ELIZABETH PUBLIC SCHOOLS
FOCUS 2020
A Strategic Plan to Support Equity, Expectations and Excellence
The
2016-2017 Budget

Every Child, Achieving Excellence
Our Vision

Elizabeth Public Schools will be one of the highest performing urban school districts in the nation

Every Child, Achieving Excellence
Our Promise

To provide an innovative and personalized learning environment that ensures that every child achieves excellence

Every Child, Achieving Excellence
Building a budget that follows the principles of Our 3E’s

Equity • Expectations • Excellence
The effort to raise standards is really about ensuring that all students graduate ready for what's next."

John B. King
U.S. Secretary of Education
Our Goals

College preparedness, career readiness & ‘on-time’ graduation for every child

Every Child, Achieving Excellence
Our Goals:

Measures of Success 2015-2020

100% of EPS graduates will meet the requirements to enter a 2 or 4 year college, a technical school, or service to our nation and/or will hold a license or certificate enabling them to enter the workforce.

90% of EPS graduates will enroll in at least one Advanced Placement course before graduating and maintain a 3.0 GPA or higher throughout high school.

90% of EPS students will graduate on time.

Every Child, Achieving Excellence
Our Core Beliefs

Student

We believe ALL students can learn and achieve at high levels regardless of race, ethnicity, culture, neighborhood, household income or home language.

ALL Means ALL. We will narrow the achievement gaps of students by providing a high quality education to ensure that ALL of our students are college and career ready.

Every Child, Achieving Excellence
Our Core Beliefs

Teacher

We believe teachers make a positive difference in student achievement. Teachers will prepare ALL students for success in college, career, and our technological global society.

*We believe that teachers are central in a child’s life.*

*Having an effective teacher is the single most important factor in student success.*
Our Core Beliefs

3
Leader

We believe that effective leaders demonstrate unwavering commitment to high levels of achievement for ALL students.

Leaders will exemplify and support practices that promote high levels of achievement for ALL students.

Every Child, Achieving Excellence
Our Core Beliefs

Family

We believe that parents and caregivers are both valued partners and active participants in their children's learning. A shared sense of mutual responsibility for learning is the foundation for family involvement to ensure student success.

*We are committed to engaging parents and caregivers in their children's education. We will develop a coordinated strategy that enables parents and caregivers to play an active role in building and sustaining family support for their children's learning and academic success.*

Every Child, Achieving Excellence
Our Core Beliefs

5

Team

We believe that every member of the Elizabeth Public Schools team has a responsibility in producing and supporting high levels of achievement for ALL students.

*Every member of the Elizabeth Public Schools team will make a measurable contribution to the success and achievement for ALL students by ensuring equitable distribution of resources throughout the organization.*

*Every Child, Achieving Excellence*
Working with the **PANASONIC FOUNDATION**...

“To break the links between race, poverty and educational outcomes by improving the academic and social success of ALL STUDENTS”

**All Means All**

Every Child, Achieving Excellence
Equity Driven

Achievement Focused

The 2015-2020 EPS ‘Strategy Map’

Our Vision
Elizabeth Public Schools will be one of the highest performing urban school districts in the nation

Our Promise
To provide an innovative and personalized learning environment that ensures that every child achieves excellence

Our Goals – College preparedness, career readiness and ‘on-time’ graduation for every child

Academic Excellence
- Provide high quality instruction and a rigorous curriculum
- Promote high expectations
- Closing the achievement gap

Achievement Focused Workforce
- Recruit a diverse high capacity team
- Invest in developing our team members
- Support performance growth and improvement for all

Innovation and Technology
- Produce globally competitive students
- Ensure equitable access to personalized learning
- Promote a culture for digital learning

Parent and Community Engagement
- Increase family engagement
- Strengthen community partnerships
- Provide parent/guardian education opportunities

Safe and Caring Environment
- Promote social, intellectual and physical wellness
- Ensure safety and security
- Enhance intervention, prevention, and response programs

Organizational Effectiveness
- Establish a high quality customer service environment
- Effective data analysis
- Optimize district performance by strengthening processes & systems

Established Beliefs and Commitments

Managed Performance/Empowerment

Equity, Expectations and Excellence
How do we define College and Career Readiness?

Every Child, Achieving Excellence
College today means much more than just pursuing a four-year degree at a university. Being “college ready” means being prepared for any postsecondary education or training experience, including study at two- and four-year institutions leading to a postsecondary credential (i.e. a certificate, license, Associates or Bachelor’s degree).

Being ready for college means that a high school graduate has the English and mathematics knowledge and skills necessary to qualify for and succeed in entry-level, credit-bearing college courses without the need for remedial coursework.

*American Diploma Project

Every Child, Achieving Excellence
What is “Career” ready?

What is “CAREER” ready? In today’s economy, a “career” is not just a job. A career provides a family-sustaining wage and pathways to advancement and requires postsecondary training or education. A job may be obtained with only a high school diploma, but offers no guarantee of advancement or mobility.

Being ready for a career means that a high school graduate has the English, and mathematics knowledge and skills needed to qualify for and succeed in the postsecondary job training and/or education necessary for their chosen career (i.e. technical/vocational program, community college, apprenticeship or significant on-the-job training).

Every Child, Achieving Excellence
What is our Pathway to College and Career Readiness?

- Literacy Pk-3
- 8th Grade Algebra
- High School Persistence and Advancement
- Teaching and Learning and the Common Core Standards
- Data to Drive Instruction

Every Child, Achieving Excellence
College and Career Readiness at EPS
Albright College
American University of Paris
Arcadia University
Barry University
Benedict College
Bennett College
Bentley University
Bergen Community College
Berkeley College
Bloomfield College
Boston College
Boston University
Brigham Young University
Bryn Mawr College
Caldwell College
California College of the Arts
Capital University
Cazenovia College
Centenary College
Champlain College
Chapman University
Clarion University of Pennsylvania
Clark University
Clark Atlanta University
Colgate University
College of New Jersey
College of Saint Elizabeth
College of Staten Island
Cornell College
Cornell University
Culinary Institute of America
CUNY
Dean College
Delaware State University
DeVry University
Dominican College
Dowling College
Drew University
Drexel University
Colleges and Universities Acceptances – Class of 2016

Eastern Florida State University
Fairleigh Dickinson University
Fashion Institute of Technology
Felician College
Florida Atlantic University
Florida Institute of Technology
Florida International University
Fordham University
Full Sail University
Furman University
George Washington University
Georgian Court University
Gordon College
Hamilton University
Hampton University
Harrisburg University
Hofstra University
Howard University
Hudson Valley Community College
Hunter College

Hussain College
International American College
Ithaca College
John Jay College
Johnson & Wales University
Kean University
Keiser University
Lehman University
Lincoln Technical Institute
Lincoln University
Long Island University
Marymount Manhattan College
Marywood College
Medgar Evers College
Mercy College
Meredith College
Miami Dade College
Middlebury College
Middlesex County College
Monmouth University
Montclair State University
Morgan State University
Morris County College
New Jersey City University
New Jersey Institute of Technology
New York Institute of Technology
New York University
North Carolina A & T University
Northeastern University
Norwich University
Occidental College
Old Dominion University
Pace University
Parsons School of Design
Penn State University
Philadelphia University
Purdue University
Queens College
Quinnipiac University
Ramapo College
Richard Stockton University
Richmond American International University
Rider University
Robert Morris University
Rochester Institute of Technology
Rochester University
Rowan University
Rutgers - New Brunswick
Saint John's University
Saint Joseph’s University
Saint Leo University
Saint Peter's University
Santa Monica College
School of Visual Arts
Scripps College
Seton Hall University
Shaw University
Soka University
Spelman College
Stevens Institute of Technology
Colleges and Universities Acceptances – Class of 2016

Stevenson University
Stony Brook University
SUNY- Binghamton
Syracuse University
Temple University
Texas A & M University
Tuskegee University
Universal Technical Institute
University of Albany
University of Arizona
University of Buffalo
University of Central Florida
University of Colorado
University of Connecticut
University of Delaware
University of Denver
University of Florida
University of Hartford
University of Kentucky
University of Maine

University of Massachusetts
University of Miami
University of New Hampshire
University of New Haven
University of Pittsburgh
University of Rhode Island
University of Scranton
University of Tampa
University of Texas
University of Vermont
Ursinus College
Valencia College
Villanova University
Virginia Military Institute
Virginia Union University
Wellesley College
Wentworth Institute of Technology
West Virginia University
Western New England University
Whitworth University
Widener University
Wiley College
William Paterson University
Wood Tobe Coburn
York College of Pennsylvania
Youngstown State University
How do we define Every Child Achieving Excellence?
Enhancing Technology to Engage Students

Shifting the Teacher’s Role

Emphasizing Learning of College & Career Ready Skills

Renovating Physical Spaces

Using Data & Assessments to Inform Instruction
Elizabeth Public Schools Selected as a FutureReady District by the USDOE
In June 2013, President Obama announced the ConnectED Initiative, setting a goal of connecting 99 percent of students to high-speed internet within five years. Elizabeth was selected with other model districts across the country who are using technology to create personalized learning environments; technology will plan an increasingly crucial role in the future.

Elizabeth has taken the FutureReady Pledge

- Fostering and Leading a Culture of Digital Learning Within Our Schools.
- Helping Schools and Families Transition to High-speed Connectivity.
- Empowering Educators through Professional Learning Opportunities.
- Accelerating Progress Toward Universal Access for All Students to Quality Devices
- Providing Access to Quality Digital Content.
- Offering Digital Tools to Help Students And Families #ReachHigher
- Mentoring Other Districts and Helping Them Transition to Digital Learning

Every Child, Achieving Excellence
Elizabeth Public Schools
Computer Science initiatives recognized by President Obama as part of the “Computer Science for All” Initiative

Every Child, Achieving Excellence
EPS is selected as 1 of a total of 8 districts considered to be innovative. Responsibilities include engaging in a partnership project development with districts across the state to discuss innovation. EPS is encouraged to partner with suburban districts.

innovateNJ is New Jersey's initiative to support innovation and practice by fostering sharing and collaboration, cultivating projects, and convening practitioners and partners.

innovateNJ helps facilitate next-generation instructional practices that will promote and heighten the college and career readiness levels of our students.
Providing Computer access

District wide Laptop Initiative
$1,000,000 - 5 year lease

Every Child, Achieving Excellence
i3 Grant
Received from USDOE

New Classrooms Teach to One Initiative

School Nos. 3, 18, 21, 23 & 28

Every Child, Achieving Excellence
Teach to One Initiative

*Maintaining this successful initiative at School Nos. 8, 9*

For 2016-17
Expansion to one additional school

*Every Child, Achieving Excellence*
Redesigning Classroom Space

iLEAP
Personalized Learning
PEARSON SYSTEM OF COURSES
School No. 4 & Dwyer Technology Academy

Expanding to additional grade levels

Every Child, Achieving Excellence
Technology - Infrastructure

• Rollout *Microsoft Office 365* for Classrooms
• Online Curricula – Using Blackboard all courses available online 24/7 for students
• One Data Warehouse/ Mining for All Data Sources – Develop EdConnect in collaboration with NJDOE
• Highly-Qualified Technology Specialists
• Highly-Qualified Instructional Technology Coaches
• Strengthen the School-based Technology Teams (SBTT) in all the schools through school training and professional development.

Every Child, Achieving Excellence
Technology - Infrastructure

- Replace/Upgrade Educational Technology:
  - Wi-Fi Internet Connectivity in 13 schools
  - Interactive Whiteboards in 5 schools
- *Lightspeed* – Cloud Based Internet Filtering (home & school) and Classroom Management System
- Server Virtualization Upgrade – Consolidation and upgrade of 35 servers to 2 high capacity servers, reducing power, space and maintenance

*Every Child, Achieving Excellence*
Infrastructure

Update and Expansion of Student Device (One-to-One)
Update and Expansion of Staff Mobile Device:
  Pre-k Teachers
  Resource/ In-class Support Teachers

Maintenance of District Technology Resources:
  Financial Systems  Human Resources
  Payroll System    Account Payable System
  Budgeting System  Transportation
  Telecommunications
Supporting Curriculum, Teaching, Learning, and Assessment:

All Instructional Resources and Curricula Content to be available digitally:

- Digital Content Library of activities, assignments, and supporting instructional content
- District curricula courses on Blackboard Learning Management System

Renewal of Subscriptions and Licenses of Educational Technology Software, Resources, Programs and Tools:

- **E-Suite** - Everyday mathematics K-6
- **MyAccess** – Writing Program
- **EdConnect** – Online Assessment Management System
- **BrainPop** – Supplementary Content Library
- **Blackboard** – Learning Management System
- **Learning.com** – Computer Literacy Online Blended-Learning Program
The EPS 2016-17 Technology Budget was designed to provide resources for technology initiatives that are aligned to the National Educational Technology Plan by the Office of Educational Technology and the New Jersey Department of Education’s Digital Learning Plan to support anytime, all-the-time learning in US public school districts by strengthening infrastructure and educational technology.
Building Capacity for Career Pathways Grant Adds Two Programs of Study to Halsey Health & Public Safety Academy
Maintaining this successful program at the following schools:
Nos. 2, 6, 8, 12, 13, 15, 16, 18, 20, 23, 25, 28
Jefferson, Halsey, Dwyer, Edison and Hamilton

New: School No. 5
Pathways Training and Summer Institute Training districtwide

Every Child, Achieving Excellence
University and School District Research Partnerships

Hispanic Association of Colleges and Universities

EPS is a Hispanic-Serving School District and is represented on the HACU Governing Board to provide guidance, advise and support to HACU with the following:

Orientation and information to establish contacts to establish K-16 collaborations

Inform HACU advocacy efforts in Washington DC to secure federal support for establishment of K-16 partnerships and develop an advocacy agenda as it relates to K-12 issues

Every Child, Achieving Excellence
Studies being conducted on educational reform in EPS

Telling the story of EPS – to help inform academic reform in other districts. How reform was implemented and sustained over the course of 10 years.

Academic Reform in the EPS High Schools – to document the transformation of EHS and the role of ELT within these structures

In partnership with Rutgers University and the Ford Foundation, Elizabeth Public Schools is Developing “Grad Tracker”, a program that will track students’ progress toward graduation through the use of data stored in PowerSchool.
EPS 1 of 4 Districts in U.S. Selected for Children’s Literacy Initiative i3 Grant
Six selected schools will receive services worth more than $135,000 a year...

Toussaint L’Ouverture – Marquis de Lafayette School No. 6
Jerome Dunn Academy School No. 9
Christopher Columbus School No. 15
Robert Morris School No. 18
Woodrow Wilson School No. 19
John Marshall School No. 20
The Elizabeth Public Schools in partnership with Montclair University is implementing the Build Grant

Provides support to school based induction and collaboration and develops cohorts of Teacher Leaders

*Every Child, Achieving Excellence*
EPS Receives A Supplemental Achievement Coaches Grant

Commissioner of Education Dave Hespe

"We are counting on these new Achievement Coaches to share their knowledge and expertise both with our team at the Department and with other educators."

The Elizabeth Public Schools was recognized for the development of Standards-Aligned Assessments and has provided professional development to 16 school districts.

This grant was created to strengthen the understanding of the state's key education initiatives.
The Language Arts Literacy Team is working with

Fred Carigg
Former Assistant to the Commissioner of Education

To continually improve the language arts literacy curricula and district benchmarks to ensure Equity, Expectations and Excellence for all of Elizabeth Public Schools’ students in their literacy growth.

Created new Kindergarten through Grade 5 benchmarks that are reflective of incremental measures of literacy development aligned to the Common Core State Standards, the New Jersey State Model Curriculum, developmentally appropriate literacy curricular maps, and the core reading program. These benchmarks support the foci on vocabulary development, alphabetic principle in Grades K and 1, language arts skills in Grades 2 through 5, reading, and writing.

Mr. Carrigg and the literacy team examined a five year trend analysis that was conducted using NJASK and HSPA data. This analysis continues to strengthen collaboration between the language arts literacy, bilingual/ESL, and special services teams to ensure that students are receiving the highest quality support in their literacy development.
Elizabeth Public Schools is the recipient of a National Science Foundation Grant in partnership with New York University (NYU) 2015-2019

• Science and Integrated Language Program for Bilingual Grade 5 students districtwide

• Project highlights language-intensive science and engineering practices with a focus on English language learners.

Every Child, Achieving Excellence
Partnerships

Bilingual State Advisory Committee
• Participation on the State Panel

New Jersey Department of Education
• Participation in Newcomers Summit

International Rescue Committee
• Engaging and supporting families in our community

Rutgers University
• Supervisors present annually at Literacy Conference

College of New Jersey
• Opportunities for EPS teachers to obtain Bilingual or ESL certificates

Every Child, Achieving Excellence
Bilingual Magnet Programs
Point of Entry Program Grades 9-12

NEW Bilingual Magnet Program for our Arabic students

Maintaining our Bilingual Magnet Programs for Hispanic students at School No. 21 and for Haitian Creole students at School No. 29

Maintaining our Point of Entry Program for students in grades 9-12 multiple high schools.
<table>
<thead>
<tr>
<th>TITLE</th>
<th>SCHOOL</th>
<th>FTE</th>
<th>CERT</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEACHER-ESL</td>
<td>2</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL ICS (HC)</td>
<td>2</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-BIL ICS (ARABIC)</td>
<td>2/6</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-GRADE 4 ABL</td>
<td>3</td>
<td>1.00</td>
<td>ESL/ELEM</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>3</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>4</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-GRADE 4 ABL</td>
<td>4</td>
<td>1.00</td>
<td>ESL/ELEM</td>
</tr>
<tr>
<td>TEACHER-GRADE 5 ABL</td>
<td>14</td>
<td>1.00</td>
<td>ESL/ELEM</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>14</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL ICS (ARABIC)</td>
<td>14/23</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>18/28</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL GRADE 2</td>
<td>20</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>20</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL ICS</td>
<td>21</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>21</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>25</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL ICS</td>
<td>80-HAMILTON</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>83-HALSEY/AOF</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL (ARABIC)</td>
<td>29</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
</tbody>
</table>

18 Bilingual/ESL Certified Teachers Needed in the New Budget
On behalf of the New Jersey Department of Education Model Programs Initiative, I am pleased to inform you that the Elizabeth Bilingual Program Grades K-12 has been designated as a model program for the 2016-2018 award period.

As a model program, your program will serve as a resource for other districts in the central region and neighboring areas and enable educators to witness firsthand exemplary practices for newcomer students.
Partnerships

IDEA Data Center and NJDOE
  • Inclusion, Equity and Opportunity

Rutgers University Medical School
  • Autism Study

New Jersey Department of Education
  • IEP Facilitators

Every Child, Achieving Excellence
Initiatives

Transition Program for High School
Crisis intervention and behavior management training
Expansion/Implementation of Programs for Students with Disabilities
  Rethink
  ACE
  Touchmath
  Handwriting without Tears

Every Child, Achieving Excellence
Summer Programs

Reading is Essential for Adolescent Development (READ)
• Students with IEP’s Grades K-3

Algebraic Thinking
• Students with IEP’s in grades 6-8

Developing Mathematical Understanding
• Students with IEP’s in Grades 4 and 5

Every Child, Achieving Excellence
Positive Behavior Supports in Schools

2013-2014
- George Washington Academy, School #1
- Juan Pablo Duarte- Jose Julian Marti, School #28
- Thomas A. Edison Career and Technical Academy

2014-2015
- Admiral William F. Halsey Academy
- Thomas Jefferson Arts Academy

2015-2016
- John E. Dwyer Technology Academy
- Nicholas Murray Butler, School #23

2016-2017
- Two additional schools will be selected by NJDOE

Every Child, Achieving Excellence
<table>
<thead>
<tr>
<th>TITLE</th>
<th>SCHOOL</th>
<th>FTE</th>
<th>CERT</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEACHER-LLD</td>
<td>7</td>
<td>1.00</td>
<td>STUDENTS W/DISABILITIES</td>
</tr>
<tr>
<td>TEACHER-LLD</td>
<td>7</td>
<td>1.00</td>
<td>STUDENTS W/DISABILITIES</td>
</tr>
<tr>
<td>TEACHER-LLD</td>
<td>26</td>
<td>1.00</td>
<td>STUDENTS W/DISABILITIES</td>
</tr>
</tbody>
</table>

3 Special Needs Certified Needed in the New Budget
A MESSAGE TO OUR ELIZABETH COMMUNITY…

• The GRADUATION RATE rose by 20% Since 2011 to 78.0%

• AP ENROLLMENT has grown since 2011 from 527 to 1863 a growth of 254%

• AP EXAMS Administered has grown since 2011 from 963 to 3287 a growth of 241%

• SAT EXAMS Administered has increased since 2011 from 720 to 2553 a growth of 255%

We are seeing significant progress toward our goals
EPS Selected to Opportunity Honor Roll 2015
by The College Board

Elizabeth Public Schools

HAS BEEN NAMED TO THE
Gaston Caperton Opportunity
Honor Roll 2015

FOR
EXPANDING OPPORTUNITY AND ACCESS
TO ALL STUDENTS

CollegeBoard
THE GASTON CAPERTON
Opportunity
Honor Roll 2015

Douglas L. Christansen, Ph.D., Chair of the Board of Trustees,
The College Board
4 EPS High Schools Selected to America’s Most Challenging High Schools by The Washington Post

ELIZABETH HIGH SCHOOL

Alexander Hamilton Preparatory Academy

Thomas Jefferson Arts Academy

John E. Dwyer Technology Academy
Commitment to Dual Enrollment Programs

- Partnership with New Jersey City University and the Academy of Finance to offer students the opportunity to graduate with college credits

- Partnership with Union County College and all high schools to offer students a Math Boot Camp Summer Program and the opportunity to graduate with college credits in the field of mathematics.

- Maintaining partnership with NJIT and the Dwyer Technology Academy offering students the opportunity to graduate with college credits.

Every Child, Achieving Excellence
Choices
for your future!

Selecting a High School that is perfect for you!

JOHN E. DWYER TECHNOLOGY ACADEMY
THOMAS A. EDISON CAREER & TECHNICAL ACADEMY
Elizabeth High School
ADMIRAL WILLIAM F. HALSEY, JR. Academy of Health and Public Safety
ALEXANDER HAMILTON PREPARATORY ACADEMY
THOMAS JEFFERSON ARTS ACADEMY
Opening of a 9th Grade Academy that will serve 215 THOMAS A. EDISON Career & Technical Academy students offering AVID courses and the opportunity to prepare for college and career.
Opening of a 9th Grade Academy that will serve 225 ADMIRAL WILLIAM F. HALSEY, JR. Academy of Health Science and Public Safety students offering AVID courses and the opportunity to prepare for college and career.
Opening of a new high school serving 550 Academy of Finance students, providing a college and career preparation program that integrates the theme of business and finance into an academically rich instructional course sequence.
Opening of the Frank J. Cicarell Academy offering the capacity to serve the 1280 students of Elizabeth High School
Dr. Orlando Edreira, School No. 26
an International Baccalaureate School

- Benchmarking our schools on an international level
- Flexible, yet comprehensive curriculum with rigorous international standards
- Global focus with an emphasis on intercultural understanding
- Unique approach to trans-disciplinary learning using multiple rounds methodologies and teaching strategies
- Development of the whole child, including requirements for arts and community service
Many thanks to those that have recognized and assisted our efforts.
### School enrollment over the last 15 years

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Pop</td>
<td>20,062</td>
<td>21,061</td>
<td>21,146</td>
<td>21,128</td>
<td>21,100</td>
<td>21,215</td>
<td>21,308</td>
<td>21,744</td>
<td>22,752</td>
<td>23,391</td>
<td>24,122</td>
<td>26,201</td>
<td>27,127</td>
<td></td>
<td><strong>27,417</strong></td>
<td></td>
</tr>
<tr>
<td>SE</td>
<td>1,762</td>
<td>1,844</td>
<td>1,887</td>
<td>2,139</td>
<td>1,941</td>
<td>1,935</td>
<td>1,829</td>
<td>2,081</td>
<td>2,152</td>
<td>2,225</td>
<td>2,342</td>
<td>2,477</td>
<td>2,680</td>
<td></td>
<td><strong>2,880</strong></td>
<td></td>
</tr>
<tr>
<td>LEP</td>
<td>3,684</td>
<td>4,323</td>
<td>4,161</td>
<td>3,314</td>
<td>2,952</td>
<td>2,996</td>
<td>3,574</td>
<td>2,778</td>
<td>2,828</td>
<td>2,941</td>
<td>3,293</td>
<td>3,640</td>
<td>3,421</td>
<td>3,831</td>
<td><strong>4,601</strong></td>
<td></td>
</tr>
<tr>
<td>High School</td>
<td>4,486</td>
<td>4,667</td>
<td>4,682</td>
<td>4,646</td>
<td>4,553</td>
<td>4,618</td>
<td>4,487</td>
<td>4,401</td>
<td>4,382</td>
<td>4,373</td>
<td>4,385</td>
<td>4,648</td>
<td>4,895</td>
<td>5,352</td>
<td><strong>5,496</strong></td>
<td></td>
</tr>
</tbody>
</table>

The number of students has increased dramatically over time.
Welcome to Elizabeth Public Schools

This past year we grew in enrollment by 290 students.

Our projected increase in enrollment for next year is 823 students.

Our district continues to grow in size
<table>
<thead>
<tr>
<th>TITLE</th>
<th>SCHOOL</th>
<th>FTE</th>
<th>CERT</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEACHER-ESL</td>
<td>2</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL ICS (HC)</td>
<td>2</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-BIL ICS (ARABIC)</td>
<td>2/6</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-GRADE 4 ABL</td>
<td>3</td>
<td>1.00</td>
<td>ESL/ELEM</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>3</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>4</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-GRADE 4 ABL</td>
<td>4</td>
<td>1.00</td>
<td>ESL/ELEM</td>
</tr>
<tr>
<td>TEACHER-GRADE 5 ABL</td>
<td>14</td>
<td>1.00</td>
<td>ESL/ELEM</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>14</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL ICS (ARABIC)</td>
<td>14/23</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>18/28</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL GRADE 2</td>
<td>20</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>21</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL ICS</td>
<td>21</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>25</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-BIL ICS</td>
<td>80-HAMILTON</td>
<td>1.00</td>
<td>BILINGUAL</td>
</tr>
<tr>
<td>TEACHER-ESL</td>
<td>83-HALSEY/AOF</td>
<td>1.00</td>
<td>ESL</td>
</tr>
<tr>
<td>TEACHER-ELA</td>
<td>6/18</td>
<td>1.00</td>
<td>ENGLISH</td>
</tr>
<tr>
<td>TEACHER-ELA</td>
<td>27</td>
<td>1.00</td>
<td>ENGLISH</td>
</tr>
<tr>
<td>TEACHER-MATHEMATICS</td>
<td>25/27</td>
<td>1.00</td>
<td>MATH</td>
</tr>
</tbody>
</table>

24 K-12 Instructional Professionals Needed in the New Budget
The 2016-2017 Budget Financial Data

Every Child, Achieving Excellence
Harold Kennedy
School Business Administrator

Every Child, Achieving Excellence
## Elizabeth Board of Education
### Budget Revenue

<table>
<thead>
<tr>
<th></th>
<th>2016-2017</th>
<th>2015-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local Taxes General Fund</strong></td>
<td>$59,813,124.00</td>
<td>$59,813,124.00</td>
</tr>
<tr>
<td><strong>Local Taxes Debt Service</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Federal Aid</strong></td>
<td>$16,142,314.00</td>
<td>$15,145,756.00</td>
</tr>
<tr>
<td><strong>Misc. Revenue</strong></td>
<td>$1,065,387.00</td>
<td>$874,179.00</td>
</tr>
<tr>
<td><strong>State Aid</strong></td>
<td>$419,174,350.00</td>
<td>$417,132,738.00</td>
</tr>
<tr>
<td><strong>Balance Appropriation</strong></td>
<td>$11,326,747.00</td>
<td>$9,128,978.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$507,521,922.00</td>
<td>$502,094,775.00</td>
</tr>
</tbody>
</table>
Elizabeth Board of Education
2016-2017 Budget

Revenue

TOTAL BUDGET
$507,521,922

State Aid
$419,174,350
82.6%

Local Levy:
General Fund
$59,813,124

Local Levy
Debt Service
$0

Balance
Appropriation
$11,326,747

Federal Aid
$16,142,314

Miscellaneous
Revenue
$1,065,387

Local Levy:
General Fund
$59,813,124

Every child, Achieving Excellence
### Elizabeth Board of Education
#### Budget Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>2016-2017</th>
<th>Percentage</th>
<th>2015-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>$15,803,130</td>
<td>3.2%</td>
<td>$17,409,941</td>
</tr>
<tr>
<td>Operation and maintenance of Plant</td>
<td>$47,427,378</td>
<td>9.3%</td>
<td>$44,990,705</td>
</tr>
<tr>
<td>Other</td>
<td>$39,108,771</td>
<td>7.7%</td>
<td>$41,591,664</td>
</tr>
<tr>
<td><strong>Instruction</strong></td>
<td><strong>$405,182,643</strong></td>
<td><strong>79.8%</strong></td>
<td><strong>$398,102,465</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$507,521,922</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$502,094,775</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Instruction*</th>
<th>2016-2017</th>
<th>Percentage</th>
<th>2015-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution to Whole School Reform</td>
<td>$248,404,582</td>
<td></td>
<td>$242,276,952</td>
</tr>
<tr>
<td>Regular</td>
<td>$26,012,981</td>
<td></td>
<td>$25,287,006</td>
</tr>
<tr>
<td>Support Services</td>
<td>$32,773,715</td>
<td></td>
<td>$31,971,134</td>
</tr>
<tr>
<td>Special Education (includes Tuition)</td>
<td>$34,779,405</td>
<td></td>
<td>$36,327,459</td>
</tr>
<tr>
<td>Cocurricular/Athletics</td>
<td>$2,599,283</td>
<td></td>
<td>$2,773,863</td>
</tr>
<tr>
<td>State and Federal Programs</td>
<td>$60,345,344</td>
<td></td>
<td>$59,321,287</td>
</tr>
<tr>
<td>Special Schools</td>
<td>$267,333</td>
<td></td>
<td>$144,064</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$405,182,643</strong></td>
<td></td>
<td><strong>$398,102,465</strong></td>
</tr>
</tbody>
</table>

**Increase in total instructional spending over last year:** $7,080,178

*Every child, Achieving Excellence*
Elizabeth Board of Education
Budget Expenditures

TOTAL BUDGET
$507,521,922

Regular Support Services
$26,012,981
Support Services
$32,773,715
Special Education
$34,779,405
Cocurricular Athletics
$2,599,283
State and Federal Programs
$60,345,344
Contribution to Whole School Reform
$248,404,582
Special Schools
$267,333

Instruction, Contribution to Whole School Reform, and Other Programs for Our Students
$405,182,643

Community Services
$339,093
Employee Benefits
$20,911,332
Transportation
$17,847,271
Capital Outlay
$11,075
Other
$39,108,771

Administration
$15,803,180
Operation and Maintenance of Plant
$47,427,378

79.8%
3.2%
9.3%
7.7%

Per Pupil Costs are calculated using total current expense exclusive of tuition, transportation, and judgments against the District, plus the restricted entitlement aides under SFRA. The groupings are consistent with the State Department of Education’s Comparative Spending Guide published by the State Department of Education.
Total Administrative Salaries and Benefits

Elizabeth’s *cost per student* $1,358

State of NJ *regional cost per student* $2,138

Elizabeth Public Schools is spending less this year per pupil on administrative costs and benefits when compared to the New Jersey regional cost!
The 2016-2017 Budget and tax levy proposed is in accordance with the rules and regulations as promulgated by the NJ Department of Education.

EPS prepares its budget following instructions incorporated into the Budget Guidelines and Electronic Data Collection Manual published by the NJDOE Office of School Finance. The instructions insure that budgets and information submitted for approval to the Executive County Superintendent & Business Administrator are complete & correct.
Olga Hugelmeyer
Superintendent

Every Child, Achieving Excellence
Our Programs and Services
Process for development of 2016-2017 Budget

- **Class Size Analysis**
- **Face to Face meetings with all principals**
- **Review of all curricular inventories and requests**
- **Face to Face with all Instructional and Operations Directors**
- **Comparative Analysis of Expenditures for 2015-2016 vs. Proposed Budgets**

Budget Review Process Initiated
- **Line by line department budget review**
- **Allocation of funds within the school-based budgets based on enrollment, programs and equitable need**
- **Final review by Forensic Auditor**
Adequate staffing for instruction

• New staff for K-12 to address increase in enrollment
• New staff for expansion of Bilingual Magnet program

Increase in supplies equipment, textbook allocations for new students

• New instructional supplies, equipment, textbook for anticipated 3% increase in new students in schools

Academic Programs

• Extended Day at the High School level for students
• Refurbishment of instructional materials for all content areas
• Language Arts Literacy on-line writing program for grades 3-11
• Extensive elective offerings
• Revise curriculum for all content areas
Maintaining

Academic Programs

K-12

• Refurbishment of instructional materials for all content areas
• Language Arts Literacy on-line writing program for grades 3-8
• E-Suite Deluxe to support the mathematics core program K-5
• Bilingual (Spanish) Magnet Program for grades 4-7
• Bilingual (Haitian Creole) Magnet Program for grade 2
• International Baccalaureate (IB) for School 26
• E-books
• Point of Entry Program for grades 9-12
• National Academy Foundation Partnership
• STARS Tutorial Program

NEW

• Guided Reading including multi-cultural materials
• Write-time for Kids Grades 4-5
• Fairy Tales with Non-Fiction Grades 1-2
• Text Connections Grades 4-5
• Leads Novels Grade 4 (Two new titles)
2016-2017 Budget

Safe and Caring Initiatives

Maintaining

• Alternative programs for at-risk learners
• Mentoring programs at middle and high schools
• Check & Connect
• Maintenance of Equipment
• Contracted Nursing/Speech/OT/PT Services
• Student Drug Screening
• Nursing Supplies and Equipment
• Sign Language Interpreter Services
• Substance Abuse Coordinator Services
• HS Saturday Detention Program
• HS Saturday Attendance Program

NEW

• American Red Cross CPR Training for teachers
Maintaining

- K-12 Central Registration
- Communication materials and brochures designed to promote school and district programs
- Website and video channel promoting activities
- Student and parent handbooks
- Newsletters
- District website
- Operation of video channel
- PowerSchool (Student Information System)
- Learning Management System – iLEAP Next Gen (Blackboard)
- Community Education Program
- Community Services
  - High School Registration (Summer)
- Junior/Senior Seminars
- Parent Seminars
- Cell phones for home instructors and attendance officers
- IEP Direct
2016-2017 Budget

Maintaining

Summer Programs
• Promotion-Retention Program K-8
• Summer Remediation and Advanced Credit 9-12

Afterschool, Saturday School remediation and enrichment programs
• After School Enrichment Program K-8
• Saturday SAT Prep Program 9-12
• APEX Credit Recovery 9-12
• Saturday Recreation Program (Special Education)
• HS After School Clubs

Academic Interventions
• AVID K-12

• Agile Minds Grades 7-8
2016-2017 Budget

Maintaining

Programs for Special Education Students
- Literacy Intervention Summer School for Special Ed K-8
- Touchmath for Sped K-8
- Ablenet for Sped K-8
- IEP Program for Sped K-12
- 504 Related Services
- Extended School Year Program K-12 (Spec Ed)
- Contracted Speech, OT/PT, ABA Services
- Rethink
- UCESC Partnership for Transition ages 18-21
- Autism Curriculum Encyclopedia
- Handwriting without Tears

Academic Safety Nets

Programs for Bilingual Education Students
- Bilingual Magnet for grades 4-7
- Haitian Creole Bilingual Magnet Program for grade 2
- Point of Entry 9-12

Home Instruction
- Contracted providers
- Hospital Home Instruction
- After school Home Instruction
Partnerships

- Alliance for Healthier Generation
- American Heart Association – NFL Play 60
- Apple Proto-type
- Liberty Science Center
- NJ Symphony Orchestra
- NJIT-Lego Mindstorms/Young Engineering Camp
- New Jersey State Police Top Physical Challenge
- Positive Behavior Support in Schools
- Stevens Institute Waterbotics
- Visual Arts Center of New Jersey
- Union County Teen Arts
- Traveling Guitar Foundation
- Safe Routes to Schools
- Little Kids Rock
- National Junior Honor Society
- YMCA Healthy U, Catch Program, Health Bee
After School and Summer Programs (Academic)

K-8

After School Enrichment Program for grades K-8
Summer Promotion/Retention Program for grades K-8
Home Instruction
Extended School Year Program for Special Education
Reading is Essential to Adolescent Development
Algebraic Thinking grades 6-8
Developing Mathematical Understanding grades 4-5
Saturday Recreation Program
After School and Summer Programs (Academic)

9-12

- Saturday SAT Prep Program
- APEX Credit Recovery
- Summer Remediation and Advanced Credit Program for grades 9-12
- Saturday Recreation Program
- Extended School Year Program for Special Education
- Saturday Detention Program
- Saturday Attendance Program
- High School After School Clubs
2016-2017 Budget

K-12

After School and Summer Programs (Athletic And Co-curricular)

- Athletic Summer Camps
- Middle School Intramural Sports Program
- High School Athletic Program
- Summer Band Camp
- Teen Arts Program
- Summer Arts Institute for Students
- Music Theatre Orchestra
- NJ State Police Top Physical Challenge
- Play 60 Initiative
- YMCA Health Bee
Student Assessments

Formative and Summative Supplies

- ACCESS
- DRA2/EDL
- PSAT
- SAT
- Pre-IPT
- APA/DLM
- NWEA On-line Formative Assessment System

Translations of Student Assessments

- Formative Assessment – Benchmarks
- Student Growth Objectives
- Portfolio Appeal
2016-2017 Budget

Raising Standards and Expanding Opportunities

Career and College Readiness

- International Baccalaureate (stipends, conference fees, supplies and travel (PK-8)
- Naviance for College and Career Readiness 9-12
- New Jersey Institute of Technology (NJIT) Program 9-12
- Middle States

Visual and Performing Arts Enrichment

- Teen Arts Program
- Summer Arts Institute for Students
- Music Theatre Orchestra
- HS Performing Arts Program (After School)

Resources to close the achievement gap

- AVID
- National Academy Foundation Partnerships 9-12
- Special Education Interventions
- K-1 Guided Reading
2016-2017 Budget

Raising Standards and Expanding Opportunities

Update K-12 library and media programs
• e-books for K-12
• Digital holdings K-12

Resources to enhance educational opportunities
• Field Trips in support of district partnerships and initiatives

Review of Instruction
• iObservation (Danielson & Marzano evaluation systems)

Review and Revise ESL Programs
• ESL Offerings 9-12

Review of Special Education Programs
• IEP Review
2016-2017 Budget

Building Professionalism & Resources

Literacy Training
- Fred Carrigg and Associates – Literacy and Interventions On-Site Coaching
- Fall, Winter, & Spring Teaching & Learning Institutes

Mathematics Training
- On-Site Coaching
- Fall, Winter, & Spring Teaching & Learning Institutes

Resources for Social / Emotional
- Guidance and Social Worker services
- Behavioral On-Site Coaching for Special Ed – K-8

Data Resources
- Resource Disks for Student Data
- Analytics
2016-2017 Budget

New Teacher Training

• New Teacher Network Induction Programs
• Montclair State University Network for Educational Renewal

EE4NJ / Educator Evaluation Effectiveness

• Teacher & Leader Evaluation Professional Development

Professional networking on best practices and new pedagogies

• Welcome Back Materials (Books, Speaker Costs, Copies)
• Panasonic Foundation
• Conference Travel
• AVID
• International Baccalaureate
• Peer Leadership Communities/Networks
HIB Law

- Suicide Prevention Training for School Psychologists & Nurses to turnkey
- Bullying Prevention (HIB Programs)

Professional Development

- Differentiated Instruction
- Personalized Learning Environments
- Alternative Proficiencies
- American Red Cross CPR
- Behavioral Training for Special Education
- Inclusive Training for Special Education

Nursing

- Training
2016-2017 Budget

Capital and Maintenance Projects

Building and Infrastructure Improvements

• Sidewalk repairs and improvements
• Partial Roof Replacements
• HVAC systems
• Boiler repairs
• Floor repairs
• Improvement of lighting systems at various schools
• Playground Asphalt
• Exterior wall repairs
Transportation services to support academic needs for all special needs students and students that live outside of a specified area

- Transportation for all special needs students,
- Courtesy for students attending magnet programs
- Preschoolers that live outside of a specified area
- Transportation for homeless / displaced students
- Transportation for foster children
Accomplishments and Accolades
Elizabeth High School Named 2015 National Blue Ribbon School by USDOE
EHS, Hamilton Among Nation’s Best High Schools
According to U.S. News & World Report
3 EPS Schools Named
New Jersey Schools of Character

Nicholas S. LaCorte – Peterstown School No. 3
Juan Pablo Duarte – José Julián Martí School No. 28
Donald Stewart Center for Early Childhood School No. 51
School Nos. 28 and 51 Named National Schools of Character

Juan Pablo Duarte – José Julián Martí
School No. 28

Donald Stewart Center for Early Childhood
School No. 51
School No. 20 Named
Emerging NJ School of Character

John Marshall School No. 20
The Star-Ledger- Elizabeth High School Boys Soccer
Group 4, North 2 State Champions
#7 in New Jersey
#5 in Group 4
#2 in Union County

The Star-Ledger All-State Boys Soccer
Max Acosta- 2nd Team
Kevin Patino- 2nd Team

The Star-Ledger All-Group 4 Boys Soccer
Max Acosta- 1st Team
Kevin Patino- 2nd Team

The Star-Ledger All-County Boys Soccer
Max Acosta- 1st Team
Kevin Patino- 1st Team
Sergio Martinez- 1st Team
Paulo Lopes- 1st Team
Miguel Fuentes- 2nd Team

The Star-Ledger All-Group 5 Football
Jahmin Muse- 3rd Team Offense
Max Michel- 3rd Team Defense
Lloyd Jackson – 3rd Place – 182 lbs.
David Tobe – 3rd Place – 220 lbs.
Michael Anaya – 3rd Place – 285 lbs.
EPS Named a Best Community for Music Education by NAMM Foundation
EPS Shines at Union County Teen Arts Festival Gallery
4 EPS Schools Recognized as Let’s Move Active Schools for transforming into healthier places for students and team members

Dr. Orlando Edreira Academy School No. 26
Dr. Antonia Pantoja School No. 27
Dr. Albert Einstein Academy School No. 29
Alexander Hamilton Preparatory Academy
All Elizabeth Public Schools that were eligible (32) have now received Healthy School Awards.

EPS was the first school district in NJ to have ALL Schools receive recognition. To earn the National Recognition Award, these schools improved their nutrition services and physical activity programs to meet or exceed stringent standards set by the Alliance for a Healthier Generation’s Healthy Schools Program.
The ‘WE LOVE OUR SCHOOLS’ is an equity based initiative - designed to highlight programming throughout our school district.

Our continuous focus on equity helps to ensure that all schools possess high quality, innovative initiatives - that result in pride for within the school community and helps to ensure that every child achieves excellence.
“Once again this budget year has presented extraordinary challenges for our learning community and the taxpayer. There continues to be a sizable increase in our student population which has placed a strain on our resources.

With that challenge, we continue moving forward, with a commitment to equity, expectations and excellence. The commitment to our core values and our concern for the welfare of the city, requires us to work arduously to present a budget that our community can support.

I am honored to serve as the Superintendent of this school district, which has a rich legacy and commitment in setting a high standard for our children. Our high expectations balanced with the financial pressures we face, will require us to seek input from everyone in the learning community.

We could not have accomplished so much without the commitment and leadership of our Board of Education, our union partners and the support of the community-at-large. Thank you so much for your support.”

Olga Hugelmeyer
Superintendent of Schools
A message to the Elizabeth Community:

• The Board of Education and Central Office believe in an open and transparent budget process. All Board of Education meetings are open to the public, and agendas and meeting minutes are available at www.epsnj.org

• Copies of the tentative 2016-2017 budget are on file at the Board of Education Mitchell Building, 500 North Broad Street

• A copy of the proposed budget is posted online at the district’s web site: www.epsnj.org
ELIZABETH BOARD OF EDUCATION

Charlene Bathelus
President

Maria Z. Carvalho
Vice President

Ana Maria Amin
Stephanie Goncalves
Stanley Neron
Daniel Nina

Paul Perreira
José M. Rodriguez
Carlos Trujillo
The 2016-2017 Budget