

ELIZABETH PUBLIC SCHOOLS

F  C U S

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.

Every Child, Achieving Excellence

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

4

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

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
- 8th 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 graduation ceremony. In the foreground, a woman in a white sleeveless dress is leaning over to hand a diploma to a student in a wheelchair. The student is wearing a black graduation cap and gown. In the background, a large crowd of people is seated in bleachers, many holding cameras. The setting appears to be an indoor arena or gymnasium with a wooden floor.

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

Personalized Learning

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

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

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Teach to One Initiative

Maintaining this successful initiative at School Nos. 8, 9

For 2016-17

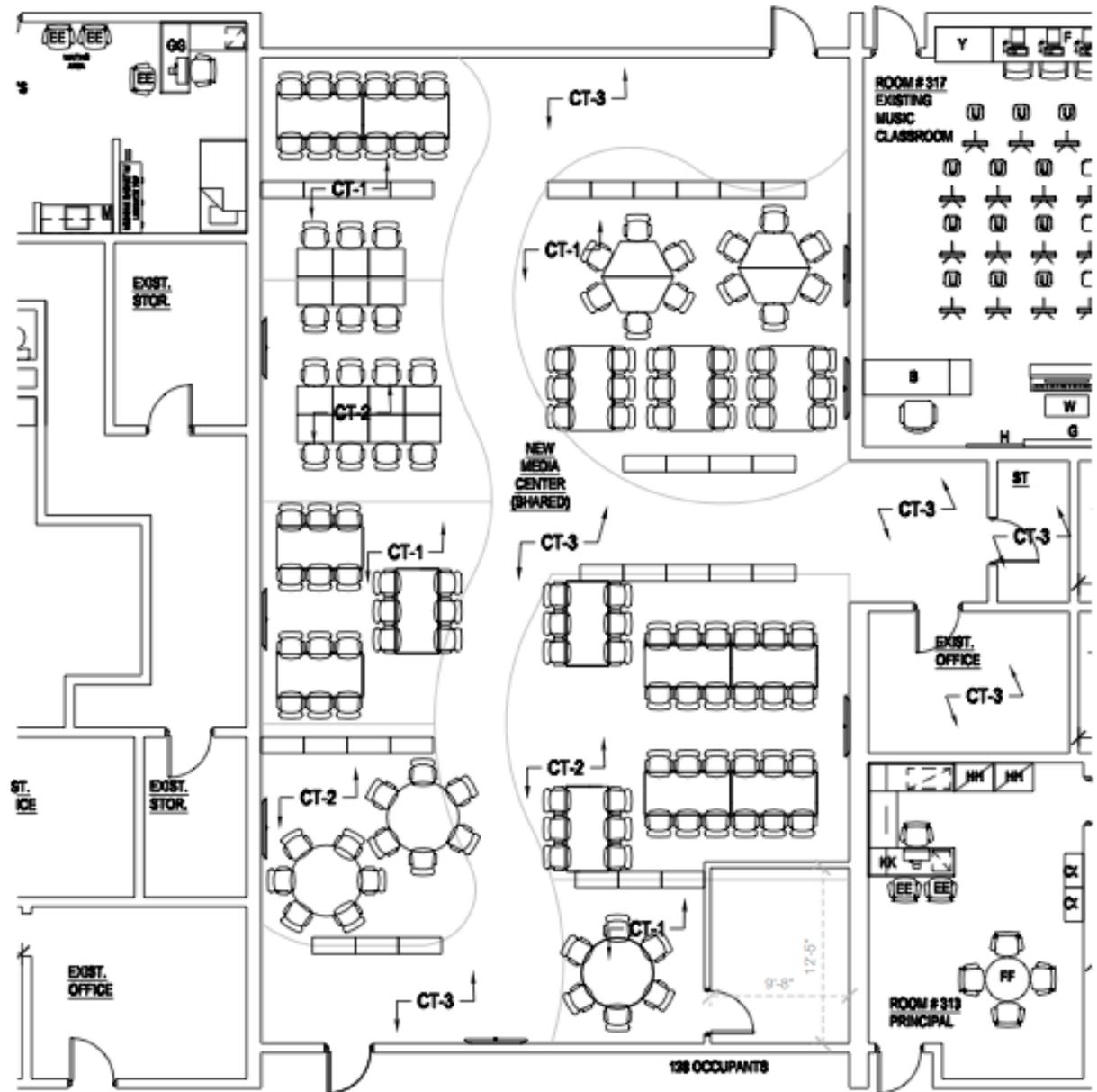
Expansion to one additional school

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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

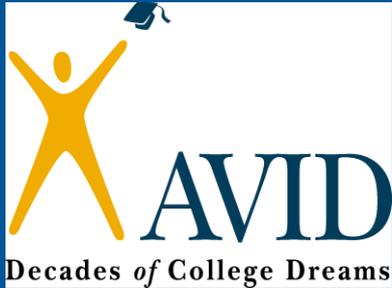


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Building Capacity for Career Pathways Grant Adds Two Programs of Study to Halsey Health & Public Safety Academy



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

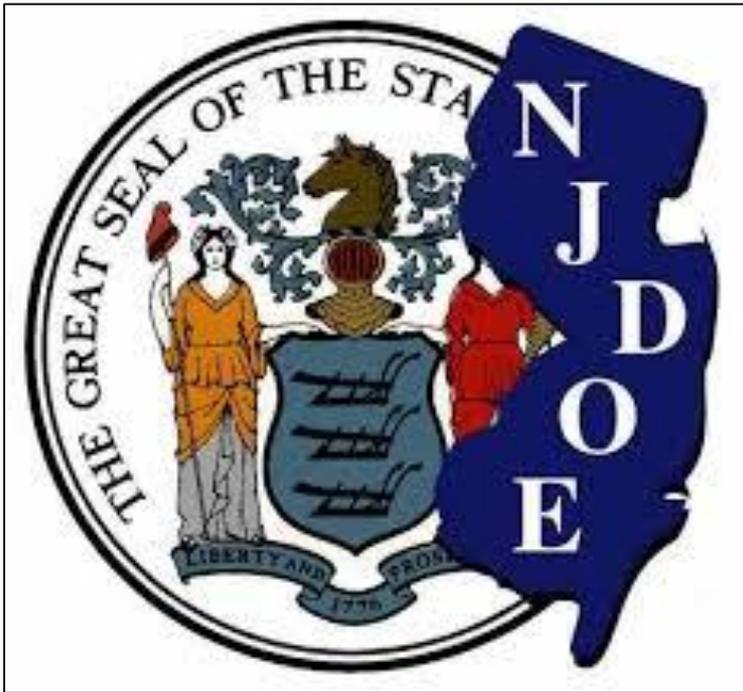
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EPS Receives A Supplemental **Achievement Coaches Grant**



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 Carrigg

*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.

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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

Every Child, Achieving Excellence

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.

Sincerely,

Karen L. Campbell, Director
Office of Supplemental Educational Programs

KL/CUC/LDR/Model Programs 2016-2018/woodpeg16supplet/Elizabeth.doc

c: Susan Martz
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

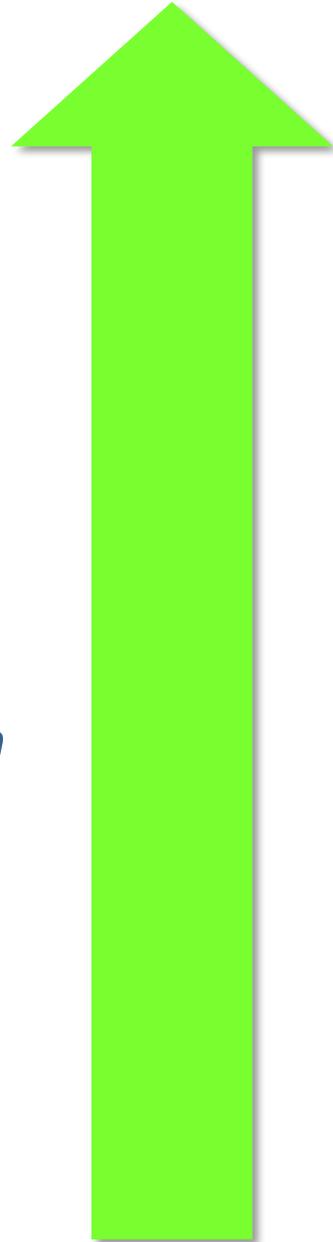
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3 Special Needs Certified Needed in the New Budget

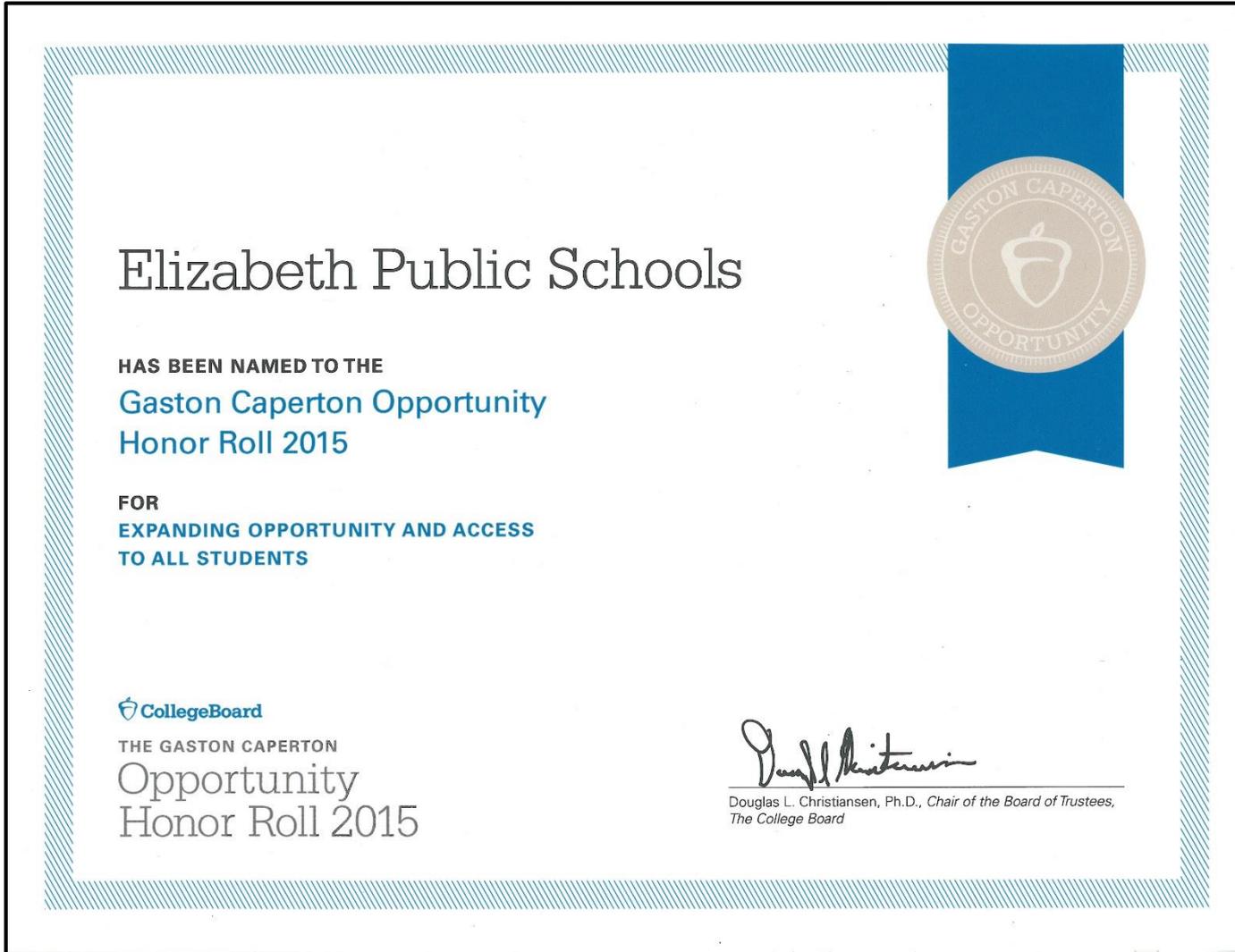
TITLE	SCHOOL	FTE	CERT
TEACHER-LLD	7	1.00	STUDENTS W/DISABILITIES
TEACHER-LLD	7	1.00	STUDENTS W/DISABILITIES
TEACHER-LLD	26	1.00	STUDENTS W/DISABILITIES

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

Every Child, Achieving Excellence

Choices

for your future!

Selecting a High School that is perfect for you!



**JOHN E. DWYER
TECHNOLOGY
ACADEMY**

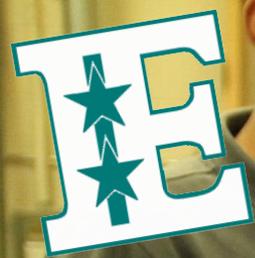
**THOMAS A. EDISON
CAREER & TECHNICAL
ACADEMY**

Elizabeth High School

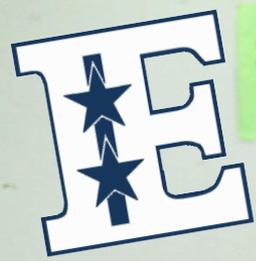
**ADMIRAL WILLIAM F.
HAISEY, JR.
Academy of Health and
Public Safety**

**ALEXANDER HAMILTON
PREPARATORY ACADEMY**

**THOMAS JEFFERSON
ARTS ACADEMY**

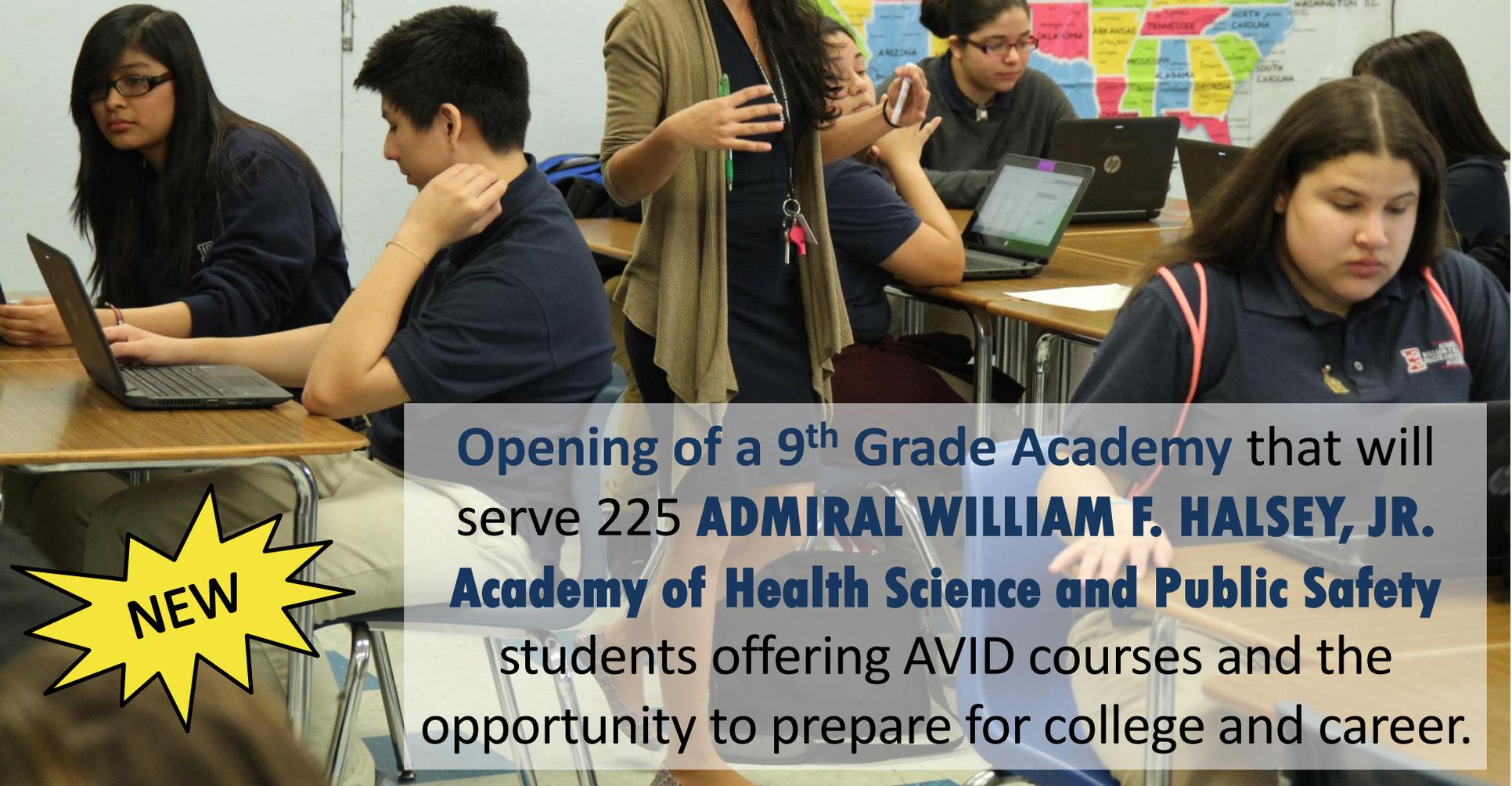


Opening of a 9th Grade Academy that will serve 215 **THOMAS A. EDISON Career & Technical Academy** students offering AVID courses and the opportunity to prepare for college and career.



Safety

Empathy



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.

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

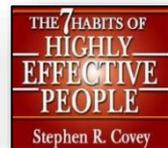
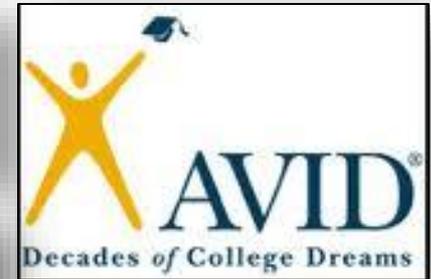


International
Baccalaureate®



- 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*

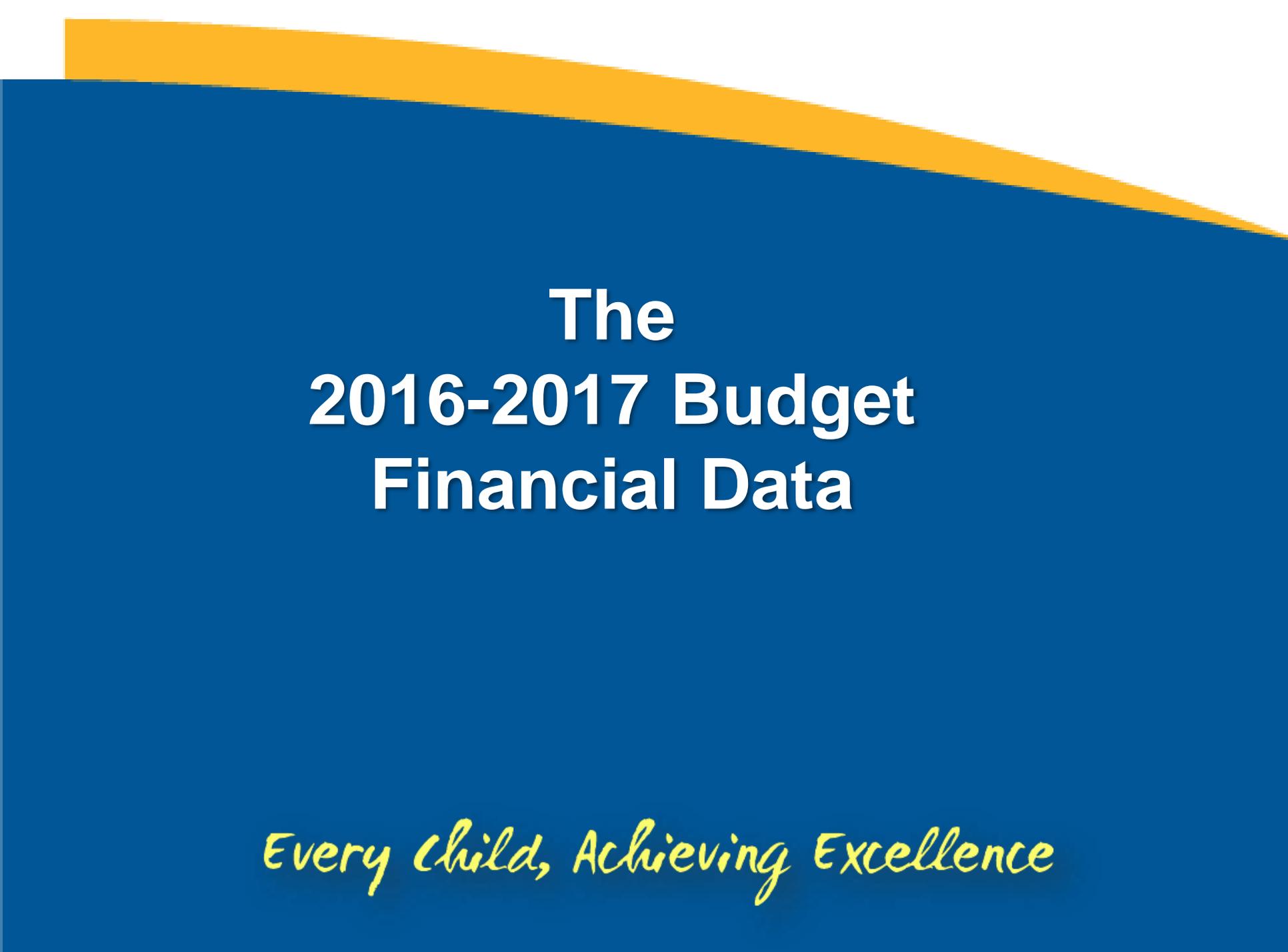
This past year we grew in enrollment by 290 students.

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

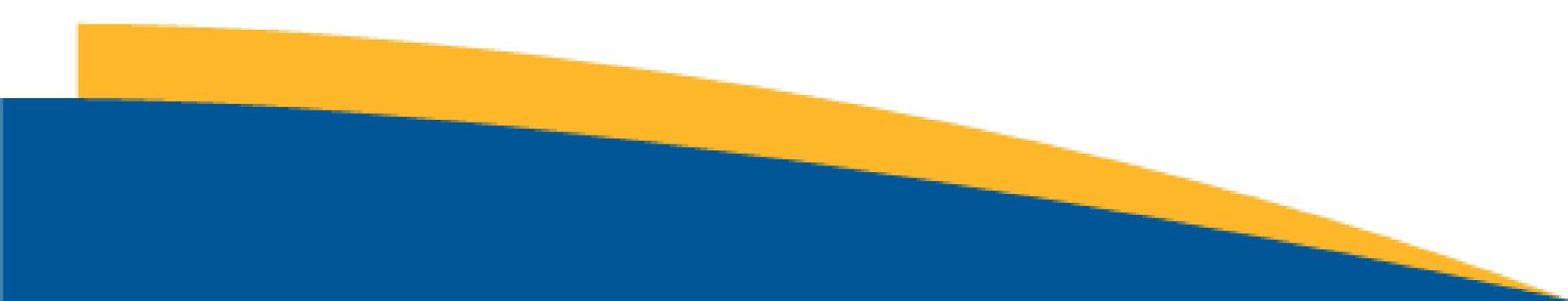
24 K-12 Instructional Professionals Needed in the New Budget

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

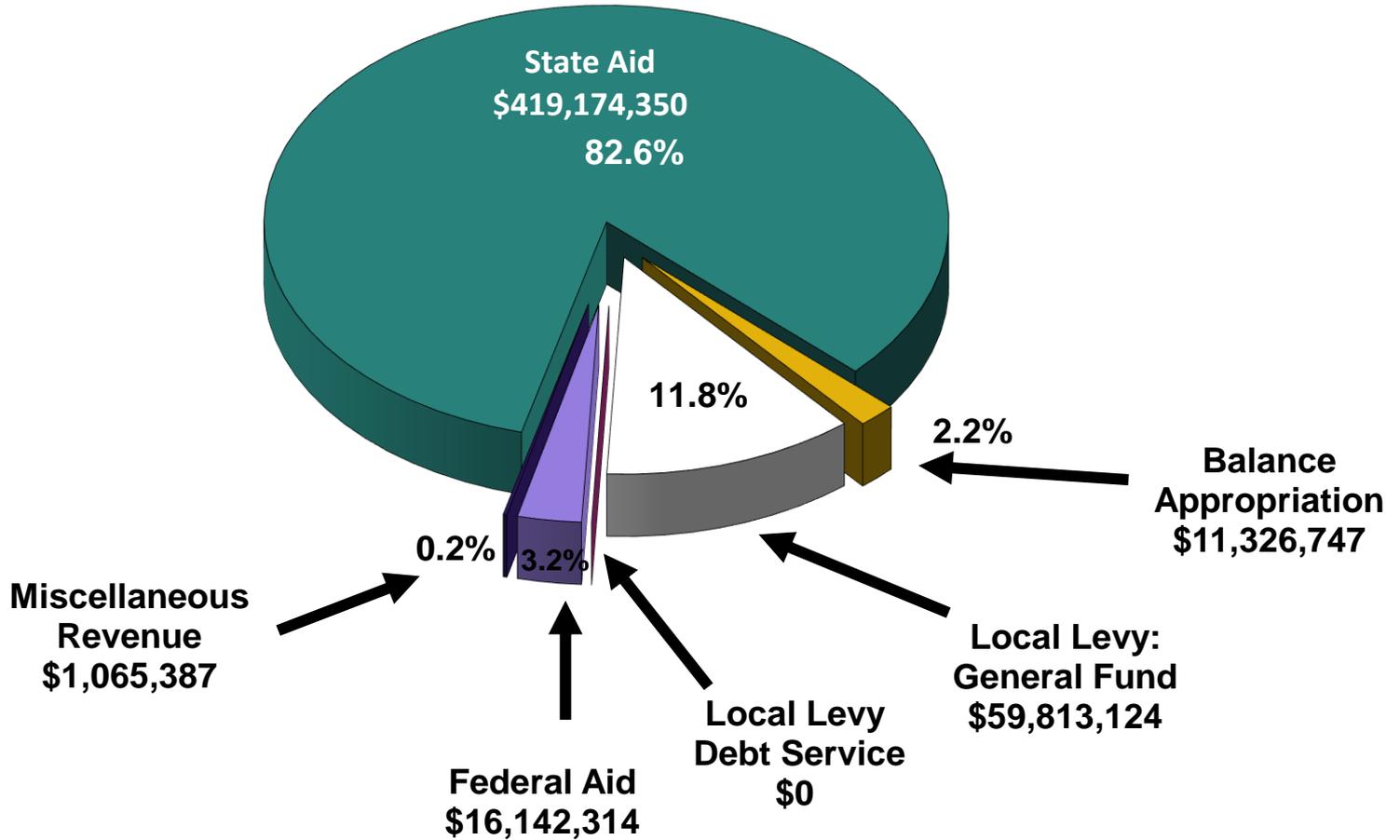
Elizabeth Board of Education Budget Revenue

	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
Instruction *	\$405,182,643	79.8%	\$398,102,465
Total	\$507,521,922	100.0%	\$502,094,775



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
Total	\$405,182,643		\$398,102,465

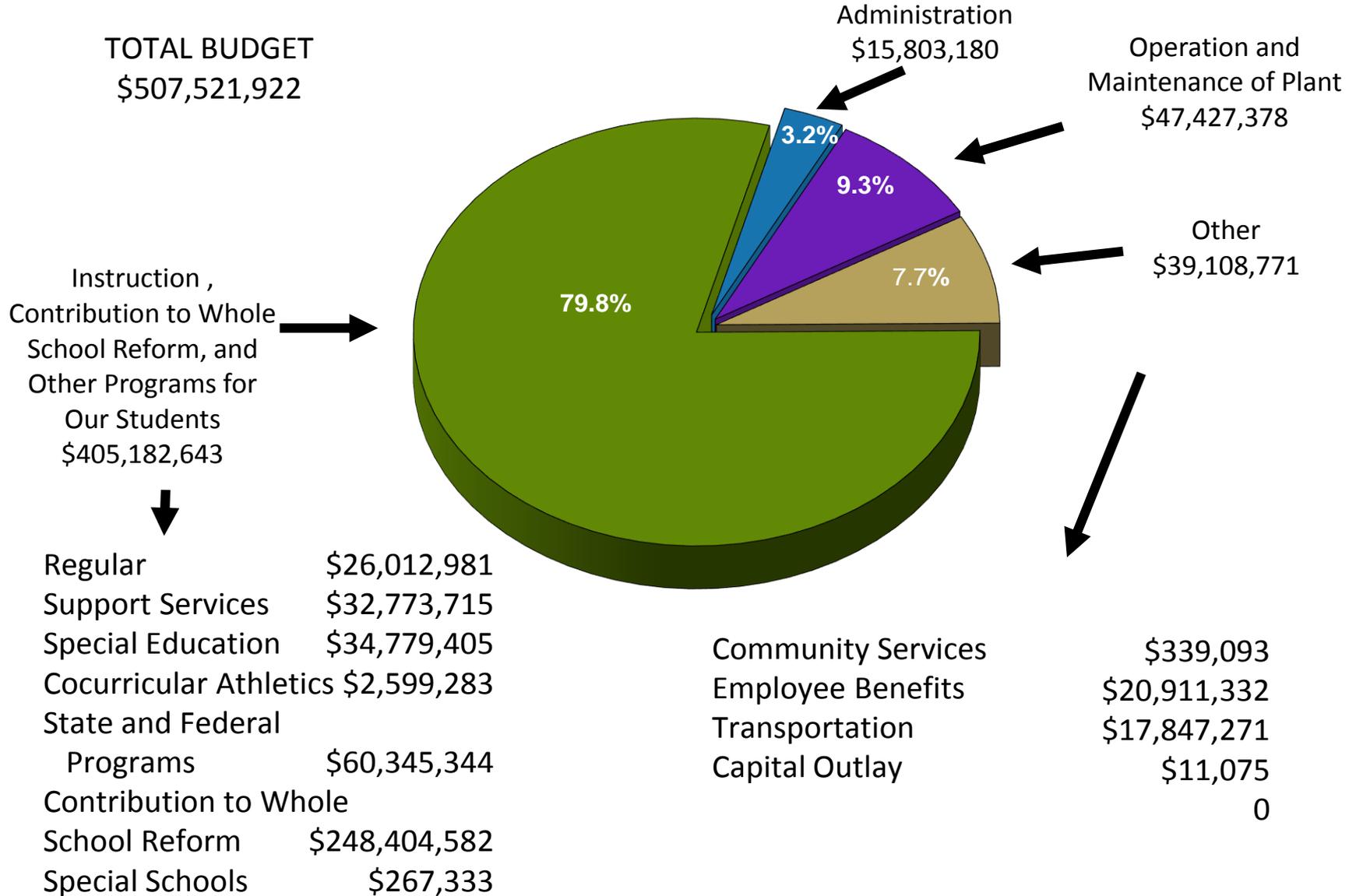
+\$7,080,178

Increase in total instructional spending over last year

Every Child, Achieving Excellence

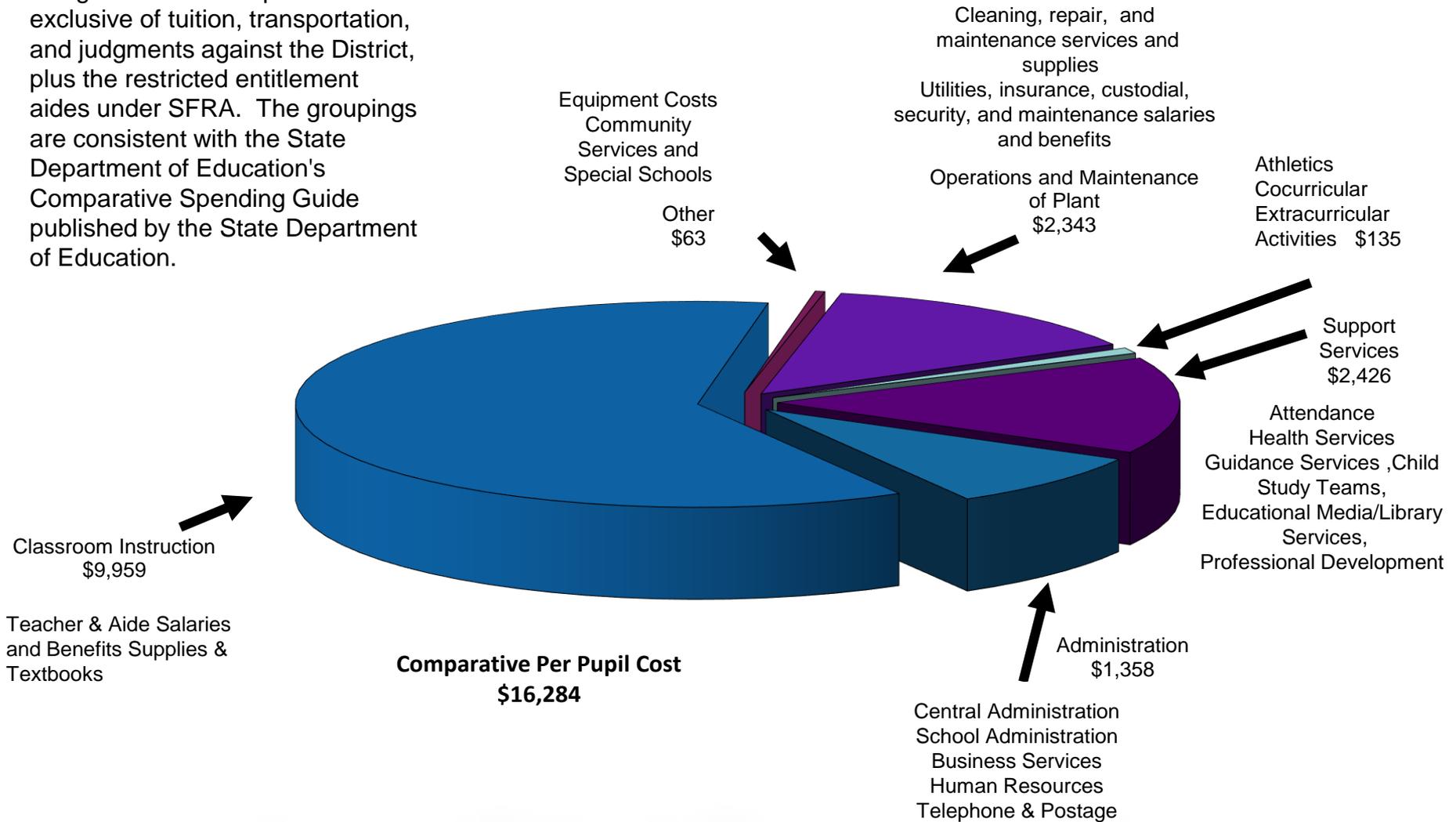
Elizabeth Board of Education Budget Expenditures

TOTAL BUDGET
\$507,521,922



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

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

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

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

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



ELIZABETH
HIGH SCHOOL



A 2015 National
Blue Ribbon School

ELIZABETH PUBLIC SCHOOLS
Childs, Achieving Excellence

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



ELIZABETH
ATHLETICS

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



ELIZABETH
ATHLETICS

Winter 2015-16 Highlights



NJSIAA Wrestling- Region 3 Tournament

Lloyd Jackson- 3rd Place – 182 lbs.

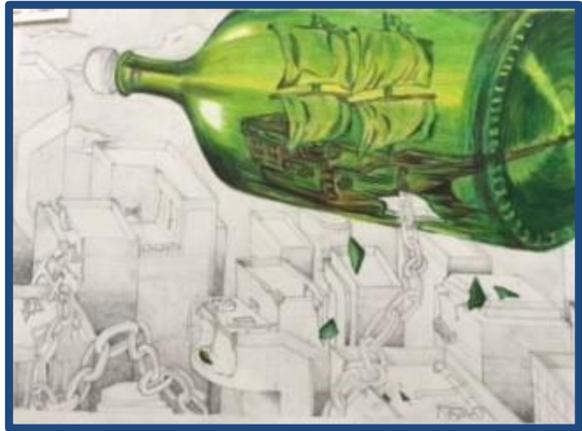
David Tobe- 3rd Place – 220 lbs.

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 Move Active 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!

ALL MEANS ALL

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
- 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