

ELIZABETH PUBLIC SCHOOLS

# FOCUS

2020

A Strategic Plan to Support *Equity, Expectations* and *Excellence*



# Olga Hugelmeyer Superintendent

*Every Child, Achieving 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***

# 1

## 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.*

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# Our Core Beliefs

2

## 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.*

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3

## Our Core Beliefs

### 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.*

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## 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.*

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# 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.*

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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

**Core Beliefs and Commitments**

**Managed Performance/Empowerment**

**Equity, Expectations and Excellence**

# How do we define **College and Career Readiness?**

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## What is “College” ready?

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

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## 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).

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## *What is our Pathway to College and Career Readiness?*

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

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# College and Career Readiness at EPS



# Colleges and Universities Acceptances – Class of 2016

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  
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



# Colleges and Universities Acceptances – Class of 2016



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

A photograph of a woman in a white sleeveless dress leaning over to present a plaque to a student in a wheelchair. They are in a large hall with many people in the background, some holding cameras. The woman is smiling and looking at the student. The student is also smiling and looking at the woman. The background is filled with people, some standing and some sitting, all looking towards the front of the hall. There are balloons and an American flag in the background.

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



# Colleges and Universities Acceptances – Class of 2016

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?**

*Every Child, Achieving Excellence*

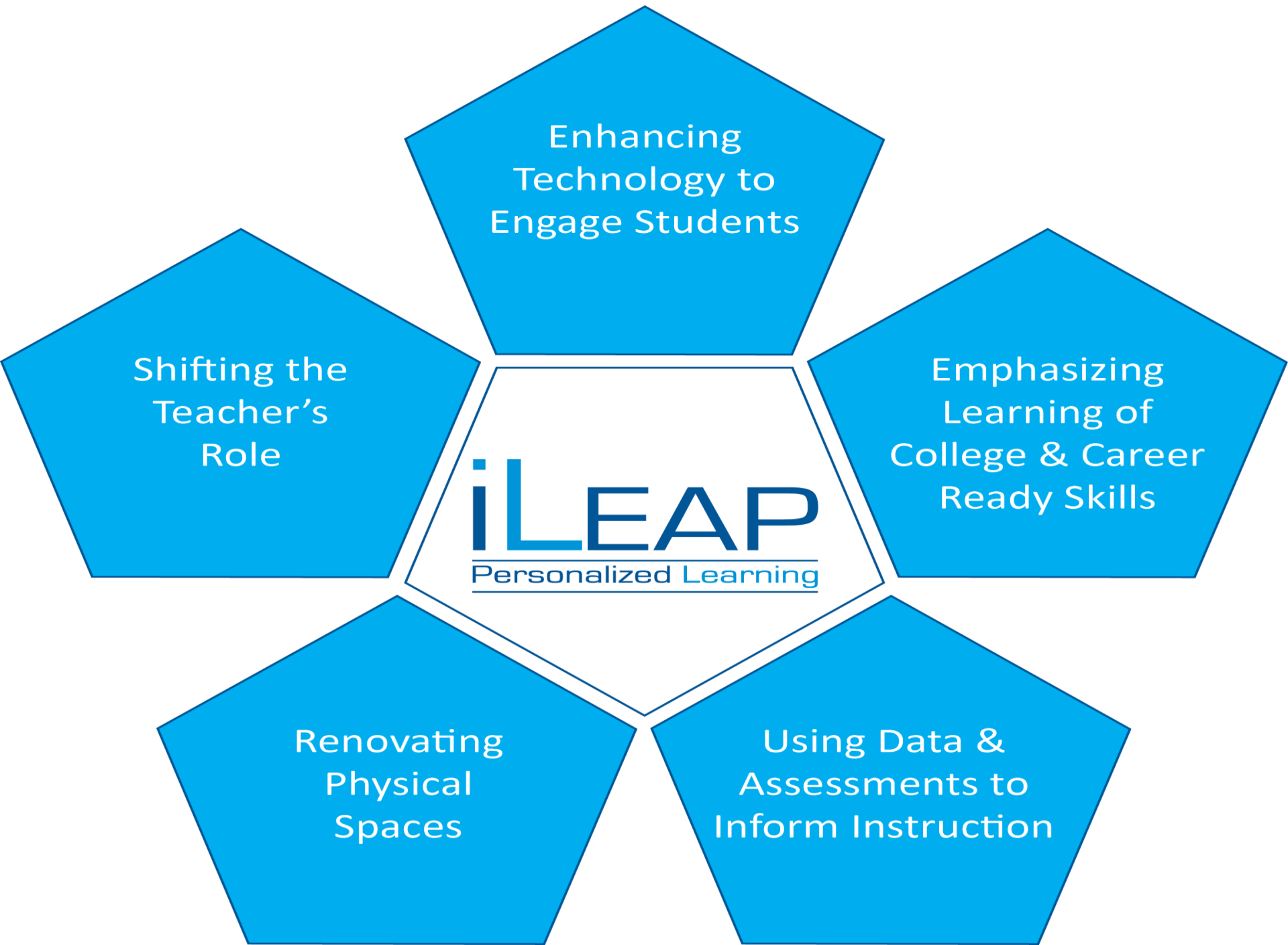
# iLEAP

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## Personalized Learning

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Enhancing  
Technology to  
Engage Students

Emphasizing  
Learning of  
College & Career  
Ready Skills

Using Data &  
Assessments to  
Inform Instruction

Renovating  
Physical  
Spaces

Shifting the  
Teacher's  
Role

**iLEAP**  
Personalized Learning

# Elizabeth Public Schools Selected as a #FutureReady District by the USDOE



**Digital Promise**

Accelerating Innovation in Education



## #FutureReady

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 play 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

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**Elizabeth Public Schools  
Computer Science initiatives  
recognized by President Obama  
as part of the  
“Computer Science for All” Initiative**

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# innovateNJ

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*

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# **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

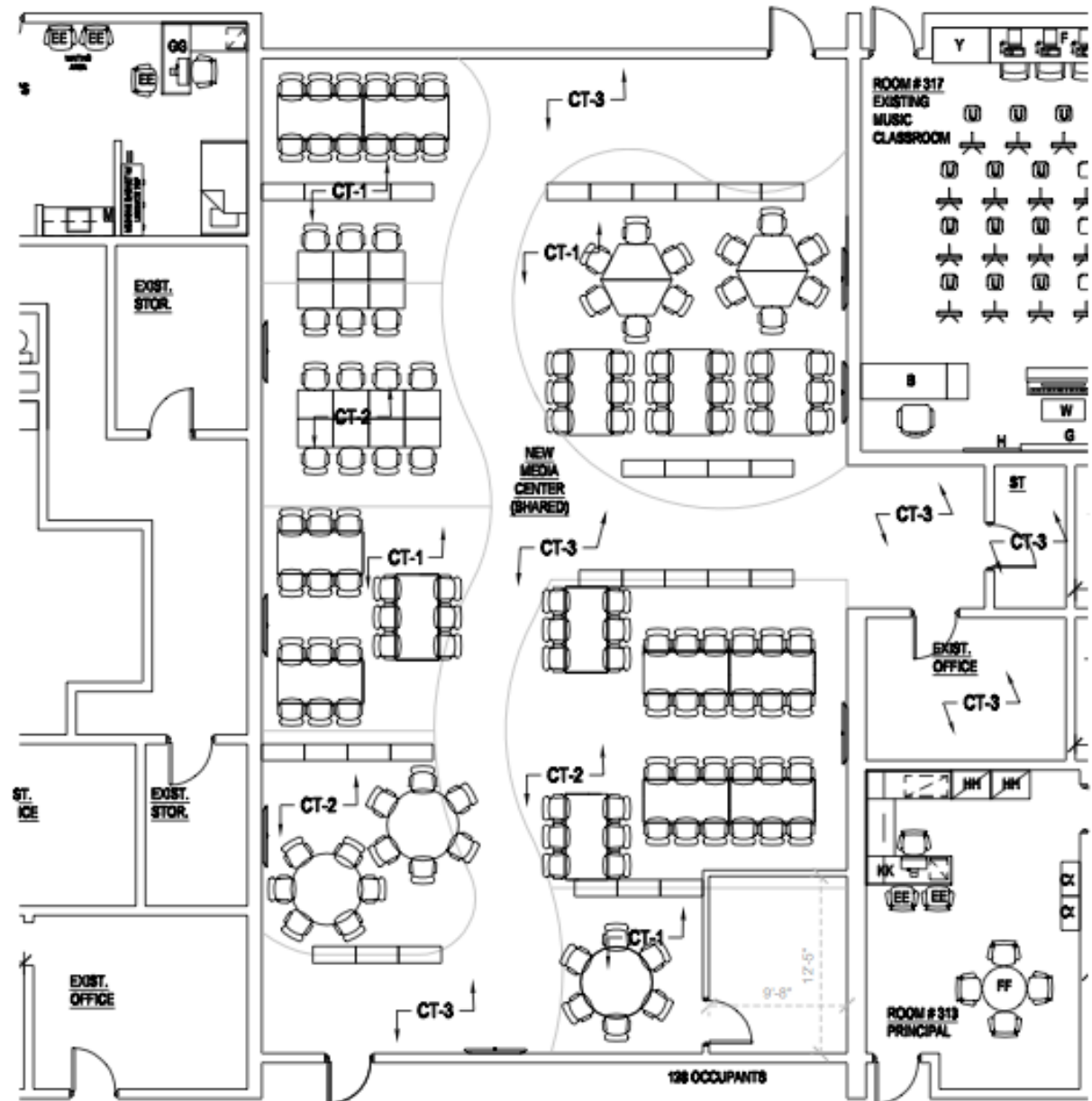
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# Redesigning Classroom Space



T





# PEARSON SYSTEM OF COURSES

## School No. 4 & Dwyer Technology Academy

Expanding to additional grade levels

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## 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.

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## 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

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## 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

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## 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

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*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*



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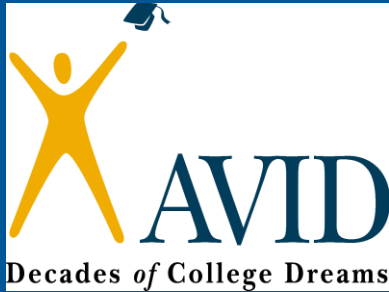


# Building Capacity for Career Pathways Grant Adds Two Programs of Study to Halsey Health & Public Safety Academy



Trinitas Regional Medical Center





*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**

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## 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

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RUTGERS

Joseph C. Cornwall Center  
for Metropolitan Studies

School of Public Affairs and Administration | Newark



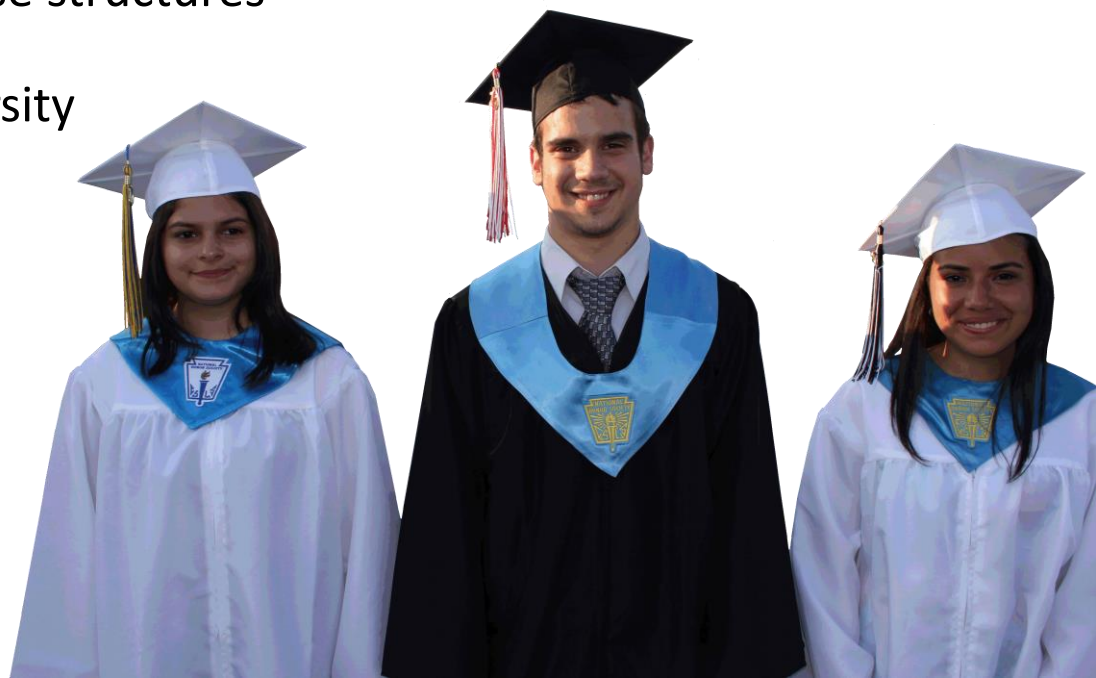
FORDFOUNDATION

## 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

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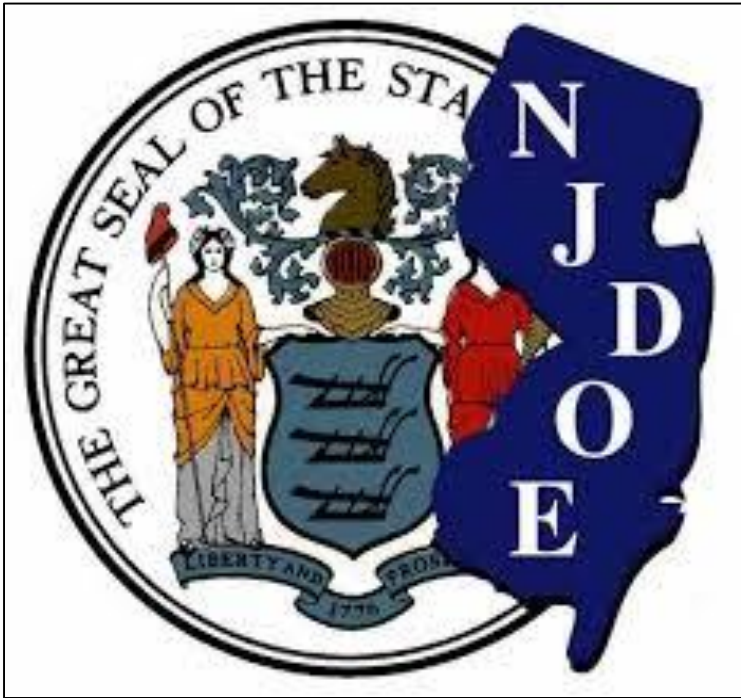


# *EPS Receives A Supplemental* **Achievement Coaches Grant**



*Commissioner of Education Dave Hesper*

*"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.



An orange decorative bar with a wavy, curved shape, positioned at the top of the slide.

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.

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# 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

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# Bilingual Magnet Programs

## Point of Entry Program Grades 9-12



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.

TITLE	SCHOOL	FTE	CERT
TEACHER-ESL	2	1.00	ESL
TEACHER-BIL ICS (HC)	2	1.00	BILINGUAL
TEACHER-BIL ICS (ARABIC)	2/6	1.00	BILINGUAL
TEACHER-GRADE 4 ABL	3	1.00	ESL/ELEM
TEACHER-ESL	3	1.00	ESL
TEACHER-ESL	4	1.00	ESL
TEACHER-GRADE 4 ABL	4	1.00	ESL/ELEM
TEACHER-GRADE 5 ABL	14	1.00	ESL/ELEM
TEACHER-ESL	14	1.00	ESL
TEACHER-BIL ICS (ARABIC)	14/23	1.00	BILINGUAL
TEACHER-ESL	18/28	1.00	ESL
TEACHER-BIL GRADE 2	20	1.00	BILINGUAL
TEACHER-ESL	21	1.00	ESL
TEACHER-BIL ICS	21	1.00	BILINGUAL
TEACHER-ESL	25	1.00	ESL
TEACHER-BIL ICS	80-HAMILTON	1.00	BILINGUAL
TEACHER-ESL	83-HALSEY/AOF	1.00	ESL
TEACHER-BIL (ARABIC)	29	1.00	BILINGUAL

**18 Bilingual/ESL Certified Teachers Needed in the New Budget**

# EPS Bilingual Program Designated a Model Program by NJDOE



State of New Jersey  
DEPARTMENT OF EDUCATION  
PO Box 500  
TRENTON, NJ 08625-0500

CHRIS CHRISTIE  
Governor  
KIM GUADAGNO  
Lt. Governor

DAVID C. HESPE  
Commissioner

April 18, 2016

Mrs. Olga Hugelmeyer, Superintendent  
Elizabeth School District  
500 North Broad Street  
Elizabeth, NJ 07208

Dear Mrs. Hugelmeyer:

Congratulations! 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 district, 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. The program will also enable administrators and teachers to engage in dialogue about issues of mutual concern, and discuss the potential for future collaboration regarding curriculum development projects and professional development initiatives.

The 2016-2018 model program award is based upon detailed information provided about your district's program described on the written application, a full-day site visit to schools in your district, and interviews with administrators, teachers, parents and students. Please be advised that should your program undergo a substantive change in philosophy or configuration (time and intensity of the program), this will necessitate a reevaluation to determine its suitability for retention as a model program designee for the remainder of the award period.

An e-mail was sent last week to Lisette Calvo extending an invitation to bring up to five designees from the school district to receive the award. We hope that your schedule will allow you to attend this ceremony. Should you have additional questions regarding the ceremony please contact Lori Ramella at [lori.ramella@doe.state.nj.us](mailto:lori.ramella@doe.state.nj.us).

Sincerely,

  
Karen L. Campbell, Director  
Office of Supplemental Educational Programs

KLC/UCM/LRM/Model Programs 2016-2018/040416pg16samplelet Elizabeth.doc

cc: Susan Mariz  
Lori Ramella  
Lisette Calvo  
Sandra Nunes  
Veronica Alvero

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# Partnerships

IDEA Data Center and NJDOE

- Inclusion, Equity and Opportunity

Rutgers University Medical School

- Autism Study

New Jersey Department of Education

- IEP Facilitators

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# 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

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# 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

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# 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



NEW

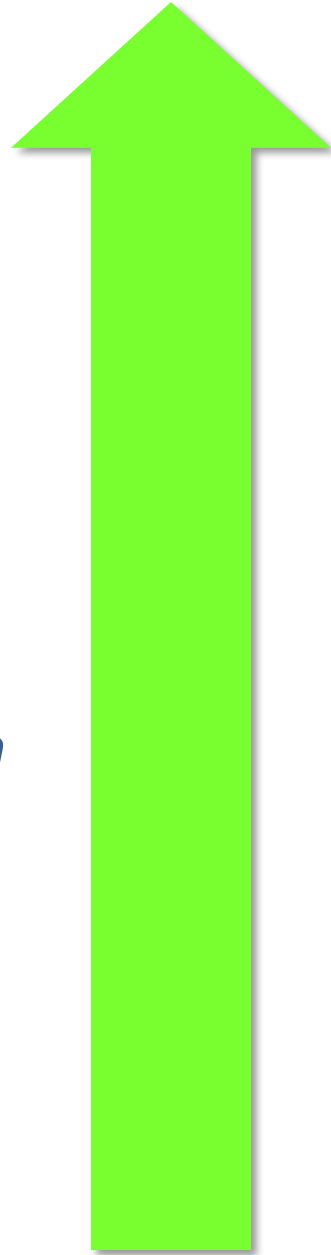
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## 3 Special Needs Certified Needed in the New Budget

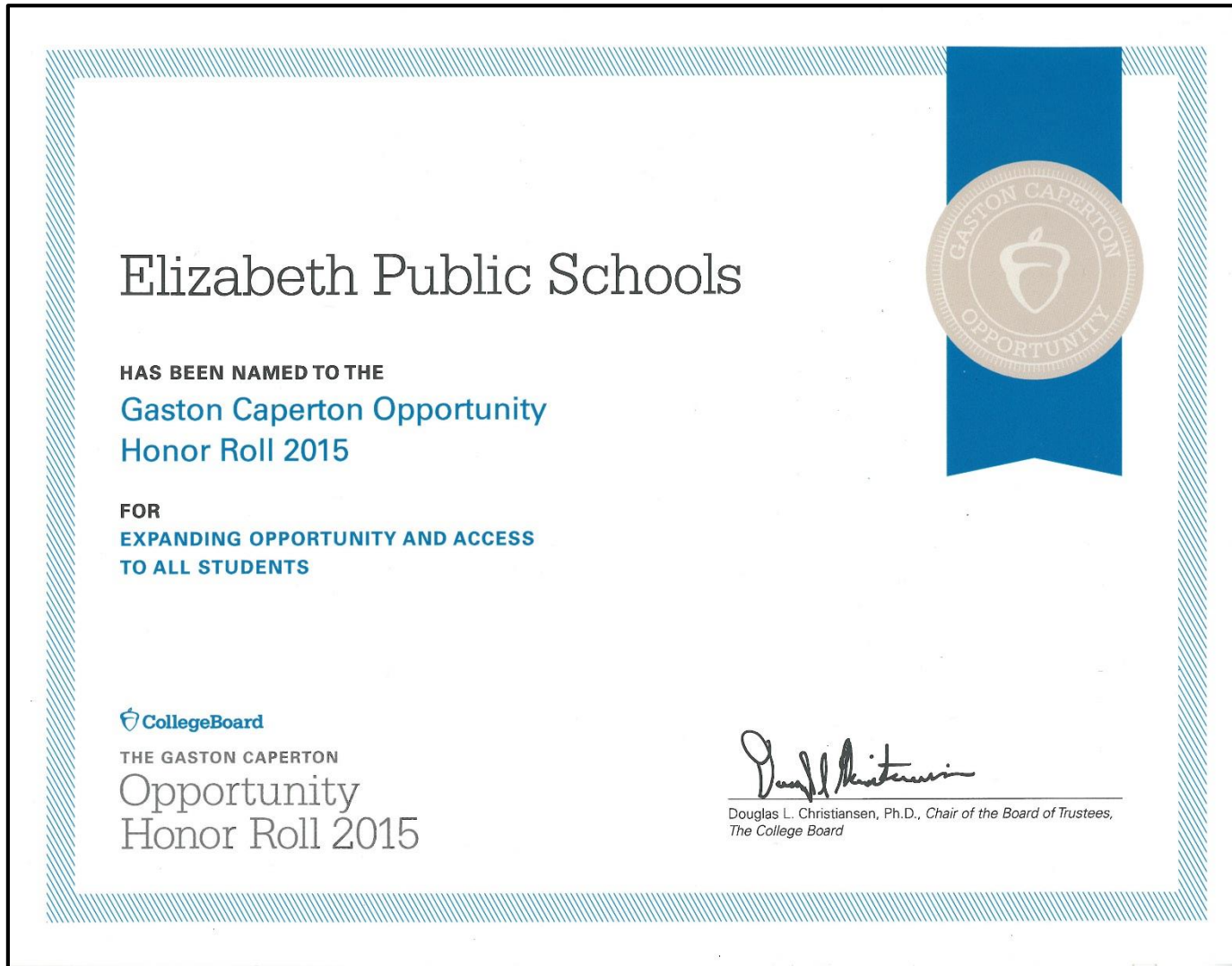
TITLE	SCHOOL	FTE	CERT
TEACHER-LLD	7	1.00	STUDENTS W/DISABILITIES
TEACHER-LLD	7	1.00	STUDENTS W/DISABILITIES
TEACHER-LLD	26	1.00	STUDENTS W/DISABILITIES

# We are seeing significant progress toward our goals

- *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%**



# EPS Selected to Opportunity Honor Roll 2015 by 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



NEW

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



NEW

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

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# 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.  
HAISEY, JR.  
Academy of Health and  
Public Safety**

**ALEXANDER HAMILTON  
PREPARATORY ACADEMY**

**THOMAS JEFFERSON  
ARTS ACADEMY**



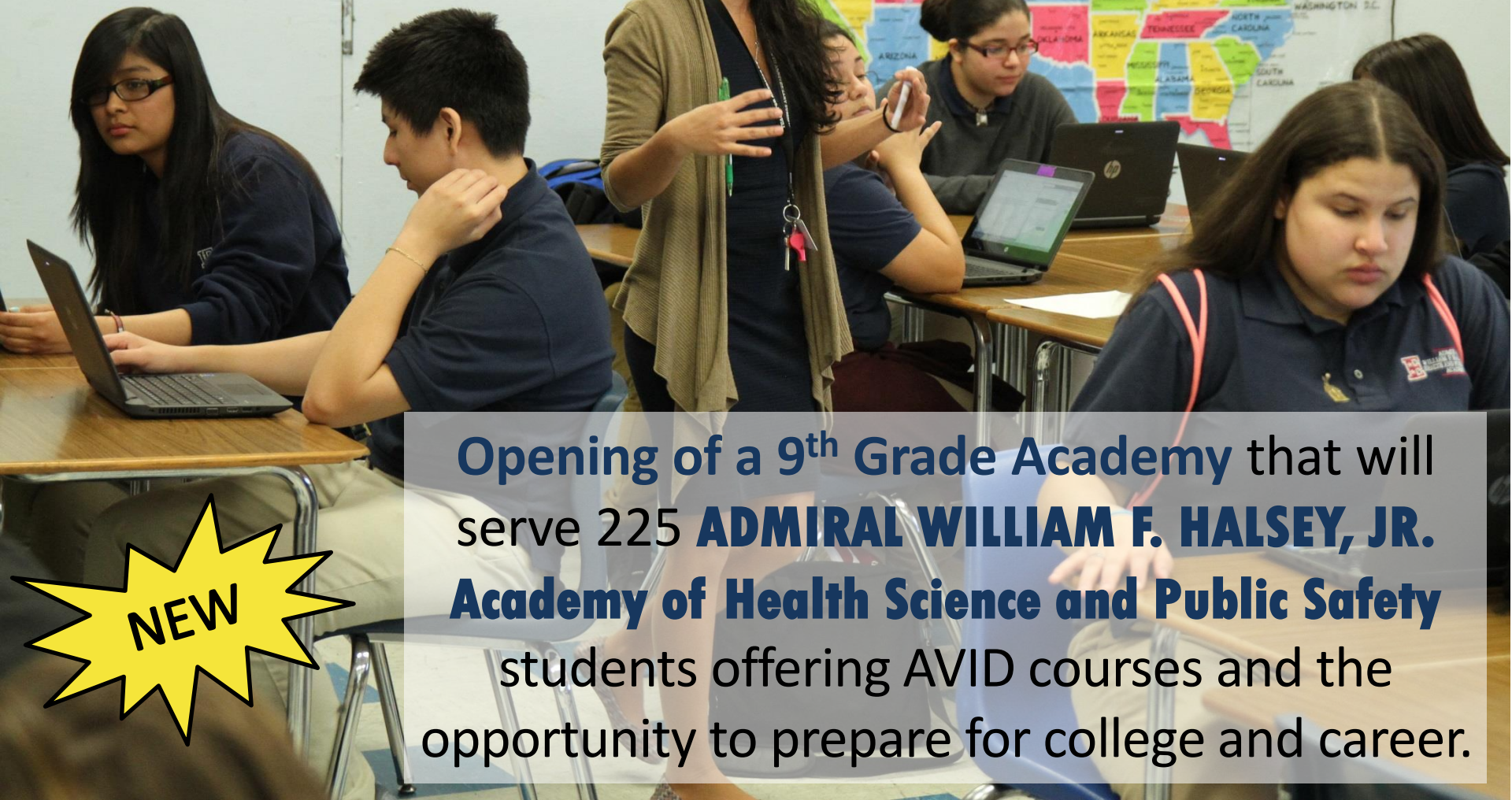
Opening of a 9<sup>th</sup> Grade Academy that will serve 215 **THOMAS A. EDISON Career & Technical Academy** students offering AVID courses and the opportunity to prepare for college and career.





Safety

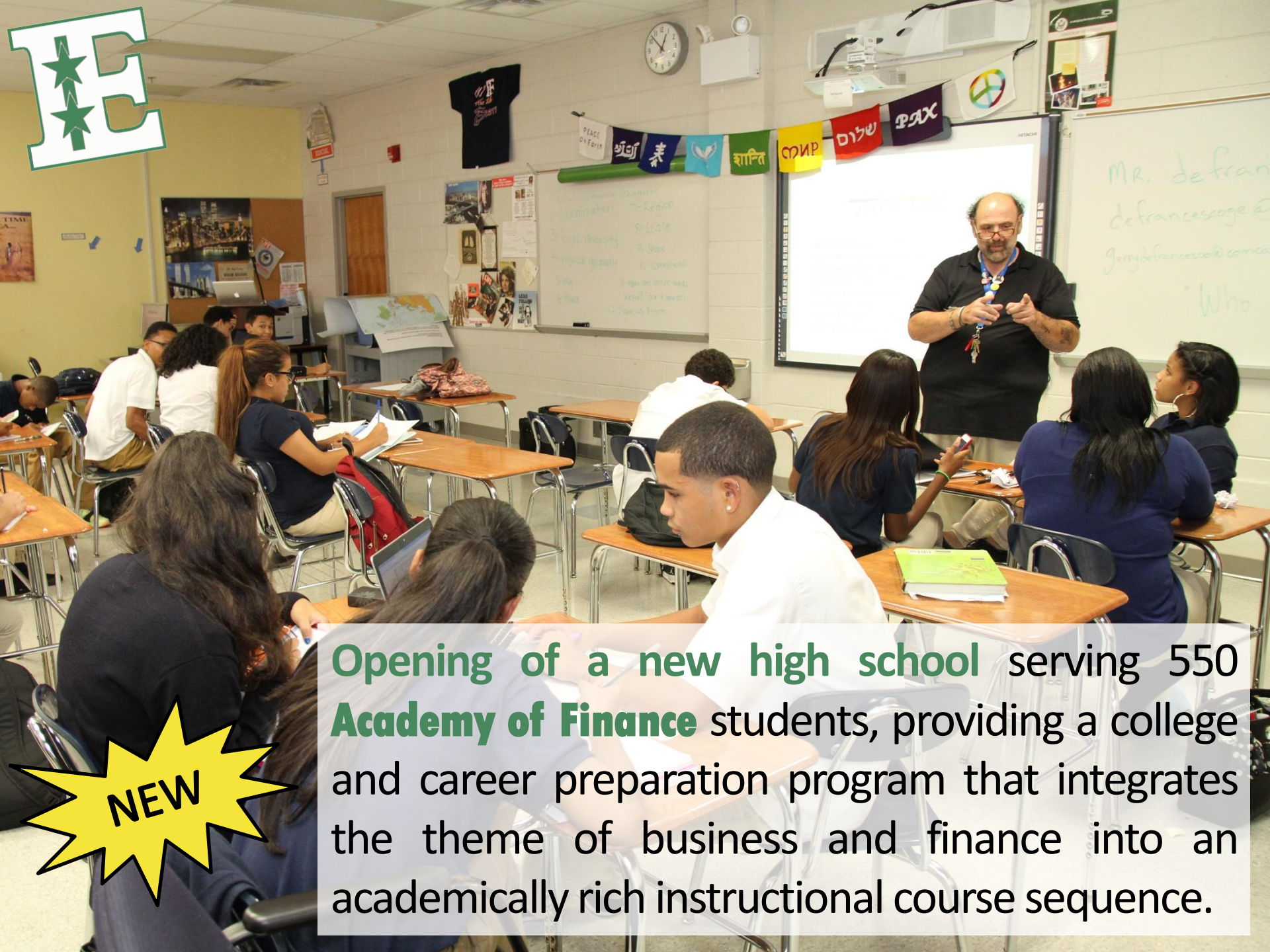
Empathy



Opening of a 9<sup>th</sup> 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.

NEW





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.

NEW





**Opening of the Frank J. Cicarell  
Academy** offering the capacity  
to serve the 1280 students of  
**Elizabeth High School**



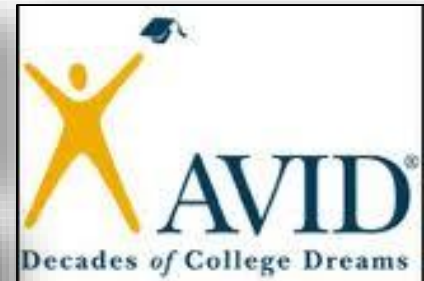
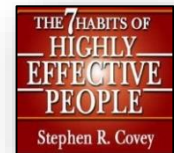
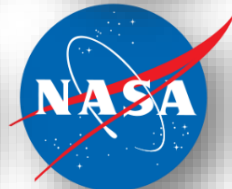


# Dr. Orlando Edreira, School No. 26 an International Baccalaureate School



- 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

# *At Elizabeth Public Schools, We Are Achieving Excellence Together*



*Many thanks to those that have recognized and assisted our efforts.*

# School enrollment over the last 15 years...

	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total Pop	20,062	21,061	21,146	21,128	21,100	21,215	21,308	21,382	21,744	22,752	23,391	24,122	26,201	27,127	27,417
SE	1,762	1,844	1,887	2,139	1,941	1,935	1,829	1,737	2,081	2,152	2,225	2,342	2,477	2,680	2,880
LEP	3,684	4,323	4,161	3,314	2,952	2,996	3,574	2,778	2,828	2,941	3,293	3,640	3,421	3,831	4,601
High School	4,486	4,667	4,682	4,646	4,553	4,618	4,487	4,401	4,382	4,373	4,385	4,648	4,895	5,352	5,496

The number of students  
has increased dramatically over time.

# Our district continues to grow in size

*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.**



TITLE	SCHOOL	FTE	CERT
TEACHER-ESL	2	1.00	ESL
TEACHER-BIL ICS (HC)	2	1.00	BILINGUAL
TEACHER-BIL ICS (ARABIC)	2/6	1.00	BILINGUAL
TEACHER-GRADE 4 ABL	3	1.00	ESL/ELEM
TEACHER-ESL	3	1.00	ESL
TEACHER-ESL	4	1.00	ESL
TEACHER-GRADE 4 ABL	4	1.00	ESL/ELEM
TEACHER-GRADE 5 ABL	14	1.00	ESL/ELEM
TEACHER-ESL	14	1.00	ESL
TEACHER-BIL ICS (ARABIC)	14/23	1.00	BILINGUAL
TEACHER-ESL	18/28	1.00	ESL
TEACHER-BIL GRADE 2	20	1.00	BILINGUAL
TEACHER-ESL	21	1.00	ESL
TEACHER-BIL ICS	21	1.00	BILINGUAL
TEACHER-ESL	25	1.00	ESL
TEACHER-BIL ICS	80-HAMILTON	1.00	BILINGUAL
TEACHER-ESL	83-HALSEY/AOF	1.00	ESL
TEACHER-ELA	6/18	1.00	ENGLISH
TEACHER-ELA	27	1.00	ENGLISH
TEACHER-MATHEMATICS	25/27	1.00	MATH

## 24 K-12 Instructional Professionals Needed in the New Budget

TEACHER-BIL (ARABIC)	29	1.00	BILINGUAL
TEACHER-LLD	7	1.00	STUDENTS W/DISABILITIES
TEACHER-LLD	7	1.00	STUDENTS W/DISABILITIES
TEACHER-LLD	26	1.00	STUDENTS W/DISABILITIES



# The 2016-2017 Budget Financial Data

*Every Child, Achieving Excellence*





# Harold Kennedy School Business Administrator

*Every Child, Achieving Excellence*

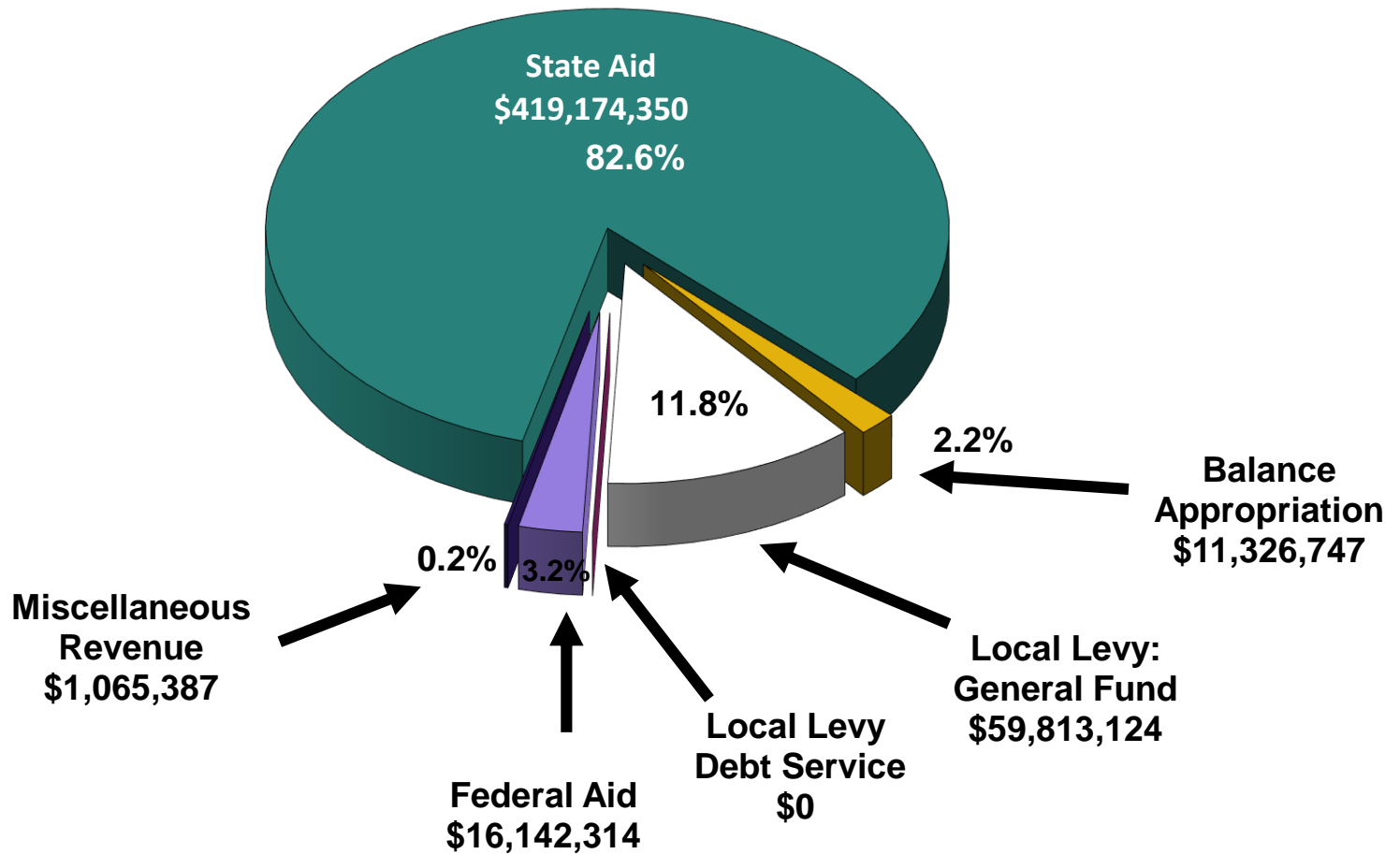
## Elizabeth Board of Education Budget Revenue

	2016-2017		2015-2016
Local Taxes General Fund	\$ 59,813,124.00	11.8%	\$59,813,124.00
Local Taxes Debt Service	-	0.0%	-
Federal Aid	\$16,142,314.00	3.2%	\$15,145,756.00
Misc. Revenue	\$1,065,387.00	0.2%	\$ 874,179.00
State Aid	\$419,174,350.00	82.6%	\$417,132,738.00
Balance Appropriation	\$11,326,747.00	2.2%	\$9,128,978.00
	\$507,521,922.00	100.0%	\$502,094,775.00

*Every Child, Achieving Excellence*

# Elizabeth Board of Education 2016-2017 Budget Revenue


**TOTAL BUDGET**  
**\$507,521,922**



*Every Child, Achieving Excellence*

# Elizabeth Board of Education Budget Expenditures

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



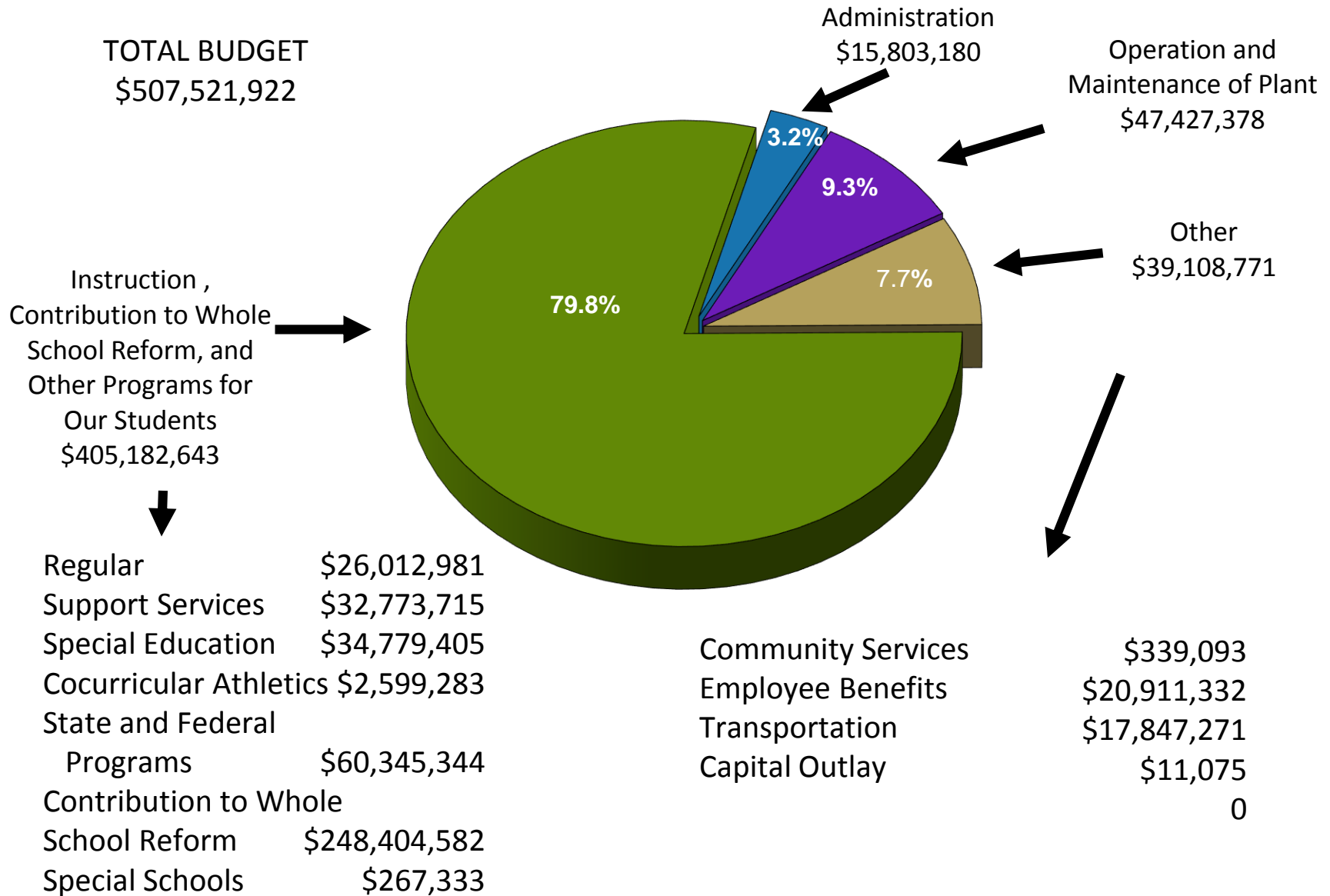
Instruction*	2016-2017	Percentage	2015-2016
Contribution to Whole School Reform	\$248,404,582		\$242,276,952
Regular	\$26,012,981		\$25,287,006
Support Services	\$32,773,715		\$31,971,134
Special Education (includes Tuition)	\$34,779,405		\$36,327,459
Cocurricular/Athletics	\$2,599,283		\$2,773,863
State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

**+\$7,080,178**

**Increase in total instructional spending over last year**

*Every Child, Achieving Excellence*

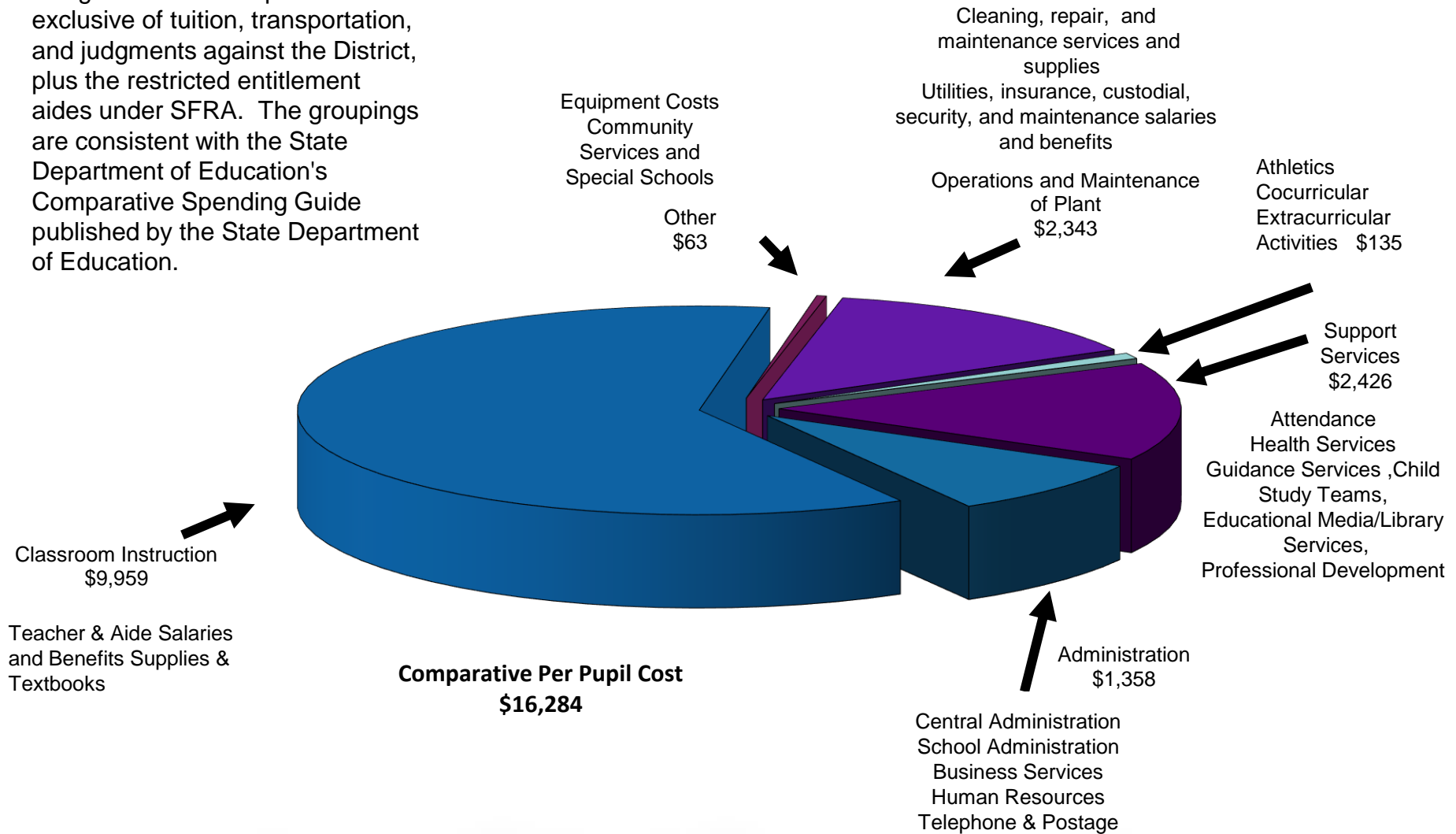
# Elizabeth Board of Education Budget Expenditures



# Elizabeth Board of Education

## 2016 – 2017 Per Pupil Costs

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.



*Every Child, Achieving Excellence*



## How do we compare on a state level?

### 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!**

# ELIZABETH PUBLIC SCHOOLS

**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**

# Development of the 2016-2017 Budget

## *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

## **Our Programs and Services**

### **Increase in supplies equipment, textbook allocations for new students**

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

## **K-12**

### **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



## Academic Programs

### K-12



## Maintaining

- 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
- 
- 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



- American Red Cross CPR Training for teachers

# 2016-2017 Budget

## Home and School Relationships

### 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

## Academic Safety Nets



# 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

### 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

**Academic  
Safety  
Nets**



# The 2016-2017 Budget

## 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



# 2016-2017 Budget

## ***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

# 2016-2017 Budget

## ***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

# 2016-2017 Budget

## **Our Programs and Services**

### **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

## **Building Professionalism & Resources**

### **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

## **Building Professionalism & Resources**

### **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

## 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

## **Our Programs and Services**

### **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

**BEST  
HIGH SCHOOLS**

**U.S. News**  
& WORLD REPORT

**GOLD**

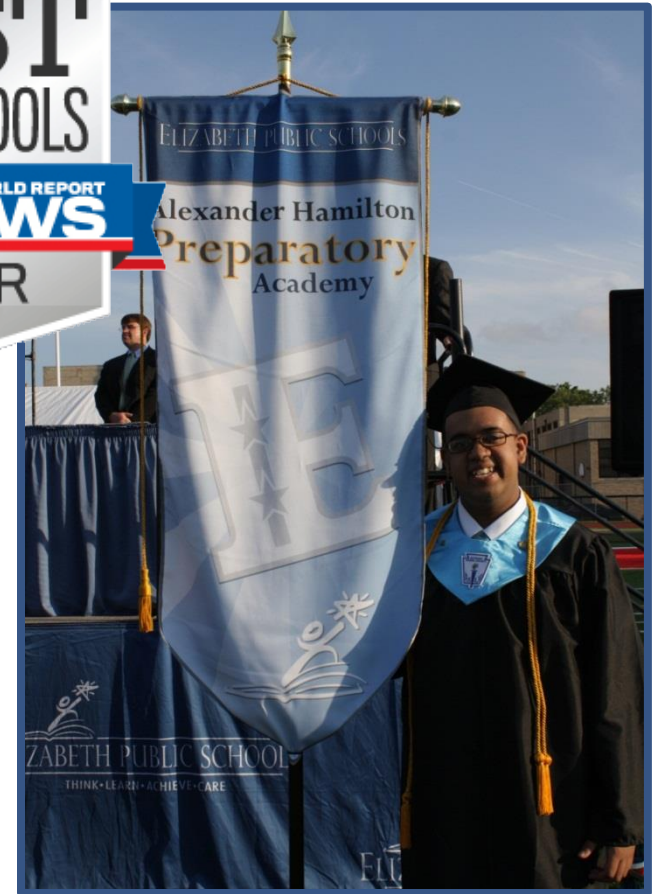


Elizabeth High School

**BEST  
HIGH SCHOOLS**

**U.S. News**  
& WORLD REPORT

**SILVER**



Alexander Hamilton  
Preparatory Academy

# 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



# Fall 2015 Highlights

## **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- Elizabeth High School Football**

## **The Star-Ledger All-Group 5 Football**

Jahmin Muse- 3rd Team Offense

Max Michel- 3rd Team Defense





# Winter 2015-16 Highlights



## **NJSIAA Wrestling- Region 3 Tournament**

Lloyd Jackson- 3rd Place – 182 lbs.

David Tobe- 3rd Place – 220 lbs.

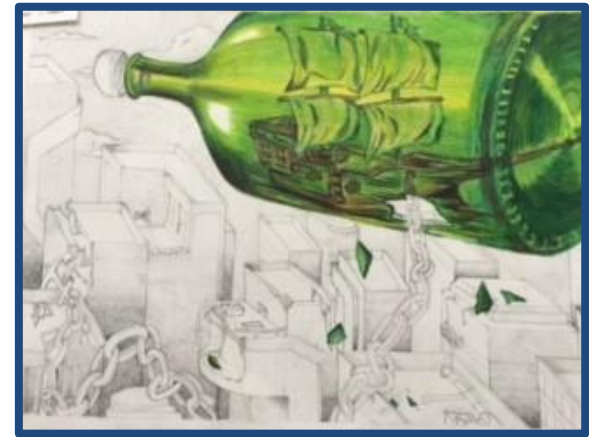
Michael Anaya- 3rd Place – 285 lbs.

# *EPS Named a Best Community for Music Education by NAMM Foundation*





# *EPS Shines at Union County Teen Arts Festival Gallery*



# Let's Active Move Schools

**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**

# The Alliance for a Healthier Generation Awards Elizabeth Public Schools



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.**

**We  OUR  
School!**



**We are committed to create an equitable budget - high expectations, budget...that underscores our focus on college and career readiness.**

*“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](http://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](http://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