1. Are Newark students making progress?

2. What is driving these results?

3. What are the potential risks we face?
ARE NEWARK STUDENTS MAKING PROGRESS?
More Newark Public Schools students are graduating from high school than any time in recent history.

Graduation Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>Graduation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-11</td>
<td>~ 59.0%</td>
</tr>
<tr>
<td>2015-16</td>
<td>73.1%*</td>
</tr>
</tbody>
</table>

*2015-16 – Projected. Confirming final number w/ State
STUDENT LEARNING

% Meeting or Exceeding Expectations (PARCC ELA)

- 6.0 increase
- 6.1 increase
- 3.9 increase

14-15  
15-16

6.0 increase

NPS: 22.4% 28.4%
Newark Charters: 42.7% 48.8%
All Newark: 29.4% 35.4%
NJ: 46.7% 50.6%

% Meeting or Exceeding Expectations (PARCC Math)

- 2.3 increase
- 2.2 increase
- 3.8 increase

14-15  
15-16

2.5 increase

NPS: 17.3% 19.8%
Newark Charters: 35.6% 37.9%
All Newark: 22.8% 25.0%
NJ: 35.8% 39.6%
HIGH SCHOOL PARCC SCORES

% Meeting or Exceeding Expectations (**ELA**)  
- 15-16

% Meeting or Exceeding Expectations (**Math**)  
- 15-16

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Newark Public Schools | www.nps.k12.nj.us  
*Vo-Tech data just includes Newark Students at those schools*
Newark students have a higher PARCC proficiency rate than 72% of District Factor Group (DFG) A districts in English.
Newark students have a higher PARCC proficiency rate than 80% of District Factor Group (DFG) A districts in Math.
The Median SGP score for NPS is up 8 percentile points in English and 9 in Math over the previous year.
WHAT IS DRIVING THESE RESULTS?
3 CORE AREAS OF WORK

1. Talent Management

2. Academic Investments

3. Access to Great Schools
PREVIOUS CHALLENGES

- **Talent Management**
  - Not all educators were evaluated each year, no knowledge of who our best educators were
  - Educators received very little formal feedback, recognition or support

- **Academic Investments**
  - Fewer than 60% of High School Students Graduating in NPS Schools
  - Newark students weren’t learning at competitive levels with even those students in districts with similar demographics
  - Central office was not well positioned to effectively support schools
  - Classroom practices were inconsistent – with no clear vision for good instruction

- **Access to Great Schools**
  - Very little information about which schools were serving students best
  - There were some high quality schools in Newark – but access to them depended on geography, prior student success, or individual lottery
Progress:

- **Educators view our new evaluation and feedback system as accurate, and providing useful information for their practice**
  - Nearly all NPS teachers are receiving annual observations compared with 77% a few years ago.
  - Approximately 75% of teachers, and 95% of administrators agreed new system was accurate, valid, fair, and useful in recent AIR study.

- **We are retaining our most effective educators**
  - 95% of our highly effective and effective educators have remained in our classrooms.

- **We are retaining far fewer of our least effective teachers**
  - Only 63% of ineffective teachers returned last year, 74% of PE.
  - Since 2012, we have filed 200 tenure charges: 150 of those individuals are no longer in the district. (Most in NJ during that period)

- **We are filling vacancies sooner in the school year**
  - 98% of Vacancies were filled by the first day of school this year – highest on record.
Remaining Challenges:

- Expired Teacher Contract and Fiscal Restraints
- Attracting Top Talent to Newark Public Schools
- Last in, first out (LIFO)
Progress:

- **Talented School Leaders and Educators**
  - Improvements in educator effectiveness and support transfer into the classroom

- **Rigorous Curricula and Instruction**
  - Adopted Curricula to align with Common Core early
  - Created engaging classroom resources and instructional strategies aligned to that curricula

- **Data and Technology**
  - Used data to understand student learning and differentiated supports through integration of new technology

- **Strategic Plan Sets a Cohesive Vision**
  - Vision will help us build on progress and spread improvements across schools
Remaining Challenges:

- National Trends

- Social and Emotional Issues Associated with Poverty
  - Have launched Community Schools Initiative
Progress:

- **Family Choice is Driving Outcomes**
  - 75% of families in kindergarten are choosing a school that is not closest to their home
  - Harvard Study: families are choosing wisely
  - Equity: schools increasingly serve their fair share of highest need students

- **Neighborhood Schools and Universal Enrollment: A False Dichotomy**
  - Most schools and classes are serving all neighborhood children who wish to attend
  - UE provides neutral rules to resolve situations where there is more demand for seats than supply – providing preference based on geographic proximity and siblings.

- **Makes rules fair for all schools – Not just NPS schools**
Remaining Challenges:

- Universal enrollment remains a source of misunderstanding and controversy
  - NPS school enrollment has declined by 50% in South and West Ward
  - Many schools were oversubscribed long before universal enrollment

- By definition, parents will be disappointed when they do not get their first choice.

- Despite improvements, there are continued executional challenges.
WHAT ARE POTENTIAL RISKS?
We have met very large challenges over the last two fiscal years – consecutively closing approximately $75M projected deficits

- Increasing enrollments combined with flat state aid has meant decreased funding per pupil

We face a highly uncertain budget future

- If budget remains flat, we will continue to face deficits in the coming years
- Political environment and large share of state funding for our schools makes projecting future budgets difficult
TRANSITION TO LOCAL CONTROL

- We must ensure that we are meeting our goals for a timely transition back to local control

- We must also ensure that we sustain improvements and remain focused on student outcomes through the transition of responsibility
Recent construction: New Elliot Street School and New Oliver Street School.

Groundbreaking: New South Street School

Requested over $300M in emergent projects with the SDA
- Spent nearly $700k to date on water testing and lead abatement related projects

11 buildings were recently transferred to the Newark Housing Authority for eventual sale to benefit NPS.