ 59,230,125 | \$ 40,375 |
| COVERT | 725 | 1 | 0 | 1 | 225 | 1 | 0 | 1 | 105 | 0 | 0 | 1 | 395 | 1 | \$ 95,026,242 | \$ 136,842 |
| DECATUR | 1,200 | 1 | 0 | 1 | 368 | 1 | 1 | 1 | 184 | 0 | 0 | 2 | 648 | 2 | \$ 52,142,578 | \$ 45,659 |
| BLOOMINGDALE | 1,200 | 1 | 0 | 1 | 525 | 1 | 1 | 0 | + | 0 | 0 | 3 | 675 | 1 | \$ 49,911,738 | \$ 43,554 |
| GOBLES | 1,038 | 1 | 0 | 1 | 475 | 1 | 0 | 0 | + | 0 | 0 | 1 | 563 | 1 | \$ 44,047,093 | \$ 44,537 |
| HARTFORD | 1,430 | 1 | 1 | 1 | 380 | 1 | 0 | 1 | 330 | 1 | 0 | 2 | 720 | 2 | \$ 46,631,198 | \$ 30,458 |
| LAWRENCE | 722 | 1 | 0 | 1 | 220 | 1 | 0 | 1 | 110 | 0 | 0 | 1 | 392 | 1 | \$ 30,768,752 | \$ 42,616 |
| LAWTON | 920 | 1 | 0 | 1 | 260 | 1 | 0 | 1 | 280 | 1 | 0 | 1 | 380 | 1 | \$ 50,072,343 | \$ 53,439 |
| MATTAWAN | 2,170 | 1 | 2 | 1 | 676 | 1 | 1 | 1 | 680 | 1 | 1 | 1 | 814 | 1 | \$ 96,612,456 | \$ 44,196 |
| PAW PAW | 2,191 | 1 | 1 | 1 | 669 | 1 | 1 | 1 | 451 | 1 | 0 | 3 | 1,071 | 3 | \$ 109,280,624 | \$ 52,088 |
| TOTAL COUNTY | 15,637 | 11 | 7 | 11 | 5,208 | 11 | 6 | 9 | 3,590 | 6 | 2 | 20 | 6,839 | 18 | \$ 769,374,189 | \$ 49,202 |
| PROPOSED MODEL | 15,637 | 1 | 5 | 5 | 4,875 | 5 | 5 | 8 | 3,923 | 8 | 0 | 14 | 6,839 | 14 | \$ 769,374,189 | \$ 49,202 |
| SYR PROJECTED MODEL | 14,612 | 1 | 5 | 5 | 4,496 | 5 | 5 | 4 | 2,248 | 4 | 0 | 16 | 7,868 | 16 | \$ 981,938,092 | \$ 67,200 |

Table 237

The number of administrators in Van Buren County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 11 | 7 | 11 | 6 | 6 | 2 | 18 |
| 2. PROPOSED MODEL NUMBER | 1 | 5 | 5 | 5 | 8 | 0 | 14 |
| 3. SYR PROJECTED NUMBER | 1 | 5 | 5 | 5 | 4 | 0 | 16 |
| 4. 1 MINUS 2 | -10 | -2 | -6 | -1 | +2 | -2 | -4 |
| 5. 2 MINUS 3 | = | = | = | = | -4 | = | +2 |

Table 238

The number of school buildings in Van Buren County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 11 | 7 | 20 |
| 2. PROPOSED MODEL NUMBER | 5 | 8 | 14 |
| 3. SYR PROJECTED NUMBER | 5 | 4 | 16 |
| 4. 1 MINUS 2 | -6 | +1 | -6 |
| 5. 2 MINUS 3 | = | -4 | +2 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

At present, there are ten school districts (Ann Arbor Public Schools, School District of Ypsilanti, Chelsea School District, Dexter Community School District, Lincoln Consolidated School District, Manchester Community School District, Milan Area Schools, Saline Area School District, Whitmore Lake Public School District, Willow Run Community Schools) serving Washtenaw County. Ann Arbor Public Schools serve 13,622 students; of this total, 3,579 students are in the four high schools, 3,322 students are in the five junior high schools, and 6,721 students are in the twenty-seven elementary schools. Ann Arbor's administration is composed of one superintendent, seven assistant superintendents, four high school principals, eight assistant high school principals, five junior high school principals, five assistant junior high school principals, and twenty-seven elementary school principals. The SEV of Ann Arbor Public Schools is \$1,792,494,550.00 with an SEV per student of \$128,975.00.

Ypsilanti Schools serve 5,736 students; of this total, 1,735 students are in the two high schools, 992 students are in the two junior high school, and 3,009 students are in the nine elementary schools. Ypsilanti's administration is composed of one superintendent, three assistant superintendents, two high school principals, four assistant high school principals, two junior high school principals, and nine elementary school principals. The SEV of Ypsilanti Schools is \$158,886,039.00 with an SEV per student of \$53,443.00.

Chelsea Schools serve 2,231 students; of this total, 775 students are in the high school, 591 students are in the junior high school, and 865 students are in the two elementary schools. Chelsea's administration is

composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Chelsea Schools is \$180,112,036.00 with an SEV per student of \$80,551.00.

Dexter Community Schools serve 1,967 students; of this total, 604 students are in the high school, 302 students are in the junior high school, and 1,061 students are in the two elementary schools. Dexter's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Dexter Community Schools is \$175,304,800.00 with an SEV per student of \$90,550.00.

Lincoln Consolidated Schools serve 2,891 students; of this total, 852 students are in the high school, 478 students are in the high school, and 1,561 students are in the two elementary schools. Lincoln's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Lincoln Consolidated Schools is \$382,064,960.00 with an SEV per student of \$51,911.00

Manchester Community Schools serve 1,150 students; of this total 395 students are in the high school, 380 students are in the junior high school, and 375 students are in the one elementary school. Manchester's administration is composed of one superintendent, one high school principal, one junior high school principal, and one elementary school

principal. The SEV of Manchester Community Schools is \$92,175,030.00 with an SEV per student of \$89,058.00.

Milan Area Schools serve 2,195 students; of this total, 725 students are in the high school, 740 students are in the junior high school, and 730 students are in the elementary school. Milan's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and one elementary school principal. The SEV of Milan Area Schools is \$136,781,424.00 with an SEV per student of \$56,568.00.

Saline Area Schools serve 2,900 students; of this total, 1,100 students are in the high school, 730 students are in the junior high school, and 1,070 students are in the two elementary schools. Saline's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school principal, and two elementary school principals. The SEV of Saline Area Schools is \$247,758,882.00 with an SEV per student of \$84,878.00.

Whitmore Lake Schools serve 825 students; of this total, 425 students are in the high school-junior high school combination and 400 students are in the one elementary school. Whitmore Lake's administration is composed of one superintendent, one assistant superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Whitmore Lake Schools is \$63,233,198.00 with an SEV per student of \$84,763.00.

Willow Run Community Schools serve 3,730 students; of this total, 1,010 students are in the high school, 840 students are in the junior high school, and 1,880 students are in the six elementary schools. Willow Run's administration is composed of one superintendent, three assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and six elementary school principals. The SEV of Willow Run Community Schools is \$146,176,196.00 with an SEV per student of \$33,596.00.

In the proposed model, Washtenaw County School District would serve 37,247 students; of this total, 11,059 students would be in the eleven high schools, 8,516 students would be in the sixteen junior high schools, and 17,672 students would be in the thirty-six elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, eleven high school principals, eleven assistant high school principals, sixteen junior high school principals, and thirty-six elementary school principals. SEV for the proposed district would be \$3,374,987,115.00 with an SEV per student of \$90,610.00.00. This model reduces the number of school buildings from the existing eighty-one to sixty-three and the number of administrators from the existing one hundred and thirty-seven to eighty-one.

Five-year projections for the proposed Washtenaw County School District indicate a student population of 33,037. SEV is projected to be \$3,912,535,064 with an SEV per student of \$118,428.00. The projected model indicates that the number of school buildings will decrease by seven

to fifty-six and school administrators will decrease by eight to seventy-three.

Tables 239, 240, and 241 exhibit information about the existing school district in Washtenaw County, the proposed model for the Washtenaw County School District, and a five-year projected model for the Washtenaw County School District.

Wayne County

Wayne County is located in the southeastern portion of the lower peninsula and encompasses approximately 440 square miles.

At present, excluding the Detroit City Schools, there are thirty-three school districts (Allen Park Public Schools, Dearborn City School District, Dearborn Heights School District, Melvindale Allen Park Schools, Garden City School District, Grosse Pointe Public Schools, Hamtramck Public Schools, Highland Park City Schools, Inkster City School District, Lincoln Park Public Schools, Livonia Public Schools, Plymouth Canton Community Schools, Redford Union School District, River Rouge City Schools, Romulus Community Schools, South Redford School District, Taylor School District, Trenton Public Schools, Wayne Westland Community Schools, Wyandotte City School District, Flat Rock Community Schools, Crestwood School District, Westwood Community Schools, Ecorse Public School District, Gibraltar School District, Grosse Ile Township Schools, City of Harper Woods Schools, Huron School District, Woodhaven Public Schools, Northville Public Schools, Riverview Community School District, Southgate Community School District, Van Buren Public Schools) serving Wayne

Table 239
Included is the following information for Washtenaw County: present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | A SUPT | HS | HSPOP | HSP | HISAP | JH | JHPOP | JHP | JHIAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|--------|------|--------|----|--------|-----|-------|----|-------|-----|-------|----|--------|-----|------------------|------------|
| ANN ARBOR | 13,622 | 1 | 7 | 4 | 3,579 | 4 | 8 | 5 | 3,322 | 5 | 5 | 27 | 6,721 | 27 | \$ 1,792,494,550 | \$ 128,975 |
| YPSILANTI-LIN | 2,891 | 1 | 1 | 1 | 852 | 1 | 1 | 1 | 478 | 1 | 0 | 2 | 1,561 | 2 | \$ 382,064,960 | \$ 51,911 |
| CHELSEA | 2,231 | 1 | 1 | 1 | 775 | 1 | 1 | 1 | 591 | 1 | 0 | 2 | 865 | 2 | \$ 180,112,036 | \$ 80,551 |
| DEXTER | 1,967 | 1 | 1 | 1 | 604 | 1 | 1 | 1 | 302 | 1 | 0 | 2 | 1,061 | 1 | \$ 175,304,800 | \$ 90,550 |
| YPSILANTI | 5,736 | 1 | 3 | 2 | 1,735 | 2 | 4 | 2 | 992 | 2 | 0 | 9 | 3,009 | 9 | \$ 158,886,039 | \$ 53,443 |
| MANCHESTER | 1,150 | 1 | 0 | 1 | 395 | 1 | 0 | 1 | 380 | 1 | 0 | 1 | 375 | 1 | \$ 92,175,030 | \$ 89,058 |
| MILAN | 2,195 | 1 | 1 | 1 | 725 | 1 | 1 | 1 | 740 | 1 | 1 | 1 | 730 | 1 | \$ 136,781,424 | \$ 56,568 |
| SALINE | 2,900 | 1 | 2 | 1 | 1,100 | 1 | 2 | 1 | 730 | 1 | 1 | 2 | 1,070 | 2 | \$ 247,758,882 | \$ 84,878 |
| WHITMORE LAKE | 825 | 1 | 0 | 1 | 425 | 1 | 0 | 0 | 4 | 0 | 0 | 1 | 400 | 1 | \$ 63,233,198 | \$ 84,763 |
| WILLOW RUN | 2,730 | 1 | 3 | 1 | 1,010 | 1 | 1 | 1 | 840 | 1 | 1 | 6 | 1,880 | 6 | \$ 146,176,196 | \$ 33,596 |
| TOTAL COUNTY | 37,247 | 10 | 18 | 14 | 11,200 | 14 | 20 | 14 | 8,375 | 14 | 8 | 53 | 17,672 | 52 | \$ 3,374,987,115 | \$ 90,610 |
| PROPOSED MODEL | 37,247 | 1 | 6 | 11 | 11,059 | 11 | 11 | 17 | 8,516 | 17 | 0 | 35 | 17,672 | 35 | \$ 3,374,987,115 | \$ 90,610 |
| SYR PROJECTED MODEL | 33,037 | 1 | 6 | 10 | 10,164 | 10 | 10 | 10 | 5,086 | 10 | 0 | 35 | 17,787 | 35 | \$ 3,912,535,064 | \$ 118,428 |

Table 240

The number of administrators in Washtenaw County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 10 | 18 | 14 | 20 | 14 | 8 | 52 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 11 | 11 | 16 | 0 | 36 |
| 3. SYR PROJECTED NUMBER | 1 | 6 | 10 | 10 | 10 | 0 | 36 |
| 4. 1 MINUS 2 | -9 | -12 | -3 | -9 | +2 | -8 | -16 |
| 5. 2 MINUS 3 | = | = | -1 | -1 | -6 | = | = |

Table 241

The number of school buildings in Washtenaw County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 14 | 14 | 53 |
| 2. PROPOSED MODEL NUMBER | 11 | 16 | 36 |
| 3. SYR PROJECTED NUMBER | 10 | 10 | 36 |
| 4. 1 MINUS 2 | -2 | +2 | -17 |
| 5. 2 MINUS 3 | -1 | -6 | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

County. Allen Park Schools serve 2,378 students; of this total, 852 students are in the high school, 560 are in the junior high school, and 966 students are in the two elementary schools. Allen Park's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school principal, and two elementary school principals. The SEV of Allen Park Schools is \$227,922,101.00 with an SEV per student of \$97,361.00.

Dearborn City Schools serve 12,397 students; of this total, 4,435 students are in the four high schools, 1,042 students are in the three junior high schools, and 6,920 students are in the eighteen elementary schools. Dearborn City's administration is composed of one superintendent, seven assistant superintendent,s four high school principals, six assistant high school principals, three junior high school principals, and eighteen elementary school principals. The SEV of Dearborn City Schools is \$1,871,373,296.00 with an SEV per student of \$154,544.00.

Dearborn Heights Schools serve 2,674 students; of this total, 820 students are in the high school, 410 students are in the junior high school, and 1,444 students are in the three elementary schools. Dearborn Heights' administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, and three elementary school principals. The SEV of Dearborn Heights Schools is \$105,349,170.00 with an SEV per student of \$41,905.00.

Melvindale Allen Park Schools serve 2,615 students; of this total, 1,004 students are in the high school, 386 students are in the junior high school, and 1,225 students are in the three elementary schools. Melvindale Allen Park's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Melvindale Allen Park Schools is \$244,671,306.00 with an SEV per student of \$100,193.00.

Garden City Schools serve 6,193 students; of this total, 1,753 students are in the high school, 1,427 students are in the junior high school, and 3,013 students are in the seven elementary schools. Garden City's administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, one junior high school principal, two assistant junior high school principals, and seven elementary school principals. The SEV of Garden City Schools is \$264,056,832.00 with an SEV per student of \$36,854.00.

Grosse Pointe Schools serve 7,308 students; of this total, 3,159 students are in the two high schools, 1,542 students are in the three junior high schools, and 2,607 students are in the nine elementary schools. Grosse Pointe's administration is composed of one superintendent, four assistant superintendents, two high school principals, eight assistant high school principals, three junior high school principals, and nine elementary school principals. The SEV of Grosse Pointe Schools is \$1,079,660,672.00 with an SEV per student of \$147,656.00.

Hamtramck Schools serve 2,459 students; of this total, 739 students are in the high school, 642 students are in the junior high school, and 1,078 students are in the two elementary schools. Hamtramck's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and two elementary school principals. The SEV of Hamtramck Schools is \$100,462,180.00 with an SEV per student of \$40,460.00.

Highland Park City Schools serve 5,844 students; of this total, 1,790 students are in the two high schools, 1,631 students are in the three junior high schools, and 2,423 students are in the five elementary schools. Highland Park's administration is composed of one superintendent, four assistant superintendents, two high school principals, four assistant high school principals, three junior high school principals, one assistant junior high school principal, and five elementary school principals. The SEV of Highland Park City Schools is \$157,579,175.00 with an SEV per student of \$23,075.

Inkster City Schools serve 3,420 students; of this total, 1,200 students are in the high school, 525 students are in the junior high school, and 1,695 students are in the five elementary schools. Inkster's administration is composed of one superintendent, three assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school principal, and five elementary school principals. The SEV of Inkster City Schools is \$62,192,130.00 with an SEV per student of \$20,710.00.

Lincoln Park Schools serve 6,027 students; of this total, 2,380 students are in the high school-junior high school combination and 3,647 students are in the ten elementary schools. Lincoln Park's administration is composed of one superintendent, three assistant superintendents, one high school-junior high school principal, five assistant principals, and ten elementary school principals. The SEV of Lincoln Park Schools is \$313,342,197.00 with an SEV per student of \$49,353.00.

Livonia Schools serve 16,989 students; of this total, 5,228 students are in the five high schools, 2,614 students are in the four junior high schools, and 9,147 students are in the twenty-three elementary schools. Livonia's administration is composed of one superintendent, five assistant superintendents, five high school principals, fifteen assistant high school principals, four junior high school principals, and twenty-three elementary school principals. The SEV of Livonia Schools is \$1,668,798,440.00 with an SEV per student of \$100,180.00.

Plymouth Canton Schools serve 15,218 students; of this total, 3,546 students are in the two high schools, 4,576 students are in the five junior high schools, and 7,096 students are in the twelve elementary schools. Plymouth Canton's administration is composed of one superintendent, four assistant superintendents, two high school principals, eight assistant high school principals, five junior high school principals, five assistant junior high school principals, and twelve elementary school principals. The SEV of Plymouth Canton Schools is \$1,005,131,400.00 with an SEV per student of \$63,960.00.

Redford Union Schools serve 4,875 students; of this total, 1,538 students are in the high school, 754 students are in the two junior high schools, and 2,583 students are in the seven elementary schools. Redford Union's administration is composed of one superintendent, two assistant superintendents, one high school principals, four assistant high school principals, two junior high school principals, and seven elementary school principals. The SEV of Redford Union Schools is \$247,304,706.00 with an SEV per student of \$40,722.00.

River Rouge Schools serve 2,527 students; of this total, 869 students are in the high school-junior high school combination and 1,658 students are in the four elementary schools. River Rouge's administration is composed of one superintendent, two assistant superintendents, one high school-junior high school principal, one assistant principal, and four elementary school principals. The SEV of River Rouge Schools is \$219,129,556.00 with an SEV per student of \$87,722.00.

Romulus Schools serve 4,559 students; of this total, 1,407 students are in the high school, 785 students are in the junior high school, and 2,367 students are in the five elementary schools. Romulus' administration is composed of one superintendent, three assistant superintendents, one high school principal, four assistant high school principals, one junior high school principal, one assistant junior high school principal, and five elementary school principals. The SEV of Romulus Schools is \$301,263,036.00 with an SEV per student of \$56,671.00.

South Redford Schools serve 2,974 students; of this total, 776 students are in the high school, 730 students are in the junior high school,

and 1,468 students are in the four elementary schools. South Redford's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of South Redford Schools is \$355,692,528.00 with an SEV per student of \$121,896.00.

Taylor Schools serve 13,275 students; of this total, 3,300 students are in the five high schools, 3,150 students are in the four junior high schools, and 6,825 students are in the fifteen elementary schools. Taylor's administration is composed of one superintendent, four assistant superintendents, five high school principals, six assistant high school principals, four junior high school principals, four assistant junior high school principals, and fifteen elementary school principals. The SEV of Taylor Schools is \$614,713,600.00 with an SEV per student of \$44,224.00.

Trenton Schools serve 3,747 students; of this total, 1,476 students are in the high school, 662 students are in the junior high school, and 1,609 students are in the four elementary schools. Trenton's administration is composed of one superintendent, two assistant superintendents, one high school principal, four assistant high school principals, one junior high school principal, one assistant junior high school principal, and four elementary school principals. The SEV of Trenton Schools is \$322,369,170.00 with an SEV per student of \$94,398.00.

Wayne-Westland Community Schools serve 17,541 students; of this total, 6,144 students are in the three high schools, 3,205 students are in the four junior high schools, and 8,192 students are in the eighteen

elementary schools. Wayne-Westland's administration is composed of one superintendent, six assistant superintendents, three high school principals, twelve assistant high school principals, four junior high school principals, four assistant junior high school principals, and eighteen elementary school principals. The SEV of Wayne-Westland Community Schools is \$773,063,910.00 with an SEV per student of \$40,709.00.

Wyandotte City Schools serve 4,746 students; of this total, 1,694 students are in the high school, 750 students are in the junior high school, and 2,302 students are in the five elementary schools. Wyandotte's administration is composed of one superintendent, two assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school principal, and five elementary school principals. The SEV of Wyandotte Schools is \$273,747,936.00 with an SEV per student of \$53,634.00.

Flat Rock Community Schools serve 1,620 students; of this total, 495 students are in the high school, 395 students are in the junior high school, and 730 students are in the two elementary schools. Flat Rock's administration is composed of one superintendent, one assistant superintendent, one high school principal, one junior high school principal, and one elementary school principal. The SEV of Flat Rock Community Schools is \$79,397,160.00 with an SEV per student of \$48,920.00.

Crestwood Schools serve 2,011 students; of this total, 1074 students are in the high school, 317 students are in the junior high school, and 620 students are in the one elementary school. Crestwood's administration is

composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and one elementary school principal. The SEV of Crestwood Schools is \$313,347,788.00 with an SEV per student of \$112,634.00.

Westwood Community Schools serve 2,517 students; of this total, 770 students are in the high school, 400 students are in the junior high school, and 1,347 students are in the two elementary schools. Westwood's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Westwood Community Schools is \$148,286,512.00 with an SEV per student of \$58,106.00.

Ecorse Schools serve 2,218 students; of this total, 680 students are in the high school, 340 students are in the junior high school, and 1,198 students are in the three elementary schools. Ecorse's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and three elementary school principals. The SEV of Ecorse Schools is \$166,208,652.00 with an SEV per student of \$75,687.00.

Gibraltar Schools serve 4,016 students; of this total, 1,067 students are in the high school, 699 students are in the junior high school, and 2,250 students are in the six elementary schools. Gibraltar's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and six elementary

school principals. The SEV of Gibraltar Schools is \$160,301,280.00 with an SEV per student of \$41,680.00.

Grosse Ile Township Schools serve 1,811 students; of this total, 709 students are in the high school, 475 students are in the junior high school, and 627 students are in the two elementary schools. Grosse Ile's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Grosse Ile Township Schools is \$153,542,868.00 with an SEV per student of \$85,444.00.

Harper Woods Schools serve 900 students; of this total, 365 students are in the high school-junior high school combination and 535 students are in the two elementary schools. Harper Wood's administration is composed of one superintendent, one assistant superintendent, one high school-junior high school principal, and two elementary school principals. The SEV of Harper Woods Schools is \$132,878,587.00 with an SEV per student of \$150,827.00.

Huron Schools serve 1,741 students; of this total, 684 students are in the high school, 436 students are in the junior high school, and 621 students are in the two elementary schools. Huron's administration is composed of one superintendent, one assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, and two elementary school principals. The SEV of Huron Schools is \$90,845,088.00 with an SEV per student of \$41,312.00.

Woodhaven Schools serve 4,559 students; of this total, 1,407 students are in the high school, 785 students are in the junior high school, and 2,367 students are in the five elementary schools. Woodhaven's administration is composed of one superintendent, three assistant superintendents, one high school principal, two assistant high school principals, one junior high school principal, one assistant junior high school principal, and five elementary school principals. The SEV of Woodhaven Schools is \$254,632,224.00 with an SEV per student of \$54,131.00.

Northville Schools serve 3,486 students; of this total, 970 students are in the high school, 901 students are in the two junior high schools, and 1,615 students are in the seven elementary schools. Northville's administration is composed of one superintendent, three assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and six elementary school principals. The SEV of Northville Schools is \$321,441,250.00 with an SEV per student of \$98,905.00.

Riverview Community Schools serve 2,500 students; of this total, 650 students are in the high school, 620 students are in the junior high school, and 1,230 students are in the three elementary schools. Riverview's administration is composed of one superintendent, two assistant superintendents, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and three elementary school principals. The SEV of Riverview Community Schools is \$213,598,075.00 with an SEV per student of \$89,185.00.

Southgate Community Schools serve 4,326 students; of this total, 1,470 students are in the two high schools, 750 students are in the junior high schools, and 2,106 students are in the five elementary schools. Southgate's administration is composed of one superintendent, three assistant superintendents, two high school principals, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and five elementary school principals. The SEV of Southgate Schools is \$294,413,956.00 with an SEV per student of \$61,196.00.

Van Buren Schools serve 6,479 students; of this total, 2,079 students are in the high school, 1,506 students are in the two junior high schools, and 2,894 students are in the six elementary schools. Van Buren's administration is composed of one superintendent, four assistant superintendents, one high school principal, four assistant high school principals, two junior high school principals, two assistant junior high school principals, and six elementary school principals. The SEV of Van Buren Schools is \$361,895,771.00 with an SEV per student of \$54,991.00.

In the proposed model, Wayne County School District would serve 175,950 students; of this total, 55,327 students would be in the fifty-five high schools, 34,218 students would be in the seventy junior high schools, and 86,405 students would be in the one hundred and seventy-three elementary schools. In this model, the administration would be composed of one superintendent, six assistant superintendents, fifty-five high school principals, fifty-five assistant high school principals, seventy junior high principals, and one hundred and seventy-three elementary school

principals. SEV for the proposed district would be \$12,898,612,552.00 with an SEV per student of \$73,308.00. This model reduces the number of school buildings from the existing three hundred and seven to two hundred and ninety-eight and the number of administrators from the existing five hundred and ninety-four to three hundred and sixty.

Five-year projections for the proposed Wayne County School District indicate a student population of 141,015. SEV is projected to be \$20,941,477,909.00 with an SEV per student of \$148,521.00. The projected model indicates that the number of school buildings will decrease by fifty-two to two hundred and forty-six and school administrators will decrease by sixty-four to two hundred and ninety-six.

Tables 242, 243, and 244 exhibit information about the existing school district in Wayne County, the proposed model for the Wayne County School District, and a five-year projected model for the Wayne County School District.

Wexford County

Wexford County is located in the northwestern portion of the lower peninsula and encompasses approximately 576 square miles.

At present, there are three school districts (Cadillac Area Public Schools, Manton Consolidated Schools, Mesick Consolidated School District) serving Wexford County. Cadillac Area Schools serve 3,393 students; of this total, 1,143 students are in the high school, 778 students are in the junior high school, and 1,472 students are in the five elementary schools. Cadillac's administration is composed of one superintendent, one

Table 2d2
Included is the following information for Wayne County: present school districts, total county, proposed model, and the five-year projected model.

| SCHOOLS | TEOP | SUPT | A SUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHAP | EL | ELPOP | ELP | SV | SVST |
|------------------|--------|------|--------|----|-------|-----|------|----|-------|------|----|--------|-----|------------------|------------|
| ALLEN PARK | 2,278 | 1 | 2 | 1 | 852 | 1 | 2 | 1 | 560 | 1 | 2 | 965 | 2 | \$ 227,022,101 | \$97,361 |
| DEARBORN | 12,397 | 1 | 7 | 4 | 4,435 | 4 | 6 | 3 | 1,042 | 3 | 0 | 6,970 | 18 | \$ 1,871,373,296 | \$ 154,544 |
| DEARBORN HEIGHTS | 2,674 | 1 | 2 | 1 | 820 | 1 | 2 | 1 | 410 | 1 | 0 | 1,444 | 3 | \$ 105,140,178 | \$ 41,955 |
| MELVINDALE ALLEN | 2,615 | 1 | 1 | 1 | 1,004 | 1 | 2 | 1 | 386 | 1 | 0 | 1,225 | 3 | \$ 244,671,266 | \$ 100,193 |
| GARDEN CITY | 6,193 | 1 | 3 | 1 | 1,733 | 1 | 4 | 1 | 1,027 | 1 | 2 | 3,013 | 7 | \$ 264,035,817 | \$ 36,864 |
| GROSSE POINT | 7,208 | 1 | 4 | 2 | 3,159 | 2 | 8 | 3 | 1,542 | 3 | 0 | 2,607 | 9 | \$ 1,079,550,672 | \$ 147,556 |
| HAMTRAMCK | 2,459 | 1 | 1 | 1 | 739 | 1 | 1 | 1 | 642 | 1 | 1 | 1,078 | 2 | \$ 100,652,180 | \$ 40,460 |
| HIGHLAND PARK | 5,844 | 1 | 4 | 2 | 1,790 | 2 | 4 | 3 | 1,031 | 3 | 1 | 2,423 | 5 | \$ 157,379,175 | \$ 23,075 |
| INKSTER | 3,420 | 1 | 3 | 1 | 1,200 | 1 | 2 | 1 | 525 | 1 | 1 | 1,695 | 5 | \$ 82,192,130 | \$ 20,710 |
| LINCOLN PARK | 6,027 | 1 | 3 | 1 | 2,380 | 1 | 5 | 0 | 4 | 0 | 0 | 3,647 | 10 | \$ 313,342,197 | \$ 49,353 |
| LIVONIA | 16,989 | 1 | 5 | 5 | 5,228 | 5 | 15 | 4 | 2,614 | 4 | 0 | 9,147 | 23 | \$ 1,668,798,440 | \$ 100,180 |
| PLYMOUTH CANTON | 15,218 | 1 | 4 | 2 | 3,545 | 2 | 8 | 5 | 4,576 | 5 | 5 | 12,096 | 12 | \$ 1,005,131,400 | \$ 53,960 |
| REDFORD UNION | 4,875 | 1 | 2 | 1 | 1,538 | 1 | 4 | 2 | 754 | 2 | 0 | 2,583 | 7 | \$ 247,304,766 | \$ 40,722 |
| RIVER ROUGE | 2,227 | 1 | 2 | 1 | 869 | 1 | 1 | 0 | 4 | 0 | 0 | 1,658 | 4 | \$ 216,112,556 | \$ 87,722 |
| ROMULUS | 4,559 | 1 | 3 | 1 | 1,407 | 1 | 4 | 1 | 705 | 1 | 1 | 2,387 | 5 | \$ 301,363,016 | \$ 56,671 |
| SOUTH REDFORD | 2,974 | 1 | 2 | 1 | 776 | 1 | 2 | 1 | 710 | 1 | 1 | 1,468 | 4 | \$ 355,692,518 | \$ 121,896 |
| TAYLOR | 13,215 | 1 | 4 | 5 | 310 | 5 | 6 | 4 | 3,150 | 4 | 4 | 6,825 | 15 | \$ 614,713,600 | \$ 44,224 |
| TRENTON | 3,747 | 1 | 2 | 1 | 1,476 | 1 | 4 | 1 | 682 | 1 | 1 | 1,609 | 4 | \$ 322,169,170 | \$ 94,398 |
| WAYNE WESTLAND | 12,541 | 1 | 6 | 3 | 6,144 | 3 | 12 | 4 | 3,105 | 4 | 0 | 6,192 | 18 | \$ 773,083,910 | \$ 40,705 |

Table 242
Included is the following information for Wayne County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL1 | TPDP | SUPT | A SUPT | HS | HSPDP | HSP | HSAP | JH | JHPDP | JHIP | JHAP | EL | ELPDP | ELP | SEV | SEV ST |
|---------------------|---------|------|--------|----|--------|-----|------|----|--------|------|------|-----|--------|-----|------------------|------------|
| WYANDOTTE | 4,746 | 1 | 2 | 1 | 1,694 | 1 | 2 | 1 | 750 | 1 | 0 | 5 | 2,302 | 5 | \$ 273,747,936 | \$ 53,634 |
| FLAT ROCK | 1,620 | 1 | 1 | 1 | 495 | 1 | 0 | 1 | 395 | 1 | 0 | 2 | 730 | 1 | \$ 79,397,160 | \$ 48,920 |
| CRESTWOOD | 2,011 | 1 | 1 | 1 | 1,074 | 1 | 1 | 1 | 317 | 1 | 0 | 1 | 620 | 1 | \$ 313,347,788 | \$ 112,634 |
| WESTWOOD | 2,517 | 1 | 1 | 1 | 770 | 1 | 1 | 1 | 400 | 1 | 0 | 2 | 1,347 | 2 | \$ 148,286,512 | \$ 58,106 |
| ECORSE | 2,218 | 1 | 1 | 1 | 680 | 1 | 1 | 1 | 340 | 1 | 0 | 3 | 1,198 | 3 | \$ 166,208,652 | \$ 75,687 |
| GIBRALTAR | 4,016 | 1 | 2 | 1 | 1,067 | 1 | 1 | 1 | 699 | 1 | 1 | 6 | 2,250 | 6 | \$ 160,301,280 | \$ 41,680 |
| GROSSE ISLE | 1,811 | 1 | 1 | 1 | 709 | 1 | 1 | 1 | 475 | 1 | 0 | 2 | 627 | 2 | \$ 153,542,668 | \$ 85,444 |
| HARPER WOODS | 900 | 1 | 1 | 1 | 365 | 1 | 0 | 0 | 4 | 0 | 0 | 2 | 535 | 2 | \$ 132,878,587 | \$ 150,827 |
| HURON | 1,741 | 1 | 1 | 1 | 684 | 1 | 1 | 1 | 436 | 1 | 0 | 2 | 621 | 2 | \$ 90,845,088 | \$ 41,312 |
| WOODHAVEN | 4,559 | 1 | 3 | 1 | 1,407 | 1 | 2 | 1 | 785 | 1 | 1 | 5 | 2,367 | 5 | \$ 254,632,224 | \$ 54,131 |
| NORTHVILLE | 3,486 | 1 | 3 | 1 | 970 | 1 | 1 | 2 | 901 | 2 | 0 | 7 | 1,615 | 6 | \$ 321,441,250 | \$ 98,905 |
| RIVERVIEW | 2,500 | 1 | 2 | 1 | 650 | 1 | 1 | 1 | 620 | 1 | 1 | 3 | 1,230 | 3 | \$ 213,598,075 | \$ 89,185 |
| SOUTHGATE | 4,326 | 1 | 3 | 2 | 1,470 | 2 | 1 | 1 | 750 | 1 | 1 | 5 | 2,106 | 5 | \$ 294,413,956 | \$ 61,196 |
| VAN BUREN | 6,479 | 1 | 4 | 1 | 2,079 | 1 | 4 | 2 | 1,506 | 2 | 2 | 6 | 2,894 | 6 | \$ 361,895,771 | \$ 54,991 |
| TOTAL COUNTY | 175,950 | 34 | 104 | 50 | 55,327 | 50 | 119 | 52 | 34,218 | 52 | 30 | 207 | 86,406 | 205 | \$12,898,612,552 | \$ 73,308 |
| PROPOSED MODEL | 175,950 | 1 | 6 | 55 | 55,327 | 55 | 55 | 70 | 34,218 | 70 | 0 | 173 | 86,406 | 173 | \$12,898,612,552 | \$ 73,308 |
| SYR PROJECTED MODEL | 141,015 | 1 | 6 | 43 | 43,388 | 43 | 43 | 43 | 21,698 | 43 | 0 | 152 | 75,929 | 152 | \$20,941,477,009 | \$ 148,521 |

Table 243

The number of administrators in Wayne County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT:98 | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 34 | 104 | 50 | 119 | 52 | 30 | 205 |
| 2. PROPOSED MODEL NUMBER | 1 | 6 | 55 | 55 | 70 | 0 | 173 |
| 3. 5YR PROJECTED NUMBER | 1 | 6 | 43 | 43 | 43 | 0 | 160 |
| 4. 1 MINUS 2 | -33 | -98 | +5 | -64 | +18 | -30 | -32 |
| 5. 2 MINUS 3 | = | = | -12 | -12 | -27 | = | -13 |

Table 244

The number of school buildings in Wayne County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 50 | 52 | 207 |
| 2. PROPOSED MODEL NUMBER | 55 | 70 | 173 |
| 3. 5YR PROJECTED NUMBER | 43 | 43 | 160 |
| 4. 1 MINUS 2 | +5 | +18 | -34 |
| 5. 2 MINUS 3 | -12 | -27 | -13 |

LEGEND

SUPT = SUPERINTENDENT

ASUPT = ASSISTANT SUPERINTENDENT

HSP = HIGH SCHOOL PRINCIPAL

HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL

JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL

ELP = ELEMENTARY PRINCIPAL

assistant superintendent, one high school principal, one assistant high school principal, one junior high school principal, one assistant junior high school principal, and five elementary school principals. The SEV of Cadillac Area Schools is \$179,365,920.00 with an SEV per student of \$52,863.00.

Manton Consolidated Schools serve 810 students; of this total, 375 students are in the high school-junior high school combination and 435 students are in the one elementary school. Manton's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Manton Consolidated Schools is \$36,375,760.00 with an SEV per student of \$44,908.00.

Mesick Consolidated Schools serve 780 students; of this total, 360 students are in the high school-junior high school combination and 420 students are in the one elementary school. Mesick's administration is composed of one superintendent, one high school-junior high school principal, and one elementary school principal. The SEV of Mesick Consolidated Schools is \$52,391,592.00 with an SEV per student of \$67,168.00.

In the proposed model, Wexford County School District would serve 4,983 students; of this total, 1,633 students would be in the two high schools, 1,023 students would be in the two junior high schools, and 2,327 students would be in the five elementary schools. In this model, the administration would be composed of one superintendent, two assistant superintendents, two high school principals, two assistant high school principals, two junior high school principals, and five elementary school

principals. SEV for the proposed district would be \$268,133,242.00 with an SEV per student of \$53,809.00. This model reduces the number of school buildings from the existing eleven to nine and the number of administrators from the existing seventeen to fourteen.

Five-year projections for the proposed Wexford County School District indicate a student population of 4,693. SEV is projected to be \$310,839,915.00 with an SEV per student of \$66,234.00. The projected model indicates that the number of school buildings will remain at nine and school administrators will remain at fourteen.

Tables 245, 246, and 247 exhibit information about the existing school district in Wexford County, the proposed model for the Wexford County School District, and a five-year projected model for the Wexford County School District.

Table 245
Included is the following information for Wexford County; present school districts, total county, proposed model,
and the five-year projected model.

| SCHOOL | TPOP | SUPT | ASUPT | HS | HSPOP | HSP | HSAP | JH | JHPOP | JHP | JHAP | EL | ELPOP | ELP | SEV | SEV ST |
|---------------------|-------|------|-------|----|-------|-----|------|----|-------|-----|------|----|-------|-----|----------------|-----------|
| CADILLAC | 3,393 | 1 | 1 | 1 | 1,143 | 1 | 1 | 1 | 778 | 1 | 1 | 5 | 1,472 | 5 | \$ 179,365,920 | \$ 52,863 |
| MANTON | 810 | 1 | 0 | 1 | 375 | 1 | 0 | 0 | + | 0 | 0 | 1 | 435 | 1 | \$ 36,375,760 | \$ 44,908 |
| MESICK | 780 | 1 | 0 | 1 | 360 | 1 | 0 | 0 | + | 0 | 0 | 1 | 420 | 1 | \$ 52,391,592 | \$ 67,160 |
| TOTAL COUNTY | 4,983 | 3 | 1 | 3 | 1,878 | 3 | 1 | 1 | 778 | 1 | 1 | 7 | 2,327 | 7 | \$ 268,133,242 | \$ 53,809 |
| PROPOSED MODEL | 4,983 | 1 | 2 | 2 | 1,633 | 2 | 1 | 2 | 1,023 | 2 | 0 | 5 | 2,327 | 5 | \$ 268,133,242 | \$ 53,809 |
| 5YR PROJECTED MODEL | 4,693 | 1 | 2 | 2 | 1,444 | 2 | 2 | 2 | 722 | 2 | 0 | 5 | 2,527 | 5 | \$ 310,839,915 | \$ 66,234 |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HS = HIGH SCHOOLS
 HSPOP = HIGH SCHOOL POPULATION
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL
 JH = JUNIOR HIGHS

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 EL = ELEMENTARIES
 ELPOP = ELEMENTARY POPULATION
 ELP = ELEMENTARY PRINCIPAL
 SEV = STATE EQUALIZED VALUATION
 SEV ST = STATE EQUALIZED VALUATION PER STUDENT

Table 246

The number of administrators in Wexford County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | SUPT | A SUPT | HSP | HSAP | JHP | JHAP | ELP |
|--------------------------|------|--------|-----|------|-----|------|-----|
| 1. PRESENT NUMBER | 3 | 1 | 3 | 1 | 1 | 1 | 7 |
| 2. PROPOSED MODEL NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 5 |
| 3. SYR PROJECTED NUMBER | 1 | 2 | 2 | 2 | 2 | 0 | 5 |
| 4. 1 MINUS 2 | -2 | +1 | -1 | +1 | +1 | -1 | -2 |
| 5. 2 MINUS 3 | = | = | = | = | = | = | = |

Table 247

The number of school buildings in Wexford County; present, proposed model, five-year projected model, and the net loss or gain between these categories.

| SUBJECT | HIGH SCHOOLS | JH SCHOOLS | EL SCHOOLS |
|--------------------------|--------------|------------|------------|
| 1. PRESENT NUMBER | 3 | 1 | 7 |
| 2. PROPOSED MODEL NUMBER | 2 | 2 | 5 |
| 3. SYR PROJECTED NUMBER | 2 | 2 | 5 |
| 4. 1 MINUS 2 | -1 | +1 | -2 |
| 5. 2 MINUS 3 | = | = | = |

LEGEND

SUPT = SUPERINTENDENT
 ASUPT = ASSISTANT SUPERINTENDENT
 HSP = HIGH SCHOOL PRINCIPAL
 HSAP = HIGH SCHOOL ASSISTANT PRINCIPAL

JHP = JUNIOR HIGH PRINCIPAL
 JHAP = JUNIOR HIGH ASSISTANT PRINCIPAL
 ELP = ELEMENTARY PRINCIPAL

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

The findings of Chapter IV and the literature review of Chapter III are the basis for the conclusions and recommendations that make up Chapter V. The study is concluded with a section on recommendations for further study.

Summary

The intent of the study was to reorganize Michigan school districts into a reasonable and organized model. Reorganizing school districts would make districts more efficient due to reductions in administrative staff, better utilization of buildings and staff, increased savings by purchasing in bulk, and in combined transportation.

The need for this study is justified because no models of any kind for reorganization of school districts in Michigan exist. For decades, despite attempts by the legislature to establish an educational system that functions well and provides adequately for all Michigan students, nature has essentially been left to run its course. Consequently, residents have not enjoyed the best educational system that their taxes could produce.

The method used for the study was to gather data about school districts, school district population, and school district administrative makeup. This data was gathered from publications produced by and for the Michigan State Department of Education. These data were used to produce the proposed county school district model. It was also used to produce a five-year projected county school district model.

This study found that school districts in the State of Michigan could be reduced to 83 from the present 529. This model also reduces the number of administrators across the state by 1,549. It also reduces the number of buildings needed across the state by 484.

Conclusions

The following conclusions are the result of the findings in Chapters III and IV.

1. This model reduces the number of school districts from the present 529 to 83. This study does not include the Detroit City school district. Figure I illustrates the present school district configuration in Michigan and Figure II illustrates the proposed school district configuration in Michigan. The proposed model has county lines as boundaries.

2. The proposed model would decrease the number of administrators in the state by 1,549. This number includes superintendents, assistant superintendents, high school principals, assistant high school principals, junior high school principals, assistant junior high school principals, and elementary principals.

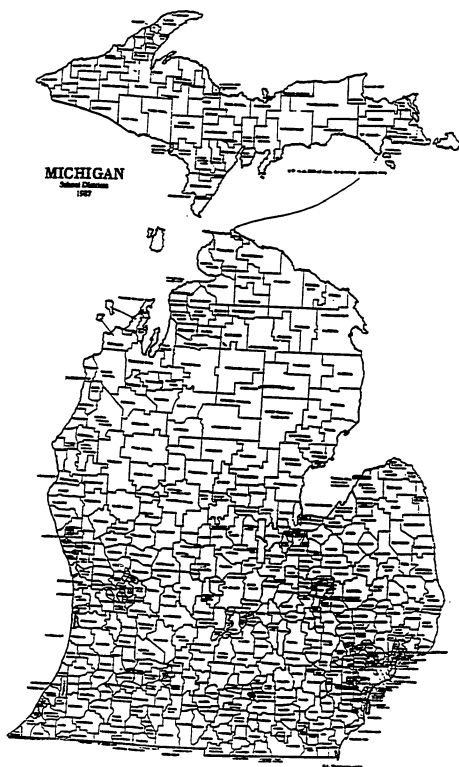


Figure I. Present School District Organization in Michigan.

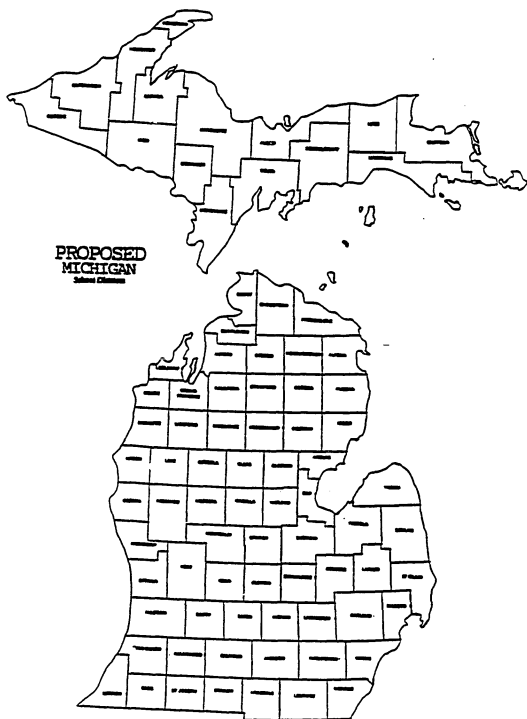


Figure II. Proposed School District Organization of Michigan.

The five-year projected model decreases the number of administrators in the state by another 367. Projected declining enrollment through the next five years contribute to this decrease.

Together the proposed model and the five-year projected model decrease the number of administrators in the state by 1,916. If the average yearly salary of the administrators is \$40,000.00, an amount of \$76,640,000.00 could be spent on other forms of education across the state.

3. The proposed model decreases the number of school buildings needed across the state by 484. This number includes high school, junior high school, and elementary buildings.

The five-year projected model will decrease the number of buildings needed by 307.

Together, the proposed model and the five-year projected model would decrease the number of buildings needed by 791.

4. More monetary equity would be gained regionally, if not statewide, due to a larger SEV base and county-wide millage. In most instances, curriculum and program equity would be much closer across the state. In general, larger districts can provide more qualified and specialized teachers, and a broader array of courses.

5. Numerous studies about school size indicate that the optimum size versus outcome is the following: high school-student population of approximately 1,000, junior high school-student population of approximately 500, elementary school-student population of approximately 500.

Research by McMahon (1986) indicated that district superintendents would support school district reorganization in Michigan. Some of McMahon's conclusions are:

1. Public school superintendents in Michigan believe more school reorganization should occur. The support by superintendents varied slightly by size of district enrollment but every group of superintendents supported more reorganization. Sixty-five percent of the superintendents surveyed supported more consolidation.

2. The primary concerns superintendents have regarding reorganization are: A major concern regarding the involvement of the Legislature in reorganization. A majority of the superintendents do not believe the Legislature should develop reorganization guidelines for school districts. In addition, superintendents rated legislators last among all the groups considered, even below high school students, in selecting groups that should be involved in developing consolidation recommendations.

Another primary concern of superintendents appears to be the idea of state mandatory reorganization in districts where state standards in curriculum, facilities, and staff are not met.

Finances are also a primary concern. Superintendents believe if reorganization is to occur, the state should provide incentives, most of which are financial.

3. Superintendents believe the major advantages of reorganization would be improved and increased course offerings. The other major advantages, according to the superintendents, are: staffing, facility usage,

administrative efficiency, and co-curricular activities. The area of finance was interesting in that 47.6 percent of the superintendents thought finances an advantage, but 33 percent were undecided as to whether it was an advantage or disadvantage.

4. Superintendents do not believe reorganization would reduce the cost of education.

5. Superintendents believe reorganization would improve the quality of course offerings.

6. Superintendents believe reorganization would bring more efficient use of facilities.

7. Superintendents believe reorganization will expand co-curricular programs.

8. Superintendents believe reorganization improves administrative efficiency.

9. Superintendents favor a reorganization plan that includes recommendations developed by the State Department of Education. They strongly believe the state should provide incentives to encourage reorganization, particularly financial. The organizational plan most favored by superintendents would have present school districts reorganizing to large K-12 districts.

10. The support level for reorganization in their district among various groups as viewed by the superintendent includes:

a. Only 44.7 percent of the superintendents would support reorganization in their own districts, even though 65 percent believe more reorganization should take place throughout the state.

b. Superintendents believe 44.7 percent of their administrators would support reorganization in their own district.

c. Superintendents believe teachers, support staff, board members, students, and community members would be opposed to reorganization in their district.

d. The reasons given for opposition to consolidation in their own district were: loss of local control, possible job fears, fear of change, like the size of current district, strong identification with the current district, and loss of district identity.

11. Superintendents' attitudes and opinions toward school reorganization vary according to age. Superintendents in all age groups, except the 30s group, supported reorganization.

12. The characteristics of a school district that may influence a superintendent's decisions to consolidate are: state equalized valuation, size of the district to be merged with, geographic distance of the proposed district, and the economic makeup of the proposed district. Superintendents do not believe the ethnic and racial makeup of the proposed district would be an influencing factor.

13. Superintendents with schools that have limited course offerings, due to the size of the district, strongly support reorganization.

14. Superintendents with school districts that have course offerings affected by district finances strongly support more reorganization.

15. Superintendents with school districts that have had course offerings affected by declining enrollment strongly support more reorganization.

Discussion of Findings

This model for school district reorganization reduces the number of districts in the State of Michigan from 529 to 83. This reduction alone will effectively reduce the large amount of paperwork that results from communications between districts and the State Department of Education. In addition, there will be fewer millage elections, boards of education, and other replications that will save significant amounts of tax money. Of even greater significance is the amount of money that will be available for direct instruction due to large reductions in administrators and school buildings.

A recent study of Michigan superintendents indicate that they are in favor of school district reorganization in Michigan. This study also indicates that the superintendents would favor a reorganization plan based on the county model.

The presentation of this model with its findings and conclusions should be a springboard to further studies concerning the issue of school district reorganization in the State of Michigan.

Recommendations for Further Study

1. A study should be conducted to investigate individual counties as school districts. The study would include one of the lower population counties of the upper peninsula and one of the higher population counties of the southern lower peninsula. The study should be done on location and deal with local personnel. It should include the reorganization of existing school districts into one county district, the structure of the district

with respect to Board of Education, administrators, buildings, transportation, support staff, millage, and SEV. In addition, a curriculum would be established for the district. Included in this study will be the attitudes and opinions of those groups (school staff, administrators, students, community members) that would be affected by the reorganization.

2. The County model for school reorganization in the state establishes a few districts that have very large student populations (greater than 80,000 students). A study should be done to determine if these districts are too large to effectively manage. One important question: is there a point (population) where efficiency is lost, costs of education increase, and quality of education decreases. One possible way to study this question is to examine existing large districts in states that use the county school district model.

3. School district reorganization in Michigan will not occur unless substantial incentives are provided by the Legislature. A study regarding possible incentives could be provided by the Legislature to encourage reorganization. One approach to this question would be comprehensive search of incentives as provided by other states as inducements for reorganization. The results of this study would aid the State Department of Education and any committees formed to address this issue.

BIBLIOGRAPHY

- Abel, J. F. (1923). Consolidation of schools and transportation of pupils. (U.S. Bureau of Education, Bulletin 1923, no. 41). Washington, DC: U.S. Government Printing Office.
- American Association of School Administrators. (1965). Report of the AASA Commission of School Administrators in newly organized districts. Washington, DC: The Association.
- American Association of School Administrators & The Department of Rural Education Association. (1962). School district organization: Journey that must not end. Washington, DC: The Association.
- American Federation of Teachers. (1974, January). The elementary school of the future. The American Teacher, 65, 12-13.
- Barker, R. G. (1962). Big school--small school: Studies of the effects of high school size upon the behavior and experiences of students. (Research Project J94). Lawrence, KS: University of Kansas, Midwest Psychological Field Station.
- Bough, M. (1963). Educational opportunities in the secondary schools of Vigo County, Indiana before and after school district reorganization. Teachers College Journal, 35, 51-52.
- Buck, R. C. (1954). School district reorganization: Some considerations for sociological research. Journal of Educational Sociology, 28, 25-29.
- Bureau of Elementary and Secondary Education. (1959). Guidelines for school district organization, a project report. Washington, DC: Office of Education (DHEW), The Bureau.
- Butterworth, J. E. & Dawson, H. A. (1952). The modern rural school. New York: McGraw-Hill.
- Conant, J. B. (1959). The American high school today. New York: McGraw Hill.
- Conant, J. B. (1967). The comprehensive high school: A second report to interested citizens. New York: McGraw Hill.
- Connecticut State Department of Education. (1961). Regional school districts in Connecticut. Hartford: Bureau of Research, Statistics, and Finance, The Department.
- Covert, T. (1930). Rural school consolidation: A decade of school consolidation with detailed information from 105 consolidated schools. Washington, DC: U.S. Government Printing Office.

- Cubberly, E. (1914). Rural life and education, a study of rural school problems as a phase of the rural-life problem. Boston, MA: Riverside.
- Dawson, H. A. (1934). Satisfactory local school units. Field Study No. 7. Nashville, Tennessee: Division of Surveys and Field Studies. George Peabody College for Teachers.
- Dean, J. (1982). Dealing with decline - the politics of public school closings. Washington, DC: National Institute of Education.
- Education, U.S.A. (1985, May). School consolidation in rural areas. Washington, DC: National School Public Relations Association.
- Educational Cooperative Services. (1977). School district reorganization. A review of selected studies. St. Paul, MN: The Services.
- Educational Research Service. (1971). Size of schools and school districts. Washington, DC: ERS Information Aid.
- Farley, M. (1953). A study of local level leadership for school district reorganization in Nebraska. Unpublished doctoral dissertation, University of Nebraska, Lincoln.
- Faverman, G. A. (1988, October 21). Schools need more than finance reform. Kalamazoo Gazette, Kalamazoo, MI.
- First, J. M. (1960). The Elkton-Pigeon-Bayport story. Michigan Education Journal, 38, 7-10.
- Fitzwater, C. O. (1953). Educational change in reorganized districts. Office of Education, U.S. Department of Health, Education and Welfare (Bulletin No. 4). Washington, DC: U.S. Government Printing Office.
- Fitzwater, C. O. (1957). School district reorganization policies and procedures. Office of Education, U.S. Department of Health, Education and Welfare (Bulletin No. 3). Washington, DC: U.S. Government Printing Office.
- Fitzwater, C. O. (1957, April). Trends in school district reorganization. School Life, pp. 5-7.
- Fonstad, C. (1973). What research says about schools and school districts . . . factors related to effectiveness. Madison, WI: Wisconsin Department of Public Instruction, Bureau of Organization and Facilities, Division for Field Services to Local Schools.
- Gardner, D. P., Larson, Y. W. (1983). A nation at risk. The National Commission of Excellence in Education. Washington, DC: U.S. Government Printing Office.

- Gardner, D. P., Larson, Y. W. (1983). A nation at risk. The National Commission of Excellence in Education. Washington, DC: U.S. Government Printing Office.
- Goodrich, J. (1974). Summary of research on size of schools and school districts. Arlington, VA: Educational Research Services.
- Green, H. E. (1953). A comparison of school districts in Missouri before and after reorganization. Unpublished doctoral dissertation, University of Missouri, Columbia.
- Hamilton, D. & Lowe, R. N. (1962). Academic achievement of students in reorganized and non-reorganized districts. Phi Delta Kappa, 43, 401-404.
- Harrow, T. L. & Dzrieban, C. (1972, April). An investigation in educational research - allocation in school districts. Paper presented at American Research Association Annual Meeting, Chicago, IL.
- Hawley, A. H. & Zimmer, B. G. (1966). Resistance to reorganization of school districts and government in metropolitan areas. Kalamazoo, MI: Western Michigan University. (ERIC Document Reproduction Service No. ED010197).
- Illinois Committee on School Organization. (1974). Opportunities for excellence - findings, conclusions and recommendations of a survey of Illinois school district organization. Final report of the committee. Springfield, IL: The Department.
- Illinois Education Association, Research Department. (1952). Community unit schools. Springfield, IL: The Association.
- Illinois State Board of Education. (1985). Report: School district organization in Illinois. Springfield, IL: The Department.
- Jacobson, G. S. (1957). School district reorganization in selected counties in Idaho. Unpublished doctoral dissertation, University of California, Berkley.
- Jackson, J. L. (1966). School size and program quality in southern high schools. Nashville, TN: George Peabody College for Teachers, Center for Southern Education Studies.
- Judge, S. E. (1982). Eastern and central Kansas county schools-county school humanities on the frontier. Washington, DC: National Endowment for the Humanities.
- Keisel, F. J. (1953). Advantages and disadvantages of the unified district. Report of the Second Conference on Unified School Districts. Sacramento, CA: State Department of Education.

- Kent, W. K. (1957). Educational opportunities in nine Indiana reorganized high schools. Unpublished doctoral dissertation, Indiana University, Bloomington.
- Kreitlow, B. W. (1971). Long term study of educational effectiveness of newly formed centralized school districts in rural areas. Kalamazoo, MI: Western Michigan University. (ERIC Document Reproduction Service No. ED017378).
- Lindstrom, D. E. (1960). Rural social change. Chicago, IL: Stripes.
- Maine School District Commission. (1953). School district reorganization in Maine. August, ME: State Department of Education.
- McLure, W. P. (1947). The effect of population sparsity on school cost. Contributions to Education No. 929. New York: Teachers College, Columbia University, Bureau of Publication.
- McMahon, D. O. (1986). School consolidation as viewed by Michigan public school superintendents. Unpublished doctoral dissertation. Western Michigan University, Kalamazoo.
- Michigan Department of Public Instruction. (1862). Report of the Superintendent of Public Instruction, 1862. Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1900). Report of the Superintendent of Public Instruction, 1900. Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1903). Report of the Superintendent of Public Instruction, 1903. Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1911). Report of the Superintendent of Public Instruction, 1911. Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1931). Report of the Superintendent of Public Instruction, 1931. Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1940). Report of the Superintendent of Public Instruction, 1940. Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1948). A charter for rural education. Lansing, MI: The Department.

- Michigan Department of Public Instruction. (1950). Report of the Superintendent of Public Instruction, 1950. Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1962). Report of the Administrative Services Division - 1962. Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1964). Report of the Superintendent of Public Instruction, 1964. Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1981). Historical sketches of education in Michigan. Lansing, MI: W. S. George, State Printers and Binders.
- Michigan Department of Public Instruction. (1981). Michigan K-12 Public School Districts Ranked by Selected Financial Data for 1981. (Bulletin 1014). Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1983). Analysis of the revenues and expenditures for 1982, 83. (Bulletin No. 1011). Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1984). Analysis of the revenues and expenditures for 1984. (Bulletin No. 1011). Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1985). Analysis of the revenues and expenditures for 1985. (Bulletin No. 1011). Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1986). Michigan K-12 Public School Districts Ranked by Selected Financial Data for 1986. (Bulletin 1014). Lansing, MI: The Department.
- Michigan Department of Public Instruction. (1989). Report of the Superintendent of Public Instruction, 1989. Lansing, MI: The Department.
- Michigan Education Directory, 1981. Public Schools and Personnel. Lansing, MI.
- Michigan Education Director, 1986. Public Schools and Personnel. Lansing, MI.
- Monahan, W. W., Jr. (1965). Teacher's knowledge of students related to urban high school size. (Doctoral dissertation, University of California, 1965). Dissertation Abstracts International, 26:22.

- Morphet, E., Johns, R. L. & Reller, T. (1967). Educational organization and administration (2nd. ed.). Englewood Cliffs, NJ: McGraw Hill.
- Mullins, C. (1973, November). School district consolidation: odds are 2 to 1 it will get you. American School Board Journal, 160, 23-6, 67.
- National Association of Elementary Principals. (1954). Resolutions of National Delegate Assembly. Washington, DC: The Association.
- National Commission on School District Reorganization. (1947). A key to better education. Washington, DC: National Education Association Department of Rural Education.
- National Education Association. (1949, February). Trends in city-school organization 1938 to 1948. NEA Research Bulletin 27. Washington, DC: National Education Association.
- Nebraska Department of Education. (1964). Governor's 1963-64 conference on education. Lincoln, NE: Department of Education.
- Oliver, A. I. (1949, February). How big should the small school be? School and Society, 69, 127-128.
- O'Neal, L. & Bechner, W. (1980). A review of literature on rural and small schools. Research in Education, 83, 66-68.
- Purdy, R. D. (1967, Summer). Forces affecting local school district reorganization. Journal on State School Systems Development, 43, 185-191.
- Robinson, G. (1961). Principals' opinions about school organization. National Elementary Principal, 41, 39-42.
- Sabulao, C. M. & Hickrod, G. A. (1977). Optimum size of school districts relative to selective costs. Paper presented to the American Education Research Association Annual Meeting, Chicago, IL.
- Schroeder, W. R. (1969). Great plains school district organization project. Project Report for Nebraska. Washington, DC: Office of Education (DHEW).
- Schultz, J. G. (1959, November). Fewer, bigger, better. National Education Association Journal, 48, 10-13.
- Sher, J. P. & Thompkins, R. B. (1976). Economy efficiency, and equality: The myths of rural school consolidation. Washington, DC: National Institute of Education.

- Smith, C. (1963). A study of the optimum size of secondary schools. (Doctoral dissertation, Columbus, OH: Ohio State University, 1963). Dissertation Abstracts International, 26:22.
- Smith, M. B. (1938). A sociological analysis of rural education in Louisiana. Baton Rouge, LA: Louisiana State University Press.
- Street, P., Powell, J. H. & Hambley, J. (1952). Achievement of students and size of school. Journal of Educational Research, 34, 251-266.
- Taylor, L. (1968). Urban-rural problems. Los Angeles, CA: Dickinson.
- Tesconi, C. A. & Hurwitz, E., Jr. (1974). Education for whom. New York: Harper and Row.
- Thaden, J. F. (1957) Equalizing educational opportunities through community school districts. Department of Sociology and Anthropology, Special Bulletin No. 410. East Lansing, MI: Michigan State University.
- Turner, C. C. & Thrasher, J. M. (1970). School size does make a difference. San Diego, CA: Institute for Educational Management.
- Vars, G. F. (1955). Guidelines for junior high and middle school education: A summary of positions. Washington, DC: National Association of Secondary School Principals.
- Williams, D. D. (1965). Oregon school district reorganization of 1957-64 and implications for improvement. Unpublished doctoral dissertation, Oregon State University, Corvallis.
- Wood, D. (1967). A history of school district reorganization in the state of Michigan. Unpublished doctoral dissertation, Michigan State University, East Lansing.
- Woodham, W. J. (1951). The relationship between the size of secondary schools, the per pupil cost and the breadth of educational opportunity. Unpublished doctoral dissertation, University of Florida, Gainesville.