




Paterson Public Schools Superintendent's Annual Report

Dr. Michael Glascoe
State District Superintendent
2007-2008 School Year
June 18, 2008

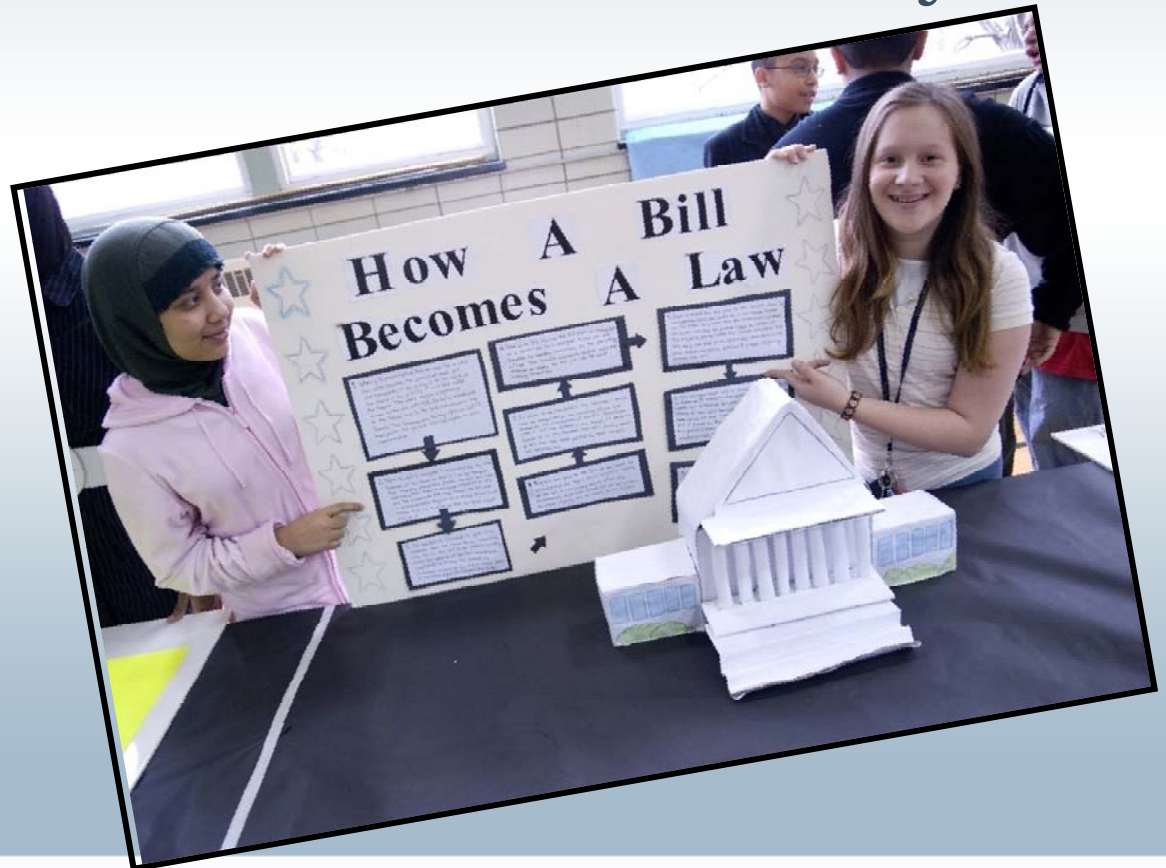


Our Agenda Tonight

- District Background
- Top challenges, how we meet them
- State of the district- June, 2008
 - The educational experience now
 - Assessing student performance
 - Departmental reports
- Executive summary
 - Moving forward

District Background

- We are the third largest, most diverse district in the state of New Jersey



District Background

- 30,000 students, PreK- Grade 12
- 53 schools and academies – 14 leased sites
- 2,692 highly qualified teachers
- 4,160 full time employees



District Background

- Our Challenges
 - Facilities
 - Inadequacy and overcrowding are critical
 - Student Mobility
 - Students arrive and depart throughout year
 - Addresses and phone numbers change constantly

District Background

- Our Challenges
 - Language
 - English is a 2nd language to over 10,000 students
 - Special Education
 - Paterson has a high percentage of special education students: 4,500 are classified and require special services

Our Strategy

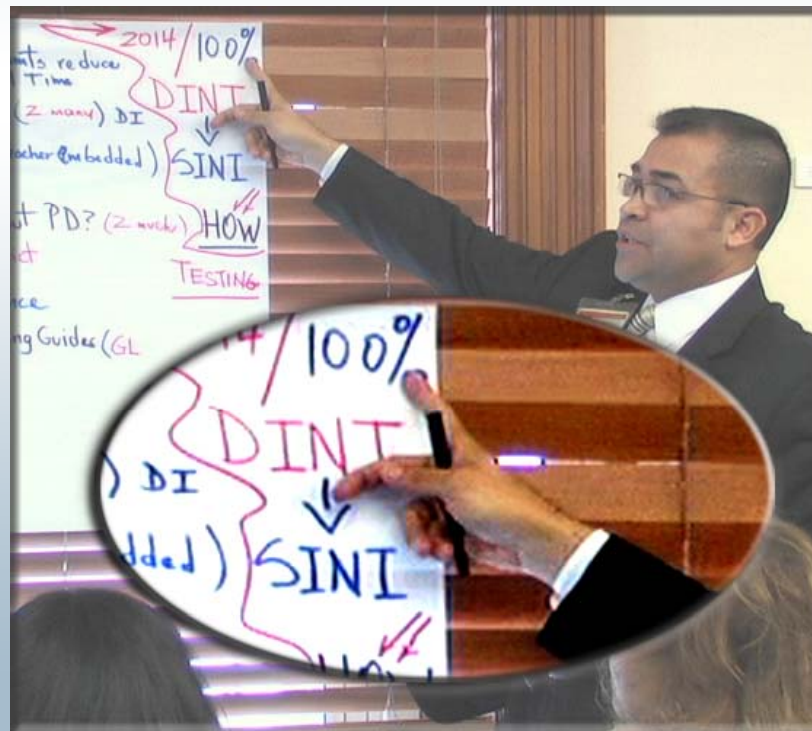
- Increased Leadership & Accountability
 - Restructured district leadership team
 - Allowing educators to educate
 - Includes wide cross-section of talent
 - Shifting routine operational matters to central office
 - Four “Local” Assistant Superintendents
 - Deputy Superintendent
 - Handling day-to-day operations
 - Established district-wide accountability effort

District Leadership



Accountability Statement

- Accountability is our responsibility to ensure that every child is well served and is performing well.



State of the District Report 2007-2008

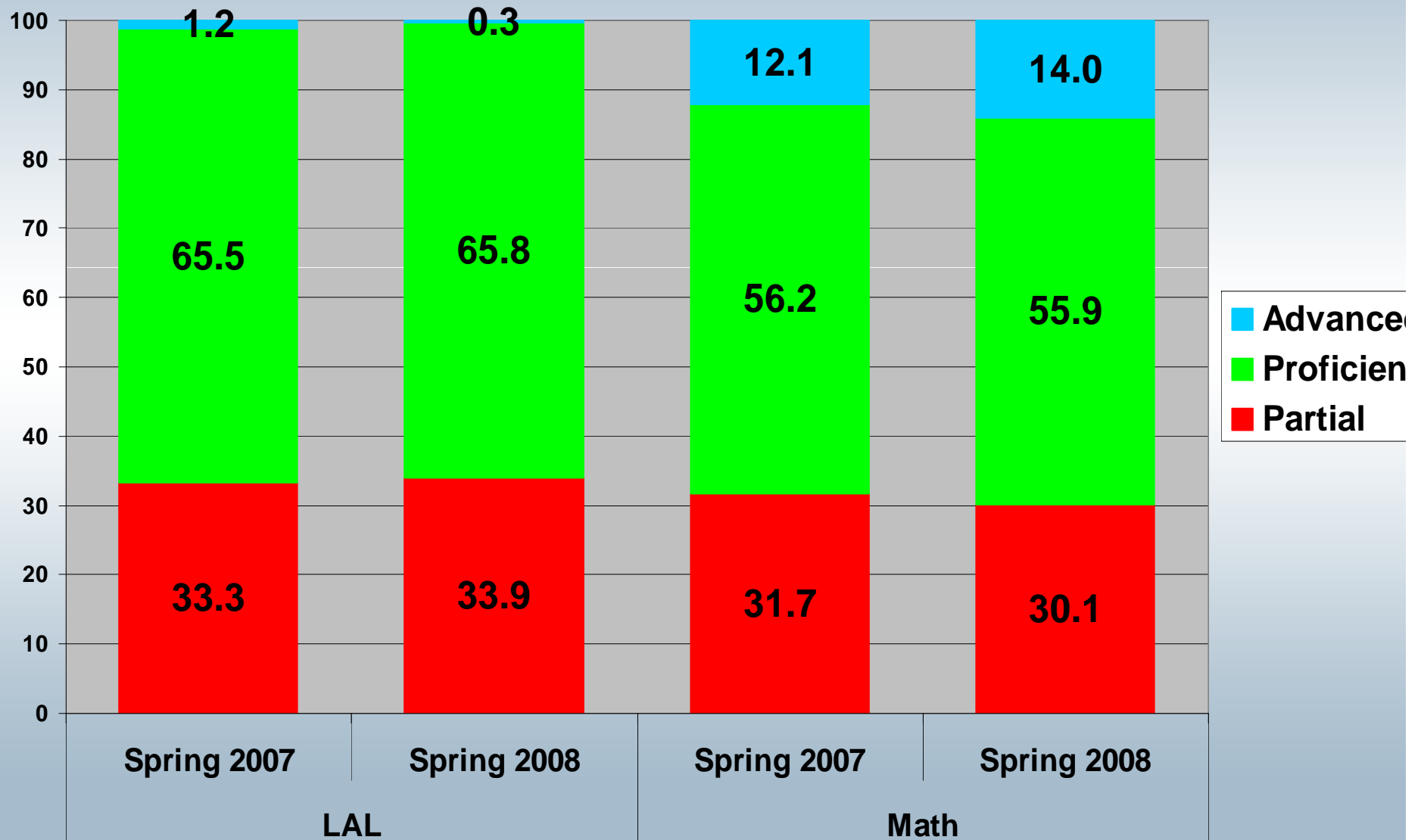
- Assessments & Student Data
- Financial Stability
- Business Operations
- The Educational Experience Now
- Community Services & Communications
- Human Resources

Assessments & Data Analysis

- Progress in 2006-2007
 - Number of schools making “AYP” doubled
 - From 5 (2006) to 12 (2007)
 - 75 percent of categories showed improvement
 - 64 percent of Special Education students
 - LEP students as high as 37% increase
- Scores for 2007-2008 have just arrived.
Let's take a look:

NJ ASK Proficiency Percentages

Total Students in Grade 3, 2008 Cycle 1 vs. 2007 Cycle 2

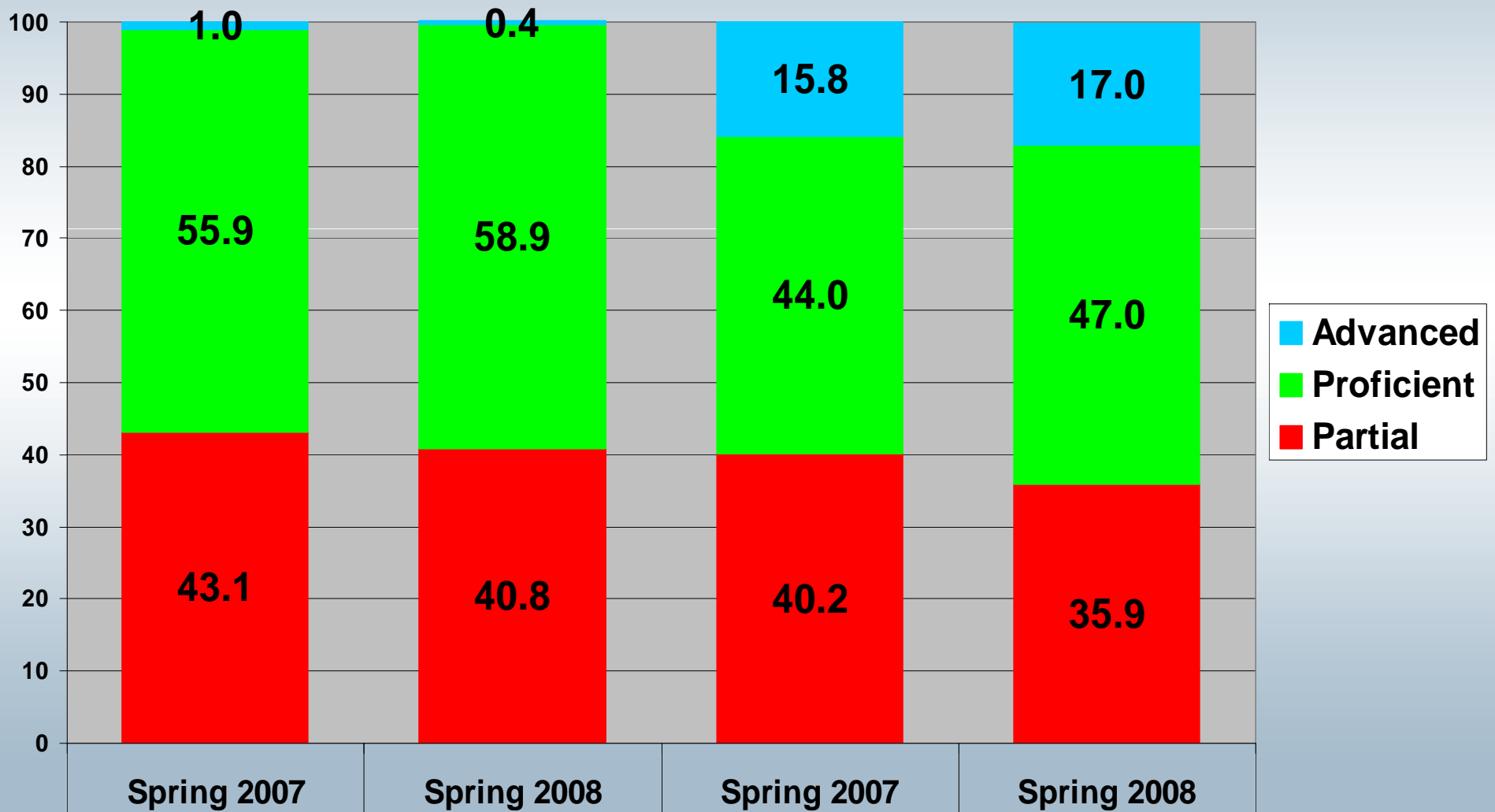


Note: 2008 Grade 5-8 results not yet available

Division of Assessment, Planning, and Evaluation
2008.06.16.101

NJ ASK Proficiency Percentages

Total Students in Grade 4, 2008 Cycle 1 vs. 2007 Cycle 2

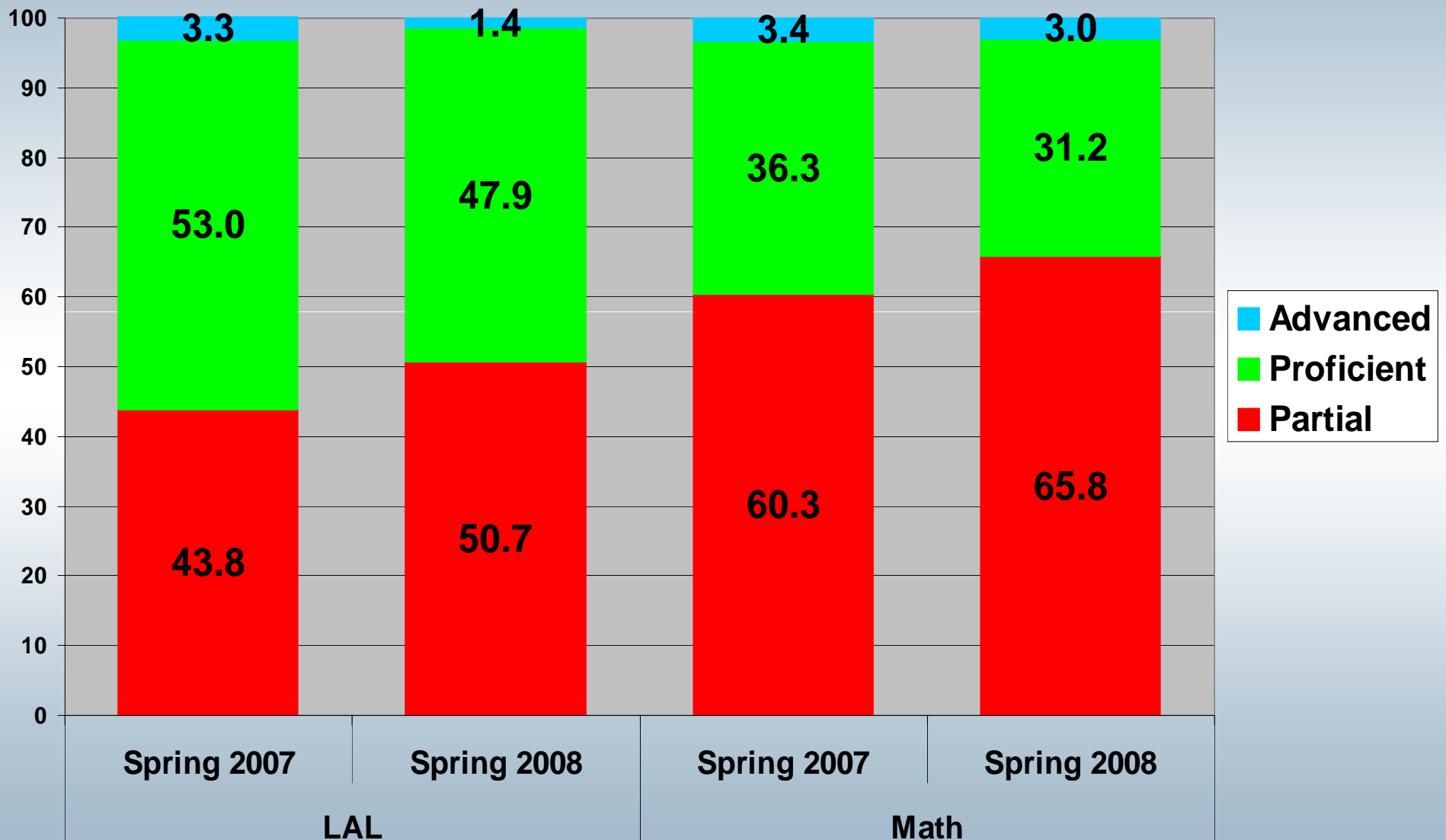


Note: 2008 Grade 5-8 results not yet available

Division of Assessment, Planning, and Evaluation
2008.06.16.101

HSPA Proficiency Percentages

Total Students in Grade 11, 2008 Cycle 1 vs. 2007 Cycle 2



Grade 11: HSPA

Note: 2008 Grade 5-8 results not yet available

Division of Assessment, Planning, and Evaluation
2008 06 16 101

Assessments & Data Analysis

- Data analysis is now systematized and leads to action
 - Action is supported with training and processes
- Four new programs are helping us utilize data to improve student performance and coordinate appropriate instructional services

Assessments & Data Analysis

- NJSMART Ed Analyzer
 - Analysis tool for State Test Data
 - 200 employees now trained
- CLARITY
 - Same idea for TerraNova, Supera, DIBELS, IDEL, DRA
- Performance Matters
 - Immediate access to all test records online
- District Data Teams
 - 20 trainers in mathematics now training others as as part of Data Team initiative

Assessments & Data Analysis

- School STAT: our shared vision in action
- Definition of STAT:
 - A systematic method of looking at data in group and aligning action collectively
- Initially used for C&I and facilities; now expanding to cohorts and schools

School STAT in action



Assessments & Data Analysis

- Four tenets of STAT are:
 - Accurate and timely intelligence shared by all
 - Effective tactics and strategies
 - Rapid deployment of resources
 - Relentless follow-up and assessment
- *The New York Times* reported on the the many ways that STAT increases accountability and produces system-wide change

Recent Article on School STAT

The New York Times

WEDNESDAY, SEPTEMBER 11, 1991

ONE DOLLAR

Statistics Pinpoint Problems in Paterson

PATERSON, N.J. - Assistant school superintendents here are routinely summoned to a 10 a.m. Thursday meeting when they must answer for missing test scores, overdue building repairs and other lapses, which are presented in painful detail on PowerPoint slides. Excuses are not an option.

In the latest evolution of Compstat, a widely copied management program, sponsored by the New York City Police Department in 1994, Paterson is one of a half-dozen school districts around the country that have embraced this confrontational approach, known here as School Stat, in an effort to improve school performance and overhaul bureaucratic long seen as bloated, wasteful and above all, unresponsive to the public.

Cop Indicted

NEW BRUNSWICK - Assistant District Attorney Joe Gorman today will hand down a five count indictment against Officer Henry Thomas Jr. on charges including grand theft of an aircraft, transporting controlled substance with intent to distribute, arson, and attempted murder. Charges are the result of a month-long investigation spearheaded by the County's Special Unit in Charge of Catching Cops Doing Bad Stuff.

Facing up to 100 years in Federal prison, Officer Thomas is a 26 year veteran of the force with numerous medals, commendations and at least one Special Award for Valor and Bravery. Chief Larry Gorman was unavailable for comment when Times Special Investigator Peter Berg called his office earlier in the week. Thomas is currently dressed with camouflage children by four different women.

Patton Remembered

Times special feature

The Second World War's most controversial general examined in part I of our 5 part special feature on the life and times of great men of controversy. John Gessen takes us on an amazing and incalculable journey into the battlefield of the mind. Poet, warrior, husband, cricket expert, brilliant mathematician - Five Star General was but one of Patton's monikers. Don't miss this sweeping tribute to a man recalled as, "Old Blood and Guts." Page B26

At a school meeting in Paterson, facing cameras from left, Michael Rush, Dorothy Curran, Evelyn Schaffer and Ralph Davis.

Business Operations

- Accounting
 - New accounting manager now reviewing processes and procedures to prepare for upcoming fiscal audit
- Purchasing
 - A wholly electronic, paper-free requisition system now in place
 - New procedures have increased purchasing efficiency and consistency

Business Operations

- New Standard Operating Procedures
 - Monitoring excessive costs previously noted in student activities, athletics
- Budget challenges
 - District budget is awaiting approval by the Commissioner of Education
 - Fiscal year 2008-2009 will require discipline and rigor

Business Operations

- Food Services – a complete financial turn-around
- Major cost-recovery effort including massive restructuring has turned this area into a sound operation.

Operating costs for Food Services

2005-2006	2006-2007	2007-2008
- \$1.7 million	-\$747,000	+ \$162,000

Business Operations

- Facility Challenges
 - Many leased– and aged facilities
 - Maintenance costs 20% over state average
 - Many Paterson students will graduate without every having experienced a school cafeteria, gymnasium, library or science lab
- Facilities Management Realignment
 - New team is meeting challenges
 - Both contractual and staff
 - Arriving at solutions with less cost

The Educational Experience Now

- Achievement is the focus
 - All content areas, all grade levels and subgroups
- Curriculum & Instruction Initiatives
 - New curriculum frameworks, district-wide
 - Block scheduling and learning blocks
 - Data-driven reflection and instruction
 - Increased staff expectations
 - School STAT
 - “Learning Walks”
 - Increased personalization
 - Leadership training , professional development

The Educational Experience Now

- Seamless learning experience, school to school
 - Board approved 11 frameworks including:
 - Language Arts Literacy
 - Mathematics
 - Social Studies
 - Science
 - Health and Physical Education
 - Bilingual/ESL
 - Early Childhood
 - Career & Technology Education
 - Visual and Performing Arts
 - Library Media/Technology
 - World Languages

The Educational Experience Now

- Block scheduling and Learning Blocks
 - Elementary level
 - Every K-8 student has 90 minute classes in mathematics and language arts
 - Secondary level
 - Every high school student now has block scheduling
 - Support includes
 - Coaches and facilitators at every site
 - Professional development
 - Regular sharing of best practices

The Educational Experience Now

- Increased staff expectations, accountability
 - Data performance linked to instruction
 - Greater presence in schools
 - Learning Walks, i.e. “Rigor and Rubrics!”
 - Last year, over 400 Learning Walks
 - This year, three teams visited all schools
 - Mathematics and Language Arts
 - Results documented for future discussions

The Educational Experience Now

- Increased personalization, rigor
 - Smaller learning communities – great success
 - More planned for 2008-2009
 - Navigation 101 for all sixth graders
 - Extended to 7th and 8th grade next year
 - “First Things First”
 - For grades 9-12
 - Increased honors, AP courses
 - PSAT tests for all eligible 10th graders
 - Reading Recovery

The Educational Experience Now

- Leadership Training & Professional Development
- Balanced Leadership
 - Four groups – 11 promotions
 - Aspiring Leadership was first in country
- National Board Certification
 - Paterson is a leader in New Jersey
- Extensive professional development
 - Over 400 activities thus far this year in:
 - Language Arts Literacy, Mathematics, Early Childhood Novice Teacher, Mentor, Data Team, Substitute Training
- Data team training

Community Engagement

- Three New Collaborative Groups are now meeting monthly:
 - Multi-ethnic Task Force
 - Parent Leadership Alliance
 - Community Advisory Committee
- Fall and Spring Parent Forums are now being held at every school
- The community is now gathering regularly to discuss district plans and proposals, such as the new school alignment plan.

Communications

- Communications continues to flourish via:
print media
 - Bi-annual district newsletter - translated into Spanish
 - Routine newspaper outreach– editorials, articles, photography
 - Partnerships with local media, such as News 12 and The Herald News
 - Cable TV - District news on scrolling slide shows on Channel 76

Pro-active media outreach
helps bolster confidence in the district and
increase student achievement



Communications

- Communications continues to flourish, via electronic media
 - District HiLites – reaching 5,000 people weekly
 - District website
- And television, photography
 - Student presentations and events are now being captured on tape and presented publicly for the first time in memory.
 - Channel 76 Television has a wide range of student-oriented programs now.
 - Informative programs for staff use at district events such as the recent Job Fair

District Website

PATERSON PUBLIC SCHOOLS



CHILDREN FIRST

Serving the Paterson Community
for Over 150 Years

[Home](#)[Departments](#)[Schools](#)[FAQ](#)[Staff](#)[Students](#)

[CALENDAR](#) | [JOBS](#) | [NEWS](#)

The New Jersey School Progress Report Card is an annual report produced each year by the New Jersey Department of Education for all of the schools in New Jersey, as required under a 1995 state law. The School Report Card presents fields of information for each school in the following categories: school environment, student performance indicators, staff, and district finances. [View the status of your school and the district.](#)

School budget now online. Paterson Public Schools' budget for the 2008-2009 school year is available for public review.

CONGRATULATIONS Lady Knights and Eastside Ghosts, our girls' and boys' basketball teams for a stunning and successful season. Visit our [athletics page](#).

From the Superintendent's Desk - Winter 2008 message

Health Benefits: District employees, please visit the Health Benefits' webpage for an important announcement regarding health coverage changes. [>>More info](#)

Located approximately fifteen miles west of New York City, where the Passaic River cascades over the Great Falls, Paterson is the third largest city in New Jersey. Under the leadership of its twenty-fifth Superintendent,

Dr. Michael E. Glascoe, the Paterson Public Schools delivers educational services to thirty thousand students including the pre-school students mandated by the Abbott Court Decision. The school system currently has fifty-two schools with over six thousand employees delivering on the promise of the system's motto, "CHILDREN FIRST."



District Calendar

[Click here to visit District Calendar](#)

April 2008						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Calendar Highlights

Attention parents! Registration for preschool enrollment is now open. This service is available at no charge. For a list of participating centers, [click here](#). Details: Department of Early Childhood Education, (973) 321-2223.

Decision '08: are you college-bound? Graduating seniors! Please notify the office of Communications if you are attending college in the fall. Send your name, current high school and institution to: webinfo@paterson.k12.nj.us.

Students "go green" through art! Don't miss the district's 15th Annual All-City Art Exhibition entitled "Going Green." It's all happening at PANTHER Academy now through Wednesday, April 9, 8:30 a.m. - 4 p.m. Info: (973) 321-0712. [Click here to view artwork.](#)

Education Professionals! Success is just a step away at our Annual Job Fair. Details: Saturday, April 26, 8:30 a.m. - 2 p.m. Join us!

Read all about the new Navigation 101 program in Paterson, individual school news and much more, in our Latest District newsletter.

Check out what's on Channel 76 .>>More info

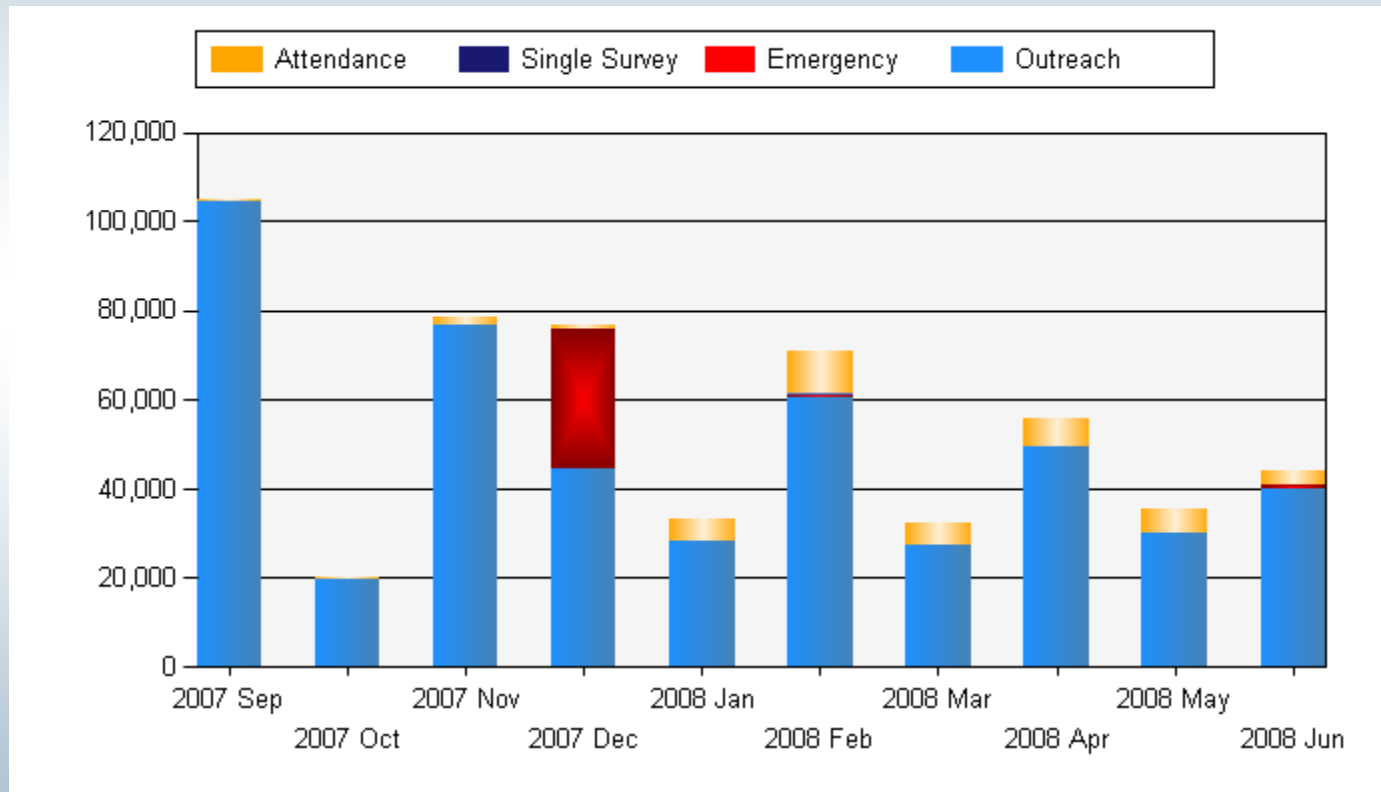
District TV program on “demystifying” the scholarship process



Communications

- Communications continues to flourish, via:
 - Connect-Ed Phone Messaging System
 - Over 550,000 messages, thus far this year
 - Used for attendance
 - Community Outreach
 - Recorded in various languages
 - Advanced training held for principals in October so they could learn how to do:
 - Student surveys
 - Utilize attendance feature

Connect-Ed: over 550, 000 messages sent home since 9/1/07



Human Resources

- Recruiting and retaining excellence via:
 - Annual District Job Fair
 - Specialized Job Fairs-
Bilingual/ESL/Science/Math
 - New Human Resources website
 - Easy access to benefits, forms, job postings
 - One result: increase in job applications
 - Web-based *Sub-finder* now implemented

2008 Job Fair



Human Resources

- Underlining a culture of accountability through:
 - A principal selection process that involves parents and staff
 - Computerized “swipe” attendance system
 - Standard Operating Procedures manual
 - New 3-day teacher orientation program
 - Rigorous evaluation procedures: tightening timelines, expectations

Human Resources

- Spearheaded fiscal responsibility effort, saving over \$20 million in operating costs through:
 - Transferring employees to avoid layoffs
 - Eliminating over 140 non-critical positions
 - Looking closely at discrepancies in school staffing, moving overage into existing vacancies
 - Cutting worker compensation claims by 50%

Human Resources

- Hiring in-house legal counsel in November of 2007 has saved the district over \$120,000

Billing Month	2006 - 2007	2007-2008
January	\$48,894	\$40,576
February	\$70,403	\$35,330
March	\$49,302	\$36,362
April	\$98,529	\$40,439

Executive Summary

- Despite challenges, we have experienced great success in:
 - Student Test Scores-- as much as 37 percent
 - Graduation Rates – 20 percent improvement
 - Staff attendance and punctuality
 - Instructional and school leadership
 - National Board Certified, Balanced Leadership and stronger recruiting practices building staff
 - Efficiency and operational procedures

Moving Forward – Best Next Steps

- Increase academic rigor
- Reduce number of students taking SRA
- Improve guidance, counseling services
- Continue to improve operations
- Continue to progress on state assessments
- Push forward on graduation rates

“There will come a time when you believe everything is finished. That will be the beginning.”

Louis L'Amour





Thank you

Dr. Michael E. Glascoe
State District Superintendent

