



## 2011-2016 Strategic Operating Plan Goals, Objectives and Measures



### Goal 1: Third Grade Promise

***All students who enter a Hartford Public Schools school at grade Pre-K or K will read at/above grade level by the end of third grade.***

**Objective 1: Every Pre-K student will be fully prepared to read in Kindergarten.**

- 100% of Pre-K students will demonstrate readiness to read on the Get Ready to Read assessment tool by 2016.
- 100% of Pre-K students in Hartford Public Schools will reach the Kindergarten readiness standard on the Concepts About Print and Phonemic Awareness Universal Kindergarten Screens by 2016.

**Objective 2: Every Kindergarten student will be fully prepared for Grade 1 level work.**

- The percentage of Kindergarten students at or above Level 8 as measured by the DRA2 (Developmental Reading Assessment) will increase from 6% in 2011 to 50% by 2013.

**Objective 3: Every Grade 1 student will be fully prepared for Grade 2 level work.**

- The percentage of Grade 1 students at or above Level 20 as measured by the DRA2 (Developmental Reading Assessment) will increase from 10% in 2011 to 70% by 2014.

**Objective 4: Every Grade 2 student will be fully prepared for Grade 3 level work.**

- The percentage of Grade 2 students at or above Level 30 as measured by the DRA2 (Developmental Reading Assessment) will increase from 12% in 2011 to 85% by 2015.

**Objective 5: Every Grade 3 student will be fully prepared to transition from “learning to read” to “reading to learn” in Grade 4.**

- The percentage of Grade 3 students at or above Level 40 as measured by the DRA2 (Developmental Reading Assessment) will increase from 21% in 2011 to 100% by 2016.
- The percentage of Grade 3 students (K-3 same school cohort) at or above the proficient level as measured by Reading CMT scores will increase from 53% in 2011 to 82% by 2014.<sup>1</sup>
- The percentage of Grade 3 students at or above the proficient level as measured by MAS Reading CMT scores will increase from 32% in 2011 to 44% by 2014.<sup>2</sup>

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<sup>1</sup> New state assessments to be administered SY 2014-15.

<sup>2</sup> New state assessments to be administered SY 2014-15.

## Goal 2: Middle Years Redesign



***All middle grades students will demonstrate sustained performance gains that will prepare them for the rigor of a college-ready high school curriculum.***

**Objective 1: Every middle years student will be prepared for the academic rigor of high school.**

- All schools will provide access to Algebra 1 in Grade 8 by 2016.
- The percentage of Grade 8 students at or above the proficient level as measured by Science CMT scores will increase from 41% in 2011 to 53% by 2014.<sup>3</sup>
- 85% of Grade 6 students will read at grade level (Lexile<sup>4</sup>=665 or higher) by 2016.
- 85% of Grade 7 students will read at grade level (Lexile=735 or higher) by 2016.
- 85% of Grade 8 students will read at grade level (Lexile=805 or higher) by 2016.

**Objective 2: Every middle years student will experience a learning environment sensitive to the unique developmental challenges of early adolescence.**

- The Middle Years Implementation Plans of all schools will be rated *Acceptable* or *Exemplary* as measured by The Middle Years Design Standards Rubric by 2012-13.
- All schools will successfully implement a Middle Years Implementation Plan as measured by a rubric based on The Middle Years Design Standards by 2016.

**Objective 3: Every middle years student will feel connected to the school community.**

- The student attendance rate will increase from 92% in 2011 to 95% by 2016.
- The percentage of students participating in at least one co-curricular or extra-curricular activity will increase annually.
- The percentage of students who report being connected to their schools will increase annually as measured by a school connectedness survey.
- All schools will have school youth leadership opportunities by 2016.

<sup>3</sup> New state assessments to be administered SY 2014-15.

<sup>4</sup> Reading at grade level is measured by Lexile level which is aligned with common core. Lexile measure provides information about an individual's reading ability or the difficulty of a text, like a book or magazine article, in order to effectively match readers with books and articles at an appropriate level of difficulty.

**Objective 4: Every middle years student will experience a learning environment that establishes norms and structures that support high school readiness.**

- Every middle years student will receive daily homework that aligns with grade-appropriate district guidelines as measured by the School Accountability Plan.
- Every middle years student will develop and demonstrate library research skills, including computer literacy, by Grade 8 as measured by successful completion of an end-of-year project.
- Every middle years student will learn note-taking, organizational skills, time management, and study strategies, with evaluation embedded in unit assessments.
- Every middle years student will develop a career plan that documents academic and co-curricular experiences and progress toward their preferred career.

**Objective 5: Every middle years student will experience a safe and healthy learning environment.**

- By 2012-13, every school will engage its middle years students in weekly student community meetings and advisories as measured by meeting indicators in school accountability plans.
- Every school will fully implement the state-required District Safe School Climate Plan by 2016.
- The number of disciplinary offenses in grades 6-8 that result in external suspensions will decrease annually from the current 43% rate.
- The number of disciplinary offenses in grades 6-8 that result in internal suspensions will decrease annually from the current 21%.

### **Goal 3: College Readiness**



***All students earning a Hartford Public School diploma will demonstrate college readiness.***

**Objective 1: Every high school student will demonstrate college-ready skills in reading, writing and math.**

- The student attendance rate will increase from 85% in 2011 to meet or exceed the state average of 93% by 2016.

#### **Grade 9:**

- The percentage of Grade 9 students at or above the proficient level in English 1 and Algebra 1 or Geometry will increase to 85% as measured by end of course assessments by 2016.

#### **Grade 10:**

- The percentage of Grade 10 students at or above the proficient level as measured by CAPT will increase in Reading from 58% in 2011 to 70% in 2014; in Math from 53% in 2011 to 65% in 2014; and in Writing from 71% in 2011 to 83% in 2014.<sup>5</sup>
- The percentage of Grade 10 students at or above the proficient level as measured by the MAS CAPT will increase in Reading from 50% in 2011 to 62% in 2014 and in Math from 35% in 2011 to 47% in 2014.<sup>6</sup>
- The district average Grade 10 PSAT score will increase annually to reach or exceed the state average by 2016.

#### **Grade 11:**

- The district average Grade 11 PSAT score will increase annually to reach or exceed the state average by 2016.
- The district average Grade 11 SAT score will increase annually to reach or exceed the state average by 2016.

**Objective 2: Every high school student will have access to a college-level course.**

- The percentage of high school students who participate in a college level class will increase annually as measured by Advanced Placement (AP), Early College Experience (ECE), Dual Enrollment data.

<sup>5</sup> New state assessments to be administered SY 2014-15.

<sup>6</sup> New state assessments to be administered SY 2014-15.

**Objective 3: Every high school student will complete a rigorous college-ready curriculum, including a Capstone experience.**

- The percentage of students ending grade 9 with required credits to move to grade 10 will increase annually.
- The percentage of students ending grade 10 with required credits to move to grade 11 will increase annually.
- The percentage of students ending grade 11 with required credits to move to grade 12 will increase annually.

**Objective 4: Every high school student will be prepared to successfully complete the college application process, including the development of a financial management plan.**

- 85% of graduating seniors will complete at least 4 college applications as part of their college advising process by 2013.
- The number of parents and students who participate in financial planning workshops will increase annually.

**Objective 5: Every high school graduate who enrolls in college will successfully complete his/her freshman year.**

- The percentage of first year college students who complete freshman year as evidenced by the National Student Clearinghouse data reports will increase annually.



## District Communications Plan Framework 2011-12

***Goal: Build awareness, support, improved understanding and civic capacity for the next level of initiatives to close the achievement gap and prepare students for college and careers.***

### **Objectives:**

1. Increase awareness and support of Hartford Public Schools' mission, vision, goals and strategies including Third Grade Promise, Middle Years Redesign and College Readiness.
2. Solidify Hartford Public Schools' image as a state and national model for school reform.
3. Engage key constituents including parents/families, HPS employees, board members, students and alumni, corporations and foundations, funders, government, community-based organizations and others as supporters of the reform initiatives.
4. Increase the number of Hartford families who choose Hartford Public Schools.
5. Increase the level of confidence in the quality of Hartford Public Schools.

### **Measures:**

- Level of awareness and support of the mission, vision, goals and strategies increases as measured through input by stakeholders (e.g. surveys, interviews, focus groups)
- There is more positive local and national coverage of Hartford Public Schools inclusive of established key messages.
- Constituents feel well-informed about the district's goals, objectives and key strategies as assessed through surveys, interviews, focus groups.
- More parents / families participate in school-based activities (e.g. parent-teacher meetings, governing councils, special events)
- HPS employees actively use the Intranet for information, shared learning and engagement with each other.
- New and/or increased sources of funding are attained to support HPS Strategic Operating Plan.

- The number and diversity of community partnerships grows.
- The number of Hartford families enrolled and/or retained in Hartford Public Schools remains stable and/or increases.
- Levels of confidence in Hartford Public Schools increases as measured through surveys, interviews and focus groups.

**Priorities for 2011-2012:**

1. Create multi-year communications plan and calendar.
2. Develop new branding platform.
3. Develop and launch a robust intranet site.
4. Redesign newsletter as key communications tool.
5. Update website.
6. Establish social media strategy.

