

## 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.*

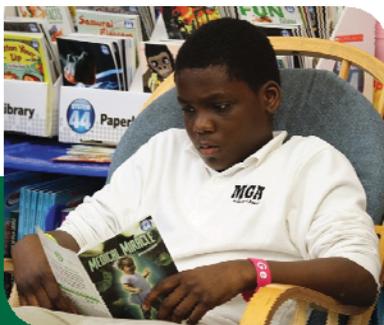
**Objective 1:** Every middle years student will be prepared for the academic rigor of high school.

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

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

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

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



## 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.

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

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

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

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



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# 2011-2016 Strategic Operating Plan

  
**HARTFORD  
PUBLIC SCHOOLS**  
Where the future is present.

*Hartford Public Schools is the State Capital's  
Portfolio District of Excellence!*

## About the Strategic Operating Plan:

The Hartford Public Schools is a unique Connecticut school district that provides a portfolio approach to Pre-K through 12 education in a historic urban setting. As a community of learners, educators and community members, we are dedicated to the continued growth and improvement of our school system so that **every** neighborhood has access to a high performing school of excellence.

From 2006 to 2011, we engaged in a reform plan that allowed the district to define practices in terms of school choice, budgeting, evaluation and supervision, governance and decision-making.

After four consecutive years of performance gains, including a 22% increase in third grade reading and a 25% increase in the high school graduation rate, we are poised to both accelerate and sustain our reform work. The district Strategic Operating Plan: 2011-2016 with a Phase II Action Plan provides a "road map" for our work and sets priorities for the next five years that build on the prior five years of our reform.

The Strategic Operating Plan will be a living document at the center of district, school-level and community conversations. In Phase II, our goal will be to prepare **every** Hartford Public Schools student to be college and career ready. To accomplish our work, we will focus on three overarching goals.

The focus of the *Goal 1 Third Grade Promise* is to have **every** child reading at or above grade level by the time he or she finishes third grade. This goal is a key benchmark for our district's success.

The focus of the *Goal 2 Middle Years Redesign* is to restructure grades 6-8 to include developmentally appropriate themes, group learning processes, current technologies, leadership development opportunities and practices that excite and engage **every** adolescent learner as he or she transitions from childhood to the teenage years of high school.

The focus of *Goal 3 College Readiness* is to ensure that **every** Hartford Public Schools graduate is fully prepared to excel at college-level work without the need for remedial courses.

Through these important goals, we will deliver on providing **every** child with the quality education he or she needs to be an empowered citizen, decision-maker, employee and leader in our greater Hartford and global community. As the **State Capital's Portfolio District of Excellence**, we are proud partners with our families and students in preparing the leaders of tomorrow.

# The Three Goals

## Third Grade Promise

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

## 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.

## College Readiness

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

Relevant Curriculum

School Design Fidelity

Family & Community Engagement



Innovative Leaders

Quality Instruction

Capacity Building

For the full Strategic Operating Plan, please visit our website at [www.hartfordschools.org](http://www.hartfordschools.org)

Strategic Operating Plan adopted at Board of Education Meeting, September 20, 2011

## Goal 1: Third Grade Promise

**All students who enter a Hartford Public 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.

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

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

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

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

