Newark
Board of Education
Roger León, Superintendent

Annual Report to State Board of Education

June 5, 2019

Please note that this Powerpoint has been modified from its original version to be more accessible.

Transition
to
Local Control

Transition Plan Overview

- The Transition Plan is presented pursuant to *N.J.A.C* 6A:30-7.2 (b) and (c) and *N.J.A.C* 6A:30-7.3 (procedures for transition to local control and components of the transition plan).This plan delineates the terms and conditions for the return of local control to the Newark Public School District.

- The purpose of this Transition Plan is to document the process, actions, and commitments to be taken by the District, the Newark School Board, and the New Jersey Department of Education in order for the State to withdraw from partial intervention in the areas of Governance and Instruction & Program and to return authority and oversight over the District in its entirety to the local Board of Education.

- The Transition Plan is closely aligned to the recommendations of the Newark Education Success Board and with community input forums hosted in each ward.

Transition Plan Overview cont.

- The core elements of the Transition Plan includes: Governance, Instruction & Program, Fiscal Management, Operations, and Personnel, and Fundamental Considerations.

- The Transition Plan focuses more heavily on the areas of Governance and Instruction & Program because these are the areas being newly transitioned back to the Newark Board of Education.

- The Transition Plan is monitored by and with the assistance and support of the Highly Skilled Professional who was assigned by and reports to the Commissioner of Education.

- The Transition Plan is accompanied by an Accountability Scorecard which will be used to track and measure the District's progress toward implementation of the plan.

Transition Plan Timelines

- February 1, 2018 - The Advisory Board officially became the Newark Board of Education.

- July 1, 2018 – Appointment of Superintendent

- November 6, 2018 – Referendum on the classification of the Board as Type II (elected).

Length of Transition Plan: February 1, 2018 – January 31, 2020 with the determination of the completion of the plan based on the scorecard.

District Current State

The Newark Board of Education is now positioned to transition to full local control, having demonstrated academic progress and noted improvements across the five areas measured by the State's Quality School Accountability Continuum (QSAC) evaluation system since the State takeover.

- Operations (2008).
- Financial Management (2014).
- Personnel returned by SBOE in 2016.
- Governance (September 13, 2017, subject to the completion of the Transition Plan).
- Instruction & Program (September 13, 2017, subject to the completion of the Transition Plan).

The Next
THREE YEARS

Strategic Plan | 2016–19
Newark Public Schools

Priorities   4

Strategies   17

Indicators   64

End Date: June 30, 2019

Subcommittee Touch Points

July 1, 2018 through January 29, 2019

537

The Next Three Years
Strategic Plan
SY 2016-19

Priority 1: Strengthen Academics and Student Supports (110)

Priority 2: Ensure Great Talent in Every School and Department (144)

Priority 3: Engage the Community (61)

Priority 4: Provide Efficient Operations, Sustainable Budgets and Skilled Governance (222)

Priority 1: Strengthen Academics and Student Supports (110)

Strategy 1: Use a consistent, district-wide approach to instruction that helps develop students' college and career readiness skills

Strategy 2: Ensure all teachers have access to high-quality curriculum and assessments

Strategy 3: Provide more intensive supports for students who need them

Strategy 4: Create caring, welcoming schools that support learning   Strategy 5: Strengthen Pre-K Education

Priority 2: Ensure Great Talent in Every School and Department

Strategy 1: Recruit and select the best educators for NPS

Strategy 2: Continue to retain our most effective teachers and principals

Strategy 3: Provide accessible and practical feedback and coaching

Strategy 4: Raise the bar for excellence for ALL staff in NPS

Priority 3: Engage the Community

Strategy 1: Adopt a community schools strategy

Strategy 2: Plan with the community

Strategy 3: Inform and engage families and community members

Strategy 4: Expand and better use partnerships Strategy 5: Strengthen transparency and accountability

PRIORITY 4: Provide Efficient Operations, Sustainable Budgets, and Skilled Governance

Strategy 1: Assess, invest in and optimize usage of NPS facilities

Strategy 2: Find operational efficiencies while improving service

Strategy 3: Provide fair and efficient student funding

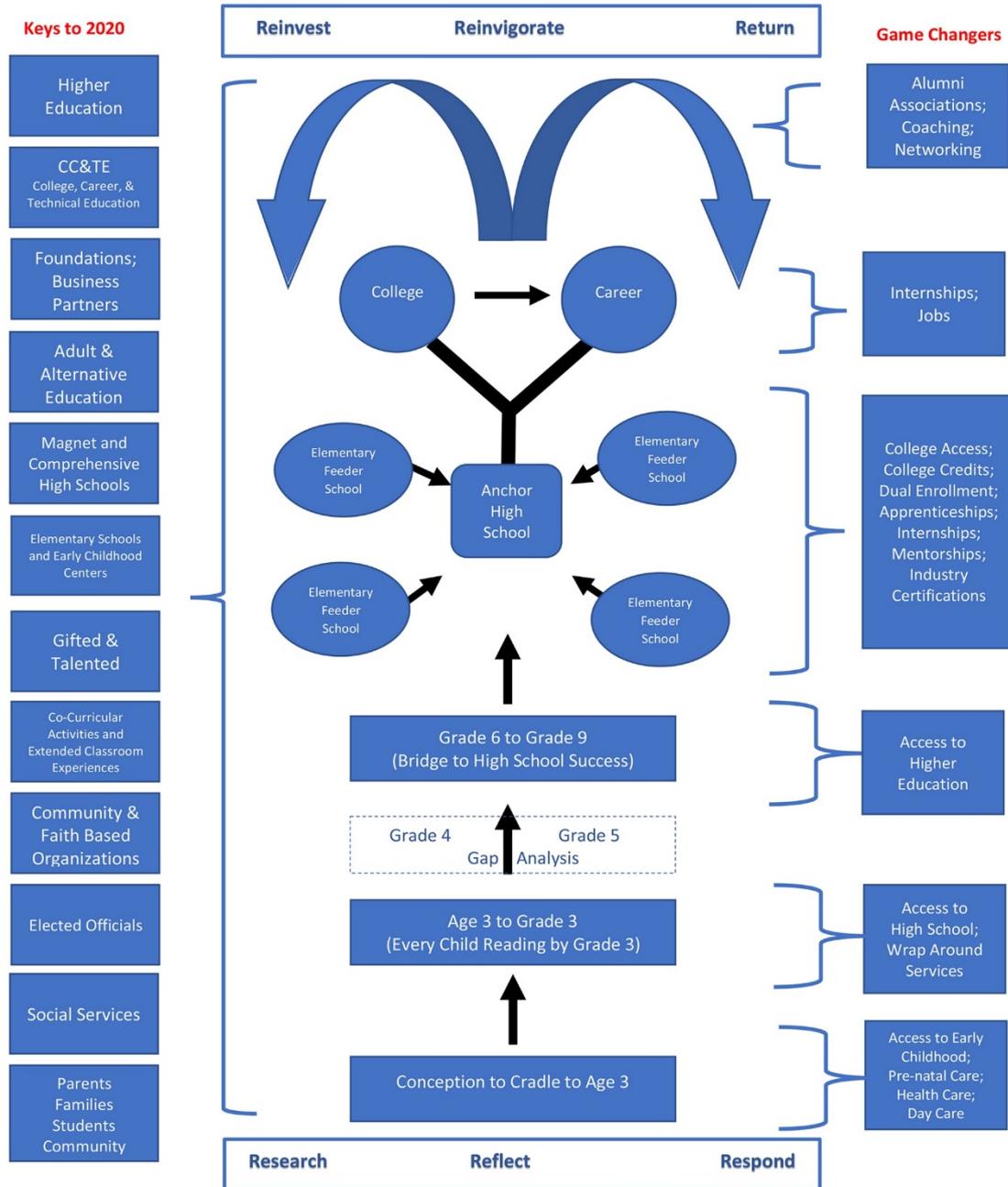Strategy 4: Support the Board of Education

NPS Clarity 2020*
Strategic Plan

Timelines: June 2019 – June 2020

One Year Plan*

NPS CLARITY 2020

Keys to 2020

- Higher Education
- CC&TE — College, Career, & Technical Education
- Foundations; Business Partners
- Adult & Alternative Education
- Magnet and Comprehensive High Schools
- Elementary Schools and Early Childhood Centers
- Gifted & Talented
- Co-Curricular Activities and Extended Classroom Experiences
- Community & Faith Based Organizations
- Elected Officials
- Social Services
- Parents Families Students Community

Reinvest   Reinvigorate   Return

- College → Career
- Elementary Feeder School
- Elementary Feeder School
- Anchor High School
- Elementary Feeder School
- Elementary Feeder School
- Grade 6 to Grade 9 (Bridge to High School Success)
- Grade 4 / Grade 5 — Gap Analysis
- Age 3 to Grade 3 (Every Child Reading by Grade 3)
- Conception to Cradle to Age 3

Research   Reflect   Respond

Game Changers

- Alumni Associations; Coaching; Networking
- Internships; Jobs
- College Access; College Credits; Dual Enrollment; Apprenticeships; Internships; Mentorships; Industry Certifications
- Access to Higher Education
- Access to High School; Wrap Around Services
- Access to Early Childhood; Pre-natal Care; Health Care; Day Care
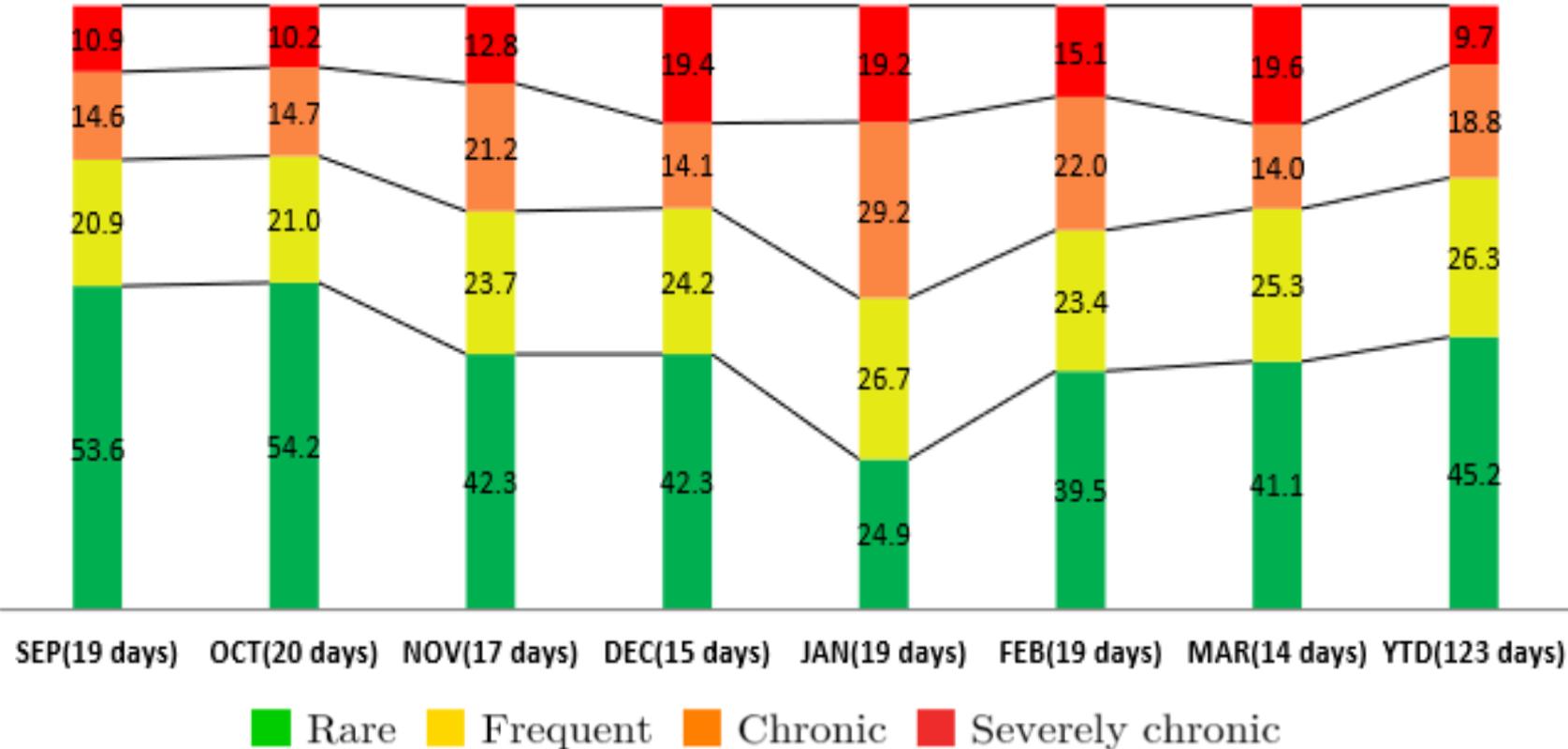
16

The Next Decade: 2020-2030**
Strategic Plan

Timelines: June 2020 – June 2030

Ten Year Plan**

Student Attendance
SY 2017-18

Absenteeism by Month
Newark Public Schools

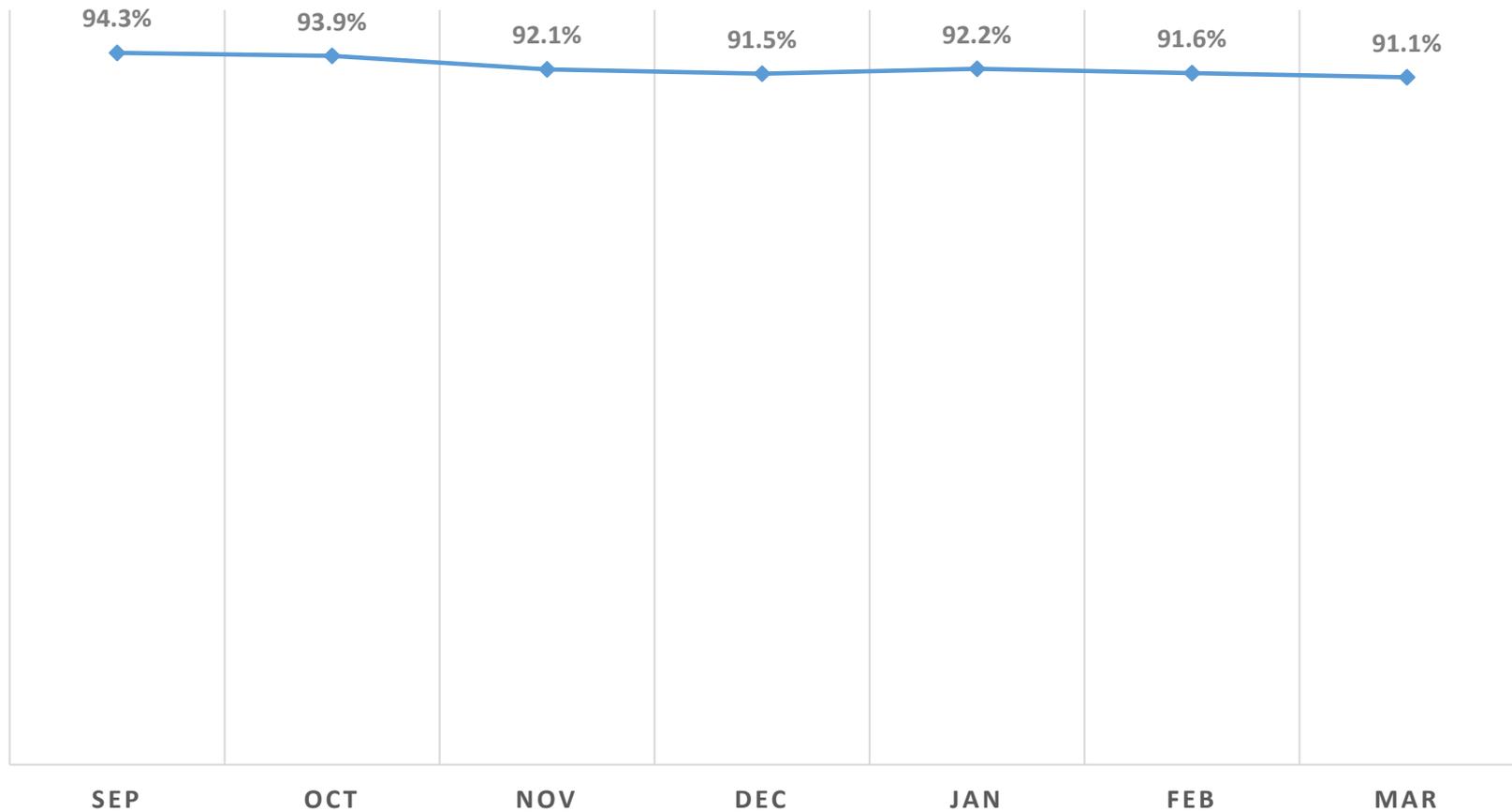| Absence category	Proportion of days absent	March days absent	YTD days absent
Rare	$0\% \leq r < 5\%$	$0 - 1$ days	$0 - 6$ days
Frequent	$5\% \leq r < 10\%$	$1.5 - 2$ days	$6.5 - 12.5$ days
Chronic	$10\% \leq r < 18\%$	$2.5 - 3.5$ days	$13 - 23$ days
Severely chronic	$r \geq 18\%$	≥ 4 days	≥ 23.5 days

Absenteeism by Month:
Newark Board of Education
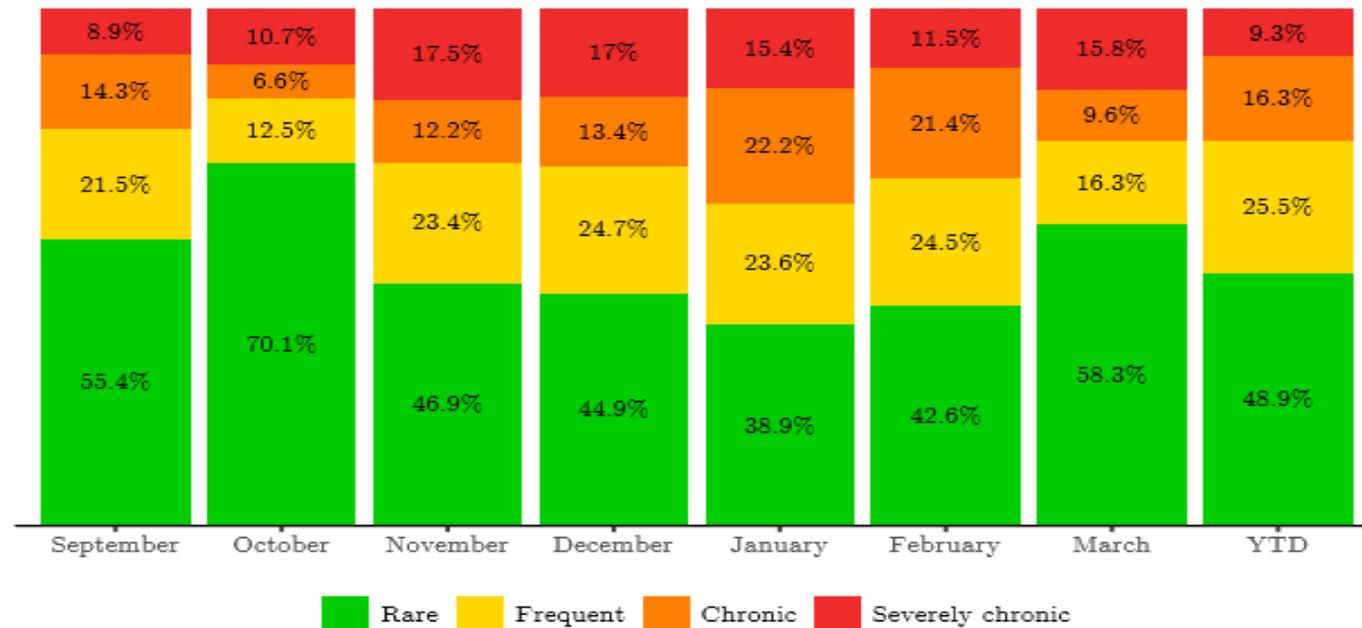
Student Attendance
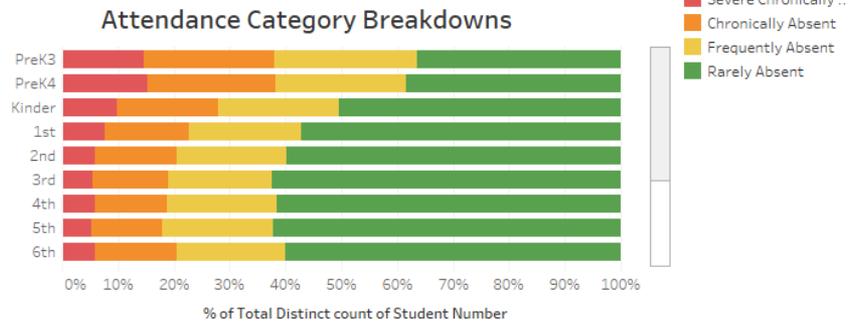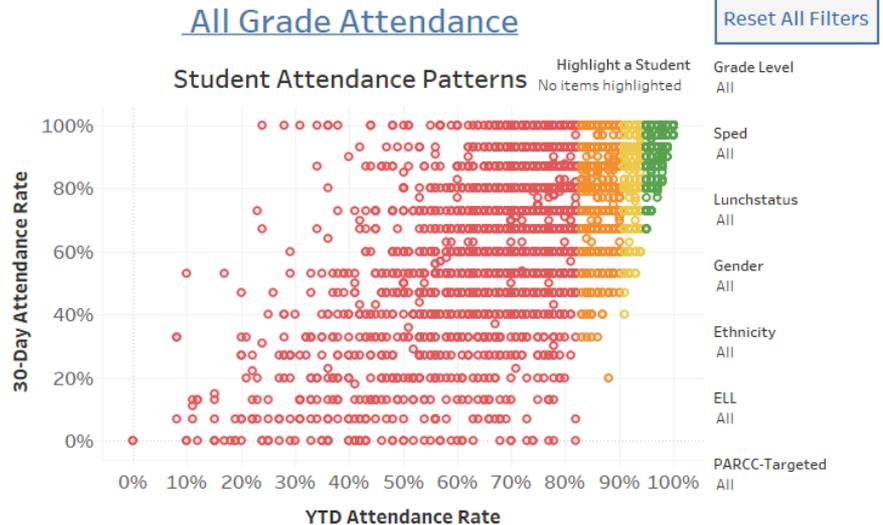## Average Daily Attendance
SY 2018-19

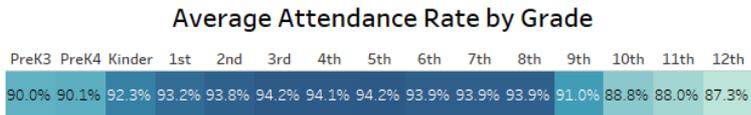|	SEP	OCT	NOV	DEC	JAN	FEB	MAR
	94.3%	93.9%	92.1%	91.5%	92.2%	91.6%	91.1%

Student Attendance
Interactive Attendance Dashboard
SY 2018-19

Student Attendance
Interactive Attendance Dashboard
SY 2018-19

All
Attendance Detail

Average Daily Attendance by `School ▼`

Grade Level
(All)

Sped
(All)

Lunchstatus
(All)

Gender
(All)

ELL
(All)

Ethnicity
(All)

PARCC-Targeted
(All)

Average Daily Attendance (y-axis: 65% to 100%)

x-axis: Sep 7, 18 | Sep 17, 18 | Sep 27, 18 | Oct 7, 18 | Oct 17, 18 | Oct 27, 18 | Nov 6, 18 | Nov 16, 18 | Nov 26, 18 | Dec 6, 18 | Dec 16, 18 | Dec 26, 18 | Jan 5, 19 | Jan 15, 19

Percent of Absences by Reason

Filter by Student
(All)

	Past 2 Weeks	30-Day	YTD
Avg. Absent Days	1.5	2.0	6.7
Unexcused	90.2%	90.4%	85.5%
Health	8.2%	8.1%	11.9%
Transportation	0.1%	0.2%	1.2%
Personal	0.7%	0.6%	0.7%
Safety Concern	0.7%	0.5%	0.5%
Meeting	0.4%	0.3%	0.3%
Half Day	0.2%	0.2%	0.2%

Unknown: Unexcused (1) & Half Day (5)

Health: Long-term Illness (K), Short-term Illness (L), & 504/IEP (M)

Transportation: Transportation (N)

Personal: Displaced (A), Bereavement (B), & Court (D)

Safety Concern: Unexcused Safety (G) & Safety Off-site Suspension (H)

Meeting: Field Trip (I) & In-school Suspension (J)

Tardy v. Absent Rates

- Tardy Rate Last 30 D..: 7.5%
- Absent Rate Last 30 ..: 15.5%
- Tardy Rate YTD: 4.4%
- Absent Rate YTD: 8.3%

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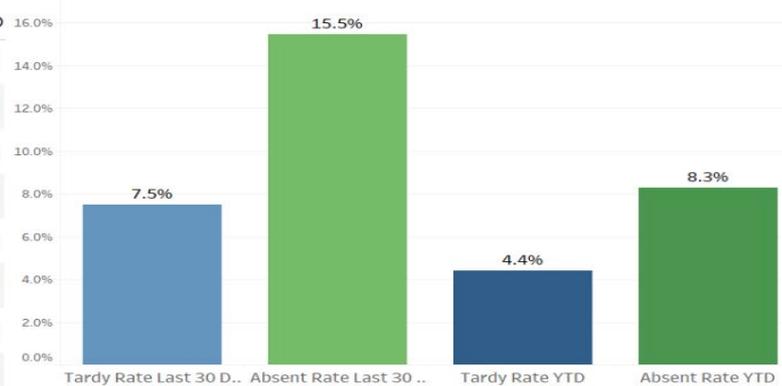
Student Achievement
PARCC-English Language Arts
2015-2018

Four-Year Trend, Percentage of Students Scored Level 4 or 5 on PARCC ELA: 2015-2018
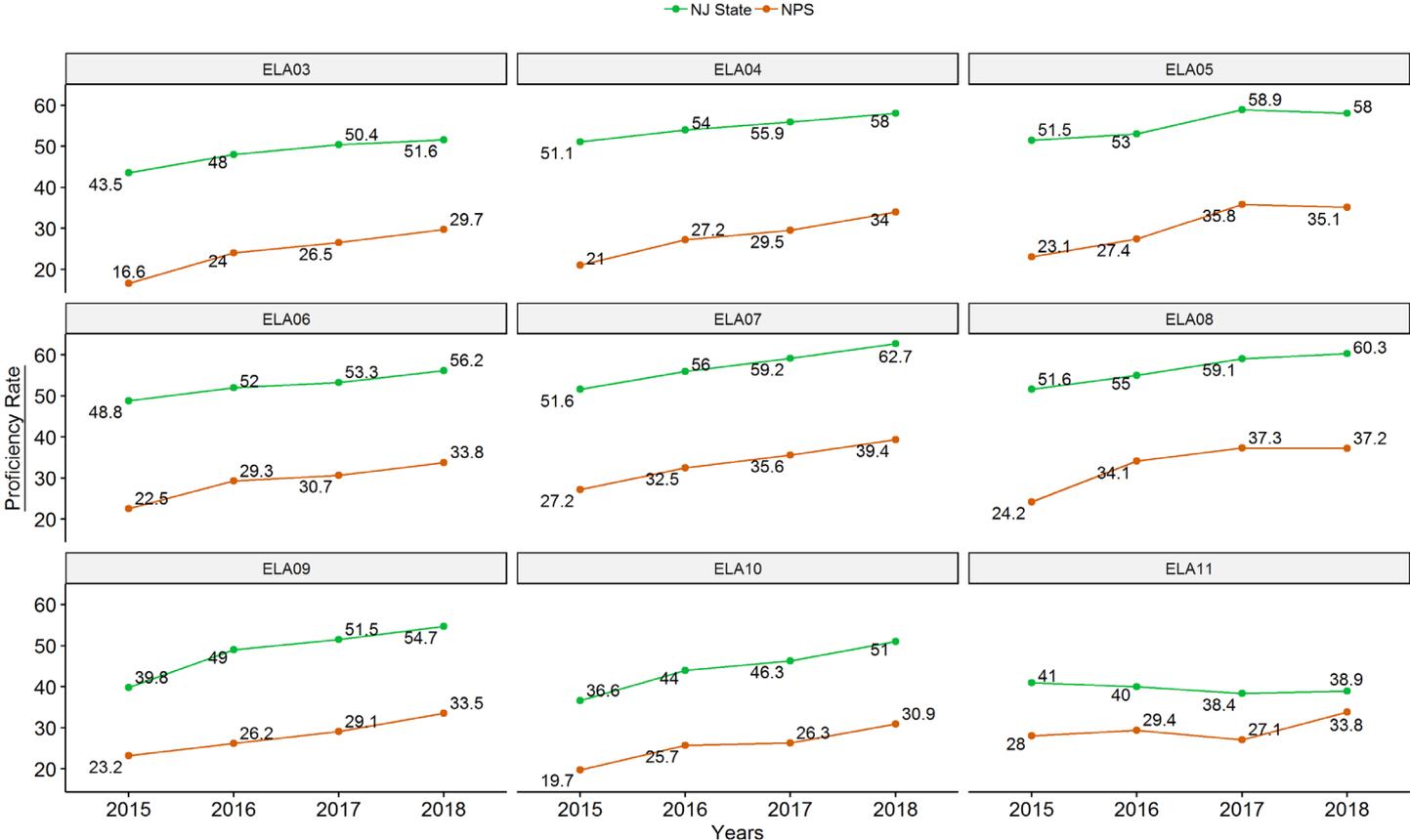
Created by Lu Han on August 22, 2018; Data source: https://www.nj.gov/education/assessment/district/DistrictPARCC18Template.pptx

Student Achievement
Interactive Assessment Dashboard:
English Language Arts

ELA Assessments Dashboard

PARCC '18

	1	2	3	4	5
ELA03	57.1%	26.5%	14.3%	2.0%	
ELA04	24.5%	19.2%	25.3%	28.5%	2.5%
ELA05	17.5%	21.8%	26.0%	29.1%	5.6%
ELA06	15.6%	21.8%	26.8%	31.9%	3.9%
ELA07	13.2%	23.6%	28.4%	29.2%	5.7%
ELA08	17.3%	17.3%	25.0%	27.7%	12.6%
ENG I	16.6%	18.3%	24.8%	32.7%	7.5%
ENG II	16.2%	16.5%	26.0%	31.6%	9.7%
ENG III	22.9%	19.4%	21.7%	25.1%	10.8%
ENG IV	18.2%	17.0%	23.5%	30.9%	10.5%

Interim 1

	1	2	3	4	5
ELA03	42.1%	31.2%	16.6%	10.1%	0.1%
ELA04	11.0%	18.9%	30.2%	29.7%	10.2%
ELA05	7.5%	39.3%	25.2%	26.0%	2.0%
ELA06	9.2%	25.0%	21.6%	39.4%	4.8%
ELA07	12.6%	17.3%	21.9%	20.3%	27.8%
ELA08	18.1%	31.3%	25.5%	22.4%	2.6%
ENG I	16.2%	24.1%	31.6%	23.8%	4.3%
ENG II	29.1%	23.6%	29.0%	16.1%	2.3%
ENG III	8.6%	41.2%	29.9%	17.0%	3.3%
ENG IV	4.8%	34.8%	29.9%	29.3%	1.2%

Interim 2

	1	2	3	4	5
ELA03	14.8%	25.9%	23.0%	29.3%	6.9%
ELA04	14.8%	22.9%	32.3%	23.8%	6.2%
ELA05	6.3%	23.0%	28.4%	34.5%	7.8%
ELA06	7.8%	30.4%	23.0%	29.3%	9.4%
ELA07	18.7%	34.6%	22.4%	14.0%	10.2%
ELA08	11.5%	20.9%	22.2%	33.6%	11.8%
ENG I	7.3%	23.7%	20.0%	34.5%	14.4%
ENG II	20.6%	17.8%	26.4%	28.1%	7.2%
ENG III	7.7%	19.7%	21.6%	30.8%	20.2%
ENG IV	8.3%	40.5%	33.4%	14.3%	3.5%

Count of Students by Test

	PARCC	RI1	Interim 1	RI2	Interim 2	RI3
ELA03	49	2,445	1,920	2,500	2,566	2,476
ELA04	2,393	2,562	2,474	2,632	2,677	2,594
ELA05	2,358	2,508	2,282	2,595	2,652	2,568
ELA06	2,376	2,545	2,597	2,593	2,668	2,605
ELA07	2,295	2,463	2,538	2,553	2,522	2,511
ELA08	2,168	2,297	2,303	2,380	2,374	2,340
ENG I	1,550	1,663	1,609	1,704	1,497	1,565
ENG II	1,558	1,528	1,409	1,551	1,597	1,507
ENG III	1,486	493	1,402	418	1,289	157
ENG IV	1,129	10	1,178	3	719	3

Reading Inventory 1

	Below Basic	Basic	Proficient	Advanced
ELA03	48.2%	27.0%	22.5%	2.3%
ELA04	50.4%	28.0%	18.4%	3.2%
ELA05	40.9%	31.1%	20.8%	7.3%
ELA06	38.7%	35.2%	15.4%	10.7%
ELA07	34.4%	33.6%	17.5%	14.6%
ELA08	28.3%	33.7%	21.4%	16.5%
ENG I	26.7%	27.7%	30.3%	15.3%
ENG II	27.4%	22.5%	41.2%	8.9%
ENG III	34.7%	29.4%	31.6%	4.3%
ENG IV	80.0%	10.0%	10.0%	

Reading Inventory 2

	Below Basic	Basic	Proficient	Advanced
ELA03	37.8%	29.4%	27.8%	4.9%
ELA04	44.6%	28.2%	22.4%	4.9%
ELA05	36.0%	31.2%	24.2%	8.6%
ELA06	35.6%	35.6%	15.9%	12.9%
ELA07	31.6%	31.8%	18.8%	17.7%
ELA08	26.2%	34.0%	21.9%	17.9%
ENG I	26.2%	26.2%	30.9%	16.6%
ENG II	25.6%	22.0%	42.9%	9.5%
ENG III	34.9%	26.1%	37.6%	1.4%
ENG IV	33.3%	33.3%	33.3%	

Reading Inventory 3

	Below Basic	Basic	Proficient	Advanced
ELA03	27.5%	31.0%	33.2%	8.3%
ELA04	37.2%	27.3%	28.1%	7.3%
ELA05	30.4%	30.7%	28.3%	10.6%
ELA06	31.9%	33.4%	18.9%	15.8%
ELA07	28.1%	31.0%	19.1%	21.8%
ELA08	24.2%	32.0%	22.1%	21.6%
ENG I	21.8%	25.4%	33.7%	19.1%
ENG II	22.4%	21.4%	44.8%	11.5%
ENG III	10.1%	19.6%	64.2%	6.1%
ENG IV				

Students by Tests Below Benchmark

13.3% Students
0 Tests Below Benchmark

13.9% Students
1 Tests Below Benchmark

13.9% Students
2 Tests Below Benchmark

11.0% Students
3 Tests Below Benchmark

12.6% Students
4 Tests Below Benchmark

18.0% Students
5 Tests Below Benchmark

17.3% Students
6 Tests Below Benchmark

Active Student — Multiple values
SLT — All
School — All
Grade — All
Teacher Name — NA
PARCC-Targe.. — All
Teacher Name — All

Student Achievement
PARCC-Mathematics

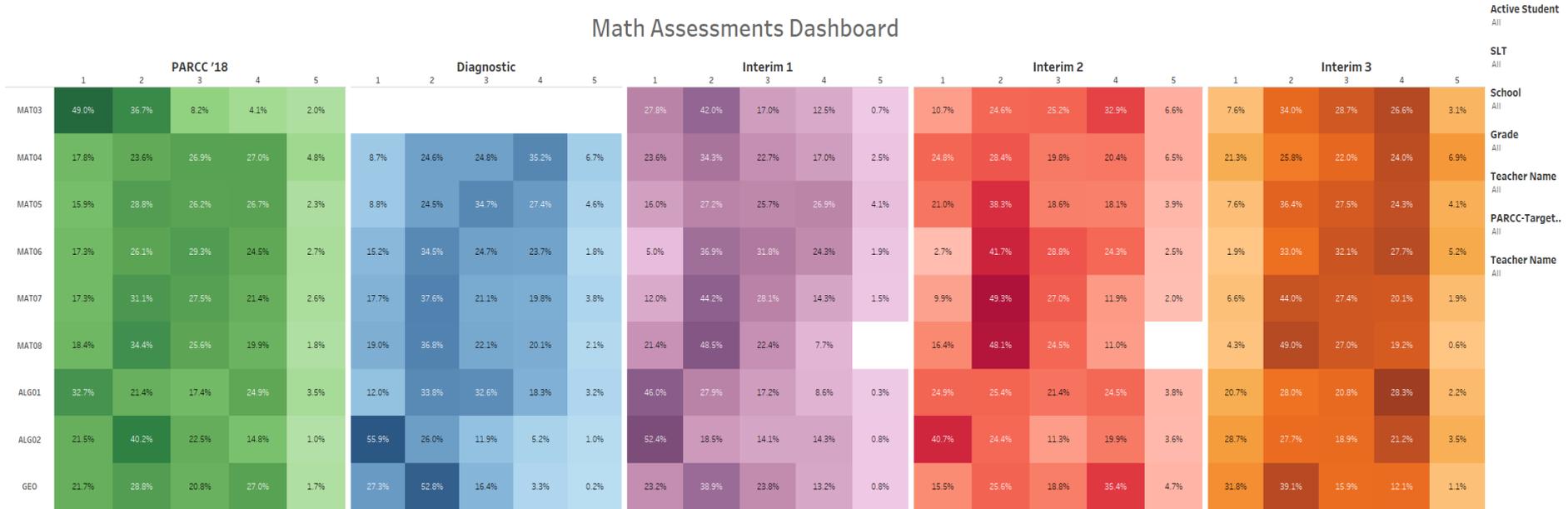**Four-Year Trend, Percentage of Students Scored Level 4 or 5 on PARCC Math: 2015-2018**
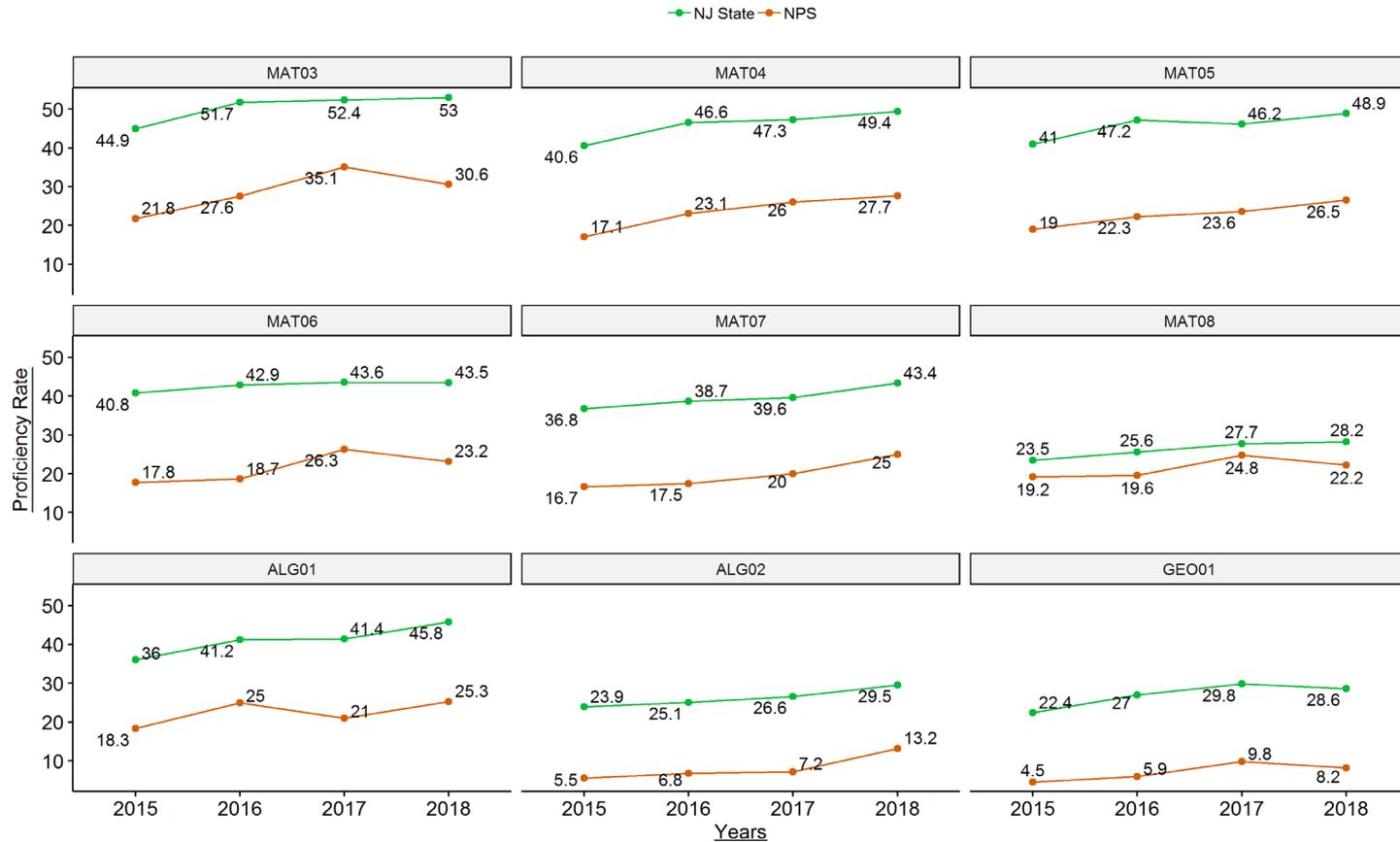
Created by Lu Han on August 22, 2018; Data source: https://www.nj.gov/education/assessment/district/DistrictPARCC18Template.pptx

Student Achievement
Interactive Assessment Dashboard: Mathematics

Math Assessments Dashboard

	PARCC '18					Diagnostic					Interim 1					Interim 2					Interim 3				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
MAT03	49.0%	36.7%	8.2%	4.1%	2.0%						27.8%	42.0%	17.0%	12.5%	0.7%	10.7%	24.6%	25.2%	32.9%	6.6%	7.6%	34.0%	28.7%	26.6%	3.1%
MAT04	17.8%	23.6%	26.9%	27.0%	4.8%	8.7%	24.6%	24.8%	35.2%	6.7%	23.6%	34.3%	22.7%	17.0%	2.5%	24.8%	28.4%	19.8%	20.4%	6.5%	21.3%	25.8%	22.0%	24.0%	6.9%
MAT05	15.9%	28.8%	26.2%	26.7%	2.3%	8.8%	24.5%	34.7%	27.4%	4.6%	16.0%	27.2%	25.7%	26.9%	4.1%	21.0%	38.3%	18.6%	18.1%	3.9%	7.6%	36.4%	27.5%	24.3%	4.1%
MAT06	17.3%	26.1%	29.3%	24.5%	2.7%	15.2%	34.5%	24.7%	23.7%	1.8%	5.0%	36.9%	31.8%	24.3%	1.9%	2.7%	41.7%	28.8%	24.3%	2.5%	1.9%	33.0%	32.1%	27.7%	5.2%
MAT07	17.3%	31.1%	27.5%	21.4%	2.6%	17.7%	37.6%	21.1%	19.8%	3.8%	12.0%	44.2%	28.1%	14.3%	1.5%	9.9%	49.3%	27.0%	11.9%	2.0%	6.6%	44.0%	27.4%	20.1%	1.9%
MAT08	18.4%	34.4%	25.6%	19.9%	1.8%	19.0%	36.8%	22.1%	20.1%	2.1%	21.4%	48.5%	22.4%	7.7%		16.4%	48.1%	24.5%	11.0%		4.3%	49.0%	27.0%	19.2%	0.6%
ALG01	32.7%	21.4%	17.4%	24.9%	3.5%	12.0%	33.8%	32.6%	18.3%	3.2%	46.0%	27.9%	17.2%	8.6%	0.3%	24.9%	25.4%	21.4%	24.5%	3.8%	20.7%	28.0%	20.8%	28.3%	2.2%
ALG02	21.5%	40.2%	22.5%	14.8%	1.0%	55.9%	26.0%	11.9%	5.2%	1.0%	52.4%	18.5%	14.1%	14.3%	0.8%	40.7%	24.4%	11.3%	19.9%	3.6%	28.7%	27.7%	18.9%	21.2%	3.5%
GEO	21.7%	28.8%	20.8%	27.0%	1.7%	27.3%	52.8%	16.4%	3.3%	0.2%	23.2%	38.9%	23.8%	13.2%	0.8%	15.5%	25.6%	18.8%	35.4%	4.7%	31.8%	39.1%	15.9%	12.1%	1.1%

Count of Students by Test

	PARCC	Diagnostic	Interim 1	Interim 2	Interim 3
MAT03	49	0	2,461	2,604	541
MAT04	2,445	890	2,675	2,686	2,710
MAT05	2,362	1,007	1,861	2,613	2,628
MAT06	2,427	1,148	2,625	2,642	2,641
MAT07	2,348	1,121	2,529	2,510	2,493
MAT08	2,072	916	2,105	2,238	1,950
ALG01	1,720	1,619	1,667	2,058	1,676
ALG02	1,635	1,398	1,065	1,843	1,497
GEO	1,798	1,534	1,688	2,070	1,619

Students by Tests Below Benchmark

10.7% Students
0 Tests Below Benchmark
11.5% Students
1 Tests Below Benchmark
18.3% Students
2 Tests Below Benchmark
21.1% Students
3 Tests Below Benchmark
25.5% Students
4 Tests Below Benchmark
13.6% Students
5 Tests Below Benchmark

Active Student All
SLT All
School All
Grade All
Teacher Name All
PARCC-Target.. All
Teacher Name All

More Interactive Tools Are Coming

- High School Graduation Tracker

- School Summary Report

- Student Master Profile

- Budget

- Operations

- Facilities

Facilities Needs Assessment

- Capitol Bond- These projects include: building envelope, plumbing upgrades, fire alarm system upgrades and replacements, generators, elevators, and HVAC ($30.5 M)

- Schools Development Authority- Large capital projects include Structural Rehabilitation, Building Envelope, Roof/Masonry Rehabilitation, Roof Replacement, Mechanical System Rehabilitation ($25.6M)

- Equipment Lease Finance- Boilers, Steam Traps, Steam Zone valves, Feed Water Stations, Fire Suppression, HVAC boiler controls ($4.2M).

- Energy Savings Incentive Program- These projects consist of boilers, LED lights and boiler controls ($12.7M)

- Solar Power Purchase Agreement- Roof replacement and solar installations ($4.6M)

- Major Interior Renovations ($3M)

Operations

- Budget FY 2019-20

- Central Office (relocation)

- District Reorganization (Phase-in and Timelines)

- Newark Enrolls

- Curriculum Adoptions

- Gifted & Talented and Accelerated Courses

- Policies Under Review: Attendance, Graduation Requirements, Grading, Promotion and Retention, Game Point Task Force, Discipline, and School Uniforms

- Certification (Bilingual, Special Education, Sciences, Mathematics)

- Legal Matters

Special Acknowledgements

Commissioner, County Superintendent and Teams

Mayor and Newark Municipal Council

Senators, Congressman, and Essex County Delegation

Newark Board of Education

Executive Staff, Principals, Data Team, Teachers, Faculty & Staff

Parents, Community Members, Partners and Stakeholders

Students

Attachments

- Strategic Plan

http://www.nps.k12.nj.us/mdocs-posts/2016-19-strategic-plan/

- Transition Plan

http://www.nps.k12.nj.us/mdocs-posts/local-control-nj-doe-transition-plan-for-the-return-of-local-control-to-newark-public-schools-12-19-2017/

- SY 2019-20 Budget

http://www.nps.k12.nj.us/mdocs-posts/fy-2019-2020-budget-hearing/

- NPS Facilities

NPS Facilities.pdf

- Logic Model

Clarity 2020

- Formal Presentation to the Superintendent

http://www.nps.k12.nj.us/events/formal-presentation-to-the-superintendent/