

PRESENTATION TO THE NEW JERSEY STATE BOARD OF EDUCATION

NEWARK PUBLIC SCHOOLS
NOVEMBER 4, 2015

Newark Public Schools | www.nps.k12.nj.us



AGENDA

- Progress to Date
- On-Going Academic Investments

- Budget

- District Improvement Plan (DIP)

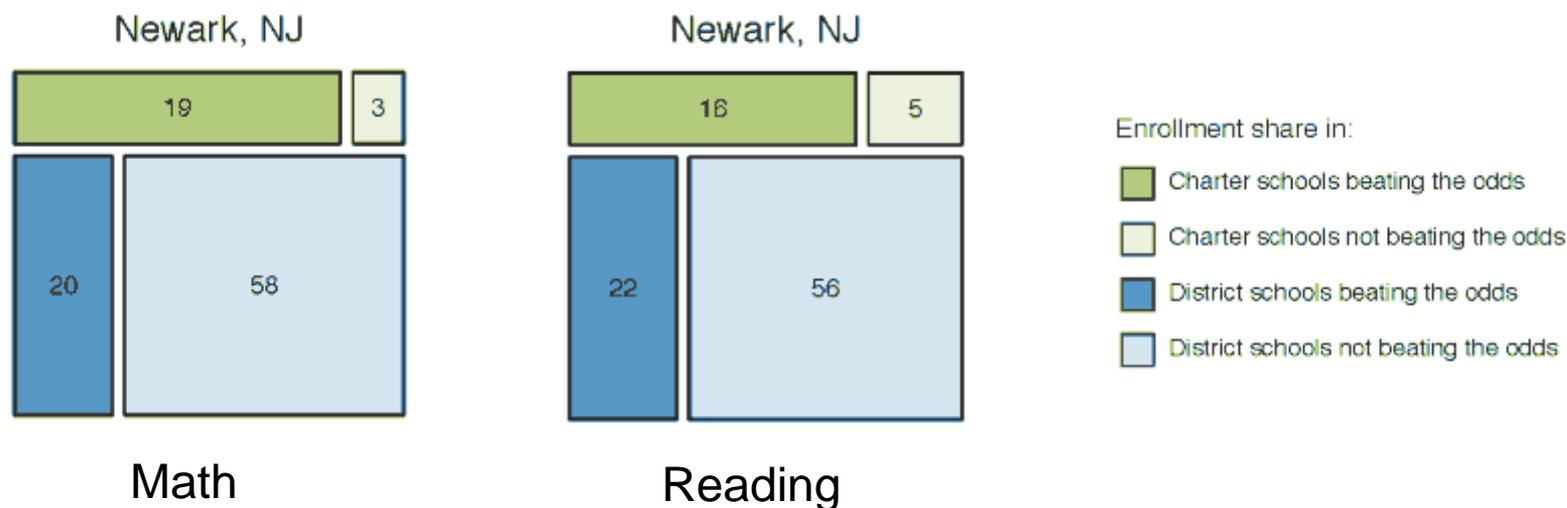
REVIEW OF PROGRESS: TODAY

There are early signs that students are making progress towards being college and career ready

- **While 3-8 NJASK scores are uneven, a higher percent of our kids are graduating.**
 - Our graduation rate is up from 56% in 2011 to 70%
 - HSPA rate is up 22%
- **We have doubled the percentage of African American children who attend schools that beat the state average in Newark (traditional and charter combined).**
- **Our suspension rates are down 37%** as the result of our restorative justice approach to school discipline.

REVIEW OF PROGRESS: TODAY

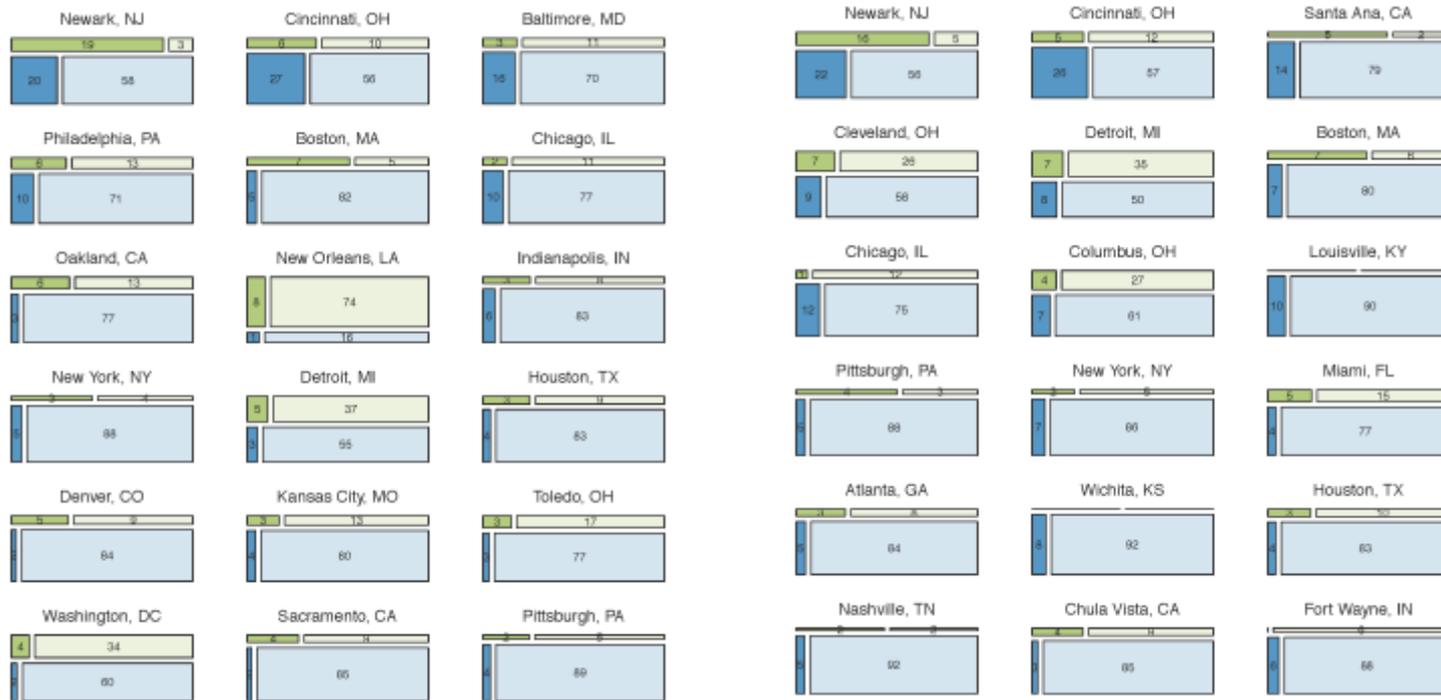
- The Center for Reinventing Public Education (CRPE) reports that in a study of 50 cities across the country, only about 8 percent of disadvantaged students were enrolled in “beat the odds” schools.



- The report identifies Newark as an outlier, with close to 40% of students enrolled in “beat the odds” schools in both Math and Reading.

REVIEW OF PROGRESS: TODAY

- This impact is magnified when compared with other top districts



Math

Reading



REVIEW OF PROGRESS: TODAY

Educators are receiving more recognition for their efforts and support when they need it.

- **We are retaining our most effective educators**
 - 95% of our highly effective and effective educators have remained in our classrooms
- **We are providing more targeted support and better professional development for all of our teachers**
 - Nearly all NPS teachers are receiving annual observations compared with 77% a few years ago.
 - Our common-core aligned masters program at Relay better develops pedagogy and techniques suited for our student population
- **We are retaining far fewer of our least effective teachers.**
 - Only 63% of ineffective teachers returned last year, 74% of PE.
 - Since 2012, we have filed 115 tenure charges: 89 of those individuals are no longer in the district. (Most in NJ during that period)

REVIEW OF PROGRESS: TODAY

Our families have greater access to high quality schools of all kinds, and are receiving more support and resources to make the right choices.

- **We are engaging families more directly** through school board meetings and increased community engagement efforts.
 - My team and I have engaged in hundreds of conversations with parents, students, educators, community activists and elected officials.
- **We are providing more support for parents** through enrollment support centers, community engagement specialists, better communication, and improved informational materials about our schools.
 - Our family support center served around 7500 families this summer and fall
 - Made substantial strides to iron out year one wrinkles
- **We are improving a system to provide more quality school options** – because parents have shown that they value them. For the 2015-16 school years:
 - 75% of kindergarten families preferred a school that was not their closest district school
 - 42% of families selected a charter school as their first choice

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ACADEMIC INVESTMENTS

Key Focus: Preparing All Children to Reach Their Potential Through Excellent Teaching and School Leadership

1. Training and Support.

Professional development and support to educators

2. Rigor And Inclusiveness.

Engaging classroom resources and teacher instruction

3. Measuring Academic Progress.

Understanding student learning and differentiating support

4. Technology and Innovation.

Using investments in Technology to create 21st Century Learners



TRAINING AND SUPPORT

- **Invested heavily in leadership development** for our educators including the launch and continued investment in:
 - Principal/VP Leadership Institute (PLI/VPLI)
 - Leadership Institute for Teacher Teams (LIFTT)
 - Digital Learning Initiative (DLI)
- **Continue to leverage our best-in-class evaluation frameworks to evaluate and support our educators.**
- **We have an online portal for our educators, that provides access to extensive instructional resources** (all of which align to state-of-the-art curriculum being implemented in our classrooms) including:
 - Yearlong instructional plans
 - Unit planning templates
 - Instructional strategies
 - Parent Resources

RIGOR AND INCLUSIVENESS

- **Invested more than \$12 million over the past two years to work with our educators to build a state of the art curricula in our core subjects, these programs include:**
 - Literacy: Core Knowledge, Expeditionary Learning, and Collections
 - Mathematics: Math in Focus, Go Math, Agile Mind
 - Resources for these curricula have been developed by educators, and educators and schools have autonomy in some cases over how to implement
- **We are piloting new curriculums across our other subject areas, such as in:**
 - Science (NGSS), Social Studies (Reading Like a Historian) and Arts (Renew the Arts – 15 schools)
- **We have focused on inclusiveness throughout this process.**
 - Our Universal Design for Learning Approach emphasizes accessibility
 - We are identifying more specific supports and interventions for struggling readers using our SRI and DRA2 Data

MEASURING ACADEMIC PROGRESS

- **Providing higher quality and more timely student learning data to our educators.** Some tools allowing us to do this include:
 - Measured Progress Assessment System in all schools
 - Over 36,000 Assessments were completed last week in first round of interim assessments
 - SRI and DRA2 Assessments across schools
- **Targeted Training in PLI/VPLI and LIFTT on how to use this data.** For example, recent topics include:
 - Culture of Learning and Formative Assessment (Summer Institute)
 - Using Summative Assessment Formatively (10/21)

TECHNOLOGY AND INNOVATION

- **Since 2011, we have made extensive investments in technology:**
 - Over 11,000 student Google Chromebook laptops
 - Over 1,200 Smart Boards
 - The installation of 3,700 new wireless access points across district schools
- **District-wide licenses in innovative new programs such as:**
 - SMART amp, NewsELA, and Google Classroom
- **These investments better equip teachers to lead effective lessons.** Several examples of this in action are:
 - Our Digital Learning Initiative
 - Lighthouse Schools program in 7 schools across the district
 - Google's Expeditions Pioneer Program in 8 of our schools

TECHNOLOGY AND INNOVATION

Newark schools win award for progress adding tech to classrooms

"Newark Public Schools has been a leader in integrating technology into its curriculum in a way that will transform the way we teach our young people. We look forward to seeing how their work will inspire other districts to use digital curriculum and technology to their advantage."

- Dr. David Kafitz,
the Learning Counsel's Vice President of
School Relationships and Consulting

See full story:

http://www.nj.com/essex/index.ssf/2015/11/newark_schools_win_a_ward_for_progress_adding_tech.html#incart_river_mobileshort



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2015-16 BUDGET

- **Total NPS Revenue is \$968M:**
 - General Fund: \$846M
 - Earmarked: \$122M

- **Central Expenses: \$50M**
 - Central as % Revenue: 5.2%

JULY 1 BUDGET GAP

Budgetary Assumptions:

- Projections for Employees without Placement Sites (EWPS)
- Projections for staff retirements and resignations
- Projections of prior year accruals

Cost Increases	\$ (M)
Cost of EWPS grew well beyond expectations.	\$20.5
District forecast a net reduction in salaries from anticipated retirements and resignations; however, these projections were not fully realized.	\$33.1
Prior year accruals were underestimated.	\$ 9.8
Total	\$63.4

HOW DID THIS OCCUR

1. Over the past several years, total student enrollment has increased in Newark, while state aid had remained flat, resulting in a reduced per pupil
 - 2011-12 to 2015-16: Newark enrollment, inclusive of charters: +4000 students

$$\frac{\text{State Aid} \leftarrow}{\text{\# of Students} \uparrow} = \text{\$ per pupil} \downarrow$$

2. Fixed costs are too high
3. Both charter and NPS per pupil are down, but to prevent charters from going down catastrophically legislators took additional funds from traditional public schools

CLOSING THE BUDGET GAP

- Structural Budget Gap as of July 2015: \$63.4M
- Total Reductions since July 2015: \$50.5M
 - Central non-salary: \$17.1M
 - Central salary: \$6.3M
 - Reduction in Employees without Placement Sites: \$25.0M
 - School level: \$2.1M
 - Total: \$50.5M
- Remaining Budget Gap as of November 2015: \$12.9M
- Specific plans are in development to close the remaining budget gap

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DIP COLLABORATION

NPS Worked with School Board and Newark Educational Success Board to submit District Improvement Plan (DIP) to NJDOE

Quote from Mary Bennett, Chairperson of the Newark Education Success Board: "The NESB received a detailed presentation of the District Improvement Plan (DIP) from Superintendent Cerf and members of his staff with direct responsibilities for components of the plan. NESB members asked questions and received clarifying information. We are optimistic Commissioner Hespe will accept this plan. The district's efforts and actions in this necessary process were positive."

DIP OVERVIEW

- **Governance (72%)**

- **Primary Issues Identified:** Strategic Planning, Timely Contracts, Board Minutes

- **Instruction and Program (58%)**

- **Primary Issues Identified:** Student Learning Outcomes, Technology Use

- **Personnel (60%)**

- **Primary Issues Identified:** Teacher Assignment/Certification, File Integrity

KEY COMMITMENT: STRATEGIC PLANNING TIMELINE

Timeline for Developing Strategic Priorities

- **November 1, 2015:** Submit DIP
- **November 2015 – January 2016:** Research and Engagement
 - NPS will conduct conversations with school community (including SAB and NESB) to gather input on broad priorities
 - District Team will conduct an internal review of existing departmental priorities and plans
- **January – February 2016:** Collect Feedback on Draft Priorities
 - District Leadership team will share draft priorities with a broad range of community members and partners to collect feedback
- **February – March 2016:** Finalize Priorities
- **March 2016:** Share Priorities Publicly