



Achieve Hartford!



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Mayor Pedro Segarra
City of Hartford
550 Main St
Hartford, CT 06103

November 10, 2011

Dear Mayor Segarra,

Congratulations on the November 8 results! Achieve Hartford! is encouraged by your commitment to support education, and thanks you for speaking with our Board of Directors on October 27.

Hartford has outpaced the state – and the other urban school districts in Connecticut – in producing impressive student achievement gains over the past five years. At Achieve Hartford!, as an independent, nonprofit organization of business and community leaders, we are focused on maintaining this momentum.

One of the Mayor's greatest opportunities to build upon this success is the appointment of five members to the Board of Education. These appointments will greatly influence the entire Board's ability to impact education outcomes for Hartford students which in turn will be the foundation for the city's future economic and civic well-being.

In thinking about attributes of board members, we believe that it is important to stress that all Hartford Board of Education members have a **clear understanding of the role that a high-performing Board of Education plays in supporting school improvement.**

A High-Performing Board:

- ✓ Sets policy that supports the direction and strategy set forth by the District
- ✓ Approves the strategic operating plan, budget and facilities plan
- ✓ Provides accountability by reviewing the performance of the District and superintendent
- ✓ Selects the superintendent
- ✓ Refrains from getting involved in decisions related to implementation or operating schools.

In addition to this, we ask that the Mayor look for the following five attributes of his Board of Education member appointees:

1. **A sense of urgency and incredibly high expectations for what our schools and students can achieve.**
2. **Willingness to make tough decisions and support change at the systemic level, which is long term, disruptive by nature and, at times, unpopular in the face of short-term demands.**
3. **Support for the District's current reform strategy and direction.**
4. **Fortitude to support what works and make decisions without personal or political bias.**
5. **Ability to analyze data critically in order to understand school performance and ask the necessary questions that drive accountability.**

Success in education will hinge on the Mayor's and Board of Education's commitment to ongoing, effective reform. Thus, ensuring the highest caliber Board appointments is critically important.

We share your commitment to both protecting the educational gains achieved over recent years and to meaningfully building upon this success, and look forward to working with you to build stronger partnerships on behalf of Hartford children.

Sincerely,

Paul Diego Holzer
Interim Executive Director
Achieve Hartford!