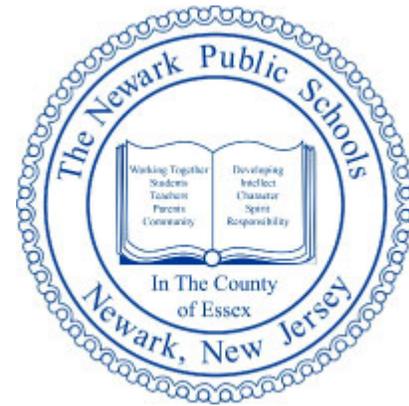


Newark Public Schools

Building a System: One Newark

December 2013



Executive Summary

One Newark is a community-wide agenda to ensure all students are in excellent schools and thriving communities, and are on the path to excel in college and 21st century careers. Out of 100 schools in Newark, only 20 are good. One Newark's commitment is to ensure our children have 100 Excellent Schools.

We will accomplish this through strategies around Excellence, Equity, and Efficiency.

- **Excellence:** All schools, charter and district, will be judged according to the same rigorous scorecard, and the results will be available to everyone in our communities. We will continue to grow high-performing charter schools while ensuring that district schools enjoy the same conditions that allow the charters to succeed.
- **Equity:** Our students with the greatest challenges – from the poorest homes, with disabilities, English language learners and those involved with the court system – will be served with great schools first, not last.
- **Efficiency:** We will ensure that our workforce matches our budget, but will retain our top performing educators who will make our schools great and limit the impact of job cuts on our communities. We will not allow empty or dilapidated school buildings to become a blight on our communities.

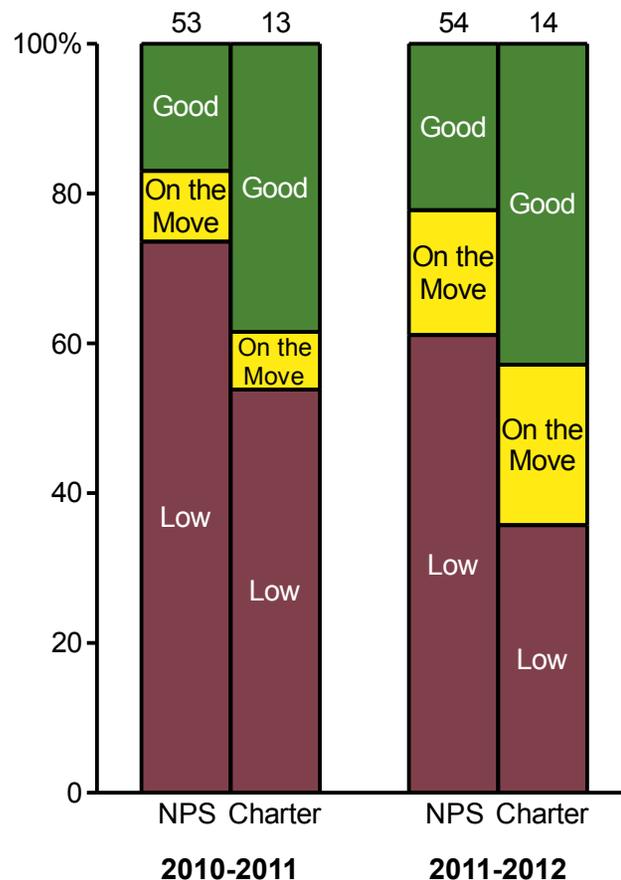
All students in Newark are in excellent schools and thriving communities, and are on the path to excel in college and 21st century careers



Challenge #1: Chronic Under-Achievement

Many schools are not putting students on a path to college or a great career

NPS and Charter K-8 Schools by Performance Group,
2010-11 to 2011-12



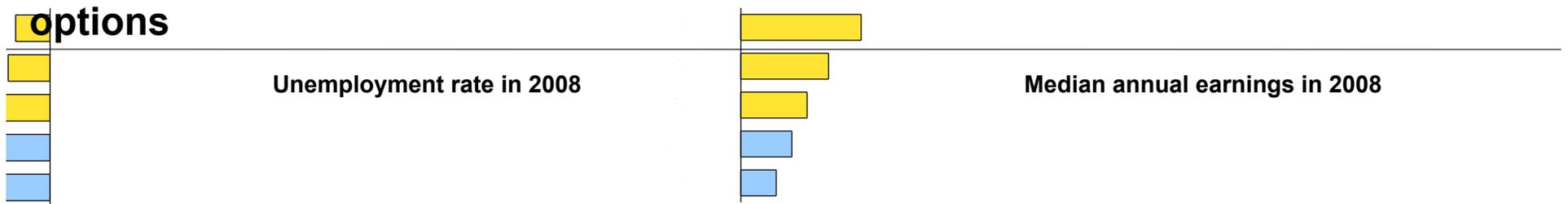
- In 2010-2011, **75%** of district **K-8 schools** were classified as “**Low**”
 - Low schools are defined as low proficiency and low growth
- Schools throughout the city are improving, while charters are demonstrating what is possible
 - In 2011-2012, the number of district K-8 schools classified as “**low**” **decreased to 60%**
 - Since 2010-2011, the number of “low” charter schools has declined by approximately 50%

Performance Group Definitions based student performance on the NJASK:

- **Low:** Average LAL Proficiency is below 200, and median Student Growth Percentile (SGP) is below 50.
- **On the Move:** Average LAL Proficiency is below 200, but median SGP is above 50 or SGP has improved by 8 points.
- **Good:** Average LAL Proficiency is above 200.

Challenge #1: Chronic Under-Achievement

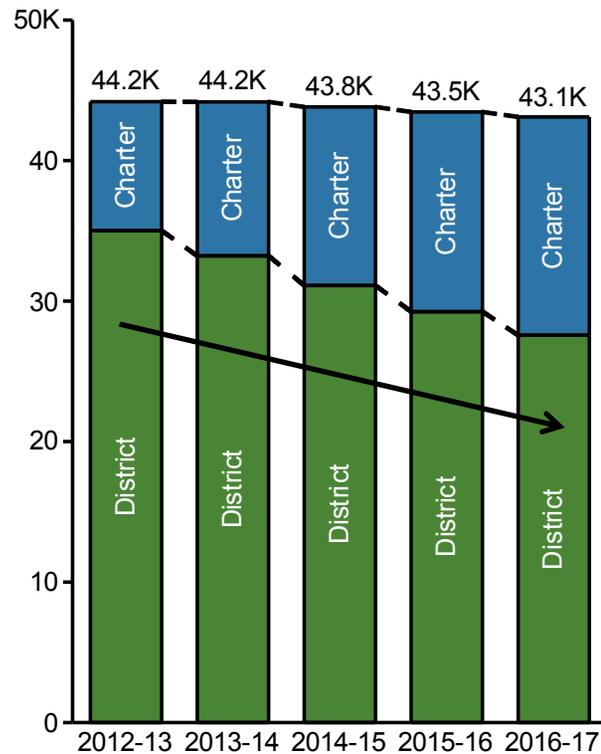
Maintaining the status quo has a catastrophic impact on our students' life



Challenge #2: Declining Enrollment

Families are “voting with their feet” and choosing other options

K-12 Students in Newark, 2012-13 to 2016-17



Charter	9.2K	11.0K	12.7K	14.2K	15.5K
District	35.0K	33.2K	31.1K	29.2K	27.6K
Charter (%)	21%	25%	29%	33%	36%
District (%)	79%	75%	71%	67%	64%

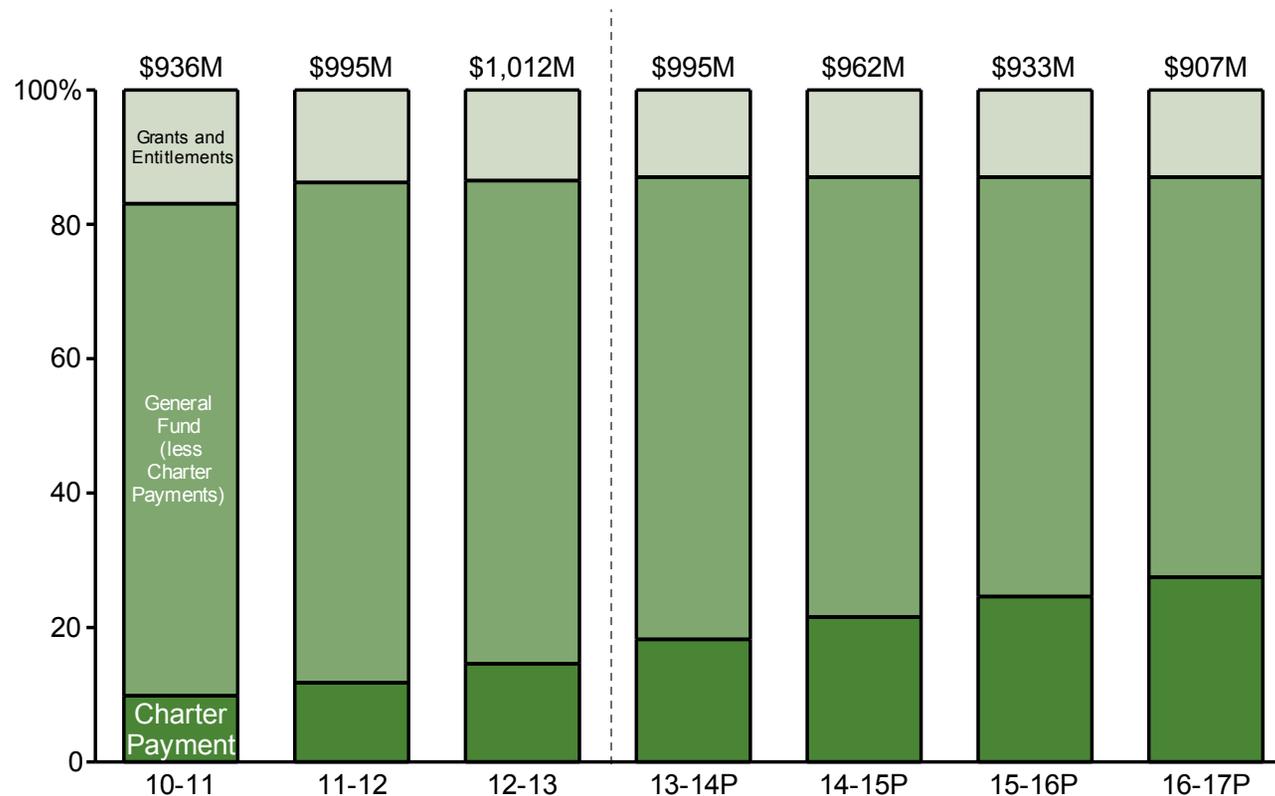
- There has been a significant shift in NPS student enrollment due to charter growth
 - NPS will have gone from serving 95% of students in school year 2009-2010 to about 60% by school year 2016-2017
- About half of our families are expressing dissatisfaction with NPS and are seeking other options
- Approximately 8,000 students are in charter schools and 10,000 families are on waiting lists
 - In the South ward alone, 40% of families are applying for charter seats
 - We see a similar phenomenon in high schools and in non-NPS run Early Childhood sites

• This is based on charters that have already been approved growing to scale.

Challenge #3: Ongoing Fiscal Challenges

As we seek to build the strongest future portfolio of schools for Newark, we will grapple with significant budget implications

NPS Budget, 2010-11 to 2016-17P



- As students leave, so does the funding
- By school year 2016-2017 alone, 36% of NPS' general fund will be charter payments

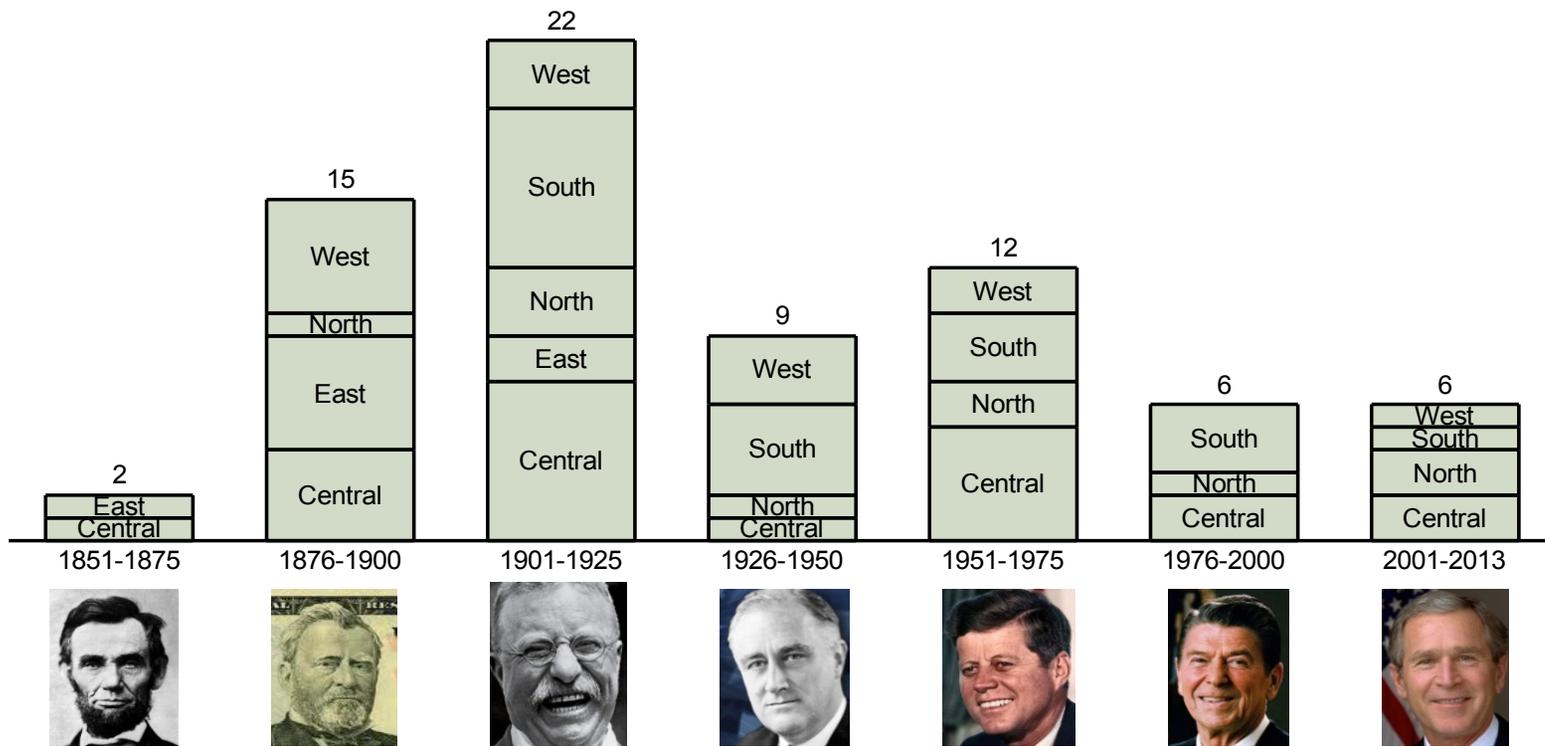
	10-11	11-12	12-13	13-14P	14-15P	15-16P	16-17P
Charter Payment as % of Total	12%	14%	17%	21%	25%	28%	32%
Charter Payment	\$92M	\$117M	\$148M	\$182M	\$207M	\$230M	\$249M
General Fund (less Chrt. Pmt)	\$686M	\$740M	\$727M	\$685M	\$630M	\$583M	\$540M
Grants and Entitlements	\$15M	\$127M	\$137M	\$129M	\$125M	\$121M	\$118M

Note: Assumes a revenue downside case Source: NPS Data

Challenge #4: Un-level Playing Field

We must focus on high quality staff and high quality schools

- For decades, accumulated wear and insufficient resources have caused the district's school buildings to steadily deteriorate, and they are now in the worst condition they have ever been
- It will cost over \$1.3 billion to bring all buildings to 21st century standards.



Building and Sustaining a One Newark

To reach our goal of 100 excellent schools, the core principles are clear

1. **Excellence: We must ensure every student, regardless of race, class, or neighborhood, has access to an excellent school**
 - Excellent schools have five ingredients: (a) a transformational leader, (b) a clear mission, vision, and set of core values that are palpable, (c) teachers who are selected because of their quality and “fit” with the school mission, (d) facilities and safe environments that support that mission, and (e) families who feel they are meaningfully engaged and are excited about the school
 - We created School Snapshots across public charter and Newark Public schools to ensure an equitable and transparent means of measuring progress, growth and retention. We need on yardstick against which everyone is measured equitably
 - Excellent schools ensure students master the core academic skills that will help them succeed alongside the social, emotional, and technological skills; embracing the common core standards will help our teachers focus and our students win

2. **Equity: We must ensure that all students are on the pathway to college and a 21st century career**
 - Students in the greatest need of support (those living in communities struggling with the most dire poverty, those with disabilities, those learning English as a second language, those who are "court involved") - should have access to great schools
 - All neighborhoods should have great schools. Currently many new schools are being built downtown leaving some of poorest wards – primarily the South and West – with even fewer students in crumbling buildings; we must invest in excellent schools, including charters, in every ward

3. **Efficiency: We must ensure that every possible dollar is invested in staff and programs that will make a positive difference for all students**
 - We believe NPS can and should remain viable and be part of the solution
 - In order to do so we must advocate for radical solutions to decades-long challenges around facilities and staff quality – and make tough choices to ensure that every possible dollar is invested in our 100 Excellent Schools vision
 - We will not allow empty or dilapidated school buildings to become a blight on our communities

100 Excellent Schools

To make good on our promise for a One Newark, we must accomplish 7 things

1. Implement a common accountability framework that holds all schools – both district and charter – to the same standards
2. Maximize a universal enrollment system that ensures equity and transparency, while creating an easy to understand enrollment process for families
3. Fix our crumbling schools by investing in 21st century learning environments, making difficult decisions about which facilities we must divest and which facilities we will prioritize, and holding the State accountable for solutions that break through the red tape
4. Advocate for policies, including waivers from existing statutes, that will allow us to consider quality along with years of service while making decisions about “right-sizing” our workforce
5. Support Newarkers who may be impacted by district transitions through education, job training, and other support
6. Ensure there are excellent schools and no vacant buildings in every ward by collaborating with high-performing charters and consolidating NPS’ resources to run fewer, better schools
7. Grow NPS’ capacity to innovate in order to meet diverse student needs, which will require investing in new priorities and stopping funding failed policies and actions from the past

Long-term Ward Plans

Our Seven Guiding Questions for Planning

1. What is the quality of our buildings?
 - How do we ensure we have a plan for every single building?
 - How do we invest money in our best and/or most used facilities?
2. How many early childhood classrooms currently exist?
 - How do we create conditions for strong oversight, community engagement and management?
 - How do we consolidate sites to ensure quality?
3. How many district K-8 schools do we need based on enrollment trends?
 - How do we bring back and retain students for our K-8 schools?
 - How do we work with high performing K-8 charters to align supply and demand?
4. What are the different options available for high school students?
 - How do we ensure that school offerings in high school are most aligned to student needs – and represent diverse school models?
5. How does the plan preserve history and community?
 - What can be done to acknowledge and preserve our educational institutions?
6. What will be the impact on neighborhoods?
 - How do we ensure quality schools in all neighborhoods?
7. Which buildings do we need to divest (e.g., monetize or level)?

South Ward

Current Challenges

Early Childhood:

- 33 district classrooms across 9 locations
- District and provider sites in the South have the lowest ECERS scores*
- ECC-South is currently located in a building unacceptable for children

K-8s:

- All district K-8 schools in the South ward are classified as low quality
- As a result of family demand and charter growth, NPS K-8 enrollment will decline from 5,800 students in 12-13 to 3,200 students in 16-17
- 34% of South ward families are enrolled in charter schools

Our Future

Vision: Invest in early childhood hubs

- Relocated ECC-South from Clinton Avenue to Chancellor Annex
- Repurpose Maple as an ECC
 - Consolidate district standalone sites to ECC-Maple

Vision: Accelerate achievement and double-down on good facilities

- Continue progress at Peshine, Chancellor, and Avon
- Invest in three Renew schools located in good facilities
 - Belmont Runyon
 - George Washington Carver
 - Louise A. Spencer
- Allow proven charter schools to manage district K-8s
 - Madison at Newark Legacy
 - Hawthorne at TEAM
 - Bragaw at TEAM
- Resite Bruce Street to Technology
- Resite Miller to Spencer

* ECERS: Early Childhood Environment Rating Scale. ECERS is an assessment of early childhood program environments and focuses on "process quality," which is more highly predictive of outcomes than structural indicators. ECERS is scored on a 1 to 7 scale, with 7 representing the ideal

South Ward, continued

Current Challenges

High School:

- Magnets attract the highest-performing students leaving the comprehensives with heavy concentrations of higher need students
- 14% of ninth grade students entered high school in not proficient, over-age, or both
- Seven NPS high schools will be underutilized by 16-17

Facilities:

- It will cost over \$350M to bring all South ward buildings up to 21st century standards and over \$260M to district standards

Our Future

Vision: Create attractive and diverse options for all students

- Continue progress at University High School
- Transform Weequahic campus
 - Eagle Academy at Weequahic
 - Girls Academy at Weequahic
- Maximize options at Shabazz
 - Open Transfer School A at Shabazz
 - Continue to redesign Shabazz as athletic academies

Vision: Implement a plan for every building that supports economic stability

- Invest \$190 million in NPS schools
- Work with high performing charter operators:
 - TEAM at Bragaw, Hawthorne, William H. Brown, and Clinton
 - Newark Legacy at Madison
- Divest Miller and Maple Annex
- Retain Banneker, Dayton, and Pathways for NPS use

West Ward

Current Challenges

Early Childhood:

- 20 district classrooms across 8 locations
- District and provider sites in the West ward have the low ECERS scores *

K-8s:

- 8 out of 9 district K-8 schools in the West ward are classified as low quality
- As a result of family demand and charter growth, district K-8 enrollment in the West ward will decline from 4,900 students in 12-13 to 3,100 students in 16-17
- 30% of West ward families are enrolled in charter schools

Our Future

Vision: Invest in early childhood hubs.

- Continue progress at ECC-West at Old Speedway
- Re-purpose Roseville as an ECC
 - Consolidate district standalone sites to ECC-Roseville

Vision: Accelerate achievement and double-down on good facilities

- Continue progress Lincoln, Mt. Vernon, Sussex, JFK, and Thirteenth Avenue
- Invest in two Renew schools located in good facilities:
 - Horton
 - Speedway
- Redesign Ivy Hill
- Allow proven a charter school to a manage district K-8:
 - Alexander

* ECERS: Early Childhood Environment Rating Scale. ECERS is an assessment of early childhood program environments and focuses on "process quality," which is more highly predictive of outcomes than structural indicators. ECERS is scored on a 1 to 7 scale, with 7 representing the ideal

West Ward, continued

Current Challenges

High School:

- Magnets attract the highest-performing students leaving the comprehensives with heavy concentrations of higher need students
- 14% of ninth grade students entered high school in not proficient, over-age, or both
- Seven NPS high schools will be underutilized by 16-17

Facilities:

- It will cost over \$240M to bring all West ward buildings up to 21st century standards and over \$160M to district standards

Our Future

Vision: Create attractive and diverse options for all students

- Maximize options at West Side Campus
 - Open Transfer School B at West Side
 - Resite Newark Early College to West Side Campus

Vision: Implement a plan for every building that supports economic stability

- Invest in \$150M NPS schools
- Work with a high performing charter operator: Alexander

Central Ward

Current Challenges

Early Childhood:

- 9 district classrooms across 4 locations
- District and provider sites in the Central ward have satisfactory ECERS scores*

K-8s:

- 13 out of 14 district K-8 schools in the Central ward are classified as low quality
- As a result of family demand and charter growth, district K-8 enrollment in the Central ward will decline from 5,900 students in 12-13 to 4,900 students in 16-17
- 33% of Central ward families are enrolled in charter schools

Our Future

Vision: Continue progress at ECC sites

- Continue progress at district standalone sites

Vision: Accelerate achievement and double-down on good facilities

- Continue progress Cleveland, Quitman, South 17th, Harriet Tubman, 14th Avenue, Camden, and Franklin
- Invest in one Renew school: Flagg
- Redesign two schools:
 - Roberto Clemente
 - McKinley
- Allow proven a charter school to a manage district K-8:
 - Newton

* ECERS: Early Childhood Environment Rating Scale. ECERS is an assessment of early childhood program environments and focuses on "process quality," which is more highly predictive of outcomes than structural indicators. ECERS is scored on a 1 to 7 scale, with 7 representing the ideal

Central Ward, continued

Current Challenges

High School:

- Magnets attract the highest-performing students leaving the comprehensives with heavy concentrations of higher need students
- 14% of ninth grade students entered high school in not proficient, over-age, or both
- Seven NPS high schools will be underutilized by 16-17

Facilities:

- It will cost over \$430M to bring all Central ward buildings up to 21st century standards and over \$310M to district standards

Our Future

Vision: Create attractive and diverse options for all students

- Grow Bard to scale at Camden Middle
- Continue progress at Science Park, American History, Arts High School, Central High School, Technology, Barringer STEAM Academy, and Barringer Arts and Humanities Academy

Vision: Implement a plan for every building that supports economic stability

- Invest in \$220M NPS schools
- Work with high performing charter operators
 - North Star Academy at MLK
 - People's Prep at Camden Middle
 - Paulo Freire at Burnet Street
- Divest Warren, Mary Wheeler Willis, Newton, and Newark Vocational
- Retain State Street, Barringer 9, Berliner, and Morton for district use
- To be determined: 200 Washington

North Ward

Current Challenges

Early Childhood:

- 15 district classrooms across 10 locations
- District and provider sites in the Central ward have satisfactory ECERS scores*

K-8s:

- 3 out of 8 district K-8 schools in the North ward are classified as low quality

Our Future

Vision: Continue progress at ECC sites

- Continue progress at district standalone sites

Vision: Accelerate achievement

- Continue progress at Elliot Street, Ridge Street, First Avenue, Park, and Branch Brook
- Redesign Abington Avenue
- Invest in two Renew/Redesign schools
 - Rafael Hernandez
 - Luis Munoz Marin

* ECERS: Early Childhood Environment Rating Scale. ECERS is an assessment of early childhood program environments and focuses on "process quality," which is more highly predictive of outcomes than structural indicators. ECERS is scored on a 1 to 7 scale, with 7 representing the ideal

North Ward

Current Challenges

Early Childhood:

- 15 district classrooms across 10 locations
- District and provider sites in the Central ward have satisfactory ECERS scores*

K-8s:

- 3 out of 8 district K-8 schools in the North ward are classified as low quality

Facilities:

- It will cost over \$160M to bring all North ward buildings up to 21st century standards

Our Future

Vision: Continue progress at ECC sites

- Continue progress at district standalone sites

Vision: Accelerate achievement

- Continue progress at Elliot Street, Ridge Street, First Avenue, Park, and Branch Brook
- Redesign Abington Avenue
- Invest in two Renew/Redesign schools
 - Rafael Hernandez
 - Luis Munoz Marin

Vision: Accelerate building and renovations in the North Ward

- Invest in \$58M NPS schools
- Elliot Street slated to break ground in 2016

* ECERS: Early Childhood Environment Rating Scale. ECERS is an assessment of early childhood program environments and focuses on "process quality," which is more highly predictive of outcomes than structural indicators. ECERS is scored on a 1 to 7 scale, with 7 representing the ideal

East Ward

Current Challenges

Early Childhood:

- 15 district classrooms across 6 locations
- District and provider sites in the Central ward have satisfactory ECERS scores*

K-8s:

- 1 out of 6 district K-8 schools in the East ward is classified as low quality

Our Future

Vision: Continue progress at ECC sites

- Continue progress at district standalone sites

Vision: Accelerate achievement

- Continue progress at South Street, Wilson Avenue, Lafayette Street, Oliver Street, and Ann Street
- Invest in one Renew school: Hawkins Street

* ECERS: Early Childhood Environment Rating Scale. ECERS is an assessment of early childhood program environments and focuses on "process quality," which is more highly predictive of outcomes than structural indicators. ECERS is scored on a 1 to 7 scale, with 7 representing the ideal

East Ward, continued

Current Challenges

High School:

- Magnets attract the highest-performing students leaving the comprehensives with heavy concentrations of higher need students
- 14% of ninth grade students entered high school in not proficient, over-age, or both
- Seven NPS high schools will be underutilized by 16-17

Facilities:

- It will cost over \$180M to bring all East ward buildings up to 21st century standards
- East Side High School, built in 1912, is the East ward's newest building and the only one constructed in the 20th century

Our Future

Vision: Create attractive and diverse options for all students

- Continue progress at East Side High School

Vision: Accelerate building and renovations in the East Ward

- Invest in \$90M NPS schools
- Oliver Street slated to break ground in 2017

High Schools

Current Challenges

- Magnets attract the highest-performing students leaving the comprehensives with heavy concentrations of higher need students
- 14% of ninth grade students entered high school in not proficient, over-age, or both
- Seven NPS high schools will be underutilized by 2016-2017

Our Future

- Vision:** Create attractive and diverse options for all students
- Continue progress at East Side High School, University High School, Science Park, American History, Central High School, Technology, Barringer STEAM Academy, Arts High School, and Barringer Arts and Humanities Academy
 - Transform Weequahic campus
 - Eagle Academy at Weequahic
 - Girls Academy at Weequahic
 - Maximize options at Shabazz
 - Open Transfer School A at Shabazz
 - Continue to redesign Shabazz as athletic academies
 - Maximize options at West Side Campus
 - Open Transfer School B at West Side
 - Resite Newark Early College to West Side Campus
 - Grow Bard to scale at Camden Middle
 - Create credit recovery options at Transfer Schools A and B and at all existing high schools
 - Close Newark Evening
 - Launch redesign process for NLA, Bridges, and Newark Vocational